



OPERATING BUDGET

THE CITY OF EDMONTON
2019–2022

Approved December 14, 2018

Edmonton



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Edmonton
Alberta**

For the Triennium Beginning

January 1, 2016

Executive Director

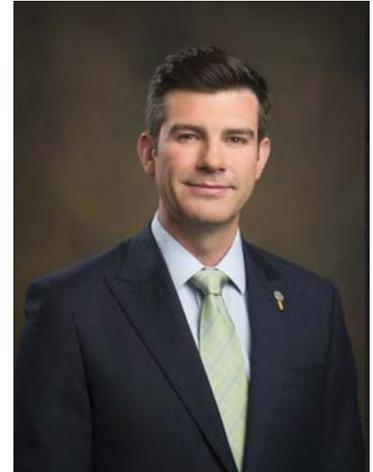
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Edmonton, Alberta for its multi-year budget for the fiscal years beginning January 1, 2016, January 1, 2017 and January 1, 2018.

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.

Message from the Mayor

On behalf of City Council, I am pleased to present the City of Edmonton's 2019-22 Operating Budget. As is the case with every budget, our biggest challenge was to reconcile all of the feedback and perspectives from the public and then prioritize and allocate resources to shape a vision for our city's future. Our goal is to exercise fiscal restraint while maintaining to the best of our ability the programs, services and infrastructure Edmontonians expect and deserve. With a 2.6% increase per year, we are bending our tax increases closer to inflation, which has long been my goal.



This year, an uncertain provincial economy, the need to play catch-up on our infrastructure and new demands for city services created a perfect storm of competing priorities. This has been the toughest budget for the City in a decade, and in the face of many pressures, Council came together to listen to citizens, thoughtfully and thoroughly deliberate, and pass a prudent budget.

I'm grateful for Councillors' work to represent the needs of their constituents and the city as a whole. Each one of us proposed changes to the budget, but ultimately we came together to jointly own the most significant expression of our City's priorities. I'm also grateful for the many contributions from the public, and from various groups who advocated for their priorities. I thank the citizens who came out to speak up for DATS improvements, support for entrepreneurs, and the recreation facilities people depend on or still need to be built.

After months of uncertainty over provincial funding, I'm proud to say we secured a new long-term funding deal with the province on the first day of budget deliberations. The agreement recognizes the Government of Alberta's commitment to the Edmonton region and its needs. Not only does it offer certainty on our infrastructure budgets, but it also allows us to plan and build our transit network well into the next decade. There are also new incentives to collaborate on regional infrastructure, which we have never had before.

Some of the best news of this budget is what Council *didn't do* – *which is to pull back on our existing infrastructure investments. In the 1990s we didn't invest in our roads, sewers and transit, and our city fell behind. I'm happy Council is continuing to support things like neighbourhood renewal, investments in Yellowhead Trail and expanding our LRT network to keep Edmonton moving. We did not make short-sighted decisions.*

I'm pleased with the efficiencies we were able to incorporate in this budget. The Program and Service Review has generated significant savings for the city, with the promise of more to come in the next few years. We also have asked for greater efficiency from our police service and directed administration to further reduce staffing levels, saving millions of dollars. Our efforts to find efficiencies and the push for greater transparency and efficacy in our operations will continue throughout this budget cycle and the next. As a result, I'm confident we have put Edmonton in a position to thrive for decades to come.

A handwritten signature in black ink, appearing to read 'Don Iveson'.

Mayor Don Iveson

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Foreword

The Approved 2019–2022 Operating Budget has been prepared by Administration with consideration of the Corporate Outcomes approved by City Council.

The Approved 2019–2022 Operating Budget document is presented in one volume. The budget document contains introductory and summary level information followed by Department, Branch and program level budget detail. The 2019–2022 Approved Utilities Budget is presented in a separate volume.

Unless otherwise stated, all amounts are shown in thousands of dollars.

Budget in Brief

The Budget in Brief section provides a quick look at the Approved 2019–2022 Operating Budget. It shows the impacts of the approved tax increase on a typical homeowner, where the money comes from, where the money is spent and monthly average household spending.

Building a Great City

The Building a Great City section provides an overview of the City of Edmonton Fiscal Policy from the past to the present. It also provides an economic update and forecast for the City of Edmonton.

Budget Building Blocks

The Budget Building Blocks section describes the City's Strategic Planning Framework. This section also describes the Public Engagement initiative, describes the Corporate Culture and the five Cultural Commitments. The section describes the Budget Reductions included to reduce the tax increase as well as the Budget Principles used to develop the approved budget.

Impacts of Growth in the City

This section provides information related to the Operating Impacts of Capital and of Contributed Capital as well as a summary of all of the Service Packages.

Budget by the Numbers

Included in this section are the budget summaries, FTE tables and approved changes to user fees, fines and permits.

Department and Branch Overviews

This section contains detailed information for each City Department and its Branches. The Department Overview introduces the department and includes a table identifying all the branches and programs contained within the department. Highlights of the Approved 2019–2022 Budgets and a departmental view of the Budget are also

Foreword

provided. The Branch Overviews provide information on major services and programs and the Approved 2019–2022 Operating Budget for the branch. Changes to the Budget and information on results, cost drivers and services offered by program, along with details of funded service packages, are also presented if applicable.

Breaking down each Branch into additional levels of detail is intended to provide clearer information about revenues and expenditures in the base budget, as well as any changes for 2019–2022.

Supplementary Information

This section includes additional information about the City of Edmonton and the Approved 2019–2022 Operating Budget. The sections include:

- Governance Structure
- Basis of Budgeting
- Reserve Funds
- Outstanding Debt Summary
- Major Financial Policies
- Terms and Definitions

Access to Approved 2019-2022 Budget Documents

The Approved 2019–2022 Budget documents are available on the City's Website: <http://www.edmonton.ca/budget>.

Similar information can also be found by navigating to 'Open Budget' on our open data website located at: <https://data.edmonton.ca/>

Key Dates

The following are key dates related to the 2019–2022 Operating Budget Process:

May 29, 2018

- Administration provided a high level view of the 2019–2028 Operating Investment Outlook to Council.

November 1, 2018

- Proposed 2019–2022 Operating Budget for Civic Programs and Boards and Commissions released to Council and the public electronically via the City of Edmonton Website and printed copies of the budget delivered.

November 7, 2018

- Proposed 2019–2022 Operating Budget for Civic Programs and Boards and Commissions presented to Council.

November 15/26/28, 2018

- Non-statutory Public Hearings on Proposed 2019–2022 Operating and Capital Budgets.

November 28 to December 14, 2018

- Council Budget Deliberations

December 14, 2018

- Council approved the 2019-2022 Operating and Capital Budgets.

January 2019

- Assessment notices are mailed to property owners.

Spring 2019

- Education Tax Requisition from the Province of Alberta.
- Council approves final tax rate.

May 2019

- Property tax notices are mailed.

June 30, 2019

- Deadline to pay property taxes.

Budget in Brief

Approved 2019-2022 Budget Summary

(\$000)	2018					
	2017 Actual	Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Taxation Revenue	1,497,658	1,578,834	1,648,934	1,721,950	1,801,980	1,885,191
User Fees, Fines, Permits, etc.	352,735	384,641	403,322	420,278	426,146	428,314
Franchise Fees	165,787	168,439	173,246	176,733	180,298	183,612
EPCOR Dividends	152,670	166,021	171,000	171,000	171,000	171,000
Transit Revenue	132,009	139,377	132,618	133,719	139,179	142,663
Transfer from Reserves	107,326	196,920	139,783	147,573	150,400	153,786
Other Revenue	72,817	79,807	123,021	117,465	117,410	116,650
Grants	105,414	105,788	106,616	106,775	106,757	106,967
Investment Earnings & Dividends for Capital Financing	77,548	65,268	82,178	75,356	78,313	80,895
Total Revenue & Transfers	2,663,964	2,885,095	2,980,718	3,070,849	3,171,483	3,269,078
Net Expenditure & Transfers						
Personnel	1,484,136	1,544,449	1,589,303	1,607,392	1,630,934	1,650,811
Materials, Goods, and Supplies	200,521	220,481	219,023	220,743	221,609	223,421
External Services	296,183	279,399	278,385	302,422	339,196	349,233
Fleet Services	(29,609)	(37,947)	(31,281)	(31,357)	(31,921)	(31,463)
Intra-municipal Charges	93,650	99,614	100,321	100,980	101,959	102,379
Debt	211,670	263,410	305,295	323,183	334,394	351,355
Utilities & Other Charges	351,168	422,931	416,287	421,984	441,090	455,175
Transfer to Reserves	275,233	303,226	315,848	338,638	348,457	383,383
Intra-municipal Recoveries	(218,988)	(210,468)	(212,463)	(213,136)	(214,235)	(215,216)
Total Net Expenditure & Transfers	2,663,964	2,885,095	2,980,718	3,070,849	3,171,483	3,269,078
Total Net Operating Requirement	-	-	-	-	-	-
Full-time Equivalents						
Boards & Commissions						
Economic Development Corporation	327.0	577.0	586.0	586.0	586.0	586.0
Police Service	2,558.1	2,633.6	2,688.1	2,735.6	2,776.1	2,821.1
Public Library	518.4	521.7	524.9	525.3	525.3	525.3
Other Boards & Commissions	57.0	57.0	56.5	56.5	56.5	56.5
Civic Departments						
Citizen Services	2,801.9	2,847.1	2,857.6	2,854.3	2,891.0	2,892.3
City Operations	4,787.3	4,813.4	4,867.7	4,900.5	4,890.3	4,885.9
Communications & Engagement	335.5	376.2	378.4	374.4	368.4	368.4
Corporate Expenditures & Revenues	-	-	(15.0)	(15.0)	(15.0)	(15.0)
Employee Services	169.9	201.0	203.0	203.0	203.0	203.0
Financial & Corporate Services	1,172.8	1,162.2	1,153.7	1,135.7	1,116.2	1,104.2
Integrated Infrastructure Services	489.8	519.7	528.9	521.8	519.3	519.3
Mayor & Councillor Offices	50.0	50.0	50.0	50.0	50.0	50.0
Office of the City Auditor	16.0	16.0	16.0	16.0	16.0	16.0
Office of the City Manager	77.1	85.1	86.1	86.1	86.1	86.1
Urban Form & Corporate Strategic Development	751.7	702.8	712.0	705.4	696.3	689.7
Total Full-time Equivalents	14,112.5	14,562.8	14,693.9	14,735.6	14,765.5	14,788.8

Budget in Brief

Approved Property Tax Increases

The following table provides a high level summary of the approved changes in revenue and expenditures and shows the related impact on the approved tax increase.

Assessment growth tax revenue reflects an increase to the taxable assessment base. As the City grows and more properties are developed, real growth in property assessment helps to pay for costs associated with that growth.

	2019-2022 Forecast (000s) Incremental			
	2019	2020	2021	2022
Base Budget:				
Revenues:				
Transfer from Reserves	5,906	2,577	(1,070)	(2,344)
User Fees, Fines & Permits, etc.	3,529	12,720	7,140	6,731
Corporate Revenues	11,962	10,678	(10,391)	(2,111)
	21,397	25,975	(4,321)	2,276
Expenditures:				
Personnel	5,505	2,788	2,730	3,915
Inflation on Fuel & Utilities	8,763	3,705	3,173	4,717
Fleet Charges	4,781	(177)	(422)	650
Other	(1,658)	8,477	(4,357)	(3,378)
Corporate Expenditures	(6,693)	6,249	16,449	30,579
	10,698	21,042	17,573	36,483
Net Base	(10,699)	(4,933)	21,894	34,207
<i>Tax Increase</i>	<i>(0.7)</i>	<i>(0.3)</i>	<i>1.3</i>	<i>1.9</i>
Growth funds Growth:				
Impacts of Capital	(1,656)	5,813	8,582	603
Capital Project Financing	14,707	24,737	22,232	15,299
Annexation	2,000	-	-	-
Assessment Growth Revenue	(27,718)	(28,878)	(33,845)	(35,421)
Net Growth	(12,667)	1,672	(3,031)	(19,519)
<i>Tax Increase</i>	<i>(0.8)</i>	<i>0.1</i>	<i>(0.2)</i>	<i>(1.1)</i>
Service Changes				
Cannabis Legalization (net)	(1,271)	340	1,108	(1)
Transit Initiatives	16,928	1,236	5	463
Affordable Housing Investment Program & Campaign	4,050	(210)	-	(90)
Urban Form & Planning Initiatives	2,703	674	(1,897)	(525)
Climate Resilience Initiatives	2,500	3,000	2,500	3,000
Support to Partners	4,047	5,372	(872)	2,050
Other	2,938	3,701	(506)	(241)
Net Service Package Increases	31,895	14,113	338	4,656
<i>Tax Increase</i>	<i>2.0</i>	<i>0.8</i>	<i>0.0</i>	<i>0.3</i>
Dedicated Tax Increases:				
Valley Line	9,750	10,300	5,300	5,700
Alley Renewal	4,840	6,760	5,380	5,300
Net Dedicated Tax Increases	14,590	17,060	10,680	11,000
<i>Tax Increase</i>	<i>0.9</i>	<i>1.0</i>	<i>0.6</i>	<i>0.6</i>
Edmonton Police Services				
Funding Formula	13,471	15,948	16,304	17,446
Accommodation	3,290	-	-	-
Annexation	2,360	278	-	-
Cannabis	142	-	-	-
Net EPS Increases	19,263	16,226	16,304	17,446
<i>Tax Increase</i>	<i>1.2</i>	<i>1.0</i>	<i>0.9</i>	<i>0.9</i>
Total Incremental Increase	42,382	44,138	46,185	47,790
<i>Tax Increase</i>	<i>2.6</i>	<i>2.6</i>	<i>2.6</i>	<i>2.6</i>

Budget in Brief

2019–2022 Operating Budget

The approved operating budget is a forecast of the revenues collected and expenditures required for the day to day operations of all the programs and services that the City of Edmonton provides. The City endeavours to balance affordable taxes and reasonable user fees with achieving program results and maintaining services for the general public — all the while respecting and balancing competing interests of the public and values which can and do change over time.

The approved 2019–2022 budget is influenced by economic forecasts of slow to moderate growth as Alberta gradually recovers from the 2015-16 recession. It is vital that the City continues to review our programs and services and engages with the public to ensure that City resources are being appropriately directed. Edmontonians are able to provide beneficial feedback, reflective of their values, through a variety of means: commenting through the City's online reporting tools, placing calls to 311, participating in public consultation and engagement on projects and programs and through direct contact with the Mayor and Councillors throughout the year (for instance, at the public hearing on the budget).

Budget Highlights

Delivering on the approved 2019-2022 budget requires tax rate increases of 2.6 percent for each of 2019 to 2022. These increases are a result of:

- identified pressures in the existing budget,
- costs associated with the growth in services,
- changes to services
- dedicated tax increases previously approved by Council, and
- dedicated funding approved through policy for Edmonton Police Service.

Existing Budget

The approved operating budget has identified revenue increases over the four years from user fees, fines and permits, with the majority of additional revenue forecast to be generated from changes to volume. An increase to the number of on street construction and maintenance permits being issued is expected to generate \$3.0 million in 2019. These permits are intended to recover costs associated with construction projects that impact lane occupancy, road right of ways and utility line assignments. The budget also contains an approved increase to the cash fare price for transit of \$0.25 in 2019. This fare increase is expected to generate an additional \$0.7 million in 2019.

Personnel costs account for approximately 53 percent of the operating expenditures of the City on average over the four years. Cost increases for personnel required in the existing budget are primarily related to current staff who are moving through the pay bands to eventually achieve the full pay associated with their positions. In addition to personnel costs, there are inflationary cost pressures related to fuel for City vehicles and equipment, as well as electricity and natural gas to light and heat City-owned buildings.

The approved net change to the base budget is equivalent to a 0.7 percent tax increase for 2019 and 0.3 percent tax increase for 2020. There is more uncertainty in the last two years of the budget and the City has incorporated significant contingencies to provide the flexibility to deal with any required changes. The impact of

Budget in Brief

having this increased flexibility is that the cost of the existing budget does increase in 2021 and 2022 to 1.3 percent and 1.9 percent respectively, still within the range of the forecasted consumer price index.

Growth in Services

The physical growth of the city has implications for the operating budget. One benefit to growth is additional revenue from the expansion of the assessment base. Growth in the city means growth in the number of properties paying taxes. The projections for the amount of additional taxation revenue related to real growth are significant over the next four years with an increase of \$27.7 million in 2019, \$28.9 million in 2020, \$33.8 million in 2021, and \$35.4 million in 2022. Although large increases, these projections are in line with the expectations that the city will grow at a much slower pace than experienced in recent years.

Growth of the city also has implications on the budgeted expenses for the next four years. Most consequential is the cost of funding significant capital projects with debt. The impacts of debt servicing relate primarily to improvements to Yellowhead Trail and the continued construction of Valley Line South LRT. The investment in these projects aligns with the vision and strategy that Council has for the city. It is anticipated that annexation of lands to the south of the city will be approved by the province effective January 1, 2019. With this approved growth of the city, there will be additional costs to maintain and service this new area. Finally, there are cost increases projected over the next four years to put new assets that have been purchased or built into service. These new assets include the growth of equipment inventory for Fire Services, the operation of Valley Line South LRT and operation of Heritage Valley park and ride.

Overall, the net revenue from growth assists in reducing the impact of expenditure increases required in the base budget and changes to services, such as enhancements to the safety and security on the transit system.

Change in Services

Council has approved a 2.0 percent tax increase in 2019 to fund a limited number of service packages in high priority areas. The most significant is an additional \$16.9 million for transit initiatives, including Transit Safety & Security. Also included is \$4.0 million for Affordable Housing Investment Program & Campaign, \$2.7 million for Urban Form & Planning Initiatives and \$2.5 million towards Climate Resilience Initiatives. Council also approved \$4.0 million for support to various partners including \$0.9 million to the Edmonton Screen Industries Office, \$0.9 million to REACH and \$0.5 million to the Edmonton Arts Council.

Dedicated Tax Increases

A dedicated tax increase for Valley Line South LRT that was approved by Council in 2016 and will continue for the next four years. The funds generated from this dedicated tax go to a reserve that will be used to pay for the anticipated costs of operating the line and the debt servicing associated with the construction of the line. The amount of dedicated tax required for this project in 2019 and 2020 results in a 0.6 percent increase, which drops to a 0.3 percent increase for 2021 and 2022 as the fund reaches its full value by the end of 2022.

Budget in Brief

In addition, at the June 12, 2018 meeting Council approved a dedicated tax increase to fund an accelerated Alley Renewal Strategy. A tax increase of 0.3 percent in 2019, 0.4 percent in 2020 and 0.3 percent in 2021 and 2022 has been included for the next four years. The dedicated tax increase will be removed from the budget at the end of 2022 as the fund for the strategy reaches the intended annual amount of \$22.3 million.

Edmonton Police Service

At the June 26, 2018 City Council meeting, the Edmonton Police Service Funding Formula Policy C604 was approved. This policy enshrines a funding formula that will provide the City and Edmonton Police Service (EPS) with expenditure and funding certainty over the term of a multi-year budget. The formula used to determine the annual budget increase allocated to EPS considers both inflation and growth and results in a 1.0 percent tax increase in each of the next four years. In addition to the amount calculated through the funding formula, EPS will receive additional funding for impacts from annexation of the lands to the south of the city and increases for accommodation costs.

In total, the approved budget includes a 1.2 percent tax increase for EPS in 2019, a 1.0 percent increase in 2020, a 0.9 percent increase in 2021 and a 0.9 percent increase in 2022.

Change in Staffing Levels

Contained within the approved 2019-2022 Operating Budget are a number of changes to staffing levels or Full-time Equivalents (FTEs). In 2019 FTEs have increased by 131.1 from 2018. The boards and commissions contribute to 66.2 FTEs of this increase, primarily as a result of resources being added to the Edmonton Police Service. The remaining 64.9 FTEs relate to increases in civic departments. These increases are primarily for putting capital assets into service or changes to existing services. This includes enhanced security and safety enhancements for transit (29.4), putting a new fire services tanker unit into service (12.0 FTEs), the impacts from the legalization of cannabis (5.3 FTEs) and other changes to service (18.2 FTEs).

The impact of the approved tax increases on a typical Edmonton homeowner with an assessed home value of \$397,000 will be an additional \$65 per year in 2019, \$66 in 2020, \$68 in 2021 and \$69 in 2022. Administration believes the approved 2019–2022 budget provides a balance between managing expense increases required to maintain existing programs and services, funding growth, and advancing Council's priorities for Edmontonians while keeping taxes affordable and user fees reasonable.

Budget in Brief

Impact on Homeowner

Impact of the Approved 2019-2022 municipal tax increase on a Homeowner with an Assessed Value of \$397,000

	2018 Budget	2019 Budget	Annual Impact	2020 Budget	Annual Impact	2021 Budget	Annual Impact	2022 Budget	Annual Impact
Municipal Services ¹	1,649	1,662	13	1,678	16	1,706	28	1,734	28
Police Services ²	525	555	30	579	24	603	24	628	25
Alley Renewal ³	246	253	7	263	10	271	8	279	8
Valley Line LRT ⁴	41	56	15	72	16	80	8	88	8
Total Property Tax Bill	2,461	2,526	65	2,592	66	2,660	68	2,729	69

Impact of the Approved 2019-2022 municipal tax increase per \$100,000 of assessment value, residential

	2018 Budget	2019 Budget	Annual Impact	2020 Budget	Annual Impact	2021 Budget	Annual Impact	2022 Budget	Annual Impact
Municipal Services ¹	415	418	3	422	4	429	7	436	7
Police Services ²	133	140	7	147	7	153	6	160	7
Alley Renewal ³	62	64	2	66	2	68	2	70	2
Valley Line LRT ⁴	10	14	4	18	4	20	2	22	2
Per \$100K of assessment value, residential	620	636	16	653	17	670	17	688	18

1-The Municipal Services increase is based on an approved tax increase of 0.5% in 2019, 0.6% in 2020, 1.1% in 2021 and 1.1% in 2022.

2-The Police Services increase is based on an approved tax increase of 1.2% in 2019, 1.0% in 2020, 0.9% in 2021 and 0.9% in 2022.

3-The Alley Renewal increase is based on an approved tax increase of 0.3% in 2019, 0.4% in 2020, 0.3% in 2021 and 2022.

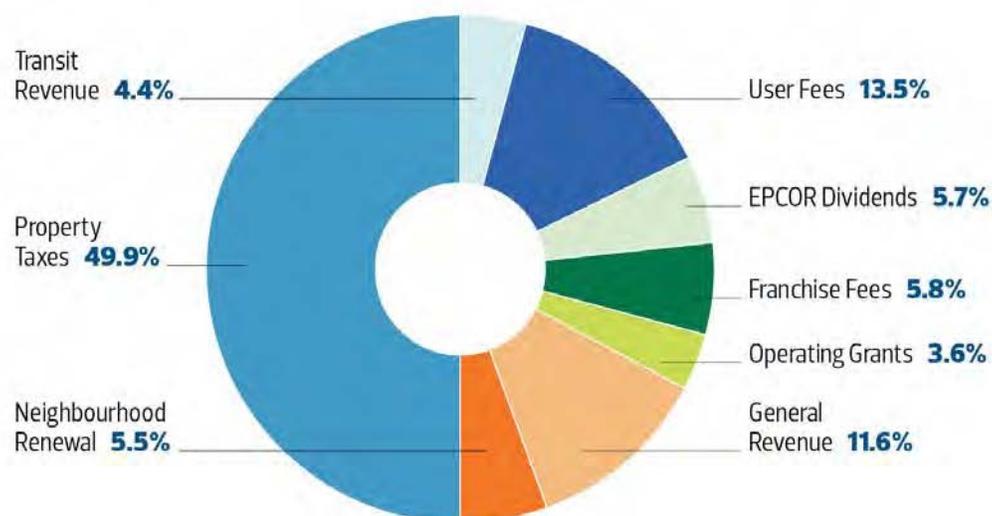
4-The Valley Line LRT increase is based on an approved tax increase of 0.6% in 2019 and 2020 and 0.3% in 2021 and 2022.

Budget in Brief

Where the Money Comes From

Taxes collected from residential and commercial properties make up 55.4 percent of the total revenue needed for the approved operating budget, which includes the amounts approved for the Valley Line LRT and the Alley Renewal Strategy (included with Neighbourhood Renewal). Each homeowner pays a share of the total tax required based on the value of their home relative to all other homes, as does each business. At 13.5 percent of the total revenue, user fees form the next most significant portion of revenue collected by the City. This revenue is generated primarily from permits and fees collected for the use of recreation facilities. The percentages shown in the chart below reflect the revenue sources for the approved budget in 2019. The approved budget would result in a similar distribution of revenue sources in 2020, 2021 and 2022.

2019 Revenue Budget

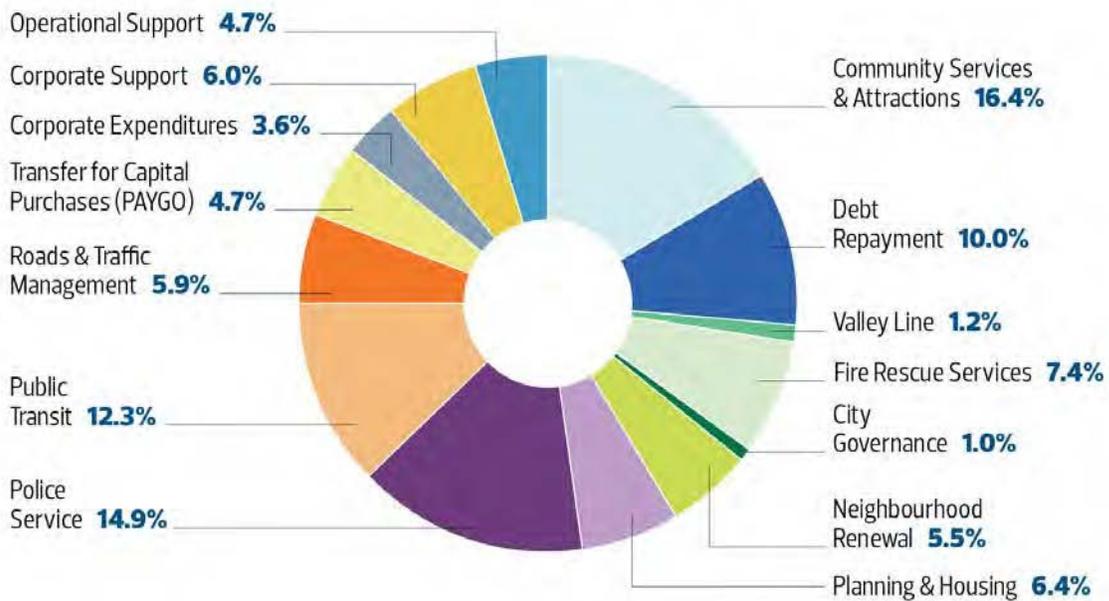


Budget in Brief

Where the Money is Spent

The chart below shows the total tax-supported expenditures for each major category. The portion of the City's budget that is spent on providing police, transit, community services and attractions is 43.6 percent. The percentages shown in the chart below reflect the spending categories for the approved budget in 2019. The approved budget would result in a similar distribution of spending in 2020, 2021 and 2022.

2019 Expenditure Budget

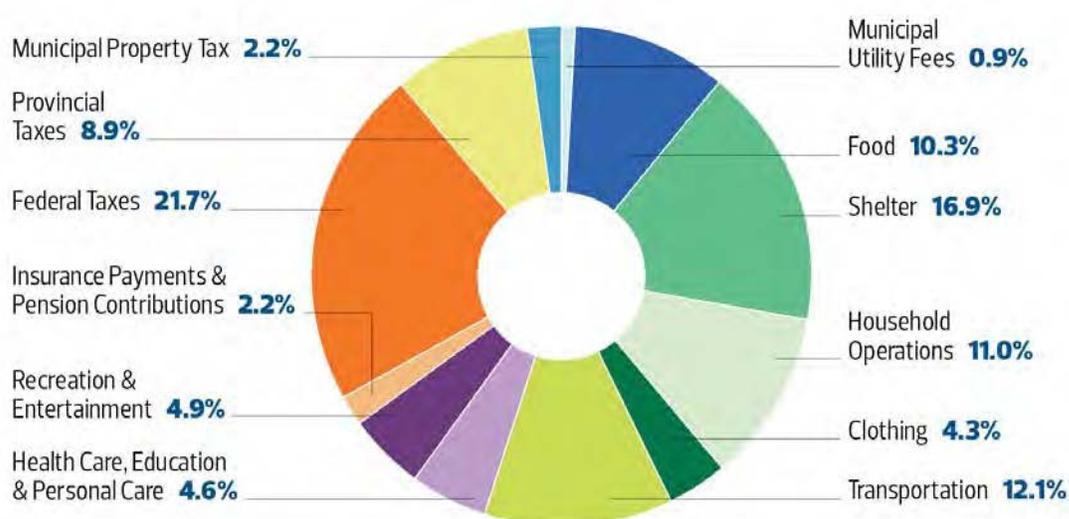


Budget in Brief

Monthly Household Spending

According to the City's analysis of the most recent Statistics Canada data¹, the average monthly expenditure for a typical Edmonton household² in 2016 was \$8,896. This includes all expenses to live and enjoy life in Edmonton, including: food; shelter; household operations; clothing; transportation; health care, education, and personal care; recreation and entertainment; insurance payments and pension contributions; and, taxes. The average household spent \$2,995 per month on taxes, duties, premiums, levies and fees to all orders of government in Canada, amounting to 34 percent of their monthly expenditure.

Average Annual Household Spending in 2016 for a Typical 2-Income, Owner-Occupied Edmonton Household \$106,754



¹Data Sources: Statistics Canada Survey of Household Spending in 2016 for Edmonton Census Subdivision; Statistics Canada Table 11-10-0028-01

²A typical household is defined here as a dual-income earning, owner-occupied household, with primary earner earning 69% of gross household employment income, and the secondary earner earning 31% of gross household employment income. This split was determined by Statistics Canada census data (Table 98-400-X2016106)

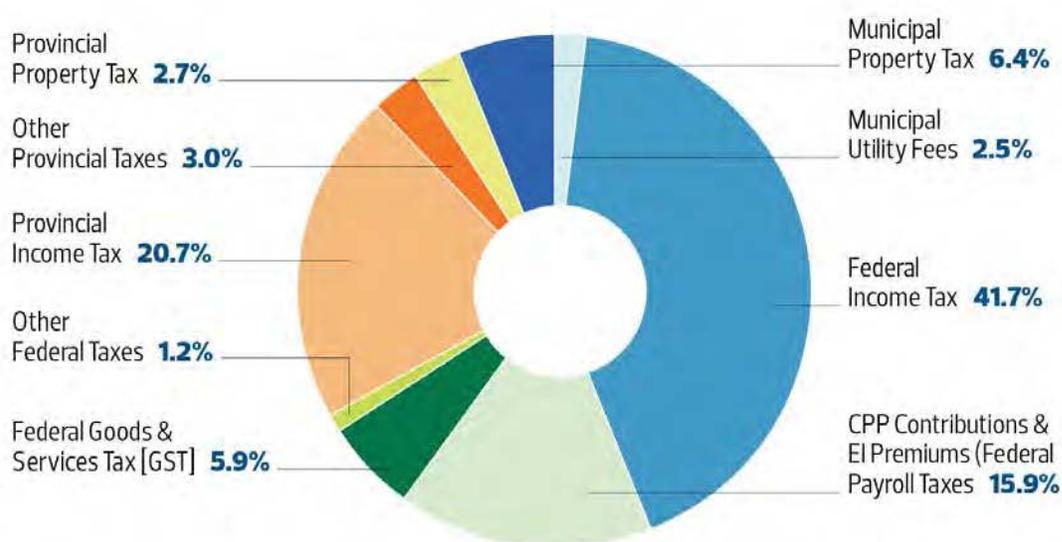
Budget in Brief

Value For Tax Dollar

The average Edmonton household spent \$35,936 on taxes, duties, premiums, levies and fees to all orders of government in 2016. Of this taxation expenditure, 65 percent accrued to the Federal Government,³ 26 percent accrued to the Provincial Government^{4,5} and the remaining nine percent accrued to the City of Edmonton. Of this nine percent City share, \$2,302 was municipal property tax and the remaining \$912 was municipal waste and drainage utility fees, which are paid through EPCOR.

Edmonton households receive excellent value for their municipal property taxes. These taxes deliver services such as police, transit, fire protection, roads, parks, sports fields, community recreation facilities, libraries, and much more.

Share of Each Dollar Paid to the Government Sector in 2016 for a Typical 2-Income, Owner-Occupied Edmonton Household



³Includes federal income tax, goods and services tax, Canada Pension Plan contributions, Employment Insurance premiums, and excise taxes on fuel, alcohol, tobacco and gaming (excise taxes are calculated based on consumption data from the 2016 Survey of Household Spending)

⁴Includes provincial income tax, education property tax, Emergency 911 levy, insurance premiums tax, and excise taxes on fuel, alcohol, tobacco, and gaming (excise taxes are calculated based on consumption data from the 2016 Survey of Household Spending)

⁵This household spending analysis is conducted for 2016, as per the most recent published Statistics Canada data household spending and income data, thus it does not include provincial carbon taxes or taxes on cannabis, which came into effect in 2017 and 2018, respectively.

Building a Great City

Edmonton in Focus

Big things are on the way for Edmonton. Within the next five years, we will be a city of a million people. That means a million people working, building connections and bringing ideas to life across our city. It's millions of opportunities to build a healthier city that is more vibrant, prosperous and resilient... a city where Edmontonians thrive.

A million people can accomplish incredible things together. But harnessing our city's potential requires leadership and support. Edmonton's City Council has developed a 2050 vision that outlines how Edmonton will grow to the city we aspire to be: a climate resilient city that is healthy, equitable and neighbourly with dense and vibrant urban places and an innovative, competitive and prosperous regional economy.

The City of Edmonton is dedicated to bringing this vision to life by providing the support Edmontonians need as our city grows and changes. City services, facilities and programs that move, connect, strengthen and protect are woven through the daily lives of residents so that people can enjoy the big things in their lives.

Edmonton in 2018 is at the heart of an energetic and creative Metro region that draws people as varied as their interests: business, finance, recreation, culture, social services, health care.

To make sure this fabric holds as Edmonton grows, we need to imagine, plan and build for growth. Together, we'll need to build roads and facilities, transport people and deliver emergency services for a city of a million people — and growing.

We'll need to protect the investments we've made in our roads and buildings so far. And we'll need to be smart about how we finance, operate and help Edmontonians live the lives they choose.

Edmonton is recovering well from the recent economic downturn but we're unlikely to see the



kind of rapid expansion that took place during the early 2000s. Edmonton's Real Gross Domestic Product (GDP) growth for 2018 is estimated to be in the range of 2.6%, increasing slightly to 2.7% in 2019. As a City, it's a reminder that we need to focus on thoughtful ways to maintain the high standard of living that Edmontonians expect without relying on a booming economy.

Change is on the horizon. Over the next few years, oil prices look to fluctuate, interest rates rise — and elections loom. Perceptive planning, prudent money management and good relationships with our partners in the community, in other orders of government and in business will be keys to creating our own stability within a changing world.

Building a Great City

There are unique strengths in Edmonton. We're not just a growing city — Edmonton is also one of the youngest cities in Canada, with an average age of 37.7 in 2016. That youthful energy and flexibility comes across in the diversity of our industries, in the entrepreneurial spirit, and in the year-round offerings of sports, culture and recreation festivals and events. Our city is a place where it makes sense to build lives and futures.

There are countless threads of work, play, innovation, community, culture and history in the fabric of this forward-looking, optimistic city. The approved 2019-2022 Operating Budget is a plan for how — in gratitude for what has been given to us to protect — we will bring it all together.



Municipal Fiscal Policy: Past to Present

City of Edmonton fiscal policy has evolved and shifted considerably over the past 25 years. These shifts occurred largely due to Council direction, evolving citizen expectations and demands, responses to changes in federal and provincial transfer funding arrangements, and the economic conditions in Edmonton and Alberta more broadly. It can be useful to organize these fiscal policy shifts into three distinct phases.

The first phase took place from 1993-1999, and was characterised by a constrained fiscal and economic environment. In 1993, Alberta's economy was on the heels of four consecutive years of economic stagnation, and the Provincial Government had run significant budget deficits for eight consecutive years. Beginning in 1994, the Government of Alberta's strategy to manage these deficits included reductions in provincial spending, which imposed significant impacts on Edmonton's economy due to the large presence of provincial government sector jobs in Edmonton. This sluggish economic period in Edmonton saw the population decline between 1993 and 1996. City Council at the time responded to this economic environment by constraining its fiscal policy, and passing four consecutive budgets with 0% tax increases (1993-1996). The focus of the Council at the time was on core service delivery, and the City underwent both service level reductions and absolute reductions in personnel.

Throughout this first fiscal policy phase there was a very limited capital program, largely due to significant reductions in capital transfers from the federal and provincial governments. Debt financing for capital projects also saw very limited use during this time. All of this together created a policy environment with very limited investment in both new and existing infrastructure, and the City's infrastructure condition deteriorated during this time.

The second fiscal policy phase took place from 2000 to 2004, and was characterised by stabilization. On the operational and service side, base budget increases were approved by the Councils of the time to maintain service levels against the backdrop of a growing city, but growth into new services were limited. The City also hired new personnel to ensure service levels were keeping pace with Edmonton's growth. However, during this time the City's capital program remained very limited, with very limited use of debt financing for capital projects, and with the continued deterioration of the City's infrastructure condition.

The third fiscal policy phase began in 2005 and has been in place through to the end of the previous budget cycle. This phase has been characterised by real expenditure growth, enhanced service delivery, and an emphasis on the City's capital program for both new and existing infrastructure. Edmonton's economy underwent rapid expansion during this time, until the economic downturn beginning in 2015 precipitated by a fall in resource commodity prices in late 2014. Edmonton also experienced significant population growth throughout these years, with an estimated population increase of 39% from 2004-2018.

During this period the City reinvested into program and service areas that were previously reduced from 1994 to 1996, while at the same time enhancing existing service levels and investing in new programs and services not previously delivered. The City made significant investments into new recreation facilities, libraries, enhanced arterial roadways, and LRT system expansion during this period. The City also undertook a comprehensive infrastructure renewal program to address the condition of its infrastructure assets, including fully funding the Neighbourhood Renewal Program from 2009 to 2018—a long-term strategy to rebuild and renew streets, sidewalks and street lights in existing neighbourhoods.

Building a Great City

During this period Council also adopted the City's Debt Management Fiscal Policy, which laid out guidelines and procedures for the judicious use of debt on large infrastructure growth projects, reinitiating the practice of sustainable debt use as a financing tool for infrastructure growth. With significant and sustained investments into renewing existing infrastructure assets, the City's infrastructure condition continued to improve throughout this phase.

Economic Outlook

Overview

After experiencing a modest decline in the first quarter of 2018, employment in Metro Edmonton stabilized and began to expand over the course of the second and third quarter. Real Gross Domestic Product (GDP) for 2018 is estimated to be in the range of 2.6% for the city of Edmonton. This will accelerate slightly to 2.7% in 2019.

With a return to employment growth, average weekly wages in 2018 increased as the number of hours worked rose and employment in some high-paying sectors such as the mining, quarrying, and oil and gas extraction sector recovered some of the losses seen in 2016. The increase in average weekly wages was below the rate of inflation, as measured by the consumer price index (CPI), which was above 3% in the third quarter of 2018. Looking ahead, inflation should slow over the balance of the year but will remain above 2%. Lower inflation will help preserve the real value of incomes in Metro Edmonton and support consumer spending.

In 2019, growth will improve marginally as the economies of the province and the city continue to recover; this is assuming West Texas Intermediate (WTI, the North American benchmark oil price) holds within the \$US 60 - \$US 70 range. Growth rates, however, will be relatively modest when compared to those experienced between 2010 and 2014.

Moderate growth prospects for the global economy and continuing uncertainty as to the expansion of energy export infrastructure will mean that Canadian energy prices are likely to be volatile over the remainder of 2018 and into 2019. While prices improved over the first half of 2018, there is considerable downside risk with respect to energy prices that Alberta firms receive. This could have negative implications on the outlook for Edmonton and Alberta.

Global and North American Developments

Global economic growth moved forward at a steady pace in the second quarter of 2018 though expansion has become less balanced and downside risks to global growth have risen. In the US, income and employment levels continued to rise. US growth is expected to remain relatively robust into 2019 in spite of continuing interest rate increases and escalating trade tensions. Stronger business investment will underpin higher US growth. As well, the recent sharp reduction in US corporate and personal income taxes will boost growth in the near term. Consequently, US growth could exceed current expectations in both 2018 and 2019.

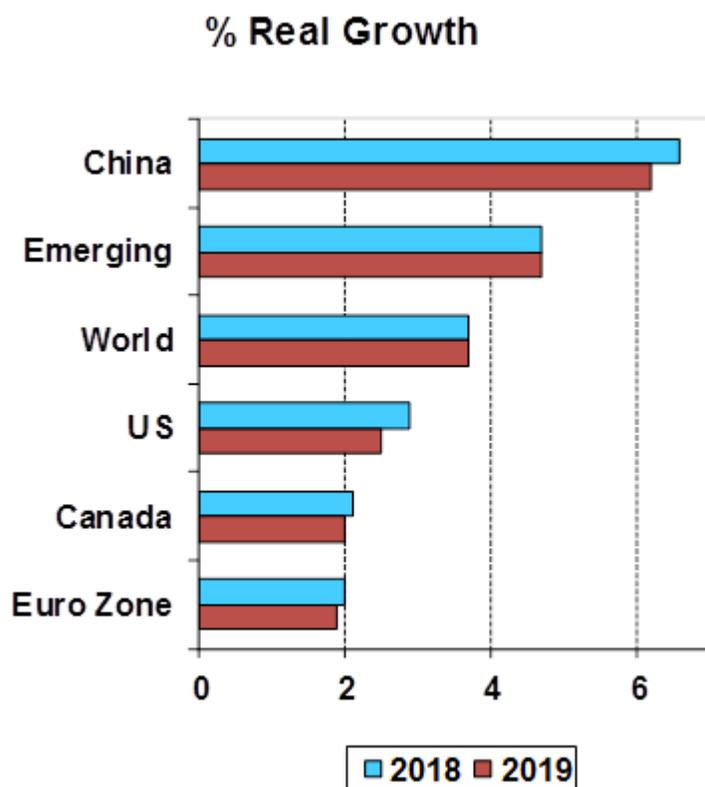
In spite of risks arising from Britain's proposed exit from the European Union (Brexit), economic activity in the Euro Zone held steady in the second quarter of 2018. Modest but steady employment growth helped to boost investment and consumer spending. However, uncertainty as Brexit negotiations unfold over the remainder of 2018 as well as ongoing concerns about European financial institutions will limit growth in 2018 to about 2.0% and 1.9% in 2019.

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After a poor start to 2018, emerging market economies were stronger in the second quarter as China's growth improved. Financial and housing market conditions in China appear to have stabilized with growth expected to come in at 6.6% for 2018 as a whole and then decelerating to 6.2% in 2019 due to weaker credit growth and rising trade barriers. Improving commodity prices will contribute to better growth in other key emerging markets though country-specific factors such as tighter financial conditions, geopolitical tensions, and higher oil import bills are weighing against growth for some. Rising US interest rates, however, have stimulated outflows of capital from several emerging economies, raising concerns of a sharp reduction in investment and currency depreciation, particularly for Argentina and Turkey.

The International Monetary Fund expects the global economy to grow at 3.7% in 2018 – a 0.2 percentage point reduction from the July 2018 World Economic Outlook Update report (see Figure 1). Global growth will hold in 2019 at 3.7% as advanced countries slow slightly and select emerging market and developing economies see more growth¹.

Figure 1 – Percent Real GDP Growth



Source: International Monetary Fund

¹For additional information on developments in the global economy see the *International Monetary Fund World Economic Outlook Update, October 2018* at: <http://www.imf.org/en/Publications/WEO/Issues/2018/09/24/world-economic-outlook-october-2018>

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After very solid growth in 2017 of approximately 3%, the Canadian economy will slow to a more sustainable pace of approximately 2.0% in 2018². Canadian growth will improve marginally in 2019 as stronger business investment and exports compensate for a slowdown in housing and consumer spending.

Prospects for Alberta in 2018 are improving, with all commentators calling for continued recovery in the province as levels of activity in the energy, manufacturing and professional services expand³. Growth is expected to be 2.6% and 2.2% in 2018 and 2019, respectively. While global growth is boosting demand for commodities, uncertainty around oil transportation issues in Alberta remain. This could further dampen investment and weigh against growth prospects for both Alberta and Edmonton over 2018 and into 2019.

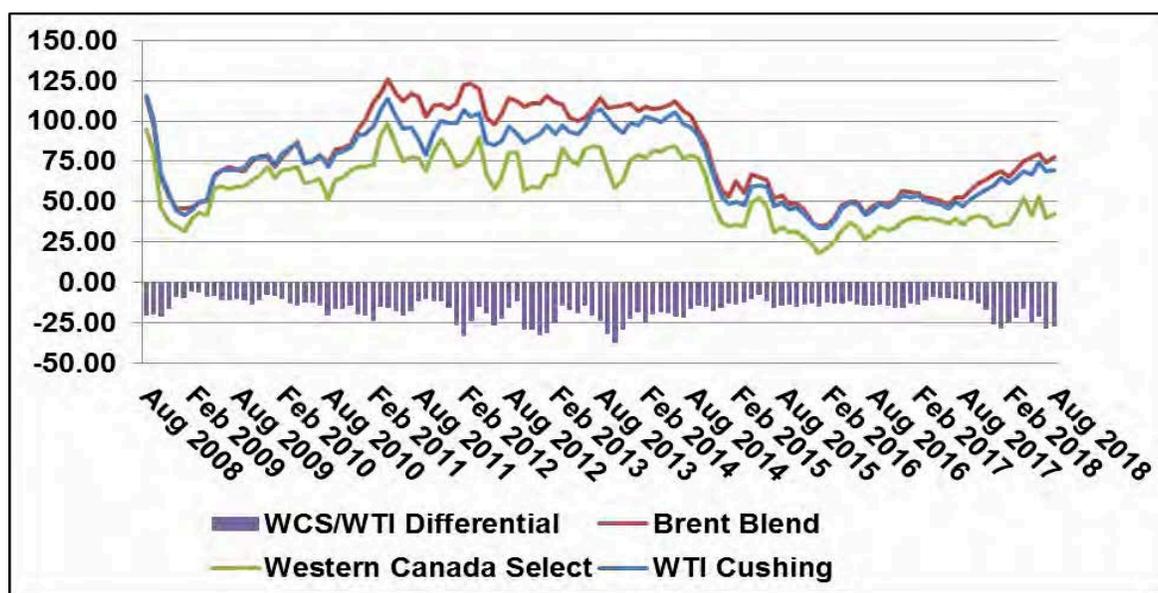
Energy Prices

After bottoming below \$US 30 per barrel in February 2016, the US benchmark oil price (WTI) made a significant recovery, reaching almost \$US 70 per barrel in August 2018. However, with US and Canadian oil production rising, North American oil prices are expected to remain around this range for the balance of 2018.

As can be seen in Figure 2, the discount between WTI and Western Canadian Select – the Alberta benchmark price - has widened significantly in recent months due to constraints in the North American pipeline system and maintenance outages at key refineries which process Alberta' oil. While pipeline capacity is not going to increase in the near term additional shipments of oil by rail and the return to production of several refineries suggest this wider discount should be temporary. None the less it does mean that so far Alberta oil producers have not fully benefited from the higher WTI prices seen of late. As well, Alberta natural gas prices have been depressed and very unstable as North American supplies continue to grow.

The implication for Metro Edmonton and Alberta is that investment activity in the energy sector will be muted, resulting in limited growth prospects over the medium-term.

Figure 2 - Oil prices, \$US per Barrel



Source: Bloomberg

²For additional information on developments in the Canadian economy see Bank of Canada, *Monetary Policy Report – July 2018* at <https://www.bankofcanada.ca/2018/07/mpr-2018-07-11/>.

³For additional information on the outlook for the Alberta Economy see ATB *Financial Alberta Economic Outlook – August 2018* at: <https://read.atb.com/economics/alberta-economic-outlook-august-2018>.

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Interest Rates

In response to stronger than expected economic results, the Bank of Canada (BOC) increased its policy interest rate in January, July and October of 2018. In 2014, the overnight interest rate was 1%. By the fourth quarter of 2016, the overnight interest rate had fallen to 0.5%. With the recent rate increases, the BOC's overnight rate is now back to 1.75%. The BOC expects the economy to expand at above-potential growth for the rest of 2018. Consequently, short-term interest rates are likely to rise again in the second half of 2018 as the economy expands and closes the gap between actual and potential output. We anticipate the Bank of Canada will increase its policy rate at the end of October and there is the potential for a further increase towards the end of 2018.

Long-term interest rates are expected to continue rising with forward markets anticipating a gradual increase in long-term rates out to 2020 (see Table 1). The US economy, in response to tax cuts and higher federal spending, was growing at about 4% in June. The US Federal Reserve Board (FED) responded to higher growth and inflation by raising its target range for the Federal Funds rate from 2% to 2.2%. With the US unemployment rate now well below 5%, the rule of thumb for the level of full employment, the expectation is that the FED will raise its policy rate twice more in 2018. This will drive both US and Canadian long-term rates higher as anticipated by the futures interest rates in Table 1.

The BOC and the FED have clearly indicated that they will continue to boost interest rates. This means that borrowing costs for households and public institutions will continue to rise into 2019. With relatively high household debt levels many consumers in Edmonton could be forced to reduce spending or delay major purchases such a new home. This may result in reduced activity in the residential construction sector and a fall in the value of existing homes.

Table 1 – Canadian Interest Rates

		Canada Bond Yield	
		5-Year	10-Year
Actual	2007	3.87	3.99
	2008	1.69	2.68
	2009	2.77	3.61
	2010	2.42	3.12
	2011	1.28	1.94
	2012	1.38	1.80
	2013	1.94	2.76
	2014	1.34	1.79
	2015	0.73	1.39
	2016	1.11	1.72
Forward	2017	1.87	2.05
	2018	2.45	2.52
	2019	2.53	2.56
	2020	2.55	2.57
	2021	2.58	2.59

Rates for December 31 of each year.

Forward rates as of October 16, 2018.

Source: FWCV function on Bloomberg

Building a Great City

Current Developments in the City and Metro Edmonton

As noted earlier, the Metro Edmonton economy slowed in the first quarter of 2018, then stabilized and returned to growth during the second and third quarters. Inflation and housing starts were up, while building permits in the third quarter took a step back. Each of these indicators is discussed in greater detail in the following sections. As well, business bankruptcies stabilised in the second quarter of 2018 while consumer bankruptcies were down.

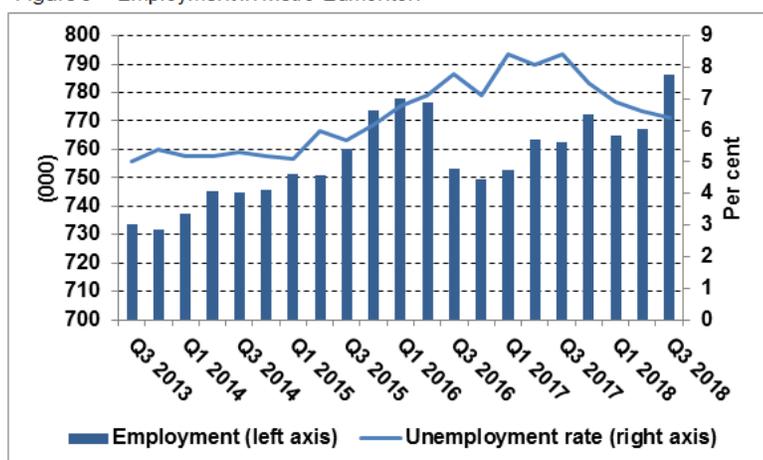
Employment in Metro Edmonton

Employment in Metro Edmonton for the third quarter of 2018 was up by approximately 24,000 positions over the same period in 2017, exceeding the levels reached in the first half of 2016 (see Figure 3). Good gains in educational services, public administration, and energy were offset by weaker employment numbers in accommodation and food services, logistics, and manufacturing. With employment gains outpacing growth in the labour force, the unemployment rate fell from 8.4% in the third quarter of 2017 to 6.4% in the same quarter of 2018.

Job gains in Metro Edmonton continue to demonstrate that the region is recovering from the downturn in 2016. Employment growth in the Edmonton region has largely been in full-time positions which point to businesses' growing confidence as they add to their workforce and increase hours worked. As well, with employment growth concentrated in full-time positions, average weekly wages in the metro Edmonton area were up 1.6% on a year-over-year basis in the third quarter of 2018.

For the last quarter of 2018, employment in Metro Edmonton should see growth in the manufacturing, professional services, and financial services sector. However, the unemployment rate is unlikely to move much lower than the 6.4% seen in the third quarter as individuals discouraged by less favourable employment conditions at the start of the year return to the active labour force. As well, with Metro Edmonton's unemployment rate now well below the provincial average of 6.8% and converging on the national rate of 5.9%, migration into Metro Edmonton's from other parts of Alberta and Canada should increase, boosting the growth rate of the working age population and active labour force. Growth in the working age population will be a key factor in addressing labour and skill shortages that may emerge in Metro Edmonton as the local economy continues to recover and the labour market tightens.

Figure 3 – Employment in Metro Edmonton



Source: Statistics Canada, Table 14-10-0294-01, seasonally adjusted

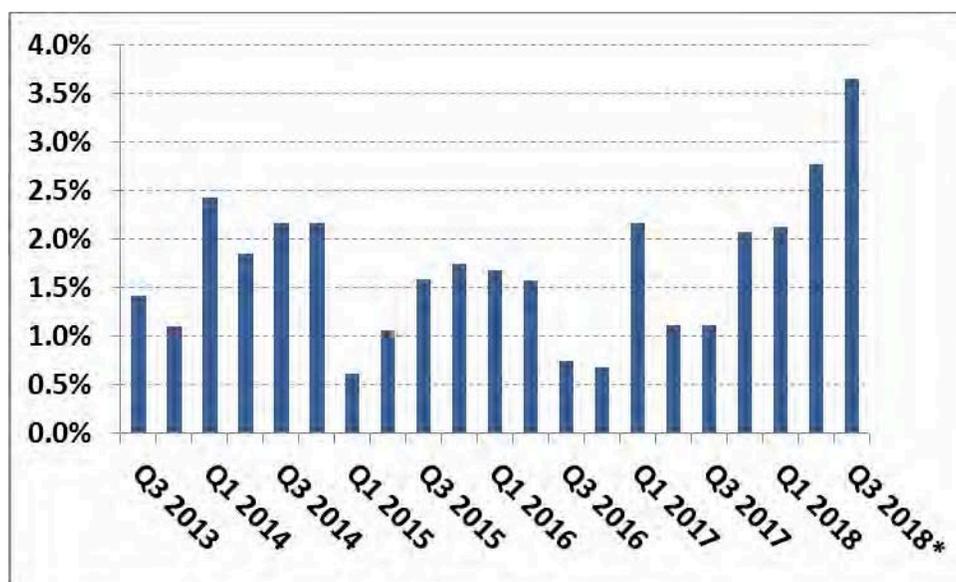
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Inflation in Metro Edmonton

Inflation, as measured by the CPI, is estimated to have moved higher in the third quarter of 2018 (see Figure 4) as increases in energy-related prices drove up transportation and home heating costs. Inflation should slow over the balance of the year but will remain above 2%. Lower inflation will help preserve the real value of incomes in Metro Edmonton and support consumer spending.

Housing costs, particularly rents, have eased considerably over the past 18 months and will keep inflation relatively stable into 2019. Edmonton's rental vacancy rate is in the 7% range, well above the recent low of 1%, causing rents to drop. While this is improving housing affordability in the rental sector, it has had a negative impact on multi-family construction.

Figure 4 – Edmonton Metro Area's CPI Inflation



Source: Statistics Canada, Table 18-10-0004-01, not seasonally adjusted
*denotes an estimate

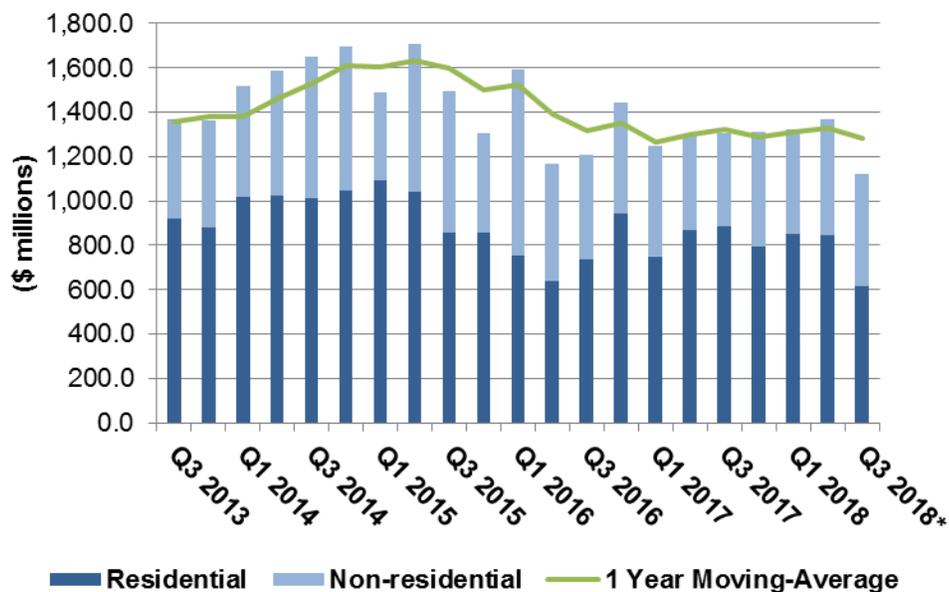
Building Permits

Construction intentions in the Edmonton metro region are estimated to have decreased in the third quarter of 2018 compared to both Q3 2017 and Q2 2018.

Residential and non-residential builders in the Edmonton CMA are estimated to have taken out permits valued at almost \$1.3 billion combined in Q3 2018, representing a decline of 3.1% on a year-over-year basis and a 3.5% compared to Q2 2018. The quarter-over-quarter reduction in construction intentions in Q3 2018 was attributed to declines in both residential and non-residential building permits.

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Figure 5 – Edmonton Metro Area's – Value of Building Permits



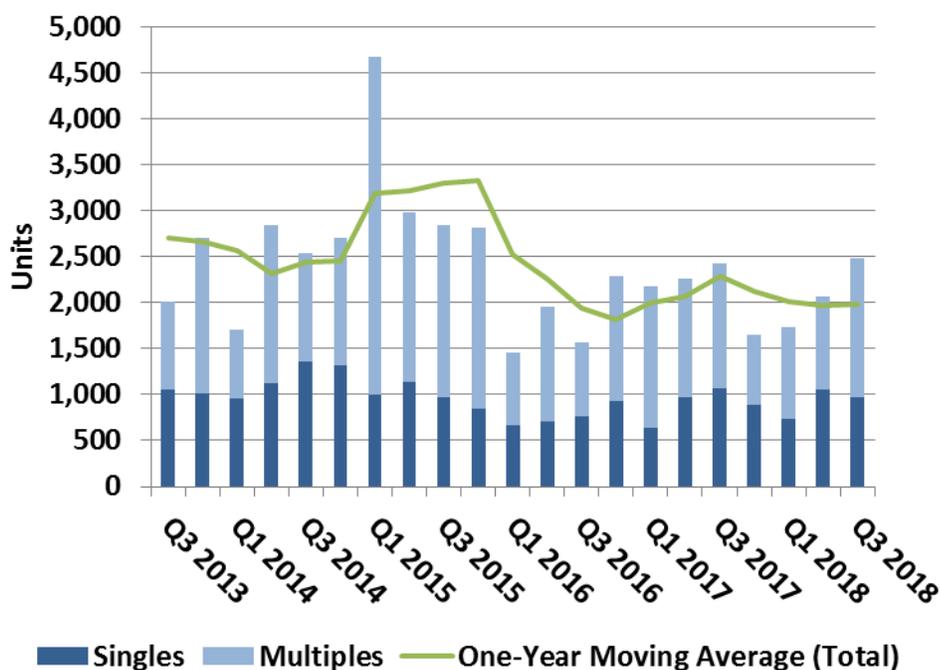
Source: Statistics Canada, Table 34-10-0066-01, seasonally adjusted
 *denotes estimate

Housing Starts

After turning sharply lower in late 2017, the overall level of housing starts has shown signs of improvement throughout the first three quarters of 2018 (see Figure 6). The gain in the third quarter was largely attributed to higher multi-family starts, particularly apartments. However, as noted earlier, rental vacancy rates in Metro Edmonton remain elevated, undercutting the incentive for adding to the multi-family housing stock. Looking ahead, elevated new home inventory (particularly for single-family homes), along with a well-supplied existing housing market are expected to slow the pace of construction for the balance of 2018 and into early 2019.

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Figure 6 - City of Edmonton – Housing Starts



Source: Canada Mortgage and Housing Corporation, not seasonally adjusted

Risks to the Economic Outlook

After turning sharply lower in late 2017, the overall level of housing starts has shown signs of improvement throughout the first three quarters of 2018 (see Figure 6). The gain in the third quarter was largely attributed to higher multi-family starts, particularly apartments. However, as noted earlier, rental vacancy rates in Metro Edmonton remain elevated, undercutting the incentive for adding to the multi-family housing stock. Looking ahead, elevated new home inventory (particularly for single-family homes), along with a well-supplied existing housing market are expected to slow the pace of construction for the balance of 2018 and into early 2019.

While growth at a moderate pace is expected to continue there is considerable downside risk given current market conditions. For Edmonton these include:

1. Oil prices fall through late 2018 and into 2019 causing a severe slump in energy investment and provincial government spending. This would negatively impact Edmonton's manufacturing, professional services and logistics sector as well as the broader public sector including health care, education and public administration.
2. Consumer confidence falters with concerns growing over debt, rising interest rates, and inflation. Edmonton's housing sector and the consumer side of the local economy would be vulnerable to a reduction in consumer spending.
3. Conclusion of a number of major construction projects in the Edmonton region leads to further contraction in the building sector. This would result in a loss of high paying full-time jobs in Edmonton that would limit demand for housing and growth of the residential assessment base.

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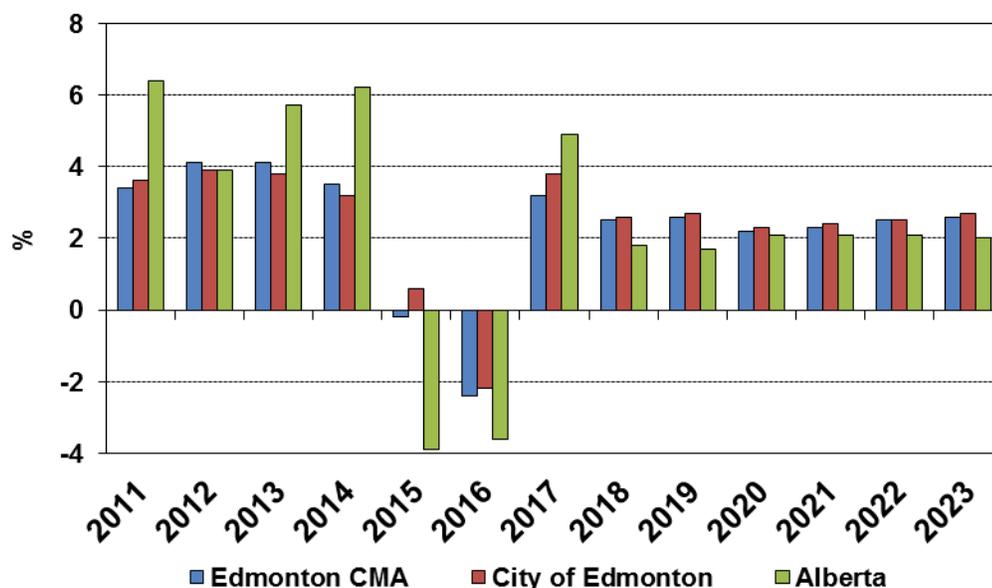
4. Stricter controls on carbon emissions and opposition to energy investments constrain longer term growth in the energy sector. For Edmonton this would result in slower growth in employment and lower population growth.
5. Growing international trade conflicts limit global growth and depress commodity prices as well as reduced exports of manufactured goods and professional services. Edmonton's employment levels, net in migration and consumer spending could be depressed as a result.

Summary

After a solid recovery in 2017, growth in Alberta and Edmonton will moderate in 2018. Rising employment numbers, combined with continuing population growth, helped to steady retail, personal services and other components of both the region's and the city's economies. Looking forward, growth will continue to be modest by historical standards in the province, the region and the city. In addition, consumer confidence in an environment with increased inflation and interest rates could have negative implications on the housing market and the consumer side of the economy. Similarly, businesses could face challenges with higher interest rates and prices which could further constrain investment. Inflation-adjusted GDP in the city is expected to grow by 2.6% in 2018 and then increase marginally in 2019 to 2.7%.

Employment will continue to expand in 2018. However, the unemployment rate will remain relatively high as Metro Edmonton's labour force will grow almost as quickly as the employment base. Over the medium-term, economic growth for the city and the Edmonton region will accelerate to approximately 3% as presented in Figure 7. Growth for Alberta will be slightly slower as a result of limited new investment in the energy sector.

Figure 7 – Real GDP Growth



Source: City of Edmonton, Conference Board of Canada

Budget Building Blocks

Bringing Our Vision to Life

Corporate Strategy

The City's Strategic Planning Framework (Figure 2) ensures that priorities and services provided by the City are aligned with long-term and high-level aspirations and goals identified by our community, captured in Council's Strategic Plan.

Council's Strategic Plan 2019—2028, is a guiding document that outlines four ten-year strategic goals, one unifying principle to guide decision making, and a vision for Edmonton in 2050. The strategic goals facilitate progress towards the City's vision. While the vision has a 30-year perspective, the goals identify areas of transformation for the next 10 years.

The four goals requiring transformational shifts focus on people, places, the region and environment:

- Healthy City encompasses equity and wellness for all Edmontonians.
- Urban Places aims to create more dense urban communities for people and businesses to thrive.
- Regional Prosperity reaffirms the importance of economic growth to achieve prosperity for all.
- Climate Resilience will ensure that we steward our environment for citizens of today and the future.



Figure 1: Complete Goal Statements approved by Council, Council's Strategic Plan 2019 - 2028

In order to understand the capital and operating projects that have the most impact on the strategic goals, along with the organization service improvement needs, project and service information will be grouped into the following three objectives:

- Strategic Objective: Transformational impacts in our community - key strategic projects with the greatest impact towards Council's four strategic goals
- Service Objective: Deliver excellent services to our community - program outcomes and associated public services delivered to thousands of people who choose to live, work and visit
- Corporate Objective: Manage the corporation for our community - foundational internal services that enable the organization to deliver on all services and projects

Guided by Council's Strategic Plan, the 2019—2022 Operating Budget will assist City Council in making decisions about how to allocate City resources for the day-to-day costs required to run the city, such as

Budget Building Blocks

maintaining roads and public transit, police, bylaws and fire rescue services, as well as parks and waste management. The Operating Budget is represented in the Service and Corporate Objectives.

Updates to the City's Municipal Development Plan, now called The City Plan, are currently underway. Guided by the four strategic goals, The City Plan will combine the Municipal Development Plan (MDP), The Way We Grow (2010) and Transportation Master Plan (TMP), The Way We Move (2009), and other Ways plans into a single, unified plan about the people, spaces and places in our city. The City Plan identifies the capital needs for the city, while the operating budget is tied directly to program and service delivery.

Department Business Plans will capture all programs and services across the various City departments, and will include service target and performance measures to assist with annual results collection.

All programs and services will be organized into the three objectives—strategic, service, and corporate—to help clarify which work is making transformational impacts on the strategic goals, and which work is improving the overall business and/or our services.

Administration is developing a Corporate Business Plan, which will act as an overview, summarizing all departmental high-level projects (strategic/transformational) and day-to-day services (service/public and corporate/internal), allowing the corporation to realize alignment, gain clarity of impact of our goals, and focus our priorities.

As the Plan is new, it will reflect the transformational city-building projects that were approved in prior budget cycles. It will be updated annually following the capital and operating supplementary budget adjustments, and will address emerging issues and ensure continuous improvement.

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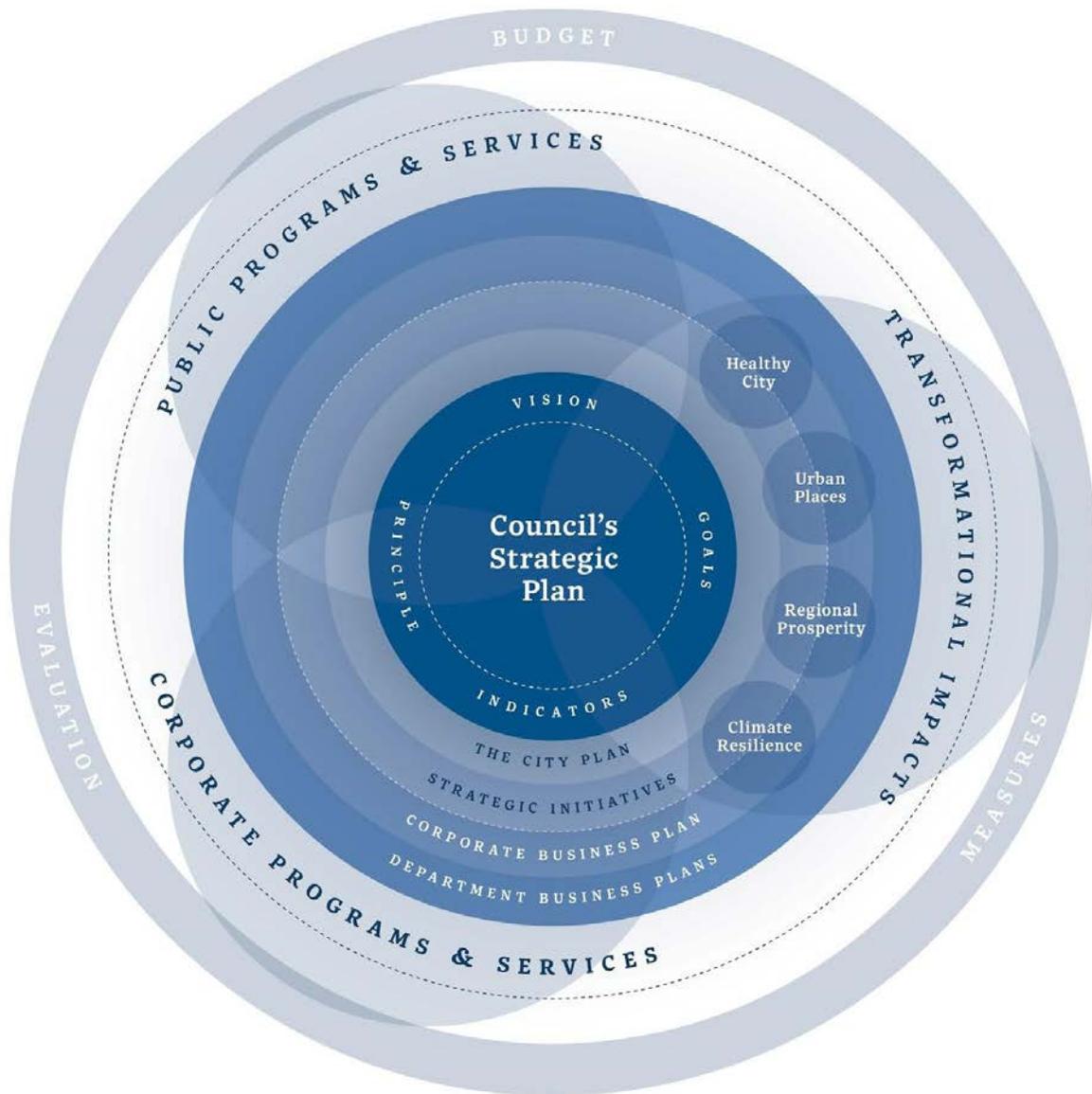


Figure 2: Overview of Strategic Planning Framework

Budget Building Blocks

Public Engagement

Budget Outreach, Summer and Fall 2018

My Budget Survey

The online My Budget survey, live from August 10 through October 1, let residents show their financial priorities for the City. Each question included details about City departments and services. Participants could enter their own property tax amount for 2018 and see how that was allocated across City departments. Then, they were able to move sliders and change those allocations. The tool also gave the option of using the 2018 average single-family household property tax, for those participants who were not property owners.

By September 26, the survey had received over 4000 visitors and over 1,300 responses.

In October, aggregate results were shared with residents on edmonton.ca and through City social media channels. The full report, including text box comments was shared with City Council for their budget deliberations in November and December.

Budget Roadshow

The Budget Roadshow connected with over 3000 Edmontonians at 19 events, creating awareness about the upcoming budgets and building knowledge about budget terms and scope. Participants provided informal feedback in the moment and were encouraged to visit the My Budget survey.

The events ranged from small neighbourhood farmers' markets and fairs to marquee events like Symphony Under the Stars and the Edmonton International Fringe Festival.

Adults and children participated in budget-themed games that helped grow understanding and start conversations. The games were designed to open discussion topics and many participants took the time to talk about their concerns, as well as what they valued in City services. Roadshow staff members had the opportunity to inform, address misconceptions and put a friendly, welcoming face to the City's budget process.

Significant spikes in online survey participation directly followed roadshow events, with the majority of traffic to the survey coming directly to the My Budget landing page — suggesting that this traffic was coming from roadshow participants who received cards with that landing page at the event.

Non-statutory public hearings were held with City Council on November 15, November 26 and November 28, 2018, to provide input prior to Council deliberations on the capital and operating budgets.



Budget Building Blocks

Corporate Culture

Employees at the City of Edmonton play a crucial role in serving end-to-end experiences to almost one million citizens every day.

In 2018, the Executive Leadership Team rolled out five Cultural Commitments to unify and inspire City of Edmonton employees. The Cultural Commitments embody the culture we are building from, and they remind us why we're here, what we aspire to, where we're going as a modern municipal corporation, and defines how we do our best work.

The City is already an organization full of strong and positive values. The Cultural Commitments are a vision for the future and a goal defined by building a strong organizational culture and woven into everything we do.

We Are...

Safe: We value, respect and protect the physical, mental and emotional wellbeing of each other and those we serve.

Safety is everyone's responsibility. We create trusted spaces to challenge the status quo and do our best work. Mutual respect, courtesy and care for each other are fundamental, no matter what position we hold.

Helpful: We care about people's experiences. We work with them and for them, to seize opportunities, address challenges and deliver outstanding service.

We view public service as an honour. We are driven by, and respond to, the interests of those we serve. We seek to understand the experience of those we serve to better meet their priorities and expectations.

Accountable: We are trusted and empowered to embrace our responsibility for our actions, decisions and behaviours.

We commit to our responsibilities to Council, each other and those we serve. We understand the corporation's goals and ensure our work aligns and supports them. We are responsible for meeting performance expectations and results. We live our cultural commitments with respect, integrity and transparency.

Integrated: We get the best results when we align our diverse ideas, knowledge and efforts in shared purpose.

We believe the whole is stronger when its parts are aligned. We work in common cause and not as an assembly of standalone functions. We are all connected in working to achieve the success of our city, both across the corporation and with our external stakeholders. We respect and value diversity within our workplace and across the communities we serve.

Budget Building Blocks

Excellent: We perform to the highest standard. We passionately pursue innovation and continuously improve ourselves, our teams and our city.

We create an environment that encourages, values and recognizes continuous improvement and innovation. We commit to quality, ingenuity, and high performance in all that we do. We seek continuous improvement through curiosity, and being well informed about new ideas and opportunities.

Our Cultural Commitments are a reflection of our best selves. We want to work together and take pride in a job well done.

Our employees remain the core focus in the Blueprint for Building Organizational Culture at the City of Edmonton. In its simplistic form, our goal is to have employees feel that they are both appreciated for what they do, while also gaining satisfaction in knowing that their work meaningfully contributes to the larger vision of the City and our community.

Our five Cultural Commitments unify us and inspires us to do our best work every day and allow us to achieve our vision of *"Working together, aligned with Council vision, we enable a better life for all Edmontonians"*.

Budget Building Blocks

Reduction Strategies

The approved 2019-2022 Operating Budget includes \$19.6 million in 2019, \$10.0 million in 2020, \$5.6 million in 2021 and \$2.8 million in recoverable savings, identified by Administration, that have been applied throughout the organization in an effort to manage the tax rate increase for the 4 years. There were subsequent reductions made by Council to reduce the budget by a further \$3.5 million in 2019, \$2.4 million in 2020, \$5.4 million in 2021 and \$12.8 million in 2022. The following list provides detail on the savings & reductions incorporated into the approved budget.

#		Description of Recoverable Savings		2019 Net Save	2020 Net Save	2021 Net Save	2022 Net Save
1	Corporate	LAPP Employer Contribution Reduction					
		Due to the positive health of the Local Authorities Pension Plan, the provincial government will approve a reduction to the contributions required. As an employer, the City's portion of contribution to the plan will be reduced by 1 percent for 2019.	Savings	7,500	-	-	-
			FTEs	-	-	-	-
2	Corporate	Personnel Budgets					
		Evaluation of and elimination of existing vacant positions, reducing positions through attrition, and further refining vacancy management, personnel budgets across the organization have been reduced and FTEs removed with no impact to services or staff.	Savings	1,902	848	1,143	245
			FTEs	16.0	5.5	8.0	2.0
3	Corporate	Travel and Training Budgets					
		Branches have reviewed their 2018 travel and training budgets and have identified savings for 2019 that can be managed with little to no impact.	Savings	1,263	76	-	-
			FTEs	-	-	-	-
4	Corporate	Consulting Budgets					
		Branches have reviewed their 2018 consulting budgets and have identified savings for 2019 that can be managed with little to no impact.	Savings	1,258	100	-	-
			FTEs	-	-	-	-
5	Corporate	Non-personnel Budgets					
		Branches evaluated and where appropriate reduced non-personal budgets such as materials, memberships, stationary, furniture and miscellaneous expenditures.	Savings	361	200	95	-
			FTEs	-	-	-	-
6	Corporate	Business Process Changes					
		Current business processes were evaluated and it was determined that more expenditures could be recovered or reduced through items such as vendor payment terms, the expanded use of corporate credit cards, and adjustments to administration fees.	Savings	220	50	750	190
			FTEs	-	-	-	-
7	Corporate	Printing Cost Reduction					
		The organization has evaluated the need for maintaining the current number of printers and has determined that a reduction to a more appropriate level can be achieved.	Savings	350	-	-	-
			FTEs	-	-	-	-
8	Corporate	Reduce the Number of Desk phones					
		Evaluate the need for employees to have a desk phone as well as a cell phone. Where appropriate remove the desk phone and put a softphone (app) on the computer or laptop.	Savings	250	-	-	-
			FTEs	-	-	-	-

Budget Building Blocks

#	Description of Recoverable Savings		2019 Net Save	2020 Net Save	2021 Net Save	2022 Net Save	
9	Marketing	Centralize Media Buying					
		Centralize all media buying and outsource media buying to agency (savings provided are personnel only) - Centralizing media buying with an outside vendor allows for additional savings to be incurred via price discounts on media product. Also, the City may be able to leverage diverse skills and abilities from external purchasers.	Savings	-	107	-	-
			FTEs	-	-	-	-
10	Fire Services	Windermere Fire Station					
		The planning and design of the new Windermere Fire station has been delayed. Staffing for the station was originally to start in 2019. Hiring is now delayed until 2021, resulting in savings from what was planned and budgeted for 2019 and 2020.	Savings	984	1,947	(2,443)	(489)
			FTEs	-	-	-	-
11	City Planning	Cordon Count					
		This initiative will see the Cordon Count, which is a count of vehicles/cyclists, done on a 3 year basis instead of bi-annually. The Cordon Count gives an indication of the number of people entering and leaving the downtown core and is performed at 37 locations around the downtown Edmonton over a two week time period approximately every two years since 1977. The Cordon Count provides an indicator of the vitality of the Central Business District (CBD) and feedback on the changing vitality of the downtown core. In order to achieve some cost savings the survey would be undertaken every three years instead of every two years.	Savings	80	(80)	80	-
			FTEs	-	-	-	-
12	Economic and Environmental Sustainability	Interface Protocols and Strategic Framework					
		Realign the work of the regional boundary Interface Protocols and Strategic Framework by adjusting timeline and assign work to current staff.	Savings	147	-	-	-
			FTEs	-	-	-	-
13	Corporate Strategy	City Plan					
		Savings identified by continuing with the development of performance indicators through integration with work being done with the City Plan instead of continuing as a separate piece of work.	Savings	50	-	-	-
			FTEs	-	-	-	-
14	Parks and Roads	New Revenues					
		New revenues from the introduction of permit requirements for commercial waste bins placement on road right of way (RROW) or in alleys. Suggestion of \$30 per temporary permit or \$250/bin/month for permanent bins. This revenue is pending public engagement and bylaw approval. Contractors and businesses will be affected in this change. There may be push back regarding the increased fees associated with OSCAM and occupancy permits.	Savings	-	312	-	-
			FTEs	-	-	-	-
15	Community and Recreation Facilities	New Revenues					
		Expand successful new programs and implement new revenue opportunities such as adult-only evening programs/events at the Muttart Conservatory and Edmonton Valley Zoo, introduce new facility membership types, and allow more naming right sales within facilities.	Savings	190	260	140	120
			FTEs	-	-	-	-

Budget Building Blocks

#	Description of Recoverable Savings		2019 Net Save	2020 Net Save	2021 Net Save	2022 Net Save	
16	Financial Strategies, Budget & Utility Regulation	New Revenues					
		Additional revenue - Flow through additional administrative regulatory costs being incurred by the City to EPCOR (and ultimately included in EPCOR utility rates) as a result of increased regulatory resources required for the ongoing monitoring and regulatory review of EPCOR's Water, Wastewater, and Drainage utility services.	Savings	-	-	-	175
			FTEs	-	-	-	-
17	Parks and Roads	EPCOR Overhead Charges					
		EPCOR overhead charged to contract would be eliminated if work contracted out was done in house. Currently pay \$15M per year in addition to 18% mark-up.	Savings	500	500	500	500
			FTEs	-	-	-	-
18	Community Standards and Neighbourhoods	Waste Management Service					
		Waste Management is revising internal charges and savings will be realized. A reduction in service is not anticipated.	Savings	200	-	250	-
			FTEs	-	-	-	-
19	Fleet and Facility	Preventative Facilities Maintenance Program					
		The revised Preventative Maintenance (PM) program will yield efficiencies by scaling down the amount of PM work hours currently in the system performed on non-critical assets. These hours will then be used to perform breakdown maintenance work currently performed by contractors.	Savings	-	1,000	1,500	1,000
			FTEs	-	-	-	-
20	Fleet and Facility	Vendor Managed Inventory					
		The vendor managed inventory approach will allow FMS to use economies of scale to find dedicated suppliers for a large portion of our material spend. This will result in better pricing, parts availability, and reporting of parts usage.	Savings	-	-	50	250
			FTEs	-	-	-	-
21	Fleet and Facility	Facility Maintenance Transformation Program					
		Transformation - Implementation of Zone 1: The Facility Maintenance Transformation Program has identified potential efficiencies moving to a zone based maintenance model. Efficiencies include a more focused preventative maintenance approach, more breakdown work being done internally, lower travel times, and more anticipated wrench time. The model will be implemented in phases beginning in 2019 with Zone 1 located in Southeast Edmonton. The public will not be directly impacted by this change.	Savings	600	-	-	-
			FTEs	-	-	-	-
22	Fleet and Facility	Oil Change Review					
		Test and implement process changes to extend complete preventative maintenance "A" intervals, which includes a standard inspection and oil changes. This would apply to Municipal Light and Heavy Duty units with full annual savings starting in 2020. The public will not be directly impacted by this change.	Savings	-	250	-	-
			FTEs	-	-	-	-
23	Parks and Roads	Maintenance Efficiency					
		New strings added on 104 Ave have eliminated maintenance required for this lighting post installation. Cost of replacement lights reduced by \$100K per year. This reduction has no direct impact on the public.	Savings	-	-	100	100
			FTEs	-	-	2.0	-

Budget Building Blocks

#	Description of Recoverable Savings	2019 Net Save	2020 Net Save	2021 Net Save	2022 Net Save	
24	Parks and Roads	Review of Training Program				
	Review of the current training program for temp staff to identify areas of efficiencies resulting in lesser amount of time spent in training (e.g. mandatory vs optional, online vs classroom vs on the job). In addition, this will allow for reducing the overall duration for which temp staff is hired (for example: if after the training efficiencies, we need only 3 days of training instead of 5 days (saving of 2 days), then the overall duration for which a temp staff is hired can be reduced from say 90 days to 88 days). This reduction should not have any direct impact on the public however, business area work plans may need to be adjusted.	Savings	480	-	-	-
		FTEs	-	-	-	-
25	Parks and Roads	Reduction in Snow and Ice Material				
	Operational Reduction due to Reduced Sand Usage: Application of the anti-icing agent results in reduced spring-clean-up labour and equipment costs due to less sand on roads from snow and ice control operations. There will be no impacts to the public, however, there will be some staffing changes.	Savings	500	200	200	-
		FTEs	-	-	-	-
26	Parks and Roads	Operations and Maintenance Contracts				
	Operations and Maintenance (O&M) activities currently contracted by EPCOR are on average 25% more expensive compared to industry standards. If we were to 100% tender the O&M for traffic and streetlights (not LRT), we could achieve the savings target in 2019. In 2020, we would need additional FTEs for the contract management and oversight of signals and street lighting projects. There will not be any impact on the public service.	Savings	500	500	500	500
		FTEs	-	-	-	-
27	Parks and Roads	Turf Enhancement Efficiencies				
	Efficiencies in the Turf enhancement program: This includes both IPM chemical herbicide and turf mowing activities that contribute to the overall turf enhancement program. There will be no impacts to the public however, some staffing changes within the business area.	Savings	500	1,000	-	-
		FTEs	-	-	-	-
28	Parks and Roads	Final Flush Removal from Spring Sweep				
	Remove Final Flush from Spring Sweep Contract: Contract efficiencies can be realized by reviewing the final-flush cleaning component of the spring clean-up process. By eliminating the final-flush, savings in contract expenditures can be realized. This will not impact staffing levels however, since the final flush will be removed and the clean-up will be dependant on rain, there may be some perceived impact to service level.	Savings	-	180	150	150
		FTEs	-	-	-	-
29	Parks and Roads	Horticulture Services Optimization				
	The areas of opportunity are pending review/analysis. This may change the way horticulture services are delivered (contracted vs internal). This may impact service levels to public and may have some impact on seasonal staffing levels (any potential position reductions will be handled through the collective bargaining agreement).	Savings	100	50	50	50
		FTEs	-	-	-	-
30	Community and Recreation Facilities	Front Counter Automation				
	Automate some recreation facility front-counter services to streamline operations.	Savings	-	-	567	-
		FTEs	-	-	-	-

Budget Building Blocks

#	Description of Recoverable Savings		2019 Net Save	2020 Net Save	2021 Net Save	2022 Net Save	
31	Community Standards and Neighbourhoods	Animal Care and Control Centre Hours					
		A reduction in the Animal Care and Control Centre hours will result in fewer open hours to the public.	Savings	50	-	-	-
			FTEs	0.5	-	-	-
32	Community Standards and Neighbourhoods	Animal Control Officers					
		The Community Standards and Neighbourhoods Branch resolves concerns around pets through Animal Control Officers. Short term seasonal staff support increased call volume. The reduction of two temporary hires follows direction from the provincial peace officer program where the hiring of seasonal staff is no longer practical or feasible because of increased training requirements.	Savings	100	-	-	-
			FTEs	1.0	-	-	-
33	Community Standards and Neighbourhoods	Municipal Enforcement Officers					
		A reduction of three Seasonal Municipal Enforcement Officers providing weed control and enforcement services during the months of May to September.	Savings	40	-	-	-
			FTEs	0.8	-	-	-
34	Community Standards and Neighbourhoods	Cannabis Enforcement					
		Reduction of staff that support Cannabis Enforcement	Savings	-	-	350	-
		After addressing early public concerns of non-compliance for consumption, Administration will reduce enforcement staff by 3 FTE's based on reduced service calls and need.	FTEs	-	-	3.0	-
35	Community Standards and Neighbourhoods	Communications Efficiencies					
		The Community Standards and Neighbourhoods Branch creates several newsletters in an effort to improve communication. A review of readership and reach will be conducted to determine requirements and formats for future communication.	Savings	60	-	-	-
			FTEs	-	-	-	-
36	Social Development	Emerging Immigrant and Refugee Grant					
		Reduce the Emerging Immigrant and Refugee Community Grant that is historically undersubscribed. After the reduction, \$440,000 in funding will remain to be distributed to eligible organizations.	Savings	250	-	-	-
			FTEs	-	-	-	-
37	Social Development	Kihciy Askiy Sacred Earth Site					
		Programming for the Kihciy Askiy Sacred Earth site will be provided by the future operator, therefore, the planned positions will not be required.	Savings	112	-	-	-
			FTEs	2.0	-	-	-

Budget Building Blocks

#	Description of Recoverable Savings		2019 Net Save	2020 Net Save	2021 Net Save	2022 Net Save
38	Community and Recreation Facilities	Adjusting Service Levels for Amenities				
		Reduce river valley, golf courses, and cemetery services by changing/reducing staffing shifts and duties, closing amenities' access early and reducing the frequency of some services.	Savings	231	-	-
			FTEs	-	-	-
39	Transit	Transit Staffing Review				
		Staffing review to identify non-service cut related efficiencies among staffing: Conducting a strategic staffing review of functions to identify efficiencies in areas of non-direct service delivery. Reviewing support functions and non-front line operational roles. CSU52, and out-of-scope employee groups would be most affected.	Savings	800	800	400
			FTEs	10.0	10.0	5.0
40	Transit	Transit Service - Late Night and Mid Day				
		Edmonton Transit bus service reductions (Late Night Owl, Mid-day):	Savings	-	1,742	1,251
		Very minor reductions to peak hour services, Sun-Thurs late night Owl service reduced, reductions to weekday mid-day and Sat/Sun mid-day. Adjustments will be implemented in June 2020.	FTEs	-	19.8	14.1
Total recoverable Savings			Savings	19,578	10,042	5,633
			FTEs	30.3	35.3	32.1
					2,804	2.0

Budget Building Blocks

Council's Subsequent Reductions

The approved 2019-2022 Operating Budget includes subsequent reductions made by Council to reduce the budget by a further \$13.3 million in 2019, \$4.8 million in 2020, \$11.5 million in 2021 and \$13.2 million in 2022. The following list provides detail on the reductions incorporated into the approved budget.

#	Description of Council's Subsequent Reductions to the Base Budget		2019 Net Save	2020 Net Save	2021 Net Save	2022 Net Save	
A	Corporate	Remove Emergent Items Budget					
		Within the multi year budget there has been some amounts set aside in order to have more flexibility to deal with any unanticipated emergent items that will arise over the next 4 years. The amounts are increased each year as the uncertainty within the estimates in the budget also increases.	Savings	-	-	3,059	11,842
			FTEs	-	-	-	-
B	Core Service Shifts/ Edmonton Police Service	Remove Support for Legalization of Cannabis					
		This removes amounts that have been included in the budget in order to deal with the anticipated impacts from the legalization of cannabis, leaving only amounts that the provincial government has provided in one time support over two years.	Savings	7,047	(494)	3,070	(2,703)
			FTEs	4.5	-	-	(1.0)
C&D	Edmonton Police Service	Increase EPS Efficiency Factor (to 1%)					
		EPS program efficiency strategies to address a funding reduction based on increasing the efficiency factor in the Edmonton Police Service Funding Formula calculation from 0.5% to 1.0%.	Savings	2,742	2,862	2,979	3,138
			FTEs	-	-	-	-
E	Cost Recovery	Employee Parking					
		Additional cost recovery for parking for employees that receive taxable parking. Approximately 300 staff would be charged half of the cost of the taxable parking they receive, which equates to \$150 per month.	Savings	250	250	-	-
			FTEs	-	-	-	-
K	Workforce Strategies	Snow and Ice Control Work Schedule and Staff Planning Efficiencies					
		Implement a 12hr flexible workplan and staffing schedule to significantly reduce overtime costs and required labor to deliver the Snow and Ice Control program.	Savings	250	500	500	500
			FTEs	-	-	-	-
L	Workforce Strategies	Corporate Procurement Efficiency					
		Reduce staff through efficiencies found in Procure to Pay and Supply Chain Transformation Programs. Assumes 2 vacancies from each section per year would be not rehired upon vacancy. Implementation of transformation activities will be required to see the realization of this opportunity. Procure to Pay and Supply Chain Transformation Programs are currently funded within the base budget for Corporate Procurement and Supply Services: approximately \$1.1 million over four years from base budget. Any budget pressures that erode the existing funding to these transformation initiatives would compromise the ability to achieve these staff reductions without significantly impacting service levels.	Savings	356	392	515	116
			FTEs	4.0	3.0	3.0	1.0
M	Council Initiative Changes	Reduction in Support for Various Initiatives					
		Reduce by 10% previously approved budget for Council Initiatives. Some events and planned activities for 2019-2021 would be scaled back.	Savings	209	-	-	-
			FTEs	1.0	-	-	-
X	Workforce Strategies	Various					
		A variety of strategies that would be used to reduce the current workforce. Strategies could include such things as removal of vacant positions, not rehiring positions, furlough days and voluntary retirement.	Savings	2,450	1,270	1,351	328
			FTEs	22.6	10.6	12.6	2.6
Total Subsequent Reductions			Savings	13,304	4,780	11,474	13,221
			FTEs	32.1	13.6	15.6	2.6

Budget Building Blocks

Budget Principles

In developing the Multi-year Operating Budget, Administration will adhere to the following budget principles:

- a. The Operating Budget presented to Council will be based on Strategic Goals and Outcomes set by Council and will outline any impacts on services needed in order to meet that strategic direction.
- b. Ongoing revenue may fund ongoing or one-time expenditures, whereas one-time revenue may only fund one-time expenditures.
- c. Capital budgets submitted for approval will include details of the future operating requirements based on the full life cycle costs.
- d. All mid-year operating and capital budget requests, including requests for personnel, require a source of funding and should be considered in light of other corporate priorities.
- e. All service packages, including those of Boards and Commissions, must include the budget requirement of revenue and expenditures for only the amount required for each year, except in the final year of the budget cycle, where any annualization required in the following year must be identified for information.
- f. Budgets will include program outcomes, results, service levels and business drivers to support Council decision making.

Impacts of Growth in the City

2019–2022 Capital Budget

Municipal infrastructure is the backbone of our everyday life. It is how we get from home to the workplace, where we go for recreation, how we dispose of waste, how we care for our books and heritage treasures and how we position police and fire rescue around the city to protect us day and night. Public infrastructure is essential to all residents and businesses in the city of Edmonton and critical to the competitiveness of our economy, the quality of life citizens enjoy and the delivery of public services.

Infrastructure is expensive to build or buy, renew or replace; therefore, getting the most value out of every dollar spent on infrastructure is vital. The City invests in new infrastructure to meet the needs of a growing population and economy and repairs existing infrastructure to maintain the standards Edmontonians expect.

The ability to build and maintain infrastructure assets ensures Edmonton can provide services and remain an attractive and cost-effective place to live and do business. As the City implements the 2019–2022 Capital Budget, it does so on the heels of record levels of spending witnessed over the previous two capital cycles. This has placed Edmonton on a solid foundation in terms of addressing key growth and renewal priorities.

Between 2007 and 2017, the City has invested \$11.7 billion in infrastructure. This unprecedented level of spending touches every corner of the city — from bridge construction to public transit, neighbourhood revitalization to libraries, fire and police protection to parks and recreation and waste management — and benefits all Edmontonians.

The foundation of the 2019–2022 Capital Budget was the 2019-2028 Capital Investment Outlook (CIO). The CIO provides a high level overview of the City's capital investment requirements over the next ten years and supports the strategic direction of Council.

The 2019-2022 Capital Budget is being approved with \$4.8 billion in capital spending in the next four years, of which \$2.0 billion had been approved through previous Council decisions. The recommended budget includes a further \$1.0 billion that will be spent to continue work beyond 2022.

Approved Capital Budget 2019-2022

The 2019–2022 Capital Budget strikes a balance between investments in a growing city and the requirement to keep existing City assets in good repair. 59 per cent of the capital budget is in support of new projects such as light rail transit, libraries and fire stations, as well as further investment to support a vibrant downtown. The remaining 41 per cent provides for the refurbishment of roads, neighbourhoods, parks, city buildings and transit vehicles. Through the investments outlined in the 2019–2022 Capital Budget, Edmontonians will benefit from both new and well-maintained infrastructure to enhance their quality of life.

The City is investing in great neighbourhoods — the building blocks of a great city. Transportation's Neighbourhood Renewal Program (NRP) outlines an effective, long term strategic approach to address Edmonton's neighbourhood infrastructure needs through the renewal and rebuilding of roads, sidewalks and street lights in existing neighbourhoods. The program balances the rebuild need in some neighbourhoods with a preventative maintenance approach in others.

Impacts of Growth in the City

(\$ million)	2019-2022 Total	2023 & Beyond	Overall Total
Renewal	\$1,957.0	\$0.0	\$1,957.0
Growth	\$2,798.2	\$1,006.1	\$3,804.3
TOTAL	\$4,755.2	\$1,006.1	\$5,761.3

(\$ million)	2019	2020	2021	2022	2019 to 2022	2023 & Beyond	Approved Total
Funding Sources:							
Pay As You Go	\$131.8	\$109.3	\$108.1	\$153.1	\$502.3	\$31.6	\$533.9
Federal	\$69.1	\$339.0	\$49.8	\$68.7	\$526.6	\$174.7	\$701.3
Provincial	\$358.1	\$342.4	\$249.3	\$274.7	\$1,224.5	\$256.0	\$1,480.5
Fees & Levies	\$30.4	\$20.0	\$19.0	\$18.3	\$87.7	\$0.0	\$87.7
Land Enterprise	\$85.8	\$75.0	\$50.4	\$45.2	\$256.4	\$303.9	\$560.3
Reserves	\$233.7	\$185.8	\$175.3	\$174.4	\$769.2	\$0.0	\$769.2
Other	\$32.5	\$49.3	\$42.0	\$50.1	\$173.9	\$1.5	\$175.4
Debt	\$352.2	\$367.3	\$219.9	\$275.2	\$1,214.6	\$238.4	\$1,453.0
Total, Approved Capital Budget	\$1,293.6	\$1,488.1	\$913.8	\$1,059.7	\$4,755.2	\$1,006.1	\$5,761.3

To advance growth projects in the City, the 2019–2022 budget includes \$1.3 billion in tax-supported debt projects. These projects include the Valley Line Southeast LRT, Yellowhead Trail Freeway Conversion, Lewis Farms Community Recreation Centre & Library and Terwilligar Drive Expressway Upgrades (\$1.1 billion in 2019–2022 and an additional \$0.2 billion beyond 2022).

\$130 million of self-supported tax-guaranteed debt growth projects are recommended in the 2019–2022 Capital budget. The projects financed by self-supported tax-guaranteed debt include projects funded through the Community Revitalization Levies (CRL) for the Downtown and Quarters.

Impacts of Capital

The budgeting for operations and capital is separate because they are delivered in different ways — daily operations, compared to long-term projects — and because there are revenue sources available for capital programs that do not apply to operating programs.

The investment in new infrastructure requires corresponding funding for the associated operating costs, which can be as substantive over the useful life of the asset as the initial capital cost. Whether it is increased maintenance and rehabilitation costs for new roads or paying staff at new recreation centres, these costs are on-going and flow directly from the decisions to expand City infrastructure.

In the approved 2019–2022 Operating Budget, the City is projecting a net requirement for additional annualized operating costs of \$13.3 million for the infrastructure projects that will be completed and be put into service in 2019–2022. This includes operating costs associated with operating and maintaining the Valley Line LRT, Heritage Valley Park and Ride, Regional Smart Fare System and Fire Rescue vehicles and equipment.

Impacts of Growth in the City

Operating Impacts of Capital

The 2019-2022 Approved Operating Budget includes funding of (\$1.7) million in 2019, \$5.8 million in 2020, \$8.6 million in 2021 and \$0.6 million in 2022 in order to deal with the operating impacts from previously approved capital projects.

The table below provides a summary of all service packages related to operating impacts of capital. Based on previous decisions made by Council, staff will be required to operate and maintain the infrastructure as well as provide programs to the public. The details of the operating impacts of capital service packages are included in the branch sections and can be located using the page references provided in this table.

#	Operating Impacts of Capital	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page #
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Citizen Services - Fire Rescue Services

1 Annexation South Edmonton Tanker Unit

The annexation of Leduc County land has increased urgency for tanker apparatus due to the land being annexed not having fire hydrants. Therefore a tanker response is required for structure and wildland fires, vehicle fires and hazardous materials incidents. The tanker truck was approved in the 2017 fall SCBA and will arrive in 2019.

Annualization	-	-	-	-	-	-	P.132
New Budget	1,584	107	80	86			
Total	1,584	107	80	86			
FTEs	12.0	-	-	-			

2 Fleet Growth 2016-2018

Resources are required to meet the maintenance schedules for City municipal vehicles. Preventative maintenance programs ensure that vehicles are safe, reliable and available for programs and services provided to citizens.

Annualization	-	-	-	-	-	-	P.133
New Budget	1,432	-	-	-			
Total	1,432	-	-	-			
FTEs	2.0	-	-	-			

3 South Edmonton Hazardous Materials Unit

HazMat response in Edmonton is currently being provided from one station on the north side. The average HazMat response time in the north side has been significantly better than that of the south side. With proposed annexation and increased local petrochemical processing and transportation activities, the need to boost Fire Rescue Service's HazMat response capacity is accentuated.

Annualization	-	-	-	-	-	-	P.134
New Budget	-	240	3,265	248			
Total	-	240	3,265	248			
FTEs	-	-	25.0	-			

City Operations - Edmonton Transit

4 Heritage Valley Park and Ride - Operating Impacts of Capital

Shuttle service linking the Heritage Valley park and ride and the Century Park LRT station beginning February 2020. Service will be delivered by 8 new 60' articulated buses (weekday peak) and existing 40' buses (off peak, evenings and weekends). The increased service hours for the shuttle service and fleet expansion require increases to the Transit Operator complement and well as Fleet Service personnel.

Annualization	-	-	-	-	-	-	P.181
New Budget	-	2,983	98	63			
Total	-	2,983	98	63			
FTEs	-	25.7	-	-			

5 Regional Smart Fare System - Operating Impacts of Capital

Funding in this service package is incremental to the approved 2016 Smart Fare Service Package and contains updated assumptions on system operator fees, merchant fees as well as the operational savings to be realized by discontinuing the production and distribution of the existing transit passes and tickets.

Annualization	-	-	-	-	-	-	P.182
New Budget	(4,792)	2,396	3,089	29			
Total	(4,792)	2,396	3,089	29			
FTEs	-	-	(2.0)	(5.0)			

Impacts of Growth in the City

Operating Impacts of Capital

#	Operating Impacts of Capital	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page #
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6 Valley Line SE In Service - Operating Impacts of Capital

The launch of the Valley Line South East (VLSE) LRT service in December of 2020 will result in operating impacts to several branches in the City. Some of these costs, particularly Transit Peace Officer security costs, will start to be incurred well in advance of the VLSE scheduled start date to allow sufficient time for recruitment, training and on-the-job experience prior to the start of service. Incremental increases to expenditures of \$685 in 2019, \$3,216 in 2020, \$23,057 in 2021 and \$1,235 in 2022 will be funded by transfers from the LRT Reserve, as well as fare and non-fare revenue.

Annualization	-	-	-	-	-	-	P.186
New Budget	-	-	-	-	-	-	
Total	-	-	-	-	-	-	
FTEs	3.2	12.9	5.4				

7 Valley Line SE In Service - Operating Impacts of Capital - Energy Charges

This service package covers the energy costs including electricity and natural gas associated with operating the system at the base level of service that was not included in the base level operations service package.

Annualization	-	-	-	-	-	-	P.187
New Budget	-	87	2,050	177			
Total	-	87	2,050	177			
FTEs	-	-	-	-	-	-	

City Operations - Fleet & Facility Services

8 [FMS] Co-Located Emergency Dispatch Ops Centre (CEDOC)

Fleet and Facility Services, Facility Maintenance Services provides custodial services within City owned and operated facilities. This service package will fund custodial services at a new facility (Co-located Emergency Dispatch Operations Centre) planned to be in service by 2019. The cost for this service package is for contracted custodial services.

Annualization	-	-	-	-	-	-	P.199
New Budget	120	-	-	-	-	-	
Total	120	-	-	-	-	-	
FTEs	-	-	-	-	-	-	

Urban Form & Corporate Strategic Development - Development Services

9 Operating Costs of Capital for IT Enhancement Project (19-17-2040)

The service package enables the continued use of technology that supports the following services:
 -Servicing Agreements and Engineering Drawings
 -Construction Completion and Final Acceptance Certificates for Municipal Improvements
 -Development and Building Permits

On-going expenditures of \$250 will be funded from the Planning and Development Reserve.

Annualization	-	-	-	-	-	-	P.505
New Budget	-	-	-	-	-	-	
Total	-	-	-	-	-	-	
FTEs	-	-	-	-	-	-	

Total Operating Impacts of Capital

Total (\$1,657) \$5,814 \$8,583 \$602
FTEs 17.2 38.6 28.4 (5.0)

Impacts of Growth in the City

Operating Impacts of Capital—Detail

The following tables provide further detail by specific capital project as to the operating impacts of capital included in the 2019-2022 Approved Budget.

Capital Profile Name: FRS South HazMat Unit		Profile # 18-70-0002						
Branch: Fire Rescue Services		Capital Investment: \$ 1,720						
Type of Operating Impact:	2019		2020		2021		2022	
	Net	FTEs	Net	FTEs	Net	FTEs	Net	FTEs
Personnel	\$ -	-	\$ -	-	\$ 2,939	25.0	\$ 248	-
Materials & Equipment	-	-	-	-	301	-	-	-
Other	-	-	240	-	25	-	-	-
Total Operating Impact	\$ -	-	\$ 240	-	\$ 3,265	25.0	\$ 248	-
Capital Profile Name: FRS South Tanker		Profile # 18-70-0001						
Branch: Fire Rescue Services		Capital Investment: \$ 1,211						
Type of Operating Impact:	2019		2020		2021		2022	
	Net	FTEs	Net	FTEs	Net	FTEs	Net	FTEs
Personnel	\$ 1,236	12.0	\$ 91	-	\$ 72	-	\$ 73	-
Materials & Equipment	156	-	-	-	-	-	-	-
Other	192	-	16	-	8	-	13	-
Total Operating Impact	\$ 1,584	12.0	\$ 107	-	\$ 80	-	\$ 86	-
Capital Profile Name: Fire Fleet Growth		Profile # 15-70-0007						
Branch: Fire Rescue Services		Capital Investment: \$ 4,547						
Type of Operating Impact:	2019		2020		2021		2022	
	Net	FTEs	Net	FTEs	Net	FTEs	Net	FTEs
Personnel	\$ -	2.0	\$ -	-	\$ -	-	\$ -	-
Other	1,432	-	-	-	-	-	-	-
Total Operating Impact	\$ 1,432	2.0	\$ -	-	\$ -	-	\$ -	-
Capital Profile Name: Heritage Valley Park & Ride		Profile # 16-66-7006						
Branch: Edmonton Transit		Capital Investment: \$ 7,000						
Type of Operating Impact:	2019		2020		2021		2022	
	Net	FTEs	Net	FTEs	Net	FTEs	Net	FTEs
Personnel	\$ -	-	\$ 2,212	25.7	\$ 19	-	\$ 10	-
Services	-	-	332	-	-	-	-	-
Utilities	-	-	37	-	-	-	-	-
Other	-	-	402	-	79	-	53	-
Total Operating Impact	\$ -	-	\$ 2,983	25.7	\$ 98	-	\$ 63	-

Impacts of Growth in the City

Operating Impacts of Capital—Detail

Capital Profile Name: Transit Smart Fare		Profile # 13-66-1294							
Branch: Edmonton Transit		Capital Investment: \$ 53,536							
		2019		2020		2021		2022	
Type of Operating Impact:		Net	FTEs	Net	FTEs	Net	FTEs	Net	FTEs
Personnel	\$	-				(129)	(2.0)	(434)	(5.0)
Materials & Equipment		-				25		(235)	
Services		(3,264)		1,632		3,567		1,384	
Utilities		(1,528)		764		(764)		-	
Other		-				390		195	
Revenue		-		-				(881)	
Total Operating Impact	\$	(4,792)	-	2,396	-	3,089	(2.0)	29	(5.0)

Capital Profile Name: Valley Line SE		Profile # 11-66-1673							
Branch: LRT Expansion & Renewal		Capital Investment: \$ 1,755,818							
		2019		2020		2021		2022	
Type of Operating Impact:		Net	FTEs	Net	FTEs	Net	FTEs	Net	FTEs
Personnel	\$	489	3.2	1,342	12.9	644	5.4	11	
Materials & Equipment		66		328		(377)		-	
Services		5		1,523		22,804		1,223	
Utilities		25		74		2,050		177	
Custodial & Maintenance		44		(20)		(24)		-	
Other		55		55		10		-	
Revenue		(684)		(3,215)		(23,057)		(1,234)	
Total Operating Impact	\$	-	3.2	87	12.9	2,050	5.4	177	-

Capital Profile Name: Co-Located Dispatch and Emergency Operations Centre		Profile # 15-70-003							
Branch: Infrastructure Delivery		Capital Investment: \$ 66,268							
		2019		2020		2021		2022	
Type of Operating Impact:		Net	FTEs	Net	FTEs	Net	FTEs	Net	FTEs
Materials & Equipment	\$	120		-		-		-	
Total Operating Impact	\$	120	-						

Capital Profile Name: Urban Form Service Transformation		Profile # CM-17-2040							
Branch: Corporate Strategy		Capital Investment: \$ 11,983							
		2019		2020		2021		2022	
Type of Operating Impact:		Net	FTEs	Net	FTEs	Net	FTEs	Net	FTEs
Services	\$	250		-		-		-	
Transfer from Reserve		(250)		-		-		-	
Total Operating Impact	\$	-	-	-	-	-	-	-	-

Impacts of Growth in the City

Operating Impacts of Capital—Detail

Summary of all Operating Impacts identified above:	2019		2020		2021		2022	
	Net	FTEs	Net	FTEs	Net	FTEs	Net	FTEs
Personnel	\$ 1,725	17.2	\$ 3,645	38.6	\$ 3,545	28.4	\$ (92)	(5.0)
Materials & Equipment	342		328		(51)		(235)	
Services	(3,009)		3,487		26,371		2,607	
Utilities	(1,503)		875		1,286		177	
Custodial & Maintenance	44		(20)		(24)		-	
Other	1,679		713		512		261	
Transfer from Reserve	(250)		-		-		-	
Revenue	(684)		(3,215)		(23,057)		(2,115)	
Total Operating Impact	\$ (1,656)	17.2	\$ 5,813	38.6	\$ 8,582	28.4	\$ 603	(5.0)

Impacts of Growth in the City

Summary of Service Packages—Funded

The 2019-2022 Approved Operating Budget includes funding of \$34.0 million in 2019, \$19.3 million in 2020, \$7.8 million in 2021 and \$5.3 million in 2022 for ongoing service packages.

The table below provides a summary of all funded service packages. The details of the funded service packages are included in the branch sections and can be located using the page references provided in this table.

#	Cannabis Legalization	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page
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Citizen Services - Integrated Strategic Development

10 2019-2022 Cannabis Legalization Project Management

For cannabis legalization, the project management resource will continue to manage the impacts of legalization primarily in the areas of public consumption and prepare the City for legalization of edibles and lounges. They will also implement the statistical measures to track the impacts of cannabis legalization on the City.

Annualization	-	-	-	-	-	-	P.144
New Budget	141	(141)	-	-	-	-	
Total	141	(141)	-	-	-	-	
FTEs	1.3	(1.3)	-	-	-	-	

Urban Form & Corporate Strategic Development - Development Services

11 2019-2022 Cannabis Legalization (DS)

Legalization of cannabis will affect virtually all sectors of the City. This service package is only looking after the funding requests for UF/Development Services.

Annualization	-	-	-	-	-	-	P.506
New Budget	339	(161)	(1)	(1)	(1)	(1)	
Total	339	(161)	(1)	(1)	(1)	(1)	
FTEs	4.0	(1.0)	-	-	-	-	

Total Cannabis Legalization

Total	\$481	(\$303)	(\$1)	(\$1)		
FTEs	5.3	(2.3)	-	-		

#	Annexation	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page
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City Operations - Parks & Roads Services

12 Annexation - Parks and Roads Services

This service package addresses the service requirements of additional road, bridge and green space inventory being annexed from the County of Leduc in 2019.

Annualization	-	-	-	-	-	-	P.214
New Budget	2,000	-	-	-	-	-	
Total	2,000	-	-	-	-	-	
FTEs	-	-	-	-	-	-	

Total Annexation

Total	\$2,000	-	-	-	-	-
FTEs	-	-	-	-	-	-

Impacts of Growth in the City

Summary of Service Packages—Funded

#	Growth or New/Enhanced	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page
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Boards & Commissions - Arts Council

13 Edmonton Arts Council - Arts & Heritage Plan

Ambitions and Aims of Connections & Exchanges will build upon the success of The Art of Living to ensure Edmonton has a thriving cultural ecosystem which is welcoming and inclusive of all cultural practitioners. The EAC will further engage community to develop and implement a suite of programs, services, and impact/learning measures based on the Plan and aligned with Council's Vision 2050.

Annualization	-	-	-	-	-	-	P.592
New Budget	500	1,500	1,500	1,500	1,500		
Total	500	1,500	1,500	1,500	1,500		
FTEs	-	-	-	-	-		

Boards & Commissions - Combative Sports Commission

14 Executive Director Position Funding

The Edmonton Combative Sports Commission generates sufficient revenue to cover its operating costs but not enough to cover administrative support. The proposed new funding model allows budget clarity and sustainability for the Executive Director position into the future. This service package allows ongoing funding of an Administration position that will stay within Administration's budget, each year.

Annualization	-	-	-	-	-	-	P.592
New Budget	92	-	-	-	-	-	
Total	92	-	-	-	-		
FTEs	0.5	-	-	-	-		

Boards & Commissions - Greater Edmonton Foundation

15 GEF Inflation

Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life.

Annualization	-	-	-	-	-	-	P.622
New Budget	400	200	-	-	300		
Total	400	200	-	-	300		
FTEs	-	-	-	-	-		

Boards & Commissions - Heritage Council

16 Edmonton Heritage Council - 10 year Arts & Heritage Plan

Reinvest in the Edmonton City Museum project, establishing it as an ongoing program rather than a time-bound project. Fund new initiatives as indicated in the ambitions, outcomes, and strategies of the 10-Year Arts & Heritage Plan (i.e. Indigenous partnerships and outreach, heritage interpretation in public spaces). Increase in the Heritage Community Investment Grants.

Annualization	-	-	-	-	-	-	P.633
New Budget	150	250	200	150			
Total	150	250	200	150			
FTEs	-	-	-	-			

Boards & Commissions - Public Library

17 Library Growth and New Services

EPL's Heritage Valley storefront has experienced the highest use of both children's materials and usage per square foot than any EPL branch. Program attendance averages 75 attendees. EPL is requesting funding for expanded hours of service to manage customer demand. While a full size branch is planned for the future, expanded hours in the interim will help address unmet customer needs.

Annualization	-	-	-	-	-	-	P.581
New Budget	152	-	-	-	-	-	
Total	152	-	-	-	-		
FTEs	2.2	-	-	-	-		

Impacts of Growth in the City

Summary of Service Packages—Funded

#	Growth or New/Enhanced	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page
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Boards & Commissions - Reach Edmonton

18 REACH - 24/7 Crisis Diversion

Additional resources to 24/7 Crisis Diversion will allow the maintenance of target for existing demands for service and allow for increased efficiency and resources to respond to calls overnight. Since April 2017 the program has been operating at or above the funded capacity of 950 calls per month. Data from 2018 reflects service demand at 26.5% over funded capacity.

Annualization	-	-	-	-	-	P.650
New Budget	875	-	92	-	-	
Total	875	-	92	-	-	
FTEs	-	-	-	-	-	

19 Countering Hate Motivated Violence

This funding will support the development, deployment and maintenance of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton, the Edmonton Police Service and the RCMP.

Annualization	-	-	-	-	-	P.651
New Budget	119	188	112	72	-	
Total	119	188	112	72	-	
FTEs	-	-	-	-	-	

20 REACH - YEG Ambassador

The YEG Ambassador program, a partnership with City of Edmonton, the North Edge Business Association and REACH Edmonton, responds to significant revitalization in Edmonton's city core. Ambassador teams connect people who live, work, operate businesses, study or visit these areas by sharing information to services/resources that align with hospitality, community connection, and business supports.

Annualization	-	-	-	-	-	P.652
New Budget	349	-	-	-	-	
Total	349	-	-	-	-	
FTEs	-	-	-	-	-	

Boards & Commissions - TELUS World of Science

21 Provision for Appropriate Base Funding

TWOSE has a Vision: To be THE destination to engage Albertans' hearts and minds in science. In this project, a 35-year old building is being readied for the next 30 years of increased usage and demand. TWOSE's development is built around its Strategic Plan which articulates goals in science education, visitor experience, financial sustainability, and continued evolution into a must-see attraction.

Annualization	-	-	-	-	-	P.659
New Budget	194	194	-	-	-	
Total	194	194	-	-	-	
FTEs	-	-	-	-	-	

Citizen Services - Community & Recreation Facilities

22 Festival & Event Action Plan Implementation

This package would provide funding to implement three recommendations as outlined in the 2018 Festival & Event Strategy:

- Safety & Security
- Transit Services Increase
- Civic Services Subsidy

Annualization	-	-	-	-	-	P. 107
New Budget	718	-	-	-	-	
Total	718	-	-	-	-	
FTEs	-	-	-	-	-	

Impacts of Growth in the City

Summary of Service Packages—Funded

#	Growth or New/Enhanced	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page
Citizen Services - Community & Recreation Facilities							
23	Junos event attraction in 2022						
	This package is to support a bid to attract the JUNO Awards to Edmonton in 2022. One-time expenditures of \$550 in 2021 will be funded by the Financial Stabilization Reserve.	Annualization	-	-	-	-	P. 109
		New Budget	-	-	-	-	
		Total	-	-	-	-	
		FTEs	-	-	-	-	
Citizen Services - Social Development							
24	C5 North East Community Hub Operating Funding						
	The C5 collaborative of five agencies has developed a prototype community hub based on integrated service delivery in North East Edmonton. The community space is a place where people can build community connections. Members represent diverse cultures, identities, generations and traditions. The community space is designed to: ensure everyone feels they belong, share cultures and stories, build relationships.	Annualization	-	-	-	-	P.161
		New Budget	300	-	-	-	
		Total	300	-	-	-	
		FTEs	-	-	-	-	
City Operations - Edmonton Transit							
25	Transit Security - Continuous Transit Operator Training						
	Program provides 7.5 hrs of core training per Transit Operator(4 -year cycle). The training will be modules from the Canadian Urban Transit Association, will align with industry norms and further support safety for operators and the public. In addition to the core training, 15 hours of emergency first aid training per Transit Operator (2-year cycle) as well as 1.5 hours of driver evaluation (4-year cycle).	Annualization	-	-	-	-	P.184
		New Budget	877	-	-	-	
		Total	877	-	-	-	
		FTEs	-	-	-	-	
26	Transit Security - Safety and Security Enhancements						
	Funding for: TPO (10), Sergeant (1), Transit Security Room Monitors (4), accelerated recruitment of TPO/Sergeants, LRT Inspectors (4), Bus Inspectors (14), Superintendent (2), 24/7/365 Security Guards, \$400K in EPS support. Investment in Transit Inspectors will improve incident response and management, On-site security and increased Peace Officer complement will visibly increase level of security.	Annualization	-	1,164	4	6	P.185
		New Budget	9,720	(637)	5	326	
		Total	9,720	527	9	332	
		FTEs	29.4	6.1	0.5	-	
City Operations - Fleet & Facility Services							
27	FFS Police Service Package Request						
	This package will allow Fleet and Facility Services to add additional maintenance and custodial personnel to meet service level requirements for the Edmonton Police Service. The package is fully recoverable through EPS; therefore the net dollar impact is zero. The 2019 Expenditures are \$924, increasing incrementally by \$232 in 2020, \$184 in 2021, and \$228 in 2022.	Annualization	-	-	-	-	P.200
		New Budget	-	-	-	-	
		Total	-	-	-	-	
		FTEs	7.0	1.0	-	-	

Impacts of Growth in the City

Summary of Service Packages—Funded

#	Growth or New/Enhanced	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page
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City Operations - Fleet & Facility Services

28 [Fleet] Transit External Revenue

To provide Transit fleet maintenance and fuel services to Spruce Grove and Beaumont. (\$357K expense fully recovered through external revenue; net dollar impact is zero) costs and 2.0 FTEs will be fully recovered through external revenue; therefore the net dollar impact is zero (\$357K expense/revenue).

Annualization	-	-	-	-	-	-	P.201
New Budget	-	-	-	-	-	-	
Total	-	-	-	-	-	-	
FTEs	2.0	-	-	-	-	-	

Employee Services - Corporate Safety & Employee Health

29 Trauma Support

This package would enhance existing prevention, incident response, support and reintegration services for employees involved in traumatic incidents, including first responders in Fire Rescue Services. The aim is to ensure timely, effective services and supports are in place. This will help mitigate risks and employees manage and recover following traumatic events and re-integrate safely back at work and home.

Annualization	-	-	-	-	-	-	P.282
New Budget	660	1	1	1	1	1	
Total	660	1	1	1	1	1	
FTEs	2.0	-	-	-	-	-	

Integrated Infrastructure Services - Infrastructure Planning & Design

30 Westwood Tank Farm Decommissioning and Remediation

The City is responsible for the remediation of the underground storage tanks (UST) on the Westwood Tank Farm site legally described as Lot 3U, Block 6, Plan 5518NY along with the pipelines under 106A Street. The UST will need to be removed and remediated within 2 years of the City stopping usage, anticipated to be January 16, 2019 with the closure of the Westwood Transit Garage.

Annualization	-	-	-	-	-	-	P.422
New Budget	350	2,150	(2,350)	(150)	(150)	(150)	
Total	350	2,150	(2,350)	(150)	(150)	(150)	
FTEs	-	-	-	-	-	-	

Office of the City Manager - Office of the City Clerk

31 2021 Municipal Election

City of Edmonton Elections must be run in accordance with all requirements of the Local Authorities Election Act, the City of Edmonton Election Regulation and the City of Edmonton Election Bylaw.

Annualization	-	-	-	-	-	-	P.464
New Budget	-	-	593	(593)	(593)	(593)	
Total	-	-	593	(593)	(593)	(593)	
FTEs	-	-	-	-	-	-	

32 Integrity Office

Council has directed Administration to recruit an Integrity Commissioner and Ethics Advisor on their behalf. The Integrity Commissioner will accept complaints of potential breaches of the Code of Conduct and investigate as required. The Ethics Advisor will provide ethical and legal advice to Councillors, both individually or to Council as a whole, by request or as required to provide clarification guidance.

Annualization	-	-	-	-	-	-	P.465
New Budget	180	-	-	-	-	1	
Total	180	-	-	-	-	1	
FTEs	1.0	-	-	-	-	-	

Impacts of Growth in the City

Summary of Service Packages—Funded

#	Growth or New/Enhanced	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page
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Urban Form & Corporate Strategic Development - Economic & Environmental Sustainability

33 Edmonton Screen Industries Office (ESIO)

At the June 18, 2018 meeting, the Executive Committee directed the Administration to work with Edmonton Screen Industries Office to prepare a service package for Council's consideration during the 2019-2022 budget deliberations. The ESIO is a non-profit society governed by an independent Board of business leaders and led by a CEO who is screen media industries veteran.

Annualization	-	-	-	-	-	-	P.526
New Budget	916	240	25	27			
Total	916	240	25	27			
FTEs	-	-	-	-			

Total Growth or New/Enhanced

Total	16,553	5,250	181	1,640
FTEs	44.1	7.1	0.5	-

#	Council Initiatives	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page
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Boards & Commissions - Heritage Council

34 Alberta Aviation Museum

The Alberta Aviation Museum Association is requesting \$238 in additional funds in order to sustain operations through the 2019 calendar year. A portion of funds will be allocated towards the development of a sustainable and realistic plan for AAM's operations, governance, and function, accomplished with the support of Edmonton Heritage Council and external consultants. One-time expenditures of \$238 in 2019 will be funded by the Financial Stabilization Reserve.

Annualization	-	-	-	-	-	-	P.632
New Budget	-	-	-	-	-	-	
Total	-	-	-	-	-	-	
FTEs	-	-	-	-	-	-	

Urban Form & Corporate Strategic Development - Economic & Environmental Sustainability

35 Climate Change Adaptation Strategy Team

FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation.

Annualization	-	-	-	-	-	-	P.524
New Budget	500	-	-	-	-	-	
Total	500	-	-	-	-	-	
FTEs	3.0	-	-	-	-	-	

36 Energy Transition Community Investment/Programming

Increasing resources as identified in this service package to meet the greenhouse gas reduction targets includes 3 FTEs for program development and ongoing administration around community energy efficiency and renewable energy programs. Additionally, this will provide support for civic operations in achievement of the Civic Operations Greenhouse Gas Management Plan and the Sustainable Building Policy (C532)

Annualization	-	-	-	-	-	-	P.525
New Budget	1,500	2,000	1,000	1,000			
Total	1,500	2,000	1,000	1,000	-	-	
FTEs	1.0	2.0	-	-	-	-	

Total Council Initiatives

Total	\$2,000	\$2,000	\$1,000	\$1,000
FTEs	4.0	2.0	-	-

Impacts of Growth in the City

Summary of Service Packages—Funded

#	Council/Committee Motions	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page
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Citizen Services - Community & Recreation Facilities

37 ITU World Triathlon Grand Final Edmonton							
<p>The COE has been awarded the 2020 International Triathlon Union (ITU) Grand Final. This package includes funding for the local organizing committee for the 2020 ITU Grand Final awarded to Edmonton, which includes costs associated with civic services. The COE contribution is contingent on the provincial and federal governments contributing funding for the event. CR 3795 - July 4, 2016.</p>	Annualization	-	-	-	-	-	P. 108
	New Budget	-	2,800	(2,800)	-	-	
	Total	-	2,800	(2,800)	-	-	
	FTEs	-	-	-	-	-	

Citizen Services - Social Development

38 Affordable Housing Investment Program							
<p>The 2018 Affordable Housing Investment Plan guides the delivery of City affordable housing programs. The plan's budget is based on a continuation of \$6 million in operating funding. Currently, \$3.5 million of this is requested annually from FSR. On November 8, 2016 (CR_3659) Council passed a motion requesting Administration to submit a service package to request ongoing funding through tax-levy.</p>	Annualization	-	-	-	-	-	P. 157
	New Budget	3,500	-	-	-	-	
	Total	3,500	-	-	-	-	
	FTEs	-	-	-	-	-	

39 Affordable Housing Public Information Campaign							
<p>On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional communications and public engagement support dedicated to affordable housing (CR_5960). The budget will allow hiring a communications specialist and a public engagement specialist ongoing. An additional \$1.48 million in one-time funding will fund a public information campaign.</p>	Annualization	-	-	-	-	-	P. 158
	New Budget	550	(210)	-	(90)	-	
	Total	550	(210)	-	(90)	-	
	FTEs	-	-	-	-	-	

40 Urban Wellness / Recover							
<p>On August 15, 2018 the Community and Public Services Committee approved a recommendation to prepare an unfunded service package for \$1.0 million over 4 years (2019-2022) with the understanding Administration will pursue a cost-sharing model. Administration requires a declining amount each year starting with \$400,000 for 2019, \$300,000 for 2020, \$200,000 for 2021 and \$100,000 for 2022. (CR_6236), which will be funded by the Financial Stabilization Reserve.</p>	Annualization	-	-	-	-	-	P. 159
	New Budget	-	-	-	-	-	
	Total	-	-	-	-	-	
	FTEs	-	-	-	-	-	

41 WinterCity							
<p>At the October 3, 2018 Community and Public Services Committee meeting, Councillor Henderson requested the submission of an unfunded service package to continue implementation of the WinterCity Strategy after receiving CR_5459 "Emerging Winter Festivals Appropriate Mechanism for Investment Distribution" as information.</p>	Annualization	-	-	-	-	-	P. 160
	New Budget	30	50	-	-	-	
	Total	30	50	-	-	-	
	FTEs	-	-	-	-	-	

Impacts of Growth in the City

Summary of Service Packages—Funded

#	Council/Committee Motions	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page
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City Operations - Edmonton Transit

42 Ride Transit - Transition from Pilot to Program

Funding to extend the Ride Transit Pilot through 2019; this is aligned with the term for the City of Calgary pilot. Administration from the Province has indicated that there would be \$4.725 M available to fund the extension.

Annualization	-	-	-	-	-	-	P.183
New Budget	5,403	-	-	-	-	-	
Total	5,403	-	-	-	-	-	
FTEs	20.5	-	-	-	-	-	

43 DATS - Growth in Service Demand - Contractor Delivered Service

Additional funding to increase DATS capacity.

Annualization	-	-	-	-	-	-	P.188
New Budget	928	709	(4)	131			
Total	928	709	(4)	131			
FTEs	3.0	2.2	1.0	0.6			

Urban Form & Corporate Strategic Development - City Planning

44 Glenora Conservation Areas - Direct Control Zoning

The initiative will allow the development of special heritage character area zoning for portions of the Glenora community south of Stony Plain Road. A range of development regulations and guidelines will be prepared as a new Direct Development Control (DC1) Provision(s) that will aim at new development in keeping with the established historic character of these areas. Refer to UPC motion on Sep 11, 2018. Expenditures of \$190 in 2019 and \$9 in 2020 will be funded by the Financial Stabilization Reserve.

Annualization	-	-	-	-	-	-	P.483
New Budget	-	-	-	-	-	-	
Total	-	-	-	-	-	-	
FTEs	0.5	(0.5)	-	-	-	-	

45 Phase II/III Municipal Development Plan/Transportation Master Plan (MDP/TMP) & Zoning Bylaw Renewal

City Plan will set out an approach for how Edmonton grows to a city of 2 million. The coordinated delivery of a new Zoning Bylaw provides a framework to deliver on the built form outcomes of City Plan. The city-building narrative describes an integrated, accountable, and successful strategic planning framework to Edmontonians. Refer to CR_6161 received by the Urban Planning Committee on August 28, 2018.

Annualization	-	-	-	-	-	-	P.484
New Budget	1,001	754	(1,417)	25			
Total	1,001	754	(1,417)	25			
FTEs	2.0	3.0	(3.0)	(2.0)			

46 Urban Growth - Infrastructure Analysis

Funding is required to deliver on Council's Goal of Urban Places and the City Plan. This supports Evolving Infill (refer to CR_6223 to be presented to Council on Nov 6, 2018). The Growth Fiscal framework includes Impacts of Growth (refer to CR_3592 received by Exec. Comm. on Jul 4, 2017), Offsite Levies (refer to CR_5344 received by Exec. Comm. on Jan 15, 2018) and Integrated Infrastructure implementation.

Annualization	-	-	-	-	-	-	P.485
New Budget	1,110	(80)	(480)	(550)			
Total	1,110	(80)	(480)	(550)			
FTEs	2.0	-	-	(2.0)			

Impacts of Growth in the City

Summary of Service Packages—Funded

#	Council/Committee Motions	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page
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Urban Form & Corporate Strategic Development - Development Services

47 Planning & Development Business Model

As part of the Current Planning business model and reserve review, some services have been identified to change funding sources from Current Planning Reserve to tax levy. Refer to CR_5782 received by the Audit Committee on April 11, 2018.

Annualization	-	-	-	-	-	-	P.507
New Budget	500	1,000	1,000	1,000	500		
Total	500	1,000	1,000	1,000	500		
FTEs	-	-	-	-	-		

Urban Form & Corporate Strategic Development - Economic & Environmental Sustainability

48 Chinatown Strategy Implementation

20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown Strategy. 30/04/18 - Executive Committee received an update on the Chinatown Strategy (Report CR_4983) and directed Administration to prepare a business case for 2019-2022 seed funding for a non-profit Society to implement the actions identified in the Chinatown Strategy. Expenditures of \$170 in 2019, \$205 in 2020, \$191 in 2021 and \$156 in 2022 will be funded by the Financial Stabilization Reserve.

Annualization	-	-	-	-	-	-	P.519
New Budget	-	-	-	-	-	-	
Total	-	-	-	-	-	-	
FTEs	-	-	-	-	-	-	

49 Corner Store Program

This service package is a result of a September 10, 2018 Executive Committee motion to bring forward a service package for the Corner Store Program for Council's consideration during the 2019-2022 budget deliberations (CR_5479). Ongoing funding would support wider enhancement of commercial areas through a framework to deliver infrastructure improvements and smaller flexible grants.

Annualization	-	-	-	-	-	-	P.520
New Budget	250	250	-	-	-	-	
Total	250	250	-	-	-	-	
FTEs	-	-	-	-	-	-	

50 Development Incentive Program

This service package is a result of a September 10, 2018 Executive Committee motion to bring forward a request for the Development Incentive Program for Council's consideration during the 2019-2022 budget deliberations (CR_5478). This program provides support to property owners renovating vacant or building new commercial and residential spaces in business improvement and Council Supported Initiative areas.

Annualization	-	-	-	-	-	-	P.521
New Budget	250	250	250	-	-	-	
Total	250	250	250	-	-	-	
FTEs	-	-	-	-	-	-	

51 Edmonton Global

At the May 23, 2017 meeting, Council approved the subscription for a share in the "proposed regional economic development company" in the Edmonton metropolitan region (CR_4770). These funds are the City's annual shareholder contribution to Edmonton Global. The total requisition amount from shareholders has been approved for 2019 and 2020, which for the City of Edmonton is expected to be \$1.26 million annually.

Annualization	-	-	-	-	-	-	P.522
New Budget	592	-	-	-	-	-	
Total	592	-	-	-	-	-	
FTEs	-	-	-	-	-	-	

Impacts of Growth in the City

Summary of Service Packages—Funded

#	Council/Committee Motions	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req	Page
52	Green Electricity						
	Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles.	Annualization	-	-	-	-	- P.523
		New Budget	500	1,000	1,500	2,000	
		Total	500	1,000	1,500	2,000	
		FTEs	-	-	-	-	
Total Council/Committee Motions			Total	\$14,614	\$6,523	(\$1,951)	\$2,016
			FTEs	28.0	4.7	(2.0)	(3.4)
Total of Service Packages 10-52 (Cannabis, Annexation, Growth or New/Enhanced, Council Initiatives and Council/Committee Motions)			Total	\$35,648	\$13,471	(\$771)	\$4,655
			FTEs	81.4	11.5	(1.5)	(3.4)
Total of All Service Packages (1-52) (Includes above plus Operating Impacts of Capital)			Total	\$33,991	\$19,285	\$7,812	\$5,257
			FTEs	98.6	50.1	26.9	(8.4)

Approved 2019-2022 Budget - Tax-supported Operations by Department

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Boards & Commissions						
Economic Development Corporation	25,080	29,528	42,181	44,382	45,038	46,857
Police Service	94,971	93,805	95,445	93,805	93,805	93,805
Public Library	7,771	10,236	8,251	8,948	9,128	9,474
Other Boards & Commissions	3,674	3,426	3,554	3,316	3,316	3,316
Total Boards & Commissions	\$131,496	\$136,995	\$149,431	\$150,451	\$151,287	\$153,452
Civic Departments						
Citizen Services	111,257	108,779	111,251	114,471	116,441	117,011
City Operations	193,512	207,361	209,812	216,045	241,635	246,340
Communications & Engagement	287	1,332	1,649	1,554	1,253	1,267
Employee Services	330	-	-	-	-	-
Financial & Corporate Services	19,891	16,453	13,455	14,668	14,255	12,027
Integrated Infrastructure Services	2,130	521	918	918	1,418	1,418
Office of the City Manager	2,538	732	732	732	2,375	732
Urban Form & Corporate Strategic Development	93,459	106,328	122,075	124,051	131,164	143,024
Corporate Revenues	611,406	650,846	722,461	726,009	709,675	708,616
Total Taxation Revenue	1,497,658	1,578,834	1,648,934	1,721,950	1,801,980	1,885,191
One-time Items	-	76,914	-	-	-	-
Total Revenue & Transfers	\$2,663,964	\$2,885,095	\$2,980,718	\$3,070,849	\$3,171,483	\$3,269,078
Net Expenditure & Transfers						
Boards & Commissions						
Economic Development Corporation	46,084	49,571	62,224	63,925	64,581	66,400
Police Service	417,117	430,822	451,725	466,311	482,615	500,061
Public Library	60,735	64,893	63,060	63,757	63,937	64,283
Other Boards & Commissions	37,196	37,988	40,558	42,675	44,602	46,640
Total Boards & Commissions	\$561,132	\$583,274	\$617,567	\$636,668	\$655,735	\$677,384
Civic Departments						
Citizen Services	446,829	463,981	480,003	488,637	492,085	492,563
City Operations	652,782	697,937	716,730	725,079	750,531	753,494
Communications & Engagement	31,049	32,511	34,048	33,865	33,473	33,662
Employee Services	15,922	22,259	23,970	24,238	24,310	24,428
Financial & Corporate Services	159,026	160,085	158,039	158,438	155,550	152,974
Integrated Infrastructure Services	27,149	23,135	23,187	25,059	22,692	22,525
Mayor & Councillor Offices	5,640	6,812	6,892	6,980	7,054	7,118
Office of the City Auditor	2,402	2,605	2,644	2,679	2,706	2,731
Office of the City Manager	14,832	14,551	14,981	14,982	17,218	14,985
Urban Form & Corporate Strategic Development	133,453	155,254	178,243	184,541	192,750	207,190
Corporate Expenditures	448,102	486,321	568,468	606,977	649,293	706,638
Neighbourhood Renewal	134,442	156,332	155,946	162,706	168,086	173,386
One-time Items	-	80,038	-	-	-	-
2017 Surplus	31,204	-	-	-	-	-
Total Net Expenditure & Transfers	\$2,663,964	\$2,885,095	\$2,980,718	\$3,070,849	\$3,171,483	\$3,269,078
Total Net Operating Requirement	-	-	-	-	-	-

Approved 2019-2022 Budget - Tax-supported Operations by Branch Net Operating Requirement

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Boards & Commissions						
Economic Development Corporation	21,004	20,043	20,043	19,543	19,543	19,543
Police Service	322,146	337,017	356,280	372,506	388,810	406,256
Public Library	52,964	54,657	54,809	54,809	54,809	54,809
Other Boards & Commissions	33,522	34,562	37,004	39,359	41,286	43,324
Total Boards & Commissions	\$429,636	\$446,279	\$468,136	\$486,217	\$504,448	\$523,932
Civic Departments						
Citizen Services						
Community & Recreation Facilities	54,252	57,233	61,279	63,535	58,355	57,162
Community Standards & Neighbourhoods	40,139	43,204	43,910	43,959	43,373	43,429
Fire Rescue Services	203,125	211,712	217,154	220,494	228,812	231,306
Integrated Strategic Development	6,970	7,680	8,052	7,978	8,005	8,052
Social Development	31,086	35,373	38,357	38,200	37,099	35,603
City Operations						
41ST AVE SW QE2 HWY Interchange	-	-	-	-	-	-
Business Performance & Customer Experience	2,559	2,544	2,544	2,544	2,544	2,544
Edmonton Transit	214,897	217,016	226,786	233,173	236,137	237,079
Fleet & Facility Services	59,015	67,785	70,370	70,252	68,629	67,210
Parks & Roads Services	182,799	203,231	207,218	203,065	201,586	200,321
Communications & Engagement						
Communications	5,408	6,676	6,379	6,147	5,881	5,941
Engagement	16,775	17,042	17,004	17,151	17,255	17,322
External Relations	2,816	2,690	3,454	3,477	3,491	3,504
Marketing	5,763	4,771	5,562	5,536	5,593	5,628
Employee Services						
Corporate Safety & Employee Health	2,603	3,249	4,648	4,660	4,552	4,530
Human Resources	12,989	19,010	19,322	19,578	19,758	19,898
Financial & Corporate Services						
Assessment & Taxation	20,540	22,270	21,924	21,500	20,880	20,881
Corporate Procurement & Supply Services	14,357	14,359	13,619	12,993	12,274	11,996
Financial Services	6,962	9,757	9,496	9,341	9,217	9,238
Financial Strategies, Budget & Utility Regulation	11,907	11,664	11,693	11,371	10,954	10,831
Law	10,834	11,876	12,006	12,116	12,215	12,288
Open City & Technology	45,102	49,114	49,269	49,607	48,523	46,803
Real Estate	29,433	24,592	26,577	26,842	27,232	28,910
Integrated Infrastructure Services						
Building Great Neighbourhoods	2,551	1,462	1,453	1,453	1,453	1,453
Business Planning & Support	9,202	7,253	6,681	6,468	5,951	5,934
Infrastructure Delivery	(191)	3,709	3,629	3,564	3,564	3,564
Infrastructure Planning & Design	12,848	9,477	9,804	11,954	9,604	9,454
LRT Expansion & Renewal	609	713	702	702	702	702
Mayor & Councillor Offices	5,640	6,812	6,892	6,980	7,054	7,118
Office of the City Auditor	2,402	2,605	2,644	2,679	2,706	2,731
Office of the City Manager						
City Manager	1,807	2,239	2,337	2,337	2,338	2,339
Office of the City Clerk	10,487	11,580	11,912	11,913	12,505	11,914

Approved 2019-2022 Budget - Tax-supported Operations by Branch Net Operating Requirement

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Urban Form & Corporate Strategic Development						
City Planning	20,735	22,529	23,084	23,333	20,755	19,808
Corporate Strategy	2,724	3,104	4,693	4,384	4,392	4,393
Development Services	972	5,133	6,058	6,842	7,733	8,232
Economic & Environmental Sustainability	15,365	18,018	22,191	25,931	28,706	31,733
The Quarters Downtown CRL	198	142	142	-	-	-
Total Civic Departments	\$1,065,680	\$1,137,624	\$1,178,845	\$1,192,059	\$1,189,828	\$1,189,851
Corporate Expenditures & Revenues						
Automated Enforcement	-	-	-	-	-	-
Capital Project Financing	154,459	166,593	181,300	206,037	228,269	243,568
Corporate Expenditures	26,373	23,716	23,855	34,965	55,183	64,327
Corporate Revenues	(370,741)	(389,184)	(402,898)	(412,934)	(401,434)	(373,923)
Taxation Expenditures	9,687	8,300	7,950	6,800	6,200	6,950
Valley Line LRT	16,918	26,050	35,800	46,100	51,400	57,100
Total Corporate Expenditures & Revenues	(\$163,304)	(\$164,525)	(\$153,993)	(\$119,032)	(\$60,382)	(\$1,978)
Neighbourhood Renewal						
Neighbourhood Renewal	136,216	158,106	162,946	169,706	175,086	180,386
Less: Microsurfacing - Parks & Roads Services	1,774	1,774	7,000	7,000	7,000	7,000
Transfer to Capital - Corporate Programs	\$134,442	\$156,332	\$155,946	\$162,706	\$168,086	\$173,386
Total Taxation Revenue	(1,497,658)	(1,578,834)	(1,648,934)	(1,721,950)	(1,801,980)	(1,885,191)
One-time Items	-	3,124	-	-	-	-
2017 Surplus	31,204	-	-	-	-	-
Total Net Operating Requirement	-	-	-	-	-	-

Approved 2019-2022 Budget - Tax-supported Operations by Branch Expenditure Summary

(\$000)	2018					
	2017 Actual	Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Boards & Commissions						
Economic Development Corporation	46,084	49,571	62,224	63,925	64,581	66,400
Police Service	417,117	430,822	451,725	466,311	482,615	500,061
Public Library	60,735	64,893	63,060	63,757	63,937	64,283
Other Boards & Commissions	37,196	37,988	40,558	42,675	44,602	46,640
Total Boards & Commissions	\$561,132	\$583,274	\$617,567	\$636,668	\$655,735	\$677,384
Civic Departments						
Citizen Services						
Community & Recreation Facilities	122,870	127,220	131,456	133,972	130,862	130,619
Community Standards & Neighbourhoods	44,458	47,455	48,161	48,210	47,624	47,680
Fire Rescue Services	206,201	213,979	219,421	222,761	231,079	233,573
Integrated Strategic Development	7,117	7,756	8,128	8,054	8,081	8,128
Social Development	66,183	67,571	72,837	75,640	74,439	72,563
City Operations						
41ST AVE SW QE2 HWY Interchange	674	-	-	-	-	-
Business Performance & Customer Experience	2,559	2,544	2,544	2,544	2,544	2,544
Edmonton Transit	348,188	356,393	365,874	376,123	404,633	410,230
Fleet & Facility Services	73,363	85,438	87,320	87,206	85,621	84,246
Parks & Roads Services	227,998	253,562	260,992	259,206	257,733	256,474
Communications & Engagement						
Communications	5,408	6,676	6,710	6,415	5,881	5,941
Engagement	17,055	17,454	17,519	17,634	17,705	17,786
External Relations	2,823	2,690	3,454	3,477	3,491	3,504
Marketing	5,763	5,691	6,365	6,339	6,396	6,431
Employee Services						
Corporate Safety & Employee Health	2,922	3,249	4,648	4,660	4,552	4,530
Human Resources	13,000	19,010	19,322	19,578	19,758	19,898
Financial & Corporate Services						
Assessment & Taxation	20,540	22,270	21,924	21,500	20,880	20,881
Corporate Procurement & Supply Services	14,820	14,701	13,981	13,430	12,711	12,433
Financial Services	9,035	11,399	11,205	11,063	11,152	11,326
Financial Strategies, Budget & Utility Regulation	11,925	11,664	11,693	11,371	11,254	11,006
Law	10,843	11,876	12,006	12,116	12,215	12,288
Open City & Technology	45,741	50,085	49,896	50,001	48,917	47,197
Real Estate	46,122	38,090	37,334	38,957	38,421	37,843
Integrated Infrastructure Services						
Building Great Neighbourhoods	2,551	1,462	1,453	1,453	1,453	1,453
Business Planning & Support	9,668	7,674	7,144	6,931	6,914	6,897
Infrastructure Delivery	(191)	3,709	3,629	3,564	3,564	3,564
Infrastructure Planning & Design	12,852	9,477	9,804	11,954	9,604	9,454
LRT Expansion & Renewal	2,269	813	1,157	1,157	1,157	1,157
Mayor & Councillor Offices	5,640	6,812	6,892	6,980	7,054	7,118
Office of the City Auditor	2,402	2,605	2,644	2,679	2,706	2,731
Office of the City Manager						
City Manager	1,906	2,239	2,337	2,337	2,338	2,339
Office of the City Clerk	12,926	12,312	12,644	12,645	14,880	12,646

Approved 2019-2022 Budget - Tax-supported Operations by Branch Expenditure Summary

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Urban Form & Corporate Strategic Development						
City Planning	40,132	60,986	69,525	75,629	79,171	87,460
Corporate Strategy	2,742	3,104	4,693	4,384	4,392	4,393
Development Services	66,354	66,722	74,686	77,097	78,995	82,153
Economic & Environmental Sustainability	19,662	19,313	24,256	27,431	30,192	33,184
The Quarters Downtown CRL	4,563	5,129	5,083	-	-	-
Total Civic Departments	\$1,489,084	\$1,579,130	\$1,638,737	\$1,664,498	\$1,698,369	\$1,711,670
Corporate Expenditures						
Automated Enforcement	51,264	52,100	50,750	52,690	49,880	47,290
Capital Project Financing	337,544	371,877	445,904	460,796	480,087	499,511
Corporate Expenditures	28,019	25,294	24,676	35,802	56,036	65,196
Corporate Revenues	-	-	88	89	90	25,491
Taxation Expenditures	14,357	11,000	11,250	11,500	11,800	12,050
Valley Line LRT	16,918	26,050	35,800	46,100	51,400	57,100
Total Corporate Expenditures	\$448,102	\$486,321	\$568,468	\$606,977	\$649,293	\$706,638
Neighbourhood Renewal						
Neighbourhood Renewal	136,216	158,106	162,946	169,706	175,086	180,386
Less: Microsurfacing - Parks & Roads Services	1,774	1,774	7,000	7,000	7,000	7,000
Transfer to Capital - Corporate Programs	\$134,442	\$156,332	\$155,946	\$162,706	\$168,086	\$173,386
One-time Items	-	80,038	-	-	-	-
2017 Surplus	31,204	-	-	-	-	-
Total Net Expenditure & Transfers	\$2,663,964	\$2,885,095	\$2,980,718	\$3,070,849	\$3,171,483	\$3,269,078

Approved 2019-2022 Budget - Tax-supported Operations by Branch Revenue Summary

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Boards & Commissions						
Economic Development Corporation	25,080	29,528	42,181	44,382	45,038	46,857
Police Service	94,971	93,805	95,445	93,805	93,805	93,805
Public Library	7,771	10,236	8,251	8,948	9,128	9,474
Other Boards & Commissions	3,674	3,426	3,554	3,316	3,316	3,316
Total Boards & Commissions	\$131,496	\$136,995	\$149,431	\$150,451	\$151,287	\$153,452
Civic Departments						
Citizen Services						
Community & Recreation Facilities	68,618	69,987	70,177	70,437	72,507	73,457
Community Standards & Neighbourhoods	4,319	4,251	4,251	4,251	4,251	4,251
Fire Rescue Services	3,076	2,267	2,267	2,267	2,267	2,267
Integrated Strategic Development	147	76	76	76	76	76
Social Development	35,097	32,198	34,480	37,440	37,340	36,960
City Operations						
41ST AVE SW QE2 HWY Interchange	674	-	-	-	-	-
Edmonton Transit	133,291	139,377	139,088	142,950	168,496	173,151
Fleet & Facility Services	14,348	17,653	16,950	16,954	16,992	17,036
Parks & Roads Services	45,199	50,331	53,774	56,141	56,147	56,153
Communications & Engagement						
Communications	-	-	331	268	-	-
Engagement	280	412	515	483	450	464
External Relations	7	-	-	-	-	-
Marketing	-	920	803	803	803	803
Employee Services						
Corporate Safety & Employee Health	319	-	-	-	-	-
Human Resources	11	-	-	-	-	-
Financial & Corporate Services						
Corporate Procurement & Supply Services	463	342	362	437	437	437
Financial Services	2,073	1,642	1,709	1,722	1,935	2,088
Financial Strategies, Budget & Utility Regulation	18	-	-	-	300	175
Law	9	-	-	-	-	-
Open City & Technology	639	971	627	394	394	394
Real Estate	16,689	13,498	10,757	12,115	11,189	8,933
Integrated Infrastructure Services						
Business Planning & Support	466	421	463	463	963	963
Infrastructure Planning & Design	4	-	-	-	-	-
LRT Expansion & Renewal	1,660	100	455	455	455	455
Office of the City Manager						
City Manager	99	-	-	-	-	-
Office of the City Clerk	2,439	732	732	732	2,375	732
Urban Form & Corporate Strategic Development						
City Planning	19,397	38,457	46,441	52,296	58,416	67,652
Corporate Strategy	18	-	-	-	-	-
Development Services	65,382	61,589	68,628	70,255	71,262	73,921
Economic & Environmental Sustainability	4,297	1,295	2,065	1,500	1,486	1,451
The Quarters Downtown CRL	4,365	4,987	4,941	-	-	-
Total Civic Departments	\$423,404	\$441,506	\$459,892	\$472,439	\$508,541	\$521,819

Approved 2019-2022 Budget - Tax-supported Operations by Branch Revenue Summary

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Corporate Expenditures & Revenues						
Automated Enforcement	51,264	52,100	50,750	52,690	49,880	47,290
Capital Project Financing	183,085	205,284	264,604	254,759	251,818	255,943
Corporate Expenditures	1,646	1,578	821	837	853	869
Corporate Revenues	370,741	389,184	402,986	413,023	401,524	399,414
Taxation Expenditures	4,670	2,700	3,300	4,700	5,600	5,100
Total Corporate Expenditures & Revenues	\$611,406	\$650,846	\$722,461	\$726,009	\$709,675	\$708,616
Total Taxation Revenue	1,497,658	1,578,834	1,648,934	1,721,950	1,801,980	1,885,191
One-time Items	-	76,914	-	-	-	-
Total Revenue & Transfers	\$2,663,964	\$2,885,095	\$2,980,718	\$3,070,849	\$3,171,483	\$3,269,078

Approved 2019-2022 Budget - Municipal Enterprises

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Blatchford Redevelopment Project						
Revenues & Transfers	3,015	29,137	8,627	16,525	22,304	28,785
Less: Expenditure & Transfers	3,666	28,637	12,629	18,392	15,884	30,787
Net Income/(Loss)	(\$651)	\$500	(\$4,002)	(\$1,867)	\$6,420	(\$2,002)
Land Development						
Revenues & Transfers	7,688	44,617	14,283	21,284	17,894	28,597
Less: Expenditure & Transfers	8,893	41,768	12,296	18,249	15,718	26,746
Net Income/(Loss)	(\$1,205)	\$2,849	\$1,987	\$3,035	\$2,176	\$1,851
Land for Municipal Purposes						
Revenues & Transfers	10	-	27,145	14,881	5,256	11,313
Less: Expenditure & Transfers	(895)	231	14,864	10,740	5,431	9,524
Net Income/(Loss)	\$905	(\$231)	\$12,281	\$4,141	(\$175)	\$1,789

Approved 2019-2022 Budget - Community Revitalization Levies

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Belvedere CRL						
Revenues & Transfers	1,928	7,337	6,283	5,080	2,405	1,934
Less: Expenditure & Transfers	1,928	7,337	6,283	5,080	2,405	1,934
Net Income/(Loss)	-	-	-	-	-	-
Capital City Downtown CRL						
Revenues & Transfers	19,922	20,985	22,353	28,814	31,979	35,272
Less: Expenditure & Transfers	19,922	20,985	22,353	28,814	31,979	35,272
Net Income/(Loss)	-	-	-	-	-	-
The Quarters Downtown CRL						
Revenues & Transfers	-	-	-	6,518	7,484	7,480
Less: Expenditure & Transfers	-	-	-	6,518	7,484	7,480
Net Income/(Loss)	-	-	-	-	-	-

Full-time Equivalents

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Boards & Commissions						
Economic Development Corporation	327.0	577.0	586.0	586.0	586.0	586.0
Police Service	2,558.1	2,633.6	2,688.1	2,735.6	2,776.1	2,821.1
Public Library	518.4	521.7	524.9	525.3	525.3	525.3
Other Boards & Commissions	57.0	57.0	56.5	56.5	56.5	56.5
Total Boards & Commissions	3,460.5	3,789.3	3,855.5	3,903.4	3,943.9	3,988.9
Civic Departments						
Citizen Services						
Community & Recreation Facilities	1,009.7	1,018.8	1,018.8	1,018.8	1,018.8	1,018.8
Community Standards & Neighbourhoods	322.9	329.9	337.3	335.3	330.3	328.3
Fire Rescue Services	1,262.1	1,288.9	1,301.0	1,301.0	1,342.7	1,346.0
Integrated Strategic Development	58.0	61.0	62.3	61.0	61.0	61.0
Social Development	149.2	148.5	138.2	138.2	138.2	138.2
City Operations						
Business Performance & Customer Experience	21.0	18.0	18.0	18.0	18.0	18.0
Edmonton Transit	2,294.9	2,272.6	2,317.9	2,344.6	2,334.4	2,330.0
Fleet & Facility Services	1,173.6	1,200.2	1,209.2	1,215.3	1,215.3	1,215.3
Parks & Roads Services	1,297.8	1,322.6	1,322.6	1,322.6	1,322.6	1,322.6
Communications & Engagement						
Communications	76.4	86.5	85.2	82.7	77.2	77.2
Engagement	207.5	210.0	213.5	213.0	212.5	212.5
External Relations	21.0	18.0	18.0	18.0	18.0	18.0
Marketing	30.6	61.7	61.7	60.7	60.7	60.7
Corporate Expenditures & Revenues	-	-	(15.0)	(15.0)	(15.0)	(15.0)
Employee Services						
Corporate Safety & Employee Health	26.5	30.5	32.5	32.5	32.5	32.5
Human Resources	143.4	170.5	170.5	170.5	170.5	170.5
Financial & Corporate Services						
Assessment & Taxation	181.2	181.2	180.2	177.2	172.7	172.7
Corporate Procurement & Supply Services	160.3	173.0	169.0	166.0	160.0	157.0
Financial Services	153.3	150.8	151.3	149.3	146.3	146.3
Financial Strategies, Budget & Utility Regulation	87.6	83.0	84.0	80.0	76.0	76.0
Law	111.8	110.8	110.8	110.8	110.8	110.8
Open City & Technology	393.1	372.4	369.4	363.4	361.4	352.4
Real Estate	85.5	91.0	89.0	89.0	89.0	89.0
Integrated Infrastructure Services						
Building Great Neighbourhoods	47.0	52.0	53.0	53.0	53.0	53.0
Business Planning & Support	184.9	191.5	193.4	193.4	193.4	193.4
Infrastructure Delivery	84.0	86.0	86.6	83.0	83.0	83.0
Infrastructure Planning & Design	145.9	159.7	162.9	162.9	162.9	162.9
LRT Expansion & Renewal	28.0	30.5	33.0	29.5	27.0	27.0
Mayor & Councillor Offices						
Office of the City Auditor	16.0	16.0	16.0	16.0	16.0	16.0
Office of the City Manager						
City Manager	9.0	12.0	12.0	12.0	12.0	12.0
Office of the City Clerk	68.1	73.1	74.1	74.1	74.1	74.1

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Urban Form & Corporate Strategic Development						
City Planning	328.1	288.2	290.1	285.5	276.4	269.8
Corporate Strategy	18.3	35.8	35.8	35.8	35.8	35.8
Development Services	328.3	312.8	317.1	316.1	316.1	316.1
Economic & Environmental Sustainability	74.0	63.0	66.0	68.0	68.0	68.0
The Quarters Downtown CRL	3.0	3.0	3.0	-	-	-
Total Civic Departments	10,652.0	10,773.5	10,838.4	10,832.2	10,821.6	10,799.9
Total Tax-supported Operations	14,112.5	14,562.8	14,693.9	14,735.6	14,765.5	14,788.8
Municipal Enterprises & Community Revitalization Levies						
Blatchford Redevelopment Project	7.0	4.0	4.0	4.0	4.0	4.0
Capital City Downtown CRL	2.0	2.0	2.0	2.0	2.0	2.0
Land Enterprise	8.0	9.0	9.0	9.0	9.0	9.0
The Quarters Downtown CRL	-	-	-	3.0	3.0	3.0
Total Municipal Enterprises & CRL	17.0	15.0	15.0	18.0	18.0	18.0
Total Full-time Equivalents	14,129.5	14,577.8	14,708.9	14,753.6	14,783.5	14,806.8

Approved 2019-2022 Budget - Tax-supported Operations Other Boards & Commissions

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Arts Council	550	-	-	-	-	-
Combative Sports Commission	95	155	45	45	45	45
Fort Edmonton Park	3,029	3,271	3,271	3,271	3,271	3,271
Heritage Council	-	-	238	-	-	-
Total Revenue & Transfers	\$3,674	\$3,426	\$3,554	\$3,316	\$3,316	\$3,316

Net Expenditure & Transfers						
Arts Council	13,191	13,005	13,505	15,005	16,505	18,005
Combative Sports Commission	95	155	137	137	137	137
Federation of Community Leagues	5,829	6,238	6,238	6,238	6,238	6,238
Fort Edmonton Park	7,207	7,680	7,443	7,466	7,489	7,505
Greater Edmonton Foundation	4,000	4,000	4,400	4,600	4,600	4,900
Heritage Council	1,019	959	1,347	1,359	1,559	1,709
Reach Edmonton	3,785	3,840	5,183	5,371	5,575	5,647
TELUS World of Science	2,070	2,111	2,305	2,499	2,499	2,499
Total Net Expenditure & Transfers	\$37,196	\$37,988	\$40,558	\$42,675	\$44,602	\$46,640

Net Operating Requirement						
Arts Council	12,641	13,005	13,505	15,005	16,505	18,005
Combative Sports Commission	-	-	92	92	92	92
Federation of Community Leagues	5,829	6,238	6,238	6,238	6,238	6,238
Fort Edmonton Park	4,178	4,409	4,172	4,195	4,218	4,234
Greater Edmonton Foundation	4,000	4,000	4,400	4,600	4,600	4,900
Heritage Council	1,019	959	1,109	1,359	1,559	1,709
Reach Edmonton	3,785	3,840	5,183	5,371	5,575	5,647
TELUS World of Science	2,070	2,111	2,305	2,499	2,499	2,499
Total Net Operating Requirement	\$33,522	\$34,562	\$37,004	\$39,359	\$41,286	\$43,324

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Full-time Equivalents						
Combative Sports Commission	1.0	1.0	0.5	0.5	0.5	0.5
Fort Edmonton Park	56.0	56.0	56.0	56.0	56.0	56.0
Total Full-time Equivalents	57.0	57.0	56.5	56.5	56.5	56.5

2019-2022 Budget - Amortization and Contributed Assets

(\$000)	Amortization					
	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Boards & Commissions						
Police Service	19,080	20,528	29,450	31,800	33,400	34,800
Public Library	10,161	10,264	10,165	9,758	9,858	9,833
Civic Departments						
Citizen Services						
Community & Recreation Facilities	5,753	6,948	5,785	6,143	6,167	5,774
Fire Rescue Services	1,599	2,093	2,403	2,638	2,614	2,358
Social Development	788	669	804	804	469	135
City Operations						
Edmonton Transit	54,035	67,690	52,964	64,341	74,941	72,570
Fleet & Facilities Services	127,961	103,277	157,743	178,254	189,780	191,854
Parks & Roads Services	250,727	239,199	248,304	266,578	280,327	291,834
Corporate Expenditures & Revenues						
Drainage Retained Assets	-	-	723	1,447	1,765	2,157
Employee Services						
Human Resources	34	34	34	34	34	34
Financial & Corporate Services						
Assessment & Taxation	-	85	-	-	-	-
Corporate Procurement & Supply Services	4	4	4	4	4	4
Financial Services	189	189	189	189	189	189
Law	61	62	61	61	61	61
Open City & Technology	22,324	18,386	24,907	27,138	28,223	29,100
Real Estate	670	-	1,286	1,253	1,234	1,111
Mayor & Councillor Offices	6	6	6	6	6	6
Office of the City Auditor	8	8	8	8	8	8
Office of the City Manager						
City Manager	10	10	10	10	10	10
Office of the City Clerk	170	170	170	170	170	170
Urban Form & Corporate Strategic Development						
City Planning	190	124	157	124	124	124
Development Services	-	1,439	1,439	1,439	1,439	1,439
Total	493,770	471,185	536,612	592,199	630,823	643,571

(\$000)	Contributed Assets				
	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
City Operations					
Fleet & Facility Services - Facilities	-	2,000	2,000	2,000	2,000
Parks & Roads Services - Parks - Other	5,500	11,753	11,753	11,753	11,753
Parks & Roads Services - Parks - Land	22,000	26,322	26,322	26,322	26,322
Parks & Roads Services - Roads	73,500	88,900	88,900	88,900	88,900
Total	101,000	128,975	128,975	128,975	128,975

Notes:

The non-cash budget for amortization and contributed assets is summarized in the table above.

The amortization and contributed assets budget is a non-cash budget. This budget is necessary to comply with legislative requirements and does not impact tax levy requirements.

Contributed assets are donated assets from external third parties. The larger contributed assets are in Roadways and Parks. These assets typically result from construction of new sites where developers have completed the base infrastructure, such as roadways, and the assets are then turned over to the City. As for Parks, the developer is obligated to dedicate 10% of certain sites as parkland.

The City recognizes the contributed asset as a tangible capital asset and also recognizes a contributed asset revenue amount. The asset and revenue amounts are reported in the City's consolidated annual financial statements, in the Statement of Financial Position and Statement of Operations, respectively.

This section outlines approved changes to User Fees, Fines & Permits as part of the 2019-2022 Budget. The ones that require bylaw changes have been identified. Areas with changes in fees are detailed in the following pages.

Community Recreation Facilities

Facility	Edmonton Valley Zoo
Facility Plus	Arenas (per hour)
All Facility	Athletic Fields (per hour)
Muttart Conservatory	Riverside and Victoria Golf Course
John Janzen Nature Centre	Rundle Park Golf Course

Neighbourhoods, Parks, and Community Recreation

Athletic Tracks and Fields	Picnic Sites
Artificial Turfs	Picnic Extra Service Fees
Tennis Courts	

Fire Rescue Services

Fire Inspection Fees	Fire Rescue Fees
Fire Permits	

Development Services

Rezoning Applications	Residential Applications
Concept Plans and Plan Amendments	Commercial and Industrial Applications
Subdivisions and Condominium Applications	All Land Use Applications
Additional Land Development Fees	Additional Fees
Safety Codes and Building Permits	Business Licences
Street Vending Permit Fees	Vehicle for Hire Fees and Licences

City Planning

Sanitary Servicing Strategy Fund (SSSF) Rates

Edmonton Transit *(Note: the transit fare increases in 2020, 2021, and 2022 are on hold until the Fare Strategy is considered - which Administration will report on to Council prior to the Fall 2019 Supplemental Operating Budget Adjustment)*

Cash Fares	Senior Annual Passes
Tickets	Day Pass
Monthly Passes	Charter Rates
Student Passes	Airport Monthly Pass

Boards and Commissions

Fort Edmonton Park Fees

Community Recreation Facilities (fees include GST)					
Facility	2018 Fee (Approved)	2019 Fee (Approved)	2020 Fee (Approved)	2021 Fee (Approved)	2022 Fee (Approved)
Facility - Single Admission					
Child	\$5.25	\$5.50	\$5.75	\$6.00	\$6.25
Youth/Senior	\$6.75	\$7.00	\$7.25	\$7.50	\$7.75
Adult	\$7.75	\$8.25	\$8.50	\$8.75	\$9.00
Family	\$21.00	\$22.00	\$22.75	\$23.50	\$24.25
Facility - Multi Per Visit					
Child	\$4.75	\$4.95	\$5.20	\$5.40	\$5.65
Youth/Senior	\$6.10	\$6.30	\$6.55	\$6.75	\$7.00
Adult	\$7.00	\$7.45	\$7.70	\$7.90	\$8.10
Family	\$18.90	\$19.80	\$20.50	\$21.15	\$21.85
Facility - Regular 1 Month Pass					
Child	\$35.00	\$37.00	\$39.00	\$41.00	\$43.00
Youth/Senior	\$44.00	\$46.00	\$48.00	\$50.00	\$52.00
Adult	\$52.00	\$55.00	\$57.00	\$59.00	\$61.00
Family	\$143.00	\$150.00	\$156.00	\$162.00	\$168.00
Facility - Continuous Monthly					
Child	\$28.00	\$29.00	\$31.00	\$33.00	\$35.00
Youth/Senior	\$38.00	\$40.00	\$42.00	\$44.00	\$46.00
Adult	\$43.00	\$45.00	\$47.00	\$49.00	\$51.00
Family	\$117.00	\$123.00	\$128.00	\$133.00	\$138.00
Facility - Annual					
Child	\$297.00	\$312.00	\$330.00	\$348.00	\$372.00
Youth/Senior	\$391.00	\$408.00	\$432.00	\$456.00	\$480.00
Adult	\$453.00	\$480.00	\$504.00	\$528.00	\$552.00
Family	\$1,248.00	\$1,308.00	\$1,356.00	\$1,404.00	\$1,452.00
Facility Plus	2018 Fee (Approved)	2019 Fee (Approved)	2020 Fee (Approved)	2021 Fee (Approved)	2022 Fee (Approved)
Facility Plus - Single Admission					
Child	\$6.75	\$7.00	\$7.00	\$7.25	\$7.50
Youth/Senior	\$8.50	\$8.75	\$8.75	\$9.00	\$9.25
Adult	\$10.00	\$10.25	\$10.50	\$10.75	\$11.00
Family	\$26.25	\$27.00	\$27.75	\$28.50	\$29.25
Facility Plus - Multi Per Visit					
Child	\$6.10	\$6.30	\$6.30	\$6.50	\$6.75
Youth/Senior	\$7.65	\$7.90	\$7.90	\$8.10	\$8.35
Adult	\$9.00	\$9.25	\$9.45	\$9.70	\$9.90
Family	\$23.65	\$24.30	\$25.00	\$25.65	\$26.35
Facility Plus - Regular 1 Month Pass					
Child	\$45.00	\$46.00	\$46.00	\$48.00	\$50.00
Youth/Senior	\$58.00	\$59.00	\$59.00	\$61.00	\$62.00
Adult	\$68.00	\$70.00	\$72.00	\$74.00	\$76.00
Family	\$183.00	\$189.00	\$195.00	\$200.00	\$206.00
Facility Plus - Continuous Monthly					

Budget by the Numbers

User Fees, Fines, Permits

Child	\$39.00	\$40.00	\$40.00	\$41.00	\$43.00
Youth/Senior	\$50.00	\$50.00	\$50.00	\$51.00	\$53.00
Adult	\$58.00	\$60.00	\$62.00	\$64.00	\$66.00
Family	\$156.00	\$161.00	\$166.00	\$171.00	\$176.00
Facility Plus - Annual					
Child	\$400.00	\$410.00	\$415.00	\$430.00	\$450.00
Youth/Senior	\$520.00	\$520.00	\$525.00	\$540.00	\$550.00
Adult	\$599.00	\$624.00	\$648.00	\$672.00	\$696.00
Family	\$1,665.00	\$1,716.00	\$1,764.00	\$1,812.00	\$1,860.00
All Facility	2018 Fee	2019 Fee	2020 Fee	2021 Fee	2022 Fee
	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>
All Facility - Single Admission					
Child	\$7.25	\$7.25	\$7.25	\$7.50	\$7.75
Youth/Senior	\$9.00	\$9.00	\$9.00	\$9.25	\$9.50
Adult	\$11.50	\$11.50	\$11.50	\$11.75	\$12.00
Family	\$31.50	\$31.50	\$31.50	\$32.25	\$33.00
All Facility - Multi Per Visit					
Child	\$6.55	\$6.55	\$6.55	\$6.75	\$7.00
Youth/Senior	\$8.10	\$8.10	\$8.10	\$8.30	\$8.55
Adult	\$10.35	\$10.35	\$10.35	\$10.60	\$10.80
Family	\$28.35	\$28.35	\$28.35	\$29.05	\$29.70
All Facility - Regular 1 Month Pass					
Child	\$48.00	\$48.00	\$48.00	\$50.00	\$52.00
Youth/Senior	\$61.00	\$61.00	\$61.00	\$63.00	\$65.00
Adult	\$74.00	\$74.00	\$74.00	\$76.00	\$78.00
Family	\$218.00	\$218.00	\$218.00	\$224.00	\$230.00
All Facility - Continuous Monthly					
Child	\$41.00	\$41.00	\$41.00	\$43.00	\$45.00
Youth/Senior	\$51.00	\$51.00	\$51.00	\$53.00	\$55.00
Adult	\$65.00	\$65.00	\$65.00	\$67.00	\$69.00
Family	\$188.00	\$188.00	\$188.00	\$193.00	\$198.00
All Facility - Annual					
Child	\$421.00	\$421.00	\$421.00	\$444.00	\$468.00
Youth/Senior	\$530.00	\$530.00	\$530.00	\$552.00	\$576.00
Adult	\$686.00	\$686.00	\$686.00	\$708.00	\$732.00
Family	\$1,928.00	\$1,928.00	\$1,928.00	\$1,980.00	\$2,028.00
Muttart Conservatory	2018 Fee	2019 Fee	2020 Fee	2021 Fee	2022 Fee
	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>
Single Admission					
Child	\$6.50	\$6.50	\$6.50	\$6.75	\$6.75
Youth/Senior	\$10.50	\$10.50	\$10.50	\$11.00	\$11.00
Adult	\$12.50	\$12.50	\$12.50	\$13.00	\$13.00
Family	\$37.00	\$37.00	\$37.00	\$38.50	\$38.50
Annual Pass					
Child	\$23.00	\$23.00	\$23.00	\$24.00	\$24.00
Youth/Senior	\$37.00	\$37.00	\$37.00	\$38.00	\$38.00

Budget by the Numbers

User Fees, Fines, Permits

Adult	\$45.00	\$45.00	\$45.00	\$47.00	\$47.00
Family	\$130.00	\$130.00	\$130.00	\$135.00	\$135.00
John Janzen Nature Centre	2018 Fee	2019 Fee	2020 Fee	2021 Fee	2022 Fee
	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>
Single Admission					
Child	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00
Youth/Senior	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00
Adult	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00
Family	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00
Annual Pass					
Child	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Youth/Senior	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Adult	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Family	\$59.00	\$59.00	\$59.00	\$59.00	\$59.00
Edmonton Valley Zoo	2018 Fee	2019 Fee	2020 Fee	2021 Fee	2022 Fee
	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>
Single Admission - High Season					
Child	\$8.75	\$10.00	\$10.50	\$11.00	\$11.50
Youth/Senior	\$11.75	\$12.50	\$13.00	\$13.50	\$14.00
Adult	\$14.00	\$15.00	\$15.50	\$16.00	\$16.50
Family	\$45.50	\$50.00	\$52.00	\$54.00	\$56.00
Single Admission - Low Season					
Child	\$6.25	\$7.50	\$8.00	\$8.25	\$8.75
Youth/Senior	\$9.25	\$9.50	\$9.75	\$10.25	\$10.50
Adult	\$10.25	\$11.25	\$11.75	\$12.00	\$12.50
Family	\$32.00	\$37.50	\$39.00	\$40.00	\$42.00
Annual Pass					
Child	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00
Youth/Senior	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Adult	\$46.00	\$46.00	\$46.00	\$46.00	\$46.00
Family	\$152.50	\$152.50	\$152.50	\$152.50	\$152.50
Arenas (per hour)	2018 Fee	2019 Fee	2020 Fee	2021 Fee	2022 Fee
	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>
Winter Ice Rental					
Good Time	\$290.00	\$296.00	\$302.00	\$309.00	\$316.00
Fair Time	\$231.00	\$236.00	\$241.00	\$246.00	\$251.00
Marginal Time	\$172.00	\$176.00	\$180.00	\$184.00	\$188.00
Minor Rates					
Good Time	\$144.00	\$148.00	\$151.00	\$155.00	\$159.00
Fair Time	\$115.00	\$118.00	\$121.00	\$124.00	\$126.00
Marginal Time	\$86.00	\$88.00	\$90.00	\$92.00	\$94.00
Summer Ice Rental - Ice Off Season					
High Priority	\$225.00	\$230.00	\$235.00	\$240.00	\$245.00
Low Priority	\$170.00	\$174.00	\$178.00	\$182.00	\$186.00
Summer Ice Rental - Concrete					
Adult	\$141.00	\$144.00	\$147.00	\$150.00	\$153.00

Budget by the Numbers

User Fees, Fines, Permits

Minor	\$70.00	\$72.00	\$74.00	\$76.00	\$77.00
Athletic Fields (per hour)	2018 Fee	2019 Fee	2020 Fee	2021 Fee	2022 Fee
	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>
Premier Artificial Turf (Clarke)					
Field - Adult	\$135.25	\$138.00	\$141.00	\$144.00	\$147.00
Field - Minor	\$74.00	\$75.00	\$77.00	\$78.00	\$79.00
Standard Artificial Turf (Clareview, Jasper Place Bowl, Millwoods)					
Field - Adult	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
Field - Minor	\$74.00	\$75.00	\$77.00	\$78.00	\$79.00
Riverside and Victoria Golf Course	2018 Fee	2019 Fee	2020 Fee	2021 Fee	2022 Fee
	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>
Monday to Thursday					
9 Holes	\$32.00	\$33.00	\$34.00	\$35.00	\$36.00
18 Holes	\$48.00	\$49.00	\$50.00	\$51.00	\$52.00
Friday Saturday, Sunday and Holidays					
9 Holes	\$36.00	\$37.00	\$38.00	\$39.00	\$40.00
18 Holes	\$59.00	\$60.00	\$61.00	\$62.00	\$63.00
Rundle Park Golf Course	2018 Fee	2019 Fee	2020 Fee	2021 Fee	2022 Fee
	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>	<i>(Approved)</i>
Monday to Thursday					
9 Holes	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
18 Holes	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00
Friday Saturday, Sunday and Holidays					
9 Holes	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00
18 Holes	\$34.00	\$34.00	\$34.00	\$34.00	\$34.00

Neighbourhoods, Parks, and Community Recreation

(these user fees are generally increased by the CPI rate each year)

Program/Service	2018 Fee <i>(Approved)</i>	2019 Fee <i>(Approved)</i>	2020 Fee <i>(Approved)</i>	2021 Fee <i>(Approved)</i>	2022 Fee <i>(Approved)</i>
"Staffed" Diamonds/Rectangular Fields/Art.Tracks					
Adult	\$44.15	\$45.05	\$46.00	\$46.95	\$47.90
Minor	\$22.07	\$22.50	\$22.95	\$23.45	\$23.95
Diamonds/Rectangular Fields/Art.Tracks					
Adult - Premier Fields	\$10.40	\$10.65	\$10.90	\$11.15	\$11.40
Minor - Premier Fields	\$5.25	\$5.40	\$5.55	\$5.70	\$5.85
Adult - Standard Fields	\$5.25	\$5.40	\$5.55	\$5.70	\$5.85
Minor - Standard Fields	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Artificial Turf					
Field - Adult - Jasper Place Bowl	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
Field - Minor - Jasper Place Bowl	\$74.00	\$75.00	\$77.00	\$78.00	\$79.00
Field - Adult - Millwoods	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
Field - Minor - Millwoods	\$74.00	\$75.00	\$77.00	\$78.00	\$79.00

Picnic Sites					
Canopied Sites (per hour)	\$38.95	\$38.95	\$38.95	\$38.95	\$38.95
Non - Canopied Sites (per hour)	\$29.87	\$29.85	\$29.85	\$29.85	\$29.85
Sites with Ball Diamonds (per hour)	\$38.95	\$38.95	\$38.95	\$38.95	\$38.95
Borden Park Pavillion (per hour)	\$49.19	\$49.20	\$49.20	\$49.20	\$49.20
Borden Park Pavillion - Full Day	\$408.51	\$408.50	\$408.50	\$408.50	\$408.50
Jackie Parker Pavillion (per hour)	\$49.19	\$49.20	\$49.20	\$49.20	\$49.20
Jackie Parker Pavillion - Full Day	\$408.51	\$408.50	\$408.50	\$408.50	\$408.50
Goldstick Park Meeting Room (per hour)	\$49.19	\$49.20	\$49.20	\$49.20	\$49.20
Goldstick Park Meeting Room - Full Day	\$408.51	\$408.50	\$408.50	\$408.50	\$408.50
Goldstick Park Meeting Room - Event	\$398.11	\$398.10	\$398.10	\$398.10	\$398.10
John Fry Park - Canopy Site	\$49.03	\$49.05	\$49.05	\$50.25	\$51.50
Picnic Extra Service Fees					
Power Access at selected sites	\$46.80	\$46.80	\$46.80	\$46.80	\$46.80
Vehicle Access at selected sites	\$46.80	\$46.80	\$46.80	\$46.80	\$46.80
Extra Picnic Tables	\$28.39	\$28.40	\$28.40	\$28.40	\$28.40
Gazebo Bookings (per hour)	\$38.73	\$38.75	\$38.75	\$38.75	\$38.75
Tennis Courts					
Outdoor Tennis Courts - Adult (per hour)	\$8.81	\$9.00	\$9.20	\$9.40	\$9.60
Outdoor Tennis Courts - Yth/Senior (per hour)	\$6.53	\$6.70	\$6.85	\$7.00	\$7.15
Outdoor Tennis Courts - Child (per hour)	\$4.51	\$4.60	\$4.70	\$4.80	\$4.90

Fire Rescue Services *(Note: increases in 19-22 are on hold for further review)*
(these User fees are generally increased by recommended CPI rate each year)

Fire Inspection Fees	2018 Fee (Approved)	2019 Fee (Proposed)	2020 Fee (Proposed)	2021 Fee (Proposed)	2022 Fee (Proposed)
Inspection of Flammable/Combustible Fuel Tanks each hour	\$97.00	\$99.00	\$101.00	\$102.00	\$104.00
Plan Examination and Letter of Compliance	\$220.00	\$224.00	\$228.00	\$232.00	\$237.00
Occupancy Load Approval	\$135.00	\$137.00	\$140.00	\$143.00	\$145.00
Occupancy Load Certificate Replacement	\$70.00	\$71.00	\$73.00	\$74.00	\$75.00
Occupant Load Calculation	\$135.00	\$137.00	\$140.00	\$143.00	\$145.00
New Business License Approval - Low and Moderate Risk	\$70.00	\$71.00	\$73.00	\$74.00	\$75.00
New Business License Approval - High and Maximum Risk	\$210.00	\$213.00	\$218.00	\$222.00	\$226.00
Second Re-Inspection of Quality Management Plan occupancy or building	\$133.00	\$135.00	\$138.00	\$140.00	\$143.00
Requested Inspection	\$133.00	\$135.00	\$138.00	\$140.00	\$143.00
Special Event Floor Plan Review and Inspection (during the hours of 08:00-17:20, Monday to Friday)	\$133.00	\$135.00	\$138.00	\$140.00	\$143.00

Budget by the Numbers

User Fees, Fines, Permits

Major Development/Construction Site Plan Review	\$133.00	\$135.00	\$138.00	\$140.00	\$143.00
Construction Site Fire Safety Plan Review	\$386.00	\$392.00	\$400.00	\$408.00	\$415.00
File Search/Summary Report of Fire Inspection History	\$134.00	\$136.00	\$139.00	\$142.00	\$144.00
Fire Permit Fees	2018 Fee (Approved)	2019 Fee (Proposed)	2020 Fee (Proposed)	2021 Fee (Proposed)	2022 Fee (Proposed)
Hazardous Material Permit	\$85.00	\$86.00	\$88.00	\$90.00	\$91.00
Permit for the sale of fireworks and pyrotechnic devices	\$97.00	\$99.00	\$101.00	\$102.00	\$104.00
Permit for Professional display for Family/Consumer fireworks 7.2/1.4G	\$145.00	\$147.00	\$150.00	\$153.00	\$156.00
Permit for the Display fireworks 7.1/1.3G 9 (on-site Fire Inspection Required)	\$178.00	\$181.00	\$184.00	\$188.00	\$192.00
Permit for the use of pyrotechnic devices	\$97.00	\$99.00	\$101.00	\$102.00	\$104.00
Permit for indoor venues for fire performers up to one year	\$133.00	\$135.00	\$138.00	\$140.00	\$143.00
Permit for outdoor venues for fire performers per event	\$133.00	\$135.00	\$138.00	\$140.00	\$143.00
Permit for Special Event fire pits per event	\$133.00	\$135.00	\$138.00	\$140.00	\$143.00
Permit for open burning per municipal address up to one year	\$133.00	\$135.00	\$138.00	\$140.00	\$143.00
Fire Rescue Fees	2018 Fee (Approved)	2019 Fee (Proposed)	2020 Fee (Proposed)	2021 Fee (Proposed)	2022 Fee (Proposed)
Hazardous Material Incident - One Single Pumper Apparatus	\$275.00	\$279.00	\$285.00	\$290.00	\$296.00
Fire Rescue Response to Residential False Alarm 2nd Response	\$85.00	\$86.00	\$88.00	\$90.00	\$91.00
Fire Rescue Response to Residential False Alarm 3rd Response	\$416.00	\$423.00	\$431.00	\$439.00	\$448.00
Fire Rescue Response to Residential False Alarm 4th Response or more	\$829.00	\$842.00	\$859.00	\$875.00	\$892.00
Fire Rescue Response to Commercial False Alarm 2nd Response	\$326.00	\$331.00	\$338.00	\$344.00	\$351.00
Fire Rescue Response to Commercial False Alarm 3rd Response	\$649.00	\$659.00	\$673.00	\$685.00	\$698.00
Fire Rescue Response to Commercial False Alarm 4th Response or more	\$1,295.00	\$1,316.00	\$1,342.00	\$1,368.00	\$1,394.00
Residential Security Alarms routed to Fire Rescue Services	\$829.00	\$842.00	\$859.00	\$875.00	\$892.00
Commercial Security Alarms routed to Fire Rescue Services	\$1,295.00	\$1,316.00	\$1,342.00	\$1,368.00	\$1,394.00
Pumpers, Pump tankers, rescue trucks, aerial trucks, jet boat, ambulance bus,	\$415.00	\$422.00	\$430.00	\$438.00	\$447.00
air monitoring truck: per Apparatus, per half hour or portion thereof					

Chiefs' vans/cars, salvage truck, hose tender, fan truck, water cannon, mobile command, bus, medical support units, Metzler boat, Zodiac, 4 x 4 mobile pumps, and any other unspecified Apparatus	\$209.00	\$212.00	\$217.00	\$221.00	\$225.00
Hazardous Material Apparatus for first 30 minutes	\$621.00	\$631.00	\$644.00	\$656.00	\$668.00
Hazardous Material Apparatus for subsequent 30 minutes or portion thereof	\$415.00	\$422.00	\$430.00	\$438.00	\$447.00
Costs related to overtime per Member, per half hour or portion thereof	\$66.00	\$67.00	\$68.00	\$70.00	\$71.00
Costs related to K-9 search per team (includes a handler and a canine)	\$87.00	\$88.00	\$90.00	\$92.00	\$94.00

Note: in order to generate the revenues in the 2019-2022 Budget, Bylaw Amendments and fee changes are required in the following bylaws:

- Bylaw 16310 - Fire Rescue Services Bylaw
- Bylaw 16339 - Correction to Fire Rescue Services Bylaw

Development Services <i>(these user fees are generally increased by the CPI rate each year)</i>					
Land Development Applications	2018 Fee (Approved)	2019 Fee (Approved)	2020 Fee (Approved)	2021 Fee (Approved)	2022 Fee (Approved)
Rezoning Applications					
Rezoning - Zone Category 1 to 1;	\$1,299.00	\$1,320.00	\$1,346.00	\$1,373.00	\$1,400.00
Rezoning - Zone Category 2 to 2	\$1,516.00	\$1,540.00	\$1,571.00	\$1,602.00	\$1,634.00
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	\$1,516.00	\$1,540.00	\$1,571.00	\$1,602.00	\$1,634.00
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	\$1,841.00	\$1,870.00	\$1,907.00	\$1,945.00	\$1,984.00
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	\$2,273.00	\$2,309.00	\$2,355.00	\$2,402.00	\$2,450.00
Rezoning - Zone Category 1 to 3; Zone Category 2 to 4;	\$3,247.00	\$3,299.00	\$3,365.00	\$3,432.00	\$3,501.00

Zone Category 4 to 5; Zone Category 6 to 5; Zone Category 7 to 5,7; Zone Category 8 to 5					
Rezoning - Zone Category 1 to 7; Zone Category 2 to 7; Zone Category 3 to 7; Zone Category 8 to 7;	\$3,788.00	\$3,849.00	\$3,926.00	\$4,005.00	\$4,085.00
Rezoning - Zone Category 1 to 4; Zone Category 4 to 7; Zone Category 5 to 7; Zone Category 6 to 6	\$4,329.00	\$4,398.00	\$4,486.00	\$4,576.00	\$4,668.00
Rezoning - Zone Category 1 to 5; Zone Category 2 to 5; Zone Category 3 to 5;	\$4,654.00	\$4,728.00	\$4,823.00	\$4,919.00	\$5,017.00
Rezoning - Zone Category 2 to 8; Zone Category 3 to 8; Zone Category 4 to 8	\$2,706.00	\$2,749.00	\$2,804.00	\$2,860.00	\$2,917.00
Rezoning - Zone Category 6 to 7	\$5,194.00	\$5,277.00	\$5,383.00	\$5,491.00	\$5,601.00
Rezoning - Zone Category 8 to 8	\$1,624.00	\$1,650.00	\$1,683.00	\$1,717.00	\$1,751.00
Rezoning - Direct Control - Administrative	\$6,553.00	\$6,658.00	\$6,791.00	\$6,927.00	\$7,066.00
Rezoning - Direct Control - Minor (Base Fee)	\$6,553.00	\$6,658.00	\$6,791.00	\$6,927.00	\$7,066.00
Rezoning - Direct Control - Minor (plus, per m ² of buildable floor area = site size * FAR)	\$0.52	\$0.53	\$0.54	\$0.55	\$0.56
Rezoning - Direct Control - Major (Base Fee)	\$13,104.00	\$13,314.00	\$13,580.00	\$13,852.00	\$14,129.00
Rezoning - Direct Control - Major (plus, per m ² of buildable floor area = site size * FAR)	\$0.88	\$0.89	\$0.91	\$0.93	\$0.95
Concept Plans and Plan Amendments					
Text Amendment to the Zoning Bylaw Minimum Fee	\$10,200.00	\$10,363.00	\$10,570.00	\$10,781.00	\$10,997.00
Municipal Development Plan Amendment Minimum Fee	\$8,831.00	\$8,972.00	\$9,151.00	\$9,334.00	\$9,521.00
Area Structure Plan, Neighbourhood Structure Plan, Servicing Design Concept Brief, Outline Plan (per gross ha)	\$299.00	\$304.00	\$310.00	\$316.00	\$322.00
Area Structure Plan, Neighbourhood Structure Plan, Servicing Design Concept Brief, Outline Plan (minimum fee)	\$2,705.00	\$2,748.00	\$2,803.00	\$2,859.00	\$2,916.00
Area Structure Plan Amendment (per gross ha)	\$299.00	\$304.00	\$310.00	\$316.00	\$322.00
Area Structure Plan Amendment (minimum fee)	\$2,705.00	\$2,748.00	\$2,803.00	\$2,859.00	\$2,916.00
Neighbourhood Structure Plan Amendment , Area Redevelopment Plan Amendment (per gross ha)	\$299.00	\$304.00	\$310.00	\$316.00	\$322.00
Neighbourhood Structure Plan Amendment, Area Redevelopment Plan Amendment (minimum fee)	\$2,705.00	\$2,748.00	\$2,803.00	\$2,859.00	\$2,916.00

<i>Subdivisions and Condominium Applications</i>					
<i>Subdivision Application</i>					
Subdivision Application Fee - each lot designated for single detached or semi-detached dwelling	\$277.00	\$281.00	\$287.00	\$293.00	\$299.00
Subdivision Application Fee - each lot designated for multiple residential development	\$2,535.00	\$2,576.00	\$2,628.00	\$2,681.00	\$2,735.00
Subdivision Application Fee - each lot designated for commercial development	\$1,663.00	\$1,690.00	\$1,724.00	\$1,758.00	\$1,793.00
Subdivision Application Fee - each lot designated for industrial development - 0.5 ha or less	\$688.00	\$699.00	\$713.00	\$727.00	\$742.00
Subdivision Application Fee - each lot designated for industrial development - 0.5 ha to 1 ha	\$1,373.00	\$1,395.00	\$1,423.00	\$1,451.00	\$1,480.00
Subdivision Application Fee - each lot designated for industrial development - 1 ha to 1.5 ha	\$2,066.00	\$2,099.00	\$2,141.00	\$2,184.00	\$2,228.00
Subdivision Application Fee - each lot designated for industrial development - over 1.5 ha	\$2,758.00	\$2,802.00	\$2,858.00	\$2,915.00	\$2,973.00
Subdivision Application Fee - each lot designated but not covered by the above categories, except reserve lot or public utility lot	\$277.00	\$281.00	\$287.00	\$293.00	\$299.00
<i>Subdivision Endorsement</i>					
Subdivision Endorsement Fee - each lot designated for single detached or semi-detached dwelling	\$662.00	\$673.00	\$686.00	\$700.00	\$714.00
Subdivision Endorsement Fee - each lot designated for multiple residential development	\$2,927.00	\$2,974.00	\$3,033.00	\$3,094.00	\$3,156.00
Subdivision Endorsement Fee - each lot designated for commercial development	\$2,054.00	\$2,087.00	\$2,129.00	\$2,172.00	\$2,215.00
Subdivision Endorsement Fee - each lot designated for industrial development - 0.5 ha or less	\$1,080.00	\$1,097.00	\$1,119.00	\$1,141.00	\$1,164.00
Subdivision Endorsement Fee - each lot designated for industrial development - 0.5 ha to 1 ha	\$1,759.00	\$1,787.00	\$1,823.00	\$1,859.00	\$1,896.00
Subdivision Endorsement Fee - each lot designated for industrial development - 1 ha to 1.5 ha	\$2,458.00	\$2,497.00	\$2,547.00	\$2,598.00	\$2,650.00
Subdivision Endorsement Fee - each lot designated for industrial development - over 1.5 ha	\$3,192.00	\$3,243.00	\$3,308.00	\$3,374.00	\$3,441.00
Subdivision Endorsement Fee - each lot	\$662.00	\$673.00	\$686.00	\$700.00	\$714.00

designated but not covered by the above categories, except reserve lot or public utility lot					
Processing after Subdivision Authority Staging Request fee (per request)	\$426.00	\$433.00	\$442.00	\$451.00	\$460.00
<i>Bare Land Condominium Fees</i>					
Time Extension for Endorsement	\$426.00	\$433.00	\$442.00	\$451.00	\$460.00
Bare Land Condominium Application Fee (per bare land unit to be created)	Refer to Subdivision Fees				
Bare Land Condominium Endorsement Fee (per bare land unit to be created)	Refer to Subdivision Fees				
Flat fee for parking stalls converted to a bare land unit (per stall)	\$156.00	\$158.00	\$161.00	\$164.00	\$167.00
<i>Strata Space Plan Fees</i>					
Strata Space Plan Application Fee	Refer to Subdivision Fees				
Strata Space Plan Endorsement Fee	Refer to Subdivision Fees				
<i>Condominium Fees</i>					
Application fee per unit excluding common property pursuant to the Condominium Property Regulation	\$40.00	\$41.00	\$42.00	\$43.00	\$44.00
Flat fee for parking stalls converted to condominium units (per stall)	\$27.00	\$27.00	\$28.00	\$29.00	\$30.00
Additional Land Development Application Fees					
Re-circulation (3rd and subsequent recirculation)	\$1,062.00	\$1,079.00	\$1,101.00	\$1,123.00	\$1,145.00
Authorization Fee	\$2,705.00	\$2,748.00	\$2,803.00	\$2,859.00	\$2,916.00
Pre-Application Meeting	\$326.00	\$331.00	\$338.00	\$345.00	\$352.00
Advertising Fee	\$1,366.00	\$1,388.00	\$1,416.00	\$1,444.00	\$1,473.00
Re-notification Fee	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
DC2 Notification Fee (per label)	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
DC2 Notification Fee minimum	\$39.00	\$40.00	\$41.00	\$42.00	\$43.00
International Notification Fee (per label)	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
Arterial Roadway Administration Fee	\$2,000.00	\$2,032.00	\$2,073.00	\$2,114.00	\$2,156.00
Road Closure Applications	\$1,516.00	\$1,540.00	\$1,571.00	\$1,602.00	\$1,634.00
Change of Address (per address)	\$359.00	\$365.00	\$372.00	\$379.00	\$387.00
Show Home Agreement Application	\$1,062.00	\$1,079.00	\$1,101.00	\$1,123.00	\$1,145.00
* The Subdivision Officer and Director of Planning Coordination may reduce or waive Land Development Application Fees, including any additional fees, where payment of the fee will result in a hardship or an inequity.					

Budget by the Numbers

User Fees, Fines, Permits

Development Permits	2018 Fee (Approved)	2019 Fee (Approved)	2020 Fee (Approved)	2021 Fee (Approved)	2022 Fee (Approved)
Residential Applications					
<i>Additions</i>					
Accessory Buildings	\$116.00	\$118.00	\$120.00	\$122.00	\$124.00
Driveway Extension	\$170.00	\$173.00	\$176.00	\$180.00	\$184.00
Fireplace	\$170.00	\$173.00	\$176.00	\$180.00	\$184.00
Overheight Fences	\$176.00	\$179.00	\$183.00	\$187.00	\$191.00
Non-Accessory Parking Lots	\$176.00	\$179.00	\$183.00	\$187.00	\$191.00
Solar Panels or Renewable Energy	\$116.00	\$118.00	\$120.00	\$122.00	\$124.00
Swimming Pools, Hot Tubs, Pond	\$116.00	\$118.00	\$120.00	\$122.00	\$124.00
Uncovered Decks	\$116.00	\$118.00	\$120.00	\$122.00	\$124.00
Wheelchair Ramp	\$116.00	\$118.00	\$120.00	\$122.00	\$124.00
To Mobile Home	\$171.00	\$174.00	\$177.00	\$181.00	\$185.00
To Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height	\$170.00	\$173.00	\$176.00	\$180.00	\$184.00
To Single Detached, Duplex, or Semi-Detached Housing with increase in floor area or height	\$418.00	\$425.00	\$434.00	\$443.00	\$452.00
<i>Alterations</i>					
Exterior Alterations to Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height	\$170.00	\$173.00	\$176.00	\$180.00	\$184.00
Exterior Alterations to Existing Apartment Units or Row Housing Units	\$362.00	\$368.00	\$375.00	\$383.00	\$391.00
<i>New</i>					
Secondary Suites and Garden Suites	\$283.00	\$288.00	\$294.00	\$300.00	\$306.00
Single Detached Housing, Duplex, Semi-Detached, Residential Sales Centres	\$485.00	\$493.00	\$503.00	\$513.00	\$523.00
Apartment and Row Housing, an all other housing units (excluding Single Detached, Duplex, or Semi-Detached), up to 4 dwelling units	\$835.00	\$848.00	\$865.00	\$882.00	\$900.00
For each additional dwelling above 4	\$75.00	\$76.00	\$78.00	\$80.00	\$82.00
<i>Other Applications</i>					
Group Homes, Limited Group Homes	\$339.00	\$344.00	\$351.00	\$358.00	\$365.00
Major Home Occupation	\$316.00	\$321.00	\$327.00	\$334.00	\$341.00
Minor Home Occupation	\$125.00	\$127.00	\$130.00	\$133.00	\$136.00
Mobile Home Move On	\$171.00	\$174.00	\$177.00	\$181.00	\$185.00
Residential Move On	\$339.00	\$344.00	\$351.00	\$358.00	\$365.00
Commercial/Industrial Applications					
<i>Cannabis</i>					
Cannabis Retail Sales (New Construction or Change of Use)	\$5,600.00	\$5,600.00	\$5,600.00	\$5,600.00	\$5,600.00
Cannabis Production and Distribution (New Construction or Change of Use)	\$5,600.00	\$5,600.00	\$5,600.00	\$5,600.00	\$5,600.00

<i>New or Additions to Existing Buildings</i>					
Gross Floor Area up to 500 square meters (5,381.95 sq. ft.)	\$948.00	\$963.00	\$982.00	\$1,002.00	\$1,022.00
Each additional 100 square meters (1,076.39 sq. ft.) of Gross Floor Area or part thereof in commercial portion	\$96.00	\$98.00	\$100.00	\$102.00	\$104.00
<i>Mixed Use Buildings</i>					
Gross Floor Area up to 500 square meters (5,381.95 sq. ft.) in commercial portion and up to 4 dwelling units in residential portion	\$1,847.00	\$1,877.00	\$1,915.00	\$1,953.00	\$1,992.00
Each additional 100 sq. m. of Gross Floor Area or part thereof in commercial portion	\$96.00	\$98.00	\$100.00	\$102.00	\$104.00
Each additional dwelling unit in residential portion	\$75.00	\$76.00	\$78.00	\$80.00	\$82.00
<i>General</i>					
Carnival, Christmas Tree Lot	\$271.00	\$275.00	\$281.00	\$287.00	\$293.00
Commercial Move On	\$880.00	\$894.00	\$912.00	\$930.00	\$949.00
Exterior alterations or renovations to existing commercial buildings	\$362.00	\$368.00	\$375.00	\$383.00	\$391.00
Outdoor Patio, Temporary Event Tents, Temporary Garden Greenhouse, Garden Centre, Solar Panels	\$362.00	\$368.00	\$375.00	\$383.00	\$391.00
Overheight Fence	\$176.00	\$179.00	\$183.00	\$187.00	\$191.00
Sidewalk Cafe (5 years)	\$510.00	\$518.00	\$528.00	\$539.00	\$550.00
All Land Use Applications					
<i>Cell Towers</i>					
Freestanding	\$3,512.00	\$3,568.00	\$3,639.00	\$3,712.00	\$3,786.00
Rooftop	\$2,623.00	\$2,665.00	\$2,718.00	\$2,772.00	\$2,827.00
<i>Change of Use</i>					
Child Care Services	\$326.00	\$331.00	\$338.00	\$345.00	\$352.00
Discretionary Use	\$510.00	\$518.00	\$528.00	\$539.00	\$550.00
Permitted Use or Uses in Direct Control Districts	\$277.00	\$281.00	\$287.00	\$293.00	\$299.00
<i>Lot Grading Fee</i>					
Single Detached Housing	\$143.00	\$145.00	\$148.00	\$151.00	\$154.00
Semi-Detached Housing (per dwelling unit)	\$143.00	\$145.00	\$148.00	\$151.00	\$154.00
Other premises (Commercial/Industrial/Multi-Family Residential) - Minimum Fee	\$232.00	\$236.00	\$241.00	\$246.00	\$251.00
Other premises (Commercial/Industrial) - Fee per hectare	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02
<i>Sign Developments</i>					
Digital Signs	\$451.00	\$458.00	\$467.00	\$476.00	\$486.00
Fascia Signs	\$93.00	\$94.00	\$96.00	\$98.00	\$100.00
Permanent, Freestanding, Projecting or Roof Signs	\$278.00	\$282.00	\$288.00	\$294.00	\$300.00
Temporary Signs - Valid for 90 days	\$93.00	\$94.00	\$96.00	\$98.00	\$100.00
Temporary Signs - Valid for 365 days	\$278.00	\$282.00	\$288.00	\$294.00	\$300.00

<i>Urban Agriculture</i>					
Urban Garden	\$54.00	\$55.00	\$56.00	\$57.00	\$58.00
Urban Hen Enclosure	\$54.00	\$55.00	\$56.00	\$57.00	\$58.00
Urban Indoor Farm	\$271.00	\$275.00	\$281.00	\$287.00	\$293.00
Urban Outdoor Farm	\$54.00	\$55.00	\$56.00	\$57.00	\$58.00
<i>Other</i>					
Demolitions	\$86.00	\$87.00	\$89.00	\$91.00	\$93.00
Satellite Signal Receiving Antenna, Amateur Radio Antennae and Support Structures	\$188.00	\$191.00	\$195.00	\$199.00	\$203.00
Non-Accessory Parking Lots	\$835.00	\$848.00	\$865.00	\$882.00	\$900.00
Additional Fees					
<i>Zoning Confirmation</i>					
Compliance Certificate - Single Detached, Semi-Detached or Duplex (Regular Service)	\$131.00	\$133.00	\$136.00	\$139.00	\$142.00
Compliance Certificate - Single Detached, Semi-Detached or Duplex (Express Service)	\$260.00	\$264.00	\$269.00	\$274.00	\$279.00
Compliance Certificate - Multi-Family, Commercial, Industrial (Regular Service)	\$272.00	\$276.00	\$282.00	\$288.00	\$294.00
Compliance Certificate - Multi-Family, Commercial, Industrial (Express Service)	\$541.00	\$550.00	\$561.00	\$572.00	\$583.00
Compliance Certificate Re-Stamp	\$83.00	\$84.00	\$86.00	\$88.00	\$90.00
Written Confirmation of Zoning (per site)	\$110.00	\$112.00	\$114.00	\$116.00	\$118.00
Pick-up/Mail Out of Compliance Certificates	N/A	\$25.00	\$26.00	\$27.00	\$28.00
<i>Other</i>					
Development Permit Inspections - Residential Development Permits (excluding Row Housing, Stacked Row Housing, and Apartment Housing) for the first two inspections	\$204.00	\$207.00	\$211.00	\$215.00	\$219.00
Development Permit Inspections - Other Development Permits	\$510.00	\$518.00	\$528.00	\$539.00	\$550.00
Existing Without Permits	Double regular application fee				
Leave As Built - Accessory Building for House/Other Residential Renovations & additions	\$110.00	\$112.00	\$114.00	\$116.00	\$118.00
Leave as Built - Single Detached, Semi-Detached, Duplex	\$164.00	\$167.00	\$170.00	\$173.00	\$176.00
Leave As Built - Other Development Permits (Multi-Family, Commercial, Industrial)	\$380.00	\$386.00	\$394.00	\$402.00	\$410.00
Minor Amendment to Development Permit - Minor Residential Applications	\$110.00	\$112.00	\$114.00	\$116.00	\$118.00
Minor Amendment to Development Permit - Single Detached, Semi-Detached, Duplex	\$164.00	\$167.00	\$170.00	\$173.00	\$176.00
Minor Amendment to Development Permit - Other (Multi-Family, Commercial, Industrial)	\$380.00	\$386.00	\$394.00	\$402.00	\$410.00

Pre-Application Meeting	\$326.00	\$331.00	\$338.00	\$345.00	\$352.00
Recirculation Fee (for the third and subsequent re-circulations)	50% original permit fee				
Re-examination of Plans Fee	\$255.00	\$259.00	\$264.00	\$269.00	\$274.00

*Administrative: Where circulation has not commenced, \$110.00 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.

Safety Codes Building Permits	2018 Fee (Approved)	2019 Fee (Approved)	2020 Fee (Approved)	2021 Fee (Approved)	2022 Fee (Approved)
Combo Building Mechanical Permit Fee - Single Detached Housing					
0 - 1050 sq. ft.	\$601.00	\$611.00	\$623.00	\$635.00	\$648.00
1051 - 1150 sq. ft.	\$738.00	\$750.00	\$765.00	\$780.00	\$796.00
1151 - 1250 sq. ft.	\$804.00	\$817.00	\$833.00	\$850.00	\$867.00
1251 - 1450 sq. ft.	\$958.00	\$973.00	\$992.00	\$1,012.00	\$1,032.00
1451 - 1650 sq. ft.	\$1,073.00	\$1,090.00	\$1,112.00	\$1,134.00	\$1,157.00
1651 - 1850 sq. ft.	\$1,191.00	\$1,210.00	\$1,234.00	\$1,259.00	\$1,284.00
1851 - 2050 sq. ft.	\$1,360.00	\$1,382.00	\$1,410.00	\$1,438.00	\$1,467.00
2051 - 2250 sq. ft.	\$1,475.00	\$1,499.00	\$1,529.00	\$1,560.00	\$1,591.00
2251 - 2500 sq. ft.	\$1,616.00	\$1,642.00	\$1,675.00	\$1,709.00	\$1,743.00
2501 - 3000 sq. ft.	\$1,916.00	\$1,947.00	\$1,986.00	\$2,026.00	\$2,067.00
3001 - 3500 sq. ft.	\$2,218.00	\$2,253.00	\$2,298.00	\$2,344.00	\$2,391.00
3501 - 4000 sq. ft.	\$2,760.00	\$2,804.00	\$2,860.00	\$2,917.00	\$2,975.00
4001 - 4500 sq. ft.	\$3,407.00	\$3,462.00	\$3,531.00	\$3,602.00	\$3,674.00
4501 - 5000 sq. ft.	\$4,184.00	\$4,251.00	\$4,336.00	\$4,423.00	\$4,511.00
5001 - 5500 sq. ft.	\$5,118.00	\$5,200.00	\$5,304.00	\$5,410.00	\$5,518.00
5501 - 6000 sq. ft.	\$6,239.00	\$6,339.00	\$6,466.00	\$6,595.00	\$6,727.00
Over 6000 sq. ft.	\$7,578.00	\$7,699.00	\$7,853.00	\$8,010.00	\$8,170.00
Combo Building Mechanical Permit Fee - Garden Suites					
0 - 1050 sq. ft.	\$803.00	\$816.00	\$832.00	\$849.00	\$866.00
1051 - 1150 sq. ft.	\$940.00	\$955.00	\$974.00	\$993.00	\$1,013.00
1151 - 1250 sq. ft.	\$1,006.00	\$1,022.00	\$1,042.00	\$1,063.00	\$1,084.00
1251 - 1450 sq. ft.	\$1,160.00	\$1,179.00	\$1,203.00	\$1,227.00	\$1,252.00
1451 - 1650 sq. ft.	\$1,275.00	\$1,295.00	\$1,321.00	\$1,347.00	\$1,374.00
1651 - 1850 sq. ft.	\$1,393.00	\$1,415.00	\$1,443.00	\$1,472.00	\$1,501.00
1851 - 2050 sq. ft.	\$1,562.00	\$1,587.00	\$1,619.00	\$1,651.00	\$1,684.00
2051 - 2250 sq. ft.	\$1,677.00	\$1,704.00	\$1,738.00	\$1,773.00	\$1,808.00
2251 - 2500 sq. ft.	\$1,818.00	\$1,847.00	\$1,884.00	\$1,922.00	\$1,960.00
2501 - 3000 sq. ft.	\$2,118.00	\$2,152.00	\$2,195.00	\$2,239.00	\$2,284.00
3001 - 3500 sq. ft.	\$2,420.00	\$2,459.00	\$2,508.00	\$2,558.00	\$2,609.00
3501 - 4000 sq. ft.	\$2,962.00	\$3,009.00	\$3,069.00	\$3,130.00	\$3,193.00
4001 - 4500 sq. ft.	\$3,609.00	\$3,667.00	\$3,740.00	\$3,815.00	\$3,891.00
4501 - 5000 sq. ft.	\$4,386.00	\$4,456.00	\$4,545.00	\$4,636.00	\$4,729.00
5001 - 5500 sq. ft.	\$5,320.00	\$5,405.00	\$5,513.00	\$5,623.00	\$5,735.00
5501 - 6000 sq. ft.	\$6,441.00	\$6,544.00	\$6,675.00	\$6,809.00	\$6,945.00

Budget by the Numbers

User Fees, Fines, Permits

Over 6000 sq. ft.	\$7,780.00	\$7,904.00	\$8,062.00	\$8,223.00	\$8,387.00
Building Permits					
<i>For Additions/Alterations to Single Detached Housing</i>					
For minor residential projects: accessory building, uncovered deck, hot tub, swimming pool, detached garage, single family house demolition, wheelchair ramp, fireplace or mobile home move on	\$108.00	\$110.00	\$112.00	\$114.00	\$116.00
For construction value: \$0 - \$5,000	\$108.00	\$110.00	\$112.00	\$114.00	\$116.00
For construction value: \$5,001 - \$10,000	\$155.00	\$157.00	\$160.00	\$163.00	\$166.00
For construction value: \$10,0001 - \$25,000	\$267.00	\$271.00	\$276.00	\$282.00	\$288.00
For construction value: \$25,001 - \$50,000	\$495.00	\$503.00	\$513.00	\$523.00	\$533.00
For construction value: \$50,001 - \$100,000	\$960.00	\$975.00	\$995.00	\$1,015.00	\$1,035.00
For construction value: \$100,000+	\$1,869.00	\$1,899.00	\$1,937.00	\$1,976.00	\$2,016.00
<i>For Commercial, Industrial, Institutional or Multi-Family Developments, Underground Parkades</i>					
For Construction Value under \$1,000,000 - per \$1,000 of Construction Value	\$10.40	\$10.57	\$10.78	\$11.00	\$11.22
For Construction Value over \$1,000,000 - per \$1,000 of Construction Value	\$9.34	\$9.49	\$9.68	\$9.87	\$10.07
Minimum Fee	\$156.00	\$158.00	\$161.00	\$164.00	\$167.00
Calculated Construction Value per Square Foot					
New semi-detached, duplex, row-housing or stacked row-housing	\$115.00	\$115.00	N/A	N/A	N/A
New apartment buildings - up to 6 storeys of concrete, steel and wood construction	\$160.00	\$185.00	N/A	N/A	N/A
New apartment buildings - 7 to 14 storeys of concrete or steel construction	\$175.00	\$200.00	N/A	N/A	N/A
New apartment buildings - 15 to 25 storeys of concrete or steel construction	\$190.00	\$215.00	N/A	N/A	N/A
New apartment buildings - 26+ storeys of concrete or steel construction	\$240.00	\$250.00	N/A	N/A	N/A
New hotels and motels	N/A	\$207.00	N/A	N/A	N/A
New underground parkade development	\$95.00	\$80.00	N/A	N/A	N/A
Gas Permits					
<i>Commercial, Industrial, Institutional or Multi-Family Developments</i>					
For construction value: \$0 - \$15,000	\$166.00	\$169.00	\$172.00	\$175.00	\$179.00
For construction value: \$15,0001 - \$500,000	\$242.00	\$246.00	\$251.00	\$256.00	\$261.00
For construction value: \$500,001 - \$1,000,000	\$325.00	\$330.00	\$337.00	\$344.00	\$351.00
For construction value: \$1,000,001 - \$5,000,000	\$486.00	\$494.00	\$504.00	\$514.00	\$524.00
For construction value: \$5,000,001+	\$805.00	\$818.00	\$834.00	\$851.00	\$868.00
Additional Meter Set (for each additional dwelling unit)	\$43.00	\$44.00	\$45.00	\$46.00	\$47.00

Gas Permit Fee - Single Detached Housing or Single Unit in a Residential Multi-Family Development	\$108.00	\$110.00	\$112.00	\$114.00	\$116.00
Temporary Heat - Commercial Permits	\$166.00	\$169.00	\$172.00	\$175.00	\$179.00
Temporary Heat - Single Detached Housing or Single Unit in a Residential Multi-Family Development	\$108.00	\$110.00	\$112.00	\$114.00	\$116.00
Plumbing Permits & Sewer Permits					
Residential Multi-Family Development (per dwelling unit)	\$108.00	\$110.00	\$112.00	\$114.00	\$116.00
Sewer Connection: Residential Multi-Family Development - per dwelling unit	\$108.00	\$110.00	\$112.00	\$114.00	\$116.00
Sewer Connection: Residential Multi-Family Development - Maximum Fee	\$202.00	\$205.00	\$209.00	\$213.00	\$217.00
Plumbing Permits for Other Developments - per \$1,000 of Construction Value	\$0.50	\$0.51	\$0.52	\$0.53	\$0.54
Plumbing Permits for Other Developments - Minimum Fee	\$166.00	\$169.00	\$172.00	\$175.00	\$179.00
HVAC Permits					
Alterations/Replacing Existing HVAC in Residential Multi-Development (per unit)	\$108.00	\$110.00	\$112.00	\$114.00	\$116.00
New Residential Multi-Family Development - per \$1,000 of Construction Value	\$0.58	\$0.59	\$0.60	\$0.61	\$0.62
New Single Detached Housing or Single Unit in Residential Multi-Family Development	\$108.00	\$110.00	\$112.00	\$114.00	\$116.00
Other Developments - per \$1,000 of Construction Value	\$0.58	\$0.59	\$0.60	\$0.61	\$0.62
Other Developments - minimum fee	\$166.00	\$169.00	\$172.00	\$175.00	\$179.00
Hoarding Permits					
Hoarding projecting from property line towards a roadway					
Per lineal meter of boulevard occupied	\$5.07	\$5.15	\$5.25	\$5.36	\$5.47
Under 2.4 meters from the edge of the sidewalk or roadway - per square meter of sidewalk or roadway occupied	\$3.97	\$4.03	\$4.11	\$4.19	\$4.27
Over 2.4 meters from the edge of a sidewalk or roadway - per square meter of sidewalk or roadway occupied	\$15.51	\$15.76	\$16.08	\$16.40	\$16.73
Hoarding projectings from a property line towards an alley					
Under 1.5 meters from edge of alley - per square meter of alley occupied	\$3.97	\$4.03	\$4.11	\$4.19	\$4.27
Over 1.5 meters from edge of alley - per square meter of alley occupied	\$15.51	\$15.76	\$16.08	\$16.40	\$16.73
Electrical Permits					
<i>For New Single Detached Housing Developments</i>					
Underground Service Cable Permit Fee	\$81.00	\$82.00	\$84.00	\$86.00	\$88.00

Budget by the Numbers

User Fees, Fines, Permits

House Wiring Permit: 0 - 1050 sq. ft.	\$228.00	\$232.00	\$237.00	\$242.00	\$247.00
House Wiring Permit: 1051 - 1150 sq. ft.	\$237.00	\$241.00	\$246.00	\$251.00	\$256.00
House Wiring Permit: 1151 - 1250 sq. ft.	\$246.00	\$250.00	\$255.00	\$260.00	\$265.00
House Wiring Permit: 1251 - 1450 sq. ft.	\$255.00	\$259.00	\$264.00	\$269.00	\$274.00
House Wiring Permit: 1451 - 1650 sq. ft.	\$266.00	\$270.00	\$275.00	\$281.00	\$287.00
House Wiring Permit: 1651 - 1850 sq. ft.	\$277.00	\$281.00	\$287.00	\$293.00	\$299.00
House Wiring Permit: 1851 - 2050 sq. ft.	\$288.00	\$293.00	\$299.00	\$305.00	\$311.00
House Wiring Permit: 2051 - 2250 sq. ft.	\$299.00	\$304.00	\$310.00	\$316.00	\$322.00
House Wiring Permit: 2251 - 2500 sq. ft.	\$311.00	\$316.00	\$322.00	\$328.00	\$335.00
House Wiring Permit: 2501 - 3000 sq. ft.	\$324.00	\$329.00	\$336.00	\$343.00	\$350.00
House Wiring Permit: 3001 - 3500 sq. ft.	\$337.00	\$342.00	\$349.00	\$356.00	\$363.00
House Wiring Permit: 3501 - 4000 sq. ft.	\$349.00	\$355.00	\$362.00	\$369.00	\$376.00
House Wiring Permit: 4001 - 4500 sq. ft.	\$363.00	\$369.00	\$376.00	\$384.00	\$392.00
House Wiring Permit: 4501 - 5000 sq. ft.	\$379.00	\$385.00	\$393.00	\$401.00	\$409.00
House Wiring Permit: 5001 - 5500 sq. ft.	\$393.00	\$399.00	\$407.00	\$415.00	\$423.00
House Wiring Permit: 5501 - 6000 sq. ft.	\$408.00	\$415.00	\$423.00	\$431.00	\$440.00
House Wiring Permit: Over 6000 sq. ft.	\$425.00	\$432.00	\$441.00	\$450.00	\$459.00
<i>Other New Developments</i>					
New Semi-Detached, Duplex or Row Housing - Underground Service Cable Permit Fee	\$81.00	\$82.00	\$84.00	\$86.00	\$88.00
New Semi-Detached, Duplex or Row Housing - House Wiring Permit Fee	\$214.00	\$217.00	\$221.00	\$225.00	\$230.00
New Apartment Housing - Underground Service Cable Permit Fee	\$174.00	\$177.00	\$181.00	\$185.00	\$189.00
New Apartment Housing - House Wiring Permit Fee	\$114.00	\$116.00	\$118.00	\$120.00	\$122.00
<i>For Owners Residing in a Single Family Residential Dwelling</i>					
Service Changes	\$197.00	\$200.00	\$204.00	\$208.00	\$212.00
Minor Alterations	\$144.00	\$146.00	\$149.00	\$152.00	\$155.00
<i>Annual Electrical Permits</i>					
Electrical Installation Cost - Minimum Fee	\$306.00	\$311.00	\$317.00	\$323.00	\$329.00
Annual Electrical Permit Fee - per \$100 of Electrical Installation Cost	\$1.02	\$1.04	\$1.06	\$1.08	\$1.10
Inspection Fee - First hour	\$144.00	\$146.00	\$149.00	\$152.00	\$155.00
Inspection Fee - Each additional hour	\$144.00	\$146.00	\$149.00	\$152.00	\$155.00
<i>For Stand Alone Electrical Permits</i>					
Electrical Installation Cost: \$0 - \$3,000	\$144.00	\$146.00	\$149.00	\$152.00	\$155.00
Electrical Installation Cost: \$3,001 - \$10,000 Base Fee	\$67.00	\$68.00	\$69.00	\$70.00	\$71.00
Electrical Installation Cost: \$3,001 - \$10,000 Multiplier	0.0262	0.0266	0.0271	0.0276	0.0282
Electrical Installation Cost: \$10,001 - \$50,000 Base Fee	\$267.00	\$271.00	\$276.00	\$282.00	\$288.00
Electrical Installation Cost: \$10,001 - \$50,000 Multiplier	0.0059	0.006	0.0061	0.0062	0.0063

Budget by the Numbers

User Fees, Fines, Permits

Electrical Installation Cost: \$50,001 - \$250,000 Base Fee	\$351.00	\$357.00	\$364.00	\$371.00	\$378.00
Electrical Installation Cost: \$50,001 - \$250,000 Multiplier	0.0044	0.0045	0.0046	0.0047	0.0048
Electrical Installation Cost: \$250,000+ Base Fee	\$956.00	\$971.00	\$990.00	\$1,010.00	\$1,030.00
Electrical Installation Cost: \$250,000+ Multiplier	0.002	0.00203	0.00207	0.00211	0.00215
<i>For Electrical Permits Obtained in Connection with Other Permits</i>					
Construction Value: \$0 - \$24,000 Base Fee	\$144.00	\$146.00	\$149.00	\$152.00	\$155.00
Construction Value: \$24,000 - \$80,000 Base Fee	\$67.00	\$68.00	\$69.00	\$70.00	\$71.00
Construction Value: \$24,000 - \$80,000 Multiplier	0.00329	0.00334	0.00341	0.00348	0.00355
Construction Value: \$80,001 - \$400,000 Base Fee	\$267.00	\$271.00	\$276.00	\$282.00	\$288.00
Construction Value: \$80,001 - \$400,000 Multiplier	0.00074	0.00075	0.00077	0.00079	0.00081
Construction Value: \$400,001 - \$2,000,000 Base Fee	\$351.00	\$357.00	\$364.00	\$371.00	\$378.00
Construction Value: \$400,001 - \$2,000,000 Multiplier	0.00054	0.00055	0.00056	0.00057	0.00058
Construction Value: \$2,000,000+ Base Fee	\$956.00	\$971.00	\$990.00	\$1,010.00	\$1,030.00
Construction Value: \$2,000,000+ Multiplier	0.00025	0.00025	0.00026	0.00027	0.00028
<i>For Temporary Events</i>					
Inspection Fee - First Hour	\$144.00	\$146.00	\$149.00	\$152.00	\$155.00
Inspection Fee - Each Additional Hour	\$114.00	\$116.00	\$118.00	\$120.00	\$122.00
Inspection Fee - Outside of 8AM to 5PM on weekdays, weekends and stat holidays - Minimum Fee	\$510.00	\$518.00	\$528.00	\$539.00	\$550.00
Inspection Fee - Outside of 8AM to 5PM on weekdays, weekends and stat holidays - First Hour	\$288.00	\$293.00	\$299.00	\$305.00	\$311.00
Inspection Fee - Outside of 8AM to 5PM on weekdays, weekends and stat holidays - Each Additional Hour	\$228.00	\$232.00	\$237.00	\$242.00	\$247.00
Emergency or After Hours Inspection Fees - First 3 hours	\$510.00	\$518.00	\$528.00	\$539.00	\$550.00
Emergency or After Hours Inspection Fees - Each additional hour	\$250.00	\$254.00	\$259.00	\$264.00	\$269.00
Additional Fees					
Additional Inspections	\$255.00	\$259.00	\$264.00	\$269.00	\$274.00
Mailing Out Minor Building Permit Flat Plans	N/A	\$25.00	\$26.00	\$27.00	\$28.00
Outstanding Orders Search/Search of Records (per titled lot)	\$108.00	\$110.00	\$112.00	\$114.00	\$116.00
Reproduction Fee: 8"x11" document over 20 pages (per page)	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25

Budget by the Numbers

User Fees, Fines, Permits

Reproduction Fee: larger documents (per sq. ft.)	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Fire Inspection Fee for Secondary Suites	\$133.00	\$135.00	\$138.00	\$141.00	\$144.00
Fire Inspection Services Fee for Construction Site Plan Review	\$386.00	\$392.00	\$400.00	\$408.00	\$416.00
Interior Alterations to Commercial/Industrial Buildings Commenced BEFORE Permit is Issued	\$385.00	\$391.00	\$399.00	\$407.00	\$415.00
Re-examination of Revised Plans	\$255.00	\$259.00	\$264.00	\$269.00	\$274.00
Sign Building Permit - per \$1,000 of Construction Value	\$10.40	\$10.57	\$10.78	\$11.00	\$11.22
Sign Building Permit - Minimum Fee	\$156.00	\$158.00	\$161.00	\$164.00	\$167.00

*Administrative: Where circulation has not commenced, \$110.00 or 20% of the safety codes 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.

Business Licence - Bylaw 13138	2018 Fee (Approved)	2019 Fee (Approved)	2020 Fee (Approved)	2021 Fee (Approved)	2022 Fee (Approved)
Licences					
Adult Theatre	\$2,327.00	\$2,364.00	\$2,411.00	\$2,459.00	\$2,508.00
After Hours Dance Club	\$620.00	\$630.00	\$643.00	\$656.00	\$669.00
After Hours Dance Event	\$389.00	\$395.00	\$403.00	\$411.00	\$419.00
Alcohol Sales (Consumption Off-Premises)	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Alcohol Sales (Consumption On Premises/ Minors Allowed)	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Alcohol Sales (Consumption On Premises/ Minors NOT Allowed)	\$620.00	\$630.00	\$643.00	\$656.00	\$669.00
Amusement Establishment	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Auction Establishment	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Bed and Breakfast	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Bingo Establishment	\$479.00	\$487.00	\$497.00	\$507.00	\$517.00
Body Rub Centre	\$620.00	\$630.00	\$643.00	\$656.00	\$669.00
Body Rub Practitioner	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Cannabis Cultivation Facility	\$2,500.00	\$2,500.00	\$2,550.00	\$2,601.00	\$2,653.00
Cannabis Processing Facility	\$2,500.00	\$2,500.00	\$2,550.00	\$2,601.00	\$2,653.00
Cannabis Retail Sales	\$2,500.00	\$2,500.00	\$2,550.00	\$2,601.00	\$2,653.00
Carnival - 25 or more shows/games/rides (fee per day)	\$1,854.00	\$1,884.00	\$1,922.00	\$1,960.00	\$1,999.00
Carnival - 25 or more shows/games/rides (maximum per year)	\$18,529.00	\$18,825.00	\$19,202.00	\$19,586.00	\$19,978.00
Carnival - less than 25 shows/games/rides (fee per day)	\$779.00	\$791.00	\$807.00	\$823.00	\$839.00
Casino Establishment	\$3,104.00	\$3,154.00	\$3,217.00	\$3,281.00	\$3,347.00
Commercial Leasing	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Commercial Schools	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Construction Vehicle and Equipment Sales/Rentals	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Delivery/Transportation Services	\$76.00	\$77.00	\$79.00	\$81.00	\$83.00

Budget by the Numbers

User Fees, Fines, Permits

Escort	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Escort Agency	\$620.00	\$630.00	\$643.00	\$656.00	\$669.00
Escort Agency (Independent)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Exhibition Hall	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Exotic Entertainer	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Exotic Entertainment Agency	\$620.00	\$630.00	\$643.00	\$656.00	\$669.00
Exotic Entertainment Venue	\$620.00	\$630.00	\$643.00	\$656.00	\$669.00
Farmer's Market	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Festival	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Firearm/Ammunition Dealer	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Food Processing	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Funeral, Cremation and Cemetery Services	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
General Business	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
General Contractor	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
General Industrial	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Health Enhancement Centre	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Health Enhancement Centre (Independent)	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Health Enhancement Practitioner	\$91.00	\$92.00	\$94.00	\$96.00	\$98.00
Independent Laboratory	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Livestock Operation	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Major Retail Store	\$479.00	\$487.00	\$497.00	\$507.00	\$517.00
Minor Retail Store	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Participant Recreation Services	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Pawn Shop	\$479.00	\$487.00	\$497.00	\$507.00	\$517.00
Personal Services Shop	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Public Market Organizer	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Public Market Vendor	\$55.00	\$56.00	\$57.00	\$58.00	\$59.00
Rental Accommodation	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Restaurant or Food Service	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Second Hand Store	\$479.00	\$487.00	\$497.00	\$507.00	\$517.00
Small Animal Breeding/Boarding Establishment	\$479.00	\$487.00	\$497.00	\$507.00	\$517.00
Spectator Entertainment Establishment	\$479.00	\$487.00	\$497.00	\$507.00	\$517.00
Tobacco Sales	\$479.00	\$487.00	\$497.00	\$507.00	\$517.00
Traveling or Temporary Food Sales (1 to 3 days)	\$55.00	\$56.00	\$57.00	\$58.00	\$59.00
Traveling or Temporary Food Sales (3+ days)	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Traveling or Temporary Sales (1 to 3 days)	\$55.00	\$56.00	\$57.00	\$58.00	\$59.00
Traveling or Temporary Sales (3+ days)	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Vehicle Fuelling Station	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Vehicle Repair	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Vehicle Sales/Rentals	\$235.00	\$239.00	\$244.00	\$249.00	\$254.00
Consultation Fee	\$76.00	\$77.00	\$79.00	\$81.00	\$83.00
Non-Profit Organization Fee	\$43.00	\$44.00	\$45.00	\$46.00	\$47.00
Non-Resident Fee	\$540.00	\$549.00	\$560.00	\$571.00	\$582.00
Service Fee	\$48.00	\$49.00	\$50.00	\$51.00	\$52.00

Budget by the Numbers

User Fees, Fines, Permits

Street Vending Permit Fees	2018 Fee (Approved)	2019 Fee (Approved)	2020 Fee (Approved)	2021 Fee (Approved)	2022 Fee (Approved)
Meter Hooding Service Charge - Internal	\$74.18	\$75.37	\$76.87	\$78.41	\$79.98
Meter Hooding Service Charge - External	\$74.18	\$75.37	\$76.87	\$78.41	\$79.98
Meter Hooding Rate (Yellow-High)	\$23.15	\$23.52	\$23.99	\$24.47	\$24.96
Meter Hooding Rate (Gray-Med)	\$19.85	\$20.17	\$20.57	\$20.98	\$21.40
Meter Hooding Rate (Brown-Low)	\$16.54	\$16.81	\$17.14	\$17.48	\$17.83
Vending Fee - Monthly	\$121.00	\$122.94	\$125.40	\$127.90	\$130.46
Vending Fee - Daily	\$14.00	\$14.22	\$14.51	\$14.80	\$15.09
Vending (Not for Profit) Fee - Monthly	\$23.00	\$23.37	\$23.84	\$24.31	\$24.80
Vending Artist Fee - Monthly	\$13.00	\$13.21	\$13.47	\$13.74	\$14.02
Festival Fee per Vendor	\$62.00	\$62.99	\$64.25	\$65.54	\$66.85
Festival Fee for Not for Profit	\$23.00	\$23.37	\$23.84	\$24.31	\$24.80
Festival Fee per Artist	\$13.00	\$13.21	\$13.47	\$13.74	\$14.02
Event Fee per Vendor	\$38.00	\$38.61	\$39.38	\$40.17	\$40.97
Event Fee per Not for Profit	\$23.00	\$23.37	\$23.84	\$24.31	\$24.80
Event Fee per Artist	\$13.00	\$13.21	\$13.47	\$13.74	\$14.02
Vehicle For Hire - Bylaw 17400	2018 Fee (Approved)	2019 Fee (Approved)	2020 Fee (Approved)	2021 Fee (Approved)	2022 Fee (Approved)
<u>Driver's Licence</u>					
One Year	\$62.00	\$63.00	\$64.00	\$65.00	\$66.00
Two Year	\$102.00	\$104.00	\$106.00	\$108.00	\$110.00
<u>Dispatch Licence</u>					
General Dispatch: 1-50 vehicles*	\$1,020.00	\$1,036.00	\$1,057.00	\$1,078.00	\$1,100.00
General Dispatch: 51+ vehicles*	\$1,020.00	\$1,036.00	\$1,057.00	\$1,078.00	\$1,100.00
Taxi Dispatch	\$1,020.00	\$1,036.00	\$1,057.00	\$1,078.00	\$1,100.00
Transportation Network Dispatch: 1-15 vehicles*	\$3,000.00	\$3,048.00	\$3,109.00	\$3,171.00	\$3,234.00
Transportation Network Dispatch: 16-50 vehicles*	\$10,000.00	\$10,160.00	\$10,363.00	\$10,570.00	\$10,781.00
Transportation Network Dispatch: 51+ vehicles*	\$20,000.00	\$20,320.00	\$20,726.00	\$21,141.00	\$21,564.00
<u>Per Trip Fee</u>					
General Dispatch: 51+ vehicles	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30
Transportation Network Dispatch: 51+ vehicles	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30
<u>Vehicle Licence</u>					
Accessible Taxi	\$408.00	\$415.00	\$423.00	\$431.00	\$440.00
Limousine	\$408.00	\$415.00	\$423.00	\$431.00	\$440.00
Private Transportation Provider	\$408.00	\$415.00	\$423.00	\$431.00	\$440.00
Shuttle	\$408.00	\$415.00	\$423.00	\$431.00	\$440.00
Taxi	\$408.00	\$415.00	\$423.00	\$431.00	\$440.00
Administration Fee	\$36.00	\$37.00	\$38.00	\$39.00	\$40.00
Licence Replacement Fee	\$102.00	\$104.00	\$106.00	\$108.00	\$110.00
Taxi/Licence/Accessible Taxi Licence	\$949.00	\$964.00	\$983.00	\$1,003.00	\$1,023.00
Transfer Fee					
*\$50 per vehicle Licence Fee Accessibility Surcharge					

City Planning <i>(2019 fees are increased in alignment with inflation of 2%)</i>					
Sanitary Servicing Strategy Fund Rates	2018 Fee (Approved)	2019 Fee (Approved)	2020 Fee (Approved)	2021 Fee (Approved)	2022 Fee (Approved)
Expansion Assessment					
North Edmonton Sanitary Trunk (NEST per hectare)	\$23,270.00	\$23,735.00	\$23,735.00	\$23,735.00	\$23,735.00
South Edmonton Sanitary Sewer (SESS per hectare)	\$23,270.00	\$23,735.00	\$23,735.00	\$23,735.00	\$23,735.00
West Edmonton Sanitary Sewer (WESS per hectare)	\$29,091.00	\$29,673.00	\$29,673.00	\$29,673.00	\$29,673.00
Sanitary Sewer Trunk Charges					
Single Family or Duplex (per dwelling)	\$1,629.00	\$1,662.00	\$1,662.00	\$1,662.00	\$1,662.00
Multi-Family (per dwelling)	\$1,163.00	\$1,186.00	\$1,186.00	\$1,186.00	\$1,186.00
Secondary Suite (per dwelling)	\$721.00	\$735.00	\$735.00	\$735.00	\$735.00
Commercial/Industrial/Institutional (per hectare)	\$8,148.00	\$8,311.00	\$8,311.00	\$8,311.00	\$8,311.00
As stated in the EPCOR Drainage Services Bylaw approved by Council on August 30th, 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 (thus 2020-2022 fees outlined above are subject to adjustment each year).					

Edmonton Transit <i>(Note: the transit fare increases in 2020, 2021, and 2022 are on hold until the Fare Strategy is considered - which Administration will report on to Council prior to the Fall 2019 Supplemental Operating Budget Adjustment)</i>					
ETS Fares	2018 Fee (Approved)	2019 Fee (Approved)	2020 Fee (Proposed)	2021 Fee (Proposed)	2022 Fee (Proposed)
Cash Fare	\$3.25	\$3.50	\$3.75	\$4.00	\$4.00
Tickets (ten)					
Adult	\$26.25	\$26.25	\$26.25	\$26.75	\$27.25
Youth/Senior	\$23.00	\$23.00	\$23.00	\$23.50	\$24.00
Monthly Passes					
Adult	\$97.00	\$97.00	\$97.00	\$99.00	\$101.00
Senior	\$15.50	\$15.50	\$15.50	\$15.75	\$16.00
Subsidized Passes					
Adult Subsidized Pass	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Youth Subsidized Pass	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Student Passes					
Post Secondary	\$88.50	\$88.50	\$88.50	\$90.25	\$92.00
Youth/Student Monthly	\$75.00	\$75.00	\$75.00	\$76.50	\$78.00

UPASS - Winter Semester 1,2	\$141.44	\$141.44	\$145.60	\$149.76	TBD
UPASS - Summer Semester 1,2	\$141.44	\$141.44	\$145.60	\$149.76	TBD
UPASS - Fall Semester 1,2	\$141.44	\$145.60	\$149.76	TBD	TBD
Senior Annual Passes					
Regular	\$136.50	\$136.50	\$136.50	\$138.00	\$140.75
Low Income	\$59.25	\$59.25	\$59.25	\$60.50	\$61.75
Day Pass					
	\$9.75	\$9.75	\$9.75	\$10.00	\$10.00
Charter Rates					
	\$145.00	\$145.00	\$145.00	\$148.00	\$151.00
Airport Monthly Pass					
	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00
A non-cash fare increase of 2% per year for 2021 and 2022 has been included to address increased service delivery costs for Edmonton Transit. Cash fare increases in each of 2019-2021 has been included to more closely align to the anticipated maximum fare payable in the Regional SMART Fare collection system.					
ETS receives 83.2% of the U-PASS fees, with the remainder split between City of St. Albert, Strathcona County, City of Spruce Grove, City of Fort Saskatchewan, and City of Leduc.					
Current U-PASS agreements end in August 2021, with new rates to be negotiated.					

Fort Edmonton Park

Admissions & Passes	2018 Fee (Approved)	2019 Fee (Approved)	2020 Fee (Approved)	2021 Fee (Approved)	2022 Fee (Approved)
Admissions					
Child	\$21.96	\$21.96	\$21.96	\$21.96	\$21.96
Youth	\$21.96	\$21.96	\$21.96	\$21.96	\$21.96
Senior	\$21.96	\$21.96	\$21.96	\$21.96	\$21.96
Adult	\$27.53	\$27.53	\$27.53	\$27.53	\$27.53
Annual Passes:					
Pioneer Child	\$50.17	\$50.17	\$50.17	\$50.17	\$50.17
Pioneer Youth	\$50.17	\$50.17	\$50.17	\$50.17	\$50.17
Pioneer Senior	\$50.17	\$50.17	\$50.17	\$50.17	\$50.17
Pioneer Adult	\$64.61	\$64.61	\$64.61	\$64.61	\$64.61
Pioneer Family/Flexi Pass	\$224.47	\$175.00	\$175.00	\$175.00	\$175.00

After piloting Flexi pass product alongside the family pass for the past two years, the Park has decided to replace the family pass with the Flexi pass. The Flexi pass is Fort Edmonton Park's response to the inclusive changing definitions and combinations of family, ie. blended families with occasional step-children, grandparent caretakers. The Flexi pass includes two registered adults and up to any combination of four children to seniors to attend the park throughout the season. No changes in other user fees.

Citizen Services Department 2019-2022 Operating Budget Overview

Edmonton

Introduction

Edmonton is stronger when every resident can fully participate in the community and the economy. Citizen Services builds inclusive, healthy, and vibrant communities that connect individuals and works to ensure that no Edmontonian is left behind.

The department is mandated with critical safety and protection services, such as the first responders in Fire Rescue Services and the peace officers that patrol the public transit system and other spaces. Teams also work proactively to prevent dangerous events through fire marshal inspections and public education focused on safety and good neighbour practices.

The City of Edmonton has a role to play in ensuring Edmontonians who are living with the challenges of poverty have access to choices and

supports to build new lives. Citizen Services is working to ensure affordable housing is available across the spectrum of need. The department also maintains many key partnerships with Edmonton's non-government organizations that work together to form a system of local, on-the ground social supports.

The department is also in the business of making Edmonton a more enjoyable place. That means ensuring that there are opportunities for fitness and leisure activities which are essential to health and quality of life. The department also provides opportunities for Edmontonians to come together and celebrate as a community at the festivals and events that Edmonton is known for.

Citizen Services is about building connections and vibrant communities.

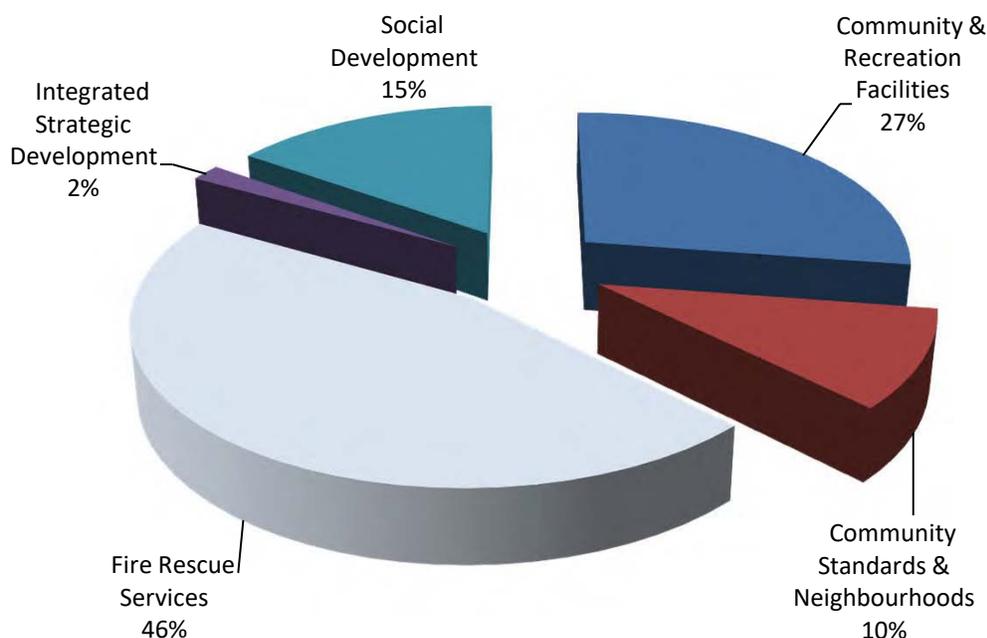
Branches and Programs

Community and Recreation Facilities	Community Standards and Neighborhoods	Fire Rescue Services	Integrated Strategic Development	Social Development
Civic Events and Partnerships	Animal Care and Pest Management	Fire Rescue Operations	Business Performance	Communities of Interest
Facility Operations	Enforcement and Program Services	Planning and Office of Emergency Management	Partnership and Organizational Development	Community Initiatives
River Valley Parks and Facilities	Neighborhoods Services	Public Safety	Strategic Design	Community Resources
		Technical Services		Family and Community Supports
		Training and Logistics		Housing and Homelessness

Department - Citizen Services

Approved 2019-2022 Budget - Department Summary by Branch

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Community & Recreation Facilities	68,618	69,987	70,177	70,437	72,507	73,457
Community Standards & Neighbourhoods	4,319	4,251	4,251	4,251	4,251	4,251
Fire Rescue Services	3,076	2,267	2,267	2,267	2,267	2,267
Integrated Strategic Development	147	76	76	76	76	76
Social Development	35,097	32,198	34,480	37,440	37,340	36,960
Total Revenue & Transfers	\$111,257	\$108,779	\$111,251	\$114,471	\$116,441	\$117,011
Net Expenditure & Transfers						
Community & Recreation Facilities	122,870	127,220	131,456	133,972	130,862	130,619
Community Standards & Neighbourhoods	44,458	47,455	48,161	48,210	47,624	47,680
Fire Rescue Services	206,201	213,979	219,421	222,761	231,079	233,573
Integrated Strategic Development	7,117	7,756	8,128	8,054	8,081	8,128
Social Development	66,183	67,571	72,837	75,640	74,439	72,563
Total Net Expenditure & Transfers	\$446,829	\$463,981	\$480,003	\$488,637	\$492,085	\$492,563
Total Net Operating Requirement	\$335,572	\$355,202	\$368,752	\$374,166	\$375,644	\$375,552
Full-time Equivalents	2,801.9	2,847.1	2,857.6	2,854.3	2,891.0	2,892.3



Department - Citizen Services

Approved 2019-2022 Budget - Department Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	73,033	75,726	76,916	77,176	78,696	80,196
Grants	24,926	23,720	23,720	23,720	23,720	23,720
Transfer from Reserves	13,298	9,333	10,615	13,575	14,025	13,095
Total Revenue & Transfers	\$111,257	\$108,779	\$111,251	\$114,471	\$116,441	\$117,011
Net Expenditure & Transfers						
Personnel	300,304	312,925	318,450	321,563	328,271	330,816
Materials, Goods, and Supplies	17,290	18,412	18,905	18,905	19,413	19,464
External Services	32,640	36,795	37,756	39,842	37,690	37,128
Fleet Services	15,708	14,978	18,327	18,794	18,956	19,146
Intra-municipal Charges	11,148	10,375	10,829	10,831	10,657	10,659
Debt	1,219	1,282	1,268	1,263	1,257	1,250
Utilities & Other Charges	65,862	67,276	72,900	75,866	74,262	72,514
Transfer to Reserves	4,236	3,387	3,401	3,406	3,412	3,419
Subtotal	448,407	465,430	481,836	490,470	493,918	494,396
Intra-municipal Recoveries	(1,578)	(1,449)	(1,833)	(1,833)	(1,833)	(1,833)
Total Net Expenditure & Transfers	\$446,829	\$463,981	\$480,003	\$488,637	\$492,085	\$492,563
Total Net Operating Requirement	\$335,572	\$355,202	\$368,752	\$374,166	\$375,644	\$375,552
Full-time Equivalents	2,801.9	2,847.1	2,857.6	2,854.3	2,891.0	2,892.3



Branch - Community and Recreation Facilities 2019-2022 Operating Budget

Edmonton

Introduction

Community and Recreation Facilities advances City Council's goal of improving Edmonton's livability by creating and managing dynamic places where citizens feel safe, engaged, connected, and included. The branch manages and animates almost 100 facilities, attractions, and river valley parks and trails. Partnerships with over 90 sport and community organizations play a key role in offering both recreation and community services to citizens. The branch is the lead for City Council's Live Active, Health and Recreation Initiative and drives the implementation of the Live Active Strategy intended to inspire all Edmontonians to lead healthy and active lives.

The work of the branch is delivered by three program areas:

Civic Events and Partnerships contributes to a more vibrant and active city through the attraction and delivery of events, festivals, City Hall programs, and the development of sport and active recreation partnerships with organizations who operate facilities on City land. The program attracts major sport and cultural events and provides sponsorship support for one-time events.

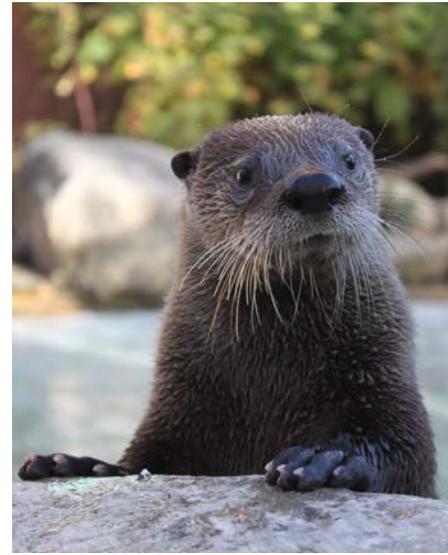
Facility Operations animates and delivers public recreation, sport, leisure, heritage, attractions, and neighbourhood programs, services, and collections in a variety of facilities including arenas, leisure and community recreation centres, outdoor pools, golf courses, cemeteries, the Muttart Conservatory, the Orange Hub, Edmonton Valley Zoo, Commonwealth Stadium and Clarke Park, sports fields, and other specialty facilities including the Prince of Wales Armouries and City Arts Centre.

River Valley Parks and Facilities manages the river valley park system, which includes 20 river valley parks and over 160 km of trails, boat launches, ski trails, and outdoor skating ice. Support is provided to over 250 festivals and events and 1000 picnic bookings.

Overall attendance is increasing; however, paid attendance is down. Attendance at facilities continued to grow in 2018, with 6.3 million visitors by August and year over year attendance trending 1% ahead of 2017. The Leisure Access Program saw year over year growth of 21% in pass scans and 46% in passes issued as of August 2018. This growth points to strong awareness of opportunities for low income individuals and families to utilize city facilities.

New facilities that opened in 2018 include the Orange Hub, a centre for nonprofit groups that offer programs and services in the arts, recreation, wellness and learning; the 100 Street Funicular, providing mechanized access to the river valley; and Borden Natural Swimming Pool, the first public, artificially constructed natural swimming pool that uses no chemicals to disinfect the water.

The branch supported over 650 events held in Edmonton throughout 2018. Major events included the ITU World Triathlon Series Edmonton, Red Bull Crashed Ice, and FISE World Series Edmonton. These events were major successes due in part to the support of the branch.



Branch - Community and Recreation Facilities

Programs & Services			
Civic Events and Partnerships	Facility Operations		River Valley Parks and Facilities
Event attraction	Stadium and sports field operations	Attraction facility operations	River valley festival and event operational support
Festival and event coordination support	Community recreation centre operations	Cemetery sales and operations	River valley facilities and parks operations
Civic precinct operations	Specialty facility operations	Facility programming services	Seasonal animation of river valley
Partnership support	Golf course operations	Leisure centre operations	
Sponsorships	Outdoor pool operation	Arena operations	
		Branch business support services	

Programs & Services

Innovation & Continuous Improvement

The branch has identified many strategies and actions to undertake over the next four years to improve operations, provide financial stewardship, create an effective and efficient organization, develop and implement new technologies, and create and maintain relationships beneficial to the City and citizens.

Financial Accountability

Enhance monthly performance reporting to be more prescriptive and action-oriented. This enhanced reporting will allow for more timely data to be used to make decisions to reduce costs or generate additional revenue. This initiative is expected to be implemented in 2019.

Infrastructure Growth and Technology

Implement the Recreation and Attraction Management System (RAMS) technology, along with associated golf and online platforms to improve citizen and staff experience. This technology will lead to improved reporting and usability by staff and citizens, resulting in a better overall customer experience. This initiative is expected to be implemented in 2019 with dedicated staff to support the training, requirements gathering, and ongoing enhancement of the system.

Operational Excellence

Update security practices for all events at Commonwealth Stadium by monitoring and integrating industry trends and best practices. This includes the approach to searches, relationship with law enforcement, and personnel accreditation processes. These changes will continue Commonwealth Stadium's evolution as one of Canada's best, and safest, large scale event venues. This initiative is expected to be implemented in 2019.

Organizational Excellence

Review available IT applications and introduce a tool that provides the branch leadership team with updates on emerging issues and opportunities for two way engagement between leadership and operational staff. This tool is expected sometime in 2019.

Branch - Community and Recreation Facilities

Relationships

Map the customer life cycle in terms of membership onboarding and program registration across the facilities and develop customer experience-focused strategies for the first phases (awareness and conversion). This initiative will lead to a better understanding of the facilities' relationships with their customers and provide insight into potential future revenue opportunities and/or cost savings that meet customer needs. This initiative is currently underway and expected to be ongoing as customer needs change over time.

User Fees

User fees across the branch are aligned with three guiding principles: affordability, financial performance, and utilization. Guiding principles encompass factors including strategic direction, cost, social responsibility, marketability, and sustainability. Based on these principles, fee changes over this period vary. Modest increases to various facility memberships, golf courses, and some rental fees are planned at various points during this time period. Other fees, such as picnic sites, will remain steady throughout the budget cycle. Fees will be reviewed yearly in relation to market conditions. Volumes are projected to increase slightly over the period of this plan.

Revenue Opportunities

Successful new programs, such as adult-only evening programs and events at the Muttart Conservatory and Edmonton Valley Zoo, will be expanded. New revenue opportunities such as new facility membership types and additional naming right sales within facilities will be implemented.

Emerging Issues

Population and Demographics

- As Edmonton's population continues to grow, opportunities may arise for Community and Recreation Facilities' to expand its products and services to Edmontonians.

Potential Service Impacts

- Negative changes to national and provincial economic markets may affect Edmonton, potentially impacting revenue generating opportunities through decreases in memberships, admissions, and programs for recreation facilities. These changes may also increase demand for the Leisure Access Program.
- Positive economic changes could lead to increased demand for all recreation services.

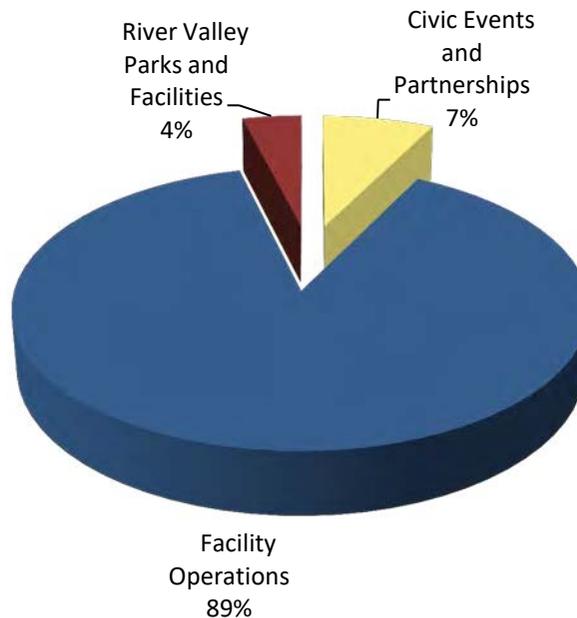


Branch - Community & Recreation Facilities

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Civic Events and Partnerships	2,169	700	700	700	1,250	700
Facility Operations	66,194	69,052	69,242	69,502	71,022	72,522
River Valley Parks and Facilities	255	235	235	235	235	235
Total Revenue & Transfers	\$68,618	\$69,987	\$70,177	\$70,437	\$72,507	\$73,457
Net Expenditure & Transfers						
Civic Events and Partnerships	10,636	8,694	9,749	11,538	8,603	8,068
Facility Operations	107,747	113,453	116,536	117,227	117,046	117,325
River Valley Parks and Facilities	4,487	5,073	5,171	5,207	5,213	5,226
Total Net Expenditure & Transfers	\$122,870	\$127,220	\$131,456	\$133,972	\$130,862	\$130,619
Total Net Operating Requirement	\$54,252	\$57,233	\$61,279	\$63,535	\$58,355	\$57,162
Full-time Equivalents	1,009.7	1,018.8	1,018.8	1,018.8	1,018.8	1,018.8

2019 Net Expenditures by Program



Branch - Community & Recreation Facilities

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	64,832	68,774	69,964	70,224	71,744	73,244
Grants	949	60	60	60	60	60
Transfer from Reserves	2,837	1,153	153	153	703	153
Total Revenue & Transfers	\$68,618	\$69,987	\$70,177	\$70,437	\$72,507	\$73,457
Net Expenditure & Transfers						
Personnel	73,794	75,131	78,126	78,715	78,568	78,889
Materials, Goods, and Supplies	7,884	8,414	8,271	8,147	8,133	8,117
External Services	11,270	12,724	12,587	14,502	12,244	11,686
Fleet Services	2,728	3,079	3,287	3,442	3,444	3,453
Intra-municipal Charges	6,631	5,842	6,844	6,845	6,869	6,870
Utilities & Other Charges	19,482	21,840	22,264	22,244	21,527	21,527
Transfer to Reserves	1,904	851	851	851	851	851
Subtotal	123,693	127,881	132,230	134,746	131,636	131,393
Intra-municipal Recoveries	(823)	(661)	(774)	(774)	(774)	(774)
Total Net Expenditure & Transfers	\$122,870	\$127,220	\$131,456	\$133,972	\$130,862	\$130,619
Total Net Operating Requirement	\$54,252	\$57,233	\$61,279	\$63,535	\$58,355	\$57,162
Full-time Equivalents	1,009.7	1,018.8	1,018.8	1,018.8	1,018.8	1,018.8

Branch - Community & Recreation Facilities

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	57,233	61,279	63,535	58,355
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	57,233	61,279	63,535	58,355
Existing Services (Incremental to Base)				
Cost Changes	3,749	(284)	(860)	307
Change to Service Level	(231)	-	-	-
Revenue Changes	(190)	(260)	(1,520)	(1,500)
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	3,328	(544)	(2,380)	(1,193)
Growth/New Services				
ITU World Triathlon Grand Final Edmonton	-	2,800	(2,800)	-
Total Growth/New Services	-	2,800	(2,800)	-
Council Amendments				
Amended Service Packages	718	-	-	-
Total Council Amendments	718	-	-	-
Total Approved Budget	\$61,279	\$63,535	\$58,355	\$57,162
Incremental Change in Full-time Equivalents	-	-	-	-



Branch - Community and Recreation Facilities

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

No changes in budget from the previous year.

Existing Services (Incremental to Base):

Revenue changes consist of:

- Expansion of programs for Muttart Conservatory and Edmonton Valley Zoo and addition of new membership types and expansion of sponsorship rights program totaling \$190 in 2019, \$260 in 2020, \$140 in 2021 and \$120 in 2022.
- Ongoing increase in rate and volume revenue of \$1,000 in 2019 and \$1,380 per year in 2021 and 2022.
- Reduction of (\$1,000) in transfer from reserve in 2019 due to depletion of the Enterprise Reserve in 2018.

Cost Changes consist of:

- Salary range movement and benefit cost increases for existing personnel totaling \$3,935 over the four years, partially offset by personnel cost decreases due to cost reductions and internal efficiencies (\$552).
- Services provided by other City departments mainly for police, fleet, building maintenance and transit service costs resulted in a net overall increase of \$1,290 over the four years.
- Cost reduction strategies totaling (\$290) are incorporated for training, programs and amenities in 2019.
- Decrease of (\$1,471) over four years in other cost changes, mostly due to funding agreements ending for International Triathlon Union, Edmonton Ski Club and Canada Basketball events.

Changes to service level consist of programming and service reductions of (\$231) in the River Valley, Cemeteries and Golf Courses.

Growth/New Services:

Increase due to previously approved budget for the 2020 ITU World Triathlon Grand Final.

Council Amendments:

The Community and Recreation Facilities branch budget be increased for:

- The Festival and Event Action Plan service package, by \$718 on an ongoing basis, with funding from the tax levy.
- The Juno Event Attraction in 2022 service package, by \$550 in 2021, on a one-time basis, with funding from FSR (Edmonton Tower).

Incremental Change in Full-time Equivalents:

There are no incremental changes in FTEs; however, some permanent full-time positions will shift to temporary or seasonal positions resulting in cost savings. Automation at front counters may result in an opportunity to shift additional FTEs to other priorities over the next four years.

Branch - Community & Recreation Facilities

Approved 2019 - 2022 Budget - Program Summary

Program Name - Civic Events and Partnerships

Description

The Civic Events and Festivals and Partnerships and Event Attraction sections contribute to a more vibrant and active city through the attraction and delivery of events, festivals, City Hall programs and the development of sport and active recreation partnerships.

Results to be Achieved

Festivals and events enhance quality of life for Edmontonians. The opportunities provided by partnerships in sport and recreation create diverse opportunities for Edmontonians that contribute to enhanced individual well being, community vitality and economic sustainability.

Cost Drivers

- Growing number of new organizations interested in producing events and leasing space to operate recreation facilities
- Impact of increasing regulations
- Managing increasing risk at gatherings due to external threats
- Managing the complexity, size, scale and diversity of events and the increase in demand by existing groups requiring additional resources, funding, services, and space

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$2,169	\$700	\$700	\$700	\$1,250	\$700
Expenditure & Transfers	10,640	8,694	9,753	11,542	8,607	8,072
Subtotal	8,471	7,994	9,053	10,842	7,357	7,372
Intra-municipal Recoveries	(4)	-	(4)	(4)	(4)	(4)
Total Net Operating Requirement	\$8,467	\$7,994	\$9,049	\$10,838	\$7,353	\$7,368
Full-time Equivalents	25.3	25.3	25.3	25.3	25.3	25.3

2018 Services

- Support to over 650 events, including relocating 3 signature events due to construction
- Enhanced safety, security and crowd management planning for events
- Civic services to major events (ITU, Red Bull, Grey Cup) and local events (Folk Fest/Pride)
- Event Attraction lead bid development for events (eg. 2026 FIFA Bid.) Relationships brokering with partner operated facilities

Changes in Services for 2019 - 2022

- Festival & Event Action Plan, including event delivery of civic services and support activities for safety & security
- Support partner operated facilities
- Implement Live Active Strategy
- Bid development based on Major Event Strategy
- Budgetary Service reductions: Cityscape Banner program, one-time conference/single day session sponsorship's
- ITU Grand Final 2020
- JUNO event attraction

Branch - Community & Recreation Facilities

Approved 2019 - 2022 Budget - Program Summary

Program Name - Facility Operations

Description

This program focuses on the operation of the myriad of facilities managed by the branch. These facilities include the Muttart Conservatory, Edmonton Valley Zoo, leisure centres, community recreation centres, seniors activity centres, arenas, golf courses, outdoor pools, cemeteries and other specialty facilities. In addition, this program also focuses on programming and animation of these facilities and other open spaces for the benefit of Edmontonians.

Results to be Achieved

This program focuses on the following key results: increasing attendance by providing excellent customer service as well as clean and safe facilities that are operated as efficiently as possible resulting in more Edmontonians reporting increased health and wellness. This program continues to implement and deliver on the directions set out in the Council approved 2005-2015 Recreation Facility Master Plan, facility specific master plans, and strategies enhancing Edmonton's livability through programming, facility development, rentals and services. This program will also be impacted by recommendations from the new Council approved Approach to Community Recreation Facility Planning in Edmonton over the next 20 years.

Cost Drivers

- Growth in attendance at City facilities
- Ongoing operations of City facilities including increased legislated standards for swimming, material costs and customer expectations
- Growth in the use of the Leisure Access Program

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$66,194	\$69,052	\$69,242	\$69,502	\$71,022	\$72,522
Expenditure & Transfers	108,554	114,039	117,231	117,922	117,741	118,020
Subtotal	42,360	44,987	47,989	48,420	46,719	45,498
Intra-municipal Recoveries	(807)	(586)	(695)	(695)	(695)	(695)
Total Net Operating Requirement	\$41,553	\$44,401	\$47,294	\$47,725	\$46,024	\$44,803
Full-time Equivalents	953.1	960.6	960.6	960.6	960.6	960.6

2018 Services

Annual attendance at City facilities including arenas, leisure centres, outdoor pools, golf courses and attractions was more than 9 million. The Orange Hub and the Borden Park Natural Swimming Experience have been successful additions. The Leisure Access Program has also been very successful at providing accessibility for all Edmontonians and reducing barriers for citizens to be healthy and well.

Changes in Services for 2019 - 2022

- Focus on increasing attendance and revenue by expanding rentals, increased programs at recreation centres and enhancing inclusion
- Services improved through new Recreation and Attraction Management and Golf Tee Time Reservation System
- Budgetary service reductions: Front counter automation and staff adjustment, cemetery landscapes services and winter services at golf courses.

Branch - Community & Recreation Facilities

Approved 2019 - 2022 Budget - Program Summary

Program Name - River Valley Parks and Facilities

Description

This program provides operational oversight for the River Valley park system. As stewards of the River Valley, the program manages the use, operational services, external communications, signage and partner requirements throughout the River Valley. Additionally, this program provides and coordinates the operational services for more than 250 festivals and events and more than 1000 picnic bookings are hosted annually within the River Valley. During the winter, the program expands to provide outdoor ice skating, cross country skiing, tobogganing, and winter picnicking opportunities in the River Valley.

Results to be Achieved

This program is focused on ensuring River Valley parks are well maintained and managed for Edmontonians' enjoyment. Critical to this is ensuring that citizens feel safe within these park spaces. This program will continue to support increasing use of the River Valley as more and more people take advantage of one of Edmonton's most beautiful features.

Cost Drivers

- Increasing demands for diverse recreational experiences in the River Valley
- Capital development including park master plan implementation and rehabilitation programs
- Ongoing growth in use of the River Valley

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$255	\$235	\$235	\$235	\$235	\$235
Expenditure & Transfers	4,499	5,148	5,246	5,282	5,288	5,301
Subtotal	4,244	4,913	5,011	5,047	5,053	5,066
Intra-municipal Recoveries	(12)	(75)	(75)	(75)	(75)	(75)
Total Net Operating Requirement	\$4,232	\$4,838	\$4,936	\$4,972	\$4,978	\$4,991
Full-time Equivalents	31.3	32.9	32.9	32.9	32.9	32.9

2018 Services

The responsibility of the River Valley program is extensive and diverse. Over the past year, this program continued to maintain the River Valley parks by providing year round access and animation through the operation of parks and their amenities.

Changes in Services for 2019 - 2022

- River Valley operational strategies will be prepared for implementation (eg. River Access, Outdoor Skating, Trails)
- Reduce river valley, golf courses, and cemetery services by changing/reducing staffing shifts and duties, closing amenities' access early and reducing the frequency of some services.

Branch - Community & Recreation Facilities

**Program - Civic Events and Partnerships
Title - Festival & Event Action Plan
Implementation**

**New or Enhanced Service
Funded
Ongoing**

Results to be Achieved

With the increasing costs of civic services for festival and event organizers, assistance is required to support the financial sustainability of these organizations. The Festival and Event Action Plan Implementation would attempt to ensure that festivals and events are provided the necessary resources to cover off a portion of the civic services, transit and security costs for their event. By providing these resources, festival and event organizers would have more flexibility in order to organize, promote and stage their events.

Description

This package would provide funding to implement three recommendations as outlined in the 2018 Festival & Event Strategy:

#1: Safety & Security: To provide Safety and Security Planning for \$129K, which is composed of Event Command Activation for \$79K, and Hardening Activities for \$50K. Where appropriate and based on risk assessments, Event Command Post activation may be required at certain festivals and events. These enhancements may include hardening activities that implement temporary infrastructure modifications for increased security against potential threats.

#2: Transit Services Increase: Additional public transportation support to event organizers for public transit amounting to \$229K total per year (\$129K for civic events like Canada Day, NYE; \$100K for larger events like Pride Parade, The Fringe) plus any additional funds as required for mega, major and signature events (e.g. RBCI \$90K, FIFA).

#3: Civic Services Subsidy: To provide eligible festivals with a 50 percent reduction towards eligible civic services costs on an ongoing basis for \$360K. This subsidy would replace the interim Civic Services Grant that was approved by Council for 2016-2018.

Justification

Providing additional support to festivals events allows organizers more financial flexibility to improve and/or grow their festival and events for the benefit of Edmontonians. Through new programming or expanded capacity, these festivals and events will continue to contribute to the overall vibrancy and connectedness of the city. If funding is not provided, festivals and events may find it difficult to grow and/or operate in this environment. Festival and event organizers would have to find alternative sources of funds, which may or may not be available, to support their events. These civic service, transportation and security costs may make staging the festival or event untenable.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$718	-	\$718	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$718	-	\$718	-												

Branch - Community & Recreation Facilities

Program - Civic Events and Partnerships
Title - ITU World Triathlon Grand Final Edmonton

New or Enhanced Service
Funded
One Time

Results to be Achieved

The City of Edmonton has been awarded the 2020 International Triathlon Union (ITU) Grand Final, which is the premier international triathlon event. The Grand Final is the largest international triathlon event with over 5,000 competitors from youth to seniors to elite athletes. The event is expected to draw not only competitors, but also spectators and media. Based on the economic impact assessment of the 2014 ITU Grand Final hosted by Edmonton, the economic impact to the city and the province will be significant, and will showcase the city as a world class sport hosting city. The event is also aligned with the Edmonton Events Sport and Culture Attraction Plan.

Description

The package includes \$2.8 million in funding for the local organizing committee including costs associated with civic services. A full assessment of the capital requirements has not yet been conducted. The City of Edmonton contribution is contingent on funding commitments from the provincial and federal government for the event. Historically, provincial and federal orders of government are more likely to provide guaranteed funding for events after the municipal government has made a funding commitment, even on a conditional basis.

Justification

If selected as the host city for the 2020 Grand Final, Edmonton will join an exclusive group of only two cities selected to host more than one ITU Grand Final, further cementing Edmonton's place as a world class sport hosting city. In addition, hosting the Grand Final for a second time in seven years will further establish Edmonton as the home of triathlon in Canada. If funding is not approved, the local organizing committee may not be in a position to fund the operating costs associated with hosting the 2020 ITU Grand Final and will likely renege on its commitment to host the event. This will have a significant negative impact on Edmonton's reputation as an excellent host of international sporting events, and will negatively impact Edmonton's ability to secure comparable international events in the future.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$2,800	-	\$2,800	-	(\$2,800)	-	(\$2,800)	-	-	-	-	-
Total	-	-	-	-	\$2,800	-	\$2,800	-	(\$2,800)	-	(\$2,800)	-	-	-	-	-

Branch - Community & Recreation Facilities

Program - Civic Events and Partnerships
Title - Junos event attraction in 2022

New or Enhanced Service
Funded
One Time

Results to be Achieved

This package is to support the bid to host the 2022 JUNO Awards. Attracting events, such as the JUNO Awards, enhances Edmonton's reputation and image, contributes to the economy and helps to build a vibrant and healthy community. This event would enhance Edmonton's reputation as a strong arts supporter and promote visibility of its flourishing arts community.

Description

Presented annually by The Canadian Academy of Recording Arts and Sciences (CARAS), The JUNO Awards is Canada's premier awards show and the Canadian music industry's most prestigious recognition for excellence in recorded music. Founded as The Gold Leaf Awards in 1970, the JUNO Awards has grown from a one-night industry event held in Toronto, ON, to a national weeklong music celebration hosted in a different city each year. Since the first broadcast of The JUNO Awards in 1975, more than 155 million Canadians have tuned in to celebrate the country's musical achievements in 41 categories, representing multiple genres. The Awards help tell the story of our collective past, chronicling more than four decades of musical highlights and unforgettable JUNO moments. This service package would support the attraction of the JUNO Awards to Edmonton in 2022.

Justification

This event further supports and develops Edmonton's reputation as a centre of artistic excellence. It increases the reputational status of Edmonton to an international audience, while at the same time engaging Edmontonians in an exciting event based around music. If funding is not provided, the city may be unable to secure the hosting of JUNO Awards, affecting Edmonton socially and economically.

incremental	2019				2020				2021				2022			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$550	550	-	-	(\$550)	(550)	-	-
Total	-	-	-	-	-	-	-	-	\$550	550	-	-	(\$550)	(550)	-	-

Branch - Community Standards and Neighbourhoods

2019-2022 Operating Budget

Edmonton

Introduction

Community Standards and Neighbourhoods enhances urban living by delivering bylaw enforcement, peace officer, animal care, pest management and neighbourhood services programs. The branch supports a civil society and upholds community standards. Gaining voluntary compliance is a fundamental component of the branch's work with the community; compliance is premised on working together with citizens, neighbours and businesses to ensure clean, safe and livable urban spaces. Results from branch efforts include:

- the 2017 litter audit results showed a 34% decrease city-wide
- the Commercial Vehicle Unit completed 1,384 roadside inspections
- 51% of Edmonton's 11,048 nuisance property concerns were proactively enforced
- the Animal Care and Control Centre caring for over 6,500 animals annually, and 100% of adoptable pets were saved
- connections made with over 700 community groups and organizations

The work of the branch is delivered by three program areas:

Animal Care and Pest Management operates the Animal Care and Control Centre and provides pet licensing services. Pest management delivers the mosquito control program, provides pest identification services and monitors invasive species that threaten Edmonton's urban forest.

Enforcement and Program Services upholds the safe use and enjoyment of public and private property through the enforcement of municipal bylaws and provincial acts. Community Standards Peace Officers support increased road safety, an orderly vehicle for hire industry, and respond to noise and construction concerns. Animal Control Officers resolve concerns related to pets. River Valley Park Rangers manage wildlife and human impacts to river valley parks and trails. Municipal Enforcement Officers uphold private property, business and parking standards through bylaw enforcement. The officers also work with the Public Safety Compliance Team to ensure the safety of staff and patrons within licenced venues in the entertainment industry. Capital City Clean Up encourages behavioural change through highly effective good neighbour and volunteer programs. Churchill and Transit Peace Officers are a new addition to the program and provide support to the bus and transit system and enforcement support to the downtown core.

Neighbourhood Services are responsible for coordinating resource support services to all neighbourhoods, serve as Edmonton's Federation of Community Leagues liaison to the City, collaborate with communities to deliver the Neighbourhood Revitalization Program and Abundant Community Edmonton, as well as managing and developing strategies to enhance community development, parkland change, neighbourhood resilience and social connections.

Branch - Community Standards and Neighbourhoods

Programs & Services		
Animal Care and Pest Management	Enforcement and Program Services	Neighbourhood Services
Animal Care - Lost and Found Pets	Enforcement Service	Community and Neighbourhood Capacity Building Service
Pet Licensing	Communications Service	Neighbourhood Revitalization
Invasive Species Monitoring	Capital City Clean Up	Abundant Community Edmonton
Mosquito Control Program	Park Ranger Service	Building Community Through Recreation
	City Hall and Edmonton Transit System	

Programs & Services

Changes to Service Levels

- Core services in 2019-2022 will remain consistent.
- Service hours at the Animal Care and Control Centre will be slightly reduced in accordance with cost saving measures.
- Staff reduction over the four year budget cycle may impact service levels.

Innovation and Continuous improvement

New legislation and City Council direction will prompt new innovation and continuous improvement including:

- enforcement of public consumption bylaws requiring innovation
- peace officer amalgamation and annexation creating opportunities to standardize and innovate service delivery
- the Integrated Pesticide Management Policy evolving as science and technology influence best practice and materials usage
- increased use of business analytics and technology solutions, using data to inform decisions

Emerging Issues

Population and Demographics

- Edmonton's growing population and changing cultural demographic reinforces the need to use a variety of education and awareness approaches to achieve community behavioural changes. Neighbourhood services and enforcement personnel increases are expected due to anticipated rise in demand.

Potential Service Impacts

- Increased population of animals will add pressure on existing resources to manage animal welfare issues in a socially acceptable manner.

Branch - Community Standards and Neighbourhoods

Legislative Changes

- Legislative changes, including those related to cannabis, will influence the availability and deployment of enforcement resources to maintain effective voluntary compliance and enforcement programs.
- Urban wildlife management and cat overpopulation issues will likely have policy and resourcing impacts.

Urban Development and Climate Change

- Usage of parks across the city is increasing led by a growing trend toward unstructured recreation activities.
- Extreme weather fluctuations that influence pest populations, snow accumulation, water levels, fire hazards, and weed growth will impact the resourcing and programming used to ensure the safety, health, and care of communities and open spaces.
- Changes to open space policies, naturalization use, wildlife management, and park master plans will impact service demands and response rates.
- Densification of mature neighbourhoods will require additional support to maintain and enforce property standards.
- Large city-building initiatives, including annexation and the development of Blatchford, The Quarters and Ice District, continue to have an impact on the amount and type of education, service delivery, and enforcement support needed to maintain high community standards in these areas.

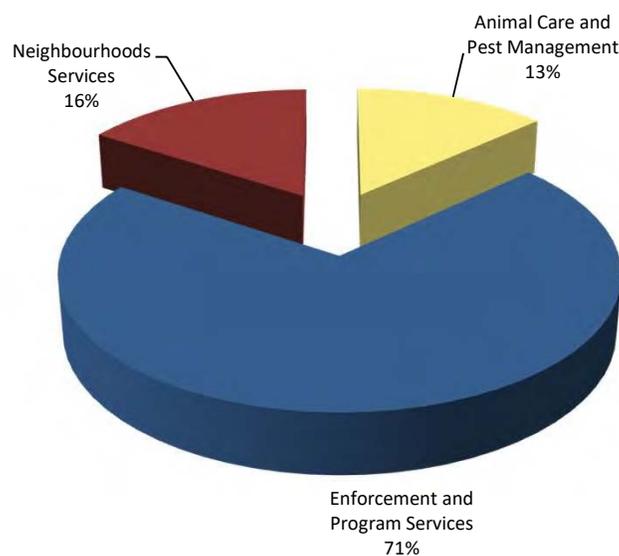


Branch - Community Standards & Neighbourhoods

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Animal Care and Pest Management	3,472	3,640	3,640	3,640	3,640	3,640
Enforcement and Program Services	847	610	610	610	610	610
Neighbourhoods Services	-	1	1	1	1	1
Total Revenue & Transfers	\$4,319	\$4,251	\$4,251	\$4,251	\$4,251	\$4,251
Net Expenditure & Transfers						
Animal Care and Pest Management	6,561	6,646	6,398	6,209	6,020	5,833
Enforcement and Program Services	30,562	33,318	34,147	34,340	33,911	34,126
Neighbourhoods Services	7,335	7,491	7,616	7,661	7,693	7,721
Total Net Expenditure & Transfers	\$44,458	\$47,455	\$48,161	\$48,210	\$47,624	\$47,680
Total Net Operating Requirement	\$40,139	\$43,204	\$43,910	\$43,959	\$43,373	\$43,429
Full-time Equivalent	322.9	329.9	337.3	335.3	330.3	328.3

2019 Net Expenditure by Program



Branch - Community Standards & Neighbourhoods

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	4,306	4,251	4,251	4,251	4,251	4,251
Grants	13	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$4,319	\$4,251	\$4,251	\$4,251	\$4,251	\$4,251
Net Expenditure & Transfers						
Personnel	32,122	33,894	35,381	35,347	34,924	34,861
Materials, Goods, and Supplies	1,297	1,650	1,650	1,650	1,650	1,650
External Services	6,111	6,242	6,383	6,472	6,565	6,661
Fleet Services	912	1,226	1,197	1,191	1,183	1,206
Intra-municipal Charges	2,767	3,261	2,653	2,653	2,405	2,405
Utilities & Other Charges	1,944	1,961	1,936	1,936	1,936	1,936
Transfer to Reserves	-	-	-	-	-	-
Subtotal	45,153	48,234	49,200	49,249	48,663	48,719
Intra-municipal Recoveries	(695)	(779)	(1,039)	(1,039)	(1,039)	(1,039)
Total Net Expenditure & Transfers	\$44,458	\$47,455	\$48,161	\$48,210	\$47,624	\$47,680
Total Net Operating Requirement	\$40,139	\$43,204	\$43,910	\$43,959	\$43,373	\$43,429
Full-time Equivalents	322.9	329.9	337.3	335.3	330.3	328.3

11,048 Nuisance Property Complaints

6,479

animals brought into
the Animal Care and
Control Centre

32,063
INSPECTIONS

4,700 trees treated for pests

1765 tonnes collected at 12 Big Bin events

\$552K in grants provided to Community
Groups in the Revitalization Neighbourhoods

1,233 homelessness camps cleaned up

99,240 pet licenses

34 "ACE Active" Neighbourhoods

*based on 2017 data

BRANCH BY THE NUMBERS
COMMUNITY STANDARDS AND NEIGHBOURHOODS



Branch - Community Standards & Neighbourhoods

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	43,204	43,910	43,959	43,373
Previously Approved Adjustments	1,153	4	4	6
Administrative Adjustments	-	-	-	-
Revised Base Budget	44,357	43,914	43,963	43,379
Existing Services (Incremental to Base)				
Cost Changes	(151)	241	(31)	252
Change to Service Level	(296)	(196)	(559)	(202)
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	(447)	45	(590)	50
Total Approved Budget	\$43,910	\$43,959	\$43,373	\$43,429
Incremental Change in Full-time Equivalents	7.4	(2.0)	(5.0)	(2.0)

Branch - Community Standards & Neighbourhoods

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

Increases in personnel costs of \$1,153 for 10.7 full-time equivalents (FTE) related to the incremental costs of approved positions in 2018 for Cannabis bylaw enforcement.

Existing Services (Incremental to Base):

Cost Changes

- Increases related to salary range movement and benefit costs for existing personnel totaling \$918 over four years.
- Contract costs increases for parking control, Edmonton ePark and veterinary fees amount to \$205 in 2019 with incremental increases of \$90, \$93, and \$96 in 2020, 2021 and 2022 respectively.
- Changes in service demands between municipal departments account for (\$558) net reduction in 2019 with small incremental changes in the years following. These include increased recovery for peace officer services as well as decrease in demand for services provided by other departments.
- Cost reductions in contract costs of (\$260) in 2019 and ongoing with incremental decrease of (\$250) in 2021; and travel and training budget reduction (\$30) in 2019 and ongoing.

Service level reductions resulted in decreases of (\$296) in 2019 with incremental decreases of (\$196), (\$559) and (\$202) in 2020, 2021 and 2022 respectively. These include retirement, attrition and staff reductions in various services such as animal care, pest management and enforcement services.

Incremental Change in Full-time Equivalents:

Increase of 10.7 FTEs in 2019 relates to bylaw enforcement once cannabis is legalized. FTE decreases relate to cost reduction strategies (3.3) in 2019, (2.0) in 2020, (5.0) in 2021 and (2.0) in 2022. These cost reduction strategies include staff retirement and attrition, reduction in cannabis enforcement support in 2021, reduction in bylaw enforcement support, and reduction in Animal Care and Control Centre hours.

Branch - Community Standards & Neighbourhoods

Approved 2019 - 2022 Budget - Program Summary

Program Name - Animal Care and Pest Management

Description

Animal Care and Pest Management operates the Animal Care and Control Centre, providing a safe-keeping facility for dogs, cats, and other domestic animals found at large in the city. Stray pets are cared for until they can be returned home or transferred to adoption agencies. In addition, the Program delivers the Mosquito Control Program and provides pest identification and control services to Edmonton's urban forest.

Results to be Achieved

Animal Care and Pest Management regulates the care and control of pets and urban wildlife, provides integrated pest management, and protects the urban forest through management, research, and support services. The Program works to maintain a high percentage of animals saved and seeks to ensure a healthy urban forest.

Cost Drivers

Volume, adoption transfer rates
Environmental conditions (spring and summer rainfall levels)
Contract service hours

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$3,472	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640
Expenditure & Transfers	6,586	6,646	6,411	6,222	6,033	5,846
Subtotal	3,114	3,006	2,771	2,582	2,393	2,206
Intra-municipal Recoveries	(25)	-	(13)	(13)	(13)	(13)
Total Net Operating Requirement	\$3,089	\$3,006	\$2,758	\$2,569	\$2,380	\$2,193
Full-time Equivalents	47.0	47.0	41.4	39.4	37.4	35.4

2018 Services

Animal care and pest management operates within budget. Providing support for the reunification of companion animals, Edmonton Humane Society adoption program, pet rescue groups, and animal care services. Pest management is based on an integrated pest management policy and approach, facility pest support, monitoring and reporting on invasive species, and support of urban forest management.

Changes in Services for 2019 - 2022

Core services in 2019-2022 will remain consistent with previous years. Service hours at the Animal Care Centre will be reduced in accordance with cost saving measures. The Pest Control Program will be managed in accordance with seasonal conditions, infestations, and outbreaks.

Branch - Community Standards & Neighbourhoods

Approved 2019 - 2022 Budget - Program Summary

Program Name - Enforcement and Program Services

Description

Enforcement and Program Services upholds the safe use and enjoyment of public and private property in Edmonton through the enforcement of municipal bylaws and provincial acts. Community Peace Officers support increased road safety, reduced road damage from trucks, and an orderly vehicle for hire industry. Peace Officers also respond to a variety of environmental issues in neighbourhoods such as noise and construction concerns. Animal Control Officers resolve companion animal concerns. Park Rangers manage wildlife and human impacts to the River Valley parks and trails. Municipal Bylaw Officers uphold private property, business and parking standards and work with the Public Safety Compliance Team. Capital City Clean Up encourages behavioural change through highly effective good neighbour and volunteer programs.

Corporate Security and Transit peace officers are a new addition to the program and will remain focused on providing service to citizens and commuters. The peace officer role contributes to Edmonton being a safe city.

Results to be Achieved

Enforcement and Program Services ensures compliance to community standards on public and private property. Compliance is achieved through integrated education, and support programs that address nuisance conditions, parking standards, litter and graffiti, roadway safety, noise and obstructions, business licensing, park use, and wildlife conflicts. Peace Officer services will continue to focus on the downtown core and public transportation systems. The Program strives to improve: compliance rates, complaint response and resolution times, and citizen satisfaction levels while seeking to increase Edmonton livability.

Cost Drivers

Service calls and volume

Environmental conditions (snow and rainfall)

Technology (data management, problem analysis, deployment and communications).

Personnel costs

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$847	\$610	\$610	\$610	\$610	\$610
Expenditure & Transfers	31,232	34,097	35,173	35,366	34,937	35,152
Subtotal	30,385	33,487	34,563	34,756	34,327	34,542
Intra-municipal Recoveries	(670)	(779)	(1,026)	(1,026)	(1,026)	(1,026)
Total Net Operating Requirement	\$29,715	\$32,708	\$33,537	\$33,730	\$33,301	\$33,516
Full-time Equivalents	223.8	230.3	243.3	243.3	240.3	240.3

2018 Services

Areas of focus: infill and problem properties, nuisance issues, vehicle for hire, commercial trucks, river valley, animal related matters, safety on transit, and downtown core enforcement issues. Corporate security and Transit Peace Officers have successfully transitioned to the branch. Preparation continues for cannabis/smoking regulatory support.

Changes in Services for 2019 - 2022

Core services in 2019 - 2022 remain consistent with previous years. Staff reduction of three FTEs over the four year budget cycle may impact citizen service levels.

Branch - Community Standards & Neighbourhoods

Approved 2019 - 2022 Budget - Program Summary

Program Name - Neighbourhoods Services

Description

Neighbourhood Services are responsible for coordinating resource support services to all neighbourhoods, serve as Edmonton's Federation of Community Leagues Liaison, Revitalization Area and legacy program support, as well as managing and developing strategies to enhance community development, parkland change, neighbourhood resilience, abundant communities, and social connection.

Results to be Achieved

This program improves the livability of Edmonton's neighbourhoods by making physical and social infrastructure improvements and builds community capacity in high need neighbourhoods. Additionally, the program coordinates the effective and efficient delivery of City services and improves the sustainability for ongoing program development and community engagement, in support of community led action plans.

Cost Drivers

Volume

Number of projects

Number of new development and revitalization projects transferred to City responsibility

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
(\$000)						
Revenue & Transfers	-	\$1	\$1	\$1	\$1	\$1
Expenditure & Transfers	7,335	7,491	7,616	7,661	7,693	7,721
Subtotal	7,335	7,490	7,615	7,660	7,692	7,720
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$7,335	\$7,490	\$7,615	\$7,660	\$7,692	\$7,720
Full-time Equivalents	52.1	52.6	52.6	52.6	52.6	52.6

2018 Services

Continued to provide neighbourhood strategy development, connection, capacity building and community development. Neighbourhood Resource Coordinators provided integration support. Developed a new revitalization model and legacy approach. Advanced abundant community and community development through recreation. Continued to liaise between infrastructure redevelopment and neighbourhood groups.

Changes in Services for 2019 - 2022

Core services in 2019 - 2022 remain consistent with 2018 levels.

Branch - Fire Rescue Services 2019-2022 Operating Budget

Edmonton

Introduction

Fire Rescue Services is committed to protecting life, property and the environment. The provision of internationally recognized frontline fire rescue services, fire prevention programs, public education, emergency management and planning contribute to Edmonton being a safe city.



Fire Rescue Services is an essential core municipal service that strives to meet or exceed National Fire Protection Association standards, as outlined in the Fire Rescue Master Plan, City Policy C523 Fire Rescue Service Delivery. It also works toward continuous improvement by maintaining accredited agency status through the Center for Public Safety Excellence, as granted by the Commission on Fire Accreditation International.

In 2017, Fire Rescue Services responded to 50,603 total dispatched emergency incidents, including 33,791 medicals (66.78%), 7,771 alarms (15.35%), 2,969 fire suppression (5.87%), 2,058 service requests (4.07%), 2,015 rescues (3.98%) and 1,999 dangerous goods events (3.95%).

During 2017, Fire Rescue Services achieved a full alarm effective response force in 11 minutes or less 82.3% of the time, below the target of 90%. During 2018 year to date (January 1 to June 30), this emergency response performance was measured at 79.8% of the time. This key performance indicator has trended at a declining rate since 2009.

Programs & Services

Fire Rescue Operations	Planning and Emergency Management	Public Safety	Technical Services	Training and Logistics
Fire Suppression Event Response	Emergency Management Planning	Quality Management Plan	Call Evaluation/ Dispatch/ Communication	Training and e-Learning
Medical Event Response	Emergency Operations Centre	Fire Prevention and Public Education	Public Safety Technology	Fire Rescue Facilities
Rescue Event Response	Emergency Management Training	Fire Inspections	Mapping Services	Fire Rescue Fleet and Equipment
Hazardous Materials Event Response	Emergency Preparedness Public Awareness	Fire Investigations	Applications Support and Hardware	Logistical Planning (PPE, SCBA and Equipment)
Regional Mutual Aid Event Response	Emergency Support Response Team	FRS/EPS Partnered Arson Investigations	Fire Accreditation	Physical and Mental Wellness Programs
Specialty Operations	Corporate Business Continuity Planning	Fire Protection Engineering	Data and Analytics	Occupational Health and Safety

Branch - Fire Rescue Services

Innovation & Continuous Improvement

Training Delivery

Based on a recommendation from the City's Program and Service Review, the introduction of in-service training to fire crews by adjunct trainers who are on shift has increased the amount of training material delivered to firefighters without incurring any additional costs.

Windermere Fire Station

In partnership with Integrated Infrastructure Services, the Windermere Fire Station is being designed as a net-zero facility, in accordance with the Energy Transition Advisory Committee's recommendation for the City of Edmonton to demonstrate at least one carbon neutral new building as soon as possible.

Next Generation Pumper Units

In partnership with Fleet and Facility Services, the next generation of pumper fire trucks will include auxiliary power units that are specifically designed to reduce idle time of the main chassis engine. The auxiliary power units also produce 9 kW of power to run heating, air conditioning and/or electricity to the vehicle or equipment that would otherwise require the main chassis engine. Addition of the auxiliary power units and reduction of idle time will offset the maintenance required on the pumper truck. No significant fuel savings are anticipated as the power unit will still draw fuel.

International Accreditation

Fire Rescue Services works toward continuous improvement by maintaining accredited agency status, as granted through the Commission on Fire Accreditation International. Edmonton is one of 259 accredited fire agencies worldwide that has achieved organizational and professional excellence through quality improvements of service delivery to the community. Agencies become accredited after peer review of self-assessment documentation, completion of an onsite peer assessor team visit, and participation in a hearing before the Commission. Accreditation is valid for five years and Edmonton Fire Rescue Services will appear before the Commission during 2020 to seek accredited agency status for the third time.

Decontamination Procedures

Fire Rescue Services is continuously working to improve health and safety conditions for staff members. One continuous improvement initiative is to enhance decontamination procedures for firefighters to lessen the probability of exposures to toxins and carcinogens that can result in occupational illnesses such as cancer. This program is a priority that will be implemented utilizing existing financial resources.

River Rescue Emergency Event Response Capacity

With City Council's endorsement of the renovation project, re-activation of Fire Station 21 in the Rosedale community is expected to be completed during early 2019. With this facility becoming operational and staffed by a full-time rescue unit crew, river rescue response capacity is projected to vastly improve. This unit will also support existing coverage for emergency event response to rescues in the downtown core.

Next Generation 911

Fire Rescue Services is beginning to prepare for the next generation of 911 emergency call technology and the impacts that this will have on emergency communications call evaluation and dispatch.

Corporate Business Continuity Planning

Planning and the Office of Emergency Management will be leading the project to develop and implement a corporate business continuity plan that will ensure uninterrupted delivery of the City of Edmonton's critical and vital services.

Regionalization

Edmonton Fire Rescue Services will continue dialogue with Edmonton Metropolitan Region fire services in discussing opportunities to enhance emergency planning, service delivery and realize efficiencies.

Branch - Fire Rescue Services

Emerging Issues

Growth Impacts

Fire Rescue Services has struggled to maintain emergency event response time performance since 2009 when substantial residential and commercial growth began to occur in the city. The primary purpose of a fire service is to protect life, property and the environment from any impact of fires and in order to deliver this service effectively, fire crews need to respond to emergency events in a timely manner.

The key performance indicator to measure this is assembling a team of 16 firefighters on the scene of a fire event within 11 minutes. In 2017, a full alarm effective response force within 11 minutes total response time was achieved 82.3% of the time. The target is 90%, which is an industry standard within North America based on National Fire Protection Association 1710. For the first six months of 2018, this key performance indicator was measured at 79.8%, which is a significant decrease of 2.5% from the full year of 2017. It is important to note that the full alarm effective response force within 11 minutes total response time has not been below 80% since records management was initiated in 1998.

Maintaining emergency event response times with both the impacts of past growth primarily in outlying communities and the impacts of future growth including annexation, while also balancing this need with fiscal realities, continues to be a challenge for Fire Rescue Services.

Mental and Behavioural Health Program

The top emergent issue within fire services across North America during the past few years has been mental health and behavioural conditions of first responders. In 2016, Fire Rescue Services utilized a proactive and strategic approach with the formation of a Mental Wellness Task Force and creation of a Mental Wellness Coordinator position. In 2017, a specialty-trained Peer Support Team was implemented. Edmonton Fire Rescue Services is recognized as a leader among North American fire services in terms of mental health training and programming offered to staff members. Approximately 98 percent of staff have received Road to Mental Readiness (R2MR) training and over 800 staff have completed Mental Health First Aid training. In 2018, mental health awareness courses were extended to family members, and feedback has been positive.

The Fire Rescue Services mental health program has grown and matured since its inception three years ago and will continue to evolve over time. Fire Rescue Services remains committed to safety and to both the physical and mental wellness of all staff members.

Annexation

As the city plans to expand its boundaries, increasing demand for emergency services will impact the branch's ability to maintain effective fire rescue services. The proposed annexation will increase the area of response coverage and resources required to meet service level targets. The addition of proposed annexation land will increase the City of Edmonton's total area of coverage for land that does not have fire hydrants by 50%.

The Leduc County land proposed for annexation does not have fire hydrants, and will therefore require one or more tanker trucks to respond to structure, wildland, vehicle fires and hazardous materials events.

Hazardous Material Emergency Event Response Coverage

As the city has grown in population and geography, response times to HazMat incidents on the south side of the city have been increasing and it is becoming more challenging to arrive on scene within an appropriate amount of time to manage the incident in an effective and efficient manner.

Downtown Core Emergency Event Response Coverage

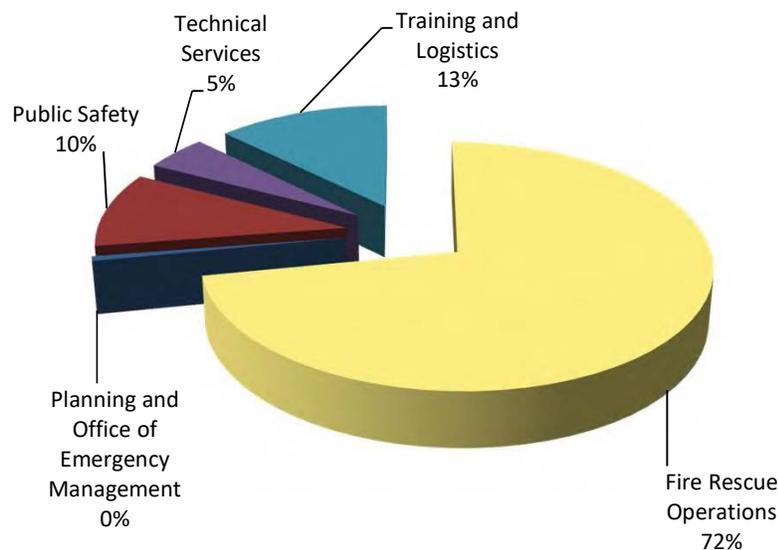
There is emerging public and firefighter safety risk due to diminishing capacity in the downtown core because of high service demand, growing call volume, intensification of high rise infill and evolving changes in structure types, such as high rise buildings exceeding 50 stories. Fire Rescue Services high rise emergency event response will improve with increased capacity to address increased risk.

Branch - Fire Rescue Services

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	2,910	2,267	2,267	2,267	2,267	2,267
Grants	19	-	-	-	-	-
Transfer from Reserves	147	-	-	-	-	-
Total Revenue & Transfers	\$3,076	\$2,267	\$2,267	\$2,267	\$2,267	\$2,267
Net Expenditure & Transfers						
Personnel	172,798	181,468	182,783	185,289	192,463	194,636
Materials, Goods, and Supplies	7,364	7,605	8,138	8,262	8,784	8,941
External Services	11,783	12,114	12,536	12,927	13,327	13,327
Fleet Services	12,061	10,673	13,843	14,161	14,329	14,487
Intra-municipal Charges	1,145	818	905	906	910	911
Utilities & Other Charges	1,110	1,310	1,236	1,236	1,286	1,291
Transfer to Reserves	-	-	-	-	-	-
Subtotal	206,261	213,988	219,441	222,781	231,099	233,593
Intra-municipal Recoveries	(60)	(9)	(20)	(20)	(20)	(20)
Total Net Expenditure & Transfers	\$206,201	\$213,979	\$219,421	\$222,761	\$231,079	\$233,573
Total Net Operating Requirement	\$203,125	\$211,712	\$217,154	\$220,494	\$228,812	\$231,306
Full-time Equivalents	1,262.1	1,288.9	1,301.0	1,301.0	1,342.7	1,346.0

2019 Net Expenditures by Program



Branch - Fire Rescue Services

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Fire Rescue Operations	1,553	1,401	1,401	1,401	1,401	1,401
Planning and Office of Emergency Management	247	-	-	-	-	-
Public Safety	873	765	765	765	765	765
Technical Services	147	-	-	-	-	-
Training and Logistics	256	101	101	101	101	101
Total Revenue & Transfers	\$3,076	\$2,267	\$2,267	\$2,267	\$2,267	\$2,267
Net Expenditure & Transfers						
Fire Rescue Operations	149,974	156,148	157,877	160,121	167,141	169,196
Planning and Office of Emergency Management	1,467	1,346	1,363	1,375	1,378	1,382
Public Safety	20,432	21,321	22,127	22,614	23,091	23,123
Technical Services	9,755	10,309	10,269	10,386	10,451	10,509
Training and Logistics	24,573	24,855	27,785	28,265	29,018	29,363
Total Net Expenditure & Transfers	\$206,201	\$213,979	\$219,421	\$222,761	\$231,079	\$233,573
Total Net Operating Requirement	\$203,125	\$211,712	\$217,154	\$220,494	\$228,812	\$231,306
Full-time Equivalents	1,262.1	1,288.9	1,301.0	1,301.0	1,342.7	1,346.0

\$59,249,657 of structure property and content loss due to fire

50,603 total emergency events responded to **73%** OF FIRES CONTAINED IN ROOM OF ORIGIN

67% of total emergency calls that are medical events

82% of fire events with full alarm effective response force (16 firefighters on scene) in **11 minutes or less** total response time

*based on 2017 data

BRANCH BY THE NUMBERS
FIRE RESCUE SERVICES



Branch - Fire Rescue Services

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	211,712	217,154	220,494	228,812
Previously Approved Adjustments	649	32	2,478	524
Administrative Adjustments	(124)	-	-	-
Revised Base Budget	212,237	217,186	222,972	229,336
Existing Services (Incremental to Base)				
Cost Changes	2,423	3,042	2,529	1,658
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	(522)	(81)	(34)	(22)
Total Impact on Existing Services	1,901	2,961	2,495	1,636
Growth/New Services				
Operating Impact of Capital - Annexation South Edmonton Tanker Unit	1,584	107	80	86
Operating Impact of Capital - Fleet Growth 2016-2018	1,432	-	-	-
Operating Impact of Capital - South Edmonton Hazardous Materials Unit	-	240	3,265	248
Total Growth/New Services	3,016	347	3,345	334
Total Approved Budget	\$217,154	\$220,494	\$228,812	\$231,306
Incremental Change in Full-time Equivalent	12.1	-	41.7	3.3

Branch - Fire Rescue Services

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

Adjustments related to previous Council approvals include cost increases for Cannabis Legalization and the Southwest Edmonton Rescue Unit. The Council Approved Windermere Fire Station (Pumper Unit) 20.0 FTEs has been deferred from 2018 to 2021.

Administrative Adjustments include the centralization of City of Edmonton Occupational Health and Safety positions.

Existing Services (Incremental to Base):

Salary range movement and benefit cost increases for existing personnel totaling \$214 in 2019, \$2,451 in 2020, \$1,833 in 2021 and \$1,369 in 2022.

There is an inflationary increase in specialized fire safety equipment contracts of \$502.

An increase of \$1,260 is required to maintain, inspect and repair fire hydrants, as per the Fire Hydrant Services Agreement held between the City of Edmonton and Epcor Water Services Inc.

Fleet Services increased \$2,072 for maintaining the fleet and \$36 for fuel costs, offset by a decrease of (\$185) for future fleet replacement.

Services provided by other City departments for Building Maintenance, Lease Space, Human Resources, Law, and Corporate Communications account for an increase of \$100.

Efficiency savings of (\$659) as a result of continual review and evaluation of vacant positions.

Growth/New Services:

Costs are related to growth in services and reflect the operating impacts of previously approved capital projects including the South Edmonton Hazardous Material Unit and the South Edmonton Tanker Unit for the additional coverage of services to include annexed lands and Fleet growth. These impacts are \$3,016 in 2019, \$347 in 2020, \$3,345 in 2021 and \$334 in 2022.

Incremental Change in Full-time Equivalents:

Full-time equivalent net increases are due to previous year's staffing approvals and growth (12.1 FTE in 2019, 41.7 FTE in 2021 and 3.3 FTE in 2022). Previous year staffing approvals include a net change of 1.9 FTE related to Cannabis Legalization and the Windermere Fire Station deferral. Growth include 20.0 FTE for the Windermere Fire Station (Pumper Unit) 16.7 FTE of which have been deferred to 2021 and 3.3 FTE to 2022, 12.0 FTE for the South Edmonton Tanker Unit and 2.0 FTE due to Fleet Growth in 2019. In 2021, 25.0 FTE increase is for the South Edmonton Hazardous Material Unit.

Branch - Fire Rescue Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Fire Rescue Operations

Description

Fire Rescue Operations provides front-line firefighter response to a range of emergency events, including life-threatening medical emergencies in a medical first responder (MFR) role, technical rescues, vehicle extrications, specialty rescues, water rescues, motor vehicle collisions and fire suppression events such as structure fires, non-structure fires, industrial fires, vehicle fires and wildland interface fires. A hazardous materials unit responds to emergencies involving high hazard rail, industrial, commercial and environmental impact events and administers the chemical, biological, radiological, nuclear and explosives program.

Results to be Achieved

In contributing to making Edmonton a safe city, Fire Rescue Operations staff provide public safety coverage to the city 24 hours a day, 7 days a week, 365 days a year. Service level targets are identified in the Fire Rescue Master Plan, City Policy C523. Key performance indicators include: total response time for the deployment of a full alarm effective response force of a minimum of 16 firefighters on scene at a fire suppression incident in eleven minutes or less, 90% of the time; total response time for the arrival of first unit on scene at emergency incidents in seven minutes or less, 90% of the time; and containing fires in the room of origin, 75% of the time.

Cost Drivers

- Number of emergency incident response calls.
- Fire Rescue Master Plan service level targets based on the National Fire Protection Association 1710 industry standard, specifically full alarm effective response force and first unit on scene response times.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$1,553	\$1,401	\$1,401	\$1,401	\$1,401	\$1,401
Expenditure & Transfers	149,994	156,148	157,877	160,121	167,141	169,196
Subtotal	148,441	154,747	156,476	158,720	165,740	167,795
Intra-municipal Recoveries	(20)	-	-	-	-	-
Total Net Operating Requirement	\$148,421	\$154,747	\$156,476	\$158,720	\$165,740	\$167,795
Full-time Equivalents	1,096.2	1,120.4	1,128.0	1,128.0	1,169.7	1,173.0

2018 Services

- 11 minute or less total response time for deployment of a full alarm effective response force of a minimum 16 firefighters on scene at a fire suppression event: 77.5% of the time*
- 7 minute or less total response time for the arrival of first unit on scene at emergency events: 84.6% of the time*
- Fires contained in the room of origin: 69.0% of the time*

*January 1 - June 30, 2018 Services

Changes in Services for 2019 - 2022

- Additional Tanker unit to be deployed from a South Edmonton fire station (2019)
- Additional Pumper unit to be deployed from a current downtown core fire station (2020), Windermere (2021), Charlesworth (2022) and Cumberland (2023)
- Additional Hazardous Materials unit to be deployed from South Edmonton (2021)
- Creation of a sixth fire district (2022)

Branch - Fire Rescue Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Planning and Office of Emergency Management

Description

Planning and Office of Emergency Management creates, implements and maintains the City's emergency management program as outlined in City Policy C508, the Municipal Emergency Plan, and City Bylaw 14737, the Emergency Management Bylaw. The program area supports the governance of emergency management; manages emergencies; creates, develops and revises emergency plans; delivers Incident Command System and Emergency Management training courses according to accreditation and best practices; reviews oil and gas plans and directives; develops exercises and workshops in conjunction with external stakeholders. The program area also develops, coordinates and implements plans and procedures to support and disseminate information to the community before, during and after an incident.

Results to be Achieved

In contributing to making Edmonton a safe city, Planning and Office of Emergency Management uses an all hazards, risk based approach to ensure the City of Edmonton is prepared for, can respond to, and recover from major emergencies and disasters caused by: natural disasters, technological incidents, and human-caused incidents. This program also provides strategic support to City of Edmonton business areas, which deliver direct services to the citizens, through the creation of a business continuity management program and by conducting emergency preparedness training with City staff and stakeholders on a regular basis.

Cost Drivers

- Major emergencies or disasters affecting the City of Edmonton.
- Major special events held in the City of Edmonton.
- Preparation and development of emergency plans and delivering training for City staff.
- Number of Emergency Operations Centre activations.
- Number of Emergency Support Response Team activations.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$247	-	-	-	-	-
Expenditure & Transfers	1,467	1,346	1,363	1,375	1,378	1,382
Subtotal	1,220	1,346	1,363	1,375	1,378	1,382
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$1,220	\$1,346	\$1,363	\$1,375	\$1,378	\$1,382
Full-time Equivalents	8.0	8.0	8.0	8.0	8.0	8.0

2018 Services

- Number of citizens attending emergency preparedness awareness events: 25,000*
- Number of Emergency Operations Centre activations: 8*
- Number of Emergency Support Response Team activations: 34*
- Number of people assisted by Emergency Support Response Team: 1,118*
- Initiation of City's Business Continuity Management Program

*January 1 - June 30, 2018 Services

Changes in Services for 2019 - 2022

Services for 2019-2022 will be delivered with current resources.

Branch - Fire Rescue Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Public Safety

Description

Public Safety enforces and complies with provincial and federal legislation for the safety and security of people, property and the environment by providing oversight of the risk assessment model, conducting fire prevention and life safety inspections, delivering public education programs and completing fire investigations. This program also provides advocacy to other orders of government in improving safety, specifically regarding provincial and national fire and building codes, and works toward ensuring Edmonton is a safe city by protecting people and property from fires through fire protection engineering, plans reviews and collaborative input into area structure plans and future neighbourhood designs.

Results to be Achieved

In contributing to making Edmonton a safe city, this program oversees enforcement and compliance with provincial and federal legislation for the safety and security of people, property and the environment by conducting fire prevention and life safety inspections, delivering public education programs and completing fire investigations. Other deliverables include reviews of construction site safety plans, development plan reviews, file searches, false alarm billings, business license inspections, special event and mass gathering safety reviews, safety code and miscellaneous inspections, response to fire safety complaints, and permit issuance for petroleum tanks, open air fires, fireworks seller, hazard fireworks, pyrotechnics and devices.

Cost Drivers

- Number of Quality Management Plan fire inspections to be completed.
- Number of fire prevention programs and public education/awareness programs delivered.
- Number of fire investigations required.
- Number of special events, safety complaints, permits, licenses and plans reviewed.
- Number of other fire prevention jobs completed.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
(\$000)						
Revenue & Transfers	\$873	\$765	\$765	\$765	\$765	\$765
Expenditure & Transfers	20,471	21,327	22,147	22,634	23,111	23,143
Subtotal	19,598	20,562	21,382	21,869	22,346	22,378
Intra-municipal Recoveries	(39)	(6)	(20)	(20)	(20)	(20)
Total Net Operating Requirement	\$19,559	\$20,556	\$21,362	\$21,849	\$22,326	\$22,358
Full-time Equivalents	65.0	66.5	70.0	70.0	70.0	70.0

2018 Services

- Quality Management Plan fire inspections, maximum risk occupancy (level 4): 2,132*
- Quality Management Plan fire inspections, high-risk occupancy (level 3): 4,471*
- Investigated fires: 522*
- Other fire prevention jobs completed: 12,027*
- Fire hydrant service agreement cost: \$11,394,000

*January 1 - June 30, 2018 Services

Changes in Services for 2019 - 2022

Services for 2019-2022 will be delivered with current resources.

Branch - Fire Rescue Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Technical Services

Description

Technical Services evaluates incoming emergency calls for Fire Rescue response, dispatches resources, provides emergency response communications support during emergency events and also provides management of public safety technology and mapping services delivery. This program area manages Fire Rescue's accreditation program as well as being responsible for data analytics and performance measurement reporting.

Results to be Achieved

In contributing to making Edmonton a safe city, this program plans to achieve a number of goals and continue to meet key performance indicator benchmarks. Success will be achieved by providing high quality dispatch services, ensuring public safety communication systems are current, functioning and experience minimal down time, with mapping resources up to date and available for crews. Accreditation documentation will be completed, and data analysis available for reporting and planning processes. Information from emergency event data will be used to address inquiries, operational planning and tracking performance. The program will measure success with accreditation being granted by the Commission on Fire Accreditation International and meeting key performance indicator targets in dispatch.

Cost Drivers

- Number of emergency incident response call events managed.
- Growth of Fire Rescue staff, vehicles and stations.
- Service level targets as identified in the Fire Rescue Master Plan and based on the National Fire Protection Association 1710 industry standard, specifically call evaluation and dispatch times.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$147	-	-	-	-	-
Expenditure & Transfers	9,756	10,309	10,269	10,386	10,451	10,509
Subtotal	9,609	10,309	10,269	10,386	10,451	10,509
Intra-municipal Recoveries	(1)	-	-	-	-	-
Total Net Operating Requirement	\$9,608	\$10,309	\$10,269	\$10,386	\$10,451	\$10,509
Full-time Equivalents	56.0	56.0	56.0	56.0	56.0	56.0

2018 Services

- 90 second or less call evaluation and dispatch time for fire rescue events: 95.7% of the time*
- Manage over 50,000 emergency calls for Fire Rescue response
- Manage process to maintain international accreditation through Center for Public Safety Excellence
- Manage public safety technology assets including over 600 radios and 100 mobile data terminals

*January 1 - June 30, 2018 Services

Changes in Services for 2019 - 2022

Services for 2019-2022 will be delivered with current resources.

Branch - Fire Rescue Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Training and Logistics

Description

Training manages the recruitment and training of new firefighters, as well as maintaining certifications, occupational skills and ongoing career development of firefighters to keep front-line staff current with ability and knowledge of an ever-evolving fire industry. Logistics coordinates the management of Fire Rescue's capital assets, facilities, apparatus fleet and inventory, personal protective and safety equipment, and supply needs. This program area also oversees the Health and Wellness / Occupational Health and Safety programs for Fire Rescue Services staff members.

Results to be Achieved

In contributing to making Edmonton a safe city, Training develops educational programs for staff who will be trained with necessary certifications, occupational skills, and ongoing career development to function successfully in their jobs to deliver front-line service to the public. Logistics will coordinate the management of Fire Rescue's capital assets, facilities, apparatus fleet and inventory, personal protective and safety equipment, and supply needs.

Cost Drivers

- Number of training programs to be delivered and number of firefighters requiring training.
- Number of fire stations, facilities, apparatus fleet and inventory, personal protective equipment, safety equipment and supplies to be logistically managed.
- Number of staff participating in Health and Wellness / Occupational Health and Safety programs.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$256	\$101	\$101	\$101	\$101	\$101
Expenditure & Transfers	24,573	24,858	27,785	28,265	29,018	29,363
Subtotal	24,317	24,757	27,684	28,164	28,917	29,262
Intra-municipal Recoveries	-	(3)	-	-	-	-
Total Net Operating Requirement	\$24,317	\$24,754	\$27,684	\$28,164	\$28,917	\$29,262
Full-time Equivalents	36.9	38.0	39.0	39.0	39.0	39.0

2018 Services

- Delivered approximately 70 training programs to over 1,100 firefighters
- Managed, partnering with Municipal Fleet Maintenance, over 100 Fire Rescue apparatus
- Managed, partnering with Facility Maintenance Services, facility needs for 30 fire stations
- Managed personal protective / safety equipment and supply needs of over 1,100 firefighters
- Municipal Fleet Maintenance cost: \$10,672,677

Changes in Services for 2019 - 2022

Services for 2019-2022 will be delivered with current resources.

Branch - Fire Rescue Services

Program - Fire Rescue Operations
Title - Annexation South Edmonton Tanker Unit

**Operating Impacts of Capital
 Funded
 Ongoing**

Results to be Achieved

Funding of this service package will result in providing for a safe city by contributing to the objective of meeting service level targets identified in the Fire Rescue Master Plan, City Policy C523. Specifically, full alarm effective response force coverage on a city wide basis and tanker unit response coverage to emergency events in south Edmonton, including Leduc County annexation land, are expected to improve. There are five tanker units that support the city wide deployment model, currently located at the Clareview, Castle Downs, Lewis Farms, Heritage Valley and Meadows fire stations.

Adding this tanker apparatus to the city wide deployment model, together with funding to staff the crew, will contribute to maintaining the Fire Underwriters Survey Insurance Grading in Edmonton.

Description

This service package supports the operating impacts of capital profile 18-70-0001 and will fund the staffing of 10.0 permanent FTEs for an additional tanker unit to be deployed from south Edmonton. An additional position is required to provide support services to front-line firefighters. Due to fire fleet growth, additional Fleet Services resources are required to meet service level requirements. This package includes a Fire Apparatus Technician in 2019 to provide fleet maintenance for growth fire apparatus.

The Fire Rescue Services Station Location Master Plan includes an additional tanker to be stationed in the south area of the city due to Leduc County annexation increasing the southside response coverage area.

The operating impacts of capital will provide ongoing funding for personnel costs, equipment and training as well as fuel, regular preventative maintenance and funding for the fleet replacement reserve.

Justification

Funding this service package mitigates emerging risk due to planned annexation of Leduc County land. Annexation of this land has increased the urgency for tanker apparatus because the land being annexed does not have fire hydrants, therefore requiring a tanker response for structure and wildland fires, vehicle fires and hazardous materials incidents.

The addition of proposed annexation land will increase the City of Edmonton's total area of coverage for land that does not have fire hydrants by 50%.

Fire Rescue Services dispatches one or more tanker trucks to a fire response in areas of the city without hydrants. The tanker provides a water source for fire fighting. At large fires, a tanker shuttle system is used where more than one tanker shuttles water from the nearest fire hydrant to the location of the fire.

The Fire Apparatus Technician will enable Fleet Services to add maintenance personnel in order to meet service level requirements for Fire Rescue Services.

Not funding this service package will result in increased emergency event response times that impact service level delivery and citizen safety.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$1,584	-	\$1,584	12.0	\$107	-	\$107	-	\$80	-	\$80	-	\$86	-	\$86	-
Total	\$1,584	-	\$1,584	12.0	\$107	-	\$107	-	\$80	-	\$80	-	\$86	-	\$86	-

Branch - Fire Rescue Services

Program - Training and Logistics
Title - Fleet Growth 2016-2018

Operating Impacts of Capital
Funded
Ongoing

Results to be Achieved

This profile contributes to corporate outcomes 'Edmonton has sustainable and accessible infrastructure' and 'Edmonton's operations are environmentally sustainable' as it replaces obsolete apparatus and decreases environmental impact.

Preventative maintenance programs ensure that vehicles are safe, reliable and available for programs and services provided to citizens.

Description

This service package supports the operating impacts of capital profile 15-70-0007 and will fund costs associated with additional apparatus due to fire fleet growth. Fleet Services provides maintenance services for the Fire Rescue Services fleet. Due to growth of the fire fleet, additional Fleet Services resources are required to meet the service level requirements. This package includes 2.0 Fire Apparatus Technicians in 2019 to provide fleet maintenance for growth fire apparatus.

Justification

The FTEs for this service package will enable Fleet Services to add additional maintenance personnel to meet service level requirements for Fire Rescue Services.

Fire Rescue Services, in partnership with Fleet Services, has established the minimum fleet requirement for front line emergency response, which incorporates the number of apparatus units needed to ensure that required vehicle maintenance is performed. This fleet establishment is intended to ensure sufficient units are available to swap units out of service for maintenance and subsequently provide a replacement unit.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$1,432	-	\$1,432	2.0	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$1,432	-	\$1,432	2.0	-											

Branch - Fire Rescue Services

Program - Fire Rescue Operations
Title - South Edmonton Hazardous Materials Unit

Operating Impacts of Capital
Funded
Ongoing

Results to be Achieved

Funding of this service package will result in providing for a safe city by contributing to the objective of meeting service level targets identified in the Fire Rescue Master Plan, City Policy C523. Specifically, Hazardous Materials unit response coverage to emergency events in South Edmonton are expected to improve. The first and only HazMat unit in Fire Rescue Services was established in 1987. The crew is currently deployed from the Lauderdale fire station (#10) in North Edmonton.

Adding this HazMat apparatus to the city wide deployment model, together with funding to staff the crew, will contribute to maintaining the Fire Underwriters Survey Insurance Grading in Edmonton.

Description

This service package supports the operating impacts of capital profile 18-70-0002 and will fund the staffing of 25.0 permanent FTEs for an additional Hazardous Materials unit to be deployed from South Edmonton. Fire Rescue Services responds to approximately 1,000 emergency events per year in which a specially trained and equipped HazMat crew performs a service that contains and abates hazardous material spread. Fire Rescue Services has identified the need to add a HazMat unit crew in South Edmonton to handle the growth in petrochemical and processing industries in the region as well as increased transportation of hazardous materials through the city. More than half of the hazardous materials transported through the city rail pass through South Edmonton. Of note is that the City of Edmonton is the only municipality in the Edmonton Metropolitan Region with HazMat response capabilities.

The operating impacts of capital will provide ongoing funding for personnel costs, equipment and training.

Justification

As the city has grown in population and also geographically outward into developing communities, response times to HazMat incidents that occur on the south side of the city have been increasing and are becoming challenging to arrive on scene within an amount of time to manage the incident in an effective and efficient manner. During 2017, there were 953 Hazardous Materials emergency events responded to, of which 484 were located on the north side of the river (50.8%) and 469 were located on the south side of the river (49.2%). During the first half of 2018, there were 506 Hazardous Materials emergency events responded to, of which 255 were located on the north side of the river (50.4%) and 251 were located on the south side of the river (49.6%). During the first half of 2018, the average response time to Hazardous Materials emergency events on the north side of the river was 8 minutes 34 seconds while the average response time to Hazardous Materials emergency events on the south side of the river was 17 minutes 32 seconds.

Not funding this service package will result in increased emergency event response times that impact service level delivery and citizen safety.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$240	-	\$240	-	\$3,265	-	\$3,265	25.0	\$248	-	\$248	-
Total	-	-	-	-	\$240	-	\$240	-	\$3,265	-	\$3,265	25.0	\$248	-	\$248	-

Branch - Integrated Strategic Development 2019-2022 Operating Budget

Edmonton

Introduction

Integrated Strategic Development provides expertise in business performance, partnerships, organizational development, project coordination, and policy development. The branch works with Citizen Services operating branches to build plans and strategies, leverage partnerships, and create innovative ways to address social needs, while maintaining a focus on Edmontonians and making government smarter.

In 2018, Integrated Strategic Development's work ranged from policy development such as advancing planning for recreation and community hubs to increasing applied business intelligence such as GPS data driven dashboards for Fire Rescue Services' traffic light preemptions. The Partnership Centre continued to add to its tool set and knowledge base and developed resources to analyze and evaluate partnerships.

The work of the branch is delivered through three program areas:

Business Performance

The Business Performance section supports data-driven decision making. Services include establishing performance measures (outcomes, measures, KPIs), operating and capital budget planning, enterprise risk management, contract management, program evaluations, business planning, business case analysis, and identifying social return on investment and impact to citizens.

Partnerships and Organizational Development

Partnerships and Organizational Development has two focuses. First, this section supports the department in creating and maintaining mutually beneficial partnerships. Second, it develops the competencies and capacity required to work in a partnership model of service delivery, including relationship management, negotiation, conflict resolution, integration, and shared accountability.

Strategic Design

Strategic Design supports the department through project coordination, policy development, process improvement, research, stakeholder facilitation, artificial intelligence, and social innovation to help the organization respond to complex social, economic and technological challenges. The section employs a diverse range of skills to deliver project support based on principles of co-design and collaboration.

Branch - Integrated Strategic Development

Programs & Services		
Business Performance	Partnerships and Organizational Development	Strategic Design
Operating Budget	Partnership Advising and Consulting	Applied Research Services
Capital Business Case Writing and Analysis	Partnership Training and Capacity Building	Data and Intelligence Governance
Performance Management and Evaluation	Partnership Leading Practices and Strategic Foresight	Social Innovation and Strategic Foresight
Enterprise Risk Management	Partnership Governance	Strategic Policy and Planning
Business Planning	Sponsorship Support	System Design
Contract Management	Organizational Development	

Programs & Services

Innovation and Continuous Improvement

Community Hubs - Through a City Council Initiative, two pilot projects are expected to be put in place by 2021. The branch is also examining innovative ways to deploy resources in support of the proposed advancement of community hubs.

Integrated Approach to Project Coordination - A newly formed unit, developed from existing resources, was established to lead large, cross-departmental, multidisciplinary projects and/or initiatives. This unit will lead the design, implementation and continuous improvement of non-capital project coordination processes in the department, as well as manage larger projects.

Financial Accountability/Operational Excellence - Integrated Strategic Development has reduced the number of sections in the branch (four to three). This change is expected to be implemented in January of 2019.

Emerging Issues

Optimize the use of civic facilities

In response to citizens' interest in the creation of community hubs to increase connectedness, existing civic facilities will be explored as options to address this need and to avoid the cost of building new infrastructure. Assessing the use of existing facilities could also lead to a more effective management of non-profit leases and surplus school sites.

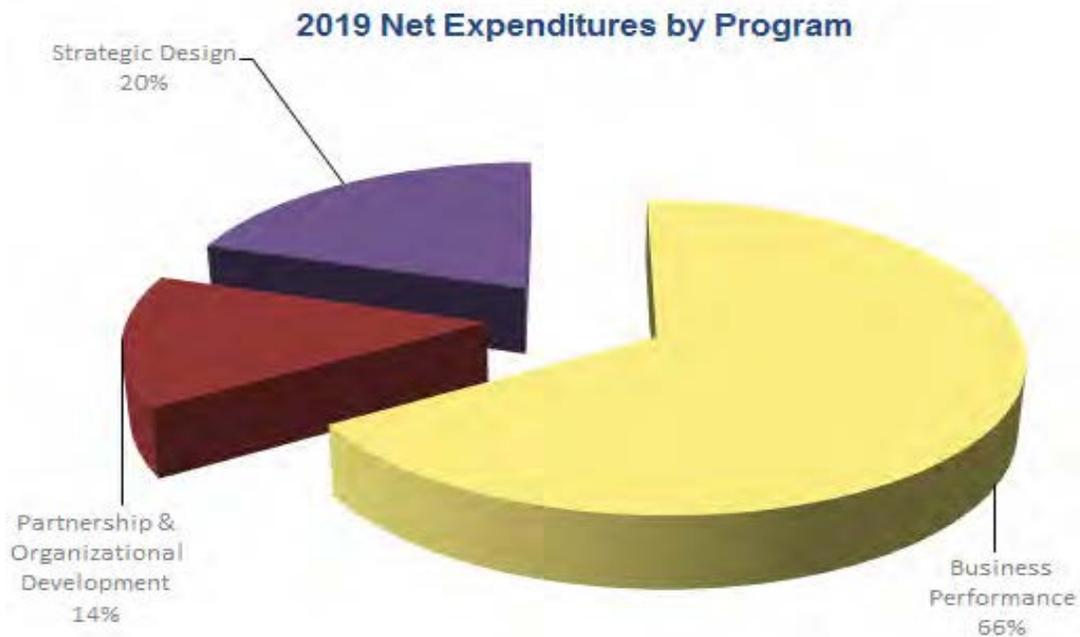
Data-Driven Decision Making

There is a growing need to provide leaders with reliable information to support decision making. The branch will continue to provide expertise in business intelligence, data science, forecasting, and risk analysis to help the department leadership make informed decisions. Public engagement and research will also be used to assess the impact of demographic changes to services, grow partnerships, and inform the development of relevant programs for Edmontonians.

Branch - Integrated Strategic Development

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Business Performance Program	61	76	76	76	76	76
Partnership & Organizational Development	86	-	-	-	-	-
Total Revenue & Transfers	\$147	\$76	\$76	\$76	\$76	\$76
Net Expenditure & Transfers						
Business Performance Program	4,527	5,046	5,375	5,271	5,286	5,320
Partnership & Organizational Development	1,091	1,173	1,129	1,143	1,149	1,156
Strategic Design	1,499	1,537	1,624	1,640	1,646	1,652
Total Net Expenditure & Transfers	\$7,117	\$7,756	\$8,128	\$8,054	\$8,081	\$8,128
Total Net Operating Requirement	\$6,970	\$7,680	\$8,052	\$7,978	\$8,005	\$8,052
Full-time Equivalents	58.0	61.0	62.3	61.0	61.0	61.0



Branch - Integrated Strategic Development

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	61	76	76	76	76	76
Grants	-	-	-	-	-	-
Transfer from Reserves	86	-	-	-	-	-
Total Revenue & Transfers	\$147	\$76	\$76	\$76	\$76	\$76
Net Expenditure & Transfers						
Personnel	6,373	6,998	7,519	7,445	7,462	7,508
Materials, Goods, and Supplies	204	182	185	185	185	185
External Services	295	345	232	232	232	233
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	123	38	94	94	104	104
Utilities & Other Charges	122	193	98	98	98	98
Transfer to Reserves	-	-	-	-	-	-
Subtotal	7,117	7,756	8,128	8,054	8,081	8,128
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$7,117	\$7,756	\$8,128	\$8,054	\$8,081	\$8,128
Total Net Operating Requirement	\$6,970	\$7,680	\$8,052	\$7,978	\$8,005	\$8,052
Full-time Equivalents	58.0	61.0	62.3	61.0	61.0	61.0

50+ partnerships worked with by The Partnership Centre of Excellence

60+ Capital Profiles developed for capital budget

3000+
Edmontonians engaged

100+ Risks
reviewed and ranked for the operating branches

380 Contracts managed for the Department

25+ Strategic projects and initiatives completed

BRANCH BY THE NUMBERS
INTEGRATED STRATEGIC DEVELOPMENT BRANCH

Edmonton

Branch - Integrated Strategic Development

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	7,680	8,052	7,978	8,005
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	7,680	8,052	7,978	8,005
Existing Services (Incremental to Base)				
Cost Changes	234	82	57	45
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	(15)	(30)	-
Unassigned	(2)	1	-	1
Total Impact on Existing Services	232	68	27	46
Growth/New Services				
2019-2022 Cannabis Legalization Project Management	141	(141)	-	-
Total Growth/New Services	141	(141)	-	-
Total Approved Budget	\$8,052	\$7,978	\$8,005	\$8,052
Incremental Change in Full-time Equivalents	1.3	(1.3)	-	-

Branch - Integrated Strategic Development

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

Not Applicable

Existing Services (Incremental to Base):

Cost Changes

- Historical personnel adjustments, salary range movement and benefit cost increases for existing personnel totaling \$556 over the four years.
- Services provided by other City departments increased by a total of \$56 in 2019 and an additional \$10 in 2021.
- Ongoing reductions to contract work, consulting services, travel and training totaling (\$204), beginning in 2019.

Efficiency Savings

- Efficiency savings related to reclassification of vacant positions to meet current business needs, resulting in an incremental reduction of (\$15) in 2020 and (\$30) in 2021

Growth/New Services:

One-time costs of \$141 in 2019 associated with the Cannabis Task Team, responsible for the oversight of cannabis legalization implementation. The Cannabis Task Team includes 1.3 FTE consisting of a full-time Project Manager and part-time administrative support staff.

Council Amendments:

No Council Amendments.

Incremental Change in Full-time Equivalent:

The 1.3 FTE added in 2019 for the Cannabis Task Team will be removed from the budget in 2020.

Branch - Integrated Strategic Development

Approved 2019 - 2022 Budget - Program Summary

Program Name - Business Performance Program

Description

The Business Performance Section works on department projects to improve the efficiency, effectiveness, and relevance of services and programs provided by the operating branches of the department. The Business Performance section also provides contract management, records management services and supports operating and capital budgets, risk management and performance management.

Results to be Achieved

- Apply a quantitative lens to results and Council reports to ensure delivering value for money.
- Building a culture of measurement. Deepen the maturity of performance management in the Department.
- Develop information management strategy for the Department.
- Develop and analyse business cases.
- Partner with finance to deliver capital and operating budgets for the Department.
- Deliver contract management services.
- Deliver records management services.

Cost Drivers

Human resources, specialized training and consulting.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
(\$000)						
Revenue & Transfers	\$61	\$76	\$76	\$76	\$76	\$76
Expenditure & Transfers	4,527	5,046	5,375	5,271	5,286	5,320
Subtotal	4,466	4,970	5,299	5,195	5,210	5,244
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$4,466	\$4,970	\$5,299	\$5,195	\$5,210	\$5,244
Full-time Equivalents	35.0	38.0	39.3	38.0	38.0	38.0

2018 Services

Service levels include support to the branches and the finance area in the development of business plans, capital planning, business cases to support capital profiles, operating budgets including sensitivity analysis, performance measures and risk assessments. As well as providing records, business case and program evaluation, management and contract management services.

Changes in Services for 2019 - 2022

Services provided in 2019 - 2022 will remain consistent with those provided in 2018, however the FOIP service offered in 2018 has been centralized and transferred to the City Clerk's Office.

Branch - Integrated Strategic Development

Approved 2019 - 2022 Budget - Program Summary

Program Name - Partnership & Organizational Development

Description

The Partnership Centre of Excellence was started in 2016. The Centre leverages the power of partnerships in tackling society's toughest challenges and growing a city that is energetic, connected, prosperous, and healthy. The Centre provides services that support the deliberate development of highly effective, mutually beneficial and strategic partnerships to achieve Council's 2050 vision and goals.

Department Organizational Development is focused on developing and supporting high performing teams and individuals to meet the Department and Corporation business goals. This includes providing recommendations and implementation support to the senior leadership team on actioning corporate programs (OHS, Harassment and Discrimination, Culture) and creating Department specific approaches to priorities identified.

Results to be Achieved

- Provide a strategic and business lens to partnerships and infuse business performance, strategic foresight, information management, organizational development, capacity building and integration support to all internal and external partners throughout the partnering cycle.
- Build internal Department and Corporate capacity and responsiveness, including creating and distributing partnership and organizational development knowledge, tools, training and resources.
- Develop new and ongoing external and internal partnerships in alignment with City and Department goals and priorities that add value for citizens.
- Research and develop new systems, programs, processes, tools, technology and resources to advance partnerships and the Department for the benefit of citizens.

Cost Drivers

Human resources, specialized training and consulting.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	\$86	-	-	-	-	-
Expenditure & Transfers	1,091	1,173	1,129	1,143	1,149	1,156
Subtotal	1,005	1,173	1,129	1,143	1,149	1,156
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$1,005	\$1,173	\$1,129	\$1,143	\$1,149	\$1,156
Full-time Equivalents	9.0	10.0	10.0	10.0	10.0	10.0

2018 Services

The Partnership Centre of Excellence supports the Department with partnership advising, brokering, consultation, governance and training and capacity building. The work of the centre also includes developing leading partnership practices, strategic foresight and supports sponsorship identification. The organizational development unit provides consulting and advising service to the Department.

Changes in Services for 2019 - 2022

Services provided in 2019 - 2022 will remain consistent with those provided in 2018. Partnerships and Organizational Development will steward Corporate level partnership strategy with business units across the Corporation, centralize partnership and relationship data, and implement programs and services to improve rigour, alignment and assessment to partnership management in the City.

Branch - Integrated Strategic Development

Approved 2019 - 2022 Budget - Program Summary

Program Name - Strategic Design

Description

Strategic Design section leads major Citizen Services Department policy development and strategies. The section plays a key role in analyzing social and economic trends and understanding the implications to the work of the Department.

Results to be Achieved

In partnership with Department and Branch leads:

- develop strategic plans;
- deliver policy recommendation reports;
- facilitate multi-stakeholder discussions and workshops to ensure corporate integration and co-create solutions;
- conduct quantitative and qualitative research;
- enhance the strategic insight of the Department through horizon scans and leading practices research;
- enhance decision making through the application of artificial intelligence;
- practice human-centred design to bring the citizen perspective to policy.

Cost Drivers

Human resources, consulting, software for data analysis and specialized training.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	1,499	1,537	1,624	1,640	1,646	1,652
Subtotal	1,499	1,537	1,624	1,640	1,646	1,652
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$1,499	\$1,537	\$1,624	\$1,640	\$1,646	\$1,652
Full-time Equivalents	14.0	13.0	13.0	13.0	13.0	13.0

2018 Services

Services include applied research, data intelligence and governance, social innovation, strategic foresight, system design, and developing and planning strategic policy.

Changes in Services for 2019 - 2022

Services provided in 2019 - 2022 will remain consistent with those provided in 2018.

Branch - Integrated Strategic Development

Program - Business Performance Program
Title - 2019-2022 Cannabis Legalization Project
Management

New or Enhanced Service
Funded
One Time

Results to be Achieved

A Project Manager is required to provide continued oversight of cannabis legalization implementation. The Project Manager will continue to lead the Cannabis Task Team, which was established to manage the retail and public consumption (leaf and oil) issues. The Task Team is composed of members from across the City and has been essential in developing the City's integrated strategy and bylaws to date. Statistical measures that will be used to track the impacts of cannabis legalization on the City will also be implemented. Administrative support is required to support the Project Manager with day to day activities.

Description

The costs outlined include 1.0 FTE for a Project Manager and 0.3 FTE for administrative support. The Project Manager will provide oversight and address impacts of existing and new legislation across the entire City including: law, zoning, business licensing, bylaw enforcement, human resources, transit, Edmonton Police Service, Edmonton Fire Rescue, and IT. The new federal laws for edibles and lounges will result in the development of provincial laws and regulations, which will then impact municipal bylaws and regulations. There will also be ongoing evolution of existing bylaws relating to cannabis retail developments, cannabis growers, cannabis laboratories and public consumption issues that will require oversight and coordination.

Justification

The federal government has announced that legalization of cannabis edibles and cannabis lounges will take place in 2019. The City must have relevant bylaws and regulations in place to manage these changes. Additional public engagement will be required to develop meaningful and relevant bylaws and regulations that meet the expectations of citizens. Impacts of existing cannabis consumption bylaws and cannabis retail zoning and business licensing practices will need to be assessed to ensure that the legalization process is aligned with Council's expectations. A Project Manager and administrative support would provide dedicated resources to undertake these tasks.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$141	-	\$141	1.3	(\$141)	-	(\$141)	(1.3)	-	-	-	-	-	-	-	-
Total	\$141	-	\$141	1.3	(\$141)	-	(\$141)	(1.3)	-							

Branch - Social Development 2019-2022 Operating Budget

Edmonton

Introduction

Social Development strives to ensure every individual, regardless of gender, age, income, ability or place of origin, is engaged, included and afforded equitable opportunities to thrive in their community. The branch works collaboratively with community partners to develop social policy and support inclusive and effective service delivery to all Edmontonians.

The work of the branch includes a range of projects, programs, and services that strengthen individuals, families, groups, nonprofit organizations, and communities. Through grant funding programs, Social Development supports the construction of new units of affordable housing, the conservation and development of community facilities, the delivery of preventive social services, and operating assistance to nonprofit organizations.

In 2018, the branch led strategic initiatives such as the completion of the first year of Recover: Edmonton's Urban Wellness Plan, the development of the Suicide Prevention Implementation Plan, and the creation of the Supervised Consumption Services Community Liaison Committee. In addition, recent progress on City Council Initiatives included the development of the City's new Affordable Housing Investment Guidelines, the endorsement of Edmonton's first Winter Design Guidelines, the hosting of the UN Global Forum on Safe Cities and Safe Public Spaces, and the inauguration of the first Indigenous Peoples Day Festival.

The work of the branch is delivered through five program areas:

Communities of Interest focuses on targeted populations to build individual and community capacities to support the outcome of an inclusive and welcoming city for all. By building stronger relationships with residents and community groups of diverse backgrounds, experiences, and abilities, the section supports their ability to participate in civic engagement and to inform policies, programs, and services that are responsive and accessible. Services and events are delivered in accordance with many City Council Initiatives and advisory boards including Indigenous relations, Accessibility Advisory Committee, Child Friendly Edmonton, Edmonton Youth Council, Local Immigration Partnership, multicultural relations, NextGen, Salute to Excellence Awards, seniors and volunteer engagement.

Community Initiatives manages and supports a variety of community and corporate initiatives. The section provides expertise in complex project management, policy and strategy development, and community engagement. Through collaboration with communities and the use of a collective impact approach, the section supports City Council Initiatives around poverty, gender equity, interculturalism, and the arts. It also supports and advises partners including the Edmonton Arts Council, EndPovertyEdmonton, and the Women's Advocacy Voice of Edmonton (WAVE) to fulfill their mandates around equity, connectedness, and urban vibrancy.

Community Resources works to improve the well-being of individuals, families, and communities and to build the capacity of nonprofit organizations. The program invests in the community through a variety of community grant programs, which supported over 500 nonprofit organizations in 2017; and oversees the Edmonton Family and Community Support Services program, which partnered with over 75 organizations to provide preventive social services. Taking a preventive lens, the Family and Community Support Services grant program, project work, and community building supports aim to strengthen the social

Branch - Social Development

services sector. This area also provides support to the Community Services Advisory Board, on behalf of the department.

Family and Community Supports strives to build caring, inclusive, and safe communities where people are connected to the resources they need to participate and thrive in the city. There is a particular focus on assisting low income citizens and those facing additional barriers to participation in civic life. This work is accomplished through community development social work, family violence prevention and intervention, community safety initiatives, system navigation to connect people to resources, short-term counselling, and support groups that assist with parenting and relationship challenges and abuse in the family. The program also supports City Council Initiatives related to gender-based violence and sexual assault prevention and urban isolation/mental health.

Housing and Homelessness works to increase the supply of affordable housing through policy development, the delivery of grant funding programs, and by facilitating the development of City-owned land for affordable housing. The Housing and Homelessness section leads coordination among external housing providers as well as efforts to advocate for local priorities and additional funding from other orders of government. The program helps low-income Edmontonians maintain housing through the Landlord and Tenant Advisory Board.

Programs & Services				
Communities of Interest	Community Initiatives	Community Resources	Family and Community Supports	Housing and Homelessness
Seniors	Complex Project Management and Planning	Community Granting	Community Development Social Work	Research and Policy Development
Multicultural Relations	Urban Wellness	FCSS Program	Individual and Family Well-being	Affordable Housing Funding Programs
Indigenous Relations	Poverty Elimination	Social Sector Planning	Family Violence Prevention and Community Safety	Stakeholder Relations and Advocacy
Accessibility	WinterCity	Social Sector Outcomes and Evaluation	Projects and Council Initiatives	Building Housing Choices & Seniors Housing Programs (Surplus School Site Redevelopment)

Programs & Services

Changes to Service Levels

- Increased transfers from the Housing Reserve will be used to increase City investment in affordable housing projects and programs.
- A new anti-racism advisory board will be created to operate as a City Council advisory committee.

Branch - Social Development

Innovation & Continuous Improvement

- Recover: Edmonton's Urban Wellness Plan will provide a platform to pilot and embed social innovation principles as part of the way the City does business. Initial City funding is anticipated to decrease as partners are engaged to support this new way of working over the next four years.
- Improvement of grant program administration will continue including strengthening outcome measurement and evaluation of grant recipient organizations. Similarly, integrating additional grant programs into the CRM Grantor system will improve efficiencies and maximize the use of existing technology across a larger number of programs with limited additional investment.
- Work continues on Family and Community Support Services program common outcomes, which is allowing social service agencies to report to multiple funders, including the City, on their outcomes in one process.
- Implementation of City Policy C601 Affordable Housing Investment Guidelines will lead to a more balanced geographic distribution of affordable housing and more permanent supportive housing.

Emerging Issues

Population and Demographics

- Edmonton has the second largest and fastest growing urban Indigenous population in Canada. The over-representation of Indigenous people in vulnerable populations will require ongoing, concentrated effort. There will be continued, heightened awareness locally, provincially and nationally on efforts to advance meaningful Truth & Reconciliation with Indigenous Peoples of Canada, and the social-determinants of health negatively impacting Indigenous Peoples and communities.
- The growing number of households in core housing need, the unique challenges facing newcomers, and the continued impact of chronic homelessness will lead to increased demand for specialized affordable housing.

Potential Service Impacts

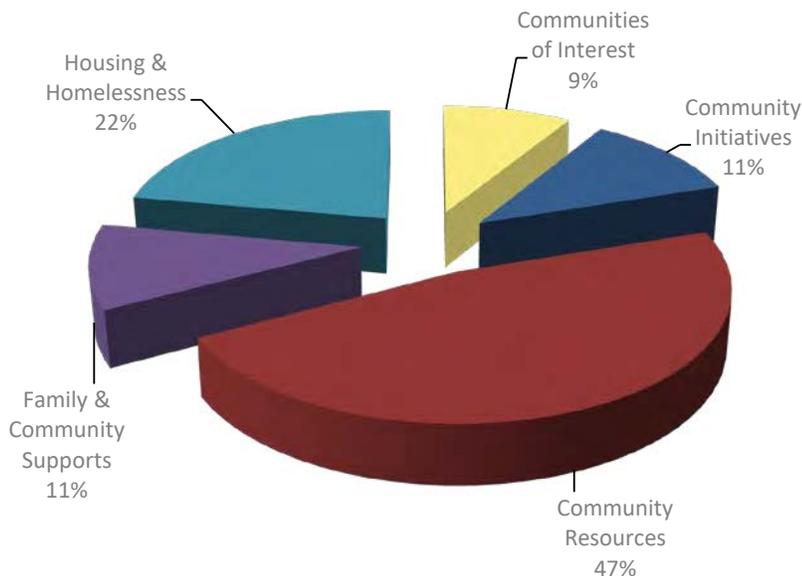
- The five-year EndPovertyEdmonton Road Map sets out significant City investment to 2021. The work to end poverty in Edmonton will take a generation, and it is anticipated that further investment from the City, the community, and other orders of government will be required beyond 2021.
- The City's commitment to increasing the geographical distribution of affordable housing as outlined in the recently approved City Policy C601 Affordable Housing Investment Guidelines will increase the cost of providing affordable housing and require a more proactive and hands-on role for the City of Edmonton.

Branch - Social Development

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Communities of Interest	194	-	-	-	-	-
Community Initiatives	578	-	1,340	300	200	100
Community Resources	26,843	23,735	23,735	23,735	23,735	23,735
Family & Community Supports	1,494	1,490	1,490	1,490	1,490	1,490
Housing and Homelessness	5,988	6,973	7,915	11,915	11,915	11,635
Total Revenue & Transfers	\$35,097	\$32,198	\$34,480	\$37,440	\$37,340	\$36,960
Net Expenditure & Transfers						
Communities of Interest	5,973	6,296	6,111	6,136	6,171	6,187
Community Initiatives	4,589	6,347	7,730	6,640	5,764	4,202
Community Resources	35,355	33,300	32,796	32,801	32,811	32,816
Family & Community Supports	6,955	7,784	7,353	7,404	7,014	7,039
Housing and Homelessness	13,311	13,844	18,847	22,659	22,679	22,319
Total Net Expenditure & Transfers	\$66,183	\$67,571	\$72,837	\$75,640	\$74,439	\$72,563
Total Net Operating Requirement	\$31,086	\$35,373	\$38,357	\$38,200	\$37,099	\$35,603
Full-time Equivalents	149.2	148.5	138.2	138.2	138.2	138.2

2019 Net Expenditures by Program



Branch - Social Development

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	924	358	358	358	358	358
Grants	23,945	23,660	23,660	23,660	23,660	23,660
Transfer from Reserves	10,228	8,180	10,462	13,422	13,322	12,942
Total Revenue & Transfers	\$35,097	\$32,198	\$34,480	\$37,440	\$37,340	\$36,960
Net Expenditure & Transfers						
Personnel	15,217	15,434	14,641	14,767	14,854	14,922
Materials, Goods, and Supplies	541	561	661	661	661	571
External Services	3,181	5,370	6,018	5,709	5,322	5,221
Fleet Services	7	-	-	-	-	-
Intra-municipal Charges	482	416	333	333	369	369
Debt	1,219	1,282	1,268	1,263	1,257	1,250
Utilities & Other Charges	43,204	41,972	47,366	50,352	49,415	47,662
Transfer to Reserves	2,332	2,536	2,550	2,555	2,561	2,568
Subtotal	66,183	67,571	72,837	75,640	74,439	72,563
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$66,183	\$67,571	\$72,837	\$75,640	\$74,439	\$72,563
Total Net Operating Requirement	\$31,086	\$35,373	\$38,357	\$38,200	\$37,099	\$35,603
Full-time Equivalents	149.2	148.5	138.2	138.2	138.2	138.2

3,500+ hours of consultation with Indigenous and multicultural stakeholders

40.6 million
in funding provided
to community

In partnership with EPS, supported victims in over **1,290 cases** of High Risk Domestic Violence

The City received the **Rick Hansen Foundation Accessible Cities Award 2017**

730 Affordable Housing Units created with City funding, land or in-kind contributions (2012-2016)

6000+
Newcomer Edmonton
Guides distributed

Winter City Design Guidelines awarded a Canadian Institute of Planners Award of Merit 2018

>Supported volunteer coordination of the City's **15,000** volunteers

>Launched **14 of 19** City-led EPE Road Map actions to end poverty

BRANCH BY THE NUMBERS
SOCIAL DEVELOPMENT BRANCH



Branch - Social Development

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	35,373	38,357	38,200	37,099
Previously Approved Adjustments	(168)	(124)	(1,223)	(1,473)
Administrative Adjustments	67	-	-	-
Revised Base Budget	35,272	38,233	36,977	35,626
Existing Services (Incremental to Base)				
Cost Changes	(324)	131	131	72
Change to Service Level	(760)	(3)	(8)	(3)
Revenue Changes	-	-	-	-
Efficiency Savings	(211)	(1)	(1)	(2)
Total Impact on Existing Services	(1,295)	127	122	67
Council Amendments				
Amended Service Packages	4,380	(160)	-	(90)
Total Council Amendments	4,380	(160)	-	(90)
Total Approved Budget	\$38,357	\$38,200	\$37,099	\$35,603
Incremental Change in Full-time Equivalents	(10.3)	-	-	-

Branch - Social Development

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

Previously approved budget for Poverty Elimination and Suicide Prevention will end during the 2019-2022 budget cycle, resulting in a reduction of (\$2,988) over the four years.

The 2019-2022 incremental personnel budget increase of \$67 and 0.7 FTE is related to approved staffing in 2018.

Existing Services (Incremental to Base):

Cost Changes

- Salary range movement and benefit cost increases for existing personnel totaling \$407 over the four years.
- Services provided by other City departments for building maintenance, parking and transportation costs resulted in an overall reduction of (\$47) over the four years.
- Cost reduction strategies totaling (\$100) are incorporated for external services and travel, beginning in 2019.
- Changes to the Emerging Immigrant and Refugee Communities (EIRC) Grant will result in a reduction of (\$250) beginning in 2019.

Change to Service Level

A reprioritization of work to align programs and services within the branch will have minor service impacts and will result in (\$774) of savings through a reduction of (8.0) FTE due to staff vacancies and attrition.

Efficiency Savings

Staffing realignment will result in (\$215) of efficiency savings through a reduction of (3.0) FTE due to staff attrition.

Growth/New Services:

No growth or new services.

Council Amendments:

During the 2019-2022 Budget Deliberations, Council approved the following Budget Amendments: (in Thousands)

OP 9: That the Social Development Branch budget be increased by \$400 in 2019, \$300 in 2020, \$200 in 2021 and \$100 in 2022 on a multi-year basis to fund Urban Wellness/Recover service package, with funding from the financial stabilization reserve.

OP 19: That the Social Development Branch budget to increased by \$3,500 in 2019, on an ongoing basis, to fund the Affordable Housing Investment Program service package, with funding from tax levy.

OP 47: That the Social Development budget be increased by \$30 in 2019 and \$50 in 2020 on an ongoing basis, and by \$640 on a one-time basis for the WinterCity service Package. That the Social Development Budget be increased by \$300 on a one-time basis, to fund Heritage Building Lighting, with funding from the financial stabilization reserve.

OP 55: That the Social Development budget be increased by \$300 on a multi-year basis in 2019-2022, to fund the C5 Community Hub service package with funding from the tax levy to be held in abeyance, subject to a report returning to Committee that includes a budget and workplan for the 4-year period.

OP 63: That the Social Development budget be increased by \$550 in 2019 and decreased by \$210 in 2020 and \$90 in 2022 on a one-time multi-year basis to fund Affordable Housing Public Information Campaign service package with funding from the tax levy.

Incremental Change in Full-time Equivalents:

Decrease of (3.0) FTE due to efficiency savings and (8.0) FTE due to changes to service level. The incremental increase of 0.7 FTE is related to approved staffing cost in 2018. These changes have resulted in a net reduction of (10.3) FTE.

Branch - Social Development

Approved 2019 - 2022 Budget - Program Summary

Program Name - Communities of Interest

Description

This program focuses on targeted populations to build individual, community, and corporate capacities and to support the outcome of an inclusive and welcoming city for all. By building stronger relationships with residents and community groups of diverse backgrounds, experiences, and abilities, we support their ability to participate in civic engagement and to create policies, programs and services that are responsive and accessible to their unique needs. Services and events are delivered in accordance with many City Council Initiatives and advisory boards, including: Indigenous Relations, Accessibility Advisory Committee, Child Friendly Edmonton, Edmonton Youth Council, Local Immigration Partnership, Multicultural Relations, NextGen, Salute to Excellence, Seniors and Volunteer Engagement.

Results to be Achieved

Utilizing a lens of equity, over the next few years program staff will work with community and internal partners to understand and meet their needs and to ensure meaningful participation in civic life. The program will focus on public information sessions, input to City plans, hosting celebrations, developing community organizations, and providing systems navigation support to partners.

Cost Drivers

Number of projects.
Multi-Sectorial complexity of the portfolios due to shifting political trends and demands.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$194	-	-	-	-	-
Expenditure & Transfers	5,973	6,296	6,111	6,136	6,171	6,187
Subtotal	5,779	6,296	6,111	6,136	6,171	6,187
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$5,779	\$6,296	\$6,111	\$6,136	\$6,171	\$6,187
Full-time Equivalents	35.5	35.0	32.0	32.0	32.0	32.0

2018 Services

The program managed multiple Council Initiatives including Child-Friendly Edmonton, NextGen, Seniors, Age Friendly Edmonton, and Indigenous Peoples Strategy. Supported the work of the Accessibility Advisory Committee and the Youth Council. Delivered Salute to Excellence and Hall of Fame Awards programs. Provided volunteer management and support to other departments and to City-sponsored events.

Changes in Services for 2019 - 2022

The branch will review its programs, services and key functions to identify areas where work can be reprioritized and savings achieved through attrition.

Branch - Social Development

Approved 2019 - 2022 Budget - Program Summary

Program Name - Community Initiatives

Description

The program manages and supports a variety of community and corporate initiatives. The section provides expertise in complex project management, policy and strategy development, and community engagement. Through collaboration with communities and the use of a collective impact approach, the section supports Council Initiatives around poverty, gender equity, interculturalism, and the arts. It also supports and advises partners including the Edmonton Arts Council, EndPovertyEdmonton, and Women's Advocacy Voice of Edmonton (WAVE) to fulfill their mandates around connectedness and urban vibrancy.

Results to be Achieved

Core section services continue, including project management, strategy and policy development related to high profile Council Directed initiatives. The program will continue to support the oversight of 19 City-led actions of the EndPovertyEdmonton Roadmap, including the environmental scan and business case for the Indigenous Culture and Wellness Centre, and the next phase of social innovation in Recover: Edmonton's Urban Wellness Plan.

Cost Drivers

Number of projects, initiatives, roadmaps and plans.

Resources

	2017	2018	2019	2020	2021	2022
(\$000)	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$578	-	\$1,340	\$300	\$200	\$100
Expenditure & Transfers	4,589	6,347	7,730	6,640	5,764	4,202
Subtotal	4,011	6,347	6,390	6,340	5,564	4,102
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$4,011	\$6,347	\$6,390	\$6,340	\$5,564	\$4,102
Full-time Equivalents	17.5	17.5	16.5	16.5	16.5	16.5

2018 Services

Managed and supported EndPovertyEdmonton, the Women's Initiative, and WinterCity; contributed to the first year of Recover-Urban Wellness Plan and to establishing EndPovertyEdmonton as a community-based organization. The program supported the new 10-year Arts and Heritage Plan and raised awareness on gender issues and GBA+ within the corporation and community as part of the Women's Initiative.

Changes in Services for 2019 - 2022

The branch will review its programs, services and key functions to identify areas where work can be reprioritized and savings achieved through attrition.

Branch - Social Development

Approved 2019 - 2022 Budget - Program Summary

Program Name - Community Resources

Description

The program works to improve the well-being of individuals, families, communities, and not-for-profits. The program provides investment in the community through a variety of community grant programs, which supported over 550 non-profit organizations in 2017 and oversees the Edmonton Family and Community Support Services (FCSS) Program. Taking a preventive lens, the FCSS grant program, project work, and community building supports aim to strengthen the social services sector and the response to social issues. This area also provides support to the Community Services Advisory Board, on behalf of the Department.

Results to be Achieved

Increase collaboration with community partners in the social service sector, look for new and improved models of service delivery and support funded programs to demonstrate their impact to the community. Improvements to grant programs continues including a review of the Senior Centre Investment Program to ensure it aligns with the new Seniors Plan, and the Emerging Immigrant and Refugee Community grant program to ensure it aligns with the goals of the Edmonton Local Immigration and Partnership program. In addition, identification of other grants in the Department and Corporation that could be integrated into the CRM grantor system will occur, a collaborative model for Seniors Outreach Services will be explored and actions under the Literacy Council Initiative will be implemented.

Cost Drivers

Number of partners.

Number of grant programs and identified needs of not-for-profit groups.

Provincial grant funding sources.

Increase demand for services in the community.

Capacity/governance of community organizations and the support/training/development they need.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$26,843	\$23,735	\$23,735	\$23,735	\$23,735	\$23,735
Expenditure & Transfers	35,355	33,300	32,796	32,801	32,811	32,816
Subtotal	8,512	9,565	9,061	9,066	9,076	9,081
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$8,512	\$9,565	\$9,061	\$9,066	\$9,076	\$9,081
Full-time Equivalents	14.0	14.0	12.0	12.0	12.0	12.0

2018 Services

292 non-profits received Investment Operating Grants; Council approved 6 capital projects in the Community Facility Partnership Capital Grant; processed over 40 Emerging Immigrant and Refugee grant applications; 47 community leagues received capital grants; 70 social service agencies received \$17M in FCSS funding and \$3.6M went to community partnerships supporting EndPovertyEdmonton actions.

Changes in Services for 2019 - 2022

The branch will review its programs, services and key functions to identify areas where work can be reprioritized and savings achieved through attrition.

Branch - Social Development

Approved 2019 - 2022 Budget - Program Summary

Program Name - Family & Community Supports

Description

The program strives to build caring, inclusive and safe communities where people are connected to the resources they need to participate and thrive in the city. The program achieves this by working collaboratively with key community partners to build relationships, identify community issues and opportunities and develop and deliver preventive social services that support individual, family and community well-being. There is a particular focus on assisting low income citizens and those facing additional barriers to participation in civic life. This work is accomplished through Community Development Social Work, Family Violence Prevention and Intervention, community safety initiatives, system navigation to connect people to resources, short-term counselling, and support groups that assist with parenting and relationship challenges and abuse in the family. The program also supports the Gender-based Violence and Sexual Assault Prevention and the Urban Isolation/Mental Health Council Initiatives.

Results to be Achieved

The program will build on existing partnerships both internally and externally to promote inclusion, reduce poverty, engage vulnerable populations and enhance the quality of life to support personal and community wellness. The program will continue to advance the outcomes of the Mental Health/Urban Isolation Council Initiative, the Gender-Based Violence and Sexual Assault Prevention Initiative, and ensure residents of the municipality are connected to supports in times of need. The prevention work with Community Development Social Workers, Individual & Family Well-being, Community Safety and Family Violence Prevention Team will continue.

Cost Drivers

Growth in the number of people served.
Number of social issues.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$1,494	\$1,490	\$1,490	\$1,490	\$1,490	\$1,490
Expenditure & Transfers	6,955	7,784	7,353	7,404	7,014	7,039
Subtotal	5,461	6,294	5,863	5,914	5,524	5,549
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$5,461	\$6,294	\$5,863	\$5,914	\$5,524	\$5,549
Full-time Equivalents	58.2	58.0	53.7	53.7	53.7	53.7

2018 Services

The program worked with 61 volunteers and supported 17,156 citizens through 24,655 interactions (phone, website, newsletters). The program targeted 50 community crime "hot spots" and worked with community members to strengthen community response. Over 4,000 citizens indicated they have increased their awareness of ways to prevent family violence and over 1,200 high risk victims were supported.

Changes in Services for 2019 - 2022

The branch will review its programs, services and key functions to identify areas where work can be reprioritized and savings achieved through attrition.

Branch - Social Development

Approved 2019 - 2022 Budget - Program Summary

Program Name - Housing and Homelessness

Description

The program works to reduce poverty and homelessness and increase the supply of affordable housing through policy development, the delivery of grant funding programs and by facilitating the development of City-owned land for affordable housing. The Housing and Homelessness section leads coordination among external housing providers as well as efforts to advocate for local priorities and additional funding from other orders of government. The program helps low-income Edmontonians find and maintain housing through the Landlord and Tenant Advisory Board.

Results to be Achieved

Almost 50,000 low income households in Edmonton are in core housing need and struggle to pay rent every month. The Housing and Homelessness section works to reduce the number of families in core housing need by increasing the supply of affordable housing in Edmonton. Over the next four year budget cycle, the program will focus on increasing the distribution of affordable housing across Edmonton and increasing the supply of permanent supportive housing needed to reduce chronic homelessness.

Cost Drivers

- Population growth and in-migration to our city
- Economic fluctuations, including the rising housing market prices
- Increased public engagement costs
- Increased construction costs and uncertainty due to cross-border tariffs

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$5,988	\$6,973	\$7,915	\$11,915	\$11,915	\$11,635
Expenditure & Transfers	13,311	13,844	18,847	22,659	22,679	22,319
Subtotal	7,323	6,871	10,932	10,744	10,764	10,684
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$7,323	\$6,871	\$10,932	\$10,744	\$10,764	\$10,684
Full-time Equivalents	24.0	24.0	24.0	24.0	24.0	24.0

2018 Services

In 2018, City Council approved City Policy c601 Affordable Housing Investment Guidelines, which lay the groundwork for the City taking a more proactive approach to increase the supply of affordable housing in Edmonton. The development of two school sites for affordable housing, Ogilvie Ridge and Keeheewin, moved forward and the City provided \$4M in grant funding to two affordable housing projects.

Changes in Services for 2019 - 2022

Redevelop surplus schools sites through the Building Housing Choices Program.

Acquire land for permanent supportive housing.

Create a public information campaign on the importance of affordable housing for healthy and diverse communities.

Begin mid-term review of the 2015-2025 Affordable Housing Strategy.

Review methodology used to calculate the Edmonton affordable housing inventory.

Branch - Social Development

Program - Housing and Homelessness
Title - Affordable Housing Investment Program

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

In 2017, both federal and provincial governments announced new affordable housing strategies. In order to attract additional affordable housing investment dollars from these other orders of government and ensure local needs are met, the City of Edmonton must take a more proactive approach to increasing the supply of affordable housing. Administration will work with our partners in the housing sector to create a pipeline of investment-ready projects through the provision of land and limited grant funding. To ensure Council's priorities for affordable housing, including the distribution of all types of affordable housing across the City and an increase in the supply of permanent supportive housing required to reduce chronic homelessness can be achieved, additional grant funding is required.

Description

In Fall 2018, Administration produced a new Affordable Housing Investment Plan to guide the delivery of City affordable housing programs between 2019 and 2022. The plan's budget is based on a continuation of the \$6 million in operating funding provided to the affordable housing investment program. Currently, the \$6 million is provided through a combination of annual base funding of \$2.5 million and the ongoing practice of providing an additional \$3.5 million through yearly budget surpluses. In Fall 2017, Council passed a motion requesting that Administration submit a service package to formalize the annual \$3.5 million affordable housing contribution by increasing the affordable housing program's ongoing tax-levy funding from 2019 onward as part of the 2019-2021 Operating Budget.

Justification

Affordable housing is fundamental to the physical, economic and social well-being of individuals and families, and is a core component of diverse and inclusive communities. Within the city, the number of households that struggle with housing affordability issues has continued to increase, rising from 40,615 households in 2011 to 48,550 in 2016. The intent of this program is to address this growing need for more affordable housing within the city.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$3,500	-	\$3,500	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$3,500	-	\$3,500	-												

Branch - Social Development

Program - Housing and Homelessness
Title - Affordable Housing Public Information Campaign

Growth on Existing Services
Funded
Multi-Year

Results to be Achieved

In 2017, both the federal and provincial governments announced new affordable housing strategies. In order to attract additional affordable housing investment dollars from these other orders of government and ensure local needs are met, the City of Edmonton must take a more proactive approach to increasing the supply of affordable housing. Administration will work with partners in the housing sector to create a pipeline of investment-ready projects through the provision of land and limited grant funding. The success of this approach depends on an increased role for the City in affordable housing advocacy and proactive communications and public engagement. To support this work, Administration requires additional multi-year resources.

Description

In August 2018, City Council approved a motion directing Administration to prepare a service package to fund additional communications and public engagement support dedicated to affordable housing. The budget requirement of \$1.48 million in one-time funding over 4 years will fund a public information campaign on the need for affordable housing in Edmonton. The addition of dedicated resources in these key areas, and public information campaign, will ensure the efficiency, timeliness, and effectiveness of housing program delivery and support the expedited development of City land for affordable housing.

Justification

Affordable housing is fundamental to the physical, economic and social well-being of individuals and families, and is a core component of diverse and inclusive communities. Within the city, the number of household that struggle with housing affordability issues has continued to increase annually, rising from 40,615 households in 2011 to 48,550 in 2016. The intent of this service package is to equip the Housing team with the necessary resources to address this growing need for more affordable housing within the city.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$550	-	\$550	-	(\$210)	-	(\$210)	-	-	-	-	-	(\$90)	-	(\$90)	-
Total	\$550	-	\$550	-	(\$210)	-	(\$210)	-	-	-	-	-	(\$90)	-	(\$90)	-

Branch - Social Development

Program - Community Initiatives
Title - Urban Wellness / Recover

New or Enhanced Service
Funded
Multi-Year

Results to be Achieved

Recover is a City Council approved initiative to address the complex social issues faced by neighbourhoods. The work started in the city core neighbourhoods and will be scaled out to different parts of the city. Implementation of this initiative will involve: (i) continuing in the core and measuring results over the next 5 years, ii) scaling out the social innovation approach with a new cluster of neighbourhoods, and iii) establishing partners in Edmonton and from the Province (funding, social innovation, evaluation) so that Recover becomes sustainable. It is a new way to address complex community issues. This service package aligns with the goal of Healthy City- "Edmonton is a neighbourly city with community and personal wellness that embodies and promotes equity for all Edmontonians."

Description

In May 2017, City Council passed a four-part motion to launch work on an Inner City Wellness Plan and in July 2017, approved the Terms of Reference for what became RECOVER: Edmonton's Urban Wellness Plan. Between September 2017 and August 2018, City Administration has mobilized residents, businesses, and representatives from the Provincial Government towards urban wellness improvement in five core Edmonton neighbourhoods. At the August 21, 2018, meeting Council approved 5 recommendations for advancing the work of Recover. One recommendation was to prepare an unfunded services package for \$1.0 Million over 4 years (2019-2022) with the understanding Administration will pursue a cost-sharing model. Administration requires a declining amount each year starting with \$400,000 for 2019, \$300,000 for 2020, \$200,000 for 2021 and \$100,000 for 2022.

Justification

One year into Recover, results show relationships can be mended and people mobilized around addressing complex community issues through social innovation. This requires governments, business and community to: learn from research, design and test small scale ideas arising from the research, test these ideas out in the community and then decide if each idea is plausible and can be scaled up into a pilot or program, or should be scrapped based on the field testing. To do this work and gain shared-ownership of the Recover work, funding is needed to formalize a social innovation network that accesses and builds local innovation expertise. Ongoing research, idea generation and field testing requires program dollars to cover material costs for prototype development. Funding is needed to begin the intentional coalition-building work with the goal of having governments, business and community contributing to improving urban wellness by sharing leadership and resourcing of Recover.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$400	400	-	-	(\$100)	(100)	-	-	(\$100)	(100)	-	-	(\$100)	(100)	-	-
Total	\$400	400	-	-	(\$100)	(100)	-	-	(\$100)	(100)	-	-	(\$100)	(100)	-	-

Branch - Social Development

Program - Community Initiatives
Title - WinterCity

Growth on Existing Services
Funded
Ongoing

Results to be Achieved

The service package will fund key activities in the final five years of implementing the WinterCity Strategy. Successful implementation requires an investment of new funds. The service package funding would result in:

- increased operational support to the Nordic Ski Club and to the City for cross-country ski trail grooming to increase effectiveness of both;
- provision of places for people to warm up while playing outside in the river valley;
- an enhanced outdoor culture with winter markets; and
- creative lighting on buildings to significantly enhance the City's nightscape.

Description

The following items require funding in 2019. The total one-time request is \$940,000:

- Purchase of cross-country ski trail grooming equipment that allows for snow harvesting at the same time as track setting, thereby extending the cross-country skiing season (\$290K)
- Construction of 12 warming huts and 12 market huts (\$350K)
- Creation of a broader lighting program that builds on the pilot project for lighting heritage buildings (\$300K)

One item requires ongoing funding from 2019-2022.

- Operational support to Nordic ski club to ensure sustainability of the club to maintain and enhance service levels for cross country skiing such as grooming, snow making and trail connectivity (\$30K ongoing beginning in 2019, with an additional \$50K ongoing from 2020 onward)

Justification

The implementation of the WinterCity Strategy has been successful, but the City must continue to focus effort during the second half of the 10-year time frame. There are several items in the implementation plan which do not have funding, but are key to lasting success. The items identified support the larger vision and direction of the City and its partners to positively impact the quality of life for Edmontonians in winter.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$970	940	\$30	-	(\$890)	(940)	\$50	-	-	-	-	-	-	-	-	-
Total	\$970	940	\$30	-	(\$890)	(940)	\$50	-								

Branch - Social Development

Program - Community Initiatives
Title - C5 North East Community Hub Operating
Funding

Growth on Existing Services
Funded
Multi-Year

Results to be Achieved

1. Integrated Service Delivery – facilitating access to supports for Edmontonians in the North East
 - Number of citizens accessing one or more programs
Annual Target: 1200
2. Social Inclusion
 - Number of Edmontonians using community space and collective kitchen to forge community connections
Annual Target: 750
3. Community Ownership and co-creation of the Hub
 - Number of Edmontonians involved in decision-making, design and implementation activities and leadership
Annual Target: 25

Description

The C5 collaborative of five agencies, together with community partners, has developed a prototype community hub based on integrated service delivery in NE Edmonton. It brings as many supports as possible into one place including employment & business development, affordable housing through C5 agencies and Capital Region Housing, parenting and early childhood development supports, senior/youth programming, financial planning, mental health and addiction supports and food security.

The community space with a collective kitchen is a place where people can build community connections and access child minding. Members represent diverse cultures, identities, generations and traditions: most are Indigenous or newcomers. The community space is designed to ensure everyone feels they belong, welcome to share food, cultures and stories, building relationships and supports. We currently offer a computer lab, women's zumba, seniors English conversation classes, youth after-school rec/homework clubs, Amazing Elders and community dinners.

The C5 and partner agencies are actively demonstrating their commitment to social innovation with a collaborative response to community need.

Justification

Newcomer and Indigenous families are moving to the North East for affordable housing. Leveraging the Ubuntu Children & Families program, C5 engaged +400 community members and discussed: lack of food security, difficulty accessing services (employment/parenting supports), need for community connecting spaces.

Data from January to October 2018 (the first year of full Hub operation show:

- 1116 citizens accessed programs
- 408 children served through Ubuntu; 65% Indigenous
- 698 served in the employment hub, roughly 50% newcomers
- 389 persons with unstable housing accessed Capital Region Housing; approx. 70% Syrian newcomers
- 140 youth accessed programs, all are newcomers or Indigenous
- 60 seniors regularly attended Amazing Elders and Grandparents Who Parent programs
- 35 newcomers graduated from the Small Business Development Program
- 307 families enrolled in early childhood development and parenting supports
- July 1200 community members attended Hub block party, wanting children access to summer fun they could not afford at K-Days

C5 agencies have been financing operating costs of the Hub from savings: that is no longer tenable.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$300	-	\$300	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$300	-	\$300	-												

Department - City Operations 2019-2022 Operating Budget

Introduction



City Operations keeps Edmonton working, moving and thriving. Whether providing public transit service, maintaining the city’s many roadways and parks, collecting and processing waste, or managing and maintaining the City’s fleet and facility assets, City Operations ensures Edmontonians and visitors alike have access to the services and infrastructure they need to stay connected to their city.

The majority of City Operations’ services are delivered through people dedicated to delivering exceptional customer service. As the largest department in the City, City Operations has almost 5000 employees that are essential to its success. The proposed budget will provide for programs that support employee development and enhancement of a positive workplace culture.

The 2019-2022 operating budget reflects how City Operations intends to advance City Council’s goals and meet the evolving expectations of

citizens. By maintaining a customer-centric focus, and pursuing ways to continuously improve service efficiencies, City Operations will deliver services that meet customer needs while continuing to deliver performance while managing costs.

Edmonton’s Bus Network Redesign, Smart Fare Payment System, Electric Bus Procurement, and touch screen pay terminals for parking are just a few of the initiatives that will provide an enhanced customer experience. Operational efficiencies are continually identified and implemented through a variety of initiatives including pothole repairs, turf maintenance and a department-wide Service Operations Strategy. Implementing an enhanced facility maintenance program will provide the City with best-in-class maintenance practices.

**Waste Services is fully funded by utility rates and program revenues. The budget for Waste Services is presented separately from the City operating budget.*

Branches & Programs

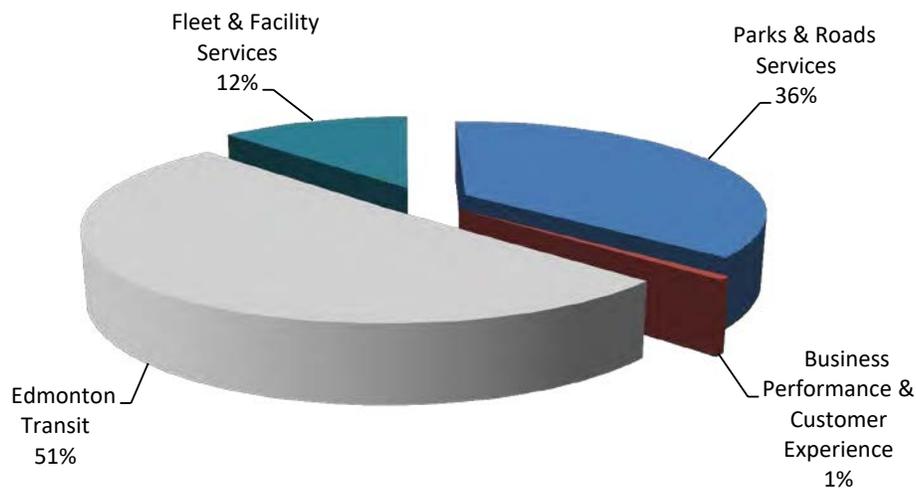
Edmonton Transit	Fleet & Facilities Services	Parks and Roads Services	Business Performance and Customer Experience	Waste Services*
Bus and LRT	Facility Maintenance	Traffic Safety and Automated Enforcement	Business Performance and Customer Experience	Waste Collection
Paratransit	Transit Fleet Maintenance	Infrastructure Maintenance		Sustainable Waste Management
	Municipal Maintenance	Infrastructure Operations		
	Fleet Operations	Network Operations		
		Parking		
		Snow and Ice Control		

Department - City Operations

Approved 2019-2022 Budget - Department Summary by Branch

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
41ST AVE SW QE2 HWY Interchange	674	-	-	-	-	-
Edmonton Transit	133,291	139,377	139,088	142,950	168,496	173,151
Fleet & Facility Services	14,348	17,653	16,950	16,954	16,992	17,036
Parks & Roads Services	45,199	50,331	53,774	56,141	56,147	56,153
Total Revenue & Transfers	\$193,512	\$207,361	\$209,812	\$216,045	\$241,635	\$246,340
Net Expenditure & Transfers						
41ST AVE SW QE2 HWY Interchange	674	-	-	-	-	-
Business Performance & Customer Experience	2,559	2,544	2,544	2,544	2,544	2,544
Edmonton Transit	348,188	356,393	365,874	376,123	404,633	410,230
Fleet & Facility Services	73,363	85,438	87,320	87,206	85,621	84,246
Parks & Roads Services	227,998	253,562	260,992	259,206	257,733	256,474
Total Net Expenditure & Transfers	\$652,782	\$697,937	\$716,730	\$725,079	\$750,531	\$753,494
Total Net Operating Requirement	\$459,270	\$490,576	\$506,918	\$509,034	\$508,896	\$507,154
Full-time Equivalents	4,787.3	4,813.4	4,867.7	4,900.5	4,890.3	4,885.9

2019 Net Expenditures by Branch



Department - City Operations

Approved 2019-2022 Budget - Department Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	174,297	186,497	182,278	185,749	191,254	194,788
Grants	1,312	-	4,725	4,725	4,725	4,725
Transfer from Reserves	17,903	20,864	22,809	25,571	45,656	46,827
Total Revenue & Transfers	\$193,512	\$207,361	\$209,812	\$216,045	\$241,635	\$246,340
Net Expenditure & Transfers						
Personnel	440,760	450,675	463,393	468,060	468,892	470,036
Materials, Goods, and Supplies	136,098	151,748	152,384	152,249	152,214	152,375
External Services	121,922	134,760	139,477	142,325	165,804	166,655
Fleet Services	(56,010)	(64,379)	(62,199)	(62,795)	(63,517)	(63,273)
Intra-municipal Charges	17,305	24,762	25,197	25,319	25,378	25,412
Utilities & Other Charges	33,098	37,454	36,170	36,923	38,572	38,943
Transfer to Reserves	29,407	27,301	25,392	25,724	25,931	26,100
Subtotal	722,580	762,321	779,814	787,805	813,274	816,248
Intra-municipal Recoveries	(69,798)	(64,384)	(63,084)	(62,726)	(62,743)	(62,754)
Total Net Expenditure & Transfers	\$652,782	\$697,937	\$716,730	\$725,079	\$750,531	\$753,494
Total Net Operating Requirement	\$459,270	\$490,576	\$506,918	\$509,034	\$508,896	\$507,154
Full-time Equivalents	4,787.3	4,813.4	4,867.7	4,900.5	4,890.3	4,885.9

Budget Details are provided at the Branch level.



Branch - Business Performance and Customer Experience 2019-2022 Operating Budget

Introduction

The Business Performance and Customer Experience (BPCE) Branch was created in 2017 with a mandate to “*advance business performance*” across the City Operations Department. Establishing a solid performance baseline of department services and shifting to a more customer-centric organization, are key focuses for the Branch. BPCE works with all City Operations branches to improve the customer experience of its services, enhance operational efficiencies through business process improvements, and advance business performance management by developing measures, metrics and KPIs. The Branch also supports City Operations in providing greater contract management oversight.



Some highlights of the work completed by BPCE in 2018 include:

- **Business Performance:** Partnered with branches to establish service outcomes, performance measures, metrics and KPIs for all services. Recent projects include partnering with Waste Services to develop branch and business section performance measures. Similar work is underway for Parks and Roads Services.
- **Customer Experience:** Partnered with branches to get a clearer understanding of customer touch points and how customers/citizens experience city services. Recent projects include customer journey mapping activities for EPark, detours and road right of way permits. The department has recently initiated work to complete customer journey mapping work for all services across the department over the next several years.
- **Service Design:** Developed a service design framework and completed service evaluations. A recent project has been Ride Transit.
- **Continuous Improvement:** Partnered with branches to drive greater efficiencies and effectiveness with service delivery. Recent projects include detours, pothole repair, fuel service, turf maintenance, and tree replacement.
- **Contract Management:** Initiated the development of processes and practices which support the continuous improvement of the City’s procurement and contract management functions. Recent projects include establishing a departmental authority matrix, branch procurement plans, contract reviews and strategic sourcing.

Programs & Services	
Business Performance & Customer Experience	
Business Performance	Continuous Improvement
Customer Experience	Strategy and Business Planning
Contract Management	Workforce Development
Service Design	

Branch - Business Performance and Customer Experience

Programs & Services:

The Business Performance and Customer Experience (BPCE) Branch works in partnership with the four operational branches in City Operations to improve service delivery of all City Operations services.

Innovation

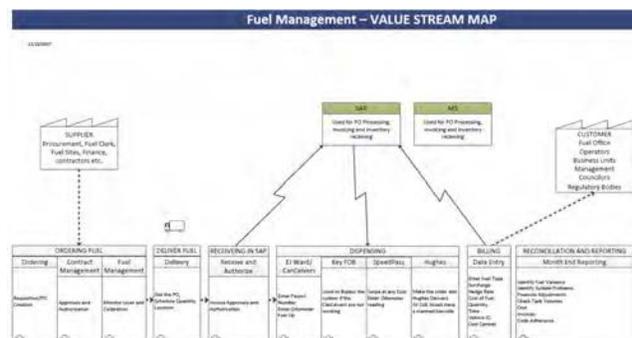
- The branch has created customer profiles/personas and “Journey Maps” to understand the steps people undertake when navigating through a specific City service. As branches learn more about customer interactions with City services, branches can enhance their service delivery to improve customer experiences. BPCE has partnered with other branches to develop several customer journey maps including EPark, detours, and road right of way permits which enabled these business areas to view their operations from the customer’s perspective.



- The Branch is leading the development of a Service Operations Strategy to better align service delivery to customer expectations. By looking holistically across City Operations’ 10 services, BPCE will develop a decision-making framework that: improves asset utilization, drives operational efficiencies, and guides future growth requirement discussions across the department.
- The Branch will continue to lead experience mapping for City Operations’ services throughout 2019 - 2022 focusing on core service delivery around environmental protection, the movement of people and goods, and asset management.

Continuous Improvement

- BPCE supports City Operations in leading continuous improvement projects to improve the efficiency and effectiveness of services. A number of business process improvement projects are planned for 2019-2022.
- In an effort to build and sustain an effective contract/vendor management framework which leads to greater operational and financial contract performance, a number of contract management projects are planned for the next four years. This includes the development and execution of a long-term procurement and contract management strategy aligned to corporate processes, greater contract management oversight of existing contracts, and a contract savings initiative.



Branch - Business Performance and Customer Experience

Emerging Issues:

Changing Workforce and City/Customer Demographics

- Service demand and delivery expectations change as Edmonton's workforce and citizen/customer demographics shift. The Branch will closely monitor these shifts and will work with branches to plan and adapt to anticipated changes.



Evolving Customer-Driven Market

- The economic landscape is changing and customers have greater power to influence markets than ever before. As increased emphasis is placed on customer experience of services, the branch will lead the development of a customer-focused strategy for the department.

Rising Citizen/Customer Service Expectations

- Service delivery expectations are increasingly more demanding despite reduced budgets and a slow economy. BPCE will partner with the operational branches in the department to find efficiencies and service improvements to meet service delivery expectations, despite constrained resourcing. The City needs to continuously evaluate its service design to maximize value for citizens/customers and explore more effective and efficient ways of delivering service.

Uncertainty in Trade Markets

- The global economy is shifting, and with that comes uncertainty surrounding trade agreements, procurement of goods and services, and contract management practices. Aligned to corporate direction, BPCE will lead the implementation of contract management and procurement standards, processes, and governance practices to mitigate potential negative impacts.

Rapid Technological Advancements

- The municipal landscape is rapidly changing as technological advancements are introduced. The automation of work, rise of autonomous vehicle technology, and evolution of smart cities are just a few of the emerging trends that will have major impacts on the City and how it delivers service to citizens and customers. BPCE will be proactive in working with the operational branches to identify these trends and determine how best to adapt service design and delivery.



Data-driven Decision Making

- There is a high expectation for open data availability and data-driven decision making from the City. Measures, metrics and key performance indicators are being applied to projects, business processes and services. BPCE will continue to develop and monitor business performance and assist branches in making appropriate data-driven decisions.

Branch - Business Performance & Customer Experience

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Business Performance & Customer Experience	2,559	2,544	2,544	2,544	2,544	2,544
Total Net Expenditure & Transfers	\$2,559	\$2,544	\$2,544	\$2,544	\$2,544	\$2,544
Total Net Operating Requirement	\$2,559	\$2,544	\$2,544	\$2,544	\$2,544	\$2,544
Full-time Equivalents	21.0	18.0	18.0	18.0	18.0	18.0

Branch - Business Performance & Customer Experience

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	2,165	2,814	2,817	2,864	2,886	2,894
Materials, Goods, and Supplies	30	-	-	-	0	-
External Services	298	102	91	44	21	13
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	58	-	8	8	9	9
Utilities & Other Charges	8	-	-	-	-	-
Transfer to Reserves	-	-	-	-	-	-
Subtotal	2,559	2,916	2,916	2,916	2,916	2,916
Intra-municipal Recoveries	-	(372)	(372)	(372)	(372)	(372)
Total Net Expenditure & Transfers	\$2,559	\$2,544	\$2,544	\$2,544	\$2,544	\$2,544
Total Net Operating Requirement	\$2,559	\$2,544	\$2,544	\$2,544	\$2,544	\$2,544
Full-time Equivalents	21.0	18.0	18.0	18.0	18.0	18.0

12 Customer Personas created over 3 Customer Journey Maps

5 business improvement
projects completed
6 more projects underway

4 performance dashboards and
4 monthly performance reports

600+ contracts monitored for
the department

**Advancing
business performance
of City Operations'
10 unique services**

Reviews
conducted on
30+ contracts

BRANCH BY THE NUMBERS
BUSINESS PERFORMANCE AND CUSTOMER EXPERIENCE



Branch - Business Performance & Customer Experience

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	2,544	2,544	2,544	2,544
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	2,544	2,544	2,544	2,544
Existing Services (Incremental to Base)				
Cost Changes	11	47	22	9
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	(11)	(47)	(22)	(9)
Total Impact on Existing Services	-	-	-	-
Total Approved Budget	\$2,544	\$2,544	\$2,544	\$2,544
Incremental Change in Full-time Equivalents	-	-	-	-

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

No changes for previous year's budget.

Existing Services (Incremental to Base):

Cost Changes

Personnel will increase primarily due to wage and benefits increments in the amount of \$3 in 2019, \$47 in 2020, \$21 in 2021 and \$9 in 2022.

Increases of \$8 will occur in 2019 and \$1 in 2021 for HR, printing and parking services.

Growth/New Services:

No growth or new services to report.

Council Amendments:

No Council amendments.

Incremental Change in Full-time Equivalents:

No changes in full-time equivalents.

Branch - Business Performance & Customer Experience

Approved 2019 - 2022 Budget - Program Summary

Program Name - Business Performance & Customer Experience

Description

The Business Performance and Customer Experience program provides a variety of services to advance business performance across City Operations' branches: Edmonton Transit Service (ETS), Fleet and Facility Services (FFS), Parks and Roads Services (PARS), and Waste Services.

Results to be Achieved

The desired outcomes and service levels vary throughout the Department based on the service delivered. This program helps the Department achieve its service targets, realize operational efficiencies, and improve service delivery effectiveness, advancing business performance in seven categories:

- Business Performance
- Customer Experience
- Contract Management
- Service Design
- Continuous Improvement
- Strategy and Business Planning
- Workforce Development

Cost Drivers

- Changes in public and Council expectations related to customer service
- Routine performance reporting, which may include targets
- Changes in corporate internal priorities
- Changes in demand from internal client groups (within Department)

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	2,559	2,916	2,916	2,916	2,916	2,916
Subtotal	2,559	2,916	2,916	2,916	2,916	2,916
Intra-municipal Recoveries	-	(372)	(372)	(372)	(372)	(372)
Total Net Operating Requirement	\$2,559	\$2,544	\$2,544	\$2,544	\$2,544	\$2,544
Full-time Equivalents	21.0	18.0	18.0	18.0	18.0	18.0

2018 Services

- Customer Journey Mapping for E-park, detours and road right of way
- Integrated Facility Strategy for FFS and PARS
- Contract and Vendor Management Framework for the department
- PERFORM: Departmental and Branch performance management system aligned to Enterprise Performance Management
- Business process improvement projects including detours, pothole repair and turf maintenance

Changes in Services for 2019 - 2022

Services will shift slightly as the Department transitions from the development stage of its budget and strategic plan, to the implementation stage. The services offered through this program are not expected to change, however the program's focus will adapt based on changing priorities of the Department and its branches.

Branch - Edmonton Transit Service 2019-2022 Operating Budget

Edmonton

Introduction

Edmonton Transit Service (ETS) is a fully integrated, progressive, easy-to-use public transit system that provides nearly 87 million rides each year. Transit plays an important role in city building and provides seamless connection within Edmonton and the region.

A great public transit system not only helps move people, it can also help build an efficient transportation system and more compact and lively neighbourhoods, link workers with jobs and customers with businesses, and enable all citizens to fully engage in urban life. Transit facilitates efficient movement of people and goods and supports a shift to sustainable transportation choices, which helps reduce emissions and improve environmental and public health outcomes.

To meet the needs of a growing, diverse city, the transit system provides greater choice for all Edmontonians as part of a suite of integrated mobility solutions. The Transit Strategy provides strategic direction to position Edmonton’s public transit system for anticipated growth in coming years. In recent years, ETS has maximized operational efficiencies through reviews and service reallocations. In addition, ETS has been exploring new ways to maximize current resources to retain and attract customers, support regional integration, and prepare to grow the transit system.

Over the next four years, ETS will focus on creating a safe, fast, convenient and reliable customer experience. Key activities include: implementing the Bus Network Redesign, launching Smart Fare payment system, introducing electric buses, supporting the launch of Valley Line Southeast, creating standard design parameters for transit facilities and establishing a regional transit services commission. In addition, investments will continue to support enhanced safety, operational efficiency, and technology projects, while workforce plans will help ensure employees are supported and feel engaged.



Programs & Services	
Conventional Transit	Paratransit
Bus and LRT	Disabled Adult Transit Service (DATS)

Branch - Edmonton Transit Service

Programs & Services:

Edmonton Transit Service (ETS) is committed to improving various aspects of service by adopting technological advancements and transit industry best practices to meet Council goals and Corporate outcomes. During the 2019 - 2022 budget cycle, ETS will undergo major transformations in terms of service delivery to enhance the quality, efficiency, and ease of service.

Changes to Service Level

- **Enhanced Safety:** New processes and measures are being implemented to enhance the safety and security of passengers, Operators and all transit staff. With an increased presence of uniformed security personnel, citizens and staff will have an increased sense of safety at LRT platforms, key transit terminals and throughout the system. This will increase the perception of safety and reduce the number of bylaw and criminal related incidence through presence, proactive patrolling, complaint response and deterrence initiatives.
- **Cost Efficiency Initiative:** ETS conducted a number of efficiency and effectiveness exercises which has resulted in the removal of 15,000 service hours in 2019 while maintaining current levels of service. A reduction of an additional 50,000 service hours is proposed in the budget, and will be debated by Council during the Fall 2019 Supplemental Operating Budget Adjustment process. Cash fare will be increased by \$0.25 in 2019.
- **Bus Network Redesign:** In December 2017, City Council approved a one-time funding of \$1.8M to implement the new bus network as part of Transit Strategy. Based on feedback from multiple public engagement sessions conducted in 2018, the new bus network will be finalized in 2019 and rolled out in 2020 with provision for post-implementation schedule adherence review.
- **Smart Fare Project:** The regional smart fare electronic payment system will be implemented in Edmonton, St. Albert, and Strathcona county transit systems in the 2019 - 2022 budget cycle.
- **Valley Line (South East) Implementation Support:** Edmonton Transit Service will provide contractual and operational support to integrate the new LRT line with existing service.
- **Increased DATS Service Capacity:** Funding was approved to augment DATS capacity to address peak period capacity constraints and respond to projected demand growth due to population and aging demographics factors. This amount will fund an additional 90,000 trips annually by 2022 to be delivered through external contractors.

Innovation

- **Electric Bus Implementation:** ETS's shift towards adopting environmentally sustainable transportation options resulted in a contract to supply a total of 20 electric buses that will be put into regular service in summer 2020. The project includes establishing charging and facility infrastructure at Kathleen Andrews Transit Garage where the new electric buses will be housed.
- **Accessibility:** To improve accessibility of customer information for user groups with special needs and accessibility at transit facilities across the service network, ETS will conduct a service design review of operational policies, universal design principles, and industry best practices to better meet the needs of customers.

Continuous Improvement

- **ETS Efficiency Project:** A comprehensive review of transit operations is currently underway in different functional areas such as operations, planning & scheduling, and technology. The goal is to better integrate these functions and identify opportunities to improve delivery of reliable and efficient service.

Branch - Edmonton Transit Service

Impact of Previous Council Decisions:

- **Ride Transit Program:** The Ride Transit Program pilot is scheduled to conclude at the end of 2018. As part of the 2019-2022 Operating Budget, Edmonton City Council approved funding to transition the pilot into a permanent program. The City of Edmonton continues to work with the Government of Alberta to secure program funding for 2019 and beyond.
- **Electric Bus:** Operational support of electric buses and additional training within ETS and Fleet Services is included in the base budget to integrate the new technology with regular service.

Emerging Issues:

Demographic Changes

- According to the 2016 census, 12.1% of the population was aged 65 or older, a figure projected to increase in the coming years. This demographic shift combined with ongoing population growth will put pressure on existing infrastructure and services for both conventional bus & LRT and paratransit.

Grant Funding Uncertainty

- Edmonton Transit Service is highly reliant on higher-order governments for infrastructure grant funding; amounts committed to infrastructure grants such as ACT, MSI, and Green Trip impact the delivery of transit services. Changes to federal or provincial grant funding policies could affect long-term transit infrastructure renewal and growth projects.

Economic Impacts

- Current economic uncertainty with respect to new free trade agreements and oil/gas price fluctuations could impact projected budget calculations and procurement contracts in the 2019 - 2022 budget cycle.

Fleet Replacement

- A high percentage of the existing fleet, both bus and Light Rail Vehicle (LRV), is operating beyond its recommended serviceable life, based on industry standards. A comprehensive fleet management plan is necessary to meet growing demand and avoid service disruptions in the future.

Growth Constraints

- Edmonton Transit Service is operating at full capacity out of four bus garages and one paratransit garage. Procurement of additional buses to meet future demand depends on funding for new bus garages.

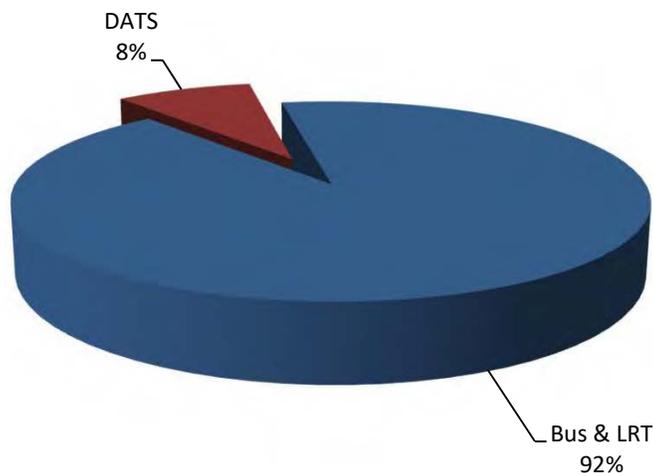


Branch - Edmonton Transit

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Bus and LRT	131,154	136,948	137,367	141,229	166,775	171,430
DATS	2,137	2,429	1,721	1,721	1,721	1,721
Total Revenue & Transfers	\$133,291	\$139,377	\$139,088	\$142,950	\$168,496	\$173,151
Net Expenditure & Transfers						
Bus and LRT	318,351	327,661	335,157	344,484	372,743	377,938
DATS	29,837	28,732	30,717	31,639	31,890	32,292
Total Net Expenditure & Transfers	\$348,188	\$356,393	\$365,874	\$376,123	\$404,633	\$410,230
Total Net Operating Requirement	\$214,897	\$217,016	\$226,786	\$233,173	\$236,137	\$237,079
Full-time Equivalents	2,294.9	2,272.6	2,317.9	2,344.6	2,334.4	2,330.0

2019 Net Expenditures by Program



Branch - Edmonton Transit

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	132,009	139,377	132,618	133,718	139,179	142,663
Grants	1,282	-	4,725	4,725	4,725	4,725
Transfer from Reserves	-	-	1,745	4,507	24,592	25,763
Total Revenue & Transfers	\$133,291	\$139,377	\$139,088	\$142,950	\$168,496	\$173,151
Net Expenditure & Transfers						
Personnel	207,584	209,070	215,218	218,107	218,184	218,827
Materials, Goods, and Supplies	10,136	9,500	9,459	9,922	9,533	9,769
External Services	23,377	28,227	31,290	35,711	61,703	64,519
Fleet Services	90,369	90,759	92,162	93,877	95,025	96,547
Intra-municipal Charges	10,898	10,063	10,328	10,335	10,368	10,376
Utilities & Other Charges	10,827	12,875	10,796	11,550	13,199	13,571
Transfer to Reserves	(2)	-	-	-	-	-
Subtotal	353,189	360,494	369,253	379,502	408,012	413,609
Intra-municipal Recoveries	(5,001)	(4,101)	(3,379)	(3,379)	(3,379)	(3,379)
Total Net Expenditure & Transfers	\$348,188	\$356,393	\$365,874	\$376,123	\$404,633	\$410,230
Total Net Operating Requirement	\$214,897	\$217,016	\$226,786	\$233,173	\$236,137	\$237,079
Full-time Equivalents	2,294.9	2,272.6	2,317.9	2,344.6	2,334.4	2,330.0

86,997,466 people moved in 2017

110 years of transit service **25** transit centres
86 years of bus service **18** LRT stations
40 years of LRT service

45,443,008

annual vehicle kms (buses)
 Equals 1,133 trips around the world

9,246,824

annual vehicle kms (LRT vehicles)
 Equals 230 trips around the world

BRANCH BY THE NUMBERS
 EDMONTON TRANSIT SERVICE

Edmonton

Branch - Edmonton Transit

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	217,016	226,786	233,173	236,137
Previously Approved Adjustments	(1,334)	87	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	215,682	226,873	233,173	236,137
Existing Services (Incremental to Base)				
Cost Changes	1,590	3,386	2,527	2,767
Change to Service Level	519	(1,562)	(1,191)	(13)
Revenue Changes	(1,457)	(1,223)	(3,212)	(2,539)
Efficiency Savings	(1,684)	(1,003)	(403)	(4)
Total Impact on Existing Services	(1,032)	(402)	(2,279)	211
Growth/New Services				
Heritage Valley Park and Ride - Operating Impacts of Capital	-	2,983	98	63
Regional Smart Fare System - Operating Impacts of Capital	(4,792)	2,396	3,089	29
Transit Security - Continuous Transit Operator Training	877	-	-	-
Transit Security - Safety and Security Enhancements	9,720	527	9	332
Valley Line SE In Service - Operating Impacts of Capital	-	-	-	-
Valley Line SE In Service - Operating Impacts of Capital - Energy Charges	-	87	2,050	177
Total Growth/New Services	5,805	5,993	5,246	601
Council Amendments				
Amended Service Packages	6,331	709	(3)	130
Council Add-backs	-	-	-	-
Total Council Amendments	6,331	709	(3)	130
Total Approved Budget	\$226,786	\$233,173	\$236,137	\$237,079
Incremental Change in Full-time Equivalents	45.3	26.7	(10.2)	(4.4)



Branch - Edmonton Transit

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

Multi-Year Item From Prior Cycle

The Bus Network Redesign service package, funded from the Financial Stabilization Reserve in 2019-2022, will decrease net requirements \$1,471 in 2019. Annualization of the Youth Free Transit When Accompanied By Adult service package will increase net requirements by \$80 in 2019. Previously transferred positions returning to Edmonton Transit will increase net requirements by \$57 in 2019 and \$87 in 2020.

Existing Services (Incremental to Base):

Cost Changes

Personnel cost increases of \$1,499, \$1,197, \$884, and \$1,010 over 2019-2022 due to wage progressions and increases in benefits (CPP, EI and WCB). Maintenance labour rates and parts costs in Fleet and Facilities will increase by \$1,333, \$1,661, \$1,138 and \$1,521 over 2019-2022. Contractual costs inflation adjustments increase costs by \$753, \$526, \$468, and \$478 over 2019-2022. Lower recoveries from Risk Management due to fewer incidents will decrease Net interdepartmental recoveries by \$720, \$6, \$33, and \$8 over 2019-2022. A review of costs resulted in reductions of external services, utilities, material, and staffing costs of \$2,715 in 2019 and \$250 in 2022.

Changes in Service Level

Service level reductions beginning in 2020, to be finalized with Council in the fall of 2019, will reduce costs by \$1,742, \$1,251, and \$13 over 2020-2022. Reduction in the number of available parking stalls will reduce revenues by \$339, \$180, and \$60 over 2019-2021. Reduction of DATS internal services will reduce revenues by \$400 in 2019. Changes to regional and contract services will increase revenue by \$220 in 2019.

Revenue Changes

Cash fare changes are projected to increase revenue by \$871, \$673, \$880, and \$164 over 2019-2022. Non cash fare increase of 2% annually starting 2021 will increase revenue by \$1,832 in 2021 and \$1,900 in 2022. Non fare revenue will increase by \$586, \$550, \$500, and \$475 over 2019-2022 due to increased advertising on vehicles, stations, shelters, and benches. All Fare changes scheduled for 2020-2022 will be confirmed with Council in 2019.

Efficiency Savings

Scheduling efficiencies will reduce staffing costs by \$800, \$1,000, and \$400 over 2019-2021. Platform hour reductions from efficiencies will reduce costs by \$884, \$3, \$3, and \$4 over 2019-2022.

Growth/New Services:

New service packages for operating impacts from capital relate to the following: Heritage Valley Park and Ride, Regional Smart Fare System, and Valley Line SE In Service. New service packages to improve transit security relate to safety and security enhancements and continuous operator training. Additional funding for DATS will provide an additional 90,000 trips annually by 2022, and permanent funding for the Ride Transit Program are provided through approved service packages.

Council Amendments:

The following proposed unfunded Service Packages are approved by Council: RIDE Transit Transition from Pilot to Program and DATS Growth in Service Demand. Donate-a-Ride Program budget is increased by \$60 in 2019, on a one-time basis, with funding from the 2018 Council Contingency.

Incremental Change in Full-time Equivalents:

There is a total increase of 57.4 FTEs in the period from 2019 to 2021. Items from prior cycle will result in a net FTE decrease of 2.0 FTEs. Platform hour reductions will result in a decrease of 44.1 FTEs. New service packages will result in an additional 103.5 FTEs.

Branch - Edmonton Transit

Approved 2019 - 2022 Budget - Program Summary

Program Name - Bus and LRT

Description

Conventional Transit provides fully accessible public transit service on bus and LRT networks that connects people with their communities. In 2017, ETS provided over two million hours of service, moving close to 87 million passengers. ETS is the largest branch within City Operations and operates a fleet of 932 buses and 94 light rail vehicles that provide service through a network of 25 Transit Centres and 18 LRT Stations. Currently, services are provided out of four bus garages and one LRT garage that operate at full capacity.

Results to be Achieved

The goal of ETS is to connect people with their communities by providing safe, reliable, and convenient public transit service. Between 2019-2022, the following projects, among others, will contribute to achieving Council goals and Corporate outcomes while enhancing transit service in the city:

- Establishing a Regional Transit Service Commission
- Rollout of redesigned Bus Network based on Transit Strategy
- Implementation of revised Fare policy and Fare structure
- Implementation of Smart Fare electronic payment system
- Operational support for SE Valley Line LRT

Cost Drivers

- Personnel costs
- Maintaining existing fleet & infrastructure
- Fuel costs
- Material & equipment costs

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$131,154	\$136,948	\$137,367	\$141,229	\$166,775	\$171,430
Expenditure & Transfers	321,850	330,815	337,293	346,620	374,879	380,074
Subtotal	190,696	193,867	199,926	205,391	208,104	208,644
Intra-municipal Recoveries	(3,499)	(3,154)	(2,136)	(2,136)	(2,136)	(2,136)
Total Net Operating Requirement	\$187,197	\$190,713	\$197,790	\$203,255	\$205,968	\$206,508
Full-time Equivalents	2,103.7	2,085.0	2,122.3	2,146.8	2,135.6	2,130.6

2018 Services

ETS will continue to provide current levels of service with 2.3 million service hours on bus and LRT networks. There are no service reallocations planned for 2018.

Changes in Services for 2019 - 2022

ETS has found efficiencies to remove 15,000 service hours in 2019 while maintaining current levels of service. A reduction of an additional 50,000 service hours is included as part of the approved budget, but will be finalized by Council during the Fall 2019 Supplemental Operating Budget Adjustment process. Cash fare will be increased by \$0.25 annually in 2019.

Branch - Edmonton Transit

Approved 2019 - 2022 Budget - Program Summary

Program Name - DATS

Description

Disabled Adult Transit Service (DATS) provides door-to-door paratransit service to citizens with disabilities who are unable to use conventional transit to help them connect with their communities. DATS provides over 980,000 trips annually with a fleet of 97 paratransit vehicles, operating out of one garage, and outsources about 50% of service through an external contract model.

Results to be Achieved

DATS is focused on providing reliable and on-time service to citizens with disabilities. DATS has an established record of high performance and will continue to meet the targets for the DATS Accommodation rate (98%) and on-time performance (90%).

Cost Drivers

- Increasing demand due to a growing aging population
- Service delivery model
- Personnel costs
- Maintenance of existing fleet and infrastructure
- Fuel costs

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$2,137	\$2,429	\$1,721	\$1,721	\$1,721	\$1,721
Expenditure & Transfers	31,339	29,679	31,960	32,882	33,133	33,535
Subtotal	29,202	27,250	30,239	31,161	31,412	31,814
Intra-municipal Recoveries	(1,502)	(947)	(1,243)	(1,243)	(1,243)	(1,243)
Total Net Operating Requirement	\$27,700	\$26,303	\$28,996	\$29,918	\$30,169	\$30,571
Full-time Equivalents	191.2	187.6	195.6	197.8	198.8	199.4

2018 Services

Based on trip forecasting, DATS has planned for over 1 million trips in 2018.

Changes in Services for 2019 - 2022

Funding was approved to augment DATS capacity to address peak period capacity constraints and respond to projected demand growth due to population and aging demographics factors. This amount will fund an additional 90,000 trips annually by 2022 to be delivered through external contractors.

Branch - Edmonton Transit

Program - Bus and LRT
Title - Heritage Valley Park and Ride -
Operating Impacts of Capital

Operating Impacts of Capital
Funded
Ongoing

Results to be Achieved

Operate a shuttle service between the newly built Heritage Valley park and ride lot and the Century Park LRT station, beginning February 2020. The shuttle service will deliver approximately 30,000 new service hours and provide additional park and ride capacity for transit passengers in Southwest Edmonton. The Heritage Valley park and ride will provide a long-term City-operated park and ride service to replace the City-run stalls at Century Park which will return to the landowner in March of 2020.

Description

Relates to Capital Profile: 11-66-7006

The Heritage Valley park and ride shuttle service will begin operation in February 2020, and will connect the new park and ride facility and Heritage Valley to the LRT station at Century Park. The park and ride shuttle service will operate 7 days a week with service frequency matched to LRT train intervals. Service during AM and PM peak will be provided by eight new 60-foot articulated buses, with off-peak, evening and weekend service provided by existing 40-foot buses. The operating impacts include the incremental cost of the 30,000 hours of bus service (Operator costs, maintenance and fuel costs for the buses used to provide the shuttle service), as well as the costs of operating and maintaining the new facility at Heritage Valley (heating, lighting, cleaning, sidewalk and parking lot maintenance).

25.7 New FTEs will be required for the shuttle service:

Transit Operators: 20.0;

Transit Inspectors: 0.7;

Transit Facility Maintenance Staff: 1.0;

Fleet Services - Heavy Equipment Technicians: 2.0;

Fleet Services - Bus Service Person: 1.0;

Fleet Services - Bus Cleaner: 1.0.

Justification

Century Park LRT station generates over 26,000 boardings and alightings during an average workday. Passengers using the LRT service connect through active modes, bus service and park and ride. The park and ride options at Century Park are currently a mix of Landowner and City-operated stalls, with the City-run stalls set to return to the landowner on expiry of the current lease in March of 2020. The shuttle service between the Heritage Valley park and ride and Century Park would provide much needed park and ride capacity in South Edmonton. The service would operate daily with shuttle service frequency matched to LRT train intervals. The shuttle service would remain in operation until replaced by an extension to the Capital Line.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$2,983	-	\$2,983	25.7	\$98	-	\$98	-	\$63	-	\$63	-
Total	-	-	-	-	\$2,983	-	\$2,983	25.7	\$98	-	\$98	-	\$63	-	\$63	-

Branch - Edmonton Transit

Program - Bus and LRT
Title - Regional Smart Fare System - Operating Impacts of Capital

Operating Impacts of Capital
Funded
Ongoing

Results to be Achieved

Smart Fare is an electronic fare payment system that will make paying for transit simpler and more convenient for transit customers. The Smart Fare system will allow riders to pay for transit by tapping their credit cards, debit cards, transit fare payment cards and smart devices. It will also make travel across the Edmonton Metropolitan Region easier for customers since one card could be used on all participating transit systems.

Smart Fare is a powerful application that will allow fare payment options that were previously not available or practical to implement. It will also provide significantly better insights into how customers use transit, and facilitate more rapid, targeted service improvements.

Description

Related to Capital Profile: 16-66-1294

Funding in this service package is incremental to the approved 2016 Smart Fare Service Package and contains updated assumptions on system operator fees, merchant fees as well as the operational savings to be realized by discontinuing the production and distribution of the existing transit tickets and pass products and as well as the maintenance and support of the existing ticket vending machines at LRT Stations.

Justification

The service package approved in the 2016-2018 budget was prepared in advance of awarding the contract to operate the Smart Fare system, and contained best estimates available at the time for system operating costs. With the operating contract for Smart Fare in place, more detailed information is available to calculate operating costs such as system operating fees, merchant fees and cash collection as well as the timing and magnitude of existing costs that will be reduced or eliminated with the implementation of the Smart Fare system.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	(\$4,792)	-	(\$4,792)	-	\$2,396	-	\$2,396	-	\$3,089	-	\$3,089	(2.0)	\$909	881	\$29	(5.0)
Total	(\$4,792)	-	(\$4,792)	-	\$2,396	-	\$2,396	-	\$3,089	-	\$3,089	(2.0)	\$909	881	\$29	(5.0)

Branch - Edmonton Transit

Program - Bus and LRT
Title - Ride Transit - Transition from Pilot to Program

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

The desired outcome of the Ride Transit program is to make transportation more accessible for eligible low-income Edmontonians. Access to affordable transportation has been linked to an increase in independence, reduction in stress and greater access to employment, education, health care, community events as well as reduced social isolation and has been identified by EndPovertyEdmonton as a key program for poverty elimination.

The program's success is measured through the number of Ride Transit users and their perceived value of the program.

Description

The Ride Transit (Low Income Transit Pass) pilot program is scheduled to end December 31, 2018, and will require funding to extend the pilot for 2019. The Ride Transit Program pilot provides an affordable transportation option for low-income individuals and their families. The pilot, jointly funded by the City of Edmonton and Government of Alberta, is intended to improve the mobility of Edmontonians. The program is a Game Changer Action of the EndPoverty Edmonton Roadmap.

The resources identified for the Ride Transit program as to facilitate pass sales at participating recreation facilities and to support program registration and administration.

The current Ride Transit pilot is a shared funding partnership between the City and the Province of Alberta. That partnership will require renewal as the program transitions from pilot to a permanent program.

The service package financial projections include the requirements to implement the sliding scale model and to implement program improvements identified as part of the Program Evaluation.

Justification

At the March 14, 2018 Community and Public Services Committee meeting, the Committee directed "That Administration to bring a report and service package to the fall 2019-2022 operating budget process, in support of the integration of a Low Income Transit Pass program in the Tier Three Sliding Scale Model as outlined in CR_4704, Sliding Scale Model - Integration of a Low Income Transit Pass Program."

This service package will provide the funding to continue to provide the Ride Transit Program for low income Edmontonians.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$2,111	(3,292)	\$5,403	20.5	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$2,111	(3,292)	\$5,403	20.5	-											

Branch - Edmonton Transit

Program - Bus and LRT
Title - Transit Security - Continuous Transit
Operator Training

Growth on Existing Services
Funded
Ongoing

Results to be Achieved

Transit Operators are the first point of contact for citizens using public transit and a key resource for delivering a safe and secure transit experience throughout the city.

The enhanced continuous training program for operators will include diverse learning to improve safety performance and manage difficult or dangerous situations. Where implemented, the training has been effective in decreasing preventable collisions, decreasing mental health-related WCB claims and related absences, and decreasing escalations in Operator-Passenger events that occur in service. Overall, the program is expected to improve employee engagement by equipping operators with the proper tools and training for their roles.

Description

Continuous training programs are used in the transit industry to educate Transit Operators about job-specific topics to improve operator safety, enhance performance and keep up-to-date with changes in the job and in the transit industry. Training is typically delivered in-house and relies primarily on classroom settings for delivery. ETS does not currently have a continuous training program in place for its nearly 2,000 experienced, professional operators.

The program will provide:

Core Training of 7.5 hrs per Transit Operator on a four-year cycle

1.5 hours of driver evaluation on a four-year cycle

15 hours of emergency first aid training per Transit Operator on a two-year cycle

The core training will be delivered in modules from the Canadian Urban Transit Association and will align with industry norms to further support safety for operators and the public. Topics covered will include How to manage difficult and dangerous situations, defensive driving, and customer relations/service.

Every four years, a learning needs assessment will be completed with Transit Operators and management to inform the program design for the next four-year cycle.

Justification

Continuous training programs are used in the transit industry to educate Transit Operators about job-specific topics to improve operator safety, enhance performance and keep up-to-date with changes in the job and in the transit industry. The program would provide ongoing professional development to the nearly 2,000 Transit Operators at the City.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$877	-	\$877	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$877	-	\$877	-												

Branch - Edmonton Transit

Program - Bus and LRT
Title - Transit Security - Safety and Security
Enhancements

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

Investments in a safe and secure transit system are expected to improve customer experience for riders on Edmonton Transit, reduce the number of operator involved incidents and safety / security incidents across the system, as well as promote the expanded use of transit. With an increased presence of uniformed personnel, the perception of safety is expected to increase and citizens will experience an increased sense of safety throughout the transit system, particularly at LRT platforms and key transit terminals. Additionally, presence, proactive patrolling, complaint response and deterrence initiatives reduces the number of bylaw and criminal related incidence.

Description

The City of Edmonton is committed to providing a safe and secure transit system for staff and the public. This service package will improve safety and security for Edmonton's transit service. Enhancements include: Additional coverage to increase uniformed officer visibility, reduce social disorder, and address emerging issues; 24/7/365 security guards at key transit centres and LRT stations (26 locations in total); increased Transit Inspectors and Security Room Monitors to provide improved first response to incidents; and additional special duty officer hours from EPS.

This service package funds the following full-time resources:

- 10 Peace Officers, Q4 2019
- 1 Sergeant, Q4 2019
- 1 Manager, Q2 2020
- 4 Transit Security Room Monitors, Q1 2019
- 4 LRT Inspector, Q1 2019
- 14 Transit Inspectors, Q1-Q3 2019, and
- 2 Superintendents, Q1 2019.

To address more immediate safety and security needs, this service package includes one-time costs for the acceleration of the Transit Peace Officer positions from Q4 2019 to Q3 2019 recruitment.

Justification

The service package supports an increased focus on safety and security for the Edmonton Transit Service. Investment in Transit Inspectors will improve incident response and management, On-site security guards and increased Peace Officer complement will visibly increase level of security.

The increase in Peace Officer complement, contained in this service package as well as the Valley Line Southeast base service package, was initially synchronized with the Valley Line Southeast start of service in late 2020. The one-time costs for acceleration of the Transit Peace Officer positions also includes the Peace Officer positions in the Valley Line Southeast base service package.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	\$1,164	-	\$1,164	11.7	\$4	-	\$4	-	\$6	-	\$6	-
New Budget	\$9,720	-	\$9,720	29.4	(\$637)	-	(\$637)	(5.6)	\$5	-	\$5	0.5	\$326	-	\$326	-
Total	\$9,720	-	\$9,720	29.4	\$527	-	\$527	6.1	\$9	-	\$9	0.5	\$332	-	\$332	-

Branch - Edmonton Transit

Program - Bus and LRT
Title - Valley Line SE In Service - Operating Impacts of Capital

Operating Impacts of Capital
Funded
Ongoing

Results to be Achieved

Transition from construction to ongoing operation of the Valley Line SE at the service level specified by the City as well as maintenance and renewal payment to keep the line in good working order. City accountabilities related to the operation of the Valley Line will also be initiated: Fare collection and enforcement, facility security and public safety as well as the ongoing administration of the operating agreement between the City and TransEd.

Description

Related Capital Profile: 11-66-1973.

This service package reflects funding from the LRT reserve as well as fare and non-fare revenues.

The launch of the Valley Line South East (VLSE) LRT service in December of 2020 will result in operating impacts to several branches in the City. Some of these costs, particularly Transit Peace Officer security costs, will begin to be incurred well in advance of the VLSE scheduled start date to allow sufficient time for recruitment, training and on-the-job experience prior to the start of service. The costs contained in this service package are the gross changes estimated due to VLSE operations and have not been adjusted for amounts drawn from the the operating reserve for Valley Line.

Gross expenses estimated in this service package are related to:

- VLSE Operating payment;
- System renewal and rehabilitation payments;
- Contract Administration costs;
- Incremental revenue (Transit fares, and non fare based revenue from advertising and paid park and ride);
- Baseline safety, security cost and cash collection expenses from fare vending machines;
- Scheduled bus service impacts;
- One-time expenses to support the launch.

Justification

LRT provides a proven, high quality, high-capacity, efficient and environmentally friendly means to move people. The Valley Line is the first of the urban style LRT lines characterized by the use of new, low-floor trains that will operate on a line and serve stops and stations that are more fully integrated into the communities along the line. Delivered under a Public-Private Partnership (P3), the operation of the Valley Line will require payments to the line's operator (TransEd) to fund the operation of the line as specified by the City, as well as maintain the line's infrastructure and vehicles. Under the P3 delivery method, the City is responsible for setting, collecting and enforcing fares, security along the line and ensuring that public transportation services are delivered in an integrated manner.

The Valley Line remains 100% the property of the City of Edmonton, and the City retains contract authority over the private contractors responsible for operating and maintaining the line.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	\$1,003	1,003	-	9.8	\$3	3	-	-	\$4	4	-	-
New Budget	\$685	685	-	3.2	\$2,213	2,213	\$0	3.1	\$23,054	23,054	(\$0)	5.4	\$1,231	1,231	\$0	-
Total	\$685	685	-	3.2	\$3,216	3,216	\$0	12.9	\$23,057	23,057	(\$0)	5.4	\$1,235	1,235	\$0	-

Branch - Edmonton Transit

Program - Bus and LRT
 Title - Valley Line SE In Service - Operating
 Impacts of Capital - Energy Charges

Operating Impacts of Capital
 Funded
 Ongoing

Results to be Achieved

Operation of the Valley Line SE at the service level 1 for 2020-2021 and service level 2 for 2022 as specified in the operating agreement between the City and TransEd.

Description

Related Capital Profile: 11-66-1973.

The base level of service currently funded is based on service level 1 for 2020 and 2021 operation and service level 2 for 2022 as specified in the operating agreement between the City and TransEd. Service level 1 provides single car trains during all weekday time periods. Service level 2 provides for a one two-car train and 13 single car trains operating during all weekday time periods. This service package covers the energy costs including electricity and natural gas associated with operating the system at the base level of service that was not included in the base level operations service package.

Justification

The Valley Line SE LRT will provide a high-capacity, efficient and environmentally friendly means to move people. The Valley Line is the first of the urban style LRT lines characterized by the use of new, low-floor trains that will operate on a line and serve stops and stations that are more fully integrated into the communities along the line. Delivered under a Public-Private Partnership (P3), the operation of the Valley Line has associated energy costs as part of the operating impacts of capital.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$87	-	\$87	-	\$2,050	-	\$2,050	-	\$177	-	\$177	-
Total	-	-	-	-	\$87	-	\$87	-	\$2,050	-	\$2,050	-	\$177	-	\$177	-

Branch - Edmonton Transit

Program - DATS
Title - DATS - Growth in Service Demand - Contractor Delivered Service

Growth on Existing Services in Funded Ongoing

Results to be Achieved

Disabled Accessible Transit Service (DATS) is operating near capacity and is experiencing continued increases in demand for service by Edmonton. Expansion of DATS capacity by increasing the number of trips delivered by contracted service is one way DATS could address the growing demand for its service. This service package will support improving DATS On-Time Performance and Accommodation Rate.

Description

DATS is a door-to-door public transportation service for Edmontonians who are unable to use conventional transit for some or all of their trips because of a physical or cognitive condition(s). This service package provides funding to increase the capacity of the DATS service. If approved, DATS will be able to accommodate more trips during peak demand hours and be more responsive to overall demand. The service package is made up of three main components: (1) Increase contracted service for peak demand requirements - \$1.0M and 2.6 FTEs from 2019-20, (2) Increase contracted service to meet demand growth - \$1.3M and 3.2 FTEs from 2019-22, and (3) use a higher number of Taxi provided trips (transitioning from the current contracted service) which will result in cost savings of \$0.5M to the system by 2022.

The increased demand for service is driven by population growth, aging population, and geographical expansion. Capacity constraints are seen in the declining availability of same-day demand trips and reservation trips in peak periods, shifting of trips outside of peak periods, and declining accommodation rate and on-time performance.

Justification

This service package will provide increased capacity for DATS service to meeting increasing demand. Due to DATS' Percy Wickman Transit Garage being at full capacity, expansion of service will be accommodated by contractor delivered trips. Administration will also implement a more efficient deployment of contracted service vehicles to meet the increased demand need, shifting more to a higher usage of taxi service where aligned with customer requirements.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs												
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$928	-	\$928	3.0	\$709	-	\$709	2.2	(\$4)	-	(\$4)	1.0	\$131	-	\$131	0.6
Total	\$928	-	\$928	3.0	\$709	-	\$709	2.2	(\$4)	-	(\$4)	1.0	\$131	-	\$131	0.6

Fleet and Facility Services 2019-2022 Operating Budget

Introduction

In 2016, the Fleet and Facility Services Branch was created to centralize the asset maintenance experience from other Fleet Maintenance and Facility Maintenance Services areas across the City of Edmonton. Fleet and Facility Services is a team of over 1,200 employees who maintain over 5,000 vehicles and equipment, more than 900 City-owned buildings, and over 700 additional infrastructure amenities including park spray decks, splash pads, and river valley footbridges.



Fleet and Facility Services supports City Operations in keeping Edmonton working, moving and thriving by maintaining City assets and providing custodial services to transit buses and shelters, police stations, libraries, corporate vehicles, operational equipment, City-owned recreation centres and buildings. The safety, reliability, maintenance and cleanliness of these assets allow staff and citizens to truly enjoy Edmonton.

Additionally, the Branch provides services such as vehicle and equipment procurement, fleet engineering, fuel management, fabrication services and fleet safety. Fleet and Facility Services also provides maintenance to external clients, EPCOR and Alberta Health Services, as well as regional support to Spruce Grove, Beaumont and Strathcona County. The Branch supports Edmonton's Community Energy Transition Strategy through a variety of initiatives including procuring innovative technologies and the Sustainable Fleet Plan.

Programs & Services			
Facility Maintenance	Branch Operations	Municipal Maintenance	Transit Maintenance
Recreation and Cultural Facilities	Client & Vendor Services	Preventative Maintenance	Preventative Maintenance
Emergency Services Facilities	Maintenance and Planning and Engineering	Breakdown and Seasonal Maintenance	Breakdown Maintenance
Municipal Buildings and Structures	Procurement, Warranty and Disposal	Custom Fabrications and Capital Build	Bus Cleaning and Fueling
Transit and LRT Facilities	Fuel Management		Mid-Life Refurbishment Program
	Workforce Development		
	Fleet Safety		
	Fleet Infrastructure Planning		

Branch - Fleet and Facility Services

Programs & Services:

During the 2019 - 2022 budget cycle, several initiatives focus on the financial sustainability of City operations and ensure that front-line branches can provide services to citizens in the most economically efficient manner.

Changes to Service Levels

- Develop tailored service level agreements for internal and external clients to enhance service delivery to citizens.
- Implement an enhanced facility maintenance program with best-in-class maintenance practices.

Innovation

- Support the rollout of ETS electric buses and the future of public transit by collaborating with ETS and regional partners.
- Implement business process improvements such as enhancing business intelligence reporting.

Continuous Improvement

- Enhance safety of vehicles and equipment through the Emerging Technologies Program, which tests innovative technologies including blindspot detectors and noise reduction technology.
- Enhance safety and work to manage fuel costs by leveraging GPS technology in the City's municipal fleet.
- Manage vendor and contract costs through enhanced contract management processes.
- Work to manage driver behaviour data provided through GPS technology and enhance driver training for City staff.



Branch - Fleet and Facility Services

Emerging Issues:

Technology Advancements

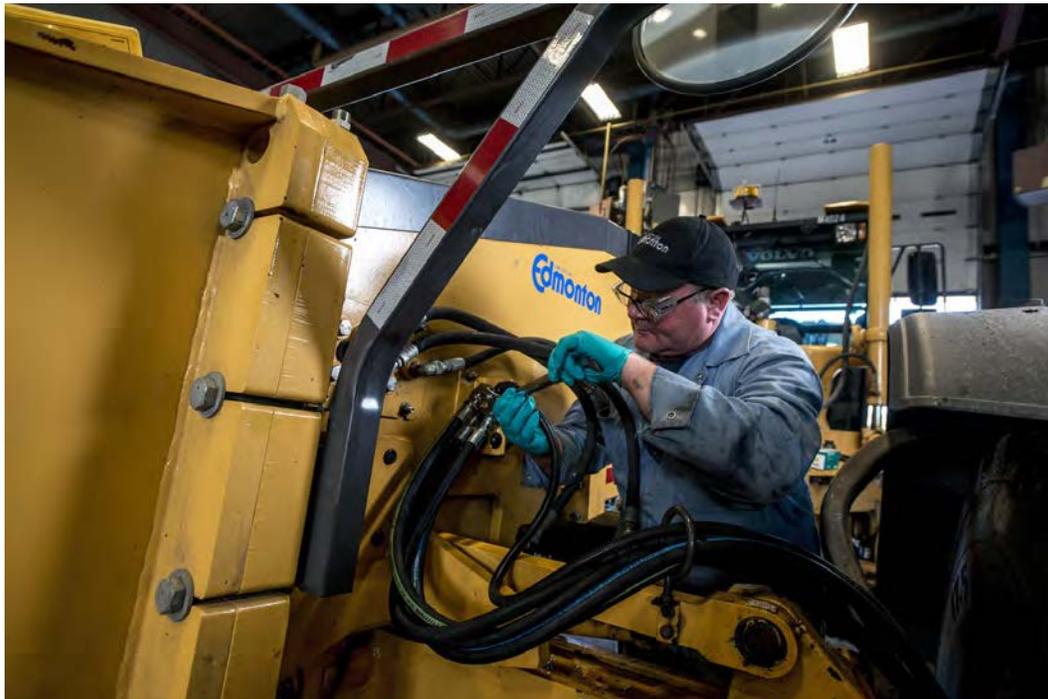
- Fleet and Facility Services provides training and engineering specifications for new and emerging technologies in vehicles, equipment and building systems. A priority for the Branch is ensuring employees have the necessary training and tools to manage the increased complexities of maintaining buildings and servicing the fleet.

Increased Service Levels

- Providing increased programs and services to citizens requires enhanced resources to meet service level targets. Fleet and Facility Services ensures that the City has sustainable and accessible infrastructure as well as the fleet required to deliver approved programs and services.

Increased Costs

- Fleet and Facility Services monitors price increases due to exchange rate fluctuations and economic changes, and manages these through contract agreements with suppliers and vendors.
- Fuel prices are significantly impacted by world commodity price fluctuations. The City's fuel is budgeted using a hedging strategy through Finance and Treasury that mitigates the risk of fluctuating fuel prices, and 'locks-in' prices when advantageous to do so.

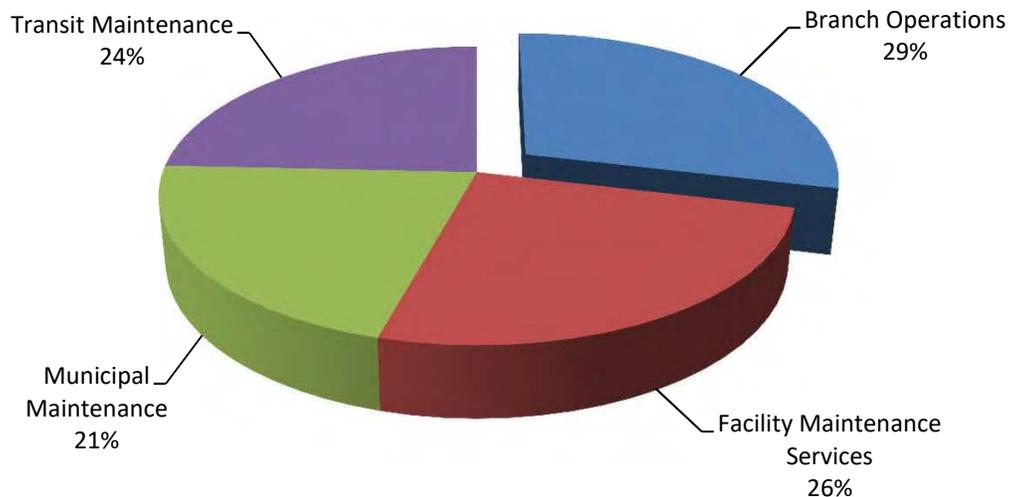


Branch - Fleet & Facilities Services

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Branch Operations	3,473	3,661	4,311	4,348	4,385	4,422
Facility Maintenance Services	707	1,469	619	619	619	619
Municipal Maintenance	9,858	12,523	11,828	11,794	11,794	11,801
Transit Maintenance	310	-	192	193	194	194
Total Revenue & Transfers	\$14,348	\$17,653	\$16,950	\$16,954	\$16,992	\$17,036
Net Expenditure & Transfers						
Branch Operations	82,776	86,345	80,999	81,079	81,363	82,063
Facility Maintenance Services	61,777	68,385	71,886	72,120	70,623	69,515
Municipal Maintenance	55,707	56,622	60,302	60,137	60,855	60,355
Transit Maintenance	62,238	66,360	68,329	70,159	70,710	71,562
Fleet Intra-municipal Recoveries	(189,135)	(192,274)	(194,196)	(196,289)	(197,930)	(199,249)
Total Net Expenditure & Transfers	\$73,363	\$85,438	\$87,320	\$87,206	\$85,621	\$84,246
Total Net Operating Requirement	\$59,015	\$67,785	\$70,370	\$70,252	\$68,629	\$67,210
Full-time Equivalent	1,173.6	1,200.2	1,209.2	1,215.3	1,215.3	1,215.3

2019 Net Expenditures by Program



Branch - Fleet & Facilities Services

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	14,348	17,653	16,950	16,954	16,992	16,992
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$14,348	\$17,653	\$16,950	\$16,954	\$16,992	\$17,036
Net Expenditure & Transfers						
Personnel	116,588	121,769	125,371	126,412	126,966	127,527
Materials, Goods, and Supplies	82,041	83,798	86,363	87,265	88,219	88,744
External Services	56,118	62,579	59,109	58,520	56,890	55,580
Fleet Intra-municipal Recoveries	(189,135)	(192,274)	(194,196)	(196,289)	(197,930)	(199,249)
Intra-municipal Charges	4,909	6,760	8,038	8,091	8,062	8,061
Utilities & Other Charges	5,499	6,835	6,838	6,838	6,838	6,838
Transfer to Reserves	25,186	25,906	24,622	24,954	25,161	25,330
Subtotal	101,206	115,373	116,145	115,791	114,206	112,831
Intra-municipal Recoveries	(27,843)	(29,935)	(28,825)	(28,585)	(28,585)	(28,585)
Total Net Expenditure & Transfers	\$73,363	\$85,438	\$87,320	\$87,206	\$85,621	\$84,246
Total Net Operating Requirement	\$59,015	\$67,785	\$70,370	\$70,252	\$68,629	\$67,210
Full-time Equivalents	1,173.6	1,200.2	1,209.2	1,215.3	1,215.3	1,215.3

1200+

EMPLOYEES

14 different trades across the branch

Maintain **900 City-owned buildings** and **700 additional infrastructure** including park spray decks, splash pads, funicular and river valley footbridges

Complete mechanical and body midlife **refurbishment** of over **50 buses per year**

Delivered **18 defensive driving** courses and held **157 road tests** for City drivers in 2017

>5000

vehicles & pieces of equipment

3,800+ municipal vehicles
1,170 buses & DATS vehicles

22 Municipal, Transit, and Facility Maintenance facilities

185 buildings have digital building automation

100,000 fleet work orders

54,000 facility work orders

43 million

litres of fuel dispensed

BRANCH BY THE NUMBERS

FLEET AND FACILITY SERVICES



Branch - Fleet & Facility Services

Summary of Budget Changes - Net Requirement

(\$000)	2019	2020	2021	2022
	Net	Net	Net	Net
Previous Year's Budget	67,785	70,370	70,252	68,629
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	(209)	(100)	(100)	(84)
Revised Base Budget	67,576	70,270	70,152	68,545
Existing Services (Incremental to Base)				
Cost Changes	2,213	1,235	64	(41)
Change to Service Level	-	-	-	-
Revenue Changes	1,061	(3)	(37)	(44)
Efficiency Savings	(600)	(1,250)	(1,550)	(1,250)
Total Impact on Existing Services	2,674	(18)	(1,523)	(1,335)
Growth/New Services				
[Fleet] Transit External Revenue	-	-	-	-
[FMS] Co-Located Emergency Dispatch Ops Centre (CEDOC)	120	-	-	-
FFS Police Service Package Request	-	-	-	-
Total Growth/New Services	120	-	-	-
Total Approved Budget	\$70,370	\$70,252	\$68,629	\$67,210
Incremental Change in Full-time Equivalents	9.0	6.0	-	-



Branch - Fleet & Facilities Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Branch Operations

Description

Branch Operations is responsible for ensuring that the City's fleet, building and equipment needs are addressed through capital planning, engineering, procurement, client and vendor relationships, training, fuel management, and project and process performance. Branch Operations is also responsible for Fleet Safety and certification of all City drivers.

Results to be Achieved

Branch Operations ensures that the City of Edmonton has sustainable and accessible infrastructure, and that the City has the required fleet to deliver approved programs and services.

Cost Drivers

- Changes in fuel prices, kilometres travelled, vendor contracts
- Emerging technologies
- Legislative requirements
- Increasing partner and branch operations and service levels

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$3,473	\$3,661	\$4,311	\$4,348	\$4,385	\$4,422
Expenditure & Transfers	82,776	86,345	80,999	81,079	81,363	82,063
Subtotal	79,303	82,684	76,688	76,731	76,978	77,641
Fleet Intra-municipal Recoveries	(62,102)	(63,700)	(63,983)	(63,950)	(64,067)	(64,708)
Net Operating Requirement	\$17,201	\$18,984	\$12,705	\$12,781	\$12,911	\$12,933
Full-time Equivalents	145.0	148.0	149.40	150.0	150.0	150.0

2018 Services

- Supported continuous improvement for systems such as M5 and business intelligence reporting
- Completed a trial of robots for parts delivery
- Fuel site refreshments and system improvements for fuel management
- Delivered 18 defensive driving courses and held 157 road tests for City drivers (2017)

Changes in Services for 2019 - 2022

- Enhance safety and work to manage fuel costs by leveraging GPS technology in the City's municipal fleet - Manage vendo

Branch - Fleet & Facilities Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Facility Maintenance Services

Description

Facility Maintenance Services proactively maintains over 900 City-owned facilities along with 700 leased buildings. Services include electrical work, roof repair, woodworking (carpentry), locksmith, plumbing and air conditioning repair and maintenance. Work includes Building Automation and Controls system which electronically monitors building equipment for alarms and operational efficiencies. This program also provides custodial services for facilities including recreation centres, police stations, libraries, and City-owned office towers. Energy management support is provided to Facility and Landscape Infrastructure to develop and implement energy conservation programs and initiatives for City facilities to meet the goals identified in the City's environmental strategic plan.

Results to be Achieved

Facility Maintenance ensures that City facilities are clean, safe and healthy for both the public and employees. This service maximizes the value of City facilities through preventative maintenance and environmentally conscious, cost-effective improvements. Services are delivered in a manner that preserves and protects the environment.

Cost Drivers

- Changes in on-demand service requirements, vendor contracts, cost of parts
- Increasing service levels for branch and partner operations
- Changes in technology and component complexity
- Operationalize new facilities

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$707	\$1,469	\$619	\$619	\$619	\$619
Expenditure & Transfers	89,620	98,320	100,711	100,705	99,208	98,100
Subtotal	88,913	96,851	100,092	100,086	98,589	97,481
Intra-municipal Recoveries	(27,843)	(29,935)	(28,825)	(28,585)	(28,585)	(28,585)
Net Operating Requirement	\$61,070	\$66,916	\$71,267	\$71,501	\$70,004	\$68,896
Full-time Equivalents	385.6	400.2	402.8	407.3	407.3	407.3

2018 Services

- Re-commissioned eight City buildings and completed 23 recreation facility shutdowns (2017)
- Expanded the Building Automation Network to approximately 170 facilities to reduce costs and increase efficiencies (2017)
- Implemented the FMS Transformation Project to standardize business processes, enhance service quality and improve employee work environment

Changes in Services for 2019 - 2022

- Adopt best-in-class maintenance practices
- Manage dedicated capital funding to modernize existing building systems
- Provide preventative maintenance and custodial to new capital infrastructure
- Increase contract management with vendors

Branch - Fleet & Facilities Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Municipal Maintenance

Description

Municipal Maintenance is responsible for preventative maintenance, repairs, custom fabrication and seasonal maintenance on all municipal City vehicles and equipment at the City of Edmonton. Municipal Maintenance services a complex and wide variety of vehicles and equipment including fire apparatus, police vehicles, waste trucks, snow plows, lawn mowers, paving machines, ice resurfacing machines, light duty trucks, DATS buses and sewer service trucks.

Results to be Achieved

Municipal Maintenance provides well-maintained and safe equipment and vehicles in an efficient manner across the City's municipal fleet. This service also provides specialized fabrication services to meet the requirements of municipal fleet vehicle customers.

Cost Drivers

- Changes in cost of parts and materials
- Increasing usage of vehicles and equipment
- Changes in size and complexity of the fleet and associated technology
- Increasing service levels for branch and partner operations
- Weather-related events and mobile service requirements

Resources

	2017	2018	2019	2020	2021	2022
(\$000)	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$9,858	\$12,523	\$11,828	\$11,794	\$11,794	\$11,801
Expenditure & Transfers	55,707	56,622	60,302	60,137	60,855	60,355
Subtotal	45,849	44,099	48,474	48,343	49,061	48,554
Fleet Intra-municipal Recoveries	(56,666)	(56,116)	(57,616)	(57,559)	(58,166)	(57,540)
Net Operating Requirement	(\$10,817)	(\$12,017)	(\$9,142)	(\$9,216)	(\$9,105)	(\$8,986)
Full-time Equivalents	270.0	280.0	283.0	284.0	284.0	284.0

2018 Services

- Completed the AHS PowerCot installation ahead of schedule
- Enhanced focus on employee safety led to a record number of near miss reports in 2017 and a continued focus in 2018
- Respiratory Hazard Program was completed to enhance safety of employees and reduce exposure to silica
- Completed over 33,000 running repairs and 10,900 preventative maintenance work orders (2017)

Changes in Services for 2019 - 2022

- Develop tailored service agreements for internal and external clients to enhance service levels to citizens
- A continued focus on a culture of safety including near miss reporting
- Focus on workplace culture, succession planning, and attraction and retention of highly skilled technical employees
- Manage volume increases in EPS capital-build vehicles

Branch - Fleet & Facilities Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Transit Maintenance

Description

Transit Maintenance is responsible for preventative maintenance, repairs and daily cleaning of City of Edmonton buses. The program ensures that every day, the bus fleet is safe, reliable, and clean for citizens on their daily commute and meets their transportation needs. Transit Maintenance also completes the Mid-Life Refurbishment Strategy which extends the lifecycle of a bus from 12 years to 20 years by replacing engines and updating the interior and exterior of buses. This program ensures buses have the lowest cost of ownership over their lifetime and increases service reliability.

Results to be Achieved

Transit Maintenance provides safe, clean and reliable buses for Edmonton Transit Service in a cost-effective manner, extends the lifecycle of buses to maximize the City's investment, and provides cost-effective and timely repair of buses that have sustained accident damage.

Cost Drivers

- Changes in fuel prices, cost of parts and materials along with an aging fleet
- Increasing ETS operations and service levels
- Changes in size and complexity of the fleet and associated technology (air conditioning, electric bus)
- Weather-related and special/unplanned service events

Resources

	2017	2018	2019	2020	2021	2022
(\$000)	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$310	-	\$192	\$193	\$194	\$194
Expenditure & Transfers	62,238	66,360	68,329	70,159	70,710	71,562
Subtotal	61,928	66,360	68,137	69,966	70,516	71,368
Fleet Intra-municipal Recoveries	(70,367)	(72,458)	(72,597)	(74,780)	(75,697)	(77,001)
Net Operating Requirement	(\$8,439)	(\$6,098)	(\$4,460)	(\$4,814)	(\$5,181)	(\$5,633)
Full-time Equivalents	373.0	372.0	374.0	374.0	374.0	374.0

2018 Services

- Implemented revised preventative maintenance inspection program to enhance effectiveness and efficiencies, and reduce mean time distance between failures
- Electric Bus retrofitted upgrades to Centennial garage
- Planned replacement of 33 Community Services buses and 110 40-foot buses in 2018
- Worked with ETS to provide service for festivals, concerts and football games

Changes in Services for 2019 - 2022

- Support the rollout of ETS electric buses
- Support the future of public transit by working with ETS and regional partners
- Work with ETS on cost management and fleet utilization strategies
- Relocate from Westwood transit to the new Kathleen Andrews transit garage, refurbish Ferrier garage

Branch - Fleet & Facility Services

Program - Facility Maintenance Services
 Title - [FMS] Co-Located Emergency Dispatch
 Ops Centre (CEDOC)

Operating Impacts of Capital
 Funded
 Ongoing

Results to be Achieved

Fleet and Facility Services ensures that the City of Edmonton has sustainable and accessible infrastructure through preventative maintenance, on demand repairs, custom facility solutions and custodial services. Custodial services provide safe and clean environments for City employees and citizens.

Description

Fleet and Facility Services, Facility Maintenance Services provides custodial services within City owned and operated facilities. This service package will fund custodial services at a new facility (Co-located Emergency Dispatch Operations Centre) planned to be in service by 2019. The cost for this service package is for contracted custodial services.

Justification

Custodial services are required to maintain a clean and safe working environment. Fleet and Facility Services will be unable to meet the service requirement without the approval of the service package.

Incremental	2019				2020				2021				2022			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$120	-	\$120	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$120	-	\$120	-												

Branch - Fleet & Facility Services

Program - Facility Maintenance Services
Title - FFS Police Service Package Request

Growth on Existing Services
Funded
Ongoing

Results to be Achieved

Fleet and Facility Services ensures that the City of Edmonton has sustainable and accessible infrastructure and that the City has the fleet required to deliver approved programs and services. The Branch services and maintains Edmonton Police Service's capital fleet as well as provides secure building preventative maintenance, on demand repairs and custodial services at EPS facilities.

Description

Fleet and Facility Services provides maintenance services for fleet and facilities for the Edmonton Police Service. Due to growth of the EPS facilities and fleet, additional resources are required to meet the service level requirements. This service package includes:

- 1) 2.0 FTE's to provide fleet maintenance for growth EPS facility (NW Campus) with new Fleet Garage (\$190k)
- 2) 3.0 FTE's Custodial Workers for enhanced level of Custodial Services at growth EPS facility (NW Campus) due to size and operational use of the building (\$307k) as requested by EPS
- 3) 1.0 FTE Automotive Mechanic in 2019 (\$258k) and 1.0 FTE Automotive Mechanic in 2020 (\$258k) for EPS fleet growth includes parts and vendor maintenance costs (\$489k total)
- 4) 1.0 FTE Custodial Worker to provide enhanced service at old central stores location which is being transferred to EPS for evidence warehousing (\$52k) as requested by EPS
- 5) Contracted Custodial services at newly leased growth 80,000 sq. ft. downtown office space as requested by EPS

These FTE's are funded through Edmonton Police Service. Fleet and Facility Services will be unable to meet service level agreements without the approval of these FTEs.

Justification

The FTE's for this service package will enable Fleet and Facility Services to add additional maintenance and custodial personnel to meet service level requirements for the Edmonton Police Service. These FTE's are funded by Edmonton Police Service.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs												
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	7.0	-	-	-	1.0	-	-	-	-	-	-	-	-
Total	-	-	-	7.0	-	-	-	1.0	-	-	-	-	-	-	-	-

Branch - Fleet & Facility Services

Program - Transit Maintenance
Title - [Fleet] Transit External Revenue

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

Fleet and Facility Services ensures that the City of Edmonton has a resilient financial position through external maintenance contracts with organizations and municipalities. Transit Fleet Maintenance has maintenance contracts with three municipalities to provide maintenance and servicing to their bus fleets.

Description

Fleet and Facility Services, Transit Fleet Maintenance section provides contracted bus fleet maintenance to the municipalities of Beaumont, Parkland County and Spruce Grove. This package includes:

- 1) 1.0 FTE Heavy Equipment Technician, and
- 2) 1.0 FTE Bus Cleaner.

These FTE's are funded through external revenue. Transit Fleet Maintenance will be unable to meet contractual service level agreements without the approval of these FTEs.

Justification

The FTEs for this service package will enable Fleet and Facility Services, Transit Fleet Maintenance to add additional maintenance personnel to meet contractual requirements with three external municipalities. These FTEs are funded by external revenues.

incremental	2019				2020				2021				2022			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$359	359	-	2.0	\$1	1	-	-	\$1	1	-	-	\$1	1	-	-
Total	\$359	359	-	2.0	\$1	1	-	-	\$1	1	-	-	\$1	1	-	-

Branch - Parks and Roads Services 2019-2022 Operating Budget

Edmonton

Introduction

Parks and Roads Services is mandated to ensure safe, well maintained and appropriate parks and roadways for the citizens and visitors of Edmonton. To manage this customer experience, the Branch operates efficiently and effectively to deliver five services.

Parks and Open Spaces: Maintains and operates a safe and healthy network of public green spaces. This includes managing and maintaining a healthy urban forest canopy, natural areas, parks and sports fields for public use.

Parking: Provides convenient, affordable, accessible parking for a period of time, typically in a parking space available on or off street, in a lot or facility where parking patrons have access to parking to conduct business or pleasure. This service includes enforcement, permission and rate setting.

Active Pathways: Providing safe, well maintained trails, sidewalks and lanes to enable active transportation.

Roadways: Provides, operates and maintains highways, bridges and roads for goods, people and services to move in and around the city. This also includes providing signs, lighting and signalling to manage and direct traffic control. Snow removal activities are part of this service.

Traffic Safety: Delivers the principles of Vision Zero through education, engineering and speed management including intersection safety cameras and automated mobile photo enforcement.



Programs & Services

Infrastructure Maintenance	Infrastructure Operations	Network Operations	Parking	Snow and Ice Control	Traffic Safety and Automated Enforcement
Bridge and Structure Maintenance	Natural Area Management	Sign Production	Parking Operations	Seasonal Road Operations	Speed Management
Pathway Bridge and Structure Maintenance	Open Space Structure Maintenance	Street Lighting	Parking Enforcement	Seasonal Pathway Operations	Traffic Safety Education and Outreach
Multimode Pathway Maintenance	Parks and Open Space Management	Traffic Control			Traffic Safety Engineering
Road Maintenance	Sportsfield Management	Right of Way Encroachment			
	Urban Forest Management				
	Education and Outreach				

Branch - Parks and Roads Services

Programs & Services:

In addition to maintaining hard assets, the Branch provides research and engineering along with education, engagement, and enforcement to help keep our road users safe. Parks and Roads Services continually works to enhance efficiencies, modernize processes, embrace technology and innovative strategies, while ensuring fiscal stewardship and contributing to the success of administration in serving the citizens of Edmonton. In addition to integrating operations to gain efficiencies and improve customer service, there are initiatives going forward directed at enhancing public safety through improving driver behavior to reach the targets of Vision Zero and increase the use of technology-driven transportation management services.

Changes to Service Level

- Introduction of a permit and associated fee for waste bins located in alleys and on road right of way. This brings administration into compliance with Traffic Bylaw #5590.

Innovation

Parks and Roads Services is dedicated to finding new and better ways of delivering effective, efficient, and relevant services to the citizens of Edmonton.

- Proactive pothole inspections pilot: Parks and Roads Services is piloting LiDAR technology to identify potholes and more efficiently deploy crews to fill potholes throughout the city. Parks and Roads Services will move to large scale testing to ensure process efficiency and develop a business case, if appropriate.

Continuous Improvement

- Establishing LEAN assessments to improve service delivery in multiple areas including turf maintenance, pothole repairs and traffic detours. Future assessments are planned for sidewalk repair, snow and ice control, and tree planting.
- Installing LED street lights to reduce power consumption and greenhouse gas emissions.
- Reduced contract costs provides \$5.5 million in cost savings in snow and ice control and electrical activities.
- Changing tree light strings to eliminate maintenance and replacement costs, will save Parks and Roads Services \$200,000 during the last two years of this budget cycle.
- Installing touch screen pay terminals has enhanced parking customer experience, providing 25% faster purchase processing, 20% less power consumption, and 50% faster wake up time.

Impact of Previous Council Decisions:

Operating Impacts of Capital

- The operating impacts of capital and contributed assets have a substantial impact on the activities of this branch. Parks and Roads Services has identified multiple areas of savings to absorb this increased inventory, including but not limited to \$2.6 million saving in snow and ice control.

Outstanding Council Reports

- Implementation of Dogs in Open Spaces (CR_3560) for which Council requested a capital profile and an operating service package be brought forward during this budget cycle. A report on the progress of the Dogs in Open Space Implementation Plan will be brought forward to Council in spring 2019.
- Improvements to sports fields and other open green spaces have been identified as priorities in two Council reports (CR_4973 and CR_5463).

Branch - Parks and Roads Services

Annexation

- The growth of City lands through the annexation of portions of Leduc County has an impact on the activities of Parks and Roads Services. Over the term of this budget, the Branch will develop operational and maintenance plans to ensure citizens in the newly annexed lands are served to the same standard as the rest of the city.

Emerging Issues:

City's Growing Asset Inventory

- The City's asset inventory is growing, and while the economy is slowly recovering, it is important to acknowledge budget pressures on Edmontonians. The Branch regularly reviews its processes and service delivery model to find efficiencies in the way it services the City's parks and roads. The savings realized from this work will partially offset the costs of increased service requirements from inventory growth.

Snow and Ice Control

- As the Branch expands the pilot project using calcium chloride as a snow and ice control method there will be opportunities and limitations to the snow and ice policy. The impact of adding calcium chloride to winter roadways operations will lead to financial variances associated with using this product, and these have yet to be fully identified.

Decreases in TSAER Revenue

- Edmontonians are changing their driving behaviors for the better. As fewer people speed and/or run traffic lights, the revenues from automated enforcement have been declining. This revenue is shared between EPS and Parks and Roads Services to fund traffic safety measures including technology, engineering measures, signage and signaling. The decrease in revenues must be balanced with continued work to keep motorists, cyclists, and pedestrians safe on our roadways.

Bike Lane Maintenance

- Expansion of the bike network to new areas of the city will increase operational and maintenance activities such as speciality snow clearing, and road repair.

Permanent On-Street Parking Reductions

- As key infrastructure is expanded (LRT, Bike Network, Vision Jasper), on-street parking has been permanently reduced. This, combined with incremental gains in off-street parking facilities operated by outside services, puts downward pressure on revenue potential.

Emerald Ash Borer

- This pest has devastated urban forests in the eastern USA and Canada. Recently found in Winnipeg (CFIA 2018), this invasive species is expected to arrive in Edmonton within the next 5 years, affecting 25% of street and park trees. The estimated cost to replace City-owned ash trees is in excess of \$122 million, while replacing trees on private property is estimated to be double this impact.

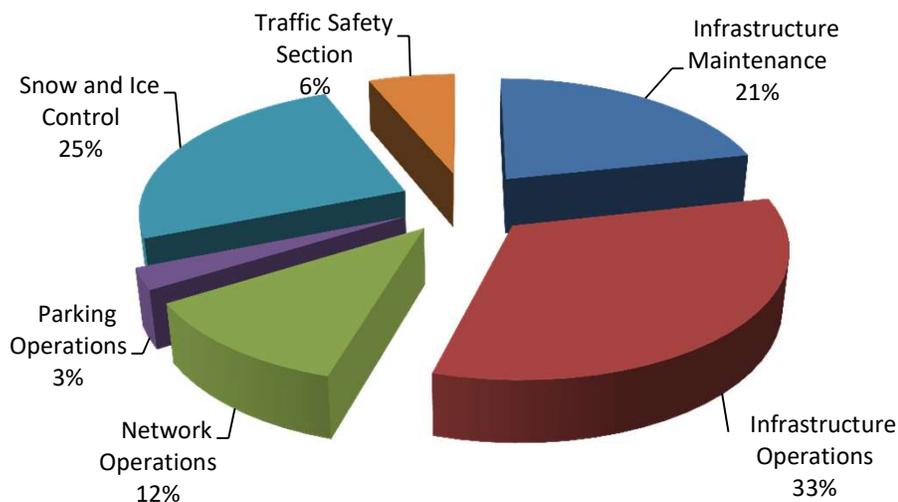


Branch - Parks & Roads Services

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Infrastructure Maintenance	3,038	5,526	5,526	5,526	5,526	5,526
Infrastructure Operations	5,534	2,893	4,098	4,365	4,371	4,377
Network Operations	2,962	5,807	8,007	10,107	10,107	10,107
Parking Operations	15,725	15,428	15,466	15,466	15,466	15,466
Snow and Ice Control	36	13	13	13	13	13
Traffic Safety Section	17,904	20,664	20,664	20,664	20,664	20,664
Total Revenue & Transfers	\$45,199	\$50,331	\$53,774	\$56,141	\$56,147	\$56,153
Net Expenditure & Transfers						
Infrastructure Maintenance	45,245	49,735	56,249	56,391	56,427	56,445
Infrastructure Operations	82,664	83,448	85,834	84,633	84,090	83,823
Network Operations	28,683	31,341	30,520	30,156	29,688	29,184
Parking Operations	6,859	6,863	7,092	7,095	7,096	7,089
Snow and Ice Control	50,852	65,766	65,032	64,666	64,166	63,666
Traffic Safety Section	13,695	16,409	16,265	16,265	16,266	16,267
Total Net Expenditure & Transfers	\$227,998	\$253,562	\$260,992	\$259,206	\$257,733	\$256,474
Total Net Operating Requirement	\$182,799	\$203,231	\$207,218	\$203,065	\$201,586	\$200,321
Full-time Equivalents	1,297.8	1,322.6	1,322.6	1,322.6	1,322.6	1,322.6

2019 Net Expenditures by Program



Branch - Parks & Roads Services

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	27,266	29,467	32,710	35,077	35,083	35,089
Grants	30	-	-	-	-	-
Transfer from Reserves	17,903	20,864	21,064	21,064	21,064	21,064
Total Revenue & Transfers	\$45,199	\$50,331	\$53,774	\$56,141	\$56,147	\$56,153
Net Expenditure & Transfers						
Personnel	114,423	117,022	119,987	120,677	120,856	120,788
Materials, Goods, and Supplies	43,891	58,450	56,562	55,062	54,462	53,862
External Services	41,446	43,852	48,987	48,050	47,190	46,543
Fleet Services	42,756	37,136	39,835	39,617	39,388	39,429
Intra-municipal Charges	1,423	7,939	6,823	6,885	6,939	6,966
Utilities & Other Charges	16,790	17,744	18,536	18,535	18,535	18,534
Transfer to Reserves	4,223	1,395	770	770	770	770
Subtotal	264,952	283,538	291,500	289,596	288,140	286,892
Intra-municipal Recoveries	(36,954)	(29,976)	(30,508)	(30,390)	(30,407)	(30,418)
Total Net Expenditure & Transfers	\$227,998	\$253,562	\$260,992	\$259,206	\$257,733	\$256,474
Total Net Operating Requirement	\$182,799	\$203,231	\$207,218	\$203,065	\$201,586	\$200,321
Full-time Equivalents	1,297.8	1,322.6	1,322.6	1,322.6	1,322.6	1,322.6

10,000+ ha of park & open spaces including the river valley

340,000+
boulevard
trees

Over **1000**
mobile speed
enforcement
locations

10,000+ kms roads, sidewalks and alleys

more than **2,900 ha** of sports fields
and **455** publicly available playgrounds

> **150,000**
traffic signs

> **113,000**
street lights

> **5,700**
paid parking stalls

> **2,000,000 m²**
planted shrub
beds

BRANCH BY THE NUMBERS
PARKS AND ROADS SERVICES



Branch - Parks & Roads Services

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	203,231	207,218	203,065	201,586
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	4,974	-	-	-
Revised Base Budget	208,205	207,217	203,066	201,586
Existing Services (Incremental to Base)				
Cost Changes	4,385	644	27	41
Change to Service Level	-	-	-	-
Revenue Changes	(3,444)	(2,367)	(6)	(6)
Efficiency Savings	(3,678)	(1,930)	(1,000)	(800)
Total Impact on Existing Services	(2,737)	(3,653)	(979)	(765)
Council Amendments				
Amended Service Packages	2,000	-	-	-
Council Budget Reductions	(250)	(500)	(500)	(500)
Total Council Amendments	1,750	(500)	(500)	(500)
Total Approved Budget	\$207,218	\$203,065	\$201,586	\$200,321
Incremental Change in Full-time Equivalent	-	-	-	-

Branch - Parks & Roads Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Infrastructure Maintenance

Description

Infrastructure Maintenance supports the City's economic vitality by efficiently maintaining safe, economical and effective transportation and open space infrastructure. Specifically, Infrastructure Maintenance provides inspection, preventive maintenance (e.g. crack sealing and micro-surfacing), and repair services for all city owned assets including asphalt roads, gravel roads, sidewalks, shared use paths, bridges, playgrounds, open space structures (e.g stairs, ball diamonds), and auxiliary structures (e.g. guard rails). The program also provides paving service to rehabilitate assets identified by Integrated Infrastructure Services.

Results to be Achieved

Infrastructure Maintenance contributes to the safety and livability of the city by supporting the movement of people, goods and services. Through efficient use of labour, material and equipment, this service ensures that transportation and open spaces infrastructure and assets are well-maintained, safe and accessible.

Cost Drivers

- Increasing asset inventory
- Lifecycle condition of assets
- Fluctuations in weather cycles that damage infrastructure
- Contractor cost fluctuations
- Labour and materials cost fluctuations

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	\$3,038	\$5,526	\$5,526	\$5,526	\$5,526	\$5,526
Expenditure & Transfers	58,667	63,984	70,502	70,647	70,686	70,710
Subtotal	55,629	58,458	64,976	65,121	65,160	65,184
Intra-municipal Recoveries	(13,422)	(14,249)	(14,253)	(14,256)	(14,259)	(14,265)
Total Net Operating Requirement	\$42,207	\$44,209	\$50,723	\$50,865	\$50,901	\$50,919
Full-time Equivalents	295.7	306.4	306.4	306.4	306.4	306.4

2018 Services

Services are provided across all City-owned assets such as roads, pathways, bridges and open space structures. This is expected to include filling the equivalent of more than 500,000 potholes, responding to over 20,000 citizen inquiries, rehabilitating roads for three neighbourhoods and 124,000 square metres of arterial/collector roads.

Changes in Services for 2019 - 2022

The move of Drainage to EPCOR may require Infrastructure Maintenance to provide overland drainage maintenance services. This is an unfunded activity, and not currently performed by City staff.

Branch - Parks & Roads Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Infrastructure Operations

Description

Infrastructure Operations addresses how citizens experience the city across parkland, roadway and recreational outdoor spaces. This team maintains and services 10,000 kms of roads, sidewalks and alleys, 8,000 ha of parkland (including the trail system connecting to the River Valley), amenity buildings, urban trees, toboggan hills, and cleanup including homeless camps. This program ensures parks are well-maintained for Edmontonians' enjoyment and safety. The actions of this workforce impact the livability of Edmonton every day. Snow and ice control is part of this program and reported separately.

Results to be Achieved

Beautification, park maintenance and open spaces keep the city attractive and active, improving Edmonton's livability, image and reputation. This service ensures roads, parks, sports fields and play spaces are functional, safe, and clean through the efficient use of labour, material and equipment.

Cost Drivers

- Number of square metres and linear kilometres to be serviced and maintained
- Developing and opening of new trails, parks and roadways
- Labour and materials cost fluctuations
- Fluctuations in weather cycles that impact operations

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$5,534	\$2,893	\$4,098	\$4,365	\$4,371	\$4,377
Expenditure & Transfers	89,664	86,194	88,817	87,623	87,087	86,823
Subtotal	84,130	83,301	84,719	83,258	82,716	82,446
Intra-municipal Recoveries	(7,000)	(2,746)	(2,983)	(2,990)	(2,997)	(3,000)
Total Net Operating Requirement	\$77,130	\$80,555	\$81,736	\$80,268	\$79,719	\$79,446
Full-time Equivalents	588.0	592.5	592.5	592.5	592.5	592.5

2018 Services

Service over 10,000 kms of roads, sidewalks and alleys, over 340,000 boulevard trees and over 8,000 ha of park and open spaces including the river valley, over 2,900 ha of sports fields and over 2,000,000 square metres of planted shrub beds. Recovered winter street sand during spring street sweeping campaign.

Changes in Services for 2019 - 2022

Core services will remain consistent with previous years. Increased maintenance of turf, horticulture, sports fields, parking and trail assets due to new capital projects and contributed assets. Operating efficiencies will help absorb incoming inventory from capital and contributed projects, while maintaining service levels.

Branch - Parks & Roads Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Network Operations

Description

Network Operations provides the services that allow for the safe and efficient direction of all roadway users. The program provides traffic control management, streetlight and signal maintenance, decorative lighting operation and maintenance (high level bridge, electrical infrastructure in Business Improvement Areas) road and base mapping, road markings, as well as development and compliance of the City's traffic bylaws. These services contribute to the livability of Edmonton by ensuring that goods and services move efficiently.

Results to be Achieved

Street lighting improves safety and visibility for drivers, pedestrians and riders. Road traffic control devices aid in traffic control and congestion management across the road network supporting the movement of people, goods and services in the city. Through efficient use of labour, material and equipment, this service ensures that the infrastructure and assets described are well-maintained, safe and accessible.

Cost Drivers

- Contract costs with EPCOR and other electrical service contractors
- Managing lifecycle condition of assets and other electrical infrastructure on Road Right of Way
- Utility and labour rates

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$2,962	\$5,807	\$8,007	\$10,107	\$10,107	\$10,107
Expenditure & Transfers	42,100	40,998	40,376	40,014	39,553	39,051
Subtotal	39,138	35,191	32,369	29,907	29,446	28,944
Intra-municipal Recoveries	(13,417)	(9,657)	(9,856)	(9,858)	(9,865)	(9,867)
Total Net Operating Requirement	\$25,721	\$25,534	\$22,513	\$20,049	\$19,581	\$19,077
Full-time Equivalents	130.2	129.2	129.2	129.2	129.2	129.2

2018 Services

Operate, maintain and optimize 130,000 streetlights, 170,000 signs, 1,400 traffic timing signals and 600 overhead traffic signs. Install, manage and maintain surface markings and street lights. Safely manage traffic disruptions and events through coordinated use of signs, detours, barricades, and signal timings. Install LED street lights to advance energy savings and environmental stewardship.

Changes in Services for 2019 - 2022

Network Operations will continue to optimize traffic control and management using current and evolving technologies such as Smart City platforms.

Branch - Parks & Roads Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Parking Operations

Description

Parking Services provides centralized delivery of parking services by managing curbside operations and City owned/leased off-street parking facilities. Implementing effective parking management strategies contribute to the City's vision of densified urban spaces, aligning with City growth and business initiatives. These strategies provide a sustainable balance between availability and affordability of parking, and offer a choice on alternate modes of transportation. Parking is a strategic lever in facilitating modal shift in urban areas.

Results to be Achieved

Parking Services aims to deliver consistent and efficient services that are developed and executed based on evolving customer, City and industry needs. Parking management strategies are aligned to the goals and outcomes of Council and applied fairly and consistently to all City-owned parking assets.

Cost Drivers

- Parking supply, demand and availability
- Changes in transportation mode shift
- Land use development and zoning requirements
- Market rate pricing for off-street parking facilities
- Implementation of emerging technologies such as electronic permitting and guidance system
- Property tax increases
- Utility and labour rates

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$15,725	\$15,428	\$15,466	\$15,466	\$15,466	\$15,466
Expenditure & Transfers	9,255	8,928	9,578	9,581	9,582	9,575
Subtotal	(6,470)	(6,500)	(5,888)	(5,885)	(5,884)	(5,891)
Intra-municipal Recoveries	(2,396)	(2,065)	(2,486)	(2,486)	(2,486)	(2,486)
Total Net Operating Requirement	(\$8,866)	(\$8,565)	(\$8,374)	(\$8,371)	(\$8,370)	(\$8,377)
Full-time Equivalents	29.6	29.6	29.6	29.6	29.6	29.6

2018 Services

Balance resident and business parking needs. Expand EPark and apply restrictions for safe, efficient traffic flow, bike lanes, special needs and events. Administer residential parking programs. Negotiate/oversee contracts for off-street parking. Maximize revenue with competitive and strategic rate setting in facilities and on-street. Deploy automated enforcement.

Changes in Services for 2019 - 2022

Deploy demand pricing in key areas.

Branch - Parks & Roads Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Snow and Ice Control

Description

The 'Snow and Ice Control' program ensures that the transportation network is safe and that efficient movement of pedestrians, motorists and cyclists is possible throughout the winter season. Snow and Ice Control includes operational maintenance such as snow plowing and blading, snow removal, anti-icing, de-icing, specialty snow removal and abrasive application on city streets and pathways. These services contribute to the City of Edmonton's Transportation Plan and help create a livable city by ensuring that goods, people and services move efficiently, connecting Edmontonians to their city.

Results to be Achieved

Snow and Ice Control maintains roadways throughout the winter season in an environmentally conscious and cost-effective manner ensuring a safe and reliable transportation network.

Cost Drivers

- Higher service level standards for snow and ice control in accordance with the updated policy
- Increases to the roadway inventory
- Quantity and severity of snow events affecting snow and ice control
- Fluctuations with contract equipment costs and labour

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$36	\$13	\$13	\$13	\$13	\$13
Expenditure & Transfers	51,571	67,025	65,962	65,466	64,966	64,466
Subtotal	51,535	67,012	65,949	65,453	64,953	64,453
Intra-municipal Recoveries	(719)	(1,259)	(930)	(800)	(800)	(800)
Total Net Operating Requirement	\$50,816	\$65,753	\$65,019	\$64,653	\$64,153	\$63,653
Full-time Equivalents	217.3	225.9	225.9	225.9	225.9	225.9

2018 Services

Completed sanding, plowing and blading of the transportation network including roads and active pathways, with over 18 passes per km of roadways. Removed additional snow as required from roadways according to priority. Managed over 44,000 winter-related citizen calls. Conducted the Calcium Chloride pilot.

Changes in Services for 2019 - 2022

In 2019, the snow and ice control program will expand use of calcium chloride as a technique to return the city's transportation network back to clear and bare pavement. Additionally, changes to the Snow and Ice Policy (C409I) will guide service levels in the next 4 years.

Branch - Parks & Roads Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Traffic Safety Section

Description

Traffic Safety provides engineering, education, enforcement, evaluation and engagement programs within the framework of Safe Systems Approach to reduce fatalities, injuries and property damage from motor-vehicle collisions. Traffic Safety works closely with other road safety stakeholders to increase collaboration and integration to ensure safety is delivered through vehicles, roads, speeds, and user attitudes and behaviours. These programs align with City of Edmonton Transportation Plan and adoption of Vision Zero, ensuring safer movement of goods and services.

Results to be Achieved

Traffic Safety delivers programs to reduce speeding, deter risky driver behaviours and involve Edmontonians in traffic safety initiatives. These programs support the ongoing reduction in injury, fatality and total collisions leading to zero road fatalities by 2032.

Cost Drivers

- Cost of Labour, equipment materials
- Technology changes including autonomous vehicles
- Legislative changes
- Road-user behaviour

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$17,904	\$20,664	\$20,664	\$20,664	\$20,664	\$20,664
Expenditure & Transfers	13,695	16,409	16,265	16,265	16,266	16,267
Subtotal	(4,209)	(4,255)	(4,399)	(4,399)	(4,398)	(4,397)
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	(\$4,209)	(\$4,255)	(\$4,399)	(\$4,399)	(\$4,398)	(\$4,397)
Full-time Equivalents	37.0	39.0	39.0	39.0	39.0	39.0

2018 Services

Use traffic safety audits, assessments and collision data analysis to create safer streets for vehicles and pedestrians. Review speed and community safety programs. Manage photo enforcement technology, purchase, certification, deployment, maintenance and violation processing with EPS to address safety through education, engineering and enforcement. Promote traffic safety to influence road users.

Changes in Services for 2019 - 2022

- Implementation of Vision Zero (CR-5991)
- Road Safety Strategy including Community Traffic Safety, Engineering, Speed Management and Pedestrian Safety (Traffic Signals - Pedestrian / Vehicle Safety) related programs
- Enhanced school zone enforcement
- Crosswalk Infrastructure Improvement (CR_5992)

Branch - Parks & Roads Services

Program - Infrastructure Operations
Title - Annexation - Parks and Roads Services

Growth on Existing Services
Funded
Ongoing

Results to be Achieved

Parks and Road Services will operate, maintain and service roadways and natural areas in the annexation area. This includes mowing 48 ha of roadways; maintaining 163 ha of natural areas; servicing 122 km of gravel roads, graveling, signage installation and repair, culvert maintenance, grading and snow plowing; and maintaining 24 km of paved inventory, including surface repairs, crack sealing, pothole filling, pavement marking, grading and snow plowing.

Description

This profile addresses the service requirements of additional road, bridge and green space inventory being annexed from the County of Leduc in 2019. Administration is developing a transition plan and understanding of the service requirements to determine the appropriate service delivery model. Negotiations to contract services back to the County of Leduc were unsuccessful. The service delivery and transition plan will be developed as administration expands existing contracts to provide continuity until the full operational and maintenance model is completed. Future staffing that may be required at the conclusion of the transition plan will be requested through future SOBA processes.

Justification

The City of Edmonton's proposed annexation area is 8,267 hectares (about 20,428 acres) of land from Leduc County east and west of the Queen Elizabeth II Highway, including a portion of 50th street within the Town of Beaumont. Citizens in this zone require continued infrastructure maintenance and operations such as snow clearing, weed control, etc.

Incremental	2019				2020				2021				2022			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$2,000	-	\$2,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$2,000	-	\$2,000	-	-	-	\$2,000	-								

Introduction

In 2016, the City of Edmonton formed the Communications and Engagement Department in order to elevate, prioritize and integrate communications and engagement roles across the Corporation. In January 2018, given the high-level, internal and external nature of its functions, Intergovernmental Affairs was repositioned from the City Manager's Office to Communications and Engagement Department.

The Department has completed a tremendous amount of work since its formation, including, but not limited to:

- Creating a new organizational structure,
- Consolidating more than 80 communications, marketing and engagement professionals who were previously working across the organization into a central service area,
- Developing a strategic plan for the Department, from which all operational plans and work flows, and
- Operating in an increasingly integrated manner, bringing the strategic lens of five disciplines -- communications, engagement, external relations, intergovernmental affairs and marketing -- to its service delivery.

This work has been anchored in a desire to ensure that it is hallmarked by excellent, authentic and innovative communications and engagement practice.

We pursue **our vision** of supporting a city built with the trust and confidence of its citizens, communities, partners, staff and stakeholders.

We are grounded in **our mission** to enable and enrich deep and meaningful connections with and among our citizens, communities, organization and staff.

The Department places priority in five key areas:

1. Building and nurturing a great team of professionals.

Demonstrating leadership in communications, engagement, external relations, marketing, and intergovernmental relationships in order to deliver exceptional service to the City's clients and partners.

2. Providing excellent advice and support across the organization.

Being trusted advisors who provide a comprehensive range of services to meet the needs of Council, internal business partners and partners in the community.

3. Defining and upholding the City of Edmonton's brand and story.

Knowing Edmonton's story, sharing it, and giving others tools and opportunities to be a part of that story too.

4. Giving citizens an opportunity to be heard on a range of issues.

Appreciating the value that different perspectives bring to Edmonton, and actively seeking input from citizens and partners to guide the City's work.

5. Building partnerships with the many stakeholders who share the Edmonton and Area region.

Cultivating a network of strategic partners who are our allies in advancing Edmonton's reputation at home and around the world.

All of these activities are rooted in the Corporation's five Cultural Commitments.

From an organizational perspective, the Communications and Engagement Department is comprised of five distinct functional areas within four Branches.

Communications Branch

The Communications Branch connects citizens and staff to the information they need, when they need it. The role of the Communications Branch is both strategic and tactical. As strategic advisors, Communications staff support business partners across the organization in developing and disseminating meaningful information that prompts understanding and discussion, and deepens relationships with the people being served. Communications is where passionate and connected professionals come together to shape and share the City’s collective story.

Engagement Branch

A City that wants to hear and be heard must first be a City that knows how to listen. Building a City that is open, accountable and responsive requires engaging citizens, staff and partners in the decisions that affect their lives. The Engagement Branch believes that dialogue – both internal and external – leads to better decision making. As a result, it advises and connects citizens, City staff and community stakeholders to the organization, and gives these important partners a voice in the future of Edmonton. This Branch collaborates with colleagues throughout the organization to build Edmontonians’ sense of pride, connection and commitment to their communities, and ultimately to the city we all share.

External Relations Branch

The Corporation has a responsibility to citizens, Council, staff and external stakeholders to engage its partners in city building. Strong relationships with communities in Edmonton and region enable the City to advance its corporate outcomes and enhance Edmonton’s reputation both at home and around the world. The External Relations Branch fosters the development of a network of partners from the public sector, the business community, post-secondary institutions and non-profit organizations to strengthen the profile of the City. An additional functional area, Intergovernmental Affairs, focuses on policy and legislative actions of federal, provincial and regional orders of government and the potential impacts on the City of Edmonton.

Marketing Branch

How people perceive the city – the emotions that come to mind when they think of Edmonton, the interactions they have with Administration, and the way the City presents itself to its stakeholders – is the fundamental element of the Edmonton experience. Although all City Departments play a role in advancing a positive image and reputation for the organization, the Marketing Branch is at the helm of this work, building citizen, staff and stakeholder trust in a clear, consistent brand.

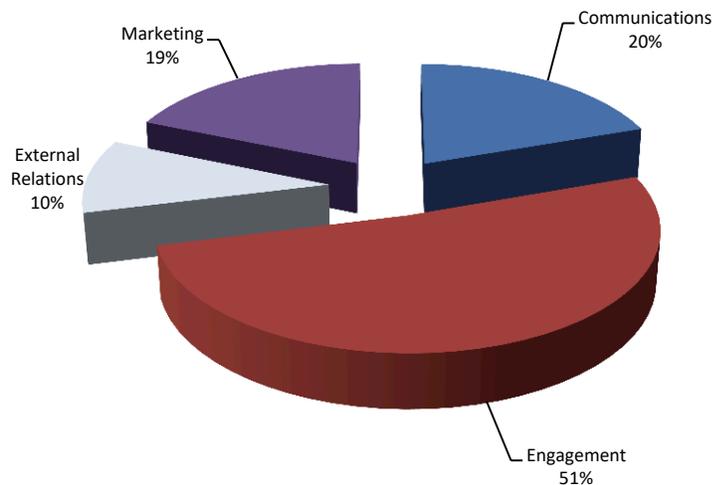
Branches & Programs			
Communications	Engagement	External Relations	Marketing
Communication Services	311/Inside Information	Private Sector and Post Secondary	Creative and Digital
Integration and Relationships	Public Engagement	Public Sector and Nonprofit	Corporate Positioning
		Intergovernmental Affairs	

Department - Communications & Engagement

Approved 2019-2022 Budget - Department Summary by Branch

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Communications	-	-	331	268	-	-
Engagement	280	412	515	483	450	464
External Relations	7	-	-	-	-	-
Marketing	-	920	803	803	803	803
Total Revenue & Transfers	\$287	\$1,332	\$1,649	\$1,554	\$1,253	\$1,267
Net Expenditure & Transfers						
Communications	5,408	6,676	6,710	6,415	5,881	5,941
Engagement	17,055	17,454	17,519	17,634	17,705	17,786
External Relations	2,823	2,690	3,454	3,477	3,491	3,504
Marketing	5,763	5,691	6,365	6,339	6,396	6,431
Total Net Expenditure & Transfers	\$31,049	\$32,511	\$34,048	\$33,865	\$33,473	\$33,662
Total Net Operating Requirement	\$30,762	\$31,179	\$32,399	\$32,311	\$32,220	\$32,395
Full-time Equivalents	335.5	376.2	378.4	374.4	368.4	368.4

2019 Net Expenditures by Branch



Department - Communications & Engagement

Approved 2019-2022 Budget - Department Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	140	529	424	437	450	464
Grants	-	-	-	-	-	-
Transfer from Reserves	147	803	1,225	1,117	803	803
Total Revenue & Transfers	\$287	\$1,332	\$1,649	\$1,554	\$1,253	\$1,267
Net Expenditure & Transfers						
Personnel	30,675	35,739	37,193	37,030	36,658	36,875
Materials, Goods, and Supplies	823	522	522	521	521	521
External Services	1,374	1,528	1,414	1,413	1,413	1,413
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	847	594	695	713	729	733
Utilities & Other Charges	2,604	663	867	866	864	864
Transfer to Reserves	-	-	-	-	-	-
Subtotal	36,323	39,046	40,691	40,543	40,185	40,406
Intra-municipal Recoveries	(5,274)	(6,535)	(6,643)	(6,678)	(6,712)	(6,744)
Total Net Expenditure & Transfers	\$31,049	\$32,511	\$34,048	\$33,865	\$33,473	\$33,662
Total Net Operating Requirement	\$30,762	\$31,179	\$32,399	\$32,311	\$32,220	\$32,395
Full-time Equivalents	335.5	376.2	378.4	374.4	368.4	368.4

Branch - Communications 2019-2022 Operating Budget

Introduction

The Communications Branch connects Edmontonians and City employees to the information they need, when and how they need it. The Branch provides both strategic advice and tactical communications services to City departments and City Councillors. Communications Branch professionals provide support across the organization and develop and disseminate meaningful information that deepens understanding, prompts discussion and builds relationships. They shape and share the City’s many stories.

Communications offers many services including overall strategy development, media relations, media and social media monitoring, issues and crisis communications, message development, writing and editing, web content development and social media strategy. The Branch also delivers media interview training to Administrative spokespeople, and provides advice across the Corporation for business areas that wish to establish a distinct social media presence for particular programs or services. As a central corporate service that provides support across the organization, the Communications Branch can act as an integration agent and coordinator, finding connection points between programs and initiatives within discrete operational areas. The Branch also acts as the primary integrator of all five departmental disciplines of communications, marketing, engagement, external relations and intergovernmental affairs, to ensure the department is providing comprehensive and multidisciplinary solutions to the Corporation.

Programs & Services	
Communications Services	Integration & Relationships
Issues & Crisis Communications	Internal Communications
Public Communications (supporting IIS, CO, UFCSD)	Public Communications (supporting CS, FCS)
Media Relations	Council Services

2018 Highlights

- In 2018, the Communications Branch turned to social media more frequently for webcasting and live streaming on topics as diverse as Canada Day fireworks, goats, composting and Metro LRT.
- The Branch also used a technique called “fast follow,” in which Communications staff developed and published stories on the City’s own blog site, transformingedmonton.ca, to add context or describe issues in more detail than stories appearing in the traditional media.
- There was a substantial effort to strengthen preparedness for managing communications during emergencies. The crisis communications plan was updated and a new Issues and Crisis Communications manager role was created. Work will continue in 2019 and beyond to ensure there is always a trained and skillful team ready to support the City’s Emergency

Branch - Communications

Operations Centre and deliver the corporate and public communications response should a public emergency occur.

Programs & Services:

Changes to Service Levels

- The formation and evolution of the Communications and Engagement department over 2016 began the move of communications professionals from across the Corporation into the Branch. This shift to a more centralized model took root in 2017/18 and will deepen through the 2019-22 budget cycle. 2018 was marked by standardization of service approaches and core communications services including strategic planning, message development, issues briefings, crisis communications management and after hours media manager resources and tools.
- The consolidation of Communications staff supported a renewed focus on better integration among the City's communications professionals and with other Communications and Engagement department colleagues who offer complementary services, skills and solutions (marketing, engagement, external relations, and intergovernmental affairs).
- 2018 included better collaboration, more insightful strategy development and comprehensive solutions delivery on issues and opportunities that increasingly cross multiple City departments.

Innovation

One of the core public communications services within the Communications Branch has been media relations, with the goal of securing earned media coverage. That is, contacting media in an effort to encourage journalists to cover City news in newspapers, broadcast outlets and online. The Communications Branch sees an opportunity to complement these efforts with a greater focus on gathering and reporting City stories through a small storytelling unit and independent of media.

- Use City and online channels already available: blogs, podcasts, webcasts and live streaming, and video news stories through social (public) channels and internal networks such as the City's Chromebox-enabled screens. The stories will be aimed to both public audiences and City staff.
- In light of a changing conventional media landscape, tell balanced, transparent stories to ensure Edmontonians, City Council and staff see value in the information being shared and view content as credible and useful.
- Create mechanisms for real-time or immediate feedback and dialogue with Edmontonians
- Update role profiles to allow for existing or new staff (backfilled vacancies) to take on this work in 2019. Existing staff who express interest in this work will be retrained as needed.
- Provided demand for this service increases across the Corporation, Branch leadership will shift more staff into storytelling work in 2020 to 2022.

Continuous Improvement

- Given the evolving nature of how people consume information, the Communications Branch stays on top of trends and new ways of getting information to the public the City serves.
- The Communications Branch sharpened its approach to crisis communications planning and management. It renewed the crisis communications plan, identified new staff to train for crisis communications responses and made stronger connections with Edmonton region partners that have a communications role in a large scale response should a public emergency occur. This service capability will evolve and expand in 2019 to 2022. Guided by continuous improvement, this work will be completed using existing staff and financial resources.

Branch - Communications

- 2019-22 will see a deepening of service integration, through testing and refining new service delivery principles and tool development, and rolling these out through staff training workshops.
- Through improved annual planning with City business partners, identification of and focus on priorities, and staff resource analysis, training and deployment, the Communications Branch should become more efficient and effective in 2019 as new practices and habits take hold.

Impact of Previous Council Decisions:

- Demands for Communications services are driven by policy and program changes directed by City Council, and by changes to administrative business plans and priorities.
- Although major changes to program and service delivery affect the communications services for all client areas, the Branch is most closely watching potential internal and external communications impacts of cannabis, Bus Network Redesign, the City Plan, Waste Services, Smart Fare, and LRT (Metro, Valley Line).

Emerging Issues:

As the City changes and as the priority initiatives outlined in budget and planning documents unfold, the awareness and engagement of City employees will be critical to achieving business results. Providing more comprehensive advice and services for internal (employee) communications is an emerging opportunity.

- The current internal communications unit consists of six FTEs, and focuses on corporate-level support working primarily with the Employee Services department and the City Manager's office.
- Corporate best practices, changing workplace and service expectations, support for the cultural commitments and the drive toward more respectful workplaces are driving the need for these services across departments and within branches as well.
- The Communications Branch may seek to reallocate current public communications resources to internal communications, thereby reducing capacity for and volume of public communication. This approach may pose a risk to public understanding and awareness of City programs and services and Council decisions.
- Branch leadership will monitor potential impacts of redeploying public communications resources to internal communications work through 2019 and bring a service package to Council if there is a need for additional resources on top of the redeployment effort.
- Separately, continuing changes in citizens' expectations about responsiveness on social media around the clock pose operational and resourcing challenges for the branch.

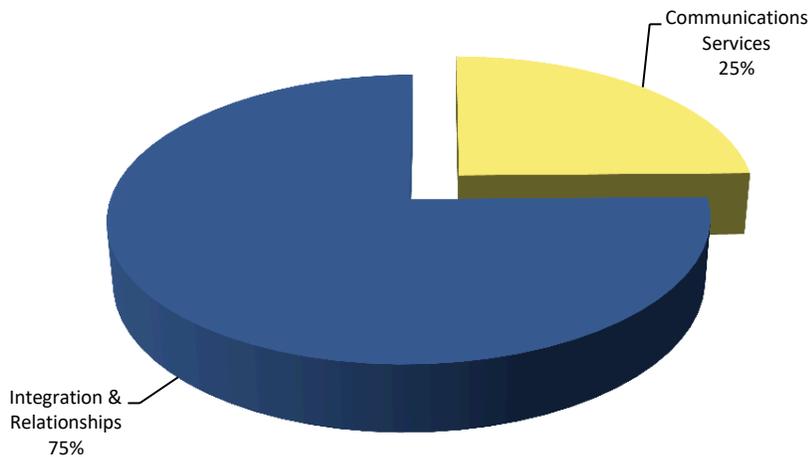


Branch - Communications

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Communications Services	-	-	126	63	-	-
Integration & Relationships	-	-	205	205	-	-
Total Revenue & Transfers	-	-	\$331	\$268	-	-
Net Expenditure & Transfers						
Communications Services	842	1,511	1,660	1,497	1,444	1,460
Integration & Relationships	4,566	5,165	5,050	4,918	4,437	4,481
Total Net Expenditure & Transfers	\$5,408	\$6,676	\$6,710	\$6,415	\$5,881	\$5,941
Total Net Operating Requirement	\$5,408	\$6,676	\$6,379	\$6,147	\$5,881	\$5,941
Full-time Equivalents	76.4	86.5	85.2	82.7	77.2	77.2

2019 Net Expenditures by Program



Branch - Communications

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	331	268	-	-
Total Revenue & Transfers	-	-	\$331	\$268	-	-
Net Expenditure & Transfers						
Personnel	7,954	9,535	9,450	9,150	8,611	8,663
Materials, Goods, and Supplies	136	98	98	97	97	97
External Services	163	66	33	32	32	32
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	113	17	102	102	102	102
Utilities & Other Charges	44	17	17	17	15	15
Transfer to Reserves	-	-	-	-	-	-
Subtotal	8,410	9,733	9,700	9,398	8,857	8,909
Intra-municipal Recoveries	(3,002)	(3,057)	(2,990)	(2,983)	(2,976)	(2,968)
Total Net Expenditure & Transfers	\$5,408	\$6,676	\$6,710	\$6,415	\$5,881	\$5,941
Total Net Operating Requirement	\$5,408	\$6,676	\$6,379	\$6,147	\$5,881	\$5,941
Full-time Equivalents	76.4	86.5	85.2	82.7	77.2	77.2

572
news releases
issued

1115
event briefings and
speeches written
for councillors

88,755 City's Facebook page likes

The City's
Twitter account has
201,667
followers

570 Great City News newsletter stories produced

2678 media interviews conducted

980 proclamations, congratulatory messages,
and certificates prepared

Media spokesperson training provided to 150 City staff

BRANCH BY THE NUMBERS
COMMUNICATIONS



Branch - Communications

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	6,676	6,379	6,147	5,881
Previously Approved Adjustments	(287)	-	1	-
Administrative Adjustments	(118)	(118)	(109)	(2)
Revised Base Budget	6,271	6,261	6,039	5,879
Existing Services (Incremental to Base)				
Cost Changes	308	126	202	62
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	308	126	202	62
Council Amendments				
Council Budget Reductions	(200)	(240)	(360)	-
Total Council Amendments	(200)	(240)	(360)	-
Total Approved Budget	\$6,379	\$6,147	\$5,881	\$5,941
Incremental Change in Full-time Equivalents	(1.3)	(2.5)	(5.5)	-

Previous Year's Budget:

Revised Base Budget over 4 year cycle includes previously Approved Adjustments resulting from the removal of one-time tax levy funding in 2018 for Bus Network Redesign, and Lead Urban Strategist support for Municipal Development / Transportation Master Plan; partially offset by increased funding relating to support for Cannabis Legislation.

Existing Services (Incremental to Base):

Cost Changes over 4 year cycle include:

- Personnel increases for movement towards job rate and benefit changes;
- Increase in net interdepartmental charges

Growth/New Services:

The Communications Branch anticipates no new services during this budget cycle.

Council Amendments:

The Administration implemented the actions outlined under Workforce Strategies to reduce staff over this budget cycle, with funding released to the tax levy.

Incremental Change in Full-time Equivalents:

The change in FTEs is due to:

- Workforce Strategies to reduce (6.5) FTEs over 2019 - 2022 years.
- Reduction of (0.5) FTE in 2020 for Lead Urban Strategist on multi-year Municipal Development / Transportation Master Plan which expires on June 30, 2020, and the removal of the remaining (0.5) FTE in 2021;
- Reduction of (2.0) FTEs in 2021 on multi-year Bus Network Redesign.
- Addition of 0.2 FTEs in 2019 for Cannabis Legislation (previously approved by Council)

Branch - Communications

Approved 2019 - 2022 Budget - Program Summary

Program Name - Communications Services

Description

Communications Services tells the City's myriad stories and deepens understanding among Edmontonians in the programs, services, initiatives and benefits the City of Edmonton delivers. Its staff assist their City business partners with achieving their business objectives. It provides day-to-day and project-driven public communications strategies and tactics, it offers advice to senior City leaders and Council during emerging issues and shifting political, social, economic and technological dynamics, and develops and delivers new ways of getting information to different audiences. Communications Services team members work in partnership with their CE colleagues to deliver the best possible multidisciplinary solutions.

Results to be Achieved

Build and nurture a great team of communications professionals
 Give excellent advice and support across the City organization
 City departments and Council view Communications as a trusted partner in planning and roll out of programs/initiatives/services
 Edmontonians understand the value and benefit of City programs/services/initiatives and the changes that are happening within Edmonton
 City leaders and Council view Communications as providing well-founded, timely and relevant information and value to Edmontonians, and in delivering on Council's vision

Cost Drivers

Program driven

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	\$126	\$63	-	-
Expenditure & Transfers	1,979	2,295	2,437	2,267	2,207	2,215
Subtotal	1,979	2,295	2,311	2,204	2,207	2,215
Intra-municipal Recoveries	(1,137)	(784)	(777)	(770)	(763)	(755)
Total Net Operating Requirement	\$842	\$1,511	\$1,534	\$1,434	\$1,444	\$1,460
Full-time Equivalents	15.0	19.2	19.4	18.9	18.4	18.4

2018 Services

Communications strategy development & delivery; issues and crisis communications counsel; media relations, social media strategy and content development; public information content development, writing and delivery, website and digital content development; editorial, speech writing; report review, editing; presentation development; spokesperson preparation, coaching and training.

Changes in Services for 2019 - 2022

Communications Services will develop a greater capacity and skills base to gather and develop the City's own stories and communicate these via social channels online and through City properties. Over time, Communications Services will reduce its efforts to secure earned media compared to the degree it has in the past.

Branch - Communications

Approved 2019 - 2022 Budget - Program Summary

Program Name - Integration & Relationships

Description

The Integration and Relationships Section has two main functions. First, the section ensures a strong central relationship point between the Communications and Engagement (CE) Department and other City departments. This section ensures that Communications and Engagement managers working within the Branch are subject matter experts on their business partner's department, and trusted advisors to departmental leadership teams. This section guides CE Managers to understand the business partners' needs, and then assemble professionals from across the CE Department to develop and deliver a solution that will contribute to achieving those needs. Second, through the Internal Communications unit, this section ensures employees are knowledgeable about City initiatives and programs that help them to work in a safer workplace, that they understand changes in the City corporation and their role within that transformation, and that employees develop a stronger corporate culture.

Results to be Achieved

Build and nurture a great team of communications professionals

Give excellent advice and support across the City organization

Communications is central in delivering comprehensive and multidisciplinary Communications and Engagement solutions to the corporation

City leadership view Communications as a trusted partner in planning and roll out of new corporate-wide staff programs and initiatives

Employees understand the changes that are happening within the City and participate in a strong corporate culture

City leaders and Council view Communications as providing well-founded, timely and relevant information and value to staff

Communications is essential to supporting the safety of City staff

Cost Drivers

Program driven

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	\$205	\$205	-	-
Expenditure & Transfers	6,431	7,438	7,263	7,131	6,650	6,694
Subtotal	6,431	7,438	7,058	6,926	6,650	6,694
Intra-municipal Recoveries	(1,865)	(2,273)	(2,213)	(2,213)	(2,213)	(2,213)
Total Net Operating Requirement	\$4,566	\$5,165	\$4,845	\$4,713	\$4,437	\$4,481

Full-time Equivalents	61.4	67.3	65.8	63.8	58.8	58.8
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2018 Services

Relatively new within the Branch, this section developed principles, standards and processes to ensure the department delivers integrated, multidisciplinary services. In 2018 it also established an internal communications unit dedicated to serving corporate-wide needs and focusing primarily on corporate transformation, culture, and safety

Changes in Services for 2019 - 2022

This section will strengthen delivery of internal communications to the Corporation, and will support the discrete needs of individual departments, pending capacity. It will more fully integrate the services of the Communications and Engagement Department, to deliver comprehensive, cross-disciplinary communications, marketing, external relations, intergovernmental and engagement services

Branch - Engagement 2019-2022 Operating Budget

Introduction

The Engagement Branch advises and connects Edmontonians, City staff and community stakeholders to the organization. As an organization that truly listens and responds to the diverse voices of the people it serves, the City of Edmonton harnesses the power of public engagement and 311 information and feedback to inform and validate the direction that both City Administration and City Council take when making decisions on opportunities and issues that matter to city residents.

The Engagement Branch consists of two sections, Public Engagement and the 311/Inside Information contact centre. Being the largest Branch within the Communications and Engagement Department, the Engagement Branch also includes the Deputy City Manager's office and its executive and operational administration, and Intergovernmental Affairs, which reports to the Deputy City Manager. While the Public Engagement and 311/Inside Information call centre programs are “citizen facing” and client-centric, Intergovernmental Affairs focuses on policy and legislative actions of federal, provincial and regional orders of government and the potential impacts on the City of Edmonton.

Programs & Services	
Public Engagement	311/Inside Information
Public Engagement	311/Inside Information
	311
	Inside Information

2018 Highlights

Public Engagement

- 2018 saw the build out of the Public Engagement Section to deliver the City’s new Public Engagement Policy and fulfill the expectations arising from the successful Council Initiative on Public Engagement. It provides advisory and delivery services in the portfolio areas of LRT and Transit, Urban Planning and Major Facilities, Housing and Social Development, Major Roads and Utilities, Neighbourhoods and Local Infrastructure, and Corporate Initiatives. In 2018, this included work on the City’s LRT system, Bus Network Redesign, the Exhibition Lands, City Plan, Recover, Yellowhead Trail expansion, community traffic management planning, Great Neighbourhoods program, and Vision 2050. In addition, important steps were taken in the areas of learning and training for public engagement, public engagement evaluation, and the development and improvement of important internal business processes. The year was capped off by the City winning the International Association for Public Participation (IAP2) award for Organization of the year, which is given annually to one organization from across North America.

Branch - Engagement

311/Inside Information

- 311 celebrates its 10th year of service and continues to provide innovative, quality and accessible services. The service continues to be a key pillar of open government. In 2018, a new Open Data set, including all citizen requests to 311, was released. This is the largest data set currently in the Open Data catalogue and greatly increases transparency for citizens. This data set has enabled 311 to implement a “Check Your Status” web-based self-service tool allowing citizens to check the status of their requests. 311 has focused on continuous improvement activities, including the addition of services to the 311 mobile app, which has resulted in a 77% increase in usage activity on the app. Citizens are forecast to contact 311 just under two million times in 2018 and each of these are an opportunity to demonstrate excellent customer service. Citizen satisfaction survey results show that 89% of citizens were satisfied with the service they received from 311 and 97% were satisfied with the ease of contacting 311.

Programs & Services: Changes to Service Levels

Public Engagement

- The City of Edmonton values public engagement processes and activities that contribute to decisions by providing City Council and Administration with the best possible information to support decision-making. The insights and input provided by stakeholders and the general public often make City planning, programs, projects and services better. The Public Engagement section was established in the latter half of 2017, as such, 2018 saw a build out of service capabilities and the beginning of reviewing and calibrating service levels. This will continue in 2019 as it evaluates support for all the initiatives. Efforts are being made to further clarify service offerings and roles and responsibilities to ensure the continued efficient and effective use of resources for the delivery of the City’s public engagement strategy and activities according to Policy.

311/Inside Information

- Over the past three years (2016-2018) contact volumes have stabilized after experiencing growth from 2010 through 2015. Over the next four years, corporate program changes such as Bus Network Redesign, Smart Card, Smart Fare, Annexation, LRT Expansion, Cannabis and Waste service changes will all have varying levels of impact on the citizens of Edmonton. Self-service channels will continue to be a focus to help mitigate the increased volume; however, 311 does anticipate these large program changes will drive increased inquiry volumes starting in 2019 and will put pressure on resource planning.

Innovation

Public Engagement

- The Public Engagement section prides itself on its innovative approach. The new Public Engagement Policy in itself and the framework to deliver it are considered, in the field of public engagement, as highly innovative. The City has taken the lead in online engagement through the Edmonton Insight Community, the use of best in class online engagement tools and the development of an online engagement portal.

311/Inside Information

- 311 and Inside Information will continue to seek innovative ways to deliver services. This will include a review of the service intake channels to see how technology can be leveraged in order to offset volume and help build capacity to manage known and new initiatives.

Branch - Engagement

Continuous improvement

Public Engagement

- Public Engagement is continuing to evaluate its service delivery model and develop and align key business process, driven by best practice, data and evaluation, and striving for improved efficiency, integration and effectiveness. This will result in better service and a more consistent, meaningful engagement experience for Edmontonians, both online and in person.

311/Inside Information

- Continuous improvement is seen as an ongoing way of operating and over this four year budget cycle, 311 and Inside Information will continue to modernize the technology, tools and processes to drive efficiency and effectiveness. This will include adding more services and features to the 311 App, automating workflows to route requests directly to the business areas and using data collected in order to champion service improvements across the organization.

Impact of Previous Council Decisions:

Public Engagement:

- Demands for Public Engagement result from policy and program changes coming from Council decisions and administration business plans and priorities.

311/Inside Information:

- Transit Smart Fare and Transit Bus Network Redesign will significantly increase citizen inquiries to 311 following introduction.

Emerging Issues:

Public Engagement

- Expectations for more and better public engagement only seems to be growing from citizens and Council, as well as from business units that are trying to meet those expectations. As the City continues to deliver and explore public engagement as an important component of its decision making processes, and as important, complex decisions continue to arise, demand for more public engagement resources may be needed.

311/Inside Information

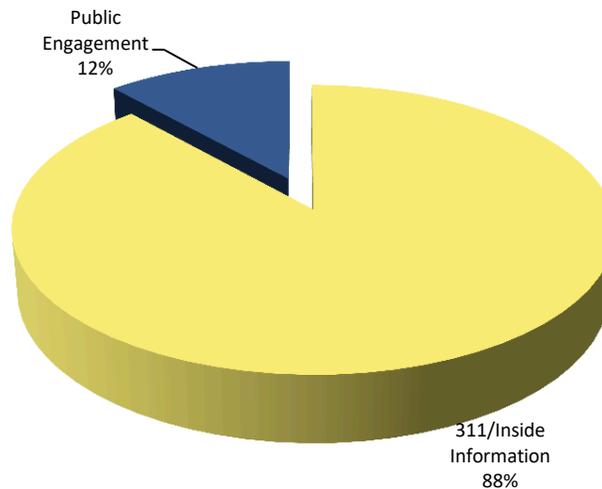
- The upcoming known initiatives like the Waste Management Strategy and Smart Fare have the potential to impact many of the residents of Edmonton. The timing of these initiatives may overlap resulting greater demand for 311 and city services. Mitigation steps are being taken to ensure resourcing plans are in place to address this demand. Forecasting the relative impact and timing of these initiatives can be difficult which may result in longer response times to connect with 311.

Branch - Engagement

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
311/Inside Information	280	412	424	437	450	464
Public Engagement	-	-	91	46	-	-
Total Revenue & Transfers	\$280	\$412	\$515	\$483	\$450	\$464
Net Expenditure & Transfers						
311/Inside Information	15,911	15,490	15,477	15,601	15,691	15,758
Public Engagement	1,144	1,964	2,042	2,033	2,014	2,028
Total Net Expenditure & Transfers	\$17,055	\$17,454	\$17,519	\$17,634	\$17,705	\$17,786
Total Net Operating Requirement	\$16,775	\$17,042	\$17,004	\$17,151	\$17,255	\$17,322
Full-time Equivalents	207.5	210.0	213.5	213.0	212.5	212.5

2019 Net Expenditures by Program



Branch - Engagement

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	133	412	424	437	450	464
Grants	-	-	-	-	-	-
Transfer from Reserves	147	-	91	46	-	-
Total Revenue & Transfers	\$280	\$412	\$515	\$483	\$450	\$464
Net Expenditure & Transfers						
Personnel	17,182	18,113	18,465	18,597	18,686	18,795
Materials, Goods, and Supplies	394	296	296	296	296	296
External Services	782	535	454	454	454	454
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	582	621	477	495	511	515
Utilities & Other Charges	288	343	314	314	314	314
Transfer to Reserves	-	-	-	-	-	-
Subtotal	19,228	19,908	20,006	20,156	20,261	20,374
Intra-municipal Recoveries	(2,173)	(2,454)	(2,487)	(2,522)	(2,556)	(2,588)
Total Net Expenditure & Transfers	\$17,055	\$17,454	\$17,519	\$17,634	\$17,705	\$17,786
Total Net Operating Requirement	\$16,775	\$17,042	\$17,004	\$17,151	\$17,255	\$17,322
Full-time Equivalents	207.5	210.0	213.5	213.0	212.5	212.5

1.9 million
annual contacts to **311**

37 services on the 311 App

<25 seconds
311 call response time

160 engagement projects

155 Intergovernmental
consultation submissions
and briefing notes

17 Intergovernmental
Council Reports

113 Intergovernmental and
stakeholder meetings

More than **8500**
Insight community
members

BRANCH BY THE NUMBERS
ENGAGEMENT



Branch - Engagement

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	17,042	17,004	17,151	17,255
Previously Approved Adjustments	(60)	(1)	-	-
Administrative Adjustments	(12)	(13)	(13)	(14)
Revised Base Budget	16,970	16,990	17,138	17,241
Existing Services (Incremental to Base)				
Cost Changes	100	161	117	81
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	(66)	-	-	-
Total Impact on Existing Services	34	161	117	81
Total Approved Budget	\$17,004	\$17,151	\$17,255	\$17,322
Incremental Change in Full-time Equivalents	3.5	(0.5)	(0.5)	-

Previous Year's Budget:

Revised Base Budget over 4 year cycle includes:

- Previously Approved Adjustments resulting from removal of one-time tax levy funding for Public Engagement on Municipal Development/Transportation Master Plan, partially offset by increased funding for 311 Call Centre support for Cannabis Legislation;
- Administrative Adjustments resulting from 3% annual revenue increases relating to EPCOR Drainage Service Level Agreement for 311 Call Centre support.

Existing Services (Incremental to Base):

Cost Changes over 4 year cycle include:

- Personnel increases for movement towards job rate and benefit changes;
- Addition of Strategy & Operations Unit to support the Office of the Deputy City Manager and the Department;
- Increase in net interdepartmental recoveries for services provided to other City of Edmonton branches.

Efficiency Savings relate to corporate reductions in Consulting and Travel

Growth/New Services:

The Engagement Branch anticipates no new services during this budget cycle.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

Change in FTEs includes:

- Addition of 3.0 FTEs in 2019 relating to new Strategy & Operations Unit to support the Office of the Deputy City Manager and the Department;
- Addition of 0.5 FTE in 2019 for 311 Call Centre agent support for Cannabis Legislation (previously approved by Council);
- Reduction of (0.5) FTE in 2020 for Public Engagement on multi-year Municipal Development/Transportation Master Plan, which expires on June 30, 2020, and the removal of the remaining (0.5) FTE in 2021.

Branch - Engagement

Approved 2019 - 2022 Budget - Program Summary

Program Name - 311/Inside Information

Description

311 provides easy access to City information and services over the phone, through email or via the 311 mobile app. 311 customer service professionals respond to citizen inquiries or collect information to forward to City operating areas to fulfill citizen requests. 311 service model operates with a mandate to be open and accessible to provide residents modernized tools to make and track service requests, enabling better ways to collaborate with their neighbours to take action to improve their communities. 311 partners with business areas to offer new and emerging service delivery options that align with changing citizen expectations. Inside Information operates with a similar model providing information and services to employees enabling them in the delivery of services to citizens and stakeholders.

Results to be Achieved

Give citizens a voice in shaping their city.

Service Excellence - Stewardship for building and championing customer service standards of excellence in the delivery of City services. This has three strategic focus areas:

- Operate cost effective and efficient service channels.
- Deliver innovative, quality, and accessible services to ensure the delivery of excellent customer service.
- Support the organization as it transforms to be more citizen focused in delivery of programs and services.

Attract and retain top-quality talent.

Workplace Excellence - A culture that nurtures staff engagement with and between employees

Cost Drivers

Total contacts (number of calls, emails, app and in-person visits)

Unplanned events

New services, program additions, and changes in services

Number of City employees, staff movement, and temporary staff utilization

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$280	\$412	\$424	\$437	\$450	\$464
Expenditure & Transfers	17,817	17,144	17,164	17,323	17,447	17,546
Subtotal	17,537	16,732	16,740	16,886	16,997	17,082
Intra-municipal Recoveries	(1,906)	(1,654)	(1,687)	(1,722)	(1,756)	(1,788)
Total Net Operating Requirement	\$15,631	\$15,078	\$15,053	\$15,164	\$15,241	\$15,294
Full-time Equivalent	188.5	185.0	188.5	188.5	188.5	188.5

2018 Services

311 is expecting 1.93M contacts in 2018 for information on City programs and services for the many business areas across the organization.

Edmonton 311 App has provided opportunities for citizens to connect with their City. Usage has increased to 61,000+ requests, which is up 77% from 2017.

Inside Information is expecting 150,000 contacts from employees in 2018 for information and service.

Changes in Services for 2019 - 2022

Corporate projects that have the potential to impact service levels:

- Transit: LRT Expansion; Bus Network Redesign; Smart Fare
- Cannabis
- Annexation
- Waste Service Changes
- New Recreation Program system (RAMS)
- Enterprise Service Management

Branch - Engagement

Approved 2019 - 2022 Budget - Program Summary

Program Name - Public Engagement

Description

The Public Engagement section champions the efforts to improve public engagement by bringing the Council Initiative's findings to life through leading and innovative practice. The section supports the organization to deliver on the public engagement policy and framework through leadership, advice, planning, training and evaluation. The section also coordinates and delivers public opinion research as part of the mandate for delivering on effective engagement. Public engagement is building relationships to work collaboratively with program areas to understand their public engagement needs and priorities, and their overall strategies.

Results to be Achieved

Fully engaged, accountable, high performance teams throughout the City of Edmonton

A fully informed City Council, armed with current, valid, practical data and information about the performance of the City of Edmonton as well as strategic advice and guidance on future opportunities.

A well-informed citizenry with a "direct line of sight" between their needs, the vision and goals of the the City of Edmonton and its performance.

Cost Drivers

Program driven - program changes and new initiatives

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	\$91	\$46	-	-
Expenditure & Transfers	1,411	2,764	2,842	2,833	2,814	2,828
Subtotal	1,411	2,764	2,751	2,787	2,814	2,828
Intra-municipal Recoveries	(267)	(800)	(800)	(800)	(800)	(800)
Total Net Operating Requirement	\$1,144	\$1,964	\$1,951	\$1,987	\$2,014	\$2,028
Full-time Equivalents	19.0	25.0	25.0	24.5	24.0	24.0

2018 Services

The Public Engagement section has played a lead role in strategic planning and advisory support for public engagement and research across the Corporation. The section has also worked to build public engagement capacity across the corporation through learning and training.

Changes in Services for 2019 - 2022

Service offerings will remain driven by program needs. An increase in deliverables may be required as program areas move forward with new work such as City Plan and major capital projects. The section will also have an increased focus on coordination, digital tools, engagement evaluation, and learning and training.

Branch - External Relations 2019-2022 Operating Budget

Introduction

The External Relations (ER) Branch advises and connects Edmontonians, City staff and organizational stakeholders to the corporation and harnesses the power of relationships to inform and validate the direction that both City Administration and City Council take when making decisions on opportunities and issues that matter to our stakeholders. These strategic partners are also the City’s allies in advancing its corporate outcomes and enhancing Edmonton’s reputation at home and around the world. The integral principle of “Connectedness” is what the Branch brings to life.

The Branch directly aligns with the Executive Leadership Team’s Focus on building strong, effective, mutually beneficial relationships with other orders of government, the business community, educational institutions, and arts, culture and recreation organizations. The Branch organizes its work on its strategic advantages: access to decision-makers, gathering intelligence, and convening the appropriate groups. It provides expertise on city building projects and works closely with other Branches and Departments to help steward the City’s key external relationships. The Branch also creates new opportunities by gathering intelligence from critical influencers in a constantly changing external environment. This intelligence informs the City’s decisions and aligns allies in support of Council’s priorities. ER leverages its relationships to reduce the City’s financial burden, whether it’s through strategic fundraising or connecting Departments to partners for city building initiatives.

The ER Branch is also comprised of the Protocol Office which provides leadership and coordination in the City’s diplomatic, protocol and ceremonial activities and strives to profile the City in a politically and culturally sensitive manner thereby advancing Edmonton and Council’s reputation at home and abroad.

Administration established the External Relations and Partnerships ELT Committee (ER&P). The Committee supports the Corporation in the deliberate development of effective, mutually beneficial relationships and strategic partnerships with external organizations that play a role in achieving Council’s vision and goals. ER is a foundational pillar to the work of the Committee, which, in turn, informs the Branch’s own priorities and initiatives. Operationally, the External Relations Branch takes a comprehensive and integrated systems view of relationship opportunities and risks across multiple sectors including public, not-for-profit, private, postsecondary, and military.

External Relations Branch Programs & Services		
Private Sector & Post Secondary	Public Sector & Not-for-Profit	Intergovernmental Affairs
Private Sector & Post Secondary	External Relations	Intergovernmental Coordination
	Public Sector	
	Protocol Services	
	Other Events/Sponsorships	

Branch - External Relations

2018 Highlights

External Relations is all about harnessing relationships for city building and social license. Some key Branch relationships in 2018 resulted in reducing the city's financial burden via a number of external sponsorships for events such as Intergovernmental Panel on Climate Change (IPCC) and the UN Women Safe Cities Conference. 2018 was also a building year for ER with a focus on developing a strategic business plan, sector-specific strategies and bringing the protocol and external specialist teams together. The Branch has supported the work of the ER&P committee, in addition to working on corporate items such as the development of a corporate wide sponsorship policy, and bringing rigour around external events with a view to developing strong business cases for which events to attend and why. A sample of the projects the Branch has worked on includes:

Strategy & Operations

- LRT projects: Provided facilitation and strategic advice to Infrastructure Planning and Design, LRT Delivery and City Planning to support a variety of LRT projects with key external stakeholders. This includes work on the Metro Line with NAIT, Valley Line West with MacEwan and Central Line with UofA, AHS, Government of Alberta and the Garneau community.
- Operational projects: Facilitated and advised City project teams on interactions with external stakeholders, for example, the Edmonton Clinical Lab Hub and the 135th Street interchange.
- Corporate Strategic Plan: The Branch provided strategic engagement advice for the activation of the Corporate Strategic Plan with corporate stakeholders and will also be activated to involve external stakeholders in the development of the indicators for the plan.

External Relations & Partnerships

- Manage the City's 16 Special Municipal Relationships including participation in international organisations, e.g. the Strong Cities Network.
- An enhanced and formal Protocol Office was created in City Hall to provide strategic event management in supporting Council's relationships, military relations, and advice on protocol topics.
- Change for Climate - Edmonton Declaration: External Relations managed the Change for Climate Global Mayors Summit and led the fundraising for the conference, securing \$1.8 million from external stakeholders.
- Post-secondary relationships. Edmonton has a significant post-secondary sector relative to its size who are significant social and economic drivers for the city. The opportunity to leverage the knowledge and economic value of our post-secondary sector was consistently identified as critical for Edmonton's success by the Mayor's Economic Summit contributors in 2017 and is something the ER Branch continues to work on as the relationship broker with the post-secondary sector. As a priority area, this is an area of focus for the Branch. Initiatives the Branch has led include the City-Wide Welcome, an event the City sponsored for new students to learn more about Edmonton and all it has to offer; the Executive Engagement Program where our ELT team meets with the senior administration teams of various PSIs on strategic alignment issues; and the MetroLab Network Innovation Partnership, a joint partnership between the City of Edmonton and the UofA in which the university is the city's R&D department and the city is the test-bed.

Intergovernmental Affairs

- The section continued to support the City's involvement on intermunicipal issues via various associations including the Edmonton Metro Region Board (EMRB), Alberta Urban Municipalities Association (AUMA), the Federation of Canadian Municipalities (FCM) and the Big City Mayors' Caucus (BCMC). Intergovernmental Affairs played a lead role on behalf of the Corporation in the comprehensive review of the *Municipal Government Act* and advocacy for the development of a City Charter to provide Edmonton with increased authority and flexibility in areas such as governance, assessment and taxation, planning and development. As of September 2018, Intergovernmental Affairs had presented 17 reports to City Council, created more than 144 briefing notes for elected officials and/or the Executive Leadership Team, submitted 11 corporate City responses on intergovernmental related consultations and had 113 meetings with representatives from other orders or government. A City Charter for Edmonton was approved by the Government of Alberta in spring 2018.

Branch - External Relations

Programs & Services:

The External Relations Branch provides five key services to the Corporation:

- Supporting the telling of Edmonton's story: Invest in and foster external relationships so that they feel connected to the city and will help tell Edmonton's story.
- Anticipation: Intelligence gathering and strategic foresight from external partners that will help inform policy decisions and city building direction.
- Stewardship: Advise on and steward, both internally and externally, high-impact, high-influence relationships so that project risks are mitigated.
- Money: Leverage relationships through fundraising and supporting other departments to maximize their return on investment by connecting them to potential stakeholders on city building initiatives.
- Protocol: Provide leadership and coordination for the City's ceremonial, protocol and diplomatic activities, including enhancing the City's relationship with the Canadian Armed Forces operating in the region.

Changes to Service Levels

2018 has been a year of building out the Branch's service capabilities and the beginning of reviewing and calibrating service levels as the team became whole at the end of October 2017. Given its existing budget, services are primarily determined by two factors: staffing and operational funding. Considering the size of the team, the branch manages its work by offering three levels of support: consult, collaborate and lead.

One of the Branch's major strengths is its highly connected and knowledgeable staff who have areas of expertise and connections within the different sectors in which External Relations provides services. Staffing levels directly impact the Branch's ability to deliver services and results.

Innovation and Continuous Improvement

As a relatively new Branch, External Relations is constantly evolving. This is especially the case with regard to the Branch's service delivery model. At this point, the Branch is in transition, moving away from a sector-specific focus toward more project-oriented work, which is in line with how the other Branches in the Department operate. Internal business partners are requesting the Branch to help facilitate, broker and negotiate large city building projects that involve external stakeholders, an area we will continue to put more resources toward. In addition, the Branch is also looking at how the Corporation looks at international relations as a significant component of External Relations. The Branch is also at the forefront of the conversation the External Relations & Partnerships Committee is having around how to determine the city's top relationships, to provide strategic guidance, alignment and direction for the City as a whole as it pertains to relationships and partnerships and to create measurable objectives, goals and outcomes related to high-performing relationships. This work is innovative across the Corporation and, more generally, the country as there is no other municipality that has an ER Branch similar to the one here.

Emerging Issues:

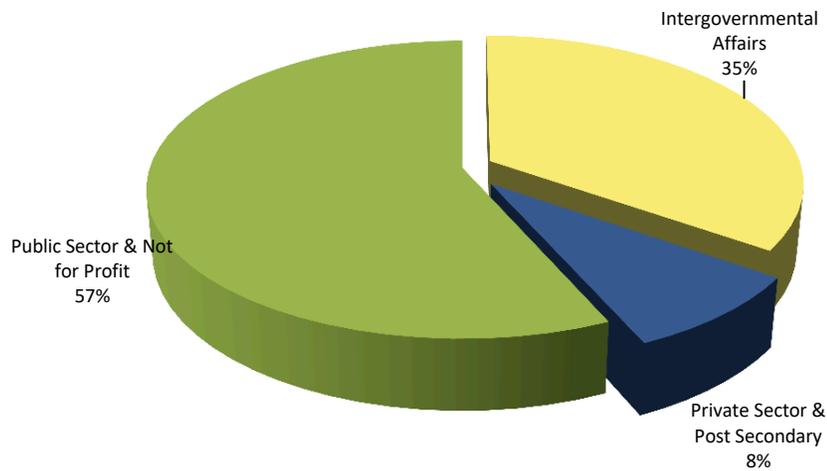
Academics, corporate consultants, and visionary municipal governments have all identified the essential role external relations play in ensuring corporate success. According to a 2016 McKinsey & Company report, external affairs now ranks as a top three priority for more than half of CEOs. As innovative private sector leaders drive success in an environment of greater competition and rapid change, they have recognized the need to engage directly with critical stakeholders who impact decisions and business success. The City of Edmonton has taken this to heart and developed one of the first External Relations Branches across the country. The expectation from Council and ELT around engaging the City's key partners to successfully implement city building projects has increased and will continue to do so in an environment where the City is embarking on large city building projects that require the support of its external stakeholders.

Branch - External Relations

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Intergovernmental Affairs	7	-	-	-	-	-
Total Revenue & Transfers	\$7	-	-	-	-	-
Net Expenditure & Transfers						
Intergovernmental Affairs	1,075	1,198	1,198	1,198	1,198	1,198
Private Sector & Post Secondary	239	278	299	305	306	307
Public Sector & Not for Profit	1,509	1,214	1,957	1,974	1,987	1,999
Total Net Expenditure & Transfers	\$2,823	\$2,690	\$3,454	\$3,477	\$3,491	\$3,504
Total Net Operating Requirement	\$2,816	\$2,690	\$3,454	\$3,477	\$3,491	\$3,504
Full-time Equivalents	21.0	18.0	18.0	18.0	18.0	18.0

2019 Net Expenditures by Program



Branch - External Relations

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	7	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$7	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	2,242	2,119	2,647	2,670	2,684	2,697
Materials, Goods, and Supplies	100	44	44	44	44	44
External Services	186	223	223	223	223	223
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	56	51	48	48	48	48
Utilities & Other Charges	239	253	492	492	492	492
Transfer to Reserves	-	-	-	-	-	-
Subtotal	2,823	2,690	3,454	3,477	3,491	3,504
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$2,823	\$2,690	\$3,454	\$3,477	\$3,491	\$3,504
Total Net Operating Requirement	\$2,816	\$2,690	\$3,454	\$3,477	\$3,491	\$3,504
Full-time Equivalents	21.0	18.0	18.0	18.0	18.0	18.0

\$1.8 million
raised through **strategic partnerships** for IPCC

950 Troops celebrated through **Protocol hosted events**

STAFF WERE INVOLVED IN

73 City Building
collaborations

7,029
participants
at a Protocol led or
supported event

BRANCH BY THE NUMBERS
EXTERNAL RELATIONS



Branch - External Relations

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	2,690	3,454	3,477	3,491
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	2,690	3,454	3,477	3,491
Existing Services (Incremental to Base)				
Cost Changes	797	23	14	13
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	(33)	-	-	-
Total Impact on Existing Services	764	23	14	13
Total Approved Budget	\$3,454	\$3,477	\$3,491	\$3,504
Incremental Change in Full-time Equivalents	-	-	-	-

Previous Year's Budget:

No impacts from previous year's budget.

Existing Services (Incremental to Base):

Cost Changes

Cost Changes are due to movement towards job rate and benefit changes. The increase also provides funding for reclassifications needed to align the required budget with the approved organizational structure for External Relations, and for the operations of the Branch including programs and other non-personnel costs.

Efficiency Savings

Efficiency Savings relate to corporate reductions in travel budget.

Growth/New Services:

The External Relations Branch anticipates no new services during this budget cycle.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

No incremental changes in FTEs.

Branch - External Relations

Approved 2019 - 2022 Budget - Program Summary

Program Name - Intergovernmental Affairs

Description

The focus of Intergovernmental Affairs is on the policy and legislative actions of federal, provincial and regional orders of government and the potential impacts on the City of Edmonton.

Through research and analysis, strategy and advocacy, relationships, and cross-departmental coordination, Intergovernmental Affairs works to support senior and elected leadership in advancing the City's corporate interests, positions and long-term strategic goals.

Intergovernmental work is collaborative and involves internal (corporate) coordination and co-creating mutually beneficial solutions with other orders of government, other municipalities (across the region and Canada), and intergovernmental organizations at the federal, provincial and regional levels in order to advance the City's strategic goals.

Results to be Achieved

Informed decision makers
Supported internal clients
Integrated City positions
Advanced City interests
A well-informed citizenry

Cost Drivers

Council/Executive Leadership Team (ELT) priorities: City initiatives, decisions and priorities of City Council Policy, legislative, regulatory and funding decisions/changes by other orders of government could impact current and future City initiatives and advocacy

Federal and provincial election cycles which could result in shifts in the government's mandate and policy direction

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
(\$000)						
Revenue & Transfers	\$7	-	-	-	-	-
Expenditure & Transfers	1,075	1,198	1,198	1,198	1,198	1,198
Subtotal	1,068	1,198	1,198	1,198	1,198	1,198
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$1,068	\$1,198	\$1,198	\$1,198	\$1,198	\$1,198
Full-time Equivalents	8.0	7.0	7.0	7.0	7.0	7.0

2018 Services

Review and analyze policy and legislative actions of other orders of government and the potential impacts on Edmonton.

Collaborate with other orders of government and other stakeholders to advance our shared priorities.

Provide intergovernmental lens and advisory support to internal stakeholders.

Provide ongoing support to Council members on intergovernmental boards/associations.

Changes in Services for 2019 - 2022

Service offerings are expected to remain the same. An increase in deliverables or shifts in advocacy priorities may be required leading into, and depending on the outcome of the provincial and federal elections (spring and fall 2019). Service scope may change depending on shifting Council/ELT priorities.

Branch - External Relations

Approved 2019 - 2022 Budget - Program Summary

Program Name - Private Sector & Post Secondary

Description

Private Sector

Ensures private sector stakeholders are recognized as key collaborators on city building projects based on the premise that all sectors must work together to accomplish our strategic goals. The branch also connects the private sector with post-secondary institutions on strategic priorities such as: a labour-ready workforce, investment, innovation, and entrepreneurship to position Edmonton as a global economic leader.

Post Secondary

Work closely with six post-secondary institutions to align our four strategic priorities: attracting and retaining talent as a competitive advantage, building Edmonton's brand at home and abroad, strategically sharing intelligence to identify new opportunities, and working together to support economic growth through innovation.

Results to be Achieved

Reputation building and telling our story - Invest in and foster external relationships so partners feel connected to the City and will help tell our story

Gathering intelligence and strategic foresight - Curate intelligence and foresight from external partners that will help inform policy decisions and city building direction

Mitigating reputational and relationship risk - Advise on and steward, both internally and externally, high-impact, high-influence relationships so that project risks are mitigated

Contributing to competitiveness and return on investment - Leverage our relationships to reduce the City's financial exposure (fundraising, maximizing ROI by connecting departments to potential partners on city-building initiatives)

Exemplifying the Corporation's cultural commitments

Cost Drivers

Council/Executive Leadership Team (ELT) priorities: City initiatives, decisions and priorities of City Council

Program driven

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	239	278	299	305	306	307
Subtotal	239	278	299	305	306	307
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$239	\$278	\$299	\$305	\$306	\$307
Full-time Equivalents	2.0	2.0	2.0	2.0	2.0	2.0

2018 Services

Corporate approach to engaging the City's key stakeholders, increasing our ability to implement city building projects. ER strategies outline priorities and perspectives of key stakeholders, mitigate project risks, broker relationships and agreements, curate intelligence to inform policy decisions and city building direction, and leverage our relationships to reduce the City's financial exposure.

Changes in Services for 2019 - 2022

Branch - External Relations

Approved 2019 - 2022 Budget - Program Summary

Program Name - Public Sector & Not for Profit

Description

Public Sector

External Relations focuses on three underutilized public sector partners to enhance the Corporation's goals for Economic Development and Social Resiliency, namely Alberta Health Services (AHS), K-12 education, and Special Municipal Relationships.

Protocol Services: Strategic Event Planning for High Profile events, visits and conferences. Supports Council's relationships including FCM/AUMA. Military Relationship Management and Advice on Protocol Topics.

Non-Profit

External Relations supports other departments and branches to work proactively with the non-profit sector and manages the City's relationships with critical stakeholders for city building initiatives and major projects to ensure the sector is appropriately informed and involved.

External Relations strategic advantage exists in the space where City departments, city building initiatives, and the non-profit sector meet to ensure that non-profits are considered and involved in city building initiatives and major City projects; i.e. the what (high-profile, high-stakes projects), how (highly-curated, highly strategic), and when (Ongoing, long-game).

Results to be Achieved

Reputation building and telling our story - Invest in and foster external relationships so partners feel connected to the City and will help tell our story

Gathering intelligence and strategic foresight - Curate intelligence and foresight from external partners that will help inform policy decisions and city building direction

Mitigating reputational and relationship risk - Advise on and steward, both internally and externally, high-impact, high-influence relationships so that project risks are mitigated

Contributing to competitiveness and return on investment - Leverage our relationships to reduce the City's financial exposure (fundraising, maximizing ROI by connecting departments to potential partners on city-building initiatives)

Exemplifying the Corporation's cultural commitments

Cost Drivers

Council/Executive Leadership Team (ELT) priorities: City initiatives, decisions and priorities of City Council

Program driven

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	1,509	1,214	1,957	1,974	1,987	1,999
Subtotal	1,509	1,214	1,957	1,974	1,987	1,999
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$1,509	\$1,214	\$1,957	\$1,974	\$1,987	\$1,999
Full-time Equivalents	11.0	9.0	9.0	9.0	9.0	9.0

2018 Services

Center LRT (supporting and brokering relationships between AHS and UofA); South Lab (brokering relationships between GOA, AHS, UofA, and COE).

Supporting sponsorship of UNSafe Cities Conference. Developing Sister Cities and International Relations strategy on behalf of the Mayor's office.

Developing a government advocacy plan for the City. Developing corporate wide sponsorship guidelines.

Changes in Services for 2019 - 2022

Branch - Marketing

2019-2022 Operating Budget

Introduction

The Marketing Branch has a mandate to align and approve all City of Edmonton marketing, brand, creative and digital products. Governed by the Communications Administrative Directive (A1446A) that establishes the City’s Visual Identity Standards, the Marketing Branch guides all of the City’s internal and external facing marketing products through a strategic and creative approval process to ensure that each product supports the City’s strategic narrative and visual identity. This centralized “one-voice, one-look” approach enables the people of Edmonton to better recognize, understand and connect with the City’s programs and services. The Marketing Branch champions the Communications and Engagement Department goal: a city/City that knows its story and how to tell it. Working in an integrated manner with Communications, External Relations, Engagement and Intergovernmental Affairs, the Marketing Branch ensures the City has a strong reputation and relationships with Edmontonians, and provides the following services for the Corporation:

Corporate Positioning

- Based on an understanding of citizens’ needs and interests, Strategic Marketing and Social Marketing support the objectives of business areas and ensure alignment with the City’s strategic goals. These units deliver marketing strategies aimed at shifting attitudes and behaviours and achieving revenue targets.
- Brand is not a logo or slogan but a perception. The Marketing Branch has a mandate to ensure a Corporate-wide adherence to building one strong brand for the City of Edmonton to grow trust and affinity. The Brand unit delivers on that mandate by driving Corporate brand programs, reviewing Corporate initiatives to ensure brand alignment and working with external partners to advance Edmonton’s reputation.

Creative and Digital

- The consistent use of the City’s Visual Identity Standards, both internally and externally, reinforces our audiences’ connection to the Corporate brand. The Creative team manages the City’s visual identity and provides services in graphic design, ensuring the creative work delivers on business objectives.
- The Digital team manages and maintains the public website, edmonton.ca, and the Onecity intranet for employees. They ensure an optimal user experience for residents, employees, and visitors who navigate to, search or are guided towards information about City policies, programs, services, facilities, or infrastructure.

Marketing Branch Programs and Services	
Creative and Digital	Corporate Positioning
Marketing	Brand
Creative Services	Social Marketing
Web and Digital Services	Marketing Strategy

Branch - Marketing

2018 Highlights

Corporate Positioning

- Advanced Edmonton's place brand through collaboration with internal and external partners and received international recognitions.
- Centralized advertising planning and buying to increase efficiency and savings; and coordinated 458 advertising campaigns in 2017, and 225 advertising campaigns as of June 30.
- Developed a competitive and compelling marketing and brand strategy for Blatchford, including the development of an award-winning website, which will lead to the land and property sales needed for Blatchford to succeed and contributed to Edmonton's reputation as a sustainable city on the global stage.
- Consolidated various social marketing street teams across the corporation to achieve efficiencies and enhanced quality outreach through direct contact with residents (face to face interactions between street team members and residents through door knocking) as a behaviour change tool.
- Started leading a shift toward evidence-based marketing that is well researched, has measurable outcomes and clear recommendations for improvements.
- Applied cross-departmental view to bring together and align like services, messaging and campaigns to speak with one voice and utilize City resources more efficiently and effectively
- Developed evaluation strategies for online services, including web, advertising, and paid social media.

Creative and Digital

- Implemented a Department-wide creative review process to ensure that all marketing materials align with our brand, Visual Identity Standards and campaigns across the corporation.
- Reduced the number of sub-brand logos and aligned initiatives to the City's visual identity.
- Launched a Digital Asset Manager (DAM) program to be used as a central resource for all photography.
- Implemented new governance around model releases and creative usage rights to ensure all photography in the DAM is of high quality, on brand and owned by the City of Edmonton.
- Digital team reorganized to be more efficient and better meet citizen and business needs.
- Digital team won an Ember Award for [2017 Best Mobile Experience](#) for edmonton.ca.

Programs and Services:

As a relatively new Branch, Marketing strives to build effective structures and processes for providing quality service to the Corporation and find innovative ways to tell the City of Edmonton's stories. To do this, the Marketing Branch has been working on a number of initiatives to improve the City of Edmonton's storytelling capacity and citizens' experience of the City, contextually, visually and digitally.

Changes to Service Levels

Corporate Positioning

- A challenge for the unit is that many of its current FTEs are restricted to specific business areas due to their funding source; e.g. Development Services Reserve or utility funded positions.
- Of the 21 positions providing strategic and social marketing services, only six positions have the flexibility to extend services to other business areas.
- The Marketing Branch manages this scenario by offering three levels of support: consult, collaborate and lead.

Creative and Digital

- The Creative unit's ambition is to be adequately resourced to meet its mandated outcomes. Currently, to achieve these outcomes, the majority of creative work will continue to be outsourced to design and photography vendors. Working within the existing number of FTEs for the digital reorganization, the Branch is shifting its efforts from content updates to innovation and

Branch - Marketing

citizen centric product and service development. This will cause a decrease in service levels for basic web updates, but will allow the team to be more strategic in their work.

Innovation and Continuous Improvement

Corporate Positioning

- Integrated marketing review process to align all internal and external facing campaigns with the City's brand and strategic narrative to tell the City's story and optimize citizens' experience
- One-voice Corporate alignment to support the City's priorities and strategies, improve citizens' experience, grow the City of Edmonton brand and tell the City's story
- Strengthening governance and collaboration with external partners, such as Edmonton Economic Development Corporation (EEDC), Edmonton Global and Edmonton Tourism to further advance Edmonton's reputation at home and abroad

Creative and Digital

- One-look approach via continuous governance and implementation of Communications Administrative Directive (A1446A) that establishes the City's Visual Identity Standards
- Digital team reorganization and digital citizen business case for improving citizens' experience in the digital space and quality support to the Corporation
- Efficient procurement processes to optimize time and resources used in obtaining suppliers, and to give the Marketing Branch oversight on cost and quality of work
- Creative review process to align with the City's brand and ensure meeting marketing and communications objectives

Impact of Previous Council Decisions:

Directed by Council, the Marketing Branch continues working with external partners, such as EEDC, Edmonton Tourism, Make Something Edmonton, etc., to develop clear roles and a governance model to advance Edmonton's reputation at home and abroad, and to position Edmonton and Area as a place-of-choice for residents, visitors, students, businesses and investors.

While collaborations continue through hosting opportunities, such as major events, conferences and community activities, the Marketing Branch has worked to establish an Edmonton Brand Advisory Committee and a Brand Working Group. The intention of the Committee and Brand Working Group is to optimize synergies and return-on-investment on brand building and marketing efforts for Edmonton's long-term prosperity and quality-of-life. This strategy requires a deliberate effort and begins with research to develop an evidence-based place brand marketing program.

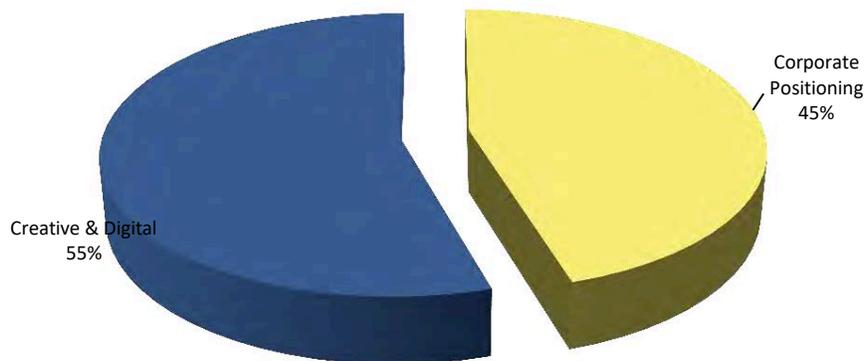


Branch - Marketing

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Corporate Positioning	-	920	803	803	803	803
Total Revenue & Transfers	-	\$920	\$803	\$803	\$803	\$803
Net Expenditure & Transfers						
Corporate Positioning	3,230	2,534	2,884	2,825	2,862	2,883
Creative & Digital	2,533	3,157	3,481	3,514	3,534	3,548
Total Net Expenditure & Transfers	\$5,763	\$5,691	\$6,365	\$6,339	\$6,396	\$6,431
Total Net Operating Requirement	\$5,763	\$4,771	\$5,562	\$5,536	\$5,593	\$5,628
Full-time Equivalents	30.6	61.7	61.7	60.7	60.7	60.7

2019 Net Expenditures by Program



Branch - Marketing

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	117	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	803	803	803	803	803
Total Revenue & Transfers	-	\$920	\$803	\$803	\$803	\$803
Net Expenditure & Transfers						
Personnel	3,297	5,972	6,631	6,613	6,677	6,720
Materials, Goods, and Supplies	193	84	84	84	84	84
External Services	243	704	704	704	704	704
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	96	(95)	68	68	68	68
Utilities & Other Charges	2,033	50	44	43	43	43
Transfer to Reserves	-	-	-	-	-	-
Subtotal	5,862	6,715	7,531	7,512	7,576	7,619
Intra-municipal Recoveries	(99)	(1,024)	(1,166)	(1,173)	(1,180)	(1,188)
Total Net Expenditure & Transfers	\$5,763	\$5,691	\$6,365	\$6,339	\$6,396	\$6,431
Total Net Operating Requirement	\$5,763	\$4,771	\$5,562	\$5,536	\$5,593	\$5,628
Full-time Equivalents	30.6	61.7	61.7	60.7	60.7	60.7

458 advertising campaigns

7668 face-to-face conversations on 3 major bike routes

469 design projects

edmonton.ca
of Pages – **5,906**
Users – **5,462,922**

onecity.edmonton.ca
of Pages – **2,029**
Users – **259,610**

BRANCH BY THE NUMBERS
MARKETING



Branch - Marketing

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	4,771	5,562	5,536	5,593
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	4,771	5,562	5,536	5,593
Existing Services (Incremental to Base)				
Cost Changes	680	82	58	36
Change to Service Level	-	-	-	-
Revenue Changes	117	-	-	-
Efficiency Savings	(6)	(108)	(1)	(1)
Total Impact on Existing Services	791	(26)	57	35
Total Approved Budget	\$5,562	\$5,536	\$5,593	\$5,628
Incremental Change in Full-time Equivalents	-	(1.0)	-	-

Previous Year's Budget:

No impacts from previous year's budget.

Existing Services (Incremental to Base):

Cost Changes are due to additional funding for personnel. This includes movement towards job rate and benefit changes, and funding for 6 additional FTEs to be reallocated from other areas of the organization.

Revenue Changes are related to the cancellation of the Sponsorship Agreement with the Oilers Entertainment Group.

Efficiency Savings relate to corporate reductions in Personnel (1 FTE) resulting from the centralization/outsourcing of media buying, as well as reduction in travel budget

Growth/New Services:

The Marketing Branch anticipates no new services during this budget cycle.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

Reduction of (1.0) FTE in 2020 is due to the centralization/outsourcing of media buying.

Branch - Marketing

Approved 2019 - 2022 Budget - Program Summary

Program Name - Corporate Positioning

Description

The Strategic and Social Marketing units support business area objectives and are aligned with the City's strategic goals. Levels of service range from advisory, to collaboration, to full lead and implementation, depending on the business need and Marketing's capacity. All corporate marketing plans are reviewed and approved by the Marketing Branch.

The Marketing Branch has a mandate to ensure a corporate-wide adherence to building one strong brand for the City of Edmonton. The Brand team delivers on that mandate by driving corporate brand programs, reviewing corporate initiatives to ensure brand alignment and working with external partners to advance Edmonton's reputation (place brand).

The Marketing Branch offers a suite of targetted approaches such as:

- Developing tools, such as boilerplates and message maps, for all staff and City Council to reinforce our brand and tell our story in a consistent way
- Advising on marketing, communications, and other internal and external facing initiatives to ensure they are aligned with the City's brand
- Fostering greater awareness of our brand throughout the corporation to ensure that policies, programs and services reflect our brand

Results to be Achieved

Adopt a corporate brand strategy and One Voice approach

Champion an end-to-end project management approach to all projects and campaigns

Increase the use of customer insights to develop strategic marketing plans that build residents' trust in the City

Create social marketing programs that are valued by citizens and business partners

Create marketing strategies that are valued by citizens and business partners

Educate our business partners on the value we can provide and learn more about their business as we collaborate for success

Cost Drivers

Program driven

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	\$920	\$803	\$803	\$803	\$803
Expenditure & Transfers	3,230	3,227	3,777	3,718	3,755	3,776
Subtotal	3,230	2,307	2,974	2,915	2,952	2,973
Intra-municipal Recoveries	-	(693)	(893)	(893)	(893)	(893)
Total Net Operating Requirement	\$3,230	\$1,614	\$2,081	\$2,022	\$2,059	\$2,080
Full-time Equivalents	10.0	31.5	31.5	30.5	30.5	30.5

2018 Services

The Strategic Marketing and Social Marketing units support business area objectives and are aligned with the City's strategic goals. Levels of service range from advisory, to collaboration, to full lead and implementation, depending on the business need and Marketing's capacity. All corporate marketing plans are reviewed and approved by the Marketing Branch.

Changes in Services for 2019 - 2022

Marketing needs are significant across our 80 lines of business. Ideally, Marketing staff would be able to work across the Corporation seamlessly. A challenge we manage is that a significant number of our team are "attached" to certain business areas. An appetite for flexibility is something that we are constantly working on.

Branch - Marketing

Approved 2019 - 2022 Budget - Program Summary

Program Name - Creative & Digital

Description

The Creative Unit was formed with a small team of highly skilled graphic designers. The team consisted of three graphic designers and with the development of the new branch, three additional graphic designers from ETS and one from Recreation Facilities were acquired. Though the staff numbers more than doubled, they also brought along all their existing work. The four additional designers still work primarily for their previous departments, though they are able to help with some overflow work.

The Digital Unit (formerly named Web Unit) is currently being reorganized to better meet internal (business partner) needs as well as the needs of the citizens. Originally, the Web Unit was structured to maintain and update edmonton.ca. The majority of the team spends their time updating the website, and the guidance and overview of how the City communicates with citizens digitally has not been a priority. The new team structure will have three teams.

- Authoring and QA - web updates and quality control
- Strategy and Processes - oversight and guidance
- Product Management - new digital product development

Results to be Achieved

Adopt a corporate brand strategy and One Voice approach

Elevate COE visual identity

Champion an end-to-end project management approach to all projects and campaigns

Increase digital communication that is timely, responsive and accessible

Educate our business partners on the value we can provide and learn more about their business as we collaborate for success

Cost Drivers

Program driven

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	2,632	3,488	3,754	3,794	3,821	3,843
Subtotal	2,632	3,488	3,754	3,794	3,821	3,843
Intra-municipal Recoveries	(99)	(331)	(273)	(280)	(287)	(295)
Total Net Operating Requirement	\$2,533	\$3,157	\$3,481	\$3,514	\$3,534	\$3,548

Full-time Equivalents	20.6	30.2	30.2	30.2	30.2	30.2
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2018 Services

Manage weekly Creative Review (department Directors), and Creative Open House

Implement and manage our visual identity guidebooks (i.e., the proper use of the City logo and a consistent and deliberate 'look' for all City materials)

Ensure that all creative aligns with communication and/or marketing objectives

Provide oversight and approval on all internal and external visual materials

Changes in Services for 2019 - 2022

The Digital Unit (formerly named Web Unit) is currently being reorganized to better meet internal (business partner) needs as well as the needs of the citizens. Originally the Web Unit was structured to maintain and update edmonton.ca.

The new structure will position the team as the voice of the customer and ensure the City is communicating digitally with citizens in a single voice.

Corporate Expenditures and Revenues 2019-2022 Operating Budget

Edmonton

Introduction

Corporate Expenditures and Revenues contain expenditures and revenues that are not tied to a specific service delivery program but rather accrue to the entire Corporation. The five corporate program areas are:

- **Automated Enforcement:** This program collects revenues from automated photo enforcement and distributes the revenues to the Traffic Safety and Automated Enforcement Reserve. The reserve will fund the annual expenses for the Traffic Safety section within the Parks and Roads Services branch, Edmonton Police Services, other traffic safety initiatives in the operating and capital budget and potential third-party community infrastructure priorities as approved by City Council.
- **Capital Project Financing:** This program, which includes corporate revenues directed specifically to capital such as investment earnings and the Ed Tel Endowment dividend, allocates funding for capital projects on a pay-as-you-go (PAYG) basis and provides for repayment of outstanding tax-supported debt. The budget also includes debt charges with offsetting recoveries related to debt borrowed on behalf of EPCOR and other organizations, South LRT (SLRT) grant revenues and debt charges, Valley Line LRT debt charges, Downtown Arena revenues and debt charges, and revenues and debt charges relating to local improvements and transfers to reserves.
- **Corporate Expenditures:** This program includes expenses pertaining to City Council and corporate contingencies, and risk management insurance claims/recoveries.
- **Corporate Revenues:** This program includes corporate revenues used to partially offset the corporate tax levy requirements. The revenues are from sources such as EPCOR dividends, franchise fees, gas franchise fees, tax penalties, tax certificates, tag and fine revenue, other dividends/contributions and amounts drawn from corporate reserves.
- **Neighbourhood Renewal:** This program collects dedicated taxation revenues to be used for the capital construction for the Neighbourhood Renewal program. This program also includes the Alley Renewal Strategy. The program is dedicated to renewing Edmonton's roads and alleys, sidewalks, curbs, gutters and street lights, as well as any missing sidewalk links. During the Neighbourhood Renewal process, the redevelopment of other City owned areas within the community such as parks and green spaces will also be explored.
- **Taxation Expenditures:** This program includes expenses related to property tax levies such as appeals, bad debts and losses on the sale of tax properties sold. The expenses are partially offset by supplementary taxes levied during the year.
- **Valley Line LRT:** This program collects dedicated taxation revenues to support the construction and future operating costs of the Valley Line LRT from the southeast to downtown.

Corporate Expenditures & Revenues

2019 - 2022 Budget - Department Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Automated Enforcement	51,264	52,100	50,750	52,690	49,880	47,290
Capital Project Financing	183,085	205,284	264,604	254,759	251,818	255,943
Corporate Expenditures	1,646	1,578	821	837	853	869
Corporate Revenues	370,741	389,184	402,986	413,023	401,524	399,414
Taxation Expenditures	4,670	2,700	3,300	4,700	5,600	5,100
Total Revenue & Transfers	\$611,406	\$650,846	\$722,461	\$726,009	\$709,675	\$708,616
Expenditure & Transfers						
Automated Enforcement	51,264	52,100	50,750	52,690	49,880	47,290
Capital Project Financing	337,544	371,877	445,904	460,796	480,087	499,511
Corporate Expenditures	28,019	25,294	24,676	35,802	56,036	65,196
Corporate Revenues	-	-	88	89	90	25,491
Neighbourhood Renewal	134,442	156,332	155,946	162,706	168,086	173,386
Taxation Expenditures	14,357	11,000	11,250	11,500	11,800	12,050
Valley Line LRT	16,918	26,050	35,800	46,100	51,400	57,100
Total Expenditure & Transfers	\$582,544	\$642,653	\$724,414	\$769,683	\$817,379	\$880,024
Total Net Operating Requirement	(\$28,862)	(\$8,193)	\$1,953	\$43,674	\$107,704	\$171,408

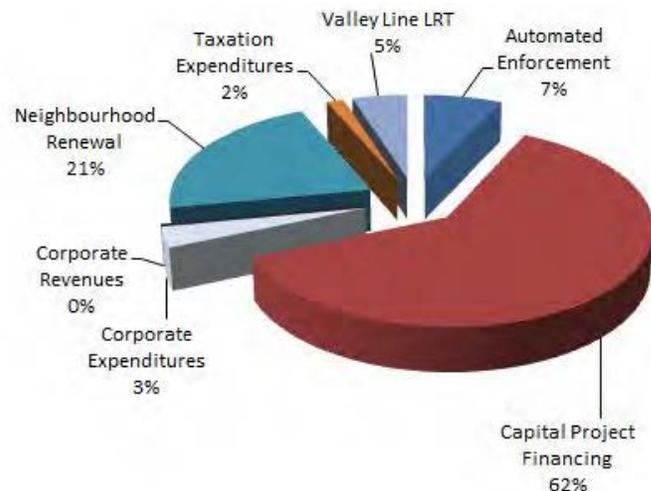
Budget Details are provided at the Program level.

Full-time Equivalents

(15.0)

(Workforce Strategies to be allocated to departments)

2019 Net Expenditures by Program



Department - Corporate Expenditures and Revenues



Program - Automated Enforcement

2019 - 2022 Budget - Budget Summary

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Fines	51,264	52,100	50,750	52,690	49,880	47,290
Total Revenue & Transfers	\$51,264	\$52,100	\$50,750	\$52,690	\$49,880	\$47,290
Expenditure & Transfers						
<i>Operating</i>						
Edmonton Police Service	22,292	22,292	22,292	22,292	22,292	22,292
Traffic Safety section	13,504	16,264	16,264	16,264	16,264	16,264
Road Safety Strategy - Public Engagement (Marketing)	342	802	802	802	802	802
Corporate Traffic Safety Initiatives	4,400	4,400	4,400	4,400	4,400	4,400
Community Facility Partner Capital Grant Program	2,900	2,900	2,900	2,900	2,900	2,900
Total Operating	43,438	46,658	46,658	46,658	46,658	46,658
<i>Capital</i>						
Traffic Signals - Pedestrian Vehicle Safety (CM-66-2520)	2,192	6,800	-	-	-	-
Traffic Safety - Speed Management Equipment (CM-66-2545)	2,339	414	-	-	-	-
Traffic Safety Engineering Measures (CM-66-2550)	1,895	3,500	-	-	-	-
Community Traffic Safety Countermeasures (CM-66-2555)	2,132	3,900	-	-	-	-
Total Capital	8,558	14,614	-	-	-	-
Transfer to/(from) Traffic Safety and Automated Enforcement Reserve (Unallocated)	(732)	(9,172)	4,092	6,032	3,222	632
Total Expenditure & Transfers	\$51,264	\$52,100	\$50,750	\$52,690	\$49,880	\$47,290
Total Net Operating Requirement	-	-	-	-	-	-

Program - Automated Enforcement

2019-2022 Budget—Budget Changes

Revenue Explanations

Edmontonians are changing their driving behaviors for the better. As fewer people speed and/or run traffic lights, the revenues from automated enforcement have been declining. This revenue is shared between Edmonton Police Services (EPS) and Parks and Roads Services (PARS) to fund traffic safety measures including technology, engineering measures, signage and signaling. The decrease in revenues must be balanced with continued work to keep motorists, cyclists, and pedestrians safe on our roadways. The projected increase in revenue in 2020 is due to anticipated implementation of additional intersection safety devices in 2019.

Expenditure Explanations

Due to lower fines revenue, there is limited funding to fund all composite capital profiles associated with automated enforcement revenues. The 2019-2022 capital budget included unfunded capital profiles that were formerly funded from the Traffic Safety and Automated Enforcement reserve. City Council did not allocate any funding to these profiles from the Traffic Safety and Automated Enforcement reserve as part of capital budget deliberations. City Council will have an opportunity to allocate any funding remaining in the Traffic Safety and Automated Enforcement reserve during the 2019 Supplemental Capital Budget Adjustment and Vision Zero Annual Report.

Supplementary Information

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 automated enforcement revenues, and transparently show budgeted allocations toward:

- a) Edmonton Police Services
- b) Traffic Safety section within the Parks and Roads Services branch
- 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.

Program - Capital Project Financing

2019 - 2022 Budget - Budget Summary

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Downtown Arena Revenue (Non-CRL)	18,633	19,243	15,964	15,964	15,964	15,964
Ed Tel Endowment Fund Dividend	34,432	36,811	38,823	40,200	41,500	42,600
Ed Tel Endowment Fund Special Dividend	-	-	9,706	-	-	-
External Debt Recovery	470	451	56,887	56,904	56,105	55,178
Investment Earnings	43,116	28,457	33,649	35,156	36,813	38,295
Local Improvement Revenues	21,422	13,683	21,067	18,434	19,028	19,338
SLRT Grant Revenues	43,605	43,605	43,605	43,605	43,605	43,605
Transfer from FSR - Northlands Debt Charges	2,023	-	-	-	-	-
Transfer from Interim Financing Reserve	861	533	3,816	4,020	4,018	4,016
Transfer from LRT Reserve	20,023	64,001	38,360	37,815	34,785	36,947
Transfer (to) Rogers Place Capital Reserve	(1,500)	(1,500)	-	-	-	-
Transfer from Tax-Supported Debt Reserve	-	-	2,727	2,661	-	-
Total Revenue & Transfers	\$183,085	\$205,284	\$264,604	\$254,759	\$251,818	\$255,943
Expenditure & Transfers						
Downtown Arena Debt Charges (Non-CRL)	18,233	18,276	18,280	18,484	18,482	18,480
External Debt Charges	-	-	56,868	56,882	56,083	55,151
Investment Related Expenses	6,522	2,850	4,250	4,350	4,550	4,650
Local Improvement Debt Charges	12,441	12,439	12,912	13,235	13,979	14,607
Local Improvement Transfer for Alley Lighting	972	1,000	906	909	911	913
SLRT Debt Charges	44,520	44,511	44,501	44,490	44,479	44,467
Tax-supported Debt Charges	104,608	115,046	125,626	146,952	161,267	176,391
Transfer to Capital - PAYG Funding	117,747	106,595	126,812	123,890	131,131	131,614
Transfer to Interim Financing Reserve	-	2,711	2,950	2,950	2,950	2,950
Transfer to Local Improvements Reserve	7,991	244	7,231	4,272	4,120	3,800
Transfer to LRT Reserve	4,195	4,204	5,708	5,067	5,850	8,041
Transfer to Rogers Place Capital Reserve	-	-	1,500	1,500	1,500	1,500
Transfer to Tax-Supported Debt Reserve	292	-	-	-	-	-
Valley Line LRT Debt Charges	20,023	64,001	38,360	37,815	34,785	36,947
Total Expenditure & Transfers	\$337,544	\$371,877	\$445,904	\$460,796	\$480,087	\$499,511
Total Net Operating Requirement	\$154,459	\$166,593	\$181,300	\$206,037	\$228,269	\$243,568

Program - Capital Project Financing

2019-2022 Budget—Budget Changes

Revenue Explanations

Downtown Arena Revenue (Non-CRL)

Revenue from rental payments and ticket surcharges are used to fund a portion of the debt charges related to the arena (Downtown Arena (non-CRL) Debt Charges). The revenue budget has decreased in 2019 due to anticipated incremental parking revenue in the downtown core, related to the new downtown arena, not being realized.

Ed Tel Endowment Fund Dividend

The Ed Tel Endowment Fund dividend is determined by the Fund Bylaw. The dividend rate is 5% and is determined in conjunction with the investment policy of the fund as well as with capital market expectations going forward.

Ed Tel Endowment Fund Special Dividend

At June 30, 2018 the Ed Tel Endowment fund market value was \$838.1 million, 17.6% above the inflation adjusted principal. As the market value was greater than 15% of the inflation adjusted principal at that time, the Fund Bylaw states the fund is in a position to pay a special dividend in 2019. The amount of the dividend is calculated as \$9,706 which is 25% of the regular 2019 dividend forecasted at June 30, 2018. On September 4, 2018, City Council approved the payment of this special dividend in 2019.

External Debt Recovery

The external debt recovery has increased in 2019 mainly as a result of including the debt recoverable from EPCOR Drainage and other recoverable amounts. The City Drainage Utility transferred to EPCOR effective September 1, 2017, and in accordance with the transfer agreement a debt recoverable from EPCOR was established to offset the outstanding Drainage Services debt retained by the City. The External Debt Recoverable offsets the External Debt Charges.

Investment Earnings

Increased earnings are due to a projected increase to the size of the City's investment funds. Forecast interest rates earned on these funds are expected to rise as well.

Transfer from Tax-Supported Debt Reserve

Funds within the reserve greater than \$1,000 can be used to stabilize debt charges or to fund capital on a pay-as-you go basis. In 2019 and 2020, \$2,500 will be drawn from the reserve each year in order to offset tax-supported debt charges in those years.

Program - Capital Project Financing

2019-2022 Budget—Budget Changes

Expenditure Explanations

External Debt Charges

The external debt charges has increased in 2019 largely due to inclusion of debt charges related to EPCOR Drainage, as a result of the transfer of the City Drainage Utility to EPCOR effective September 1, 2017.

Investment Related Expenses

The expenses are related to fees and services provided to manage the investment funds. The expenses increase proportionally in 2019-2022, in line with the projected increase to the size of the City's investment funds.

Tax-supported Debt Charges

Increase is due to approved borrowing relating to ongoing projects including the Yellowhead Trail Freeway Conversion, Valley Line LRT Downtown to Lewis Farms, the Kathleen Andrews Transit Garage, and the Lewis Farms Community Recreation Centre and Library.

Program - Capital Project Financing

2019-2022 Budget—Budget Changes

Supplementary Information

Downtown Arena Revenue and Debt Charges (Non-CRL)

Revenue from rental payments, ticket surcharges, and other sources will be used to fund a portion of the debt charges related to the arena (Downtown Arena (Non-CRL) Debt Charges). Any difference between the revenue and the debt charges is accumulated within the Interim Financing Reserve. Incremental property tax revenues from Downtown CRL are not used to fund this portion of the Downtown Arena debt charges.

A portion of Downtown Arena Revenues (\$1,500/year) are transferred to the Rogers Place Capital Reserve to fund major capital expenditures related to the arena.

Annually a transfer is made to the Interim Financing Reserve of \$2,950, including property tax on the arena parkade, to fund a portion of the Downtown Arena Debt Charges.

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Downtown Arena Revenues and Debt Charges Reconciliation (Non-CRL)						
Downtown Arena Revenues (Non-CRL)	(18,633)	(19,243)	(15,964)	(15,964)	(15,964)	(15,964)
Transfer to Rogers Place Capital Reserve	1,500	1,500	1,500	1,500	1,500	1,500
Downtown Arena Debt Charges (Non-CRL)	18,233	18,276	18,280	18,484	18,482	18,480
Transfer from Interim Financing Reserve	(861)	(533)	(3,816)	(4,020)	(4,018)	(4,016)
	239	-	-	-	-	-
Transfer to Interim Financing Reserve	-	2,711	2,950	2,950	2,950	2,950
Total Net Operating Requirement	\$239	\$2,711	\$2,950	\$2,950	\$2,950	\$2,950

Local Improvements

Revenue on new local improvement projects is recognized when the project is complete. Amounts are collected from property owners in subsequent years. Local improvement revenues may fluctuate year-over-year due to construction timelines. Timing differences between recognition of revenue and related debt charges are accumulated in the Local Improvement Reserve.

Program - Capital Project Financing

2019-2022 Budget—Budget Changes

Supplementary Information Cont.

LRT Grant Revenues and LRT Debt Charges

The Federal Gas Tax Fund grants are directed to fund the SLRT debt charges, with any shortfall funded from the LRT Reserve. This grant program is managed by the Provincial government based on Federal funds allocated to this grant program. Funding is based on the most recent Gas Tax Fund grant application filed with the Provincial government.

Valley Line Debt Charges are funded through the LRT Reserve. In accordance with the Valley LRT funding model dedicated tax-levy is transferred to the LRT Reserve annually, including the \$5,110 annual contribution shown below. See the Valley Line LRT section of Corporate Expenditures and Revenue for additional information.

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
LRT Revenues and Debt Charges						
Reconciliation						
SLRT Grant Revenues	(43,605)	(43,605)	(43,605)	(43,605)	(43,605)	(43,605)
SLRT Debt Charges	44,520	44,511	44,501	44,490	44,479	44,467
Transfer to LRT Reserve	(915)	(906)	(896)	(885)	(874)	(862)
	-	-	-	-	-	-
Valley Line LRT Debt Charges	20,023	64,001	38,360	37,815	34,785	36,947
Transfer from LRT Reserve	(20,023)	(64,001)	(38,360)	(37,815)	(34,785)	(36,947)
	-	-	-	-	-	-
Transfer to LRT Reserve	5,110	5,110	6,604	5,952	6,724	8,903
Total Net Operating Requirement	\$5,110	\$5,110	\$6,604	\$5,952	\$6,724	\$8,903

Program - Capital Project Financing

2019-2022 Budget—Budget Changes

Supplementary Information Cont.

Pay-As-You-Go (PAYG) Funding

In June 2009 Council approved a strategy to redirect more volatile revenue streams of investment earnings and Ed Tel Endowment Fund dividend to fund capital on a pay-as-you-go basis.

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
PAYG Capital Funding Details						
Investment Earnings	43,116	28,457	33,649	35,156	36,813	38,295
Investment Related Expenses	(6,522)	(2,850)	(4,250)	(4,350)	(4,550)	(4,650)
Ed Tel Endowment Fund Dividends	34,432	36,811	38,823	40,200	41,500	42,600
Ed Tel Endowment Fund Special Dividend	-	-	9,706	-	-	-
Operating Transfer	5,877	5,884	5,884	5,884	5,884	5,884
Excess Tax-levy over Debt Charges	2,057	(3,707)	-	3,000	6,484	3,485
Excess Provincial Residential Education Tax-Levy	46,426	46,426	46,426	46,426	46,426	46,426
Allocations to Operating	(5,426)	(4,426)	(3,426)	(2,426)	(1,426)	(426)
Tangible Capital Asset Adjustments	(2,213)	-	-	-	-	-
Total Transfer to Capital - PAYG Expenditure	\$117,747	\$106,595	\$126,812	\$123,890	\$131,131	\$131,614

Program - Corporate Expenditures

2019 - 2022 Budget - Budget Summary

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
External Debt Recovery	768	768	-	-	-	-
Risk Management	614	810	821	837	853	869
Transfer from FSR - Management Initiatives	264	-	-	-	-	-
Total Revenue & Transfers	\$1,646	\$1,578	\$821	\$837	\$853	\$869
Expenditure & Transfers						
Central Management Charges	-	-	(2,388)	(2,547)	(2,706)	(2,865)
Council Contingency	-	700	700	700	700	700
External Debt Charges	776	775	-	-	-	-
Financial Strategies	4,407	9,834	12,649	23,311	43,041	51,658
Grants - Waste RE-Solutions	1,700	-	-	-	-	-
Income Replacement & Supplementary Management Pension	1,100	1,300	1,200	1,200	1,200	1,200
Management Initiatives	608	700	700	700	700	700
Risk Management	6,048	8,943	9,323	9,803	10,323	10,882
Sundry	8,945	400	400	400	400	400
Transfer to Interim Financing Reserve	2,711	-	-	-	-	-
Transfer to Revolving Industrial Servicing Fund Reserve	1,724	2,642	2,092	2,235	2,378	2,521
Total Expenditure & Transfers	\$28,019	\$25,294	\$24,676	\$35,802	\$56,036	\$65,196
Total Net Operating Requirement	\$26,373	\$23,716	\$23,855	\$34,965	\$55,183	\$64,327

* Starting in 2019 Central Management Charges are budgeted in Corporate Expenditures.

Program - Corporate Expenditures

2019-2022 Budget—Budget Changes

Expenditure Explanations

Central Management Charges

Central management charges are intra-municipal recoveries for work completed by tax-supported areas and charged to Development Services, within Urban Form and Corporate Strategic Development, and Waste Management Services. Starting in 2019 the budget is reflected within Corporate Expenditures. Previously the budget was included in Corporate Revenues.

Supplementary Information

Risk Management

Revenues include payments received from other external Boards and Authorities for insurance premiums. Expenditures are for claim payments and insurance premiums.

Financial Strategies

The budget for financial strategies provides flexibility for unknown amounts. This budget will be redistributed to the appropriate programs as factors become known.

Transfer to Revolving Industrial Servicing Fund (RISF) Reserve

The transfer to reserve is equal to 50% of the incremental property tax revenue from the end-user developments. Further information on the RISF can be found in the Reserves Funds (Supplementary Information) section of the budget.

Program - Corporate Revenues

2019 - 2022 Budget - Budget Summary

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Business Licensing	10,000	10,000	9,330	9,395	9,707	10,038
Central Management Charges *	3,169	2,228	-	-	-	-
EPCOR Dividends	152,670	166,021	171,000	171,000	171,000	171,000
EPCOR Franchise Fees	83,594	93,406	96,473	99,960	103,525	106,839
Gas Franchise Fees	76,125	75,033	76,773	76,773	76,773	76,773
Land Enterprise Dividends	3,392	-	-	497	759	544
Loan Administration Fees	394	60	377	368	358	349
Sanitary Franchise Fee	6,068	-	-	-	-	-
Sundry Revenue	3,645	2,699	4,451	3,809	2,700	2,700
Tag/Fine Revenue	9,651	12,199	11,000	11,000	11,000	11,000
Tax Certificates	2,056	2,000	2,300	2,350	2,400	2,450
Tax Penalties	13,744	14,035	14,300	14,600	14,900	15,200
Transfer from Financial Stabilization Reserve	6,233	11,503	16,982	23,271	8,402	2,521
Total Revenue & Transfers	\$370,741	\$389,184	\$402,986	\$413,023	\$401,524	\$399,414
Expenditure & Transfers						
Intra-municipal Charges	-	-	88	89	90	91
Transfer to Financial Stabilization Reserve	-	-	-	-	-	25,400
Total Expenditure & Transfers	-	-	\$88	\$89	\$90	\$25,491
Total Net Operating Requirement (\$370,741) (\$389,184) (\$402,898) (\$412,934) (\$401,434) (\$373,923)						

* Starting in 2019 Central Management Charges are budgeted in Corporate Expenditures.

Program - Corporate Revenues

2019-2022 Budget—Budget Changes

Revenue Explanations

EPCOR Franchise Fees

The franchise fees received from EPCOR are related to power, water, wastewater treatment, and drainage and are calculated in accordance with corresponding agreements.

The breakdown of these fees by source is:

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
EPCOR Franchise Fees						
Power	59,668	61,219	64,219	66,467	68,727	71,063
Water	14,349	15,039	15,456	16,030	16,903	17,451
Wastewater Treatment	6,620	7,009	7,471	7,851	8,283	8,713
Drainage	2,957	10,139	9,327	9,612	9,612	9,612
Total EPCOR Franchise Fees	\$83,594	\$93,406	\$96,473	\$99,960	\$103,525	\$106,839

Business Licensing

Business licensing is budgeted in the Development Services branch, within Urban Form and Corporate Strategic Development. The balance of the business licensing revenues in excess of related expenses each year is transferred to Corporate Revenues.

Gas Franchise Fees

Gas Franchise Fees have increased in 2019 due to an increase in the ATCO Gas Franchise Fee rate to 35% effective January 1, 2019. The rate was previously 32.9%.

Sanitary Franchise Fee

The 2017 Drainage franchise fee includes \$6,068 Sanitary Franchise Fee paid by the Drainage Utility for the period January 1, 2017 - August 31, 2017 while the utility was still managed by the City. Effective September 1, 2017 the Drainage Utility was transferred to EPCOR.

Sundry Revenue

Sundry Revenue increased in 2019 and 2020 due to the Provincial support for Cannabis legislation.

Tag/Fine Revenues

The 2019 budget has decreased based on the five year trend of actual tag/fine revenues. New technology has been implemented in 2018 to better track and collect this revenue. The impact of the new technology is difficult to estimate at this time and as such the 2019-2022 budgeted revenues are based on the historical trends.

Program - Corporate Revenues

2019-2022 Budget—Budget Changes

Revenue Explanations Cont.

Transfer from/to Financial Stabilization Reserve (FSR)

As a result of the Drainage Utility transfer to EPCOR on September 1, 2017, the City was left with costs related to providing services and support to the City utility (stranded costs) that will be transitioned out of the operating budget over the next several years. Until these costs can be eliminated, the City is using the one-time payment of \$75,000 from EPCOR to fund the stranded costs so they do not impact the tax levy. The transition payment of \$75,000 was transferred to the FSR upon receipt in 2017, and therefore funds are transferred from the FSR to offset stranded costs from 2019-2022.

As part of the 2019-2022 budget deliberations, a tax smoothing strategy using the FSR was approved by City Council. In years 2019-2021 funds will be drawn from the FSR to offset tax rate increases in those years, with a full repayment of \$25,400 to the FSR in 2022.

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Transfer from Financial Stabilization Reserve						
Stranded Costs (Drainage Utility Transfer to EPCOR)	6,233	11,503	9,582	8,271	5,402	2,521
Tax Smoothing	-	-	7,400	15,000	3,000	-
Total Transfer from Financial Stabilization Reserve	\$6,233	\$11,503	\$16,982	\$23,271	\$8,402	\$2,521
Transfer to Financial Stabilization Reserve						
Tax Smoothing	-	-	-	-	-	(25,400)
Total Transfer to Financial Stabilization Reserve	-	-	-	-	-	(\$25,400)

Supplementary Information

Land Enterprise Dividends

City Policy *C516B Land Enterprise Dividend* approves an annual dividend to the City based on 25% of actual net income of the land development activity of the Land Enterprise to be paid in the second quarter of the following year. The 2019 budgeted dividend amount is based on the 2018 year end Land Enterprise forecasted net position and will be finalized based on the actual 2018 year-end position.

Program - Neighbourhood Renewal

2019 - 2022 Budget - Budget Summary

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
None	-	-	-	-	-	-
Total Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers						
Neighbourhood Renewal	136,216	158,106	158,106	158,106	158,106	158,106
Less: Microsurfacing - City Operations	(1,774)	(1,774)	(7,000)	(7,000)	(7,000)	(7,000)
Neighbourhood Renewal - Capital	134,442	156,332	151,106	151,106	151,106	151,106
Alley Renewal - Capital	-	-	4,840	11,600	16,980	22,280
Total Expenditure & Transfers	\$134,442	\$156,332	\$155,946	\$162,706	\$168,086	\$173,386
Total Transfer to Capital	\$134,442	\$156,332	\$155,946	\$162,706	\$168,086	\$173,386
Net Operating Requirement						

Expenditure Explanations

As part of the 2016-2018 Operating Budget approval in December 2015, City Council made the decision to suspend increases to the dedicated tax levy for the Neighbourhood Renewal Program. Based on this the overall tax levy requirement for the Neighbourhood Renewal is unchanged.

The portion of tax-levy related to Microsurfacing (operating component of the Neighbourhood Renewal program) that is included as an expenditure in the Parks and Road Services branch operating budget (within City Operations) has increased due to an increased focus on preventative maintenance. As such there is a lower transfer to capital for the Neighbourhood Renewal program for the 2019-2022 budget cycle.

Introduced in 2017, the Alley Renewal Strategy will accelerate the elimination of alleys rated to be in very poor condition across the City. The Alley Renewal Program will be funded through an annual tax levy increase of 0.3 per cent for the 2019 to 2022 period.

Program - Taxation Expenditures

2019 - 2022 Budget - Budget Summary

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Supplementary Tax	4,670	2,700	3,300	4,700	5,600	5,100
Total Revenue & Transfers	\$4,670	\$2,700	\$3,300	\$4,700	\$5,600	\$5,100
Expenditure & Transfers						
Business Tax Appeals & Adjustments	58	-	-	-	-	-
Realty Tax Appeals & Adjustments	8,846	10,500	10,750	11,000	11,300	11,550
Uncollectible & Loss on Tax Sale	5,453	500	500	500	500	500
Total Expenditure & Transfers	\$14,357	\$11,000	\$11,250	\$11,500	\$11,800	\$12,050
Total Net Operating Requirement	\$9,687	\$8,300	\$7,950	\$6,800	\$6,200	\$6,950

Revenue Explanations

Supplementary Tax

Revenue is expected to increase from 2019-2022 due to forecasted improvements in real estate market fundamentals, driven by continued economic recovery leading to an increase in new construction. New construction is predicted to slow in 2022 compared to the prior year which will decrease the supplementary property tax slightly in 2022.

Supplementary Information

Supplementary Tax

Supplementary tax is municipal tax revenue resulting from improvements completed and/or occupied during the taxation year, that were not previously assessed or taxed.

Realty Tax Appeals & Adjustments

Realty tax appeals and adjustments are municipal tax adjustments for the current year resulting from court decisions, assessor corrections and exempt status changes.

Uncollectible & Loss on Tax Sale

Uncollectible and loss on tax sale expenses are arrears related to overdue accounts and seized properties, that are not likely to be collected, or fully recovered through sale of the property based on current information. Due to the possible litigation and the time required to resolve these accounts the annual expense can vary from budget year to year.

Program - Valley Line LRT

2019 - 2022 Budget - Budget Summary

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
None	-	-	-	-	-	-
Total Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers						
Valley Line LRT dedicated funding	16,918	26,050	35,800	46,100	51,400	57,100
Total Expenditure & Transfers	\$16,918	\$26,050	\$35,800	\$46,100	\$51,400	\$57,100
Net Operating Requirement	\$16,918	\$26,050	\$35,800	\$46,100	\$51,400	\$57,100

Expenditure Explanations

This program collects dedicated taxation revenues to support the construction and future operating costs of the Valley Line LRT from the southeast to downtown. The net operating requirement for each year is based on the revised funding plan that was approved by Council on April 19, 2016 as part of the 2016 Spring Supplemental Operating Budget Adjustment.

Department - Employee Services 2019-2022 Operating Budget

Edmonton

Introduction

Employees are the City of Edmonton administration's greatest resources and are critical for the organization to achieve its corporate goals for the benefit of all Edmontonians. As our administration shifts to the modern municipal corporation, we are taking an intentional and strategic approach to fostering excellence in public administration rooted in the organization's cultural commitments of Safe, Excellent, Integrated, Helpful and Accountable.

The Department will support the organization to build its workforce capabilities and culture in order to raise the City of Edmonton's competitive edge, enabling administration to recruit top talent, which contributes to the City's ability to attract investment, workers, and events on the global stage. To do that, we must look to the future and position our workforce to accomplish their tasks in the most effective, service-oriented and productive manner in order to achieve the corporate goals.

The Employee Services Department is charged to lead as a team of trusted experts and advisors who influence work across the organization and empower employees to achieve organizational and workforce outcomes. Through the delivery of timely, relevant, innovative and high quality service, an integrated, resilient, safe, healthy, diverse, inclusive and thriving workforce will continue to be developed.

Employees at all service levels are responsible for making Edmonton a great place to work; the Employee Services Department serves as a steward of this effort, providing guidance and support to the organization. The Branches and programs within the Employee Services Department continuously improve their processes and are well poised to address the changes and emerging issues that arise from the evolving workforce and economic climate.

Branches & Programs

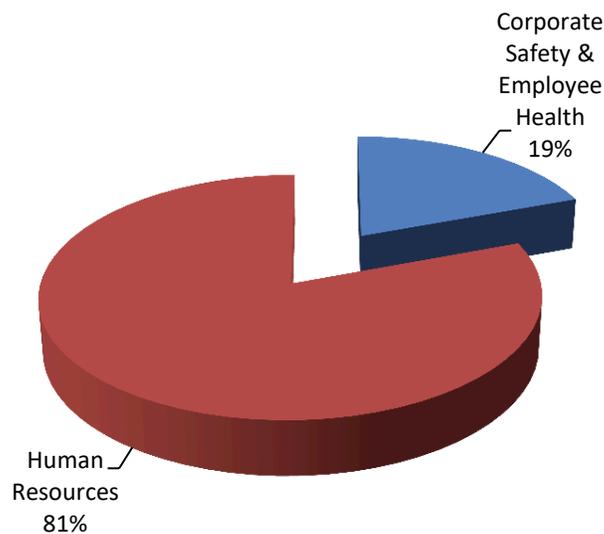
Human Resources	Corporate Safety & Employee Health
Corporate Culture	Corporate Safety & Health Services
Employee Service Centre	Disability Management & Mental Health
Enterprise Learning	
HR Consulting and Systems	
Recruitment	

Department - Employee Services

Approved 2019-2022 Budget - Department Summary by Branch

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Corporate Safety & Employee Health	319	-	-	-	-	-
Human Resources	11	-	-	-	-	-
Total Revenue & Transfers	\$330	-	-	-	-	-
Net Expenditure & Transfers						
Corporate Safety & Employee Health	2,922	3,249	4,648	4,660	4,552	4,530
Human Resources	13,000	19,010	19,322	19,578	19,758	19,898
Total Net Expenditure & Transfers	\$15,922	\$22,259	\$23,970	\$24,238	\$24,310	\$24,428
Total Net Operating Requirement	\$15,592	\$22,259	\$23,970	\$24,238	\$24,310	\$24,428
Full-time Equivalents	169.9	201.0	203.0	203.0	203.0	203.0

2019 Net Expenditures by Branch



Department - Employee Services

Approved 2019-2022 Budget - Department Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	7	-	-	-	-	-
Grants	4	-	-	-	-	-
Transfer from Reserves	319	-	-	-	-	-
Total Revenue & Transfers	\$330	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	20,055	24,734	25,475	25,749	25,929	26,055
Materials, Goods, and Supplies	1,387	1,389	1,509	1,509	1,413	1,413
External Services	2,984	2,611	3,241	3,241	3,241	3,241
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	554	253	310	310	310	310
Utilities & Other Charges	327	273	276	276	276	276
Transfer to Reserves	-	-	-	-	-	-
Subtotal	25,307	29,260	30,811	31,085	31,169	31,295
Intra-municipal Recoveries	(9,385)	(7,001)	(6,841)	(6,847)	(6,859)	(6,867)
Total Net Expenditure & Transfers	\$15,922	\$22,259	\$23,970	\$24,238	\$24,310	\$24,428
Total Net Operating Requirement	\$15,592	\$22,259	\$23,970	\$24,238	\$24,310	\$24,428
Full-time Equivalents	169.9	201.0	203.0	203.0	203.0	203.0

Budget Details are provided at the Branch level.

Branch - Corporate Safety & Employee Health 2019-2022 Operating Budget

Edmonton

Introduction

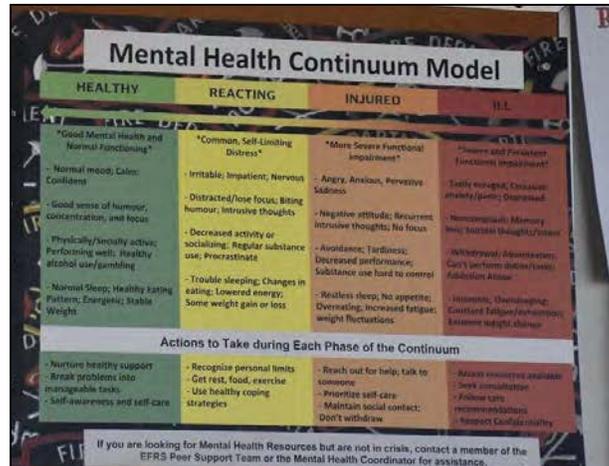
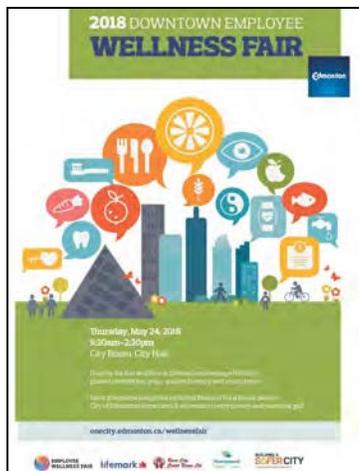
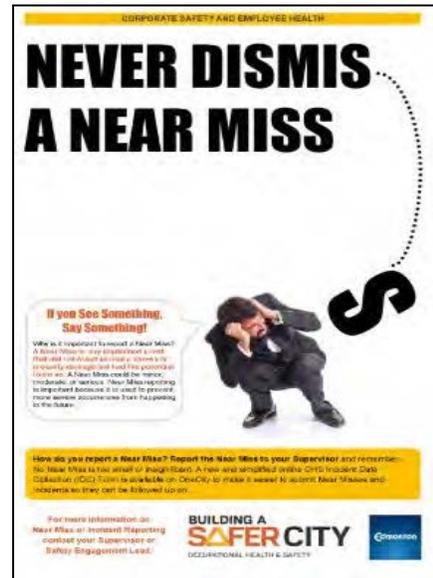
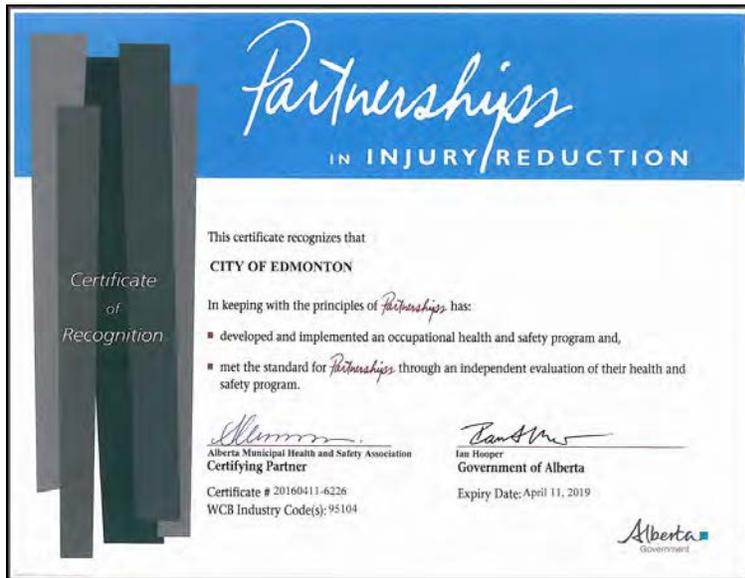
The Corporate Safety and Employee Health Branch values and protects the physical, emotional, and mental well-being of all Edmontonians and each other and will lead the organization on two key Council and ELT priorities: strengthening workplace safety and maturing our safety culture from SAFE to SAFER. At a time when the organization must continue to meet the growing services demands of citizens while exercising significant budgetary restraint, the Corporate Safety and Employee Health Branch is uniquely positioned to innovate and lead strategies that will build a healthy and productive workforce that will retain capacity through reduced injury and illness impacts to City staff.

We are committed to working with our business partners in ensuring the health and safety of all employees and that all work conducted is performed safely. Foundational to our services, the branch is guided by the three year Safety and Employee Health Business Plan. We lead our organization in realizing opportunities to improve workplace health and safety, maintain compliance to legislation and reduce risk and liability to the organization. Our branch establishes safety and employee health governance in the organization, including corporate directives and procedures, and monitors and proactively acts on internal and external trends using modernized systems and technologies.

In 2018, Corporate Safety and Employee Health led organizational preparations and compliance for two impactful legislation changes, Bill 30 - An Act to Protect the Health and Well-being of Working Albertans and WCB legislation, as well as supported preparations for the Cannabis Act, including updates to the City's Drug and Alcohol policies and supervisor training. Leading enhancements to the City-wide Safety Data Management System, developing further supports for leaders in managing disability claims, and modernizing the organization's near miss reporting process were a few of the significant initiatives completed in 2018 with corporate-wide impacts. We are leading preparations for the 2019 triennial external OHS audit.

Programs & Services	
Corporate Safety and Health Services	Disability Management & Mental Health
Safety and Health Services	Disability Management
Safety Project Management and System Support	Mental Health and Healthy Living

Branch - Corporate Safety & Employee Health



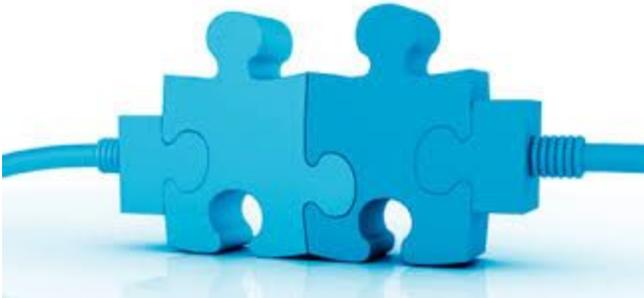
Branch - Corporate Safety & Employee Health

Innovation and Continuous Improvement

The Corporate Safety and Employee Health Branch is focussed on strengthening workplace safety and advancing the corporate safety culture transformation through innovation and enhancements to our health and safety management system including the following:

Modernization of business technologies:

Implementation of the Safety Data Management System (SDMS) has resulted in the centralization of safety data and consistencies in safety business processes across the organization. Enhancements are planned for the system including the use of artificial intelligence for data integration across systems. This will result in significant efficiencies as manual data entry of information is eliminated. System reporting and dashboards will be further developed resulting in greater use of data based decision making when integrating safety into operations. Additionally, further enhancements to system mobility are planned including app development which aims to improve accessibility and usability of safety technology and information for employees.



Continuous improvement of the health and safety management system:

The organization will undertake an external audit of its health and safety management system in 2019 and 2022 (triennial audit every three years) to maintain its Certificate of Recognition (COR) with the Alberta Government Partnerships in Injury Reduction (PIR) program. Outcomes of this audit, as well as our internal scans, will inform the development of the 2019-2022 Safety and Employee Health Business Plan which identifies key priorities in continuous improvement to the City’s health and safety management system.

Safety culture transformation:

Building upon work completed to date, strategies to mature the organization’s safety culture from SAFE to SAFER will continue in 2019 to 2022 including the roll out of the Mental Health and Healthy Living Strategy and enhancements to our safety training records and compliance tracking system. Integration of public safety with employee safety will start in 2020 with the creation of the Public Safety Centre of Excellence.

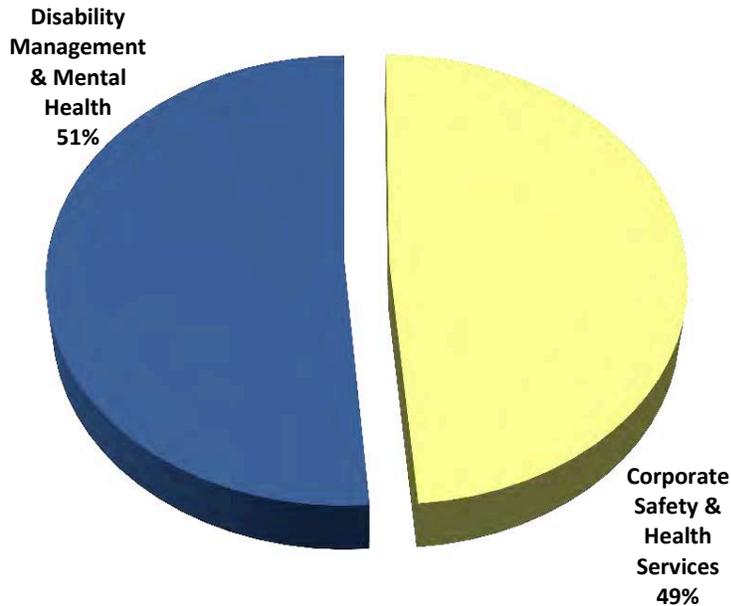


Branch - Corporate Safety & Employee Health

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Corporate Safety & Health Services	319	-	-	-	-	-
Total Revenue & Transfers	\$319	-	-	-	-	-
Net Expenditure & Transfers						
Corporate Safety & Health Services	1,942	1,866	2,267	2,284	2,234	2,232
Disability Management & Mental Health	980	1,383	2,381	2,376	2,318	2,298
Total Net Expenditure & Transfers	\$2,922	\$3,249	\$4,648	\$4,660	\$4,552	\$4,530
Total Net Operating Requirement	\$2,603	\$3,249	\$4,648	\$4,660	\$4,552	\$4,530
Full-time Equivalents	26.5	30.5	32.5	32.5	32.5	32.5

2019 Net Expenditures by Program



Branch - Corporate Safety & Employee Health

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	319	-	-	-	-	-
Total Revenue & Transfers	\$319	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	2,757	3,464	3,933	3,991	4,025	4,049
Materials, Goods, and Supplies	183	187	306	306	210	210
External Services	582	236	1,036	1,036	1,036	1,036
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	139	83	136	136	136	136
Utilities & Other Charges	71	65	68	68	68	68
Transfer to Reserves	-	-	-	-	-	-
Subtotal	3,732	4,035	5,479	5,537	5,475	5,499
Intra-municipal Recoveries	(810)	(786)	(831)	(877)	(923)	(969)
Total Net Expenditure & Transfers	\$2,922	\$3,249	\$4,648	\$4,660	\$4,552	\$4,530
Total Net Operating Requirement	\$2,603	\$3,249	\$4,648	\$4,660	\$4,552	\$4,530
Full-time Equivalents	26.5	30.5	32.5	32.5	32.5	32.5

Recipient of Government of Alberta Certificate of Recognition

**Flu vaccines
available
to all**

1112%

increase in
**near miss
reporting**

employees

1000+

employees attended the
Employee Wellness Fairs

3000+ employees received training Mental Health

BRANCH BY THE NUMBERS
CORPORATE SAFETY & EMPLOYEE HEALTH



Branch - Corporate Safety & Employee Health

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	3,249	4,648	4,660	4,552
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	3,249	4,648	4,660	4,552
Existing Services (Incremental to Base)				
Cost Changes	739	11	(14)	(23)
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	(95)	-
Total Impact on Existing Services	739	11	(109)	(23)
Growth/New Services				
Trauma Support	660	1	1	1
Total Growth/New Services	660	1	1	1
Total Approved Budget	\$4,648	\$4,660	\$4,552	\$4,530
Incremental Change in Full-time Equivalents	2.0	-	-	-

Previous Year's Budget:

Existing Services (Incremental to Base):

Cost Changes to advance the City's safety culture from Safe to Safer and continue its commitment to employee well-being through continued compliance with existing and new Occupational Health and Safety legislation. Additionally, personnel increases for movement towards job rate and benefit changes, partially offset in net interdepartmental charges/recoveries.

Efficiency Savings due to branch reduction in materials and equipment.

Growth/New Services:

Funding for trauma support to enhance existing programs relating to employee mental health and wellness resulting in 2019 personnel expenditure increase to fund two FTEs as well as external support services.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

Change to FTEs reflect the enhanced trauma support with an addition of two FTEs.

Branch - Corporate Safety & Employee Health

Approved 2019 - 2022 Budget - Program Summary

Program Name - Corporate Safety & Health Services

Description

Lead the development and implementation of corporate safety and employee health programs, services, projects, and standards; areas of service include occupational hygiene, occupational health, safety project management, injury prevention, ergonomics, safety systems and occupational health and safety.

Results to be Achieved

This program area ensures legislative compliance and promotion of safer workplaces through cost-effective and innovative approaches such as health surveillance mobile testing, mobile incident reporting tools, proactive occupational hygiene testing and modernized OHS data management.

Cost Drivers

Changes in safety culture, org structure, operations, work environments, number of employees create additional demands on existing occupational health & hygiene services including hygiene assessments, health surveillance & testing programs. Legislation changes require new services, programs, & projects to ensure section is supporting the organization in being compliance.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$319	-	-	-	-	-
Expenditure & Transfers	2,285	2,170	2,585	2,616	2,581	2,594
Subtotal	1,966	2,170	2,585	2,616	2,581	2,594
Intra-municipal Recoveries	(343)	(304)	(318)	(332)	(347)	(362)
Total Net Operating Requirement	\$1,623	\$1,866	\$2,267	\$2,284	\$2,234	\$2,232

Full-time Equivalents	15.5	14.5	14.5	14.5	14.5	14.5
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2018 Services

Lead City compliance to OHS legislation changes in Bill 30
 Updated City's Drug and Alcohol policies and supervisor training in preparation for the Cannabis Act
 Increased near miss incident reporting by 1,112%
 Modernized incident reporting, notification and safety data management
 Advanced the Safety Culture Transformation
 Continued to build the Corporate Safety and Employee Health Branch

Changes in Services for 2019 - 2022

Successful score in the tri-annual Certificate of Recognition external OHS audit
 Creation of the Public Safety Centre of Excellence
 Continue the City-wide Safety Culture Transformation

Branch - Corporate Safety & Employee Health

Approved 2019 - 2022 Budget - Program Summary

Program Name - Disability Management & Mental Health

Description

Provide expertise and operational support in disability claims management and support for employee recovery, accommodations and return to work including WCB, short and long term disability; lead the development and implementation of disability and mental health programs, services and projects; areas of service include health promotion, wellness, chaplaincy, and claims management.

Results to be Achieved

This program develops and implements supports (tools, training, information) to the organization in effectively helping employees through periods of disability and minimizing the impacts of short and long term disability and Workers Compensation injuries.

Cost Drivers

- Number of City employees
- Legislation changes, Collective Agreements, and Disability plan design
- Number and duration of claims (WCB, STD, LTD), mental health issues

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	1,447	1,865	2,894	2,921	2,894	2,905
Subtotal	1,447	1,865	2,894	2,921	2,894	2,905
Intra-municipal Recoveries	(467)	(482)	(513)	(545)	(576)	(607)
Total Net Operating Requirement	\$980	\$1,383	\$2,381	\$2,376	\$2,318	\$2,298
Full-time Equivalents	11.0	16.0	18.0	18.0	18.0	18.0

2018 Services

Lead compliance to WCB legislation changes
 Updated Drug and Alcohol policies & supervisor training in preparation for the Cannabis Act
 Percentage of incidents reported to WCB in the legislated 72-hour window increased to 96%
 WCB premium rate remained below industry rate
 Implemented supports for STD management (Disability Management Guide & supervisor education)
 Building the CS&EH Branch

Changes in Services for 2019 - 2022

- Implementation of the Mental Health and Healthy Living Strategy
- Enhanced Disability Management training for Supervisors

Branch - Corporate Safety & Employee Health

Program - Corporate Safety and Disability Management
Title - Trauma Support

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

This service package contributes to the corporate outcome 'Edmonton is a Safe City' and Fire Rescue Services strategic outcome 'Branch is proactive in the long-term health and safety of its employees' as it invests in programming that supports the mental health and wellness of city staff who deliver front-line services that provide for the safety of citizens.

This package would enhance existing prevention, incident response, and support and reintegration services for employees involved in traumatic incidents, including first responders in Fire Rescue Services. This service package aims to ensure further timely and effective services and supports are in place to help mitigate risks and employees manage and recover following traumatic events and re-integrate safely back at work and home.

Description

This service package will fund several organization-wide programs and services to supplement three critical focus areas:

Prevention: enhanced prevention programs and services aimed to equip employees with tools, resources and supports to help mitigate risk for post-traumatic injuries when involved in traumatic events.

Incident Response: incident response programs and services aimed to enhance immediate management and follow up of traumatic incidents.

Employee reintegration support: enhanced resources, training, and services to support employees during reintegration to help ensure safe, timely, and effective return to work and home.

This package also specifically includes further development of Fire Rescue Services's mental health and wellness program including funding for 2.0 FTEs to provide peer support services on a full time basis 24 hours/day, 365 days/year.

These enhanced programs and services will supplement an existing framework which includes employee and supervisor training, peer support teams, chaplaincy, employee and family assistance program, WCB services and Fire Rescue Services's Mental Wellness Task Force & specialty trained Peer Support Team.

Justification

One of the top emergent issues for employee groups over the past few years has been exposure to traumatic workplace incidents. There are several higher risk occupations either directly involved in traumatic events (i.e. Firefighters, Edmonton Transit Operators, Peace Officers, Lifeguards) or exposed to them when responding to scenes of an incident (i.e. Communications, 311, Safety Engagement Leads, Fleet Safety). For example, the Transit and Citizen Services Peer Support teams were deployed approximately 115 times in 2017. There is expected to be an increased level of deployment of all Peer Support Teams in 2018. At-risk employees can be exposed to traumatic events such as assaults, suicide, fatalities, violence, motor vehicle collisions, and fires.

Enhanced prevention, incident response and employee support programs and services will supplement the existing framework of resources in place. Additional preventative programs and timely interventions to support employees will integrate with other safety and employee health initiatives underway across the organization to help prevent the frequency and severity of mental health injuries, such as PTSD, due to occupational trauma.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$660	-	\$660	2.0	\$1	-	\$1	-	\$1	-	\$1	-	\$1	-	\$1	-
Total	\$660	-	\$660	2.0	\$1	-										

Branch - Human Resources 2019-2022 Operating Budget

Edmonton

Introduction

The Human Resources Branch supports a thriving, resilient organization powered by an engaged and inclusive workforce. Our mission is to work as trusted partners to help the corporation build high performing teams by providing strategic advice, bringing a corporate perspective and supporting evidence based decision making. Our goal is to ensure the City has the systems, guidelines and frameworks to build and maintain high performing teams and to support engaged employees.

The core programs of the Human Resources Branch include the Corporate Culture Office, the Employee Service Centre, Human Resources Consulting and Systems, Recruitment and the School of Business. These programs support the organization’s culture, process payroll, pension and benefits for all employees, and manage workforce business intelligence by providing analytics and oversight to leadership throughout the organization. The Human Resources Branch also offers consultation and resolution strategies on workplace issues, employment-related legislation, collective agreement provisions, policies and programs that affect employees. This Branch is also responsible for attracting, recruiting, training, developing and retaining the workforce.

The current economic climate poses a significant challenge to balancing the external and internal needs of a large public sector organization; however, the Branch remains committed to serving our citizens through prudent financial management and excellent employee service.

Negotiating collective agreements, supporting a diverse and inclusive workplace and building employee and leadership skills through training are just some of the ways the Branch is integral to the worklife of every City employee. The Branch is proud of its work and the recognition it has received. In 2018, the City was named a Top Diversity and Youth Employer in Canada and a Top Employer in Alberta.

Programs & Services				
Corporate Culture	Employee Service Centre	Enterprise Learning	HR Consulting and Systems	Recruitment
Organizational Culture	Payroll, Pension and Benefits	Learning and Development	Labour Relations and Compensation	Sourcing, Screening, and Selection
			Human Resources Data and Analytics	
			Organization, Design and Transformation	

Branch - Human Resources

Innovation and Continuous Improvement:

The City of Edmonton embarked on a transformational journey in 2015 to respond to our workforce needs and to establish a greater ability to adapt to the new reality of continuous and large-scale change. The focus to date was to restructure the organization based on a value chain of strategy, concept, design, build and operate, with an emphasis on delivering service in an integrated way.

In the next step of this transformation, our attention is now on positioning the City's most important resources, its employees, to deliver on the expectations of the corporation. Early in 2018, the creation of the Employee Services Department was announced. The Department, and the Branches within it, have been tasked with taking on the role of fostering excellence in public administration workforce capabilities and culture.

Leaders within the Human Resources Branch will continue to assist in the development and implementation of the new organizational model with a deep appreciation for the condition of success such as enhancing the reputational capital of trusted experts and advisors, continuing to build managerial competency and championing the cultural commitments.

Emerging Issues:

Collective Bargaining: Five of the eight collective agreements, bargained by labour relations, expire December, 23, 2018. The new agreements will have budget impacts when monetary and workforce productivity terms are negotiated and settled.

Legalization of Cannabis: Immediate impacts include training for supervisors relating to impairment recognition. The branch anticipates additional impacts including an increase in consultation and resolution strategies for issues resulting from the legalization of Cannabis.

Enterprise System Transformation: The organization is currently reviewing the future direction of corporate systems, including payroll, pension and benefits administration, which are critical applications. The current PeopleSoft system needs to be replaced within seven years and the Enterprise System Transformation Project will impact the corporate direction for this replacement.

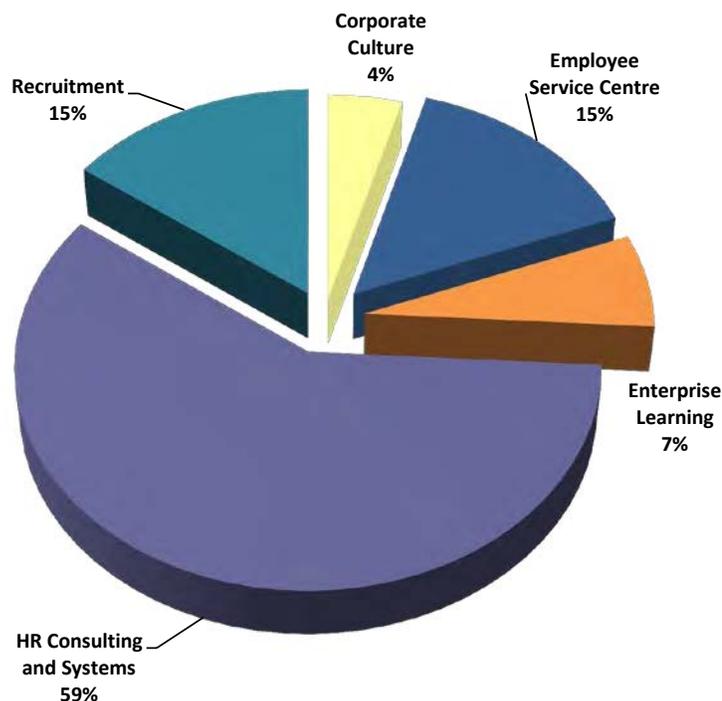
This Is How We Work Together: The Interim Harassment and Discrimination Process will conclude during the next budget cycle. Work to establish a new permanent Harassment and Discrimination Process has been underway for the past year. The launch of the new process and the establishment of a Safe Disclosure Office and Workplace Restoration Unit require significant internal efforts. By providing these services internally, the organization will be able to better respond to the evolving needs of the workforce.

Branch - Human Resources

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Employee Service Centre	1	-	-	-	-	-
Enterprise Learning	6	-	-	-	-	-
HR Consulting and Systems	4	-	-	-	-	-
Total Revenue & Transfers	\$11	-	-	-	-	-
Net Expenditure & Transfers						
Corporate Culture	650	855	851	851	851	852
Employee Service Centre	2,712	2,787	2,846	2,874	2,895	2,919
Enterprise Learning	862	1,240	1,316	1,339	1,351	1,359
HR Consulting and Systems	5,577	11,312	11,423	11,499	11,545	11,566
Recruitment	3,199	2,816	2,886	3,015	3,116	3,202
Total Net Expenditure & Transfers	\$13,000	\$19,010	\$19,322	\$19,578	\$19,758	\$19,898
Total Net Operating Requirement	\$12,989	\$19,010	\$19,322	\$19,578	\$19,758	\$19,898
Full-time Equivalents	143.4	170.5	170.5	170.5	170.5	170.5

2019 Net Expenditures by Program



Branch - Human Resources

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	7	-	-	-	-	-
Grants	4	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$11	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	17,298	21,270	21,542	21,758	21,904	22,006
Materials, Goods, and Supplies	1,204	1,202	1,203	1,203	1,203	1,203
External Services	2,402	2,375	2,205	2,205	2,205	2,205
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	415	170	174	174	174	174
Utilities & Other Charges	256	208	208	208	208	208
Transfer to Reserves	-	-	-	-	-	-
Subtotal	21,575	25,225	25,332	25,548	25,694	25,796
Intra-municipal Recoveries	(8,575)	(6,215)	(6,010)	(5,970)	(5,936)	(5,898)
Total Net Expenditure & Transfers	\$13,000	\$19,010	\$19,322	\$19,578	\$19,758	\$19,898
Total Net Operating Requirement	\$12,989	\$19,010	\$19,322	\$19,578	\$19,758	\$19,898
Full-time Equivalents	143.4	170.5	170.5	170.5	170.5	170.5

44 employees

in the **Abilities@Work** Program

200,000
job applications
processed annually

50

employees
completed
the **Aspiring
Supervisor's
Program** in 2017

4100 positions filled in 2017

443 employees who influence policy and
program development trained in GBA+

8,000+ employees trained in
Indigenous Awareness

117,000+ followers
on Facebook

51,000+ followers
on LinkedIn

35,000+ downloads
of recruitment
podcasts

9 collective
agreements
negotiated and
managed

BRANCH BY THE NUMBERS
HUMAN RESOURCES



Branch - Human Resources

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	19,010	19,322	19,578	19,758
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	19,010	19,322	19,578	19,758
Existing Services (Incremental to Base)				
Cost Changes	312	256	180	140
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	312	256	180	140
Total Approved Budget	\$19,322	\$19,578	\$19,758	\$19,898
Incremental Change in Full-time Equivalents	-	-	-	-

Previous Year's Budget:

Existing Services (Incremental to Base):

Cost Changes across the budget cycle are primarily related to two main categories: personnel costs related to regular salary increases, and a net increase in interdepartmental charges/recoveries.

Growth/New Services:

The Human Resources Branch anticipates no new growth in Branch services during this budget cycle.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

There were no Incremental Change in Full-time Equivalents.

Branch - Human Resources

Approved 2019 - 2022 Budget - Program Summary

Program Name - Corporate Culture

Description

Organizational culture shapes how employees experience our organization, drives workplace performance, and influences the efficiency and effectiveness of Administration in making life better for Edmontonians. This program focuses on the role culture plays in our evolution into a modern municipal corporation and is rooted in our five Cultural Commitments. These commitments are a vision for our future and guide our culture blueprint: 'What We Do Is Who We Are.'

The detailed elements of this blueprint include five outcomes, associated goals that support the achievement of those outcomes, and the key actions that drive our progress. The five goals are Employee Engagement, Leadership, Artifacts and Symbols, Employee Lifecycle, and Organizational Design. Key program initiatives include the Culture Ambassador Program, the Cultural Commitments Awards, Engagement and Diversity Action Plans, Employee Appreciation and Recognition events, and the United Way Campaign.

Results to be Achieved

To integrate our Cultural Commitments through engagement with employees so that they merge organically with performance and are demonstrated in our behaviour, attitudes and actions. To evolve into a modern, municipal corporation that is positioned to make life better for Edmontonians. This will be achieved through intentional key actions designed to learn, share and deepen understanding of the cultural commitments; develop leaders who understand, embrace, and model the cultural commitments; ensure representations of our desired culture are readily evident to all employees, stakeholders, and residents; reinforce culture throughout all stages of the employment journey; and build a pervasive culture that permeates all of our systems, processes, and structures.

Cost Drivers

- Our organizational culture, the Employee Engagement and Diversity Survey results and the corporate action plan framework required to respond
- Ongoing evolution of corporate-wide culture blueprint actions and programs that require integration, resourcing, and alignment

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	650	855	851	851	851	852
Subtotal	650	855	851	851	851	852
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$650	\$855	\$851	\$851	\$851	\$852

Full-time Equivalents	4.0	5.0	5.0	5.0	5.0	5.0
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2018 Services

- Design and implementation of corporate-wide culture cascade program and events
- Development of Corporate Culture Blueprint
- Creation of 2018-2020 Engagement and Diversity Action Plan Framework
- Planning and execution of Cultural Commitments Awards
- Redesign and relaunch of Culture Ambassador Program
- Planning and Implementation of corporate employee celebration and appreciation event

Changes in Services for 2019 - 2022

- Increase employee engagement opportunities through avenues such as pulse surveys, focus groups and online feedback mechanisms
- Continue to integrate the Cultural Commitments throughout the Corporation
- Successfully manage increased growth in Culture Ambassador Program
- Manage the implementation and tracking of actions in the Culture Blueprint

Branch - Human Resources

Approved 2019 - 2022 Budget - Program Summary

Program Name - Employee Service Centre

Description

This program manages the production of bi-weekly payroll 100% on-time for over 14,000 City employees, as well as monthly payroll for Firefighter and Police Pensioners, and City Police and Library Board Members. In addition, service standards include completing all statutory filing of documents on time, managing employee records and 100% compliance to regulatory requirements. This includes pension administrative service for Local Authorities Pension Plan, Special Forces Pension Plan, Firefighter and Fire Chief Supplementary Pension Plan as well as all benefit plan administration.

Results to be Achieved

Continue to deliver payroll services 100% on-time for all City employees and 100% compliance to regulatory requirements.

Cost Drivers

- Number of City employees
- New employees hired and employees leaving the City
- Legislated payroll, benefits and/or pension changes - Collective agreement changes that impact benefit administration

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$1	-	-	-	-	-
Expenditure & Transfers	3,240	3,146	3,199	3,220	3,235	3,253
Subtotal	3,239	3,146	3,199	3,220	3,235	3,253
Intra-municipal Recoveries	(528)	(359)	(353)	(346)	(340)	(334)
Total Net Operating Requirement	\$2,711	\$2,787	\$2,846	\$2,874	\$2,895	\$2,919
Full-time Equivalents	34.7	34.0	34.0	34.0	34.0	34.0

2018 Services

- Achieve 100% payroll, benefit, pension and employee records retention compliance with third party plan administration, reporting, remittances, CRA T4 submission and adherence of taxation legislation, Service Canada Record of Employment filing
- 100% on time performance pertaining to payroll deadlines

Changes in Services for 2019 - 2022

Study Flexible Benefit Plan Design and Implementation; Undertake a Request for Proposal of City Benefit Administration Contracts and transition to new carriers if required; Participate in provincial pension governance changes and support and implement changes as required; Participate in Open City & Technology lead Enterprise Resource Planning Rationalization project

Branch - Human Resources

Approved 2019 - 2022 Budget - Program Summary

Program Name - Enterprise Learning

Description

This program builds organizational capacity through learning and development. The key functions of the section are: Administration of corporate learning courses and programs; Provision of courses, programs and formal learning opportunities including professional development courses relevant to all employees, the Aspiring Supervisor Program, and the Supervisor 101 Program; Management of corporate succession and talent development through action learning; and Business development through consulting. This program includes the development of custom programs, courses and curriculum design to support Council and Corporate related initiatives (ie GBA+, Indigenous Awareness). The service standards for this program include full completion of mandatory corporate training, expanding upon blended learning opportunities across the City, a single repository of training (including compliance training) and an increase in targeted employee competencies.

Results to be Achieved

- Develop and deliver corporate training including mandatory training
- Leadership and supervisory development programs
- Develop multiple strategies for employee learning
- Oversight of the corporate learning management system

Cost Drivers

- Number of employees
- Number of mandatory training courses
- Number of programs required by legislation
- Costs associated with curriculum development and delivery

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
(\$000)						
Revenue & Transfers	\$6	-	-	-	-	-
Expenditure & Transfers	2,062	2,282	2,389	2,411	2,424	2,432
Subtotal	2,056	2,282	2,389	2,411	2,424	2,432
Intra-municipal Recoveries	(1,200)	(1,042)	(1,073)	(1,072)	(1,073)	(1,073)
Total Net Operating Requirement	\$856	\$1,240	\$1,316	\$1,339	\$1,351	\$1,359
Full-time Equivalents	19.0	18.0	18.0	18.0	18.0	18.0

2018 Services

- Modernization of the School of Business
- Maintain compliance with mandatory safety training
- Increase and enhance the amount of online training
- Launching of the Aspiring Supervisors Program
- Launch of corporate Talent Succession & Management Program
- Launch of the revised management performance management program

Changes in Services for 2019 - 2022

- Harassment and Discrimination Training
- Updating learning management system
- GBA+ Training
- Indigenous Awareness Training
- Transition End Poverty Training to School of Business from Community Initiatives

Branch - Human Resources

Approved 2019 - 2022 Budget - Program Summary

Program Name - HR Consulting and Systems

Description

Service standards include the negotiation, application and governance of Collective Agreements and Management Administrative Guidelines as well as the provision of consultation and support to management on employment, compensation and classification-related matters. Additional standards include maximizing Employee Services through a variety of initiatives aimed at improving HR processes, employee experience and enabling data driven decisions. The modernized advances made, and continuing, in Workforce Analytics will support the City's business areas to take on a more proactive role in addressing strategic workforce challenges while the Strategic Advisors will continue to work directly with leaders and supervisors to resolve workforce issues. Further services included analyzing jobs and functions to ensure they are classified and compensated within City of Edmonton policies and guidelines as well as engaging committees, leaders, and employee groups in developing programs to build an inclusive and diverse culture.

Results to be Achieved

Negotiation and administration of collective agreements. Ongoing business area support to ensure technology solutions are enabled and supported such as the recruitment system, on-boarding, learning management and that HR reporting is maintained.

Cost Drivers

- Number of City employees
- Emerging jobs and technologies, which may create substantial change to City work and requires the ongoing assessment of talent requirements
- Ongoing growth, changes and increasing complexity of City operations

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$4	-	-	-	-	-
Expenditure & Transfers	6,609	12,014	12,145	12,240	12,308	12,348
Subtotal	6,605	12,014	12,145	12,240	12,308	12,348
Intra-municipal Recoveries	(1,032)	(702)	(722)	(741)	(763)	(782)
Total Net Operating Requirement	\$5,573	\$11,312	\$11,423	\$11,499	\$11,545	\$11,566
Full-time Equivalents	49.7	82.5	82.5	82.5	82.5	82.5

2018 Services

Continue to resolve disputes at the lowest step possible and maintain a 80%+ Success Rate for those advanced to Arbitration. Prepare to bargain for the CA's that expire in 2018. Provide support to the Workplace Restoration and Safe Disclosure Office. Provide Business area support to enterprise systems. Provide project and change management support for corporate reorganization.

Changes in Services for 2019 - 2022

Expansion services provided to the Workplace Restoration and Safe Disclosure Office; Increase Safety training compliance, competency monitoring and enhanced learning practices(TRAX); Enterprise System Transformation Project PeopleSoft Transition to new Payroll, benefit and pension solution; Enterprise Performance Management Department Deliverables.

Branch - Human Resources

Approved 2019 - 2022 Budget - Program Summary

Program Name - Recruitment

Description

Recruitment's goal is to hire a highly qualified, innovative and diverse workforce that mirrors the diversity of the working population of our citizens by streamlining and modernizing more traditional recruitment practices and playing a leadership role in the rapidly emerging social media technologies. Quality measure include turnover in the first six-months of employment and number of staff support requests. Diversity is measured by the percentage of candidates hired from diverse backgrounds and number of diversity programs in place. Traditional measure such as time to fill are still tracked, while social media penetration and numbers of hires attributed to social media provide insight to future success.

Results to be Achieved

- Fill position within 52 days or less
- Hire a workforce representative of the available external labour force
- Maintain healthy turnover rate (5-10%)

Cost Drivers

- Number of positions hired
- Turnover rates
- Volume of staff support requests
- Social media presence
- Number of employment outreach programs and initiatives to advance the diversification of the workforce
- External market factors including the economy and workforce demographics

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	9,014	6,928	6,748	6,826	6,876	6,911
Subtotal	9,014	6,928	6,748	6,826	6,876	6,911
Intra-municipal Recoveries	(5,815)	(4,112)	(3,862)	(3,811)	(3,760)	(3,709)
Total Net Operating Requirement	\$3,199	\$2,816	\$2,886	\$3,015	\$3,116	\$3,202
Full-time Equivalents	36.0	31.0	31.0	31.0	31.0	31.0

2018 Services

- Manage over 200,000 employment applications
- Manage the filling of 1,100 permanent positions (internal promotions & external hiring) & the filling over 3,000 temporary & seasonal positions
- Manage broad appeal and targeted employment outreach programs such as Abilities@work & Indigenous Summer Student program
- Develop & implement an Exit Interview survey process for the Corporation

Changes in Services for 2019 - 2022

Will be conducting a full recruitment life cycle review; Investigating and implementing the expansion of collection of workforce diversity data; Implementing budget cut service reductions if applicable.

Department - Financial and Corporate Services

2019-2022 Operating Budget

Edmonton

Introduction

Financial and Corporate Services provides more than 20 corporate support functions that provide oversight and support for the day-to-day operations of the City. These functions preserve and enhance the value of City assets and drive progress toward achieving City Council's vision for Edmonton.

The department's highly engaged and influential staff work closely with business partners across the organization to enrich strategic and significant operational decisions by providing a transdisciplinary, corporate perspective that fully integrates a broad range of strategic and technical expertise.

Financial and Corporate Services is committed to continuously improving decision making. The department regularly reinvests in initiatives that strengthen corporate oversight, improve business processes, and leverage technology to ensure that City data and information is easy to access, review and understand.

The department is also a leader in fostering a smart city ecosystem that enhances openness and transparency and engages partners from other orders of government, academia, the private sector and the public in co-creating solutions that address City objectives and challenges.

The department consists of seven branches:

Assessment and Taxation - ensures the fair and transparent application of provincially legislated assessment and taxation functions and collects more than \$1 billion in annual tax revenue, which helps to fund City programs and services.

Corporate Procurement and Supply Services - delivers a full range of business services including procurement, inventory management and distribution, mail processing, digital print services, policy frameworks, procurement management reporting, and oversight management support.

Financial Services - manages the City's operating and capital financial transactions, treasury, investment, and corporate accounting and reporting functions to ensure that the organization is financially sound, accountable and transparent in managing public funds.

Financial Strategies, Budget and Utility Regulation - provides strategic economic analysis, grant administration and advocacy, manages the

City's capital and operating budget process, coordinates the regulation of City utilities, and monitors Edmonton's ever-changing economic environment to provide economic insights and advice to City business areas.

Law - provides expert legal, risk management, claims, and security advice and service to all City business areas to protect City interests and assets.

Open City and Technology - supports the City in leveraging the ever-evolving use of data, information and technology to improve operations and service delivery across the organization.

Real Estate and Land Enterprise - coordinates leasing, acquisitions, sales, land inventory management, and governance of City-owned land to ensure sound financial management of City real estate and to strategically leverage City land in support of City goals and objectives.

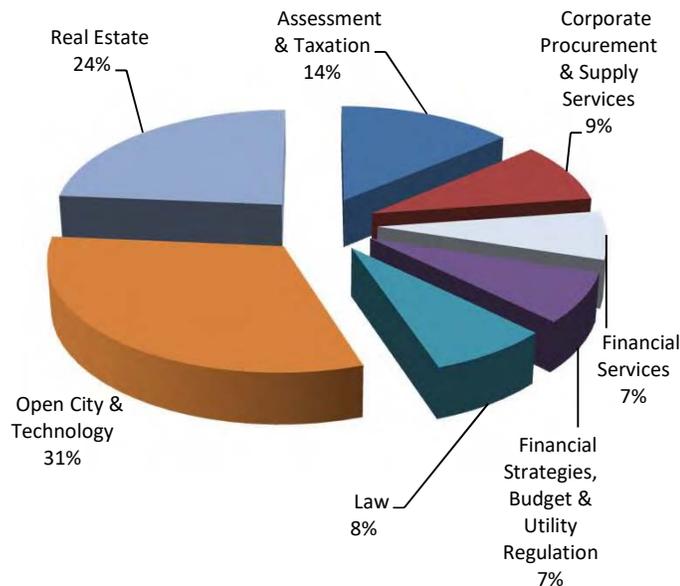
Branches & Programs			
Assessment and Taxation	Corporate Procurement and Supply Services	Financial Services	Financial Strategies, Budget and Utility Regulation
Assessment	Corporate Contracts and Continuous Improvement	Corporate Accounting and Reporting	Budget Planning and Development
Taxation	Corporate Print and Mail Services	Investment Management	Business Financial Analytics
	Procurement	Treasury Management	Financial Strategies and Utility Regulation
	Supply Chain Management		Grant Funding Advocacy and Administration
Law	Open City and Technology	Real Estate and Land Enterprise	
Legal Services	Business Resilience	Building and Land Management	Enterprise Land Development
Risk Management	Corporate Data and Analytics	Civic Property Services	Land for Municipal Purposes
Corporate Security	Digital Enablement	Property Sales and Acquisitions	
	Technology Planning		
	Technology Transformation		

Department - Financial & Corporate Services

Approved 2019-2022 Budget - Department Summary by Branch

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Corporate Procurement & Supply Services	463	342	362	437	437	437
Financial Services	2,073	1,642	1,709	1,722	1,935	2,088
Financial Strategies, Budget & Utility Regulation	18	-	-	-	300	175
Law	9	-	-	-	-	-
Open City & Technology	639	971	627	394	394	394
Real Estate	16,689	13,498	10,757	12,115	11,189	8,933
Total Revenue & Transfers	\$19,891	\$16,453	\$13,455	\$14,668	\$14,255	\$12,027
Net Expenditure & Transfers						
Assessment & Taxation	20,540	22,270	21,924	21,500	20,880	20,881
Corporate Procurement & Supply Services	14,820	14,701	13,981	13,430	12,711	12,433
Financial Services	9,035	11,399	11,205	11,063	11,152	11,326
Financial Strategies, Budget & Utility Regulation	11,925	11,664	11,693	11,371	11,254	11,006
Law	10,843	11,876	12,006	12,116	12,215	12,288
Open City & Technology	45,741	50,085	49,896	50,001	48,917	47,197
Real Estate	46,122	38,090	37,334	38,957	38,421	37,843
Total Net Expenditure & Transfers	\$159,026	\$160,085	\$158,039	\$158,438	\$155,550	\$152,974
Total Net Operating Requirement	\$139,135	\$143,632	\$144,584	\$143,770	\$141,295	\$140,947
Full-time Equivalents	1,172.8	1,162.2	1,153.7	1,135.7	1,116.2	1,104.2

2019 Net Expenditures by Branch



Department - Financial & Corporate Services

Approved 2019-2022 Budget - Department Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	12,613	14,174	11,138	12,273	11,888	11,059
Grants	68	-	-	-	-	-
Transfer from Reserves	7,210	2,279	2,317	2,395	2,367	968
Total Revenue & Transfers	\$19,891	\$16,453	\$13,455	\$14,668	\$14,255	\$12,027
Net Expenditure & Transfers						
Personnel	130,231	134,190	131,685	130,401	129,001	128,340
Materials, Goods, and Supplies	16,624	15,633	14,895	14,815	13,680	12,950
External Services	17,261	11,838	12,635	13,162	12,682	11,883
Fleet Services	96	107	109	109	112	112
Intra-municipal Charges	5,582	4,103	3,592	3,591	3,640	3,640
Debt	411	455	455	455	455	455
Utilities & Other Charges	44,832	44,141	45,163	45,712	46,446	46,707
Transfer to Reserves	3,255	2,151	1,756	2,335	1,908	1,543
Subtotal	218,292	212,618	210,290	210,580	207,924	205,630
Intra-municipal Recoveries	(59,266)	(52,533)	(52,251)	(52,142)	(52,374)	(52,656)
Total Net Expenditure & Transfers	\$159,026	\$160,085	\$158,039	\$158,438	\$155,550	\$152,974
Total Net Operating Requirement	\$139,135	\$143,632	\$144,584	\$143,770	\$141,295	\$140,947
Full-time Equivalent	1,172.8	1,162.2	1,153.7	1,135.7	1,116.2	1,104.2

Budget Details are provided at the Branch level.

Branch - Assessment and Taxation 2019-2022 Operating Budget

Introduction

The Assessment and Taxation (A&T) Branch assesses and taxes property as legislated by the province and is guided by the principles of fairness, equity and transparency. The process of assessing and taxing property is critical to funding City programs and services, while also supplying the provincial education requisition. In 2018, the Branch was responsible for valuing 393,000 properties and collecting in excess of \$2 billion in property tax revenue, of which \$1.6 billion was for the City of Edmonton.

Assessment functions include preparing annual market value assessments and supplementary assessments for property in Edmonton. Assessment staff also defend assessment values at the Assessment Review Board.

Taxation teams are responsible for billing and collecting municipal and provincial education taxes. They also administer the Monthly Payment Program as well as the collection of local improvement levies.

Continuous improvement is valued by the Branch. Assessment and Taxation has dedicated significant resources to providing input to the modernized *Municipal Government Act (MGA)*, associated regulations and City Charter. The Branch has implemented MGA changes that took effect January 1, 2018 and is working towards further changes that are permitted in the City Charter.

Significant future work includes moving towards a more customer-friendly website as well as enabling electronic property assessment and tax notices for residents opting to go paperless.

The Tax, Assessment and Collections System (TACS), a software system built by the City, will be updated to position the City to respond to legislative and regulatory changes and ensure the efficient use of resources.

Our workforce is our most valuable asset. Wages and benefits comprise a large part of the Branch's budget. The Assessment Operations section continues to undertake ongoing workforce planning and operational efficiency improvements so that savings can be found by streamlining services and ensuring proper resources are allocated to the highest priorities.

Programs & Services	
Assessment	Taxation
Assessment Operations and Delivery	Tax Accounting, Collection and Maintenance

Branch - Assessment and Taxation

Programs & Services:

Overall Branch Efficiency

Since 2009, the Branch has absorbed annual workload increases of between 2% and 3% (2009 - 317,924 accounts and in 2018 - 393,181 accounts) against a reduction of 2.5 FTEs.

Over the next four year budget cycle, the Branch forecasts an increased workload of approximately 2-3% (or 8,900 accounts) per year. Despite these significant pressures, the Branch plans to absorb the workload with no further FTE requirements. The Branch sees opportunities to go beyond merely holding the line and plans to further reduce staffing levels by 3.7% (8.5 positions) over the next four years. These reductions will result in personnel and related cost savings of approximately 13% over the next four years while maintaining, and in some cases, improving upon the mandatory core services provided to our customers. In order to achieve these goals, the Branch needs to make progress on legislative, technological and workforce efficiencies. These topics are described in more detail below.

City Charter and Other Legislative Opportunities

The Assessment and Taxation Branch will continue to investigate opportunities for legislative reform and present these to City Council. Some of these opportunities include:

- **Electronic notices** - The Charter allows the City to provide assessment and taxation notices (and other associated material) via the web, upon receiving permission from the property owner. We expect to launch electronic notices in 2019 with further enhancements over the next four years.
- **Business Improvement Areas (BIAs)** - In 2009, City Council requested legislative change that would enable BIA tax revenue to be levied on the property owner rather than the business. This legislation is still pending, but the Branch is preparing for implementation in the 2020 tax year.
- **Reducing the complaint period** - The Charter makes it possible to reduce the complaint period from 60 to 30 days for other residential (4 or more suites on one title) and non residential properties, provided property owners have the opportunity to review preliminary assessment values before the new year. Our goal is to provide these values in November prior to the assessment mailout. This will help us formalize our existing pre-consultation process and to be consistent with property owners. Notifying property owners of assessment changes earlier will ensure that they are better able to budget for the coming year. The Branch also expects to see earlier resolution to Assessment Review Board issues, thereby reducing financial risks to both the City and the property owner. The Branch is investigating the full impacts of this opportunity and may seek to implement this change for the 2020 tax year.
- **Assessment and Taxation Discussion Papers** - Follow-up discussion papers to the A&T White Paper will be completed and presented to Council in late 2018 and 2019. Discussion paper topics closely follow the policy themes in Part 2 of the published White Paper. The discussion papers describe assessment and taxation theory in detail and consider the potential impacts of policy changes going forward.

Technological Opportunities

Functional technology is critical to the future of the Branch. Opportunities include:

- **Critical software investment** - Investing in upgrades to TACS is critical to the long term sustainability of the City's assessment and taxation system and will save the City from incurring larger costs that would arise from purchasing a new system. Investments will be made to improve the interface, develop efficiencies and ensure the software suite is sustainable for years to come.

Branch - Assessment and Taxation

- **Improved web pages** - The Branch aims to provide personalized information for property owners and enhance existing tools. Expanding the information available online to property owners enhances transparency and improves communication. Because more information will be available through online self-service, the Branch expects that these improvements will free up staff time. These staff efficiencies will be reinvested into other Branch focus areas and should allow for the continued absorption of new property parcels without needing to expand the Branch's workforce.

Workforce Opportunities

Investing in our people continues to be a focus of the Branch. In 2018, the Branch piloted our Workforce Planning Transformational Program in the Assessment Operations section. The program provides a clear planning tool that sets targets and tracks progress on core work functions as well as one-time projects.

The Workforce Planning Transformational Program (WPTP) uses tools, such as SAP time reporting, to set clear performance measures for staff right down to individual tasks. The WPTP features dashboards to provide supervisors with regular updates on the status of work, which has enabled quicker response times and greater resource flexibility when critical functions or tasks are behind schedule. The WPTP requires substantive change management, but a cultural shift at all levels within Assessment Operations is visible. Some of the observed benefits of this program include more equitable work distribution, ease of cross-training and, ultimately, a more efficient operation that is better able to serve the public.

Emerging Issues

To meet our budget targets, several identified efficiencies and pending issues will require support from Council and City Administration.

Legislative

New legislative efficiencies, including the implementation of electronic notices, and a transition of the Business Improvement Area tax from business owners to the property tax base, will enable more effective use of Branch resources.

The Branch will investigate the potential workload efficiencies of moving forward on a consistent advanced assessment consultation period for non-residential and other residential (apartments) properties in order to enable a 30-day assessment complaint period.

Any significant changes to the pending Community Organization Property Taxation Exemptions Regulation would significantly impact staffing needs and may reduce the impact of the other legislative efficiencies described above.

Complaints and Appeals

An increase in the number of complaints filed with the Assessment Review Board would impact the ability to meet our budget specifically related to staffing requirements.

TACS Maintenance

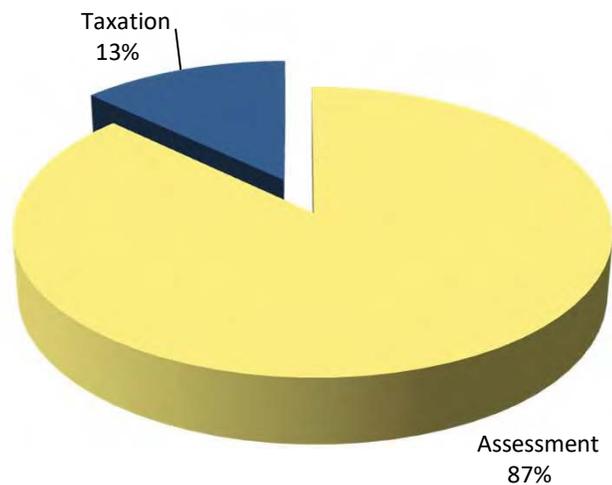
A reduction in anticipated support for funding/resources for the TTACS will impact the shelf life of the system and the ability to implement program efficiencies. while meeting evolving customer needs.

Branch - Assessment & Taxation

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Assessment	18,523	19,365	19,083	18,582	17,930	17,904
Taxation	2,017	2,905	2,841	2,918	2,950	2,977
Total Net Expenditure & Transfers	\$20,540	\$22,270	\$21,924	\$21,500	\$20,880	\$20,881
Total Net Operating Requirement	\$20,540	\$22,270	\$21,924	\$21,500	\$20,880	\$20,881
Full-time Equivalents	181.2	181.2	180.2	177.2	172.7	172.7

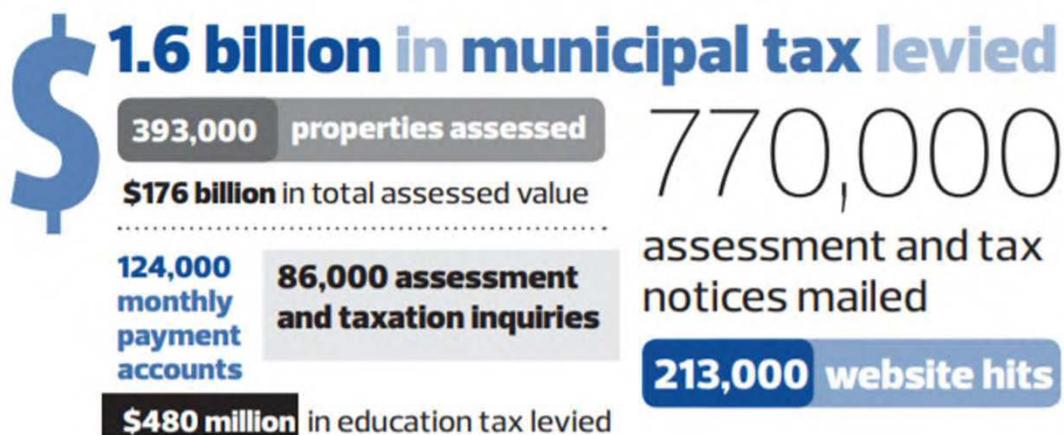
2019 Net Expenditures by Program



Branch - Assessment & Taxation

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	17,135	17,960	17,579	17,448	16,937	17,027
Materials, Goods, and Supplies	693	843	815	752	722	722
External Services	1,289	1,699	2,475	2,245	2,166	2,077
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	1,162	1,414	730	730	730	730
Utilities & Other Charges	284	354	325	325	325	325
Transfer to Reserves	-	-	-	-	-	-
Subtotal	20,563	22,270	21,924	21,500	20,880	20,881
Intra-municipal Recoveries	(23)	-	-	-	-	-
Total Net Expenditure & Transfers	\$20,540	\$22,270	\$21,924	\$21,500	\$20,880	\$20,881
Total Net Operating Requirement	\$20,540	\$22,270	\$21,924	\$21,500	\$20,880	\$20,881
Full-time Equivalents	181.2	181.2	180.2	177.2	172.7	172.7



BRANCH BY THE NUMBERS
ASSESSMENT AND TAXATION



Branch - Assessment & Taxation

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	22,270	21,924	21,500	20,880
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	22,270	21,924	21,500	20,880
Existing Services (Incremental to Base)				
Cost Changes	(299)	51	50	76
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	(47)	(475)	(670)	(75)
Total Impact on Existing Services	(346)	(424)	(620)	1
Total Approved Budget	\$21,924	\$21,500	\$20,880	\$20,881
Incremental Change in Full-time Equivalents	(1.0)	(3.0)	(4.5)	-

Previous Year's Budget:

No impacts from previous year's budget.

Existing Services (Incremental to Base):

Cost Changes

Personnel budget requirements in 2019 are lower than the 2018 budget level by \$217 due to current staff location on the payscale. There is also a reduction of 1.0 FTE through attrition. This is possible due to previous continuous improvement efforts. During the remaining budget cycle, progression towards job rate will be absorbed by reduction of 7.5 additional FTEs. FTE reductions will be possible due to efficiencies gained through implementation of legislative changes and technology. Reductions in FTEs will be through attrition.

Efficiency Savings

Continuing to focus on the Workforce Planning Transformation Program (WPTP) enables the Branch to focus on the highest priorities resulting in efficiencies to absorb the costs of growth (increase in property accounts). Also, fundamental to the success of realizing these efficiencies and meeting evolving customer expectations, is our on-going investment into our core business system and digital customer technology. This must be executed in a purposeful and sustained manner so as to meet our mandate, our strategic objectives and customer expectations.

Growth/New Services:

The Assessment & Taxation Branch anticipates no new services during this budget cycle. There is an expected increase in volume of property accounts that will be absorbed through efficiencies gained from technology enhancements, implementation of legislative changes and ongoing continuous improvements.

Council Amendments:

Incremental Change in Full-time Equivalents:

The WPTP and investing in technology are the foundational components to meeting budgeted expenses. Some legislative changes are also expected to result in some efficiencies. The result will enable an overall reduction in FTE's through attrition.

Branch - Assessment & Taxation

Approved 2019 - 2022 Budget - Program Summary

Program Name - Assessment

Description

The program prepares, communicates and defends annual market value assessments. It also reports assessment information to the Province for the purposes of equalized assessment and to meet audit requirements. The assessment area maintains a commitment to customer service by engaging in pre-roll conversations with non-residential property owners to apprise them of the upcoming market value shifts.

The program includes specialized enabling programs like training, quality control and business systems (both people and technology)

Results to be Achieved

Support the City's financial sustainability by effectively preparing and communicating annual market value assessments to property owners, explaining and defending market value assessments and reporting assessment information to the Province.

Cost Drivers

Costs are driven by the volume of property accounts, development permits, complaints/appeals at the Assessment Review Board and changes to legislated reporting requirements.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	18,523	19,365	19,083	18,582	17,930	17,904
Subtotal	18,523	19,365	19,083	18,582	17,930	17,904
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$18,523	\$19,365	\$19,083	\$18,582	\$17,930	\$17,904
Full-time Equivalents	141.2	143.2	141.2	138.2	133.7	133.7

2018 Services

-
- Enhanced Assessment Review Board training for assessors incorporating municipal best practices
- Research and analysis related to enacted and anticipated legislative changes stemming from the MGA Review and City Charter
- Analysis and planning related to annexation

Changes in Services for 2019 - 2022

- Private and secure web interface for account holders, including digital mailing options
- Research the implementation of a standardized advance notice of property assessed values for all non-residential and apartment building owners allowing for a 30 day complaint period.

Branch - Assessment & Taxation

Approved 2019 - 2022 Budget - Program Summary

Program Name - Taxation

Description

The program ensures the City meets budget targets via tax collection and enforcement. In addition to annual tax collection, it administers the Monthly Payment Program, Business Improvement Area levies, Community Revitalization Zone levies and local improvement payments. The area also maintains property ownership information and records.

Results to be Achieved

Ensure City meets budget targets through accurate and timely billing and collection of property taxes, local improvements and other charges. Maintain accurate and timely updates to ownership records and property information. Administer the monthly payment program. Collect tax arrears according to the provisions of the Municipal Government Act.

Cost Drivers

Costs are driven by the volume of accounts and inquiries. Given over 390,000 accounts, the branch projects to receive more than 80,000 inquiries this year.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	2,040	2,905	2,841	2,918	2,950	2,977
Subtotal	2,040	2,905	2,841	2,918	2,950	2,977
Intra-municipal Recoveries	(23)	-	-	-	-	-
Total Net Operating Requirement	\$2,017	\$2,905	\$2,841	\$2,918	\$2,950	\$2,977
Full-time Equivalents	40.0	38.0	39.0	39.0	39.0	39.0

2018 Services

- Tax policy research and analysis
- Research and analysis related to enacted and anticipated legislative changes stemming from the MGA Review and City Charter
- Analysis and planning related to Annexation

Changes in Services for 2019 - 2022

- Private web interface for tax account holders
- Digital mailing options

Branch - Corporate Procurement and Supply Services 2019-2022 Operating Budget

Introduction

The Corporate Procurement and Supply Services Branch (CPSS) is the centralized supply chain management and tendering authority for the City of Edmonton. The Branch is responsible for setting corporate policy and delivering a full range of business services including procurement, inventory management and distribution, mail processing and digital print services. Annually, CPSS manages more than \$1 billion in spending on a wide range of goods, services and construction projects, while maintaining over 80,000 inventoried items that support a wide range of civic operations.

CPSS is a critical enabler of City services by procuring goods and services, managing inventory and parts for City equipment, and supporting crucial business functions. The Branch also manages compliance of corporate procurement, contract management and inventory management processes to ensure value for money is being realized throughout our supply chain.

Programs & Services			
Procurement	Supply Chain Management	Corporate Print and Mail Services	Corporate Contracts & Continuous Improvement
Procurement	Warehousing	Printing Services	Contract Administration
Strategic Sourcing	Logistics	Mail Delivery & Courier Services	Corporate Contract Management
	Inventory Management		Supplier Relationship Management
	Asset Recovery		Project Management
	Purchasing & Contract Management		Quality Assurance & Compliance Monitoring
			Reporting & Analytics
			Training

Branch - Corporate Procurement and Supply Services

Programs & Services:

CPSS has identified the following objectives that will enable the Branch to meet changing stakeholder expectations about service availability and operational excellence:

- Enable high performing teams across internal and external stakeholders through clear accountability and communication;
- Empower employees in an environment of support and training that spurs the development of supply chain and procurement professionals;
- Contribute to achieving City objectives by collaborating and integrating with our partners and recognizing the importance of their projects; and
- Enhance the tools and technology available to CPSS to further enable staff and implement best practices that create value for the City.

Procurement

Growth across the City has led to increased demands on the City's departments and branches and highlighted the need to review and redesign services provided by CPSS. Since 2016, the Procure-to-Pay (P2P) Transformation has altered the structure, governance, processes, and people dimensions of CPSS's operations to deliver on increasing demands for service and stronger oversight of compliance in procurement. An initiative to modernize procurement through an eProcurement system, which will automate and consistently deliver many of the processes which are performed manually today, is underway and expected to be implemented in 2019. To date, the Procure to Pay Transformation has:

- Improved compliance through modernized administrative directives and procedures for procurement;
- Increased transparency through a Procure to Pay Performance Management Framework;
- Established a Procure to Pay Control Framework to improve process compliance;
- Developed conflict of interest procedures to monitor, manage and assist in resolving potential conflicts of interest during the procurement process;
- Updated procedures and guidelines to improve the consistency of procurement processes;
- Updated templates to reflect requirements and standards as mandated by new trade agreements;
- Trained procurement staff to ensure that business partners receive consistent services;
- Developed a procurement account management function to increase user satisfaction and better plan for upcoming procurement activity; and
- Secured funding to modernize City procurement and contracting practices through a comprehensive business case.

Supply Chain Management

The CPSS Branch has recently begun its transformation of warehousing, inventory and logistics across the City through the Supply Chain Transformation program to reflect industry changes and address stakeholder needs. Since its initiation, this Program has achieved the following goals:

- Established an Asset Recovery team to increase return on investments for surplus City assets;
- Closed the City's central stores warehouse through the use of established City suppliers and existing facilities without impact to service levels;
- Decreased warehousing costs by consolidating two satellite warehousing facilities;
- Documented current state processes to identify further areas of improvement within CPSS warehousing and logistics practices;
- Established a corporate stocking strategy to reduce the financial liability on inventory to the City; and
- Established a barcoding technology pilot to improve inventory control and increase productivity.

Branch - Corporate Procurement and Supply Services

Corporate Print and Mail Services

The Print and Mail services team has undergone process improvements resulting from the Mail Services review, a pilot project of the Program and Services Review in 2016. To date, these improvements include:

- Reducing delivery frequency to City facilities by gathering data about City mail delivery patterns;
- Eliminating a courier contract using productivity gains with current mail services staff, realizing a \$150,000 annual savings to the City; and
- Implementing an internal dispatch model to deliver inventory to City facilities to reduce reliance on third party couriers. This initiative is expected to save up to 75% in freight costs in 2019.

Corporate Contracts and Continuous Improvement

The Corporate Contract Management team provides corporate oversight, process management, supplier relationship management, and administration for contracts which span multiple departments. The Continuous Improvement team prioritizes continuous improvement and innovative ideas, champions process changes, ensures ongoing success of training, quality assurance, and compliance monitoring activities, as well as undertaking the reporting and analytics required to provide insights into the City's managed contract spending. The team's accomplishments to date include:

- Modernizing procedures and guidelines to improve the consistency of contract management;
- Managing and administering contracts which span multiple departments;
- Establishing a quality assurance program to monitor and report on procurement and contracting compliance issues;
- Delivering a procurement and contract management training curriculum for City staff; and
- Developing dashboards to improve access to service and performance information.

Emerging Issues:

The effectiveness of the City's procurement, contracting and supply chain processes are critical for ensuring service delivery and preserving the City's good reputation. Managing contracts to ensure good value for money in the face of uncertain financial times and rapid population growth will be essential to our success in managing citizen expectations.

Transparency of Procurement Process

The City is bound by new trade agreements negotiated by other orders of government, including the Canadian Free Trade Agreement (CFTA), Canadian Economic Trade Agreement (CETA). As such, the City must monitor other public sector organizations to ensure compliance with legislated requirements and swift issue resolution. These measures will ensure that we operate in a fair, open and transparent manner while conducting business with current and prospective suppliers. Ongoing awareness and training is required to inform City staff of required process changes when they occur to safeguard the City's ability to meet trade agreement obligations.

Contract/Supplier Management

Despite significant improvements to procurement and contract management activities, there remains risk associated with managing suppliers and contracts to ensure the City is receiving value for money. By implementing an eProcurement solution, the Branch is in a better position to ensure consistent supplier management processes and better monitoring and analysis of supplier performance, which will improve capacity for managing the use of suppliers to deliver City services.

Financial/Market Pressures

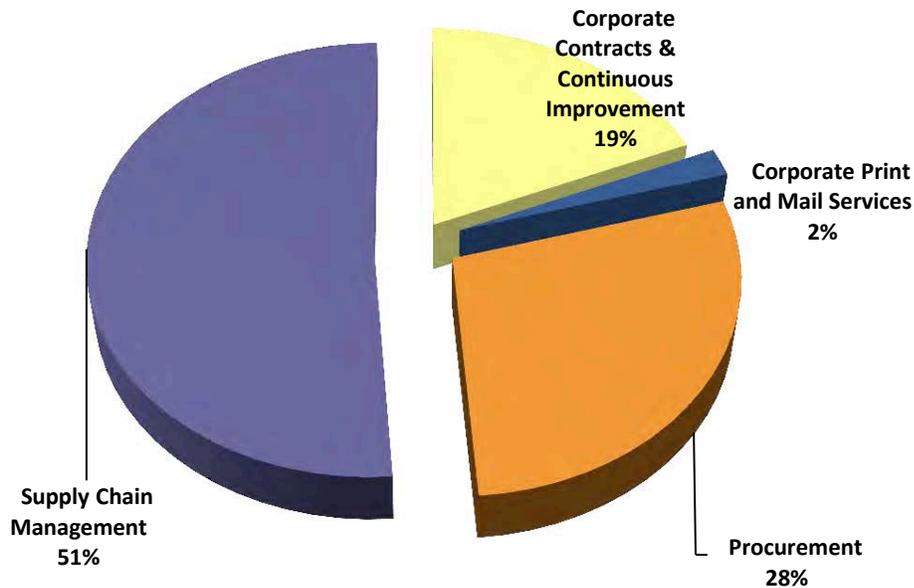
The City continues to manage financial pressures to ensure continuity of service delivery despite growing budget constraint. The Branch will continue to work with suppliers to determine how to best deliver services in a way that is responsive to the financial realities of ongoing financial/market pressures.

Branch - Corporate Procurement & Supply Services

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Corporate Print and Mail Services	58	57	57	57	57	57
Supply Chain Management	405	285	305	380	380	380
Total Revenue & Transfers	\$463	\$342	\$362	\$437	\$437	\$437
Net Expenditure & Transfers						
Corporate Contracts & Continuous Improvement	590	2,324	2,608	2,608	2,247	2,123
Corporate Print and Mail Services	1,049	282	284	333	334	289
Procurement	4,771	4,641	3,933	3,740	3,818	3,874
Supply Chain Management	8,410	7,454	7,156	6,749	6,312	6,147
Total Net Expenditure & Transfers	\$14,820	\$14,701	\$13,981	\$13,430	\$12,711	\$12,433
Total Net Operating Requirement	\$14,357	\$14,359	\$13,619	\$12,993	\$12,274	\$11,996
Full-time Equivalents	160.3	173.0	169.0	166.0	160.0	157.0

2019 Net Expenditures by Program



Branch - Corporate Procurement & Supply Services

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	446	342	362	437	437	437
Grants	17	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$463	\$342	\$362	\$437	\$437	\$437
Net Expenditure & Transfers						
Personnel	15,240	16,724	16,423	15,952	15,343	15,149
Materials, Goods, and Supplies	2,614	1,673	1,565	1,557	1,560	1,503
External Services	1,260	769	593	615	580	633
Fleet Services	96	107	109	109	112	112
Intra-municipal Charges	397	163	203	203	203	203
Utilities & Other Charges	208	300	272	257	257	257
Transfer to Reserves	-	-	-	-	-	-
Subtotal	19,815	19,736	19,165	18,693	18,055	17,857
Intra-municipal Recoveries	(4,995)	(5,035)	(5,184)	(5,263)	(5,344)	(5,424)
Total Net Expenditure & Transfers	\$14,820	\$14,701	\$13,981	\$13,430	\$12,711	\$12,433
Total Net Operating Requirement	\$14,357	\$14,359	\$13,619	\$12,993	\$12,274	\$11,996
Full-time Equivalents	160.3	173.0	169.0	166.0	160.0	157.0

1,100+ contracts worth
\$850 million awarded in 2017

700+
active suppliers

6.5 million pieces of mail processed and delivered

29,000+ Purchase Orders managed per year

81,000 active inventory SKUs

Inventory turnover rate of **3.53** per year

1200+ staff trained in procurement and contract management fundamentals

10 procurement and contract management training courses developed

12% reduction
in warehouse
footprint through
Supply Chain
Transformation

BRANCH BY THE NUMBERS
CORPORATE PROCUREMENT AND SUPPLY SERVICES



Branch - Corporate Procurement & Supply Services

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	14,359	13,619	12,993	12,274
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	(321)	(250)	(235)	(194)
Revised Base Budget	14,038	13,369	12,758	12,080
Existing Services (Incremental to Base)				
Cost Changes	308	91	65	33
Change to Service Level	-	-	-	-
Revenue Changes	(20)	(75)	-	-
Efficiency Savings	(350)	-	(34)	-
Total Impact on Existing Services	(62)	16	31	33
Council Amendments				
Council Budget Reductions	(357)	(392)	(515)	(117)
Total Council Amendments	(357)	(392)	(515)	(117)
Total Approved Budget	\$13,619	\$12,993	\$12,274	\$11,996
Incremental Change in Full-time Equivalents	(4.0)	(3.0)	(6.0)	(3.0)

Previous Year's Budget:

The Administrative Adjustment relates to the phasing out of the EPCOR drainage stranded costs over the next budget cycle.

Existing Services (Incremental to Base):

Cost Changes

Cost changes are the result of personnel increases due to wage progression, increases in benefits and software maintenance costs. These increases are partially offset by increased recoveries from other departments.

Revenue Changes

By introducing an administration fee for the disposal of obsolete assets the branch will be able to recover additional funds to pay for administering this program.

Efficiency Savings

A reduction in the number of printers required will result in efficiency savings of \$350.

Growth/New Services:

The Corporate Procurement and Supply Services Branch anticipates no new growth in Branch services during this budget cycle.

Council Amendments:

The Administration implemented the actions outlined under Workforce Strategies through efficiencies found in Procure to Pay and Supply Chain Transformation Programs to reduce staff over this budget cycle, with funding released to the tax levy.

Incremental Change in Full-time Equivalents:

The incremental changes outlined in this budget reflect a reduction in the number of full-time equivalents (FTEs) associated with:

- 1) Workforce Strategies - reduce 11.0 FTEs over 2019 - 2022 years.
- 2) Phasing out EPCOR drainage stranded costs - reduce 5.0 FTEs over 2021 - 2022 years.

Branch - Corporate Procurement & Supply Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Corporate Contracts & Continuous Improvement

Description

- The Corporate Contract Management area provides corporate oversight, process management and manages contract administration items for business areas after execution (amendments, changes, etc.) and manages contracts which span multiple departments
- The Continuous Improvement team provides project management rigour to corporate and branch initiatives and sustains the corporate procurement and contract management compliance programs and a corporate training curriculum for procurement and contract management activities

Results to be Achieved

- Policies and tools enable effective and efficient contract management in support of City objectives
- Well trained staff leverage expert advice to ensure contract management activities are rigorous and effective
- Systems, processes and services are developed and maintained to improve corporate compliance, accountability and performance

Cost Drivers

- Number of staff trained in corporate procurement and contract management activities
- Effective management of city-wide contracts
- Improved compliance of procurement and contract management activities

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	590	2,324	2,633	2,659	2,324	2,226
Subtotal	590	2,324	2,633	2,659	2,324	2,226
Intra-municipal Recoveries	-	-	(25)	(51)	(77)	(103)
Total Net Operating Requirement	\$590	\$2,324	\$2,608	\$2,608	\$2,247	\$2,123
Full-time Equivalents	8.0	19.0	18.0	18.0	18.0	17.0

2018 Services

In 2018 Contract Management and Continuous Improvement has provided the following services:

- Corporate procurement and contract management oversight and compliance
- Management of city-wide contracts
- Development and sustainment of corporate procurement and contract management training curriculum
- Project management and change management for corporate and branch initiatives

Changes in Services for 2019 - 2022

No changes are anticipated to contract management and continuous improvement services in the 2019-2022 cycle, however process optimization and automation efforts will continue through the Procure to Pay Transformation Program and Supply Chain Transformation Program.

Branch - Corporate Procurement & Supply Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Corporate Print and Mail Services

Description

- The Digital Print Centre (DPC) provides a full range of professional corporate print services, including pre-press services, colour and black & white production printing, inserting and finishing services.
- The Mail Services unit is responsible for the processing and distribution of over 6.5 million pieces of metered (Canada Post) and inter-office mail to more than 155 City offices and facilities across the city

Results to be Achieved

- Printing and mail services meet the needs of City business areas in a timely, effective and efficient manner
- Internal printing and mail services provide value over externally available services by adapting to meet City business needs

Cost Drivers

- Number of print orders and volumes
- Mail volumes, schedule needs of clients and number of delivery locations

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$58	\$57	\$57	\$57	\$57	\$57
Expenditure & Transfers	2,203	1,685	1,759	1,798	1,790	1,736
Subtotal	2,145	1,628	1,702	1,741	1,733	1,679
Intra-municipal Recoveries	(1,154)	(1,403)	(1,475)	(1,465)	(1,456)	(1,447)
Total Net Operating Requirement	\$991	\$225	\$227	\$276	\$277	\$232
Full-time Equivalents	18.0	14.0	14.0	14.0	14.0	14.0

2018 Services

In 2018 Digital Print Centre and Mail Services has provided the following services:

- Print needs (both scheduled and one-time) for City departments and branches
- Mailout services for printed materials
- Mail delivery services for City departments and branches

Changes in Services for 2019 - 2022

The following services will be enhanced during the 2019-2022 cycle:

- Consolidation of mail delivery routes
- Cost consolidation of parts and parcel dispatch for warehousing and inventory management purposes

Branch - Corporate Procurement & Supply Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Procurement

Description

The Corporate Procurement section is the delegated tendering authority for the City of Edmonton, providing a full range of professional services, including procurement planning and advisory services, Tender/Request for Proposal management, contract negotiations and purchase order/contract preparation.

Results to be Achieved

- Policies and tools enable effective and efficient procurement in support of City objectives
- Well trained staff leverage expert advice to ensure procurement activities are compliant with applicable regulations and policy
- Systems, processes and services are developed and maintained to improve corporate compliance, accountability and performance

Cost Drivers

- Volume of procurements, contracts and purchase orders required
- Complexity and time-sensitivity of projects

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	7,148	7,652	6,941	6,746	6,823	6,877
Subtotal	7,148	7,652	6,941	6,746	6,823	6,877
Intra-municipal Recoveries	(2,377)	(3,011)	(3,008)	(3,006)	(3,005)	(3,003)
Total Net Operating Requirement	\$4,771	\$4,641	\$3,933	\$3,740	\$3,818	\$3,874
Full-time Equivalents	51.1	63.0	62.0	62.0	62.0	62.0

2018 Services

In 2018, the Corporate Procurement Section is providing the following services:

- Procurement of business needs through competitive procurement processes

Changes in Services for 2019 - 2022

No changes are anticipated to procurement services in the 2019-2022 cycle, however process optimization and automation efforts will continue through the Procure to Pay Transformation Program.

Branch - Corporate Procurement & Supply Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Supply Chain Management

Description

The Supply Chain Management section is responsible for delivering inventory management and distribution services that support all City departments and operations. The section consists of warehousing / stores operations, parts sourcing, management and distribution, customs, surplus disposal services and emergency logistics. Annually, the supply chain section manages inventory valued at over \$20 million with an average turnover rate of 3.53 per year.

Results to be Achieved

- Inventory management and distribution effectively and efficiently meets the needs of City business areas in support of City objectives
- Systems, processes and services are developed and maintained to improve supply chain management

Cost Drivers

- Demand for stocked parts, equipment and consumable items required by all City departments
- Cost of parts (inflation and currency fluctuations)

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$405	\$285	\$305	\$380	\$380	\$380
Expenditure & Transfers	9,874	8,075	7,832	7,490	7,118	7,018
Subtotal	9,469	7,790	7,527	7,110	6,738	6,638
Intra-municipal Recoveries	(1,464)	(621)	(676)	(741)	(806)	(871)
Total Net Operating Requirement	\$8,005	\$7,169	\$6,851	\$6,369	\$5,932	\$5,767
Full-time Equivalents	83.2	77.0	75.0	72.0	66.0	64.0

2018 Services

The following services are delivered by the Supply Chain Section:

- Warehousing and network distribution model services
- Inventory management and control services
- Supply Chain and purchasing services for the City's services
- Asset Recovery services, including asset disposal (surplus) for the City

Changes in Services for 2019 - 2022

No changes are anticipated to supply chain services in the 2019-2022 cycle, however process optimization and automation efforts will continue through the Supply Chain Transformation Program.

Branch - Financial Services 2019-2022 Operating Budget

Introduction

The Financial Services Branch provides leadership to ensure that the organization is financially sound, accountable and transparent in managing public funds. The Branch is responsible for corporate accounting and reporting, treasury management, and investment management.

The Branch makes key contributions towards Edmonton’s city building vision by supporting effective financial management, oversight and informed decision-making to preserve the financial sustainability of the City. In 2018, Standard and Poor’s reaffirmed the City’s AA+ credit rating on the basis of Edmonton’s gradual economic recovery, strong financial management, and predictable institutional framework.

The City’s investment funds have performed strongly in recent years. Because the value of the Ed Tel Endowment fund is currently greater than inflation adjusted principal, the City will received a special dividend of \$9.7 million in 2019, in addition to the regular dividend of \$38.8 million that will be paid from the fund in the same year.

Between 2019 and 2022, the Branch will continue modernizing the City’s finance function by leveraging continuous improvements to manage people, business processes and technology. To date, these modernization efforts have allowed the Branch to focus resources on providing enhanced financial reporting, creating deeper business insights, resulting in stronger financial outcomes for the City.

Programs & Services		
Corporate Accounting & Reporting	Investment Management	Treasury Management
Corporate Accounting and Reporting - Capital	Investment Management	Corporate Accounts Payable
Corporate Accounting and Reporting - Operating		Corporate Accounts Receivable
Department Administration		Bylaw Ticket Administration
		Cash Consulting
	Cash Processing	
		Remittance Processing

Branch - Financial Services

2018 Highlights of Accomplishments

	<p>Governance Improvements</p> <p>Continued Financial Master Data Governance model implementation to improve the efficiency, reporting and enhance data integrity.</p> <p>Updated financial administration and control framework, including new Expenditure Accountability Framework.</p> <p>Maintenance and continuous improvement of the City's Investment Management Governance Framework included enhancing investment management processes for internal fixed income portfolios.</p>
	<p>Strategic Project Support</p> <p>Finance project support for SmartFare, RAMS, Automated Parking Enforcement, modernizing the AP function via the new AP Document Management System, Procure to Pay/eProcurement and Corporate Accountability Framework.</p>
	<p>Financial Analysis and Reporting</p> <p>City financial performance highlighted through the 2017 Consolidated City of Edmonton Financial Statements, 2017 Investment Committee Annual Report, 2017 Financial Report to Citizens and quarterly financial reporting to City Council.</p>
	<p>Financial Operations</p> <p>Supported processes, procedures and technology to process high volumes of financial transactions efficiently, effectively and in compliance with Departmental requirements including accounts receivable, billing, accounts payable, remittance processing, cash consulting and bylaw ticket administration.</p>

Programs & Services:

Continuous Improvement and Innovation

- Streamline financial business processes and strengthen transactional oversight and accountability;
- Optimize financial systems through new technology opportunities and better data sharing;
- Assist in developing and implementing the City's Enterprise Resource Planning (ERP) strategy;
- Enhance master data governance to improve the efficiency, timeliness, accuracy and insightfulness of financial reporting while maintaining data integrity and enhancing data sharing;
- Strengthen accounting and financial reporting processes;

Branch - Financial Services

- Review asset allocation for the City's investment funds to ensure asset mix meets investment objectives;
- Implemented merchant services and Payment Card Industry (PCI) compliance strategies to maximize value from the high volumes of transactions while managing related risks
- Continue to enhance the Chartered Professional Accountant educational program designed to develop and train new accounting professionals;
- Enhance internal training opportunities for existing professionals;
- Strengthen oversight and financial control for for Corporate Credit Card, Employee Business Expense, Vendor Master file, imprest funds, cash handling and payments; and
- Implementing upcoming financial accounting changes to public sector reporting requirements.

Emerging Issues:

MGA and City Charter Legislative Changes

Ongoing implementation of regulatory changes related to the Modernized Municipal Government Act and City Charter will continue to significantly impact financial policy and the financial reporting process at the City. Managing the changes with existing resources may pose a challenge.

Provincial Economy

The province's fiscal situation has boosted the need for the City to closely monitor developments that could impact grants, transfers, user fees and other sources of funding. The Branch is responding to these pressures by increasing the frequency of forecasting activity and developing contingency plans that address a range of fiscal outcomes.

Public Sector Reporting Requirements

A number of upcoming changes to public sector reporting requirements, including financial instruments; restructuring transactions; financial statement representation; foreign currency translation; and portfolio investments will require changes to systems and processes. Some of these changes are known at this time but further announcements and their impacts cannot be fully anticipated over the next four years.

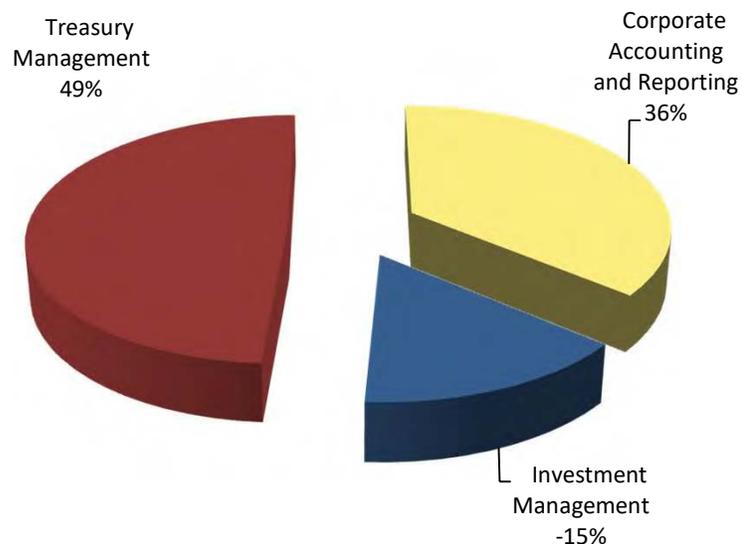


Branch - Financial Services

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Corporate Accounting and Reporting	963	130	130	130	130	130
Investment Management	15	370	378	391	404	417
Treasury Management	1,095	1,142	1,201	1,201	1,401	1,541
Total Revenue & Transfers	\$2,073	\$1,642	\$1,709	\$1,722	\$1,935	\$2,088
Net Expenditure & Transfers						
Corporate Accounting and Reporting	4,953	6,277	5,760	5,708	5,909	6,098
Investment Management	(3,078)	(2,475)	(2,391)	(2,372)	(2,370)	(2,428)
Treasury Management	7,160	7,597	7,836	7,727	7,613	7,656
Total Net Expenditure & Transfers	\$9,035	\$11,399	\$11,205	\$11,063	\$11,152	\$11,326
Total Net Operating Requirement	\$6,962	\$9,757	\$9,496	\$9,341	\$9,217	\$9,238
Full-time Equivalents	153.3	150.8	151.3	149.3	146.3	146.3

2019 Net Expenditures by Program



Branch - Financial Services

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	1,372	1,642	1,709	1,722	1,935	2,088
Grants	21	-	-	-	-	-
Transfer from Reserves	680	-	-	-	-	-
Total Revenue & Transfers	\$2,073	\$1,642	\$1,709	\$1,722	\$1,935	\$2,088
Net Expenditure & Transfers						
Personnel	15,798	16,048	16,152	16,028	15,979	16,075
Materials, Goods, and Supplies	566	589	582	583	585	587
External Services	1,755	1,934	1,837	1,671	1,674	1,677
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	226	291	308	308	309	309
Utilities & Other Charges	280	404	357	357	357	357
Transfer to Reserves	-	-	-	-	-	-
Subtotal	18,625	19,266	19,236	18,947	18,904	19,005
Intra-municipal Recoveries	(9,590)	(7,867)	(8,031)	(7,884)	(7,752)	(7,679)
Total Net Expenditure & Transfers	\$9,035	\$11,399	\$11,205	\$11,063	\$11,152	\$11,326
Total Net Operating Requirement	\$6,962	\$9,757	\$9,496	\$9,341	\$9,217	\$9,238
Full-time Equivalents	153.3	150.8	151.3	149.3	146.3	146.3

\$36,000 per day in credit card payments received

Standard & Poor's

AA+
CREDIT RATING

\$3.0 billion in payments for goods, services and staff

\$1.1 billion in payments for capital improvements

More than **800 invoices** paid every business day

\$738 million lifetime contributions to the City from the EdTel Endowment Fund

51.5% of MGA debt limit used by the City

24th consecutive Canadian Award for Financial Reporting

65% of invoices received electronically

\$250 million billed for 109 different City services

Ranked #1 for PCI compliance quality out of 5 Canadian Cities evaluated

BRANCH BY THE NUMBERS
FINANCIAL SERVICES



Branch - Financial Services

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	9,759	9,496	9,341	9,217
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	9,759	9,496	9,341	9,217
Existing Services (Incremental to Base)				
Cost Changes	(85)	129	254	174
Change to Service Level	-	-	-	-
Revenue Changes	(67)	(13)	(213)	(153)
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	(152)	116	41	21
Council Amendments				
Council Budget Reductions	(110)	(270)	(165)	-
Total Council Amendments	(110)	(270)	(165)	-
Total Approved Budget	\$9,496	\$9,341	\$9,217	\$9,238
Incremental Change in Full-time Equivalents	0.5	(2.0)	(3.0)	-

Previous Year's Budget:

Existing Services (Incremental to Base):

Cost increases across the budget cycle are primarily related to two main categories: personnel costs related to regular salary increases, and a net reduction in internal cost recoveries. In the first year of the budget cycle, the Branch will partially absorb cost increases by reducing reliance on external services and other expenses.

Revenue increases include interest on overdue accounts, corporate procurement card rebate and other vendor initiatives.

Growth/New Services:

The Financial Services Branch anticipates no new growth in Branch services during this budget cycle.

Council Amendments:

Council Operating Budget motion OP-18

That Administration implement the actions outlined in Item X (Workforce Strategies - Various) of Attachment 1 the November 28, 2018, Financial and Corporate Services report CR_6462, for decrease of \$2,450,000 in 2019, \$1,270,000 in 2020, \$1,351,000 in 2021 and \$328,000 in 2022, on an ongoing basis, with funding released to the tax levy.

Incremental Change in Full-time Equivalents:

Positions support corporate accounting and reporting and treasury management programs to address ongoing pressures related to transaction volume increases, adopting new financial reporting standards, and supporting continuous improvement initiatives.

Branch - Financial Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Corporate Accounting and Reporting

Description

The program provides all general accounting and reporting with respect to operating programs, as well as accounting, reporting, analysis and debt management to support capital programs. The program provides leadership with respect to legislative financial reporting and internal financial reporting. Core activities include facilitating the external audit process and legislative reporting to Audit Committee; quarterly financial reporting to City Council; monthly internal financial reporting; and external reporting to citizens.

Results to be Achieved

- Timely and accurate internal financial reporting is easy to access, review and understand
- Finance partners are influential in ensuring that financial decisions are evidence-based and consider corporate impacts to the long-term financial sustainability of the City
- Public financial reporting builds public trust by improving understanding of the context for City decisions

Cost Drivers

- Costs are driven primarily by personnel and the cost of external services
- Costs can be impacted by changes in accounting standards and/or internal reporting requirements

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$963	\$130	\$130	\$130	\$130	\$130
Expenditure & Transfers	10,363	10,739	10,364	10,178	10,247	10,303
Subtotal	9,400	10,609	10,234	10,048	10,117	10,173
Intra-municipal Recoveries	(5,410)	(4,462)	(4,604)	(4,470)	(4,338)	(4,205)
Total Net Operating Requirement	\$3,990	\$6,147	\$5,630	\$5,578	\$5,779	\$5,968
Full-time Equivalents	72.9	72.8	72.3	70.3	70.3	70.3

2018 Services

- 2017 Annual Financial Report and internal quarterly corporate financial operating and capital reports
- Debt management, GST services and payroll/benefits financial services
- Continued Financial Master Data Governance model implementation to improve the efficiency, reporting and enhance data integrity
- Continued delivery of the Chartered Professional Accounting Education Program

Changes in Services for 2019 - 2022

- Support improved integration between financial reporting and performance management in alignment with the implementation of Enterprise Performance Management Policy C600

Branch - Financial Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Investment Management

Description

The program administers the City investment function through direct internal fund management and oversight of external fund managers to ensure effectiveness of the overall investment program totaling approximately \$2.8 billion. The program adheres to good governance and industry best practice with guidance from the City's Investment Committee. Annual earnings and dividends from City investments provide additional revenue and help to diversify the City's revenue base.

Results to be Achieved

- Policies and tools enable effective and efficient governance, management and monitoring of City investments
- Earnings and dividends from City investments grow and diversify the City's revenue base

Cost Drivers

Costs are driven primarily by personnel but program costs are largely offset by intra-municipal recoveries.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$15	\$370	\$378	\$391	\$404	\$417
Expenditure & Transfers	1,102	930	1,036	1,042	1,044	1,046
Subtotal	1,087	560	658	651	640	629
Intra-municipal Recoveries	(4,180)	(3,405)	(3,427)	(3,414)	(3,414)	(3,474)
Total Net Operating Requirement	(\$3,093)	(\$2,845)	(\$2,769)	(\$2,763)	(\$2,774)	(\$2,845)
Full-time Equivalents	5.0	5.0	5.0	5.0	5.0	5.0

2018 Services

- Maintenance and continuous improvement of the City's Investment Management Governance Framework
- Improvements to the City's Investment Committee Annual Report
- Amended custody contract with the City's investment custodian
- Asset mix studies for City investment funds
- Enhanced investment management processes for internal fixed income portfolios

Changes in Services for 2019 - 2022

- Update to the City Investment Policy C212D
- Appointment of Investment Committee Members
- Implementation of recommendations from asset mix studies for the City's investment funds

Branch - Financial Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Treasury Management

Description

The program is responsible for oversight of the City's cash handling and processing operations, accounts payable and accounts receivable, remittance processing, credit management and collections, and bylaw ticket administration. The program administers related corporate policy and supports the corporate oversight and compliance of financial transactions to ensure that the City is accountable and transparent in its administration of public funds.

Results to be Achieved

- Efficient cash handling and processing, remittance processing, credit management and collections and bylaw ticket administration contributes to the effective management of City financial assets
- Ongoing process improvements to enhance the efficiency of accounts payable and accounts receivable
- Effective leadership, maintenance and administration of systems, processes, services, contractors and related policies supports and improves corporate compliance, customer service and efficiency
- Financial operations transaction volumes are well-managed addressing changes to legislative requirements, industry standards, City services and risk management

Cost Drivers

Cost drivers are primarily personnel and related systems to manage growing transaction volumes and address any changes to legislative requirements, industry standards or City services.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$1,095	\$1,142	\$1,201	\$1,201	\$1,401	\$1,541
Expenditure & Transfers	7,160	7,597	7,836	7,727	7,613	7,656
Subtotal	6,065	6,455	6,635	6,526	6,212	6,115
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$6,065	\$6,455	\$6,635	\$6,526	\$6,212	\$6,115
Full-time Equivalents	75.4	73.0	74.0	74.0	71.0	71.0

2018 Services

- Updated financial administration and control framework including new Expenditure Accountability Framework
- Finance support for SmartFare, RAMS, Automated Parking Enforcement, AP Document Management System, Procure to Pay/Ariba Phase 2, and Corporate Accountability Framework

Changes in Services for 2019 - 2022

No changes are anticipated to treasury management services in the 2019-2022 cycle, however process optimization and automation efforts will advance as part of continuous improvements to the program.

Branch - Financial Strategies, Budget and Utility Regulation 2019-2022 Operating Budget

Introduction

The Financial Strategies, Budget and Utility Regulation Branch provides proactive, customized economic analysis and forecasting. The Branch provides critical strategic leadership and policy guidance to help the City navigate economic volatility and maintain a sound fiscal position. This work directly supports Administration and Council in making evidence-based decisions that keep the City financially resilient.

The Branch develops financial strategies and recommendations that help the City leverage opportunities and address funding challenges around services, programs and infrastructure projects. Areas of focus include funding planning and advocacy, financial strategy development, regulation of municipal public utilities, and long-term financial planning and analysis.

The Branch also provides analysis and advice to Administration leadership and Council about the municipal financial environment. This includes information about the City Charter, the *Municipal Government Act*, other orders of government and Edmonton’s regional context.

The Financial Strategies, Budget and Utility Regulation Branch includes a team of 84 dedicated financial professionals who provide timely, accurate and insightful financial and analytic support to all City departments. The Branch’s services also include advice and analysis in budget development; management and performance/variance reporting, including business driver and trend analysis; regulatory oversight of 5 municipal public utilities to ensure customers receive safe and reliable water, waste and other utility services at just and reasonable rates; and project costing and funding for significant City initiatives.



Programs & Services			
Budget Planning & Development	Business Financial Analytics	Financial Strategies & Utility Regulation	Grant Funding, Advocacy & Administration
Corporate Budget Planning & Consolidation	Department Financial Planning, Analysis and Reporting	Financial Strategy Utility Regulation	Capital Grants Management

Branch - Financial Strategies, Budget and Utility Regulation

2018 Highlights of Accomplishments



Budget Development

Development of long-term operating and capital investment outlooks.

Public outreach, MyBudget online survey, analysis and development of the 2019-2022 Capital and Operating Budgets.



Financial Guidance

Financial guidance and analysis for corporate wide initiatives including cannabis legalization, annexation, Greenhouse Gas Management Plan, Blatchford and Exhibition Lands Redevelopment.

Financial support and analysis for ongoing Program and Service reviews.



Grant Program Management

Preparation and execution of Contribution agreements and grant applications for capital projects.

Management of significant grant programs and agreements including Valley Line LRT, PTIF and GreenTRIP.



Blatchford Utility

Support for the development of the first business plan and subsequent completion of the first fiscal policy and rate filing for the Blatchford Renewable Energy Utility.



Advocacy

Analysis and strategic advice supporting the City's advocacy for a new fiscal framework.



EPCOR Transition

Finalization of drainage services transfer to EPCOR.

Branch - Financial Strategies, Budget and Utility Regulation

Programs & Services:

Continuous Improvement and Innovation

- Facilitating budget prioritization to reflect current economic environment and limited funding;
- Monitoring and improving the multi-year budget process, including alignment to the Capital Project Development and Delivery Model and integration between budget development and performance management, in alignment with Enterprise Performance Management Policy C600;
- Increased economic outlook presentations and updates to further inform residents, industry, and City Council of the economic issues and climate impacting the Edmonton Metropolitan Region;
- Enhancing analytical support through business process improvement and optimization, and continuing to monitor and improve the Financial Sustainability Plan for Edmonton;
- Continuing to build regulatory capacity within Administration and implementing enhancements to further assist the Utility Committee in its review of regulatory applications to establish customer rates for municipal public utilities; and
- Increasing administration and reporting of federal and provincial grant funding programs received by the City for initiatives including PTIF, LRT, Yellowhead Trail, 50th Street overpass and dry ponds.

Impact of Previous Council Decisions:

Transfer of Drainage Services to EPCOR

- Approach and framework implemented for the ongoing monitoring by the Utility Committee of the Water, Wastewater Treatment and Drainage services provided by EPCOR Water Services Inc.

Emerging Issues:

Economic Uncertainty

Although Edmonton is experiencing a modest economic recovery, as evidenced by recent job growth and a rebound in housing starts and building permit values, significant risks to the ongoing economic climate remain, including the potential for a drop in oil prices, faltering consumer confidence, and rising debt, inflation and interest rates.

As well, the challenging nature of the Province's current fiscal situation is driving ongoing uncertainty about the Province's future fiscal policy and the impact on Edmonton. Approximately 26% of Edmonton's employment is in the public sector. Thus, any major reductions in the future to the Province's personnel spending—particularly in healthcare, education, and government administration—could have negative impacts to Edmonton's economy.

Uncertainty of Future Grant Funding

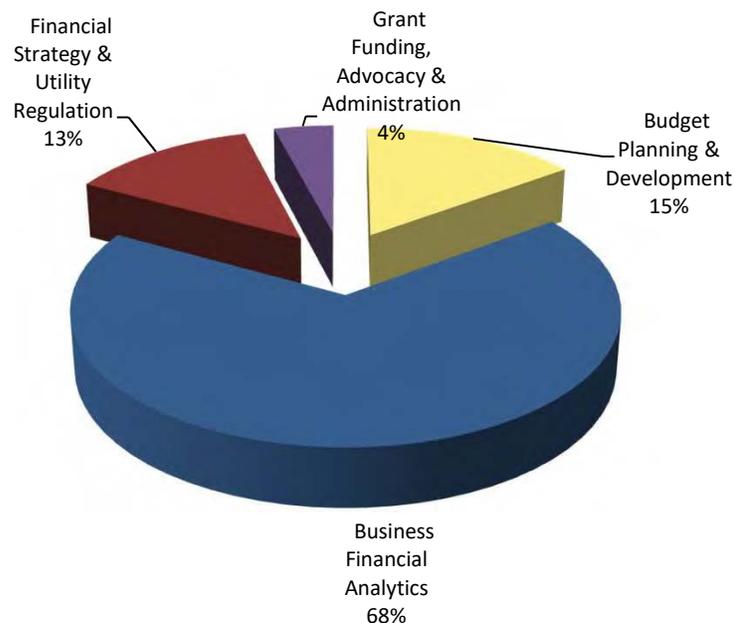
The City of Edmonton exists in an environment of continual financial uncertainty around the security and stability of provincial and federal grants. Ongoing advocacy for the development of a new fiscal framework is intended to provide Edmonton with more predictable and sustainable funding levels to make investments to keep up with growth pressures. The City continues to manage significant funding uncertainty in advance of a new framework, and potential significant changes to the Provincial and Federal budgets.

Branch - Financial Strategies, Budget & Utility Regulation

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Financial Strategy & Utility Regulation	-	-	-	-	300	175
Grant Funding, Advocacy & Administration	18	-	-	-	-	-
Total Revenue & Transfers	\$18	-	-	-	\$300	\$175
Net Expenditure & Transfers						
Budget Planning & Development	1,737	1,800	1,757	1,766	1,770	1,775
Business Financial Analytics	8,489	7,918	7,934	7,583	7,646	7,687
Financial Strategy & Utility Regulation	1,230	1,249	1,519	1,530	1,338	1,042
Grant Funding, Advocacy & Administration	469	697	483	492	500	502
Total Net Expenditure & Transfers	\$11,925	\$11,664	\$11,693	\$11,371	\$11,254	\$11,006
Total Net Operating Requirement	\$11,907	\$11,664	\$11,693	\$11,371	\$10,954	\$10,831
Full-time Equivalents	87.6	83.0	84.0	80.0	76.0	76.0

2019 Net Expenditures by Program



Branch - Financial Strategies, Budget & Utility Regulation

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	-	-	300	175
Grants	18	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$18	-	-	-	\$300	\$175
Net Expenditure & Transfers						
Personnel	11,483	11,136	11,373	11,051	10,633	10,685
Materials, Goods, and Supplies	214	268	209	209	209	209
External Services	128	241	168	168	468	168
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	108	(35)	(50)	(50)	(49)	(49)
Utilities & Other Charges	123	199	138	138	138	138
Transfer to Reserves	-	-	-	-	-	-
Subtotal	12,056	11,809	11,838	11,516	11,399	11,151
Intra-municipal Recoveries	(131)	(145)	(145)	(145)	(145)	(145)
Total Net Expenditure & Transfers	\$11,925	\$11,664	\$11,693	\$11,371	\$11,254	\$11,006
Total Net Operating Requirement	\$11,907	\$11,664	\$11,693	\$11,371	\$10,954	\$10,831
Full-time Equivalents	87.6	83.0	84.0	80.0	76.0	76.0

6 consecutive
Distinguished Budget
Presentation Awards
from the Government
Finance Officers
Association

50+
annual economic
outlook presentations
and updates

ADMINISTER APPROXIMATELY

\$4 billion

IN INCOMING FEDERAL AND PROVINCIAL
CAPITAL GRANTS

Oversee **\$2.5+ billion** annual operating budget and
\$1+ billion annual capital budget

Regulatory oversight of **5 municipal public utilities**

Financial oversight for **163** budget programs
across **36** branches

BRANCH BY THE NUMBERS
FINANCIAL STRATEGIES, BUDGET AND
UTILITY REGULATION



Branch - Financial Strategies, Budget & Utility Regulation

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	11,664	11,693	11,371	10,954
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	11,664	11,693	11,371	10,954
Existing Services (Incremental to Base)				
Cost Changes	311	110	381	(248)
Change to Service Level	-	-	-	-
Revenue Changes	-	-	(300)	125
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	311	110	81	(123)
Council Amendments				
Council Budget Reductions	(282)	(432)	(498)	-
Total Council Amendments	(282)	(432)	(498)	-
Total Approved Budget	\$11,693	\$11,371	\$10,954	\$10,831
Incremental Change in Full-time Equivalents	1.0	(4.0)	(4.0)	-

Previous Year's Budget:

No impacts from previous year's budget.

Existing Services (Incremental to Base):

Cost Changes

Cost increases are primarily related to personnel cost across the budget cycle due to movement towards job rates.

In 2019, personnel budget pressures for regulatory, grant funding and analytical support were partially offset by non personnel budget reductions including consulting, printing and business expenses.

Revenue Changes

In 2021, the one-time external services expense resulting from the regulatory review of three 2022-2026 Performance Based Regulation (PBR) applications is offset by an external recovery of these costs through utility customer rates. Beginning in 2022, internal resources required for the ongoing regulatory oversight of utilities operating under the 2022-2026 PBR will be recovered through utility customer rates.

Growth/New Services:

The Financial Strategies, Budgets and Utilities Branch anticipates no new services for the Branch during this budget cycle. There is an increased demand for regulatory, grant funding and analytical work for initiatives such as Utility Committee support for five utilities, district energy projects, and grant funding advocacy.

Council Amendments:

Council Operating Budget Motion OP18

That Administration implement the actions outlined in Item X (Workforce Strategies - Various) of Attachment 1 the November 28, 2018, Financial and Corporate Services report CR_6462, for decrease of \$2,450,000 in 2019, \$1,270,000 in 2020, \$1,351,000 in 2021 and \$328,000 in 2022, on an ongoing basis, with funding released to the tax levy.

Incremental Change in Full-time Equivalents:

Positions relate to additional resources required to support the increased regulatory, grant funding and analytical requirements.

Branch - Financial Strategies, Budget & Utility Regulation

Approved 2019 - 2022 Budget - Program Summary

Program Name - Budget Planning & Development

Description

The program leads coordination and delivery of the City's operating and capital budgets, contributing to the financial sustainability of the City. Timely information, analysis and advice is provided to residents and Council through this program, which also helps to make financial information more transparent. Timely information, analysis and advice is provided to residents and Council through this program, which also helps to make financial information more transparent.

Results to be Achieved

- City budgets support the financially sustainable prioritization and delivery of the City's programs, services, and infrastructure
- Budget decisions are evidence-based and consider expert analysis of corporate opportunities, impacts, and funding constraints
- Budget information is timely and easy to access, review and understand. This helps to support Council decision-making and enhance public trust

Cost Drivers

Costs are driven primarily by personnel.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	1,737	1,800	1,757	1,766	1,770	1,775
Subtotal	1,737	1,800	1,757	1,766	1,770	1,775
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$1,737	\$1,800	\$1,757	\$1,766	\$1,770	\$1,775
Full-time Equivalents	11.0	11.0	11.0	11.0	11.0	11.0

2018 Services

- Refinement of budget prioritization criteria and development of the 2019-2028 Capital Investment Outlook and Long Term Operating Investment Outlook
- Development of the 2018 Operating and Capital Supplemental Budget Adjustments
- Public outreach for the 2019-2022 Capital and Operating Budgets
- Development of the 2019-2022 Capital and Operating Budgets

Changes in Services for 2019 - 2022

- Facilitate budget prioritization to reflect current economic environment and limited available funding
- Monitor and improve the multi-year budget process including alignment to the Capital Project Development and Delivery Model
- Support improved integration between budget development and performance management in alignment with Enterprise Performance Management Policy C600

Branch - Financial Strategies, Budget & Utility Regulation

Approved 2019 - 2022 Budget - Program Summary

Program Name - Business Financial Analytics

Description

The program provides timely, accurate, analytical services to departments to support long-range financial planning, operating and capital budget development, variance analysis and management reporting, and business case development. Financial business partner services inform decision-making and contribute to the long-term financial sustainability of the City.

Results to be Achieved

- Financial analysis is timely and easy to access, review and understand to improve decision making
- Rigorous business cases ensure that projects are approved based on clearly defined requirements, outcomes, alternatives and risk identification and mitigation measures.
- Finance partners are influential in ensuring that financial decisions are evidence-based and consider corporate impacts to the long-term financial sustainability of the City

Cost Drivers

Costs are primarily driven by personnel expenses. Resourcing levels driven by the underlying business of the departments, the number and scale of projects and the number and complexity of business cases developed.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	8,620	8,063	8,079	7,728	7,791	7,832
Subtotal	8,620	8,063	8,079	7,728	7,791	7,832
Intra-municipal Recoveries	(131)	(145)	(145)	(145)	(145)	(145)
Total Net Operating Requirement	\$8,489	\$7,918	\$7,934	\$7,583	\$7,646	\$7,687
Full-time Equivalents	67.6	62.0	62.0	58.0	58.0	58.0

2018 Services

- Financial guidance and analysis for corporate wide initiatives including cannabis legalization, drainage transfer to EPCOR, annexation, Greenhouse Gas Management Plan, Blatchford and Exhibition Lands Redevelopment
- Financial support and analysis for ongoing Program and Service reviews
- Financial analysis to support the development of the 2019-2022 operating and capital budgets

Changes in Services for 2019 - 2022

- Enhancing analytical support to business partners through business process improvement and optimization
- Facilitating the prioritization of programs, services and infrastructure requirements given the current economic environment and limited funding

Branch - Financial Strategies, Budget & Utility Regulation

Approved 2019 - 2022 Budget - Program Summary

Program Name - Financial Strategy & Utility Regulation

Description

The program is responsible for medium to long term financial strategic plans and economic forecasts for the organization. This includes economic analysis and forecasts for Edmonton and the Census Metropolitan Area, long-range financial planning, monitoring and improving financial planning tools, developing fiscal policies, and legislation reviews. This program is also responsible for providing utility regulation oversight and support to the Utility Committee review of the regulatory applications, operations and performance of water, wastewater treatment and drainage utility services provided by EPCOR Water Services Inc. and other municipal public utility services.

Results to be Achieved

- City plans and decisions are informed by expert economic analysis and forecasts
- Legislation reviews and advocacy efforts are informed by comprehensive fiscal analysis and long-range financial planning
- Fiscal policies and financial planning tools support the City's long-term financial sustainability
- Informed decisions and oversight by the Utility Committee and City Council regarding municipal public utilities and technical regulatory matters

Cost Drivers

Cost drivers for this function are primarily personnel, economic and financial data acquisition, and the timing and frequency of regulatory applications and initiatives.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	\$300	\$175
Expenditure & Transfers	1,230	1,249	1,519	1,530	1,338	1,042
Subtotal	1,230	1,249	1,519	1,530	1,038	867
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$1,230	\$1,249	\$1,519	\$1,530	\$1,038	\$867
Full-time Equivalents	5.0	4.0	6.0	6.0	2.0	2.0

2018 Services

- Economic forecasts and updates, and long-range financial analysis with strategies and tools related to changes in the municipal financial environment
- Regulatory services including: finalization of Drainage transfer to EPCOR, fiscal policy and rate filing for Blatchford Utility, review of proposed Downtown District Energy System, and training session for new Utility Committee members

Changes in Services for 2019 - 2022

- Continue to monitor and improve the Financial Sustainability Plan for Edmonton
- Continue to build regulatory capacity within Administration
- Implement enhancements to assist the Utility Committee in its review of the 2022-26 Performance Based Regulation applications for Water, Wastewater and Drainage services provided by EPCOR

Branch - Financial Strategies, Budget & Utility Regulation

Approved 2019 - 2022 Budget - Program Summary

Program Name - Grant Funding, Advocacy & Administration

Description

The program facilitates the advocacy and administration of federal and provincial grant funding for various City projects and initiatives.

Results to be Achieved

- Effective grant administration optimizes the City's infrastructure funding in support of City goals and priorities
- Capital funding strategies support the long-term financial sustainability of the City

Cost Drivers

Cost drivers for this function are primarily personnel

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$18	-	-	-	-	-
Expenditure & Transfers	469	697	483	492	500	502
Subtotal	451	697	483	492	500	502
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$451	\$697	\$483	\$492	\$500	\$502
Full-time Equivalents	4.0	6.0	5.0	5.0	5.0	5.0

2018 Services

- Prepared and executed Contribution agreements and grant applications for a variety of capital projects
- Managed significant grant programs and agreements including Valley Line LRT, PTIF and GreenTRIP
- Provided analysis and strategic advice for ongoing advocacy for a new fiscal framework

Changes in Services for 2019 - 2022

Increased administration and reporting of federal and provincial grant funding programs received by the City for various initiatives including PTIF, LRT, Yellowhead Trail, 50th Street overpass and dry ponds

Branch - Law

2019-2022 Operating Budget

Edmonton

Introduction

The Law Branch uses knowledge of City organization and operations, as well as expertise in municipal law, risk management and security, to provide valued advice and support to clients throughout the organization. The Branch strives to provide excellent service and the support needed to facilitate success in the City's many projects, initiatives and day to day operations.

The Legal section initiates legal action, prosecutes bylaws and provides legal defence in actions brought against the City. Solicitors review and draft bylaws and contracts and work closely with the program areas, providing daily, ongoing legal advice and support.

To protect City assets and reduce the cost of insurance, the Risk Management and Corporate Security sections provide security and risk assessments for new and existing public facilities. The Corporate Security section works to mitigate security risks for City assets and contribute to the improved livability for Edmontonians by using various security principles to limit the number and severity of incidents.

The Risk Management section provides insurance for the City as a whole, as well as project-specific insurance as required. It undertakes risk analysis reviews to facilitate other business areas in achieving their objectives. Claims adjusters investigate and resolve claims made by and against the City before they go to litigation.

For the Law Branch, success is achieved when client satisfaction and employee engagement rates surpass 75%.

Programs & Services		
Legal Services	Risk Management	Corporate Security
Provide legal advice and interpret legislation	Procure Insurance	Security Investigations and Penetration Testing
Draft/review contracts, bylaws, policies/directives/procedures	Adjudicate Claims	Physical Security Design
Bring and defend lawsuits on behalf of the City	Risk Reviews	Guard Contract Administration
Represent the City before various tribunals	Track Financial Guarantees	VIP Executive Protection
Prosecute bylaws	Risk Control Inspections	Security Audits and Security Awareness Training

Branch - Law

Programs & Services:

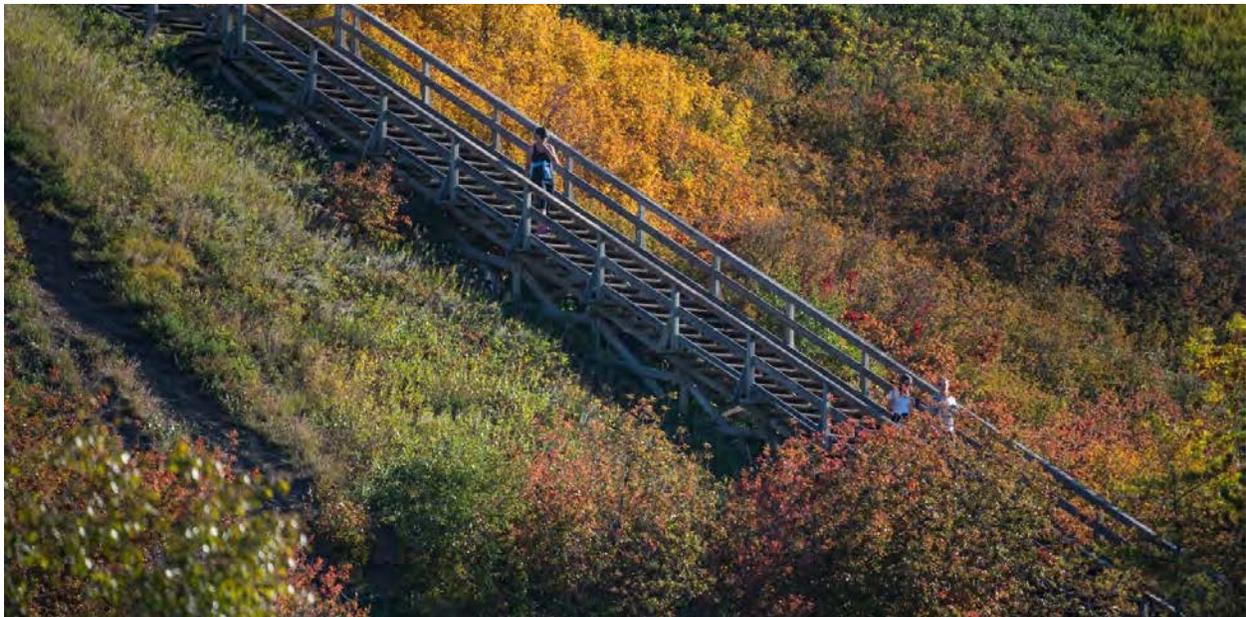
Though Legal, Risk Management, and Corporate Security programs have not changed since the last budget cycle, demands for the services within the programs have substantially increased.

Changes To Service Levels

- The branch continues to respond to growing demands for legal support for major projects, significant agreements, legislative changes, significant corporate initiatives and increased regulatory action. Unforeseen volume increases may require additional resources or referral to external counsel to ensure that legal support to the organization remains sufficient to facilitate success
- To manage growth in complex legal needs, efforts will be made to reduce client reliance on legal services where it is not mandatory to have a lawyer participate, such as: contract reviews, participation on administrative committees, representation at tax appeals and representation at construction arbitrations.

Continuous Improvements

- In the Legal sections, integrating electronic file management with existing City of Edmonton systems will reduce the amount of time spent printing and filing documents. This will result in hard savings associated with printer leases and consumables, as well as soft savings from reducing clerical support.
- In the Risk Management section, using digitized data, analytics, and process reengineering is expected to create additional capacity that will support growth.
- Using a collection agency to pursue all claims under \$50,000 will allow the Branch to reallocate resources to higher demand areas - Pilot program 2018 - Rollout 2019
- Further reallocation of tasks to the appropriate level of staff to best leverage existing resources -
 - Legal Section: Lawyer - Paralegal - Legal Assistant - Clerk
 - Risk Section: Coordinator - Risk Analyst/Adjuster II - Risk Analyst/Adjuster I - Clerk
- Support Ariba initiative with the standardization of legal and insurance requirements



Branch - Law

Emerging Issues:

Legislative change (either provincial or federal) and new Administration initiatives represent significant resourcing challenges to the Branch.

Cannabis

- Lawyers need to review and update human resources (HR) and occupational health and safety (OHS) policy;
- Lawyers, Corporate Security and Risk Management need to deal with ongoing workplace and operational issues; and
- Lawyers need to assist with enforcement, zoning and bylaw issues.

Occupational Health and Safety

- Review of legislative changes and advising on legal obligations of the City arising from amendments to OHS Legislation (Act, Regulations, Code);
- Input on new worksite obligations with possible increased and expanded penalties and reputational impact for non-compliance; and
- Input on new incident reporting, mandatory health and safety programs, harassment and violence prevention, medical assessment requirements, new appeal processes and new information sharing obligations.

Environmental Law and Policy Changes

- Legislatively enabled Property Assessed Clean Energy (PACE) loans/guarantees for citizens, for energy conservation or energy efficiency;
- Solar incentive program and electric vehicle infrastructure requirements; and
- Legislatively mandated that both a climate change adaptation plan and a climate change mitigation plan be in place for the City no later than 2020 and reviewed no later than five years thereafter.

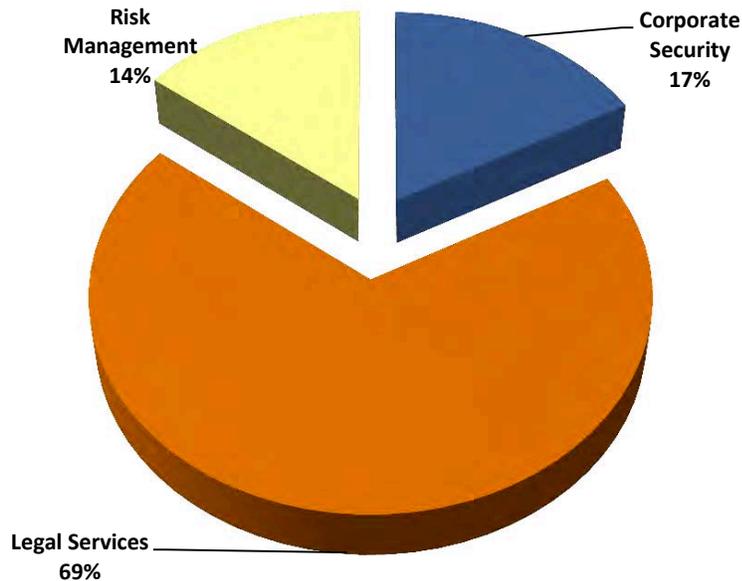


Branch - Law

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Corporate Security	9	-	-	-	-	-
Total Revenue & Transfers	\$9	-	-	-	-	-
Net Expenditure & Transfers						
Corporate Security	1,725	2,047	2,032	2,037	2,042	2,050
Legal Services	7,451	8,038	8,239	8,327	8,402	8,446
Risk Management	1,667	1,791	1,735	1,752	1,771	1,792
Total Net Expenditure & Transfers	\$10,843	\$11,876	\$12,006	\$12,116	\$12,215	\$12,288
Total Net Operating Requirement	\$10,834	\$11,876	\$12,006	\$12,116	\$12,215	\$12,288
Full-time Equivalents	111.8	110.8	110.8	110.8	110.8	110.8

2019 Net Expenditures by Program



Branch - Law

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	9	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$9	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	13,050	14,210	14,421	14,579	14,726	14,844
Materials, Goods, and Supplies	544	477	477	477	477	477
External Services	2,216	2,248	2,298	2,298	2,298	2,298
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	339	314	280	280	280	280
Utilities & Other Charges	312	272	272	272	272	272
Transfer to Reserves	-	-	-	-	-	-
Subtotal	16,461	17,521	17,748	17,906	18,053	18,171
Intra-municipal Recoveries	(5,618)	(5,645)	(5,742)	(5,790)	(5,838)	(5,883)
Total Net Expenditure & Transfers	\$10,843	\$11,876	\$12,006	\$12,116	\$12,215	\$12,288
Total Net Operating Requirement	\$10,834	\$11,876	\$12,006	\$12,116	\$12,215	\$12,288
Full-time Equivalents	111.8	110.8	110.8	110.8	110.8	110.8

90% client satisfaction

\$12 billion in assets insured

\$4 million in insurance purchased

2.2 million in damages recovered

\$32M in lawsuits filed against the City

6300+ Bylaw prosecutions

10,000+ legal opinions given

95%+ Claims settled outside of court

\$190M in contractual disputes

>\$8M tax dollars ARB Hearings savings

BRANCH BY THE NUMBERS
LAW



Branch - Law

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	11,876	12,006	12,116	12,215
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	(120)	(120)	(120)	(120)
Revised Base Budget	11,756	11,886	11,996	12,095
Existing Services (Incremental to Base)				
Cost Changes	250	230	219	193
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	250	230	219	193
Total Approved Budget	\$12,006	\$12,116	\$12,215	\$12,288
Incremental Change in Full-time Equivalents	-	-	-	-

Previous Year's Budget:

Revision to base budget for EPCOR drainage stranded costs in personnel. Stranded costs will be phased out over the next budget cycle.

Existing Services (Incremental to Base):

Cost Changes due to personnel increases for movement towards job rate and benefit changes, partially offset in net interdepartmental charges/recoveries.

Growth/New Services:

The Law Branch anticipates no new growth in Branch services during this budget cycle.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

There were no Incremental Change in Full-time Equivalents.

Branch - Law

Approved 2019 - 2022 Budget - Program Summary

Program Name - Corporate Security

Description

Enjoying the safety and security of person, place, and community is a key objective of the City. Corporate Security supports this objective by conducting investigations, providing security awareness training, performing security audits, conducting security penetration testing, reviewing physical security designs and providing special event security planning.

Results to be Achieved

- Corporate security advisors are influential in implementing systems and tactics to reduce the number of security incidents, including alarms
- Security audit recommendations are adopted to improve the safety and security of City assets and the personal safety of persons at City events and facilities
- Well trained staff leverage expert advice to preserve personal safety and implement ongoing improvements to corporate security

Cost Drivers

- Number of facilities and employees to protect
- Number of special events to secure
- Demand for contracted guard services
- Changes in policies that require Corporate Security involvement

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
(\$000)						
Revenue & Transfers	\$9	-	-	-	-	-
Expenditure & Transfers	3,473	3,355	3,386	3,389	3,392	3,396
Subtotal	3,464	3,355	3,386	3,389	3,392	3,396
Intra-municipal Recoveries	(1,748)	(1,308)	(1,354)	(1,352)	(1,350)	(1,346)
Total Net Operating Requirement	\$1,716	\$2,047	\$2,032	\$2,037	\$2,042	\$2,050
Full-time Equivalents	10.0	10.0	10.0	10.0	10.0	10.0

2018 Services

- Investigations and consultations
- Security audits
- Provision of uniformed security guards
- Personal security awareness program delivery to enhance the security and safety of all employees
- Alarm monitoring
- Physical Security Planning
- VIP/Special Event Security Planning

Changes in Services for 2019 - 2022

West LRT Project - Kathleen Andrews Garage - Lewis Farms Recreation Centre - Fort Edmonton Park adding new midway, indigenous people exhibit and new front entry - EOC move to include Community Standards Dispatch - Corporate Security Monitor and Dispatch Centre move

Branch - Law

Approved 2019 - 2022 Budget - Program Summary

Program Name - Legal Services

Description

The program is comprised of two sections in the Law Branch: Solicitors and Litigation.

The Solicitors Section provides legal advice to safeguard the City's legal interests and financial position. The solicitors work closely with their client contacts in the City administration to provide expertise in municipal law and governance. These lawyers, together with their support staff, play a major role in effectively planning and implementing the City's most transformative initiatives in support of Council's vision for Edmonton.

The Litigation Section represents the City before courts and other tribunals to safeguard the City's legal interests and financial position. These lawyers and their support staff handle bylaw prosecutions, employment disputes, tax and assessment hearings, expropriation proceedings, and civil litigation.

Results to be Achieved

- Timely and useful legal advice is easy to access, review and understand
- Legal partners are influential in ensuring that City decisions are evidence-based and consider corporate impacts to the long-term legal interests and financial sustainability of the City
- Fair processes that pay out appropriate amounts claimed against the City, resolve lawsuits within established reserves, and maintain a high conviction rate on bylaw prosecutions help to protect City interests and advance City objectives

Cost Drivers

Changes to legislation such as decriminalization of cannabis, new environmental legislation, new OH&S legislation, and residential living/housing policy changes in addition to major City projects and increasing complexity of claims.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	11,132	12,290	12,540	12,676	12,799	12,891
Subtotal	11,132	12,290	12,540	12,676	12,799	12,891
Intra-municipal Recoveries	(3,681)	(4,252)	(4,301)	(4,349)	(4,397)	(4,445)
Total Net Operating Requirement	\$7,451	\$8,038	\$8,239	\$8,327	\$8,402	\$8,446
Full-time Equivalents	83.8	82.8	82.8	82.8	82.8	82.8

2018 Services

- Representation in all lawsuits and other legal actions
- Bylaw prosecutions
- Reviewing and drafting contracts and bylaws
- Providing legal advice and interpreting legislation
- Move to external collection services for some collections work to improve efficiency

Changes in Services for 2019 - 2022

- Ongoing implementation of electronic file management to reduce the amount of time spent on printing and filing documents
- Additional volume of negotiation and drafting for major agreements
- Additional volume of legal partner support for major events and significant corporate initiatives

Branch - Law

Approved 2019 - 2022 Budget - Program Summary

Program Name - Risk Management

Description

Risk Management develops risk financing strategies including design of City's insurance program as a whole and project specific as required. It undertakes risk analysis, control inspections of City facilities to enable clients achieve business objectives while supporting City's financial sustainability and stewardship.

The section purchases the City's insurance policy and manages the City's Self Insured Fund. Claims adjusters investigate, resolve claims made by and against the City before they go to litigation. They will also pursue recovery of damages to the City's systems and assets.

Our Risk Management staff take on specific areas of support such working with operations in design of risk control measures and manage contract specific guarantees including performance bonds and letters of credit.

Results to be Achieved

- Timely and useful risk analysis and advice is easy to access, review and understand
- Risk management advisors are influential in ensuring that City decisions are evidence-based and consider corporate impacts to the long-term interests and financial sustainability of the City
- Claims are adjudicated equitably and insurance needs are evaluated consistently to ensure that City insurance coverage is sufficient and cost effective
- Cases are settled without proceeding to litigation to preserve City assets and limit the draw on City legal resources
- Risk control inspection recommendations are adopted to improve the City's overall risk profile

Cost Drivers

- Complexity and number of City initiatives, projects, contracts and events
- Availability and affordability of insurance in the market
- Number of claims - influenced by numerous factors including City's maintenance program, severe weather event

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	1,856	1,876	1,822	1,841	1,862	1,884
Subtotal	1,856	1,876	1,822	1,841	1,862	1,884
Intra-municipal Recoveries	(189)	(85)	(87)	(89)	(91)	(92)
Total Net Operating Requirement	\$1,667	\$1,791	\$1,735	\$1,752	\$1,771	\$1,792
Full-time Equivalents	18.0	18.0	18.0	18.0	18.0	18.0

2018 Services

- Risk assessment & control advisory services for programs and projects.
- Management of the Self Insured Reserve Fund
- Claims adjusting and settling
- Insurance design and purchasing
- Administration of contract requirements for certificates of insurance and guarantees such as bonds and letters of credit
- Risk Control Inspection Program for City facilities

Changes in Services for 2019 - 2022

No change in services. However increase in service levels is planned focusing on integrated risk management strategies and actions, project and program advisory such as West Leg LRT, Exhibition Lands, Cannabis. Continuous improvement initiatives such as use of digitized data, analytics and process re-engineering will create additional capacity to support growth.

Branch - Open City and Technology 2019-2022 Operating Budget

Introduction

Open City and Technology is at the forefront of the data revolution and how data is changing the role of municipalities by inspiring innovation and empowering citizens. This newly established Branch brings together the creative, innovative and agile solution delivery that existed in the former Open City and Innovation Branch with the operational expertise of the former Information Technology Branch in order to meet the changing needs of citizens. This transformation inspired a new Mission and Vision and an environment where employees Think Yes as they navigate the complex world of technology and foster a City-wide shift in our approach to managing data and technology.



The City of Edmonton operates in a period marked by a rapidly changing business environment and technological advancements, which requires a more open and interactive government to meet the increasing demands of citizens. Imperative to success in this environment is recognizing the City cannot achieve this alone. As a result, leveraging strategic partnerships with citizens and communities, private companies, technology providers, academic organizations and all orders of government continues to be a high priority for the Open City and Technology Branch.

Programs & Services				
Technology Transformation	Technology Strategy and Planning	Business Resilience	Corporate Data & Analytics	Digital Enablement
Infrastructure Operations	Strategy Development & Implementation	Information Security	GeoSpatial and Business Analytics	Smart City
Business Solutions	Technology Investment Management	Forensics & Investigations	Data Engineering	Technology Innovation
Solutions Delivery	Enterprise Architecture		Data Governance	Open Government
Workplace Support			Data Science	Open Data

Branch - Open City and Technology

2018 Highlights



Business Technology Strategy

Council endorsed strategy aligns technology to needs of business areas and improves the effectiveness of relationships with citizens and external partners. New governance model established to ensure a value based approach to technology investments.



Data Storytelling

Elevated the importance of data and analytics for decision making by participating in the What Works Cities initiative, creating new data sharing maps and establishing training to enhance understanding of data and analytics across the corporation.



Finalist

Finalist in Infrastructure Canada's Smart Cities Challenge \$50 Million Category. Phase 2 Finalist Proposal due early 2019.



Sharing Information through Spatial Data

Acquired leading edge geospatial technology for enhancing data analysis and presenting data and information.



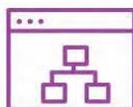
Corporate Technology Investment Framework

Utilized new governance framework to achieve Corporate alignment and integration for technology investments.



Technology Ecosystem Partnerships

Strengthened connections and built partnerships to enhance the value of programs and services for residents.



Advanced Analytics

Achieved strategic outcomes through the enhanced use of advanced analytics across the corporation.



Cybersecurity

Implemented leading global security frameworks for enhanced cybersecurity across the corporation.

Branch - Open City and Technology

Programs & Services:

Continuous Improvement

Progressive organizations around the world continually reimagine themselves through innovative digital tools, systems and processes. The Business Technology Strategy enables the City of Edmonton to become more efficient and effective - serving and communicating with stakeholders in new ways. Through this strategy, the City recognizes the need to embrace new technology and use data to make evidence-based decisions. To continue to provide value to citizens, the City must continuously evaluate the evolving landscape and embrace the endless possibilities that accompany change.



Innovation

Every day, the Open City and Technology Branch challenges the status quo and embraces new ways of doing things in order to enhance the lives of residents. Examples of some of our Branch's recent innovations include:

- Kids Map of Edmonton, which makes child-friendly activities and places easy to find;
- Air Quality Light Bulbs that change colour according to changes in air quality; and
- Community Safety Return on Investment, where data was used to showcase how optimize investments in communities.

Analytics Centre of Excellence

The Analytics Centre of Excellence has developed and implemented programs and initiatives that have significantly advanced the City's digital transformation and made the City a recognized leader in the use of data as a strategic asset. The work of predictive modelling, Robotic Process Automation, GIS based information and analysis, analytics and information governance has allowed the City to achieve strategic outcomes based on evidence based decisions.

Emerging Issues:

Cybersecurity

An increasingly interconnected digital environment requires organizations to prioritize cybersecurity, including continuously assessing risk and trust and using those assessments to inform security decisions. Ongoing security awareness from all employees is required to mitigate cybersecurity risks.

Rapid Technological Innovation

The identification and utilization of new technologies in an ever changing environment requires individuals to continually adapt their skills and for the City of Edmonton to be able to identify skill gaps and methods to address them.

Citizen Experience and Expectations

The City is responding to emerging trends in the marketplace to ensure that individuals are empowered to interact with the City in a manner that meets their personalized expectations.

Disaster Recovery

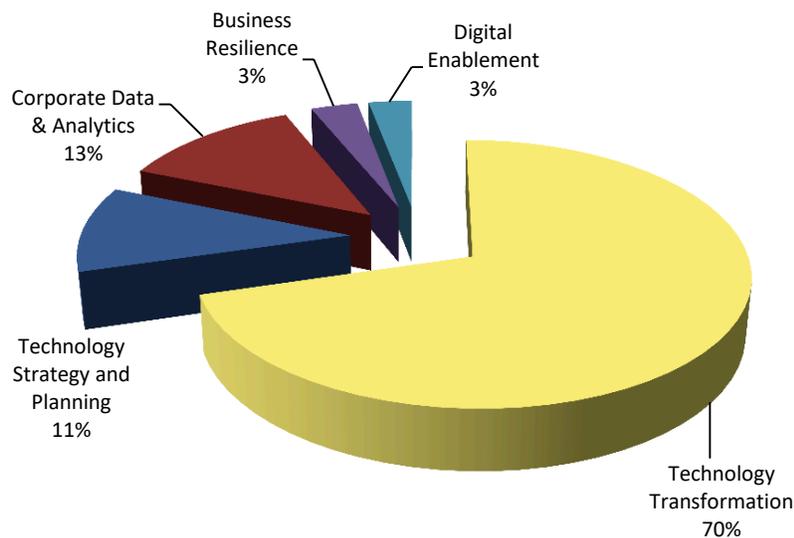
All City programs and services increasingly rely on technology. Building and maintaining a strong technology infrastructure that can continue to support business needs during a disaster is a critical priority for the City of Edmonton.

Branch - Open City & Technology

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Corporate Data & Analytics	-	107	-	-	-	-
Digital Enablement	160	-	-	-	-	-
Technology Strategy and Planning	478	864	627	394	394	394
Technology Transformation	1	-	-	-	-	-
Total Revenue & Transfers	\$639	\$971	\$627	\$394	\$394	\$394
Net Expenditure & Transfers						
Business Resilience	1,568	1,928	1,615	1,523	1,521	1,520
Corporate Data & Analytics	1,024	4,987	6,259	6,279	5,979	5,983
Digital Enablement	952	1,301	1,490	1,510	1,550	1,568
Technology Strategy and Planning	(946)	8,198	5,357	5,256	5,612	5,571
Technology Transformation	43,143	33,671	35,175	35,433	34,255	32,555
Total Net Expenditure & Transfers	\$45,741	\$50,085	\$49,896	\$50,001	\$48,917	\$47,197
Total Net Operating Requirement	\$45,102	\$49,114	\$49,269	\$49,607	\$48,523	\$46,803
Full-time Equivalents	393.1	372.4	369.4	363.4	361.4	352.4

2019 Net Expenditures by Program



Branch - Open City & Technology

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	639	971	627	394	394	394
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$639	\$971	\$627	\$394	\$394	\$394
Net Expenditure & Transfers						
Personnel	48,532	48,097	45,932	45,445	45,426	44,557
Materials, Goods, and Supplies	10,768	11,526	10,881	10,881	9,776	9,101
External Services	1,002	1,777	2,367	2,699	2,447	2,341
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	1,470	335	256	256	256	256
Debt	196	240	240	240	240	240
Utilities & Other Charges	2,040	3,354	3,104	3,104	3,104	3,104
Transfer to Reserves	-	-	-	-	-	-
Subtotal	64,008	65,329	62,780	62,625	61,249	59,599
Intra-municipal Recoveries	(18,267)	(15,244)	(12,884)	(12,624)	(12,332)	(12,402)
Total Net Expenditure & Transfers	\$45,741	\$50,085	\$49,896	\$50,001	\$48,917	\$47,197
Total Net Operating Requirement	\$45,102	\$49,114	\$49,269	\$49,607	\$48,523	\$46,803
Full-time Equivalent	393.1	372.4	369.4	363.4	361.4	352.4

50 million annual downloads from the **Open Data Catalog**

**Ranked #1 in Canada
for OPEN DATA**

>790 Open City Wifi Hotspots

Finalist in the **\$50 Million** category of
Infrastructure Canada's Smart Cities Challenge

3 consecutive years as Most Open City in Canada

Top 7 Intelligent Community Award

300 Open Data Sets Released

**>300
Network
and Wireless
Sites**

**>15,000
Connected
Devices**

BRANCH BY THE NUMBERS
OPEN CITY AND TECHNOLOGY



Branch - Open City & Technology

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	49,114	49,269	49,607	48,523
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	(177)	-	(1,105)	(1,741)
Revised Base Budget	48,937	49,269	48,502	46,782
Existing Services (Incremental to Base)				
Cost Changes	917	105	21	21
Change to Service Level	(230)	233	-	-
Revenue Changes	107	-	-	-
Efficiency Savings	(462)	-	-	-
Total Impact on Existing Services	332	338	21	21
Total Approved Budget	\$49,269	\$49,607	\$48,523	\$46,803
Incremental Change in Full-time Equivalent	(3.0)	(6.0)	(2.0)	(9.0)

Previous Year's Budget:

The administrative adjustment relates to the removal of the EPCOR drainage stranded costs, resulting in a decrease of the budget, primarily in personnel (9 FTEs in 2022) and software maintenance costs.

Existing Services (Incremental to Base):

Cost changes are the result of personnel increases due to wage progression and increases in benefits and allowances. The decreases in FTEs for project term positions (2019, 2020 and 2021) result in less recoveries from operating programs.

The change to service level is a one-time revenue in 2019 (service level agreement) from EPCOR. This revenue will be removed from the budget in 2020.

Revenue Changes due to removal of external revenue received from selling data. This data is now on the Open City portal and is provided to citizens for free.

Efficiency Savings due to corporate reductions in removal of desk phone and replace with Softphone (app) on PCs or laptops, and reduction in consulting costs.

Growth/New Services:

The Open City and Technology Branch anticipates no new growth in Branch services during this budget cycle.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalent:

Change in FTEs to reflect the removal of Project Term positions as they expire in 2019 (3.0 FTEs), 2020 (6.0 FTEs), and 2021 (2.0 FTEs); plus the removal of positions in 2022 (9.0 FTEs) related to EPCOR/Drainage stranded costs.

Branch - Open City & Technology

Approved 2019 - 2022 Budget - Program Summary

Program Name - Business Resilience

Description

Municipal Information Security is facing a number of daunting realities. The cybersecurity landscape is evolving and new threats are being discovered every day. Threat actors, namely criminals and hacktivists, are becoming more sophisticated in their approach and government organizations are favored targets for attackers.

Edmonton's residents and employees expect the City to safeguard their data and information. Information Security proactively stewards both identification and mitigation strategies by engaging our employees and developing effective countermeasures to ensure our information is safe and secure.

Results to be Achieved

- Assess and prioritize Corporate risks, current controls and identified gaps in alignment with the standards, guidelines and practices outlined in the NIST Cybersecurity Framework
- Educate employees and provide them the tools and techniques for enhancing security in their workplaces through continued Corporate awareness campaign

Cost Drivers

- Evolving cybersecurity landscape
- Threat Actor maturity
- Expansion and maturity of social marketing and penetration testing opportunities
- Governmental organization attack trends

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	1,636	2,102	2,002	1,914	1,918	1,925
Subtotal	1,636	2,102	2,002	1,914	1,918	1,925
Intra-municipal Recoveries	(68)	(174)	(387)	(391)	(397)	(405)
Total Net Operating Requirement	\$1,568	\$1,928	\$1,615	\$1,523	\$1,521	\$1,520
Full-time Equivalents	12.7	14.0	14.0	13.0	13.0	13.0

2018 Services

- Provision of security policies and management of technical safeguards
- Integration of security protections and regulatory requirements
- Predictive threat analysis
- Manage security threat technologies
- Social engineering testing

Changes in Services for 2019 - 2022

The City of Edmonton's cybersecurity framework will continue to mature in response to the evolving landscape. Changes to Corporate Information Security priorities and required next steps for 2019-2022 will largely be determined by the outcomes of both the current and ongoing assessments of Corporate risk, current controls and gaps identified.

Branch - Open City & Technology

Approved 2019 - 2022 Budget - Program Summary

Program Name - Corporate Data & Analytics

Description

The City's digital transformation, driven by the need to leverage opportunities that arise from new and changing digital technologies, is revolutionizing business and organizational activities, processes, and competencies. In this dynamic environment, the Analytics Centre of Excellence strives to make authoritative data accessible to all business areas, support the growth of competencies and best practices for analytics and drive the digital transformation through the identification and use of new ways to streamline data-driven operations and decision-making.

Results to be Achieved

- Enhance spatial data quality and evidence-based decision making
- Minimize duplication of corporate data acquisitions
- Increase availability of authoritative data available to the corporation
- Improve spatial platform capabilities to support lean workflows for business

Cost Drivers

Rationalization and centralization of enterprise data acquisitions
 Implementing Corporate Data Governance Framework
 Enabling Operational Field Workforce with mobile tools
 Expanding evidence-based decision making behaviours and competencies
 Populating One City Data Hub with corporate wide authoritative data
 Implementing an industry standard GIS platform

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	\$107	-	-	-	-
Expenditure & Transfers	1,405	5,428	6,543	6,567	6,230	6,240
Subtotal	1,405	5,321	6,543	6,567	6,230	6,240
Intra-municipal Recoveries	(381)	(441)	(284)	(288)	(251)	(257)
Total Net Operating Requirement	\$1,024	\$4,880	\$6,259	\$6,279	\$5,979	\$5,983
Full-time Equivalents	10.0	33.0	37.0	37.0	37.0	37.0

2018 Services

Corporate Data Governance to enhance data quality, availability, and data management practices with a focus on accountability
 One City Data Hub project to provide authoritative data
 Artificial Intelligence (AI) to drive predictive analytics
 Esri GIS platform to streamline spatial asset maintenance and support services

Changes in Services for 2019 - 2022

Corporate Data & Analytics will continue its legacy of innovation as part of the City's digital transformation. This program will continue to mature its focus on raising competencies of employees across the corporation working with data storytelling, analytics, GIS and spatial data management. This will support business areas in becoming more agile and responsive in their service delivery.

Branch - Open City & Technology

Approved 2019 - 2022 Budget - Program Summary

Program Name - Digital Enablement

Description

Digital Enablement develops the programs and initiatives that support the City in implementing the changes that come with improved digital capabilities. The City of Edmonton advances the Open City Initiative and improves the resident experience by promoting collaboration and transformation through innovation and thinking city-wide. The Digital Enablement program positions the City to become the modern, transparent and connected municipality it envisions. The City's award-winning Open Data Portal and Smart Cities Challenge submission are examples of ways Digital Enablement advances the City of Edmonton's internal and external services.

Results to be Achieved

Through partnerships and Edmonton's innovation ecosystem, the Digital Enablement section is set to lead projects to achieve resident-focused solutions.

- Improve the speed and transparency of access and participation in City services for residents and businesses through an innovative and technology-focused approach
- Maintain Edmonton as a leader in the open government landscape and identify new ways to engage with residents and other stakeholders

Cost Drivers

Stewarding the Open Data Catalogue
 Advancing Edmonton's Open City Philosophy
 Introducing tools and technologies to enhance the resident experience

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
(\$000)						
Revenue & Transfers	\$160	-	-	-	-	-
Expenditure & Transfers	952	1,301	1,490	1,510	1,550	1,568
Subtotal	792	1,301	1,490	1,510	1,550	1,568
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$792	\$1,301	\$1,490	\$1,510	\$1,550	\$1,568
Full-time Equivalents	7.0	9.0	9.0	9.0	9.0	9.0

2018 Services

Open City and Open Data program maturity
 Smart City program implementation
 Smart Cities Challenge project delivery
 Innovation program delivery

Changes in Services for 2019 - 2022

As the programs currently being delivered by the Digital Enablement section are relatively new, the focus for 2019-2022 will be on maturing Edmonton's Smart City program and innovation ecosystem.

Branch - Open City & Technology

Approved 2019 - 2022 Budget - Program Summary

Program Name - Technology Strategy and Planning

Description

Developing the first digital plan for the City of Edmonton (Business Technology Strategy) requires the City's leadership team to set the corporate strategic direction for business technology across the City. The diversity of programs across the corporation requires Administration to continually evaluate emerging technologies and industry trends. This program includes corporate governance for investment planning, continual evaluation of ongoing and future initiatives as well as corporate planning for business technology architecture.

Results to be Achieved

This program provides leadership and oversight for the implementation of the Business Technology Strategy & other digital transformation initiatives. It will continually evaluate emerging technologies & trends in support of the City's full range of programs & foster innovation by developing strategic partnerships with academic institutions, non-profit organizations, businesses & the community.

- Facilitate the City's digital transformation through well-defined, effective governance
- Leverage technology to improve service delivery and enhance the citizen experience
- Ensure decisions are evidence-based and consider expert analysis of emerging technologies, trends, corporate opportunities, impacts, and funding constraints
- Objectively evaluate and reprioritize investments as necessary

Cost Drivers

Increase in demand and complexity for digital and technological services
 Emerging technologies and trends
 Need to constantly reprioritize as a result of dynamic industry
 Complexity and volume of current corporate systems and infrastructure
 Aging enterprise systems including the need to modernize

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
(\$000)						
Revenue & Transfers	\$478	\$864	\$627	\$394	\$394	\$394
Expenditure & Transfers	8,346	8,844	5,971	5,843	6,190	6,141
Subtotal	7,868	7,980	5,344	5,449	5,796	5,747
Intra-municipal Recoveries	(9,292)	(646)	(614)	(587)	(578)	(570)
Total Net Operating Requirement	(\$1,424)	\$7,334	\$4,730	\$4,862	\$5,218	\$5,177
Full-time Equivalents	42.7	38.0	31.0	30.0	30.0	30.0

2018 Services

Business Technology Strategy management
 Technology investment management
 Enterprise Architecture governance and assurance
 Corporate Transformational programs and projects

Changes in Services for 2019 - 2022

To meet the goals of the Business Technology Strategy, a holistic approach to technology planning has been developed to align technology investments across the Corporation. The program ensures decision making focuses on improving citizen experiences by adopting business technology that allows residents to interact with the City how, when and where they want.

Branch - Open City & Technology

Approved 2019 - 2022 Budget - Program Summary

Program Name - Technology Transformation

Description

Technology Transformation is the foundation on which every City service is delivered. Business Solutions manage and support over 280 systems to ensure the delivery of outstanding performance 24/7, 365 days a year. Solutions Delivery provides end-to-end project management services to ensure that the outcomes of the multi-year technology capital investment portfolio are successfully delivered. Workplace Support ensures that City employees can carry out their work in a technology environment that promotes collaboration, communication and provides business value. Infrastructure Facilities brings these three programs together to maintain the secure, accessible and scalable technology environment that houses data, powers facility networks and hosts hundreds of applications and systems. Working cohesively, these four distinct programs enable employees and Edmontonians to carry out their day-to-day technology-enabled activities seamlessly by using and providing reliable and modern technology.

Results to be Achieved

The four programs will focus on delivering proactive services that respond to the existing technology landscape and meet the desires of our business partners by operating under a flexible and effective resource model.

- Maintain current costs and work towards realizing efficiencies in order to maximize the use of internal resources
- Reduce the reliance on contractor resources and roll out several new service delivery models that reflect these environmental advancements
- Deliver Cloud Management Platform, Self-Service and automation of numerous system processes and workflows

Cost Drivers

Constraint to available market resources
 Adapting to new service delivery models (Cloud, SaaS)
 Maintenance and upgrades required to support evolving technologies
 Introduction of new technologies
 Increased demand for services

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
(\$000)						
Revenue & Transfers	\$1	-	-	-	-	-
Expenditure & Transfers	51,669	47,654	46,774	46,791	45,361	43,725
Subtotal	51,668	47,654	46,774	46,791	45,361	43,725
Intra-municipal Recoveries	(8,526)	(13,983)	(11,599)	(11,358)	(11,106)	(11,170)
Total Net Operating Requirement	\$43,142	\$33,671	\$35,175	\$35,433	\$34,255	\$32,555
Full-time Equivalents	320.7	278.4	278.4	274.4	272.4	263.4

2018 Services

Implement new hardware and software
 Vendor Management
 Application Management
 Business Technology Project Management
 Technology Infrastructure Management
 Disaster Recovery

Changes in Services for 2019 - 2022

Customer experience, self-service and cloud management platform initiatives will lead the evolution of Technology Transformation service delivery. Systems & services will adapt to better reflect the desires of our business partners, infrastructure will proactively be in place, system maintenance will be completed less disruptively & resources will be better aligned to meet the corporations needs.

Branch - Real Estate 2019-2022 Operating Budget

Introduction

The Real Estate Branch combines real estate and land development expertise to create synergies across a diverse portfolio; providing leasing, property acquisitions, sales transactions, land inventory, and land management programs and services to internal partners and City Council. Our work involves engaging other orders of government, citizens and the private sector as stakeholders. The Real Estate Branch contributes to achieving the City's objectives by managing the foundational real estate that supports city programs and projects.

The Real Estate Branch supports financial sustainability through revenue generating activities such as leasing, property sales and land development. The Branch also provides real estate services to integrated corporate projects such as the Yellowhead Trail Freeway Conversion Program, Valley Line LRT Expansion, the EPCOR drainage transition and transit oriented development.

The Real Estate Branch promotes City building initiatives through resource support for external partners such as the Edmonton Community Development Company, the Edmonton Real Estate Advisory Committee and local school boards, as well as our internal stakeholders including Blatchford Development, Housing and Homelessness, Parks and Roads Services and City Planning.

The Real Estate Branch demonstrates an ongoing commitment to continuous improvement by implementing corporate performance measures, optimizing resources and identifying innovative methods to alleviate budget pressures.



Programs & Services		
Building & Land Management	Civic Property Services	Property Sales & Acquisitions
Corporate Property Management & Leasing	Appraisal Services	Property Acquisitions
Land Management Services		Property Sales

Branch - Real Estate

2018 Highlights

Managed Facilities for Civic Accommodation

Executed and coordinated lease agreement negotiations for Edmonton Police Service and the Edmonton Tower.

Support for First Time Home Owners

Developed the First Place for Home Ownership Program [interactive map](#); approved over 100 First Place for Home Ownership Program sales agreements in 2018.

Support for City Building

Provided stewardship of municipal resources, appraised and acquired land for capital projects and developed surplus land.

Support for Affordable Housing

Assembled building sites supporting affordable housing development.
Collaborated with Housing and Homelessness to define future land requirements across the City.

Asset Stewardship

Developed Land Management Guidelines to manage real estate as a corporate asset.
Enhanced inventory management systems and reporting to support land and facility inventory data based decision making.

Partnerships

Provided real estate advice and expertise to internal City departments.
Engaged in partnerships with other orders of government, local school boards and the private sector. Provided surplus City land to support the 2018 infill design competition.



Branch - Real Estate

Programs & Services:

Building and Land Management

- Upgrades to the facility management information system to enhance the quality of information provided to internal partners, and to improve facility planning, reporting and lease administration services.

Civic Property Services

- The Real Estate Branch piloted on-site topsoil management innovations at two First Place for Home Ownership Program building sites in 2018. This innovation reduced truck traffic passing through the neighborhoods surrounding these two sites by over 8,000 truck trips, reducing risks and minimizes construction impacts on communities.

Property Sales and Acquisitions

- The Real Estate Branch encourages innovative property transactions to promote city building outcomes such as heritage conservation, sustainable built forms and economic development.

Impact of Previous Council Decisions:

- In 2021-2022, Edmonton Tower lease costs will increase by \$1.4M to account for lease escalations;
- All lease agreements include additional costs to ensure adherence to the Sustainable Buildings Policy C532;
- New public engagement direction has increased the resources and timelines required to bring surplus land to market;
- Infill development and secondary suites have created additional development opportunities for surplus City lands; and
- In 2006, Council approved the First Place for Home Ownership Program; there are four remaining building sites to be developed, requiring \$1M in capital funding in 2019-2022.

Emerging Issues:

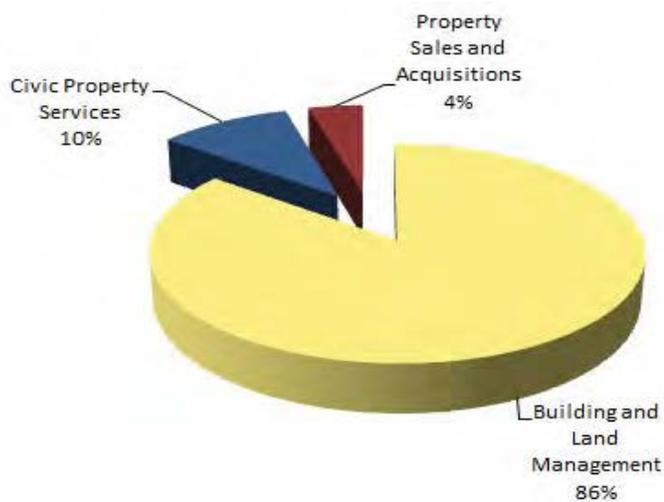
- Modifications to corporate land governance to manage real estate as a corporate asset may impact existing resources and require new investment in technology;
- Increases in contractual obligations and escalations related to corporate leases will be realized over the 2019 to 2022 budget cycle;
- City holdings generating revenue from leases or parking have been demolished, sold, or transferred for City-building purposes such as parks or infrastructure development;
- Volume of ongoing appraisals, acquisitions and project schedules for the Yellowhead Trail Freeway Conversion Program and Valley Line LRT Expansion impacts existing resources;
- Local School Board review of 31 assembled vacant school building sites is anticipated to be complete in the Fall of 2018. This review will confirm whether existing building sites are still required by school boards and may result in some building sites being declared surplus; and
- Development of the First Place for Home Ownership Program is scheduled to be completed in 2022. This program has helped 546 families enter the housing market to date and is on track to help over 1,000 families by the time it is completed.

Branch - Real Estate

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Building and Land Management	13,062	10,420	8,394	8,175	8,114	6,716
Civic Property Services	3,619	3,078	2,363	3,940	3,075	2,217
Property Sales and Acquisitions	8	-	-	-	-	-
Total Revenue & Transfers	\$16,689	\$13,498	\$10,757	\$12,115	\$11,189	\$8,933
Net Expenditure & Transfers						
Building and Land Management	40,238	32,001	32,261	32,459	32,698	32,897
Civic Property Services	4,495	4,556	3,821	5,244	4,451	3,664
Property Sales and Acquisitions	1,389	1,533	1,252	1,254	1,272	1,282
Total Net Expenditure & Transfers	\$46,122	\$38,090	\$37,334	\$38,957	\$38,421	\$37,843
Total Net Operating Requirement	\$29,433	\$24,592	\$26,577	\$26,842	\$27,232	\$28,910
Full-time Equivalents	85.5	91.0	89.0	89.0	89.0	89.0

2019 Net Expenditures by Program



Branch - Real Estate

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	10,147	11,219	8,440	9,720	8,822	7,965
Grants	12	-	-	-	-	-
Transfer from Reserves	6,530	2,279	2,317	2,395	2,367	968
Total Revenue & Transfers	\$16,689	\$13,498	\$10,757	\$12,115	\$11,189	\$8,933
Net Expenditure & Transfers						
Personnel	8,993	10,015	9,805	9,898	9,957	10,003
Materials, Goods, and Supplies	1,225	257	366	356	351	351
External Services	9,611	3,170	2,897	3,466	3,049	2,689
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	1,880	1,621	1,865	1,864	1,911	1,911
Debt	215	215	215	215	215	215
Utilities & Other Charges	41,585	39,258	40,695	41,259	41,993	42,254
Transfer to Reserves	3,255	2,151	1,756	2,335	1,908	1,543
Subtotal	66,764	56,687	57,599	59,393	59,384	58,966
Intra-municipal Recoveries	(20,642)	(18,597)	(20,265)	(20,436)	(20,963)	(21,123)
Total Net Expenditure & Transfers	\$46,122	\$38,090	\$37,334	\$38,957	\$38,421	\$37,843
Total Net Operating Requirement	\$29,433	\$24,592	\$26,577	\$26,842	\$27,232	\$28,910
Full-time Equivalents	85.5	91.0	89.0	89.0	89.0	89.0

86 MILLION SQUARE FEET of leased land and space managed

9010 civic land holdings

\$121 million total sales revenue
(2015 to 2017)

300 appraisal assignments
completed annually

\$111.6 million in property
acquired (2015 to 2017)

1650 active lease
agreements

178 Acres of land developed
(2015-2018)

539 first time families provided entry to the housing market

BRANCH BY THE NUMBERS
REAL ESTATE



Branch - Real Estate

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	24,592	26,577	26,842	27,232
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	24,592	26,577	26,842	27,232
Existing Services (Incremental to Base)				
Cost Changes	(757)	1,623	(537)	(577)
Change to Service Level	-	-	-	-
Revenue Changes	2,742	(1,358)	927	2,255
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	1,985	265	390	1,678
Total Approved Budget	\$26,577	\$26,842	\$27,232	\$28,910
Incremental Change in Full-time Equivalents	(2.0)	-	-	-

Previous Year's Budget:

No prior year adjustments approved that affect our future revised base budget.

Existing Services (Incremental to Base):

Cost Changes - A significant portion of the Real Estate Branch expenditure budget, net recoveries, are tied into contractual lease obligations; rate increases over the next budget cycle cannot be absorbed within the base budget.

Due to lost revenues and escalating costs, the Real Estate Branch is unable to absorb cost increases without impacting service levels and operations.

Revenue Changes - Transitioned leased and parking sites have resulted in a reduction of revenues. These transitions are a result of demolition, sale, or transfer of corporate properties (e.g. for the Edmonton Community Development Company to invest in community economic development etc.). There is also a lower transfer from reserve reflected in 2021-2022 which relates to the Edmonton Tower lease conversion (stems from a change in lease rate, identified above).

\$1.05M in stranded costs, intended to reduce the 19-22 budget requirements cannot be absorbed; moving forward this impact will become base and reflect recoveries that Real Estate lost due to the Drainage/EPCOR transition.

Growth/New Services:

Branch growth is contingent on funding approvals to increase affording housing and escalating costs due to inflation and increased contractual lease obligations.

Council Amendments:

No Council amendments

Incremental Change in Full-time Equivalents:

A budget reduction of two FTEs is reflected in the net budget requirement for 2019. The two FTEs previously funded necessary project expenses, and these FTEs now contribute to the Real Estate reduction strategies for balancing cost and revenue changes by decreasing net expenditure. The Real Estate Branch continues to implement process improvements to ensure the efficient utilization of existing FTEs.

Branch - Real Estate

Approved 2019 - 2022 Budget - Program Summary

Program Name - Building and Land Management

Description

The program provides leasing and property management for civic owned and leased facilities, maximizing revenues where applicable, and ensuring the City's interests are protected as both landlord and tenant. The program also provides Land and Facility Inventory Management services to the organization and maintains complete and accurate information regarding the corporate land and building inventory. The program leverages real estate assets to support internal partners for capital projects, staff accommodations, Council directives, and not-for-profit leasing guidelines

Results to be Achieved

- Over 9010 active land holdings are managed to effectively and efficiently meet increasing complex objectives for capital projects, civic accommodation, Council directives, and not-for-profit leasing
- Advisors are influential in ensuring that real estate decisions are evidence-based and consider corporate impacts to the long-term financial sustainability of the City
- Systems, processes and services are developed and maintained to improve the management of real estate assets and facilitate strategic initiatives to leverage real estate for City objectives

Cost Drivers

- Revised procurement processes and increased integration expectations require advanced support
- Adherence to relevant policies increases complexity as well as costs
- Changes to service provider mandates increase maintenance costs and reduce leasing revenues
- Market dependency upon applications to purchase or lease City-owned land

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$13,062	\$10,420	\$8,394	\$8,175	\$8,114	\$6,716
Expenditure & Transfers	58,002	46,827	48,918	49,265	50,021	50,376
Subtotal	44,940	36,407	40,524	41,090	41,907	43,660
Intra-municipal Recoveries	(17,764)	(14,826)	(16,657)	(16,806)	(17,323)	(17,479)
Total Net Operating Requirement	\$27,176	\$21,581	\$23,867	\$24,284	\$24,584	\$26,181
Full-time Equivalents	43.5	41.5	41.5	41.5	41.5	41.5

2018 Services

- Ongoing land review and land transfers to EPCOR
- Lease Inventory review to facilitate integrated building life-cycle planning
- Software system integration and improvements for lease management control and automation
- Advanced security upgrades to downtown accommodations in alignment with Corporate Culture Commitments

Changes in Services for 2019 - 2022

- New technology integration, green leasing options and BOMA best designations to support and manage operations to generate fewer greenhouse gases

Branch - Real Estate

Approved 2019 - 2022 Budget - Program Summary

Program Name - Civic Property Services

Description

The program oversees functions critical to the stewardship of municipal resources including the appraisal of land to determine capital funding requirements, estimating the value of surplus land being brought to market and engaging the public to explore future use of surplus land before recommending new uses to Council. The program provides services to support acquisition, disposition and management of corporate real estate assets to achieve Council objectives such as affordable housing and infill development. The program also manages the corporate process to determine if surplus school sites should be acquired for civic purposes

Results to be Achieved

- Continuous improvements to surplus land development processes meet public expectations and enable the effective and efficient use of surplus land for densification, transit oriented development, affordable housing, and other City objectives
- Timely and accurate land valuation services are easy to access, review and understand

Cost Drivers

- Increased demand and complexity of public engagement and communications
- Availability of City-owned land declared surplus
- Increased costs and demand for capital servicing, appraisals, planning, and administration of surplus municipal projects

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$3,619	\$3,078	\$2,363	\$3,940	\$3,075	\$2,217
Expenditure & Transfers	5,759	6,270	5,383	6,818	6,032	5,246
Subtotal	2,140	3,192	3,020	2,878	2,957	3,029
Intra-municipal Recoveries	(1,264)	(1,714)	(1,562)	(1,574)	(1,581)	(1,582)
Total Net Operating Requirement	\$876	\$1,478	\$1,458	\$1,304	\$1,376	\$1,447
Full-time Equivalents	17.0	20.5	20.5	20.5	20.5	20.5

2018 Services

- Appraisal services for City land acquisition and disposition, including a high volume of LRT land appraisals
- Continued surplus building site utilization to increase density and optimize existing infrastructure and assets
- Development planning for surplus building sites in Heritage Valley and Glenriding

Changes in Services for 2019 - 2022

- Design and implementation of enhanced project management for surplus land development
- Improved oversight and governance processes, including change management activities to support ongoing Land Governance Transformation
- Incorporation of on site soil management as a standard safety practice for surplus building sites, where possible
- 848 new home sites brought to market

Branch - Real Estate

Approved 2019 - 2022 Budget - Program Summary

Program Name - Property Sales and Acquisitions

Description

The program markets and sells developed and surplus City properties in accordance with Council direction, and manages land acquisitions in support of Council approved capital projects. This includes coordinating the subdivision of lands to create purchase properties, rezoning land to accommodate intended civic need, and negotiating sales agreements to protect the interests and financial position of the City

Results to be Achieved

- Expert, evidence-based sales and acquisition decisions preserve and enhance the City's financial position by effectively considering corporate impacts, long-term needs and evolving market conditions
- Continuous improvements to sales and acquisition services improve the experience of project partners and facilitate the effective and efficient delivery of capital projects in support of City objectives

Cost Drivers

- Heightened demand to support capital project development.
- Increased project quantity, scope, budget, and timelines demand resources
- Market and internal dependency upon property availability for sale and acquisition
- Corporate retention and funding availability for property for municipal use

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	\$8	-	-	-	-	-
Expenditure & Transfers	3,003	3,590	3,298	3,310	3,331	3,344
Subtotal	2,995	3,590	3,298	3,310	3,331	3,344
Intra-municipal Recoveries	(1,614)	(2,057)	(2,046)	(2,056)	(2,059)	(2,062)
Total Net Operating Requirement	\$1,381	\$1,533	\$1,252	\$1,254	\$1,272	\$1,282

Full-time Equivalents	25.0	29.0	27.0	27.0	27.0	27.0
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2018 Services

- Upgrade of integrated lot inventory software to improve effectiveness and efficiency
- Acquisition of land and interests in land for all phases of Yellowhead Freeway and LRT expansion projects
- Opportunities for city-building and profit-generating ventures with private industry

Changes in Services for 2019 - 2022

- Implementation of updated Corporate Land Process and Guidelines
- Refined property marketing practices to enhance sales opportunities
- Ongoing improvements to property sales coordination to support the preservation of historic City-owned buildings

Land Enterprise 2019-2022 Operating Budget

Introduction

Land Development

Enterprise Land Development (ELD) is a self-funded enterprise that acquires raw land and invests in planning, engineering and site servicing to bring the lots to sale. Benefits from these activities include the creation of residential, commercial and industrial lots, expansion of the city's infrastructure, advancement of City policy and goals, creating opportunities for business, and offsetting operation costs through an annual dividend. ELD advances Council-approved strategic objectives while striving to enhance citizens' lives and build Edmonton's global reputation.

ELD activities are conducted in accordance with *C511 - Land Development Policy*. Revenue from lot sales funds future acquisitions and development while also providing an annual dividend to the City to offset tax levy requirements, pursuant to *C516B - Land Enterprise Dividend Policy*.

Land development activities expand the city's road and utility network, promote sustainable built forms, contribute to affordable housing initiatives, add to the city's open spaces and natural areas and improve climate resilience. These activities produce a wide range of housing and business choices while creating a diverse range of local amenities, generating positive economic impacts and encouraging active, healthy lifestyles for citizens.

Land for Municipal Purposes

Property Acquisitions

Property Acquisitions provides land for municipal needs on a flow-through basis using approved capital budget profiles from a variety of City departments. This Service is managed by the Property Sales and Acquisitions Section of the Real Estate Branch and is responsible for acquiring land through various methods including opportunity purchases, land exchanges, utility right-of-ways (surface and subterranean, rights of entries, and expropriation). The Property Acquisitions program is foundational for City capital projects and infrastructure.

Land Management

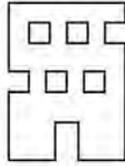
The Land Management determines the development potential of surplus land to support Council's strategic priorities and policy direction when reviewing each surplus property. This Service is managed by the Civic Property Services Section of the Real Estate Branch and is responsible for overseeing the project management associated with each surplus property and providing the Property Sales and Acquisitions Section with sales inventory to bring to market. Net sales proceeds are used to reduce the City's working capital deficit.

Programs & Services	
Land Development	Land for Municipal Purposes
Enterprise Land Development	Land Management
	Property Acquisitions

Land Enterprise

2018 Highlights

Land Development

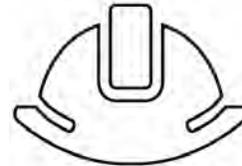


Development

Developed greenfield land resulting in the creation of residential lots, land for public use/industrial, a large Municipal Reserve parcel, a naturalized stormwater management facility, and arterial roadway.

Completed land acquisitions to consolidate ownership and secure future residential development lands.

Brought commercial property to the market along Gateway Boulevard.



City Building

Added to the City's infrastructure by installing sewers and watermains and paving roadways. Developed and transferred land to Edmonton Police Service, for their Northwest Campus Facility, and Fire Rescue Service for the Co-located Dispatch and Emergency Operations Center.

Executed Memoranda of Agreement for land development projects, facilitating the commencement of site servicing.

Land for Municipal Purposes

- Results of Property Acquisitions and Land Management are reported within the Real Estate Branch budget.

Impact of Previous Council Decisions:

Land Development

- Council recently approved the City Wide Affordable Housing Framework, targeting 16% affordable housing throughout the City. This may require revisions to ELD's project proforma and projected revenue.
- In 2016, Council directed that 75% of the net proceeds of the sale of land in West Rosedale, approximately \$9.73 million, be held in Land Enterprise for use in upcoming projects within the neighborhood.

Land for Municipal Purposes

- In 2017, Council directed that \$10 million worth of land surplus to City needs be transferred to support the Edmonton Community Development Corporation.
- In 2016, Executive Committee requested Administration investigate the creation of a municipally controlled for-profit land development corporation, the Municipal Development Corporation (MDC). In 2017, upon presentation of the analysis, input from industry and the Real Estate Advisory Committee (REAC), Administration was directed to cease work on the MDC. Administration continues to work with REAC in the ongoing review of civic surplus property sale opportunities.

Land Enterprise

Emerging Issues:

Land Development

- The Edmonton real estate market continues to be affected by the 2014 economic downturn. This has caused increased hesitancy and greater uncertainty in the market resulting in a slower absorption of residential, commercial and industrial lot products. The result of this is elevated levels of unsold lot inventory and a reduction in lot prices. This cooling of the residential, commercial and industrial market may result in slower sales, reduced prices and impact revenue projections.
- The global economic market is seeing increased uncertainty with the implementation of tariffs and renegotiation of long standing trade agreements such as the North American Free Trade Agreement. This may increase construction material costs, particularly if imported from the United States.
- The updated modernized Municipal Government Act (MGA) has expanded the ability to charge off-site levies for infrastructure such as public facilities (libraries, police stations, fire halls, and community recreation facilities) and provincial highway connections. If implemented, these new levies are likely to increase land development costs and could impact the profitability of ELD, however the magnitude of the impact is not presently known. In January, 2018 Council requested Administration initiate planning for expanded off-site levies and the extent of impact will be explored during that process. The total implementation could take in excess of two years and is presently in the preliminary analysis stage (internal and external stakeholder engagement, current state assessment, development of key principles).

Land for Municipal Purposes

- The Real Estate Branch continues to develop corporate Land Management Guidelines to manage real estate as a corporate asset; In Fall 2018, the Real Estate Branch intends to seek Council approval to create the Civic Property Reserve Account and differentiate the Land for Municipal Purposes Program from the Land Enterprise budget.
- Updates to Council infill policy and recent changes in support of secondary suites have created greater development opportunities for surplus City land.
- New efforts to integrate the review of City land holdings with planned Building Great Neighbourhood renewals are improving understanding of infill opportunities that may exist.
- The Real Estate Branch is working closely with the Housing and Homelessness team to understand future land requirements and assist them in obtaining building sites for future affordable housing development.



Branch - Land Enterprise

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Land Development	7,688	44,617	14,283	21,284	17,894	28,597
Land for Future Municipal Purposes	10	-	27,145	14,881	5,256	11,313
Total Revenue & Transfers	\$7,698	\$44,617	\$41,428	\$36,165	\$23,150	\$39,910
Net Expenditure & Transfers						
Land Development	8,893	41,768	12,296	18,249	15,718	26,746
Land for Future Municipal Purposes	(895)	231	14,864	10,740	5,431	9,524
Total Net Expenditure & Transfers	\$7,998	\$41,999	\$27,160	\$28,989	\$21,149	\$36,270
Net Income/(Loss)	(\$300)	\$2,618	\$14,268	\$7,176	\$2,001	\$3,640
Full-time Equivalent	8.0	9.0	9.0	9.0	9.0	9.0

Branch - Land Enterprise

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	7,698	44,617	41,428	36,165	23,150	39,910
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$7,698	\$44,617	\$41,428	\$36,165	\$23,150	\$39,910
Net Expenditure & Transfers						
Personnel	903	995	1,158	1,167	1,170	1,174
Materials, Goods, and Supplies	3	9	15	15	15	15
External Services	(951)	365	756	756	756	756
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	3,686	3,805	3,399	3,405	3,419	3,420
Utilities & Other Charges	44,732	60,159	178,078	160,466	144,530	67,117
Transfer to Reserves	19	-	-	-	-	-
Subtotal	49,157	65,333	183,406	165,809	149,890	72,482
Intra-municipal Recoveries	(41,159)	(23,334)	(156,246)	(136,820)	(128,741)	(36,212)
Total Net Expenditure & Transfers	\$7,998	\$41,999	\$27,160	\$28,989	\$21,149	\$36,270
Net Income/(Loss)	(\$300)	\$2,618	\$14,268	\$7,176	\$2,001	\$3,640
Full-time Equivalents	8.0	9.0	9.0	9.0	9.0	9.0

Branch - Land Enterprise

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	2,618	14,268	7,176	2,001
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	2,618	14,268	7,176	2,001
Existing Services (Incremental to Base)				
Cost Changes	14,840	(1,829)	7,841	(15,121)
Change to Service Level	-	-	-	-
Revenue Changes	(3,190)	(5,263)	(13,016)	16,760
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	11,650	(7,092)	(5,175)	1,639
Net Income/(Loss)	\$14,268	\$7,176	\$2,001	\$3,640
Incremental Change in Full-time Equivalent	-	-	-	-

Branch - Land Enterprise

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

No prior year adjustments approved that affect future revised base budget.

Existing Services (Incremental to Base):

Cost changes

The decrease in cost of land sold for development is due to lower sale projections as the cost of land is recognized in the year of sale.

Land for Municipal Purposes, cost of land sold and intra-municipal recoveries increased due to higher demand for real estate acquisitions based on current information for approved and proposed capital projects within the 2019-2022 Capital Budget cycle.

Intra-municipal Services

Real Estate shared services costs were reduced, reflecting the realignment of Real Estate Branch employee costs proportionately charged to the program they support.

External Services

An increase in external services is due to an adjustment of various historical administrative expenses.

Revenue

Land Development sales revenue changes are a result of sale projection changes. Forecasted market conditions were considered.

A decrease in miscellaneous interest is due to the repayment schedule declining balance.

Growth/New Services:

Council Amendments:

No Council amendments

Incremental Change in Full-time Equivalents:

No changes in FTEs for 2019-2022, Land Enterprise continues to implement process improvements to ensure the efficient utilization of existing FTEs.

Branch - Land Enterprise

Approved 2019 - 2022 Budget - Program Summary

Program Name - Land Development

Description

The program develops land inventory from greenfield land into fully serviced residential, commercial, and industrial lots for sale in a manner consistent with City objectives and policies as well as industry best practices. Residential/mixed-use land development projects support people friendly communities and eco-efficiency, and Industrial-commercial-institutional (ICI) land development projects support the supply of land for economic development objectives

Results to be Achieved

City land developments demonstrate leadership in meeting City objectives (such as people friendly communities and eco-efficiency) while delivering a financial return to the City. City development activities are conducted in pursuant to City Policies C511, Land development Policy and C516B Land Enterprise Dividend Policy as well as the Industrial Land Strategy. Business practices are consistent with the land development industry

Cost Drivers

- Market Competition, both supply/demand factors
- Cost input factors including land values, consulting fees, construction costs, assessments and over-expenditures, increases to City fees, and post construction damage
- Land acquisition costs - shorter holding periods may reduce profit

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$7,688	\$44,617	\$14,283	\$21,284	\$17,894	\$28,597
Expenditure & Transfers	8,893	41,768	12,296	18,249	15,718	26,746
Subtotal	(1,205)	2,849	1,987	3,035	2,176	1,851
Intra-municipal Recoveries	-	-	-	-	-	-
Net Income/(Loss)	(\$1,205)	\$2,849	\$1,987	\$3,035	\$2,176	\$1,851
Full-time Equivalents	8.0	9.0	9.0	9.0	9.0	9.0

2018 Services

Residential/Mixed-Use: Goodridge Corners planning; Laurel Stage 22 subdivision servicing, Schonsee and Aster land acquisitions

Industrial/Commercial/Institutional (ICI): Goodridge Corners Stage 1 servicing for civic use; Rampart Stage 4 & 6 servicing; and Gateway Commercial for sale

Changes in Services for 2019 - 2022

- Potential land acquisitions
- Planning and detailed design in Goodridge Corners, Rampart and Southeast Industrial
- Subdivision servicing in Rampart, Schonsee, Southeast Industrial and the completion of Laurel 22 and Goodridge projects
- Anticipated lot sales for Gateway Commercial, Goodridge, Rampart, Roper, Laurel and Schonsee

Branch - Land Enterprise

Approved 2019 - 2022 Budget - Program Summary

Program Name - Land for Future Municipal Purposes

Description

The program acquires land that is required for various City Council-approved municipal projects where departments have funded capital profiles. The program also provides services to support management and disposition of corporate real estate assets to achieve Council objectives and support the financial sustainability of the City

Results to be Achieved

- Continuous improvements to surplus land development processes meet public expectations and enable the effective and efficient use of surplus land for densification, transit oriented development, affordable housing, and other City objectives
- Timely and accurate land valuation services are easy to access, review and understand

Cost Drivers

- Increased demand and complexity of public engagement and communications
- Availability of City-owned land declared surplus
- Increased costs and demand for capital servicing, appraisals, planning, and administration of surplus municipal projects
- Short timelines to acquire needed lands
- Acquisition file volume and complexity

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$10	-	\$27,145	\$14,881	\$5,256	\$11,313
Expenditure & Transfers	40,264	23,565	171,110	147,560	134,172	45,736
Subtotal	(40,254)	(23,565)	(143,965)	(132,679)	(128,916)	(34,423)
Intra-municipal Recoveries	41,159	23,334	156,246	136,820	128,741	36,212
Net Income/(Loss)	\$905	(\$231)	\$12,281	\$4,141	(\$175)	\$1,789

Full-time Equivalents

- - - - -

2018 Services

- Appraisal services for City land acquisition and disposition, including a high volume of LRT and Yellowhead Trail land appraisals
- Development planning/engineering for surplus land and activities to bring surplus land to market
- Land expropriation providing foundational land components for City Council approved capital projects

Changes in Services for 2019 - 2022

- Design and implementation of enhanced project management practices for surplus land development
- Improved oversight, governance processes and change management activities to support Land Governance Transformation
- Onsite soil management as a standard safety practice for surplus building sites
- Corporate review of City land holdings based on land governance guidelines and processes

Branch - Land Enterprise

Pro-Forma Income Statement - Land Development

Enterprise Land Development (\$000)		2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfer					
1,3	Land Sales - ICI	\$ 2,271	\$ 9,272	\$ 6,344	\$ 11,657
2,3	Land Sales - Residential	12,012	12,012	11,550	16,940
4	Cost of Land Sold	9,557	15,500	12,958	23,981
5	Gross Margin \$	4,726	5,784	4,936	4,616
	Gross Margin %	33%	27%	28%	16%
	Other Revenue				
6	Net Revenues	4,726	5,784	4,936	4,616
Expenditures					
	Personnel	1,158	1,167	1,170	1,174
	Materials, Goods and Supplies	14	14	14	14
	External Services	394	394	394	394
	Intra-municipal Services	1,143	1,144	1,152	1,152
	Utilities & Other Charges	29	29	29	29
	Net Expenditures	2,738	2,748	2,759	2,763
7	Net Income (Loss)	1,987	3,035	2,176	1,851
8	Retained Earnings, Beginning of Year	180,631	182,618	185,157	186,574
	Dividends Payable to General Government	0	(497)	(759)	(544)
	Retained Earnings, End of Year	\$ 182,618	\$ 185,157	\$ 186,574	\$ 187,881

Explanatory Notes

- Land development estimates measure the cost of sales prior to all costs being committed or known. Accounting estimates are necessary for the purposes of reporting annual earnings and resultant dividend. Budget preparation is therefore conservative in nature.
- The nature of a land development proforma requires forward looking assumptions and involves risks and uncertainties related to the business and general economic environment.
- For 2019-2022 land sales represent greenfield lot sales solely.
- When land is sold, total costs incurred to bring the land to market are included in the cost of land sold.
- Margins fluctuate depending on timing of land development, regulatory approval, and projected sales timing including absorption and market trends.
- The forecast revenue is premised on industry-standard proforma calculations. Revenue and dividend may be impacted when including City-building initiatives.
- Net income from land development may be proportionately lower than industry when:
 - Land development for resale is diverted to meet City operational requirements and may forego profit opportunity.
 - Development of affordable lots, targeted at the market segment lower than average market lots are created in accordance with City Policy C511 - Land Development Policy.
 - Investments are made in infrastructure to facilitate private sector development.
- Retained Earnings represents the accumulated profit of Land Enterprise that has been reinvested to grow development and facilitate ongoing operations. Net income has been used historically to return dividend to the City, reduce City debt, and invest in municipal real estate.

Branch - Land Enterprise

Pro-Forma Balance Sheet - Land Development

Enterprise Land Development (\$000)	2019 Projection	2020 Projection	2021 Projection	2022 Projection
Financial Assets				
Accounts Receivable	\$ 982	\$ 982	\$ 982	\$ 982
1 Land Inventory - Development	94,480	100,607	110,110	112,542
2 Land Inventory - Other	18,406	22,613	24,280	21,489
Due from the City of Edmonton	13,416	6,746	(1,882)	909
Financial Assets	127,284	130,948	133,490	135,922
Non-Financial Assets	56,459	56,459	56,459	56,459
Total Assets	183,743	187,407	189,949	192,381
Liabilities				
3 Accounts Payable and Accrued Liabilities	1,125	2,250	3,375	4,500
Due to the City of Edmonton	-	-	-	-
Total Liabilities	1,125	2,250	3,375	4,500
Net Financial Assets (Net Debt)	182,618	185,157	186,574	187,881
Equity				
Retained Earnings	182,618	185,157	186,574	187,881
4 Total Retained Earnings	\$ 182,618	\$ 185,157	\$ 186,574	\$ 187,881

Explanatory Notes

- 1 Land Inventory includes the original acquisition cost of undeveloped land plus any servicing costs incurred. Through the capital budget, City Council approves funding for greenfield lot servicing. These costs are captured as part of the cost of land when it is subsequently sold. When sold, total costs incurred to bring the land to market are included in the Cost of Land Sold on the Income Statement.
- 2 Land Inventory - Other is presented in anticipation of a proposed split with Surplus Land Development inventory.
- 3 Accounts Payable and Accrued Liabilities is primarily an estimate related to outstanding development costs for work completed by a year end.
- 4 Retained Earnings represents the accumulated profit of Land Enterprise that has been reinvested to grow development and facilitate ongoing operations. Net income has been used historically to return dividend to the City, reduce City debt, and invest in municipal real estate.

Branch - Land Enterprise

Pro-Forma Income Statement - Land For Municipal Purposes

Surplus Land (\$000)		2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfer					
1	Land Sales	\$ 27,096	\$ 14,842	\$ 5,226	\$ 11,295
2	Cost of Land Sold - Surplus	12,247	8,117	2,802	6,895
	Gross Margin \$	14,849	6,725	2,424	4,400
	Gross Margin %	55%	45%	46%	39%
	Other Revenue	49	39	29	18
3	Net Revenues	14,898	6,764	2,453	4,418
Expenditures					
4	Cost of Land Transferred - City Use	156,246	136,820	128,741	36,212
	Personnel	-	-	-	-
	Materials, Goods and Supplies				
	External Services	362	362	362	362
	Intra-municipal Services	2,255	2,261	2,266	2,267
	Utilities & Other Charges				
	Subtotal	158,863	139,443	131,369	38,841
	Intra-Municipal Recoveries - Land Transfer	(156,246)	(136,820)	(128,741)	(36,212)
	Net Expenditures	2,617	2,623	2,628	2,629
	Net Income (Loss)	12,281	4,141	(175)	1,789
5	Retained Earnings, End of the Year	\$ 9,186	\$ 13,327	\$ 13,152	\$ 14,941

Explanatory Notes

- Land for municipal purposes is presented in two categories in anticipation of a proposed split with Surplus Land Development inventory. Land municipal purposes identifies lands purchased for the needs of other departments that were not capitalized at the time of acquisition and where an outstanding debt remains in Land Enterprise. A significant portion of this land is associated with parkland acquisition.
- Cost of land Sold includes the total cost incurred to bring the land to market for sale.
- Revenue projections have been incorporated into the budget submission, pending a report to Council.
- Land acquisition and transfer of land for municipal use is based on current information for approved and proposed capital projects in the 2019-2022 capital budget cycle and repayment of strategic land acquisition for other City departments.
- Retained Earnings represent the accumulated profit of Municipal and surplus land that has been reinvested to grow the land development asset base and facilitate ongoing operations.

Branch - Land Enterprise

Pro-Forma Balance Sheet - Land For Municipal Purposes

Land for Municipal Purposes (\$000)		2019 Projection	2020 Projection	2021 Projection	2022 Projection
Financial Assets					
1	Land for Municipal Purposes	\$ 44,643	\$ 32,362	\$ 30,070	\$ 29,070
	Total Financial Assets	44,643	32,362	30,070	29,070
Liabilities					
2	Accounts Payable and Accrued Liabilitie	6,557	6,557	6,557	6,557
3	Due to the City of Edmonton	28,900	12,478	10,361	7,572
	Total Liabilities	35,457	19,035	16,918	14,129
	Net Financial Assets (Net Debt)	9,186	13,327	13,152	14,941
Equity					
	Accumulated Deficit/Surplus	\$ 9,186	\$ 13,327	\$ 13,152	\$ 14,941
4	Total Retained Earnings	\$ 9,186	\$ 13,327	\$ 13,152	\$ 14,941

Explanatory Notes

- 1 Land for municipal purposes identifies land purchased for the needs of other departments that were not capitalized at the time of acquisition and where an outstanding debt remains to Land Enterprise. A significant portion of this land is associated with parkland acquisition.
- 2 Accounts Payable and Accrued Liabilities is primarily an estimate related to outstanding expropriation commitments.
- 3 Due to the City of Edmonton represents the City's working capital contribution to finance land purchases for municipal purposes on an interim basis. Administration has implemented a number of strategies to effectively manage this balance.
- 4 The Land for Future Municipal Purposes' total accumulated deficit consists of its accumulated operating position, capital to be financed and equity in tangible capital assets.

Department - Integrated Infrastructure Services 2019-2022 Operating Budget

Edmonton

Introduction

Integrated Infrastructure Services works to inspire trust among citizens and Council through their commitment and ability to deliver quality infrastructure. The Department contributes to the Building of a Great City by supporting innovation and excellence, bringing ideas to reality, assembling expertise, and building legacy infrastructure that helps citizens to have a better life in Edmonton.

As part of the Department's business model, Integrated Infrastructure Services stewards the development of capital infrastructure projects from concept through to completion of construction. The Department also integrates the needs and views of citizens and business partners at each stage of the planning and design process.

The Department leads the development and delivery of programs and services that range from infrastructure planning, design and delivery, neighbourhood and asset renewal, LRT expansion and renewal, Yellowhead Trail and the Blatchford Redevelopment Project.

Integrated Infrastructure Services strives to continuously improve on its existing business model in order to enhance the City's management of capital projects.

The 2019-2022 Operating Budget supports the Department's ability to deliver on the City Council-approved capital infrastructure program.



Department - Integrated Infrastructure Services

The Department consists of six branches:

The **Infrastructure Planning and Design** Branch helps Build a Great City by planning and designing facilities, open spaces and transportation infrastructure that meet the needs of all Edmontonians.

The **Infrastructure Delivery** Branch helps to Build a Great City by ensuring a focus on governance, project and construction management effectiveness to deliver the approved capital budget infrastructure portfolio.

The **Business Planning and Support** Branch provides centralized strategic leadership with core support functions for the Department in project management, budget and business planning, workplace systems and engineering services.

The **Building Great Neighbourhoods** Branch pursues the Department’s vision by looking beyond hard infrastructure and taking a holistic approach to community development and improving citizen quality of life.

The **LRT Expansion and Renewal** Branch helps to shape the way Edmonton moves by focusing on the development and delivery of the LRT expansion program.

The **Blatchford Redevelopment Project** is one of the largest sustainable developments being planned in the world. Blatchford is building a new standard for vibrant, livable and healthy communities.

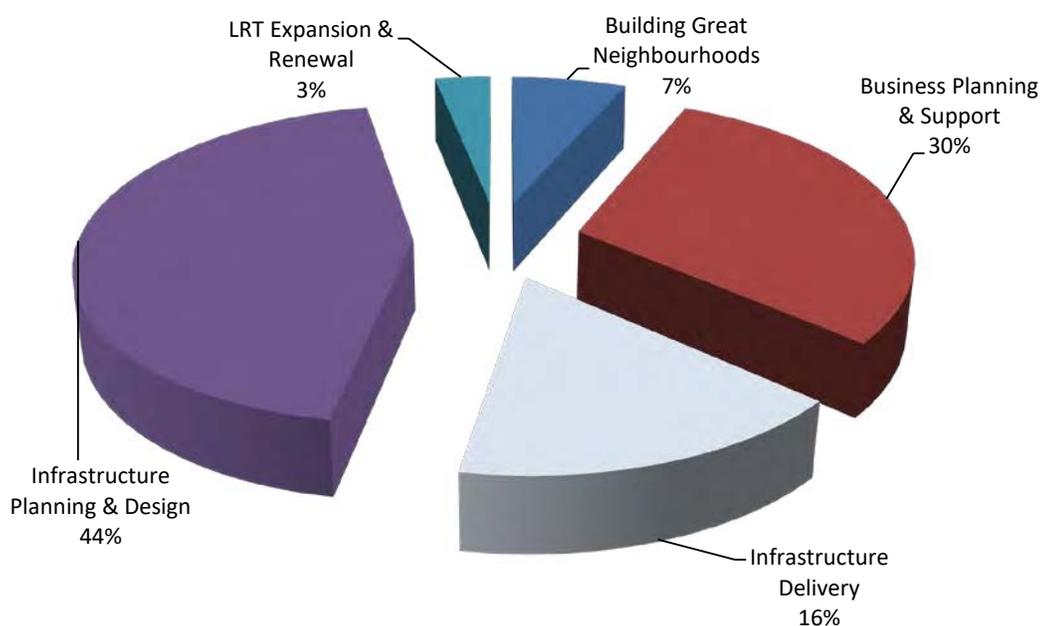
Branches and Programs					
Infrastructure Planning and Design	Infrastructure Delivery	Business Planning and Support	Building Great Neighbourhoods	LRT Expansion and Renewal	Blatchford Redevelopment Project
Facility Planning and Design	Facilities Infrastructure Delivery	Department and Business Management	Building Great Neighbourhoods Planning and Design	LRT Expansion and Renewal	Blatchford Redevelopment Project
Open Space Planning and Design	Open Space Infrastructure Delivery	Project Management Centre of Excellence	Building Great Neighbourhoods Infrastructure Delivery		
Transportation Planning and Design	Transportation Infrastructure Delivery	Workplace Systems			
Lifecycle Management	Renewable Energy Systems	Engineering Services			
Yellowhead Trail Planning, Design and Delivery					

Department - Integrated Infrastructure Services

Approved 2019-2022 Budget - Department Summary by Branch

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Business Planning & Support	466	421	463	463	963	963
Infrastructure Planning & Design	4	-	-	-	-	-
LRT Expansion & Renewal	1,660	100	455	455	455	455
Total Revenue & Transfers	\$2,130	\$521	\$918	\$918	\$1,418	\$1,418
Net Expenditure & Transfers						
Building Great Neighbourhoods	2,551	1,462	1,453	1,453	1,453	1,453
Business Planning & Support	9,668	7,674	7,144	6,931	6,914	6,897
Infrastructure Delivery	(191)	3,709	3,629	3,564	3,564	3,564
Infrastructure Planning & Design	12,852	9,477	9,804	11,954	9,604	9,454
LRT Expansion & Renewal	2,269	813	1,157	1,157	1,157	1,157
Total Net Expenditure & Transfers	\$27,149	\$23,135	\$23,187	\$25,059	\$22,692	\$22,525
Total Net Operating Requirement	\$25,019	\$22,614	\$22,269	\$24,141	\$21,274	\$21,107
Full-time Equivalents	489.8	519.7	528.9	521.8	519.3	519.3

2019 Net Expenditures by Branch



Department - Integrated Infrastructure Services

Approved 2019-2022 Budget - Department Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	921	521	918	918	1,418	1,418
Grants	4	-	-	-	-	-
Transfer from Reserves	1,205	-	-	-	-	-
Total Revenue & Transfers	\$2,130	\$521	\$918	\$918	\$1,418	\$1,418
Net Expenditure & Transfers						
Personnel	56,280	63,439	64,358	64,281	64,535	64,865
Materials, Goods, and Supplies	2,726	2,457	2,406	2,406	2,406	2,406
External Services	2,188	2,551	2,534	4,899	2,079	1,929
Fleet Services	572	462	398	402	405	406
Intra-municipal Charges	9,396	9,722	8,843	8,857	8,988	9,003
Utilities & Other Charges	841	847	598	522	522	522
Transfer to Reserves	253	-	-	-	-	-
Subtotal	72,256	79,478	79,137	81,367	78,935	79,131
Intra-municipal Recoveries	(45,107)	(56,343)	(55,950)	(56,308)	(56,243)	(56,606)
Total Net Expenditure & Transfers	\$27,149	\$23,135	\$23,187	\$25,059	\$22,692	\$22,525
Total Net Operating Requirement	\$25,019	\$22,614	\$22,269	\$24,141	\$21,274	\$21,107
Full-time Equivalents	489.8	519.7	528.9	521.8	519.3	519.3

Budget Details are provided at the Branch level.

Branch - Building Great Neighbourhoods 2019-2022 Operating Budget

Edmonton

Introduction

The Building Great Neighbourhoods Branch leads the Neighbourhood Renewal Program, which is an effective, long-term strategic approach to address Edmonton’s neighbourhood infrastructure needs in existing neighbourhoods. The program balances the need to rebuild in some neighbourhoods, with a preventative maintenance approach in others.

The Branch integrates and leverages various City programs to renew infrastructure and contribute to neighbourhoods meeting their full potential. The Branch also undertakes broad public engagement to understand the unique needs of each neighbourhood and to include communities in setting the vision and making decisions for their neighbourhood. By working with residents, other community opportunities are identified to enhance how people live and interact in their neighbourhood.

The work of the Branch is delivered by two program areas:

- **Building Great Neighbourhoods Planning & Design** manages the planning and design of comprehensive neighbourhood infrastructure renewal. In an effort to integrate multiple interests and work being carried out within a neighbourhood, other opportunities are explored to improve parks and public spaces, as well as other City-owned property that enhance neighbourhood liveability and connectivity (e.g. trail improvements, trees, sidewalk connections).
- **Building Great Neighbourhoods Infrastructure Delivery** manages the delivery of an integrated scope of work that renews and enhances neighbourhoods. The Neighbourhood Renewal Program rehabilitates roads and replaces street lights, sidewalks, curbs, gutters, and connects missing sidewalk links, as well as elements that enhance a community as part of building complete communities.

Programs & Services	
Building Great Neighbourhoods Planning and Design	Building Great Neighbourhoods Infrastructure Delivery
Neighbourhood Renewal Planning & Design	Neighbourhood Renewal Delivery
Project Management Services	Project Management Services
Public Engagement	Administer Local Improvement process for Neighbourhood Renewal related projects

Branch - Building Great Neighbourhoods

Programs & Services:

The Building Great Neighbourhoods Branch services are focused on planning and design, infrastructure delivery, project management and public engagement. The Branch also administers the process for other local improvements and related projects which go beyond renewing roads, sidewalks and street lights to include active transportation, parks and economic development. This allows the City to maximize existing investments in renewal infrastructure with growth elements such as shared use paths and bike infrastructure. Additional enhancements to calm traffic patterns and improve the safety of communities may also be undertaken to ensure seamless delivery.

Changes to Service Levels

- The Alley Renewal Program works towards achieving long-term, system-wide condition targets over the next 25 years. It will commence construction in 2019, and will accelerate over the next four years to a fully funded program.

Positive Change - Innovation & Continuous Improvement

Public Engagement

- Enhanced public engagement strategies are being implemented to ensure citizens have a voice in the projects related to their communities. The Branch takes a holistic and integrated City of Edmonton approach to make changes beyond infrastructure improvements and will work in partnership with neighbourhoods to develop a vision of the renewed state that considers the uniqueness of the neighbourhood alongside the necessary City of Edmonton renewal requirements.

Implementation of Project Development and Delivery Model to support 2019 - 2022 Capital Budget

- The Project Development and Delivery Model is one of the cornerstones of the Department and its develop/deliver business model. This model, formalized under the Capital Project Governance Policy (C591), enhances the City's management of capital projects based on industry best practices and the project gating approach provides Council with better information for making capital investment decisions.

Role of the Project Manager

- This initiative advances a unified approach to project management expectations across the Department, including "in-scope" and "out-of-scope" staff. Outcomes include consistent and updated position descriptions across all infrastructure asset types; aligned project manager roles with elevated leadership expectation; role clarity to support the Project Development and Delivery Model; and allows for employees to evaluate opportunities for personal growth and advancement within a project management role.

Branch - Building Great Neighbourhoods

Impact of Previous Council Decisions:

Alley Renewal Strategy

- A tax supported alley renewal program was approved by Council in 2017 to further support the City's goal of ensuring sustainable and accessible infrastructure. At the May 9, 2017 City Council meeting, Council passed that the Alley Renewal Strategy's target be set at a medium-high level of service.
- Council made a further motion on June 12, 2018 directing Administration to proceed with preparing capital profiles for an Alley Renewal Program to implement a high level of service that would achieve an overall alley network average of Condition Index Grade B (good), with zero alleys at condition index Grade F, within 25 years (2019-2043).

Emerging Issues:

Funding Constraints

- Limited growth budgets to support renewal program and meet expectations of broader community outcome goals.
- Inflationary impacts to the program over time that may require tax levy increase to sustain current program.

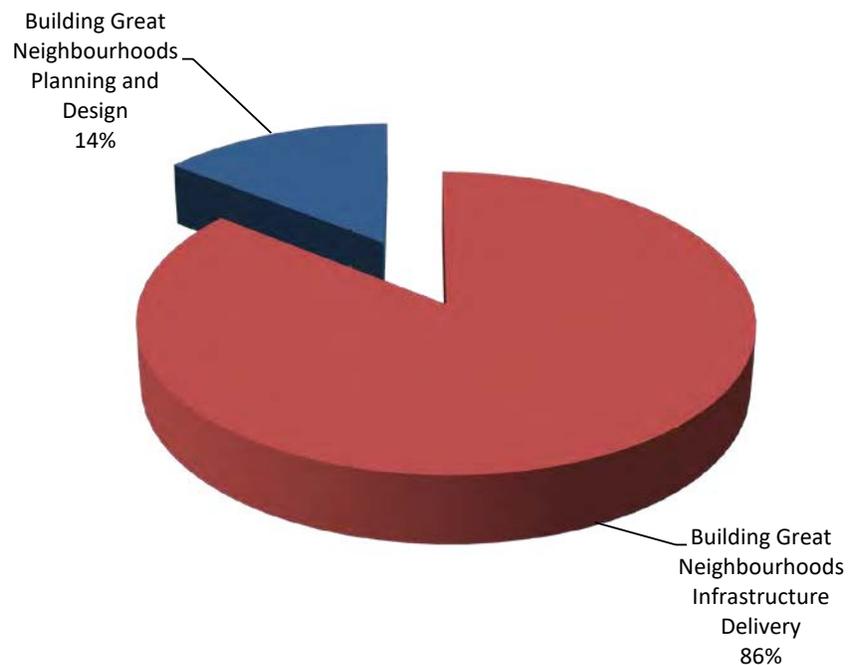


Branch - Building Great Neighbourhoods

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Building Great Neighbourhoods Infrastructure Delivery	1,166	1,243	1,246	1,257	1,265	1,270
Building Great Neighbourhoods Planning and Design	1,385	219	207	196	188	183
Total Net Expenditure & Transfers	\$2,551	\$1,462	\$1,453	\$1,453	\$1,453	\$1,453
Total Net Operating Requirement	\$2,551	\$1,462	\$1,453	\$1,453	\$1,453	\$1,453
Full-time Equivalents	47.0	52.0	53.0	53.0	53.0	53.0

2019 Net Expenditures by Program



Branch - Building Great Neighbourhoods

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	5,418	6,653	6,708	6,778	6,824	6,859
Materials, Goods, and Supplies	542	163	158	158	158	158
External Services	150	109	109	109	109	109
Fleet Services	9	19	7	7	7	7
Intra-municipal Charges	240	567	655	655	655	655
Utilities & Other Charges	28	26	22	22	22	22
Transfer to Reserves	-	-	-	-	-	-
Subtotal	6,387	7,537	7,659	7,729	7,775	7,810
Intra-municipal Recoveries	(3,836)	(6,075)	(6,206)	(6,276)	(6,322)	(6,357)
Total Net Expenditure & Transfers	\$2,551	\$1,462	\$1,453	\$1,453	\$1,453	\$1,453
Total Net Operating Requirement	\$2,551	\$1,462	\$1,453	\$1,453	\$1,453	\$1,453
Full-time Equivalents	47.0	52.0	53.0	53.0	53.0	53.0

Designed to improve over 300 Edmonton neighbourhoods **within 30 years**

Approximately
\$1.3 billion
 in neighbourhood renewal
 and enhancements from
2009–2018

An average of **5**
new neighbourhood
reconstructions start yearly

Neighbourhood
 reconstructions are
 ongoing in an average of **10**
neighbourhoods each year

First program of its kind
in Canada

BRANCH BY THE NUMBERS
 BUILDING GREAT NEIGHBOURHOODS



Branch - Building Great Neighbourhoods

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	1,462	1,453	1,453	1,453
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	1,462	1,453	1,453	1,453
Existing Services (Incremental to Base)				
Cost Changes	(9)	-	-	-
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	(9)	-	-	-
Total Approved Budget	\$1,453	\$1,453	\$1,453	\$1,453
Incremental Change in Full-time Equivalents	1.0	-	-	-



Branch - Building Great Neighbourhoods

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

In the previous year's budget, 6.0 FTEs were approved to support ongoing projects within the Branch. These positions are funded from the Capital Program and, therefore, have a net nil impact on the 2019-2022 base budget.

Existing Services (Incremental to Base):

Cost pressures are mainly attributable to personnel increases throughout 2019-2022 as a result of certain inflationary and merit increases. These increases are primarily offset by increased recoveries from Capital Programs. In addition, Building Great Neighbourhoods contributed to the Department's strategies to reduce the overall base budget. This involved cost reductions in travel and training, stationery purchases and non-essential membership dues. The Branch plans to reduce these expenditures by 50 percent. In addition, the Branch will contribute to Corporate efficiency savings through the evaluation of landline alternatives.

Growth/New Services:

There are no service packages being requested for growth or new services.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

The 6.0 FTEs approved in the previous year's budget occurred part way through 2018. The remaining portion of their budgeted costs carries into 2019 and equates to 1.0 FTE.

Over the next four years, Building Great Neighbourhoods will require new FTEs in order to deliver the Alley Renewal program and implement public engagement best practices, which align with the Council Initiative on Public Engagement and the Building Great Neighbourhoods Branch Public Engagement Charter. Future FTE budget requests will come forward for consideration as details on further needs are determined. The costs of these FTEs will be charged to capital and funded by the Neighbourhood Renewal levy.

Branch - Building Great Neighbourhoods

Approved 2019 - 2022 Budget - Program Summary

Program Name - Building Great Neighbourhoods Infrastructure Delivery

Description

This program manages the delivery of an integrated scope of work that renews and enhances neighbourhoods. Through Neighbourhood Renewal Program, rehabilitate roads and replace street lights, sidewalks, curbs, gutters, and connect missing sidewalk links, as well as elements that enhance a community as part of building complete communities.

Results to be Achieved

- Renewed neighbourhood infrastructure and seamless delivery of any growth elements, as part of building complete communities.
- Improved quality of project end products that meet the needs of citizens in accessibility, sustainability and attractiveness.
- City of Edmonton capital budget is spent efficiently delivering best value to the taxpayers.

Cost Drivers

- Neighbourhood Renewal Price Index (i.e. annual labor and material rates/inflation).
- Design changes and/or increased scope of work due to new building standards or guidelines.
- Detailed design requirements for collector and local roads.
- Condition ratings of roadways and associated infrastructure.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	3,471	2,651	2,734	2,761	2,782	2,797
Subtotal	3,471	2,651	2,734	2,761	2,782	2,797
Intra-municipal Recoveries	(2,305)	(1,408)	(1,488)	(1,504)	(1,517)	(1,527)
Total Net Operating Requirement	\$1,166	\$1,243	\$1,246	\$1,257	\$1,265	\$1,270
Full-time Equivalents	19.0	20.2	21.0	21.0	21.0	21.0

2018 Services

Provided project management and onsite construction inspection for neighbourhoods and local/collector roadways that have been prioritized for renewal.

Changes in Services for 2019 - 2022

- In addition to renewing neighbourhood infrastructure, deliver an integrated scope of work that includes growth elements, as part of building complete communities.
- The Alley Renewal Program, which will unfold gradually over the next 25 years, will commence construction in 2019, and will ramp up over the next four years (2022).

Branch - Building Great Neighbourhoods

Approved 2019 - 2022 Budget - Program Summary

Program Name - Building Great Neighbourhoods Planning and Design

Description

This program manages the integrated planning and design of comprehensive neighbourhood infrastructure renewal. In an effort to integrate multiple interests and work being carried out within a neighbourhood, other opportunities are explored to improve parks and public spaces, as well as other City-owned property that enhance neighbourhood liveability and connectivity (e.g. trail improvements, trees, sidewalk connections and more).

Results to be Achieved

- A design and scope of work that renews neighbourhood infrastructure and transforms a community seamlessly.
- Improved quality of project end products that meet the needs of citizens in accessibility, sustainability and attractiveness.
- Increased integration of life cycle capital asset planning (optimized investment).

Cost Drivers

- Level of public engagement required to partner and establish a scope of work with communities.
- Preliminary design requirements for collector and local roads.
- Changes in guidelines for design practices.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	2,916	4,886	4,925	4,968	4,993	5,013
Subtotal	2,916	4,886	4,925	4,968	4,993	5,013
Intra-municipal Recoveries	(1,531)	(4,667)	(4,718)	(4,772)	(4,805)	(4,830)
Total Net Operating Requirement	\$1,385	\$219	\$207	\$196	\$188	\$183
Full-time Equivalents	28.0	31.8	32.0	32.0	32.0	32.0

2018 Services

Managed portfolios of neighbourhood improvements through comprehensive and integrated planning and design, enhanced public engagement and project management services.

Changes in Services for 2019 - 2022

- Continue to plan and design an integrated scope of work that renews and enhances neighbourhoods, along with enhanced public engagement up to four years prior to construction.
- The Alley Renewal Program, which will unfold gradually over the next 25 years, will commence construction in 2019, and will ramp up over the next four years (2022).

Branch - Business Planning & Support 2019-2022 Operating Budget

Edmonton

Introduction

The programs within the Business Planning and Support Branch work toward achieving the mission of leading the Integrated Infrastructure Services Department in advancing excellence while ensuring an integrated approach with the corporation through the consistent development of our business, people, processes and systems.

The work of the Branch is delivered by four program areas:

- The **Department and Business Management** program supports the Department so that capital project delivery areas can do their work more efficiently and effectively. The program includes facilitating the Department's direction-setting, coordinating budget delivery, monitoring performance, strengthening its workforce, and implementing Department-wide improvements and processes.
- The **Project Management Centre of Excellence** works closely with capital infrastructure project planning and delivery areas to advance project management maturity and excellence. The program works to better project management expertise, practises and processes, systems and tools, which improves corporate and community outcomes.
- **Workplace Systems** advances excellence in safety, environmental and quality management across the Department. The program provides services that are consistent and effective. It takes into account the needs of capital projects during planning, design and delivery stages to ensure projects are compliant to health, safety and environmental standards.
- **Engineering Services** advances excellence in engineering strategy, design, delivery and operations for the Department. The program provides advice for facility, environmental and geotechnical engineering, which includes: technical scoping for proposals and projects, attending project meetings to provide technical support and advice, contractor management and research and development.

Programs & Services			
Department & Business Management	Project Management Centre of Excellence	Workplace Systems	Engineering Services
Strategy, Business Planning and Budget Overview	Project Management Knowledge and Skills	Management of Safety, Environment and Quality Systems	Engineering Strategy and Design
Department Workforce Development	Project Management Practices and Processes	Inspection of Construction Practices	Design, Facilities, Geotechnical, and Environmental Engineering
Performance Measurement	Project Management Systems and Tools	Geomatic Solutions for Engineering Projects	Municipal Construction Materials
Continuous Improvement			

Branch - Business Planning & Support

Programs and Services:

The Business Planning and Support Branch provides services focused on advancing excellence while ensuring an integrated approach with the corporation through the consistent development of our business, people, processes and systems.

Change in Service Levels

- As the Branch continues to respond to the changing needs of the capital delivery areas with which it works, it is anticipated the Business Planning and Support Branch will adjust services to meet the requirements of the highest priority areas. In 2018, the Branch began an exercise to clearly define service lines, as well as service standards. This exercise will continue in 2019. It is anticipated that if new services are identified, the Branch would fund this work through corresponding reductions in service lines no longer required, or by changing existing service delivery standards.

Positive Change - Innovation & Continuous Improvement

Building Edmonton

- This web-based map allows all Edmontonians to access information about planned infrastructure projects across the city. It is a snapshot of current major infrastructure projects in concept, design or being built by the City of Edmonton. Citizens are able to track the progress of projects in an unprecedented way through this interactive tool.

Improving Business Efficiencies

- Engineering Services and Workplace Systems implemented shifts to provide support to our internal and external partners. These shifts have reduced the overtime expenditures by 61 percent when compared with previous years, while reducing the risk of occupational injuries due to employee fatigue.

Technology/Automation

- A move to digitization and better utilization of technology will provide opportunities to create improved work processes, which will improve overall business efficiency.

Project Management

- Continue to build project management competencies within Integrated Infrastructure Services to advance project management knowledge and maturity to develop consistency and quality infrastructure for the citizens of Edmonton.

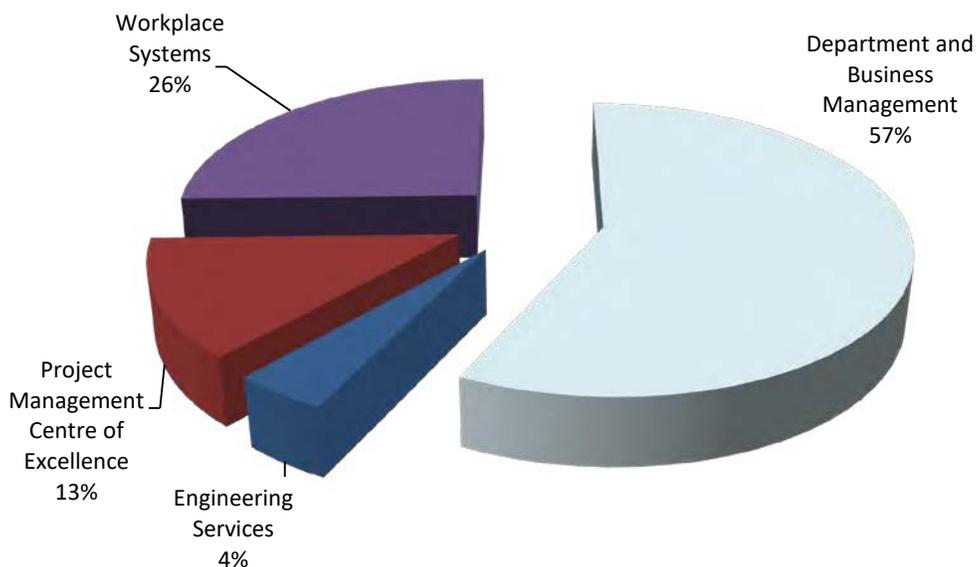


Branch - Business Planning & Support

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Department and Business Management	-	421	463	463	963	963
Engineering Services	448	-	-	-	-	-
Workplace Systems	18	-	-	-	-	-
Total Revenue & Transfers	\$466	\$421	\$463	\$463	\$963	\$963
Net Expenditure & Transfers						
Department and Business Management	6,892	4,861	4,287	4,018	3,942	3,895
Engineering Services	878	449	288	303	323	337
Project Management Centre of Excellence	753	702	874	894	913	925
Workplace Systems	1,145	1,662	1,695	1,716	1,736	1,740
Total Net Expenditure & Transfers	\$9,668	\$7,674	\$7,144	\$6,931	\$6,914	\$6,897
Total Net Operating Requirement	\$9,202	\$7,253	\$6,681	\$6,468	\$5,951	\$5,934
Full-time Equivalent	184.9	191.5	193.4	193.4	193.4	193.4

2019 Net Expenditures by Program



Branch - Business Planning & Support

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	462	421	463	463	963	963
Grants	4	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$466	\$421	\$463	\$463	\$963	\$963
Net Expenditure & Transfers						
Personnel	21,577	22,301	22,453	22,652	22,810	22,912
Materials, Goods, and Supplies	898	1,444	1,428	1,428	1,428	1,428
External Services	619	859	369	589	119	119
Fleet Services	326	416	391	395	398	399
Intra-municipal Charges	1,344	5,933	5,408	5,422	5,455	5,470
Utilities & Other Charges	370	499	296	220	220	220
Transfer to Reserves	-	-	-	-	-	-
Subtotal	25,134	31,452	30,345	30,706	30,430	30,548
Intra-municipal Recoveries	(15,466)	(23,778)	(23,201)	(23,775)	(23,516)	(23,651)
Total Net Expenditure & Transfers	\$9,668	\$7,674	\$7,144	\$6,931	\$6,914	\$6,897
Total Net Operating Requirement	\$9,202	\$7,253	\$6,681	\$6,468	\$5,951	\$5,934
Full-time Equivalents	184.9	191.5	193.4	193.4	193.4	193.4

Building Edmonton has reported on **313 projects**

>272
staff oriented
on Project
Development and
Delivery Model
since 2017

21,000 hits
to the **Building Edmonton website**
since Aug. 2017

>265
staff trained
on e-Builder
tool & project
management
practices

Near miss reporting has gone from
2 in 2017 to 61 by September 2018

Over 500 geotechnical, environmental & facility design
reviews and over 15,000 quality assurance tests in 2017

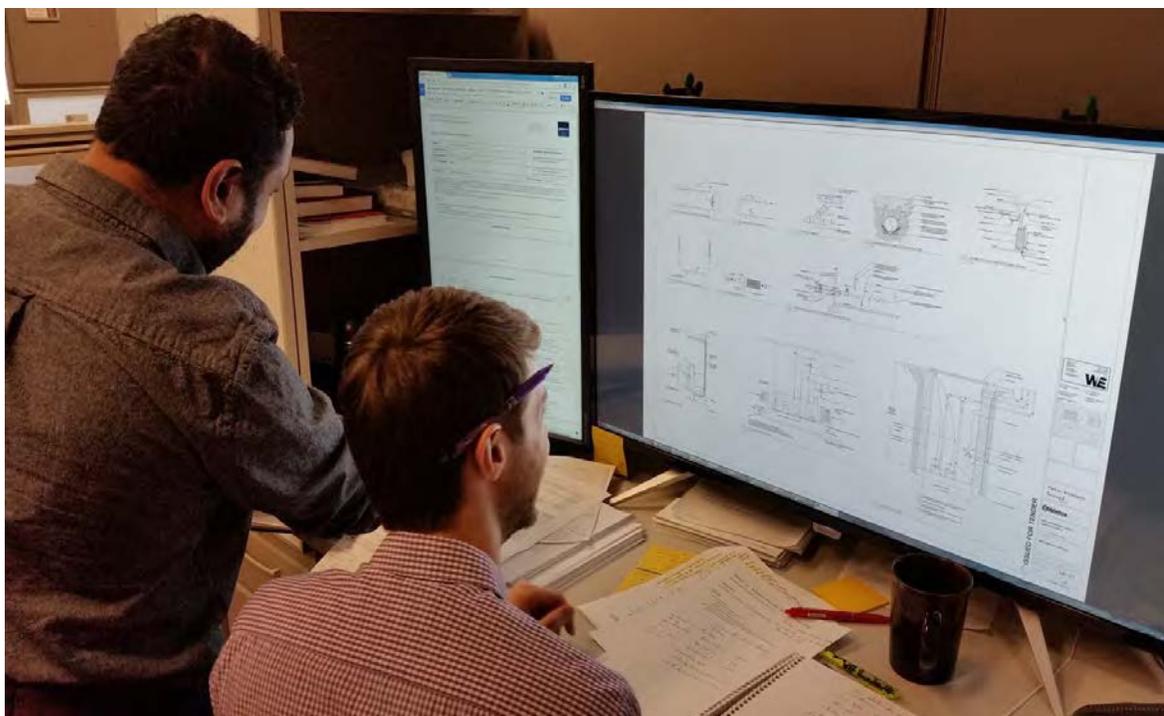
BRANCH BY THE NUMBERS
BUSINESS PLANNING AND SUPPORT



Branch - Business Planning & Support

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	7,253	6,681	6,468	5,951
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	(137)	(137)	(17)	(17)
Revised Base Budget	7,116	6,544	6,451	5,934
Existing Services (Incremental to Base)				
Cost Changes	(153)	(296)	470	-
Change to Service Level	(240)	220	(470)	-
Revenue Changes	(42)	-	(500)	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	(435)	(76)	500	-
Total Approved Budget	\$6,681	\$6,468	\$5,951	\$5,934
Incremental Change in Full-time Equivalents	1.9	-	-	-



Branch - Business Planning & Support

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

In the previous year's budget, 3.0 FTEs were approved in order to support ongoing projects within the Branch. These positions are funded from the Capital Program and, therefore, have a net nil impact on the 2019-2022 base budget.

Administrative Adjustments relate to drainage stranded costs incurred by the Project Management Center of Excellence Program.

Existing Services (Incremental to Base):

Cost pressures are mainly attributable to personnel increases throughout 2019-2022 as a result of certain inflationary and merit increases. These increases are primarily offset by increased recoveries from Capital Programs. In addition, Business Planning and Support contributed to the Department's strategies to reduce the overall base budget. This involved cost reductions in travel and training, stationery purchases and non-essential membership dues by 50 percent, in addition to a \$250,000 reduction in consulting expenditures each year. In addition, the Branch will contribute to Corporate efficiency savings through the evaluation of landline alternatives.

Change to Service Levels fluctuate based on the estimated consulting and contract work required each year. The Revenue Change is reflective of 2017 levels achieved in addition to a \$500,000 increase in 2021 through a revision of the revenue model in Engineering Services.

Growth/New Services:

There are no service packages being requested for growth or new services.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

The 3.0 FTEs approved in the previous year's budget occurred part way through 2018. The remaining portion of their budgeted costs carries into 2019 and equates to 1.9 FTEs.

Branch - Business Planning & Support

Approved 2019 - 2022 Budget - Program Summary

Program Name - Department and Business Management

Description

Department and Business Management advances business excellence in Integrated Infrastructure Services by setting its direction, coordinating budget delivery, monitoring its performance, strengthening its workforce as well as implementing Department wide improvements and processes.

Results to be Achieved

Department and Business Management operates in partnership with the Branches of Integrated Infrastructure Services so that they effectively and efficiently deliver capital projects that meet the needs of Edmontonians and Council. The work program focuses on building a well-managed Department. Priorities are driven by Department needs and are approved by the Department's senior leadership team. The status of the work program is reviewed by the Department's senior leadership team on a quarterly basis.

Cost Drivers

Increases in programming to be supported through reallocation of existing staff complement. Primary cost drivers are inflationary increases in personnel through assumed step and merit increases in accordance with current collective agreements. Funding will be through corresponding increases in direct and overhead rates, charged to capital projects and offset by increased recoveries from capital.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
(\$000)						
Revenue & Transfers	-	\$421	\$463	\$463	\$963	\$963
Expenditure & Transfers	6,106	16,370	15,346	15,586	15,192	15,228
Subtotal	6,106	15,949	14,883	15,123	14,229	14,265
Intra-municipal Recoveries	786	(11,509)	(11,059)	(11,568)	(11,250)	(11,333)
Total Net Operating Requirement	\$6,892	\$4,440	\$3,824	\$3,555	\$2,979	\$2,932
Full-time Equivalents	47.0	52.0	52.0	52.0	52.0	52.0

2018 Services

- Support processing invoices.
- Coordinate the development of the operating and capital budgets and lead capital project reporting via Building Edmonton.
- Develop a strategic and performance measurement framework.
- Implement enhanced performance management process to provide staff with valuable and timely feedback.
- Develop continuous improvement framework.

Changes in Services for 2019 - 2022

Service levels will remain consistent with 2018.

Branch - Business Planning & Support

Approved 2019 - 2022 Budget - Program Summary

Program Name - Engineering Services

Description

Engineering Services advances excellence in engineering strategy, design, delivery and operations. The section is divided into four engineering disciplines: Environmental Engineering, Facility Engineering, Geotechnical Engineering and Research and Development. All four disciplines provide general engineering subject matter advice throughout the corporation, which includes: technical scoping and oversight for proposals and projects, attending project meetings to provide technical support and advice, contractor management and research and development.

Results to be Achieved

To support the City in being an informed owner, and reduce liability by providing in-house technical expertise to reduce, eliminate and/or manage risk while we grow and maintain our City assets.

Cost Drivers

Engineering Services is built on a cost-recovery model, and is revenue neutral. It generates revenue by providing external organizations speciality monitoring, testing and analytical services. Other cost drivers include the capital project program, renewal project program, and emergent issues such as contaminated site management and the River Valley landslide and erosion repair.

Resources

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	\$448	-	-	-	-	-
Expenditure & Transfers	7,772	5,887	5,820	5,871	5,918	5,954
Subtotal	<u>7,324</u>	<u>5,887</u>	<u>5,820</u>	<u>5,871</u>	<u>5,918</u>	<u>5,954</u>
Intra-municipal Recoveries	(6,894)	(5,438)	(5,532)	(5,568)	(5,595)	(5,617)
Total Net Operating Requirement	<u>\$430</u>	<u>\$449</u>	<u>\$288</u>	<u>\$303</u>	<u>\$323</u>	<u>\$337</u>
Full-time Equivalents	50.0	46.1	48.0	48.0	48.0	48.0

2018 Services

- More robust project intake and recoverability tracking to determine resourcing requirements.
- Reduction in overtime costs through changes in shift schedules, cross-training of field staff, and greater oversight.
- More effective resource utilization through detailed planning with business partners and prioritization of annual workload.

Changes in Services for 2019 - 2022

Service levels will remain consistent with 2018. A possible increase in service delivery in support of implementing the corporate-wide Contaminated Sites Management Program.

Branch - Business Planning & Support

Approved 2019 - 2022 Budget - Program Summary

Program Name - Project Management Centre of Excellence

Description

The Project Management Centre of Excellence's work is focused on the following key program areas, which make up the entire "project management system": Project Management Knowledge and Skills, Project Management Practices and Processes and Project Management Systems and Tools. The Project Management Centre of Excellence (PMCE) works closely with capital infrastructure project planning and delivery areas to advance their project management knowledge and maturity.

Results to be Achieved

The overall goal of the Project Management Centre of Excellence (PMCE) is to develop project management maturity within Integrated Infrastructure Services to instill trust in Council and Citizens that Integrated Infrastructure Services can meet their commitments in delivering quality infrastructure.

Cost Drivers

- Number of project related staff being supported.
- Desired Project Management Maturity Level.
- Organizational policy, procedure and process changes that impact project management processes.
- Change within other systems that impact capital infrastructure project implementation.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	1,490	1,566	1,586	1,606	1,625	1,637
Subtotal	1,490	1,566	1,586	1,606	1,625	1,637
Intra-municipal Recoveries	(737)	(864)	(712)	(712)	(712)	(712)
Total Net Operating Requirement	\$753	\$702	\$874	\$894	\$913	\$925
Full-time Equivalents	8.0	8.0	8.0	8.0	8.0	8.0

2018 Services

- Project Development and Delivery Model training, develop Project Management Maturity Guide and knowledge and skills needs assessment.
- Standardize and optimize Department process; update processes for Concept phase work, conduct maturity assessments.
- Implement, optimize Project Management Information System, training, support, data management, adjust existing systems for SAP Ariba.

Changes in Services for 2019 - 2022

Service levels will remain consistent with 2018.

Branch - Business Planning & Support

Approved 2019 - 2022 Budget - Program Summary

Program Name - Workplace Systems

Description

Workplace Systems supports the delivery of capital projects with survey services during planning/design and delivery stages, inspection during construction and project closeout and compliance to Occupational Health & Safety and Environmental standards.

Results to be Achieved

To provide field services that are consistent, effective and tailored to meet capital projects by examining and improving the roles of Inspectors and Surveyors. This includes integration of the Employee Health, Safety and Environmental systems throughout the Department.

Cost Drivers

Field Systems: Software/license tool for planning (Primavera, Microsoft Office, E-builder or similar).
Records Management: Purchase of new software, annual maintenance and possible licensing fees.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$18	-	-	-	-	-
Expenditure & Transfers	9,766	7,629	7,593	7,643	7,695	7,729
Subtotal	9,748	7,629	7,593	7,643	7,695	7,729
Intra-municipal Recoveries	(8,621)	(5,967)	(5,898)	(5,927)	(5,959)	(5,989)
Total Net Operating Requirement	\$1,127	\$1,662	\$1,695	\$1,716	\$1,736	\$1,740
Full-time Equivalents	79.9	85.4	85.4	85.4	85.4	85.4

2018 Services

Field Systems include survey and inspections to ensure capital construction projects are completed to standards. Initiatives include reduction in overtime costs, effective resource utilization and integration of the Health, Safety and Environmental oversight to field staff.

Records Management services ensure that As-Built drawings are accurate and up to date after projects are completed.

Changes in Services for 2019 - 2022

Service levels will remain consistent with 2018.

Branch - Infrastructure Delivery 2019-2022 Operating Budget

Introduction

The Infrastructure Delivery Branch helps to build a great city by ensuring a focus on governance and effective project and construction management to deliver the capital budget infrastructure portfolio. Working in collaboration with business partners, communities and other stakeholders, the Branch ensures quality infrastructure is delivered through sound project management practices. In 2018, the Branch completed over 100 projects of various size and scope including the Calder Library, the Borden Park Natural Swim Experience, the Queen Elizabeth Park Phase II project, and the Mill Creek Ravine Pedestrian Bridges project.

The work of the Branch is delivered by four program areas:

- **Facilities Infrastructure Delivery** provides project management for the design, construction, and renewal of sustainable buildings and other facility type infrastructures within the City. Ranging in size and complexity this program area oversees the delivery on facilities such as: libraries, police stations, fire stations, recreation centres, transit centres, eco stations, art hubs, fleet garages, fueling stations, office buildings, training centres, waste and processing facilities and other important civic structures that comprise municipal public infrastructure.
- **Open Space Infrastructure Delivery** provides project management for the construction and renewal of open spaces within the city. The program area oversees the delivery of projects for parkland, outdoor urban and natural public spaces. The program area also provides project management oversight for community-led projects by ensuring they achieve construction milestones while keeping aligned with City processes.
- **Transportation Infrastructure Delivery** provides project management for the construction and renewal of arterial roadway projects and bridges within the City. The program area ensures projects are successfully managed through controlled project scope, budget and schedule.
- **Renewable Energy Systems** is responsible for the development and operation of the Blatchford Renewable Energy Utility and the Downtown District Energy initiative. The program area delivers planning, project management, construction and operational management for both these initiatives.

Programs & Services			
Facilities Infrastructure Delivery	Open Space Infrastructure Delivery	Transportation Infrastructure Delivery	Renewable Energy Systems
Safe & Secure Facilities	Parks	Bridges	Blatchford Renewable Energy Utility
Service Delivery Facilities	Golf Courses	Arterial Roads	Downtown District Energy Initiative
Service Support Facilities	Streetscapes	Auxiliary Structures	
Partner Facilities			

Branch - Infrastructure Delivery

Programs & Services:

The Infrastructure Delivery Branch ensures facility, open space, transportation and renewable energy projects are successfully delivered using sound project management. By having a controlled project scope, budget and schedule, the Branch is able to work towards delivering high quality projects that meet on time and on budget performance targets. It also works closely with community groups and both internal and external stakeholders to assist in the delivery of projects.

Changes to Service Levels

- While the Branch's service levels are expected to remain consistent with those in 2018, changes in budget allocations for capital growth and renewal projects may impact the number of projects the Branch can undertake.

Positive Change - Innovation & Continuous Improvement

Improving Business Efficiencies

- As the Branch performs its mandate within the Integrated Infrastructure Services Department organizational structure, new processes and procedures are being developed, implemented and evaluated to streamline and standardize work. An example of this is the project resourcing assessment project. This assessment is currently underway with the objective to provide a common understanding of the required FTEs to deliver the capital budget, development of a tool to assist program areas with a method of determining staff capacity and to ensure transparency in work assignments and ensuring the amount of staff resources assigned to projects is in line with industry best practices.
- The Branch is also working with Corporate Procurement and Supply Services to refine and update the requirements for the Supplier Performance Application (SPA). This update would allow for a more user friendly approach to assess and record supplier/contractor performance in order to better inform future procurement decisions. This work is being carried out together with the City's migration to electronic procurement tools.

Implementation of Project Development and Delivery Model to support 2019 - 2022 Capital Budget

- The Project Development and Delivery Model (PDDM) is one of the cornerstones of the Department and its develop/deliver business model. This model, formalized under the Capital Project Governance Policy (C591), enhances the City's management of capital projects based on industry best practices and the project gating approach provides Council with better information for making capital investment decisions.

Role of the Project Manager

- This initiative advances a unified approach to project management expectations across the Department, including "in-scope" and "out-of-scope" staff. Outcomes include consistent and updated position descriptions across all infrastructure asset types; aligned project manager roles with elevated leadership expectation; role clarity to support the Project Development and Delivery Model; and allows for employees to evaluate opportunities for personal growth and advancement within a project management role.

Branch - Infrastructure Delivery

Emerging Issues:

Funding Constraints

- Uncertain funding sources and changing economic conditions impacts funding made available from the federal and provincial governments for capital projects through programs such as Municipal Sustainability Initiative (MSI).
- Increased request for funding for partner projects, impacts the number and complexity of capital projects supported by the Branch.

Growth vs. Renewal

- Decisions on which capital projects (growth vs. preventative maintenance and rehabilitation) are advanced, prioritized and guided by Council through the capital budget process, as well as subsequent motions and reports. The level of capital funding approved influences the number of resources required and the number of projects that will be delivered by the Branch.



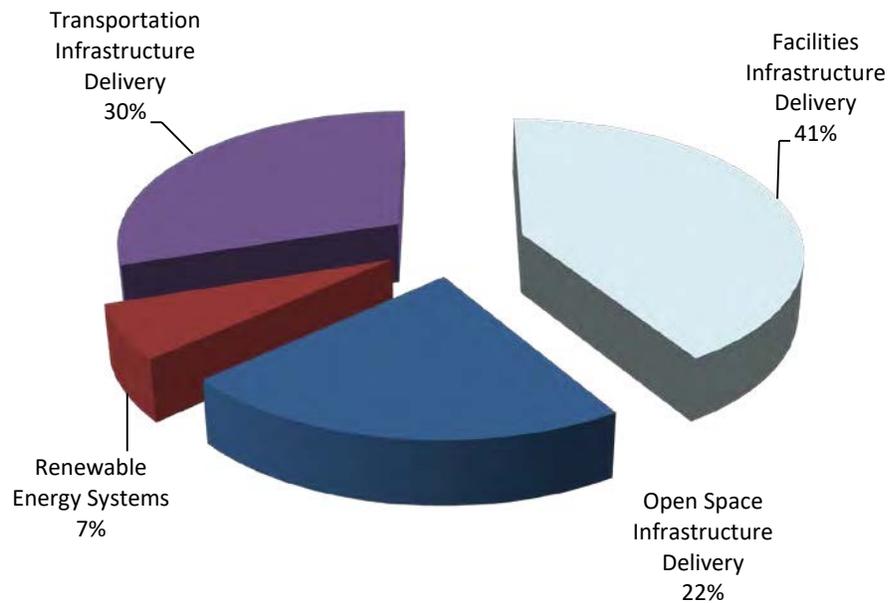
Branch - Infrastructure Delivery

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Facilities Infrastructure Delivery	(3,388)	1,806	1,495	1,452	1,446	1,447
Open Space Infrastructure Delivery	2,587	764	807	823	845	855
Renewable Energy Systems	-	216	237	246	248	250
Transportation Infrastructure Delivery	610	923	1,090	1,043	1,025	1,012
Total Net Expenditure & Transfers	(\$191)	\$3,709	\$3,629	\$3,564	\$3,564	\$3,564
Total Net Operating Requirement	(\$191)	\$3,709	\$3,629	\$3,564	\$3,564	\$3,564
Full-time Equivalents	84.0	86.0	86.6	83.0	83.0	83.0

The 2017 amounts represent best efforts to align to budget values going forward, taking into account organizational changes including the transfer of the Drainage Utility to EPCOR.

2019 Net Expenditures by Program



Branch - Infrastructure Delivery

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	9,634	11,801	11,857	11,589	11,657	11,713
Materials, Goods, and Supplies	379	368	356	356	356	356
External Services	215	83	82	77	77	77
Fleet Services	229	20	-	-	-	-
Intra-municipal Charges	4,248	1,253	835	835	882	882
Utilities & Other Charges	160	135	113	113	113	113
Transfer to Reserves	-	-	-	-	-	-
Subtotal	14,865	13,660	13,243	12,970	13,085	13,141
Intra-municipal Recoveries	(15,056)	(9,951)	(9,614)	(9,406)	(9,521)	(9,577)
Total Net Expenditure & Transfers	(\$191)	\$3,709	\$3,629	\$3,564	\$3,564	\$3,564
Total Net Operating Requirement	(\$191)	\$3,709	\$3,629	\$3,564	\$3,564	\$3,564
Full-time Equivalents	84.0	86.0	86.6	83.0	83.0	83.0

Borden Natural Swimming Pool opened summer 2018, is
Canada's 1st public, man-made natural swimming pool

Built 22 LEED

Leadership in Energy Efficient Design
certified projects

Kennedale Traffic Field Operations:

City's largest LEED Gold building at 66,306 sq.ft.

Mill Creek Ravine Pedestrian

Bridges project repaired 2 trestle bridges from 1902

Queen Elizabeth Park includes an
Indigenous Art Park – a collaboration
with Edmonton Arts Council

BRANCH BY THE NUMBERS
INFRASTRUCTURE DELIVERY



Branch - Infrastructure Delivery

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	3,709	3,629	3,564	3,564
Previously Approved Adjustments	(46)	(65)	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	3,663	3,564	3,564	3,564
Existing Services (Incremental to Base)				
Cost Changes	(34)	-	-	-
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	(34)	-	-	-
Total Approved Budget	\$3,629	\$3,564	\$3,564	\$3,564
Incremental Change in Full-time Equivalents	0.6	(3.6)	-	-



Branch - Infrastructure Delivery

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

In the previous year's budget, 2.0 FTEs were approved in order to support ongoing projects within the Branch. These positions are funded from the Capital Program and, therefore, have a net nil impact on the 2019-2022 base budget.

In addition, 1.0 FTE was temporarily transferred to the Branch and is required to be returned in July 2019. The result is a partial budget decrease in 2019 and the remaining decrease in 2020.

Existing Services (Incremental to Base):

Cost pressures are mainly attributable to personnel increases throughout 2019-2022 as a result of certain inflationary and merit increases. These increases are primarily offset by increased recoveries from Capital Programs. In addition, Infrastructure Delivery contributed to the Department's strategies to reduce the overall base budget. This involved cost reductions in travel and training, stationery purchases and non-essential membership dues. The Branch plans to reduce these expenditures by 50 percent. In addition, the Branch will contribute to Corporate efficiency savings through the evaluation of landline alternatives.

Growth/New Services:

There are no funded service packages being requested for growth or new services.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

The 2.0 FTEs approved in the previous year's budget began halfway through 2018, which equates to 1.0 FTE in 2018. The remaining portion of their budgeted cost carries into 2019 resulting in an increase of 1.0 FTE in 2019.

The previously approved FTE returned in July 2019 described above results in a FTE decrease of 0.4 FTE in 2019 and 0.6 FTE in 2020.

In addition, 3.0 FTEs were on 36 month terms and end in 2020.

Branch - Infrastructure Delivery

Approved 2019 - 2022 Budget - Program Summary

Program Name - Facilities Infrastructure Delivery

Description

Facility Infrastructure Delivery provides project management for the construction, renovation or renewal for facilities within the city. The program area oversees the delivery of facilities such as libraries, police stations, fire stations, recreation centres and other important civic structures that make up municipal public infrastructure. The program area also provides project management oversight for community led projects by ensuring projects achieve their construction milestones while keeping aligned with City processes.

Results to be Achieved

The program area ensures projects are successfully managed through controlled project scope, budget and schedule.

Cost Drivers

- Renewal needs and budget allocations.
- Workload and availability of local contractors to take on projects.
- Budget allocations for capital growth projects.
- Increase in population growth that requires additional facility infrastructure (fire stations, community recreation amenities, transit garages, etc.).
- Work directed by Council.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	5,420	5,469	5,095	4,823	4,844	4,865
Subtotal	5,420	5,469	5,095	4,823	4,844	4,865
Intra-municipal Recoveries	(8,808)	(3,663)	(3,600)	(3,371)	(3,398)	(3,418)
Total Net Operating Requirement	(\$3,388)	\$1,806	\$1,495	\$1,452	\$1,446	\$1,447
Full-time Equivalents	37.0	37.0	37.0	34.0	34.0	34.0

2018 Services

Services by Facility Infrastructure Delivery include project management for the construction, renovation or rehabilitation of City facilities. Services also include working with community partners during the construction of their facility projects in City buildings or on City land.

Changes in Services for 2019 - 2022

Service levels will remain consistent with 2018.

Branch - Infrastructure Delivery

Approved 2019 - 2022 Budget - Program Summary

Program Name - Open Space Infrastructure Delivery

Description

Open Space Infrastructure Delivery provides project management for the construction and renewal of open spaces within the city. The program area oversees the delivery projects for parkland, outdoor urban and natural public spaces. The program area also provides project management oversight for community led projects to ensure these projects achieve construction milestones while keeping aligned with City processes.

Results to be Achieved

The program area ensures projects are successfully managed through controlled project scope, budget and schedule.

Cost Drivers

- Renewal needs and budget allocations.
- Workload and availability of local contractors to take on projects.
- Budget allocations for capital growth projects.
- Increase in population growth that requires additional facility infrastructure (fire stations, community recreation amenities, transit garages, etc.).
- Work directed by Council.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	4,217	2,518	2,495	2,464	2,498	2,518
Subtotal	4,217	2,518	2,495	2,464	2,498	2,518
Intra-municipal Recoveries	(1,630)	(1,754)	(1,688)	(1,641)	(1,653)	(1,663)
Total Net Operating Requirement	\$2,587	\$764	\$807	\$823	\$845	\$855
Full-time Equivalents	21.0	20.0	19.6	19.0	19.0	19.0

2018 Services

Services include the delivery of open space projects. Open space projects include parks playgrounds, cemeteries, golf courses, trails, plantings and other work. Open Space Infrastructure Delivery also works closely with community groups to assist in delivery and supporting their projects.

Changes in Services for 2019 - 2022

Service levels will remain consistent with 2018.

Branch - Infrastructure Delivery

Approved 2019 - 2022 Budget - Program Summary

Program Name - Renewable Energy Systems

Description

The Renewable Energy Systems program area provides the development of the Blatchford Renewable Energy Utility and the Downtown District Energy initiatives. The program area delivers project management and construction and operational management for both these initiatives involving various stakeholders. The program area ensures successful project delivery and growth in this emerging area through sound project management practices.

It should be noted that the Blatchford Renewable Energy Utility's budget is submitted separately through Council's Utility Committee.

Results to be Achieved

The program area works to develop the mandate and growth of the program area as it is new within the Infrastructure Delivery Branch. The section ensures projects are successfully managed through controlled project scope, budget and schedule.

Cost Drivers

- Expanded scope of development for the Downtown District Energy initiative.
- Budget allocations for capital growth projects.
- Relative priority for district energy.
- Work directed by Council.

Resources

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	-	296	393	403	407	409
Subtotal	-	296	393	403	407	409
Intra-municipal Recoveries	-	(80)	(156)	(157)	(159)	(159)
Total Net Operating Requirement	-	\$216	\$237	\$246	\$248	\$250
Full-time Equivalents	-	2.0	3.0	3.0	3.0	3.0

2018 Services

Construction and operation of the first stages of the District Energy Sharing System and development and establishment of the governance and financial structure of the Utility. In addition, further development in the planning and implementation of the Downtown District Energy initiative and the strategy and program development.

Changes in Services for 2019 - 2022

Continue to support the development of the Blatchford Renewable Energy Utility and the Downtown District Energy initiatives with planning, design and construction activities. The Downtown District Energy Initiative is expected to further grow and go through detailed design with a potential start of construction in 2019 and operation in 2021.

Branch - Infrastructure Delivery

Approved 2019 - 2022 Budget - Program Summary

Program Name - Transportation Infrastructure Delivery

Description

Transportation Infrastructure Delivery provides project management for the construction or renewal of arterial roadway projects and bridges within the city. Projects for Transportation Infrastructure Delivery include the construction and renewal of walking and biking trails, bike lanes and bridges.

Results to be Achieved

The program area ensures projects are successfully managed through controlled project scope, budget and schedule.

Cost Drivers

- Renewal needs and budget allocations.
- Budget allocations for capital growth projects.
- Workload and availability of local contractors to take on projects.
- Increase in population growth that requires additional facility infrastructure (fire stations, community recreation amenities, transit garages, etc.).
- Work directed by Council.

Resources

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	5,228	5,377	5,260	5,280	5,336	5,349
Subtotal	5,228	5,377	5,260	5,280	5,336	5,349
Intra-municipal Recoveries	(4,618)	(4,454)	(4,170)	(4,237)	(4,311)	(4,337)
Total Net Operating Requirement	\$610	\$923	\$1,090	\$1,043	\$1,025	\$1,012
Full-time Equivalents	26.0	27.0	27.0	27.0	27.0	27.0

2018 Services

Services for Transportation Infrastructure Delivery include project and construction management for arterial widening, grade separation, bridge construction and renewal, trails and bike lanes.

Changes in Services for 2019 - 2022

Service levels will remain consistent with 2018.

Branch - Infrastructure Planning & Design 2019-2022 Operating Budget

Edmonton

Introduction

The Infrastructure Planning and Design Branch helps to build a great city by planning and designing facilities, open spaces and transportation infrastructure for all Edmontonians. Projects are initiated and advanced, taking into consideration public engagement, policy, strategy, lifecycle renewal needs and programming development. The Branch supports the development of a robust four-year capital program and ensures sufficient projects are in the pipeline to meet city-wide objectives.

The work of the Branch is delivered by five program areas:

- **Facility Planning and Design** provides facility infrastructure planning and architectural design expertise to support the City's capital construction program. The program plans for and designs libraries, police stations and fire stations, recreation centres and other important civic structures.
- **Open Space Planning and Design** plans for and designs parkland, outdoor urban and natural public spaces. This program balances great design with the needs of citizens and business partners to ensure successful project delivery through project management expertise.
- **Transportation Planning and Design** brings together those who plan and design transportation infrastructure. The program plans and designs integrated transportation systems using their project management and engineering expertise and industry best practices to create a sustainable and accessible system for all Edmontonians.
- **Lifecycle Management** uses engineering expertise and industry best practice to monitor and assess city infrastructure, develop robust asset management plans, prioritize renewal investment and define the scope of renewal projects to maximize the value of Edmonton's assets.
- **Yellowhead Trail Planning, Design and Delivery** works to advance the Yellowhead Trail Freeway Conversion project. The portfolio includes the delivery of a number of projects in support of upgrading the Yellowhead Trail from an expressway/arterial roadway to a freeway within the City of Edmonton limits.

Programs & Services				
Facility Planning and Design	Open Space Planning and Design	Transportation Planning and Design	Lifecycle Management	Yellowhead Trail Planning, Design and Delivery
Studies and Concept Planning	Studies and Concept Planning	Studies and Concept Planning	Asset Assessments	Studies and Concept Planning
Preliminary and Detailed Design	Preliminary and Detailed Design	Preliminary and Detailed Design	Lifecycle Planning	Preliminary and Detailed Design
Facility Architecture	Landscape Architecture	Transportation Engineering	Program Management	Project Management
Project Management	Project Management	Project Management	Strategic Asset Management	Public Engagement and Communication
Public Engagement and Communication	Public Engagement and Communication	Public Engagement and Communication		

Branch - Infrastructure Planning & Design

Programs & Services:

Branch services are focused around project management, planning and design, and public engagement for a variety of infrastructure projects. These projects serve facilities, open spaces and transportation with consideration to new growth and/or renewal. Asset management services are also included where data and analytics inform decisions around optimizing investments in existing infrastructure.

Changes to Service Levels

- While the Infrastructure Planning and Design Branch's service levels are expected to remain consistent with those in 2018, changes in budget allocations for capital growth and renewal projects may impact the number of projects the Branch will undertake.

Positive Change - Innovation & Continuous Improvement

Asset Management Policy

- The Infrastructure Asset Management Policy (C598) and accompanying Infrastructure Strategy were developed to align with international standards on asset management. The new policy enhances the City's decision making process by providing a framework of principles that can be used to support responsible and prudent investment decisions for the City's assets.

Implementation of Project Development and Delivery Model to support 2019 - 2022 Capital Budget

- The Project Development and Delivery Model (PDDM) is one of the cornerstones of the Department and its develop/deliver business model. This model, formalized under the Capital Project Governance Policy (C591), enhances the City's management of capital projects based on industry best practices and the project gating approach provides Council with better information for making capital investment decisions.

Role of the Project Manager

- This initiative advances a unified approach to project management expectations across the Department, including "in-scope" and "out-of-scope" staff. Outcomes include consistent and updated position descriptions across all infrastructure asset types; aligned project manager roles with elevated leadership expectation; role clarity to support the Project Development and Delivery Model; and allows for employees to evaluate opportunities for personal growth and advancement within a project management role.

Impact of Previous Council Decisions:

Yellowhead Trail Freeway Conversion Program

- On February 21, 2017, Council approved:
 - The capital profiles and funding sources (including the Federal Building Canada Fund and provincial match funding) for the various portions of the Yellowhead Trail Freeway Conversion Program;
 - New tax-supported debt of over \$510 million.

Branch - Infrastructure Planning & Design

Public Engagement Policy (C593)

- Changes to the Public Engagement Policy (C593) have increased the requirements for public engagement, which in turn has resulted in an increase in the amount of time, resources and funds expended on engagement related activities.

Emerging Issues:

Funding Constraints

- Uncertain funding sources and changing economic conditions impacts funding made available from the federal and provincial governments for capital projects through programs such as Municipal Sustainability Initiative (MSI).
- Increased request for funding for partner projects, impacts the number and complexity of capital projects supported by the Branch.

Growth vs. Renewal

- Decisions on which capital projects (growth vs. preventative maintenance and rehabilitation) are advanced, prioritized and guided by Council through the capital budget process, as well as subsequent motions and reports. The level of capital funding approved influences the number of resources required and the number of projects that will be developed by the Branch.

Environmental Policies and Regulations

- Ongoing policy and regulations changes in areas of greenhouse gas reduction, energy efficiency and environmental sustainability will need to be implemented in the designs of capital projects.

Public Engagement

- Increase in public demand for information and influence on decisions results in increased resources required to support public engagement, communications and to respond to inquiries and requests for information.

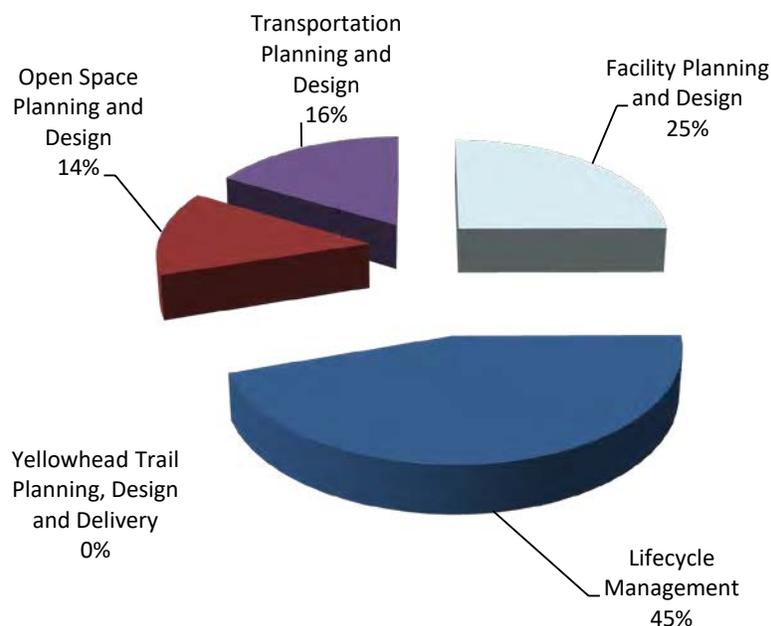


Branch - Infrastructure Planning & Design

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Facility Planning and Design	4	-	-	-	-	-
Total Revenue & Transfers	\$4	-	-	-	-	-
Net Expenditure & Transfers						
Facility Planning and Design	3,838	2,666	2,442	2,489	2,514	2,528
Lifecycle Management	4,251	3,920	4,421	6,463	4,058	3,870
Open Space Planning and Design	2,508	1,309	1,328	1,345	1,345	1,347
Transportation Planning and Design	2,255	1,582	1,613	1,657	1,687	1,709
Yellowhead Trail Planning, Design and Delivery	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$12,852	\$9,477	\$9,804	\$11,954	\$9,604	\$9,454
Total Net Operating Requirement	\$12,848	\$9,477	\$9,804	\$11,954	\$9,604	\$9,454
Full-time Equivalents	145.9	159.7	162.9	162.9	162.9	162.9

2019 Net Expenditures by Program



Branch - Infrastructure Planning & Design

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	4	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$4	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	16,440	18,761	19,133	19,376	19,530	19,641
Materials, Goods, and Supplies	776	351	341	341	341	341
External Services	1,105	1,392	1,866	4,016	1,666	1,516
Fleet Services	7	7	-	-	-	-
Intra-municipal Charges	1,740	1,029	993	993	1,044	1,044
Utilities & Other Charges	194	102	85	85	85	85
Transfer to Reserves	-	-	-	-	-	-
Subtotal	20,262	21,642	22,418	24,811	22,666	22,627
Intra-municipal Recoveries	(7,410)	(12,165)	(12,614)	(12,857)	(13,062)	(13,173)
Total Net Expenditure & Transfers	\$12,852	\$9,477	\$9,804	\$11,954	\$9,604	\$9,454
Total Net Operating Requirement	\$12,848	\$9,477	\$9,804	\$11,954	\$9,604	\$9,454
Full-time Equivalents	145.9	159.7	162.9	162.9	162.9	162.9

Planning and design for **6,128 ha** of parkland

Responsible for nearly
\$1.5 billion
in renewal capital

Working toward **\$1.2–\$1.6 billion**
in travel and collisions savings on
Yellowhead Trail, 2026 –2047

>120
Transportation
and Design
projects on the go

>50
City-owned
buildings to be
rehabilitated in
2019–2022

BRANCH BY THE NUMBERS
INFRASTRUCTURE PLANNING AND DESIGN



Branch - Infrastructure Planning & Design

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	9,477	9,804	11,954	9,604
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	9,477	9,804	11,954	9,604
Existing Services (Incremental to Base)				
Cost Changes	(23)	-	-	-
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	(23)	-	-	-
Growth/New Services				
Westwood Tank Farm Decommissioning and Remediation	350	2,150	(2,350)	(150)
Total Growth/New Services	350	2,150	(2,350)	(150)
Total Approved Budget	\$9,804	\$11,954	\$9,604	\$9,454
Incremental Change in Full-time Equivalents	3.2	-	-	-



Branch - Infrastructure Planning & Design

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

In the previous year's budget, 8.0 FTEs were approved to support ongoing projects within the Branch. These positions are funded from the Capital Program and, therefore, have a net nil impact on the 2019-2022 base budget.

Existing Services (Incremental to Base):

Cost pressures are mainly attributable to personnel increases throughout 2019-2022 as a result of certain inflationary and merit increases. These increases are primarily offset by increased recoveries from Capital Programs. In addition, Infrastructure Planning and Design contributed to the Department's strategies to reduce the overall base budget. This involved cost reductions in travel and training, stationery purchases and non-essential membership dues. The Branch plans to reduce these expenditures by 50 percent. In addition, the Branch will contribute to Corporate efficiency savings through the evaluation of landline alternatives.

Growth/New Services:

The City is responsible for the remediation of the underground storage tank (UST) on the Westwood Tank Farm site legally described as Lot 3U, Block 6, Plan 5518NY along with the pipelines under 106A Street. The UST will need to be removed and remediated within 2 years of the City stopping usage, anticipated for January 16, 2019 with the closure of the Westwood Transit Garage.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

The 8.0 FTEs approved in the previous year's budget occurred part way through 2018. The remaining portion of their budgeted costs carries into 2019 and equates to 3.2 FTEs.

Branch - Infrastructure Planning & Design

Approved 2019 - 2022 Budget - Program Summary

Program Name - Facility Planning and Design

Description

Facility Planning and Design provides facility infrastructure planning and architectural design expertise to support the City's capital construction program. The section programs and designs libraries, police stations, fire stations, recreation centres and other important civic structures that make up municipal public infrastructure. Facility Planning and Design advocates for great design to serve the needs of citizens and business partners and ensures successful project delivery through sound project management practices.

Results to be Achieved

Facility Planning and Design provides project management and planning and design services for building and vertical infrastructure throughout the City, from new construction to rehabilitation and renovation of existing facilities. A successful project will balance great design with informed and controlled scope, budget and schedule. The section also provides oversight for Community-Led projects, ensuring they achieve their goals while keeping to City processes.

Cost Drivers

- Renewal needs and budget allocations as identified by Infrastructure Strategy.
- Budget allocations for capital growth projects.
- Increased requirements for public engagement for all types of projects.
- Increased attendance/population growth requires additional facility infrastructure.
- Increase standards for sustainable buildings integrating renewable energy microgeneration.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$4	-	-	-	-	-
Expenditure & Transfers	5,107	4,637	4,396	4,464	4,506	4,533
Subtotal	5,103	4,637	4,396	4,464	4,506	4,533
Intra-municipal Recoveries	(1,269)	(1,971)	(1,954)	(1,975)	(1,992)	(2,005)
Total Net Operating Requirement	\$3,834	\$2,666	\$2,442	\$2,489	\$2,514	\$2,528
Full-time Equivalents	34.5	34.5	34.5	34.5	34.5	34.5

2018 Services

Services include concept and preliminary design work, detailed design, tendering and construction support. The program also includes working with Community partners to develop their facility projects in City building or on City land.

Changes in Services for 2019 - 2022

Service levels will remain consistent with 2018.

Branch - Infrastructure Planning & Design

Approved 2019 - 2022 Budget - Program Summary

Program Name - Lifecycle Management

Description

Guided by the 2018 Infrastructure Strategy and Infrastructure Asset Management Policy C598, Lifecycle Management uses engineering expertise and industry best practice to monitor and assess city infrastructure, develop robust asset management plans, prioritize renewal investment, and define the scope of renewal projects to maximize the value of Edmonton's assets, including facilities, roads, parks, bridges, and transit systems.

Results to be Achieved

The City's goal for Asset Management is to build an effective, transparent, data-driven asset management system that connects asset investment to progress towards strategic goals and service level outcomes. In a broad sense, success is measured by Edmonton's continued national leadership in asset management, positive results in the progression of asset physical condition measures, and progress towards the asset management improvement activities outlined in the Council approved 2018 Infrastructure Strategy.

Cost Drivers

- Increased focus on assessment and data analysis.
- Change in standards/policies, as well as an increased understanding and development of levels of service.
- Increase in asset base and complexity of those assets.
- Increased focus on continuous improvement and expansion of asset management activities as described in the 2018 Infrastructure Strategy.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	7,880	8,164	9,192	11,403	9,143	9,021
Subtotal	7,880	8,164	9,192	11,403	9,143	9,021
Intra-municipal Recoveries	(3,629)	(4,244)	(4,771)	(4,940)	(5,085)	(5,151)
Total Net Operating Requirement	\$4,251	\$3,920	\$4,421	\$6,463	\$4,058	\$3,870
Full-time Equivalents	47.4	54.6	57.4	57.4	57.4	57.4

2018 Services

The program is expecting to complete the following percentage (against overall asset base) of Asset Assessments: Roads (Local/Collector 25%, Arterial 50%, Sidewalks (25%), Open Spaces (20%) Facilities (25%). In addition, complete planning, prioritization, and development of the renewal portions of the 2019-2028 Capital Investment Outlook and 2019-2022 Capital Budget.

Changes in Services for 2019 - 2022

Core changes to services will be the switch from budget development to budget implementation. This will include the development of individual renewal projects, asset management plans, and greater emphasis to the asset management improvement activities outlined in the 2018 Infrastructure Strategy.

Branch - Infrastructure Planning & Design

Approved 2019 - 2022 Budget - Program Summary

Program Name - Open Space Planning and Design

Description

Open Space Planning and Design plans for and designs parkland, outdoor urban and natural public spaces. The program uses their project management and landscape architectural expertise to ensure a high quality of design in all of their work. The program also balances great design with the needs of citizens and business partners and ensures successful project delivery through project management expertise

Results to be Achieved

Open Space Planning and Design provides project management and planning and design services for open space projects in the river valley and on tablelands that involve park development, park amenities and trails. A successful project will balance great design with informed and controlled scope, budget and schedule. The program also leads and provides oversight for Community-Led projects, ensuring they achieve their goals while keeping to City processes.

Cost Drivers

- Communities that are initiating projects and have funding available.
- Identified open space infrastructure that is at the end of its life and is due for renewal.
- Work directed by Council.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	2,803	3,635	3,624	3,661	3,679	3,694
Subtotal	2,803	3,635	3,624	3,661	3,679	3,694
Intra-municipal Recoveries	(295)	(2,326)	(2,296)	(2,316)	(2,334)	(2,347)
Total Net Operating Requirement	\$2,508	\$1,309	\$1,328	\$1,345	\$1,345	\$1,347
Full-time Equivalents	25.0	29.6	30.0	30.0	30.0	30.0

2018 Services

Services include concept and preliminary design work, detailed design, tendering and construction support. Open space projects include park concept plans, playgrounds, cemeteries, golf courses, trails, plantings and other work. The program also works closely with community groups to assist in supporting their projects.

Changes in Services for 2019 - 2022

Service levels will remain consistent with 2018.

Branch - Infrastructure Planning & Design

Approved 2019 - 2022 Budget - Program Summary

Program Name - Transportation Planning and Design

Description

Transportation Planning and Design brings together those who plan and design transportation infrastructure. The section plans and designs integrated transportation systems using their project management and engineering expertise and industry best practices to create a sustainable and accessible system for all Edmontonians.

Results to be Achieved

Transportation Planning and Design provides project management and planning and design services for transportation infrastructure throughout the City, ranging from growth, to rehabilitation, to reconstruction. Amongst other projects, the program supports City-funded active modes and bike lane projects; streetscapes; roadway widening; greenfield construction; roadway reconstruction; bridge renewal; bridge planning and widening; LRT planning; and grade separations. Work is coordinated with business partners, including Lifecycle Management, Building Great Neighbourhoods, City Planning, and Urban Renewal.

Cost Drivers

- Renewal needs and budget allocations as identified by Lifecycle Management.
- Budget allocations for capital growth projects.
- External circulation reviews.
- Increased requirements for public engagement for all types of projects.
- Increase in demand for public access and influence on government decisions.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	4,472	4,171	4,145	4,213	4,262	4,299
Subtotal	4,472	4,171	4,145	4,213	4,262	4,299
Intra-municipal Recoveries	(2,217)	(2,589)	(2,532)	(2,556)	(2,575)	(2,590)
Total Net Operating Requirement	\$2,255	\$1,582	\$1,613	\$1,657	\$1,687	\$1,709
Full-time Equivalents	39.0	33.0	33.0	33.0	33.0	33.0

2018 Services

Services include concept and preliminary design work, detailed design, tender and construction support for arterial widening, greenfield, renewal, LRT planning, transit centres, streetscapes and active mode projects, grade separation, bridge renewal, and circulation reviews (including land circulations, utility line assignments).

Changes in Services for 2019 - 2022

Service levels will remain consistent with 2018.

Branch - Infrastructure Planning & Design

Approved 2019 - 2022 Budget - Program Summary

Program Name - Yellowhead Trail Planning, Design and Delivery

Description

The Yellowhead Trail, Planning, Design and Delivery program works to advance the Yellowhead Trail Freeway Conversion project, including the delivery of a number of projects in support of upgrading the Yellowhead Trail within the City of Edmonton limits from an expressway/arterial to a freeway. The program uses careful coordination and rigorous engagement with stakeholders for the planning, design and construction phases to ensure effective development and efficient delivery over the 10-year implementation.

Results to be Achieved

The improvements to Yellowhead Trail contribute to improved efficiency for commuting and the movement of goods and service in and out of the corridor. It will contribute to a safer City as it will reduce collision frequency and severity. The improvements will strive to balance roadway requirements with community, business and commuter needs.

Cost Drivers

- Budget allocations for capital growth projects.
- Increased requirements for public engagement.
- Increase in demand for public access and influence on government decisions.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	-	1,035	1,061	1,070	1,076	1,080
Subtotal	-	1,035	1,061	1,070	1,076	1,080
Intra-municipal Recoveries	-	(1,035)	(1,061)	(1,070)	(1,076)	(1,080)
Total Net Operating Requirement	-	-	-	-	-	-
Full-time Equivalents	-	8.0	8.0	8.0	8.0	8.0

2018 Services

Services include concept planning, preliminary and detailed design, tender and construction management for transportation infrastructure growth and renewal projects in support of upgrading the Yellowhead Trail from an expressway/arterial to a freeway.

Changes in Services for 2019 - 2022

Service levels will remain consistent with 2018.

Branch - Infrastructure Planning & Design

Program -
Title - Westwood Tank Farm Decommissioning and Remediation

Growth on Existing Services
Funded
One Time

Results to be Achieved

Complete the remediation of the underground storage tank (UST) on the 'Westwood Tank Farm' site legally described as Lot 3U, Block 6, Plan 5518NY along with the pipelines under 106A Street. The UST will need to be removed and remediated within 2 years of the City stopping usage, anticipated for January 16, 2019 with the closure of the Westwood Transit Garage (WES117 - 11840-106A Street NW).

Description

Planning and implementation of the remediation of the underground storage tank (UST) on the 'Westwood Tank Farm' site legally described as Lot 3U, Block 6, Plan 5518NY along with the pipelines under 106A Street per the purchase agreement with NAIT for the facility. The UST will need to be removed and remediation complete within 2 years of the City stopping usage, anticipated for January 16, 2019 with the closure of the Westwood Transit Garage (WES117 - 11840-106A Street NW).

Justification

Westwood Transit Garage (Westwood) will be sold to NAIT, with ETS operations moving to the new Kathleen Andrews Garage in 2019. The purchase agreement outlines the following requirements.

- (1) Once the ownership of the Westwood property is transferred to NAIT, they will be responsible to remediate at their sole cost any and all contamination on the Westwood site legally described as Lot 7, Block 2, Plan 5518 NY along with the underground storage tank (UST) and the Pipelines located on site. The UST must be remediated with 2 years of the City stopping usage.
- (2) At the end of occupancy, the City shall remove all chattels, items of personal property and debris, whatsoever, and shall be responsible, at its cost, for the disposing of same in accordance with all applicable laws and shall leave the Sale Land and all buildings and improvements located thereon in a clean and tidy, broom clean condition.
- (3) The City shall also be responsible for the remediation of the UST on the Westwood Tank Farm site legally described as Lot 3U, Block 6, Plan 5518NY along with the pipelines under 106A Street. The UST will need to be removed and remediated within 2 years of the City stopping usage.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$350	-	\$350	-	\$2,150	-	\$2,150	-	(\$2,350)	-	(\$2,350)	-	(\$150)	-	(\$150)	-
Total	\$350	-	\$350	-	\$2,150	-	\$2,150	-	(\$2,350)	-	(\$2,350)	-	(\$150)	-	(\$150)	-

Branch - LRT Expansion and Renewal 2019-2022 Operating Budget

Introduction

The LRT Expansion and Renewal Branch is responsible for effectively and efficiently delivering LRT capital projects. The Branch is guided by and aligned with Council's vision for Edmonton identified through Council's strategic priorities, the Municipal Development Plan, the Transportation Master Plan, and numerous other Council-approved policies and strategic initiatives.

The direction set by these strategic plans, priorities, and policies have culminated in a commitment to create a compact and more integrated urban environment - where people can get where they need to go with more choices including sustainable transportation modes.

By expanding the LRT network, the City of Edmonton can provide improved mobility choices for citizens, link to a larger number of destinations and integrate with active modes of transportation, while simultaneously managing and mitigating long-term traffic congestion. In keeping with the LRT Network Plan and various corridor concept plans, the Branch makes LRT expansion in the City of Edmonton a reality through the delivery of project management and technical services. Efficient administration of these projects ensures funding agreements with other levels of government can be reached and honoured.

An injection of provincial and federal funding into public transit projects in late 2016 and onward has resulted in an acceleration of related LRT work as well as the accompanying public engagement activities. The following LRT network expansion projects are currently underway in the concept, design, and/or build phase:

- Centre LRT Study - Downtown Circulator;
- Valley Line Southeast - Downtown to Mill Woods;
- Valley Line West - Downtown to Lewis Farms;
- Metro Line Northwest Extension - NAIT to Campbell Road;
- Capital Line South Extension - Century Park to Heritage Valley.

Programs & Services
LRT Expansion and Renewal
Procurement Readiness
P3 Excellence
LRT Expertise
Public/Stakeholder Engagement
Project Delivery

Branch - LRT Expansion and Renewal

Programs & Services:

The services of the LRT Expansion and Renewal Branch are focused on public and stakeholder engagement, procurement readiness, P3 expertise and project delivery in order to effectively and efficiently deliver LRT infrastructure.

Changes to Service Levels

- The Branch's service levels are expected to remain consistent with those in 2018; however, changes in provincial and federal funding may impact the projects which are developed and delivered.

Positive Change - Innovation & Continuous Improvement

- The LRT Expansion and Renewal Branch is currently undergoing a review of its role and mandate, organizational model as well as a shift in its governance approach. The Branch is working to establish a corporate oversight structure to monitor progress and project activities to completion, which includes the inauguration of a procurement due diligence committee to assist with oversight and accountability for upcoming procurement related decisions.

Impact of Previous Council Decisions:

Council has provided significant direction on LRT expansion through a number key decision points over multiple years which continue to inform the approach to developing the LRT network.

- **2008 Route Planning and Evaluation Criteria**
Includes consideration that LRT run at-grade wherever possible.
- **2009 Long Term LRT Expansion: LRT Network Plan**
Defines the future size, scale and operation of Edmonton's LRT, includes: six lines extending to all corners of the City and serves as the backbone for Edmonton's transportation network.
- **2012 Policy C569 - Optimization of the Transportation System Network**
Establishes principles for implementation of congestion management considering all transportation modes and the quality of travel for pedestrians, cyclists, transit users, auto and goods.
- **2012 Transit Oriented Development Guidelines**
Ensures that development near LRT stations is of a higher density and transit-supportive nature.
- **2016 LRT Network Prioritization**
Council prioritized two LRT extensions for construction funding; design and construction prioritization of the balance of the LRT network has not yet been determined.
- **2017 LRT Crossing Assessment Framework**
Provides an objective process for determining the optimal configuration for LRT crossings.
- **2017 Transit Strategy**
Provides a comprehensive and integrated perspective to guide the transit system which will result in a transit system that contributes to our city-building vision by supporting mobility, connectivity, integration, and sustainability.

These decisions etched a course in LRT planning, design, and construction. Future decisions on LRT must be balanced with the long-term implications on the transportation network, impact on Council's stated LRT vision and approved policies, strategies and initiatives for land use and compact urban form.

Branch - LRT Expansion and Renewal

Emerging Issues:

Increased Funding for LRT Expansion Projects

- An injection of funding into public transit projects in 2016 through the Public Transit Infrastructure Fund resulted in an acceleration of LRT work to bring expansion projects to construction procurement readiness. In 2018, federal, provincial and city officials announced an additional \$3.3 billion in federal infrastructure funding for Alberta. The bulk of Edmonton's portion of this funding is earmarked for construction of two segments of the LRT Network: Valley Line West (to Lewis Farms) and Metro Line Northwest (NAIT to Blatchford). An increase in project work is associated with an increase in related support efforts and business partner involvement to administer and oversee the larger LRT program.

Public Engagement

- LRT expansion generates significant public interest in Edmonton. As a result of increased project activity and recent funding announcements for LRT construction, the public spotlight on LRT expansion is growing. Public expectations of engagement have also increased with this topic remaining a priority for Council. The need for frequent communication with City Council, to inform and seek direction, will persist as LRT expansion advances and additional projects are funded and activated within the LRT portfolio.

Municipal Development Plan and Transportation Master Plan

- These two key planning documents are under review and development. They will inform LRT network planning and development for years to come and have the potential to alter the current course of LRT projects. The LRT Expansion and Renewal Branch plays a role as a key internal stakeholder and subject matter expert to support development of these plans.

LRT Segment Prioritization

- In 2016, Council was presented with a recommended construction priority for the buildout of Edmonton's approved LRT Network. At that time, only Valley Line West (to Lewis Farms) and the Metro Line Northwest (NAIT to Blatchford) Extension were confirmed, with the remaining Network left unprioritized. Anticipated announcements for additional LRT construction funding may re-invigorate discussion and debate.

Changing Technologies

- The emergence of different technologies to support mass transportation requires consideration as the network expands. The Branch maintains awareness of alternate technologies and incorporates that awareness into decision making regarding LRT expansion as appropriate.

Branch - LRT Expansion & Renewal

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
LRT Expansion and Renewal	1,660	100	455	455	455	455
Total Revenue & Transfers	\$1,660	\$100	\$455	\$455	\$455	\$455
Net Expenditure & Transfers						
LRT Expansion and Renewal	2,269	813	1,157	1,157	1,157	1,157
Total Net Expenditure & Transfers	\$2,269	\$813	\$1,157	\$1,157	\$1,157	\$1,157
Total Net Operating Requirement	\$609	\$713	\$702	\$702	\$702	\$702
Full-time Equivalents	28.0	30.5	33.0	29.5	27.0	27.0



Branch - LRT Expansion & Renewal

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	455	100	455	455	455	455
Grants	-	-	-	-	-	-
Transfer from Reserves	1,205	-	-	-	-	-
Total Revenue & Transfers	\$1,660	\$100	\$455	\$455	\$455	\$455
Net Expenditure & Transfers						
Personnel	3,211	3,923	4,207	3,886	3,714	3,740
Materials, Goods, and Supplies	131	131	123	123	123	123
External Services	99	108	108	108	108	108
Fleet Services	1	-	-	-	-	-
Intra-municipal Charges	1,824	940	952	952	952	952
Utilities & Other Charges	89	85	82	82	82	82
Transfer to Reserves	253	-	-	-	-	-
Subtotal	5,608	5,187	5,472	5,151	4,979	5,005
Intra-municipal Recoveries	(3,339)	(4,374)	(4,315)	(3,994)	(3,822)	(3,848)
Total Net Expenditure & Transfers	\$2,269	\$813	\$1,157	\$1,157	\$1,157	\$1,157
Total Net Operating Requirement	\$609	\$713	\$702	\$702	\$702	\$702
Full-time Equivalents	28.0	30.5	33.0	29.5	27.0	27.0

Edmontonians take over **30,000,000 LRT trips** per year

Valley Line West and Metro Line to Blatchford will **reduce greenhouse gas** by over **6,000 tonnes/year**

Valley Line West and Metro Line Extension to Blatchford will add **28 km of LRT track**

LRT ridership to double by 2030 to 264,500 trips per day

Overseeing approximately

\$2 billion

in LRT infrastructure projects

Trains travel over **35,000 kms & 1,100 hours** per day

18 LRT stations in 2018

up to **86** when network is complete

BRANCH BY THE NUMBERS

LRT EXPANSION AND DELIVERY



Branch - LRT Expansion & Renewal

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	713	702	702	702
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	713	702	702	702
Existing Services (Incremental to Base)				
Cost Changes	344	-	-	-
Change to Service Level	-	-	-	-
Revenue Changes	(355)	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	(11)	-	-	-
Total Approved Budget	\$702	\$702	\$702	\$702
Incremental Change in Full-time Equivalents	2.5	(3.5)	(2.5)	-

Previous Year's Budget:

In the previous year's budget, 5.0 FTEs were approved for a 2 year term in order to support ongoing projects within the Branch. These positions are funded from the Capital Program and, therefore, have a net nil impact on the 2019-2022 base budget.

Existing Services (Incremental to Base):

Cost pressures are mainly attributable to personnel increases throughout 2019-2022 as a result of certain inflationary and merit increases. These increases are primarily offset by increased recoveries from Capital Programs. In addition, LRT Expansion and Renewal contributed to the Department's strategies to reduce the overall base budget. This involved cost reductions in travel and training, stationery purchases and non-essential membership dues. The Branch plans to reduce these expenditures by 50 percent. In addition, the Branch will contribute to Corporate efficiency savings through the evaluation of landline alternatives.

Revenue is budgeted to increase for 2019-2022 compared to 2018 based on the rental revenue from properties acquired along the LRT line. The properties will generate rental revenue offset by certain rental expenses until demolition occurs for the LRT expansion.

Growth/New Services:

There are no service packages being requested for growth or new services.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

The 5.0 FTEs approved in the previous year's budget for a 2 year term began halfway through 2018, which equates to 2.5 FTEs in 2018. The remaining portion of their budgeted cost carries into 2019 resulting in an incremental increase of 2.5 FTEs in 2019. These positions end halfway through 2020 resulting in incremental decrease by 2.5 FTEs in 2020 and 2.5 FTEs in 2021.

In addition, 1.0 FTE will be transferred back to City Operations Department as this position was temporarily provided to LRT Expansion and Renewal in the previous years budget cycle and is to be returned in 2020.

Branch - LRT Expansion & Renewal

Approved 2019 - 2022 Budget - Program Summary

Program Name - LRT Expansion and Renewal

Description

LRT Expansion and Renewal includes the effective, efficient delivery of LRT projects. This occurs through services related to project delivery, procurement readiness, the P3 body of knowledge, corporate sharing of LRT expertise, and ongoing public and stakeholder engagement.

Results to be Achieved

LRT Expansion and Renewal will continue to deliver LRT capital projects, with a focus of on-time, on-budget, quality results. This work is guided by and aligned with Council's vision for the City as made manifest through Council's strategic priorities, the Municipal Development Plan, the Transportation Master Plan, and various other Council approved policies/strategic initiatives.

Cost Drivers

The schedule and budget of LRT projects is set through approvals by City Council. Costs are driven by progress in the development plans, design, property acquisition, procurement and construction, and public, stakeholder, and Council engagement.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$1,660	\$100	\$455	\$455	\$455	\$455
Expenditure & Transfers	5,608	5,187	5,472	5,151	4,979	5,005
Subtotal	3,948	5,087	5,017	4,696	4,524	4,550
Intra-municipal Recoveries	(3,339)	(4,374)	(4,315)	(3,994)	(3,822)	(3,848)
Total Net Operating Requirement	\$609	\$713	\$702	\$702	\$702	\$702
Full-time Equivalents	28.0	30.5	33.0	29.5	27.0	27.0

2018 Services

Services include: overseeing the P3 contract for the Valley Line Southeast and Project Management to fully implement the Metro Line LRT, advance LRT projects funded through the first phase of PTIF towards construction procurement readiness, support for planning of long term LRT expansion program, and enforcement and monitoring of contractor compliance with standards and guidelines.

Changes in Services for 2019 - 2022

There will be an increase in LRT Expansion and Renewal work associated with new funding for construction of Valley Line West and Metro Line Northwest (NAIT to Blatchford). Valley Line Southeast is expected to open for revenue service in 2020. The portfolio size may increase out of a current review of the Branch's Role and Mandate.

Branch - Blatchford Redevelopment Project 2019-2022 Operating Budget

Edmonton

Introduction

Edmonton is in an enviable position. The City has the opportunity to redevelop 217 hectares of land that is located just minutes away from downtown, and is next door to a rich array of infrastructure, schools, retail and services. The Blatchford Redevelopment Project will transform the former City Centre Airport site into a walkable, transit-oriented, and sustainable community. With homes for all stages of life, a great city park and opportunities to shop, dine, and work, Blatchford will create a new urban experience for up to 30,000 residents.

The Blatchford Redevelopment Project was established in 2009 to achieve City Council's vision for the community. The office is comprised of expertise in land development, real estate, investment, commercial/residential development, marketing/communications, program and project management, engineering, and municipal processes. The project maintains relationships with the surrounding community leagues, business associations, and major employers through a Stakeholder Committee.

Like any large land development, Blatchford will be developed in stages in order to be responsive to market and economic changes. Since 2014, preparing the site for the first home builders has been completed, including:

- Site Preparation;
- Neighborhood Planning and Engineering;
- Blatchford West - Stage 1 Planning, Engineering, and Construction (on-going);
- Marketing and Land Sales.

Engineering and planning work for the next stage is underway. The exact size, sequencing, and timing of future stages is flexible to respond to market demands.

Programs & Services
Blatchford Redevelopment Project
Planning and Engineering
Base Development
Marketing and Builder Selection
Program and Project Management
Development of affordable housing framework
Financial forecasting and modeling
Internal and external stakeholder communication
Settlements related to property acquisitions

Branch - Blatchford Redevelopment Project

Programs & Services:

The Blatchford Project will be a leading, sustainable development that balances social, economic and ecological outcomes. Social sustainability includes health and well-being, liveability and community spirit. Ecological sustainability includes how we plan land use, energy, transportation, water, waste and urban ecology. Economic sustainability includes housing affordability, employment, economic vitality, infrastructure and net revenues for the City.

Changes to Service Levels

Since 2016, the District Energy Sharing System scope has been decoupled from the Blatchford Redevelopment Project and is now its own program managed by the Blatchford Renewable Energy Utility, currently located within Renewable Energy Systems section in the Infrastructure Delivery Branch of Integrated Infrastructure Services.

In 2019, sales of the lots serviced with the first stage of development will be completed and a marketing initiative to support the sales will begin. This will follow on and continue with the planning, engineering and construction of the next stage to support continued sales in Blatchford.

Through the 2019-2022 term, the Blatchford Redevelopment Project will also be coordinating with the Metro Line NW LRT extension project, ensuring alignment of design and construction activities for the two projects.

Positive Change - Innovation & Continuous Improvement

Together with the Blatchford Renewable Energy Systems Utility, the Blatchford Redevelopment Project continues to monitor and review technological innovation as it relates to renewable energy and energy conservation to ensure that the overall energy strategy for the project continues to be world-leading and viable.

A proactive marketing and land sales program is in place and will continue to be implemented as more stages are developed. Stakeholder engagement with surrounding residential, institutional and commercial neighbours will also continue as the project is implemented.

The custom engineering design process will continue to evolve and respond to opportunities to enhance the environmental, financial and social outcomes of the project



Branch - Blatchford Redevelopment Project

Impact of Previous Council Decisions:

Blatchford West - Stage 1 construction accelerated in the Spring of 2017 following Council's approval of the capital budget for the district energy system.

Emerging Issues:

Land Sales

- The land sales process to find builders who share the City's vision and can deliver attractive and energy-efficient buildings is underway. Late 2017, 27 home builders submitted expressions of interest for the first 12 parcels of land available. On July 9, 2018, the first six parcels (townhouse lots) were released for sale to these builders. Builders have submitted proposals in August 2018 outlining their commitment to sustainable and innovative design and describing how their planned projects will contribute to an exceptional quality of life in Blatchford.
- After review of the builder proposals, Administration will enter into negotiations and sales agreements with select builders. Once builders are selected, future residents will be able to contact builders directly to find out more about building design, pricing, pre-sales and move-in dates. Blatchford marketing programs will align with and support builder marketing plans. The remaining six parcels of land in Blatchford West - Stage 1 will be released for sale by the end of 2018.
- Administration continues to negotiate with NAIT regarding the purchase of land on the east side of the site for potential student housing and campus expansion. Schedule for servicing development of the area will be impacted depending on the final agreement with NAIT.

District Energy Sharing System and the Blatchford Renewable Energy Utility

- The development and operation of the Blatchford Renewable Energy Utility is closely connected to the land development and sales activities within Blatchford.
- To help achieve the City's long term goal of 100 percent renewable energy and carbon neutrality all buildings in Blatchford, with the exception of net-zero carbon buildings, must connect to the District Energy Sharing System for all heating, cooling and domestic hot water services.
- The Utility will continuously monitor emerging and alternative renewable energy technologies (such as solar photovoltaic, renewable natural gas, micro combined heat and power (CHP) units) and evaluate how they can be implemented in a practical and fiscally prudent manner while also ensuring Council's environmental goals for Blatchford are achieved.

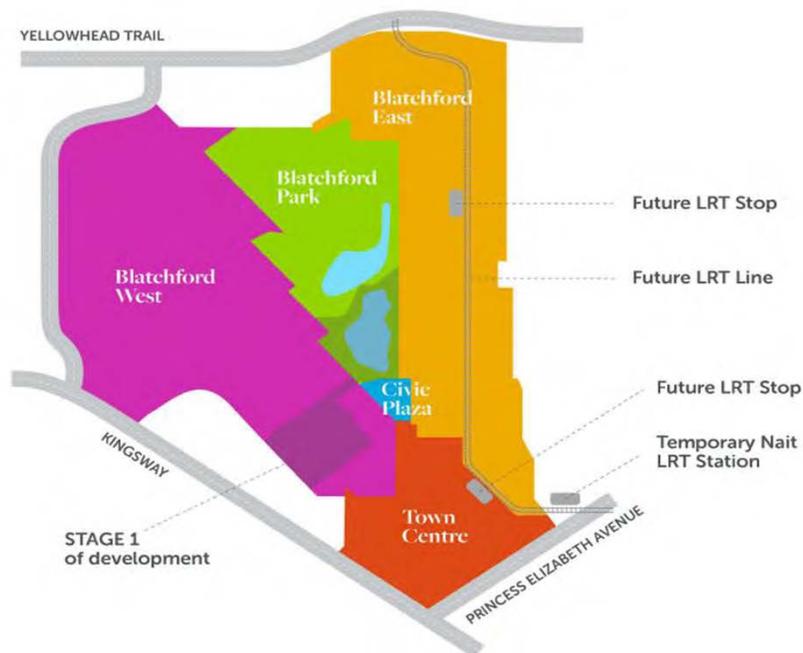
Metro Line NW LRT Expansion

- The planned expansion of the Metro Line LRT from NAIT through the east section of the Blatchford area will provide an opportunity to accelerate the planned development of this section, which is currently forecasted to begin after 2030. If funding is secured for this extension of the Metro Line, it could be operational as early as 2024.

Branch - Blatchford Redevelopment Project

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Blatchford Redevelopment	3,015	29,137	8,627	16,525	22,304	28,785
Total Revenue & Transfers	\$3,015	\$29,137	\$8,627	\$16,525	\$22,304	\$28,785
Net Expenditure & Transfers						
Blatchford Redevelopment	3,666	28,637	12,629	18,392	15,884	30,787
Total Net Expenditure & Transfers	\$3,666	\$28,637	\$12,629	\$18,392	\$15,884	\$30,787
Net Income/(Loss)	(\$651)	\$500	(\$4,002)	(\$1,867)	\$6,420	(\$2,002)
Full-time Equivalents	7.0	4.0	4.0	4.0	4.0	4.0



Branch - Blatchford Redevelopment Project

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	3,015	29,137	8,627	16,525	22,304	28,785
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$3,015	\$29,137	\$8,627	\$16,525	\$22,304	\$28,785
Net Expenditure & Transfers						
Personnel	755	644	679	682	684	686
Materials, Goods, and Supplies	15	23	15	15	15	15
External Services	170	889	744	650	667	696
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	1,367	910	1,416	1,417	1,419	1,420
Debt	1,296	2,833	1,927	2,145	2,110	2,042
Utilities & Other Charges	63	23,338	7,848	13,483	10,989	25,928
Transfer to Reserves	-	-	-	-	-	-
Subtotal	3,666	28,637	12,629	18,392	15,884	30,787
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$3,666	\$28,637	\$12,629	\$18,392	\$15,884	\$30,787
Net Income/(Loss)	(\$651)	\$500	(\$4,002)	(\$1,867)	\$6,420	(\$2,002)
Full-time Equivalents	7.0	4.0	4.0	4.0	4.0	4.0

Balances social, economic and ecological outcomes

>Access to LRT through Metro Line expansion

Carbon neutral with **100%** renewable energy

30,000 Edmontonians to have new homes, a great city park, and opportunities to shop, dine and work

>**217 ha**

community minutes from downtown, next door to schools, retail, and services

BRANCH BY THE NUMBERS
BLATCHFORD REDEVELOPMENT



Branch - Blatchford Redevelopment Project

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	500	(4,002)	(1,867)	6,420
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	500	(4,002)	(1,867)	6,420
Existing Services (Incremental to Base)				
Cost Changes	1,279	(130)	11	33
Change to Service Level	-	-	-	-
Revenue Changes	(5,781)	2,265	8,276	(8,455)
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	(4,502)	2,135	8,287	(8,422)
Net Income/(Loss)	(\$4,002)	(\$1,867)	\$6,420	(\$2,002)
Incremental Change in Full-time Equivalents	-	-	-	-

Previous Year's Budget:

No prior year adjustments approved that affect our future revised base budget.

Existing Services (Incremental to Base):

Cost - Change

The 2019 budget shows an increase in internal services mainly driven by Law services in relation to expropriations and Finance support for the project. These increases are more than offset by decreases in interest and grants due to project delays. These costs will increase as the project reaches later stages as indicated. External services, training, travel, etc. have all been reduced via increased recoveries from capital as well as Program budget reduction strategies.

Revenue - Change

The change in net revenue from sales is a result of delays in the Blatchford project. These delays were not reflected in the previous budget cycle. 2021-2022 sales are anticipated to be in line with the 2018 initial expectation. The reduction in net revenue from sales is also offset by an increase in lease revenue as a result of additional land and structure leases.

Growth/New Services:

No change to Services.

Council Amendments:

No Council amendments

Incremental Change in Full-time Equivalents:

No change in Full-time Equivalents.

Branch - Blatchford Redevelopment Project

Approved 2019 - 2022 Budget - Program Summary

Program Name - Blatchford Redevelopment

Description

The Blatchford Redevelopment Project is the development of the former City Centre Airport into a master planned community with the vision that the site will be home to 30,000 Edmontonians living, working and learning in a sustainable community that uses 100% renewable energy, is carbon neutral, significantly reduces ecological footprint and empowers residents to pursue a range of sustainable lifestyle choices.

Results to be Achieved

The implementation of the Blatchford Redevelopment Project will create an environmentally, socially, and financially sustainable community for 30,000 people in the heart of Edmonton.

Cost Drivers

- Legal support for expropriation, land acquisitions and land sales.
- Development consulting services.
- Direct costs of land development.
- Costs associated with marketing the project.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$3,015	\$29,137	\$8,627	\$16,525	\$22,304	\$28,785
Expenditure & Transfers	3,666	28,637	12,629	18,392	15,884	30,787
Subtotal	(651)	500	(4,002)	(1,867)	6,420	(2,002)
Intra-municipal Recoveries	-	-	-	-	-	-
Net Income/(Loss)	(\$651)	\$500	(\$4,002)	(\$1,867)	\$6,420	(\$2,002)
Full-time Equivalents	7.0	4.0	4.0	4.0	4.0	4.0

2018 Services

- Detailed design, planning and project management services to support ongoing redevelopment.
- Internal and external project communication and liaison with stakeholders and advisory groups.
- Settlements related to property acquisitions.
- Construction completion of the first stage of development.
- Selection of the builders for the first stage of development.

Changes in Services for 2019 - 2022

In 2019, the first stage of development will be complete and serviced lots will be ready for sale. Marketing and sales initiatives will begin to support sales, as well as, planning, engineering and construction for the next stage of development will also commence.

Department - Mayor and Councillor Offices 2019-2022 Operating Budget

Edmonton

Introduction

Edmonton's City Council is comprised of 13 elected representatives, including one Mayor and 12 City Councillors. Since being elected, City Council has set its sights on transforming Edmonton into a highly liveable, uplifting and globally competitive city that is recognized as one of Canada's very best.

Edmonton City Council develops and evaluates policies and programs for the City, ensures that the powers, duties and functions of the municipality are appropriately carried out, and that growth is managed.

City Council is supported by an administrative team responsible for helping to implement the vision set by Council and ensuring the business of the office runs smoothly.

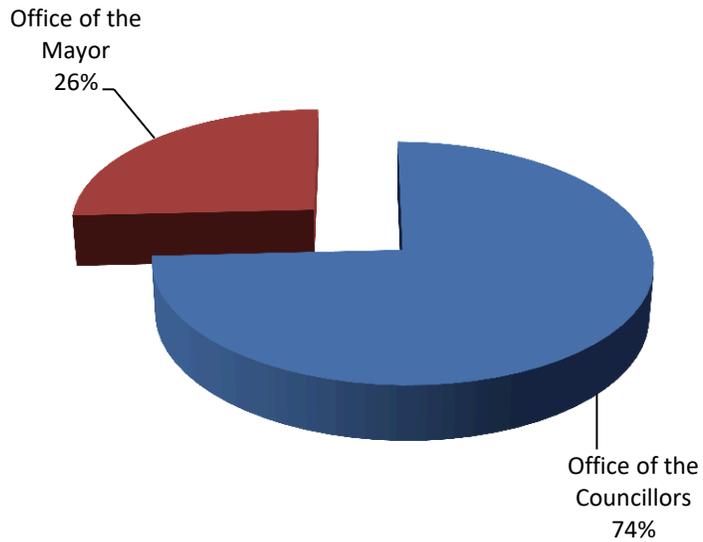


Department - Mayor & Councillor Offices

Approved 2019-2022 Budget - Department Summary by Branch

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Office of the Councillors	4,111	5,073	5,114	5,182	5,240	5,289
Mayor & Councillor Offices	1,529	1,739	1,778	1,798	1,814	1,829
Total Net Expenditure & Transfers	\$5,640	\$6,812	\$6,892	\$6,980	\$7,054	\$7,118
Total Net Operating Requirement	\$5,640	\$6,812	\$6,892	\$6,980	\$7,054	\$7,118
Full-time Equivalents	50.0	50.0	50.0	50.0	50.0	50.0

2019 Net Expenditures by Branch



Department - Mayor & Councillor Offices

Approved 2019-2022 Budget - Department Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	5,047	6,141	6,225	6,313	6,387	6,451
Materials, Goods, and Supplies	56	59	59	59	59	59
External Services	199	159	160	160	160	160
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	137	144	139	139	139	139
Utilities & Other Charges	201	309	309	309	309	309
Transfer to Reserves	-	-	-	-	-	-
Subtotal	5,640	6,812	6,892	6,980	7,054	7,118
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$5,640	\$6,812	\$6,892	\$6,980	\$7,054	\$7,118
Total Net Operating Requirement	\$5,640	\$6,812	\$6,892	\$6,980	\$7,054	\$7,118
Full-time Equivalents	50.0	50.0	50.0	50.0	50.0	50.0

Department - Mayor & Councillor Offices

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	6,812	6,892	6,980	7,054
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	6,812	6,892	6,980	7,054
Existing Services (Incremental to Base)				
Cost Changes	80	88	74	64
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	80	88	74	64
Total Approved Budget	\$6,892	\$6,980	\$7,054	\$7,118
Incremental Change in Full-time Equivalents	-	-	-	-

Previous Year's Budget:

No impacts from previous year's budget.

Existing Services (Incremental to Base):

Cost Changes are due to personnel increases for movement towards job rate and benefit changes and interdepartmental changes.

Growth/New Services:

No growth or new services.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

No changes in FTEs.

Office of the City Auditor 2019-2022 Operating Budget

Edmonton

Introduction

The Office of the City Auditor (OCA) reports directly to City Council through the Audit Committee. In accordance with Bylaw 12424, City Auditor Bylaw, the City Auditor is responsible for all internal auditing activities within City programs and City agencies.

The OCA provides independent and objective review and consulting services to improve the City's programs by applying a systematic, disciplined approach to evaluate and improve the City's risk management, control and governance processes. It also administers the City of Edmonton's Fraud and Misconduct Hotline and coordinates fraud investigation activities within City programs. The OCA submits an Annual Work Plan to the Audit Committee for approval. The approved Annual Work Plan identifies the number of internal audits to be completed in the upcoming year. The OCA identifies City activities for review by utilizing a risk-based evaluation methodology, focusing its efforts in the areas deemed most significant to the City achieving its objectives.

The OCA's activities result in proactive control design or corrective action recommendations in a final report to the Administration. Responses and action plans received from the Administration are incorporated in final reports. These reports are distributed to each member of Council and then publicly disclosed on the City of Edmonton's website. All reports are brought forward for discussion at Audit Committee meetings held in a public forum.

Governance and Accountability

The Audit Committee oversees the activities of the City Auditor and is guided by Bylaw 16097, Audit Committee Bylaw. Bylaw 16097 prescribes the powers, duties and functions of Council's standing committee for audit matters. Transparency, accountability and openness are essential elements of good governance and help to enhance public trust.

The OCA maintains a webpage on the City of Edmonton's public website to provide citizens and other interested parties access to audit reports, annual work plans and annual reports. The OCA is independent from the City's Administration, and is also committed to effective communication with all its stakeholders.

The operational style focuses on effective relationships with City Council and the Administration. This approach has significantly improved OCA effectiveness. Audit reports generate energy and encourage Administration to implement OCA recommendations and enhance City operations. The OCA works hard to understand the issues and concerns facing City operations. This has led to 100% of audit recommendations being accepted by the Administration over the past 10 years. The OCA also continues to research best practices, maintain open communication with stakeholders and keep abreast of emerging issues to provide a value-added service to the City of Edmonton and the citizens of Edmonton.

Office of the City Auditor

Programs & Services:

- **Innovation**
 - TeamCloud Hosting - In 2019, the OCA will be using a TeamMate Cloud Solution. This reduces the need for internal IT support, maintains availability of data when we need it, and ensures timely access to version updates.

- **Continuous Improvement**
 - External Quality Assessment - The City of Edmonton will need to engage a consultant to perform an External Quality Assessment of the Office of the City Auditor as per the *International Standards for the Professional Practice of Internal Auditing* and *City Auditor Bylaw 12424*, that a peer review be conducted every five years. The Office of the City Auditor's last peer review was a full External Quality Assessment that was presented to Audit Committee on October 8, 2015.



Branch - Office of the City Auditor

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Office of the City Auditor	2,402	2,605	2,644	2,679	2,706	2,731
Total Net Expenditure & Transfers	\$2,402	\$2,605	\$2,644	\$2,679	\$2,706	\$2,731
Total Net Operating Requirement	\$2,402	\$2,605	\$2,644	\$2,679	\$2,706	\$2,731
Full-time Equivalent	16.0	16.0	16.0	16.0	16.0	16.0



Office of the
City Auditor
100%

Branch - Office of the City Auditor

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	2,215	2,396	2,417	2,452	2,479	2,504
Materials, Goods, and Supplies	62	41	59	59	59	59
External Services	31	50	50	50	50	50
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	45	57	53	53	53	53
Utilities & Other Charges	49	61	65	65	65	65
Transfer to Reserves	-	-	-	-	-	-
Subtotal	2,402	2,605	2,644	2,679	2,706	2,731
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$2,402	\$2,605	\$2,644	\$2,679	\$2,706	\$2,731
Total Net Operating Requirement	\$2,402	\$2,605	\$2,644	\$2,679	\$2,706	\$2,731
Full-time Equivalents	16.0	16.0	16.0	16.0	16.0	16.0



Branch - Office of the City Auditor

Approved 2019 - 2022 Budget - Program Summary

Program Name - Office of the City Auditor

Description

The Office of the City Auditor (OCA) is responsible for all internal auditing activities within City programs and City agencies. The OCA strives to deliver high-quality, innovative and cost-effective audit services that include value-for-money, investigations, proactive projects, follow-up reviews, governance and leadership activities and emerging issues.

Results to be Achieved

Add value to the City of Edmonton by promoting accountability, cost-effective municipal services and ethical practices.

Cost Drivers

The OCA will initiate projects after considering the evolving corporate environment, risks, challenges and priorities. The extent of completion of audit projects is dependent on the approval of the OCA budget as submitted, the number of requests by City Council and Administration, the level of special investigations and other issues which may emerge during the year.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	2,402	2,605	2,644	2,679	2,706	2,731
Subtotal	2,402	2,605	2,644	2,679	2,706	2,731
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$2,402	\$2,605	\$2,644	\$2,679	\$2,706	\$2,731
Full-time Equivalents	16.0	16.0	16.0	16.0	16.0	16.0

2018 Services

Provide independent, objective assurance and advisory services designed to add value and improve the City's programs. Assist the City in evaluating and improving the effectiveness of risk management, control and governance processes. Coordinate fraud investigation activities within City Programs or City Agencies.

Changes in Services for 2019 - 2022

The OCA's 2019-2022 budget provides for a level of service similar to 2016-2018. Projects completed will result in improving the overall operations of the City by strengthening management controls, improving accountability and helping Audit Committee with its governance and internal control oversight role.

Office of the City Auditor

Summary of Budget Changes - Net Requirement

(\$000)	2019	2020	2021	2022
	Net	Net	Net	Net
Previous Year's Budget	2,605	2,644	2,679	2,706
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	2,605	2,644	2,679	2,706
Existing Services (Incremental to Base)				
Cost Changes	39	35	27	25
Change to Service Level	-	-	-	-
Revenue Changes (Rate & Volume)	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	39	35	27	25
Total Approved Budget	\$2,644	\$2,679	\$2,706	\$2,731
Incremental Change in Full-time Equivalents	-	-	-	-

Previous Year's Budget:

No impacts from previous year's budget

Existing Services (Incremental to Base):

Cost increases in personnel due to movement towards job rate. Increase in software cost related to new audit management software and minor costs related to equipment refresh.

Growth/New Services:

No growth or new services.

Incremental Change in Full-time Equivalents:

No change in FTEs.



Department - Office of the City Manager

2019-2022 Operating Budget

Edmonton

Introduction

As one of two employees of City Council, the City Manager is responsible for ensuring the development and implementation of the strategic priorities of the corporation. The Office of the City Manager leads efforts to align Administration's work with Council's core expectations and to advance Council's priorities around growth and renewal. The City Manager works in collaboration with the Executive Leadership Team (ELT) to cascade information and issues that require corporate strategic management, to create and sustain safe and respectful workplaces for near 14,000 employees,

and to respond to emerging issues that have the potential to affect the operations and reputation of the City, its residents, businesses and stakeholders. The Office of the City Manager includes the Office of the City Clerk, which is responsible for managing City Council and Committee meetings, corporate information governance, elections and census, tribunals.

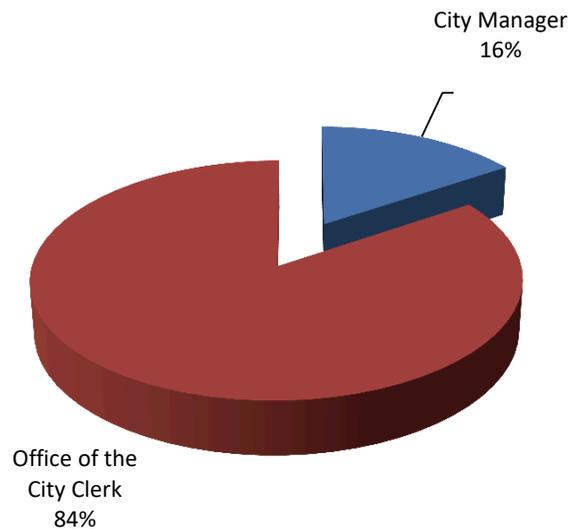
Branches & Programs	
City Manager's Office	Office of the City Clerk
	Governance, Tribunals, Corporate Information Governance, and Administration
	Elections and Census
	Office of the Integrity Commissioner

Department - Office of the City Manager

Approved 2019-2022 Budget - Department Summary by Branch

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
City Manager	99	-	-	-	-	-
Office of the City Clerk	2,439	732	732	732	2,375	732
Total Revenue & Transfers	\$2,538	\$732	\$732	\$732	\$2,375	\$732
Net Expenditure & Transfers						
City Manager	1,906	2,239	2,337	2,337	2,338	2,339
Office of the City Clerk	12,926	12,312	12,644	12,645	14,880	12,646
Total Net Expenditure & Transfers	\$14,832	\$14,551	\$14,981	\$14,982	\$17,218	\$14,985
Total Net Operating Requirement	\$12,294	\$13,819	\$14,249	\$14,250	\$14,843	\$14,253
Full-time Equivalent	77.1	85.1	86.1	86.1	86.1	86.1

2019 Net Expenditures by Branch



Department - Office of the City Manager

Approved 2019-2022 Budget - Department Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	2,098	732	732	732	2,375	732
Grants	8	-	-	-	-	-
Transfer from Reserves	432	-	-	-	-	-
Total Revenue & Transfers	\$2,538	\$732	\$732	\$732	\$2,375	\$732
Net Expenditure & Transfers						
Personnel	9,487	9,776	9,849	9,922	10,772	10,029
Materials, Goods, and Supplies	561	479	479	479	557	474
External Services	3,307	2,484	2,593	2,521	3,529	2,470
Fleet Services	16	16	16	16	16	16
Intra-municipal Charges	554	226	474	474	696	476
Utilities & Other Charges	996	1,570	1,570	1,570	1,648	1,520
Transfer to Reserves	-	-	-	-	-	-
Subtotal	14,921	14,551	14,981	14,982	17,218	14,985
Intra-municipal Recoveries	(89)	-	-	-	-	-
Total Net Expenditure & Transfers	\$14,832	\$14,551	\$14,981	\$14,982	\$17,218	\$14,985
Total Net Operating Requirement	\$12,294	\$13,819	\$14,249	\$14,250	\$14,843	\$14,253
Full-time Equivalent	77.1	85.1	86.1	86.1	86.1	86.1

Branch - Office of the City Manager 2019-2022 Operating Budget

Edmonton

Introduction

The City Manager's Office (CMO) provides support for the implementation of City Manager's work plan, helping to advance Council's policy agenda and leads the development and implementation of corporate projects. As directed by the City Manager, the CMO also assists with the implementation of ELT's priorities and provides support to ELT meetings. In collaboration with all departments and the Office of the City Clerk, the CMO works to ensure the development and implementation of the strategic priorities of the corporation.



Branch - City Manager

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
City Manager	99	-	-	-	-	-
Total Revenue & Transfers	\$99	-	-	-	-	-
Net Expenditure & Transfers						
City Manager	1,906	2,239	2,337	2,337	2,338	2,339
Total Net Expenditure & Transfers	\$1,906	\$2,239	\$2,337	\$2,337	\$2,338	\$2,339
Total Net Operating Requirement	\$1,807	\$2,239	\$2,337	\$2,337	\$2,338	\$2,339
Full-time Equivalents	9.0	12.0	12.0	12.0	12.0	12.0

Branch - City Manager

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
City Manager	99	-	-	-	-	-
Total Revenue & Transfers	\$99	-	-	-	-	-
Net Expenditure & Transfers						
City Manager	1,906	2,239	2,337	2,337	2,338	2,339
Total Net Expenditure & Transfers	\$1,906	\$2,239	\$2,337	\$2,337	\$2,338	\$2,339
Total Net Operating Requirement	\$1,807	\$2,239	\$2,337	\$2,337	\$2,338	\$2,339
Full-time Equivalents	9.0	12.0	12.0	12.0	12.0	12.0

Branch - City Manager

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	99	-	-	-	-	-
Total Revenue & Transfers	\$99	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	1,554	2,112	2,113	2,113	2,112	2,113
Materials, Goods, and Supplies	62	12	12	12	12	12
External Services	96	39	39	39	39	39
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	107	22	119	119	121	121
Utilities & Other Charges	87	54	54	54	54	54
Transfer to Reserves	-	-	-	-	-	-
Subtotal	1,906	2,239	2,337	2,337	2,338	2,339
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$1,906	\$2,239	\$2,337	\$2,337	\$2,338	\$2,339
Total Net Operating Requirement	\$1,807	\$2,239	\$2,337	\$2,337	\$2,338	\$2,339
Full-time Equivalents	9.0	12.0	12.0	12.0	12.0	12.0



Branch - City Manager

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	2,239	2,337	2,337	2,338
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	2,239	2,337	2,337	2,338
Existing Services (Incremental to Base)				
Cost Changes	98	-	1	1
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	98	-	1	1
Total Approved Budget	\$2,337	\$2,337	\$2,338	\$2,339
Incremental Change in Full-time Equivalents	-	-	-	-

Previous Year's Budget:

No impacts from previous year's budget.

Existing Services (Incremental to Base):

Cost Changes are due to Interdepartmental Charges: staff support, parking and printing services.

Growth/New Services:

The Office of the City Manager anticipates no new growth in services during this budget cycle.

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

No incremental change in FTEs.

Branch - Office of the City Clerk 2019-2022 Operating Budget

Edmonton

Introduction

The Office of the City Clerk provides service through ensuring the integrity of democratic municipal government and citizens' right to a transparent, accessible and participatory Council and Administration.

The Office of the City Clerk manages all aspects of City Council and Committee meetings, including ensuring that Council and Committee decisions are enforceable, transparent, and retrievable and producing the public record and holding it in trust for the future. The Office of the City Clerk advises Council on the governance of agencies, boards, committees, commissions, and corporations and delivers operational and administrative support to the Office of the Councillors and, as requested, the Office of the Mayor.

The Office of the City Clerk supports a city-wide framework for the management of information, which includes developing policies, standards, and strategic direction for the creation, security, retention, disposition, and preservation of records, in addition to oversight of information access and privacy.

The Elections and Census program includes by-elections, ward boundary review and petition readiness. The Election is a complex project that involves technology, community outreach, communications, candidate forums, as well as partnering with the school boards to conduct their elections. Census data is obtained through both online collection and door-to-door canvassing, and provides current, reliable data to the City, its partners, business, and community organizations.

The Assessment Review Board, Subdivision and Development Appeal Board, and Community Standards and Licence Appeal Committee are independent bodies where citizens can appeal decisions made by Administration. The City Clerk has the legislated function of Clerk of these quasi-judicial tribunals.

Programs & Services		
Governance, Tribunals, Corporate Information Governance, and Administration	Elections and Census	Office of the Integrity Commissioner
Civic Agency Governance	Municipal Elections	Integrity Commissioner
Council and Committee Meeting Management	Census	Ethics Advisor
Council Governance	Ward Boundary Review	
Council Support	Petition Readiness	
Information Access and Privacy		
Records Management		
Tribunals		

Branch - Office of the City Clerk

Programs & Services

Changes to Service Levels

- Resources related to information access and privacy located in the departments have been centralized into the Corporate Access and Privacy Office in the Office of the City Clerk. This centralization will help to ensure consistent oversight and approach, improve service delivery to citizens, media, and City staff, as well as provide opportunities for operational efficiencies.
- The Office of the City Clerk is always looking for ways to improve accessibility to municipal government. Hearing loops were recently installed in Council Chamber and the River Valley Room to assist the Deaf and Hard of Hearing Community. Live captioning of Council and Committee meetings will also soon be available, both in the meeting rooms and online.

Innovation

- The Corporate Records and Information Management unit continues to deploy the Google Taxonomy (a COE Drive application) across the corporation. The Google Taxonomy is a low-cost, innovative solution which will help staff manage City Records based on operational and legal requirements. Highlights of this application include the ability to manage the team drive environment, file Gmail quickly into the COE Drive, as well as a legal hold feature with a litigation case management dashboard. As a result of this innovation, the City's liabilities are reduced while increasing efficiency in searchability and minimizing re-work.

Continuous Improvement

- The Council Meeting Management Team is working with a software vendor on a solution to enrich stakeholder experience of Council and Committee meetings. The solution will provide enhancements to the following:
 - Agenda, meeting and minutes management
 - Publishing of agendas and minutes
 - Live and on-demand streaming video of meetings



Branch - Office of the City Clerk

Impact of Previous Council Decisions

Office of the Integrity Commissioner

- At the May 8, 2018, City Council meeting, Council directed Administration to proceed with the recruitment of an Integrity Commissioner and an Ethics Advisor. These positions will compose a new Integrity Office, which will be an important part of an accountability system at the City of Edmonton. The Integrity Commissioner will receive and investigate potential breaches of the Council Code of Conduct, while the Ethics Advisor will provide legal, ethical and policy advice to Councillors, as well as develop educational programs and materials. Both roles will also work together to provide proactive service to Council.

These positions were posted to the public on the City's website. After the competition process, Council appointed individuals to both of these roles on September 5.

While these positions are independent from Council and Administration, the Office of the City Clerk will provide administrative support to the office, as well as logistical and operational support as required.

Emerging Issues

Lobbyist Registry

- Council is currently considering implementation of a lobbyist registry which would allow all citizens to see who is influencing or attempting to influence City decision makers. If Council proceeds with implementation, the Office of the City Clerk will provide administrative oversight and maintenance of the registry.

Changes to how Election and Census Workers are paid

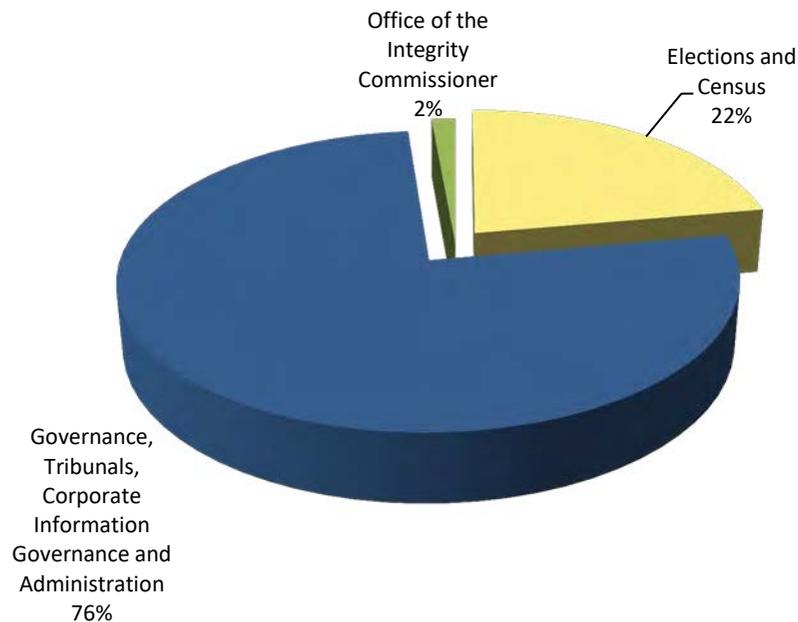
- Changes to Provincial legislation may require significant changes to how Election and Census workers are paid in project. This may require hiring additional staff during an election and potentially a complete change in how census workers are paid.

Branch - Office of the City Clerk

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Elections and Census	1,868	213	213	213	1,856	213
Governance, Tribunals, Corporate Information Governance and Administration	571	519	519	519	519	519
Total Revenue & Transfers	\$2,439	\$732	\$732	\$732	\$2,375	\$732
Net Expenditure & Transfers						
Elections and Census	4,561	2,744	2,811	2,824	5,066	2,792
Governance, Tribunals, Corporate Information Governance and Administration	8,365	9,568	9,652	9,640	9,633	9,672
Office of the Integrity Commissioner	-	-	181	181	181	182
Total Net Expenditure & Transfers	\$12,926	\$12,312	\$12,644	\$12,645	\$14,880	\$12,646
Total Net Operating Requirement	\$10,487	\$11,580	\$11,912	\$11,913	\$12,505	\$11,914
Full-time Equivalents	68.1	73.1	74.1	74.1	74.1	74.1

2019 Net Expenditures by Program



Branch - Office of the City Clerk

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	2,098	732	732	732	2,375	732
Grants	8	-	-	-	-	-
Transfer from Reserves	333	-	-	-	-	-
Total Revenue & Transfers	\$2,439	\$732	\$732	\$732	\$2,375	\$732
Net Expenditure & Transfers						
Personnel	7,933	7,664	7,736	7,809	8,660	7,916
Materials, Goods, and Supplies	499	467	467	467	545	462
External Services	3,211	2,445	2,554	2,482	3,490	2,431
Fleet Services	16	16	16	16	16	16
Intra-municipal Charges	447	204	355	355	575	355
Utilities & Other Charges	909	1,516	1,516	1,516	1,594	1,466
Transfer to Reserves	-	-	-	-	-	-
Subtotal	13,015	12,312	12,644	12,645	14,880	12,646
Intra-municipal Recoveries	(89)	-	-	-	-	-
Total Net Expenditure & Transfers	\$12,926	\$12,312	\$12,644	\$12,645	\$14,880	\$12,646
Total Net Operating Requirement	\$10,487	\$11,580	\$11,912	\$11,913	\$12,505	\$11,914
Full-time Equivalents	68.1	73.1	74.1	74.1	74.1	74.1

194,826 People who voted in the last municipal election

1646 Council and Committee reports reviewed

606 Access to information requests received

101 Council and Committee reports authored by OCC

1,125,066,550 Electronic Records deleted

300,000
pounds of paper shredded
at the Corporate Records Centre
(transitory records)

1498 Complaints made to the Assessment Review Board

212 Number of citizens appointed by Council to agencies/boards/committees/commissions

245 Appeals to the Subdivision and Development Appeal Board

BY THE NUMBERS
OFFICE OF THE CITY CLERK



Branch - Office of the City Clerk

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	11,580	11,912	11,913	12,505
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	11,580	11,912	11,913	12,505
Existing Services (Incremental to Base)				
Cost Changes	152	1	(1)	1
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	152	1	(1)	1
Growth/New Services				
2021 Municipal Election	-	-	593	(593)
Integrity Office	180	-	-	1
Total Growth/New Services	180	-	593	(592)
Total Approved Budget	\$11,912	\$11,913	\$12,505	\$11,914
Incremental Change in Full-time Equivalents	1.0	-	-	-

Previous Year's Budget:

No impacts from previous year's budget.

Existing Services (Incremental to Base):

Cost Changes are due to personnel increases for movement towards job rate and benefit changes, which are offset by decreases in non-personnel, and an increase in Interdepartmental Charges due to Staff Support and Internal Printing.

Growth/New Services:

The 2019-2022 increase reflects the following Service Packages:

- The Office of the Integrity Commissioner, approved by Council in May 2018;
- The 2021 Municipal Elections, which is scheduled for October 18, 2021

Council Amendments:

There were no Council Amendments to the proposed budget.

Incremental Change in Full-time Equivalents:

Change in FTEs is due to the addition of 1.0 FTE for the Office of the Integrity Commissioner.

Branch - Office of the City Clerk

Approved 2019 - 2022 Budget - Program Summary

Program Name - Elections and Census

Description

The Elections and Census Program is provided by the Office of the City Clerk. In addition to regular municipal elections and the census, the program includes by-elections, ward boundary review, and petition readiness.

Municipal elections must be planned and implemented according to provincial and municipal legislation. The election is a complex project that involves technology, outreach, communications, candidate forums, as well as work with the school boards to conduct their elections. Up to 3,000 workers are hired for this major corporate project every four years.

Census data is obtained through online and door-to-door collection. Current, reliable census data enables stakeholders to anticipate and adapt to change. Decisions based on current and accurate demographics result in more appropriate, proactive use of revenue and resources, and expeditious per capita grants.

Results to be Achieved

This program works to remove barriers for all eligible voters and ensure that rich and timely census data is available for best decision making. The program ensures that the City complies with the Municipal Government Act, the Local Authorities Election Act, Alberta Regulation 92/2001, as well as City bylaw and policy.

The next election will be held in October 2021. This democratic process enables electors to choose the Mayor, Councillors, and School Board Trustees for the next four years. A municipal census is approved for 2019 and 2020, at which point the policy will be reviewed and a schedule will be recommended to Council. The municipal census is conducted in April and results are available by September of the same year.

Cost Drivers

- Possible changes to the Alberta Labour Code which may increase costs for both election and census workers
- Population growth and annexations which result in increased costs to maintain service levels
- Improved census technology, which will potentially reduce operation costs

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$1,868	\$213	\$213	\$213	\$1,856	\$213
Expenditure & Transfers	4,561	2,744	2,811	2,824	5,066	2,792
Subtotal	2,693	2,531	2,598	2,611	3,210	2,579
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$2,693	\$2,531	\$2,598	\$2,611	\$3,210	\$2,579
Full-time Equivalents	9.0	9.0	9.0	9.0	9.0	9.0

2018 Services

- Planning and preparation for Census 2019, which included an RFP for a new service provider for a technical solution
- A ward boundary review
- Review of human resource practices relative to elections and census

Changes in Services for 2019 - 2022

- By-election readiness due to provincial election
- A municipal census in 2019 and 2020 using improved technology which may lead to decreased operating costs
- Increasing census promotion and education to increase engagement and online uptake
- A municipal election in 2021
- A ward boundary correction and review
- Changes to provincial legislation that will require service delivery changes

Branch - Office of the City Clerk

Approved 2019 - 2022 Budget - Program Summary

Program Name - Governance, Tribunals, Corporate Information Governance and Administration

Description

The Office of the City Clerk manages all aspects of City Council and Committee meetings. We ensure that Council and Committee decisions are enforceable, transparent, and retrievable - producing the public record and holding it in trust for the future. We advise Council on the governance of agencies, boards, committees, commissions, and corporations. We also deliver operational and administrative support to the Office of the Councillors and, as requested, the Office of the Mayor.

The Office of the City Clerk supports a city-wide framework for the management of information, which includes developing policies, standards, and strategic direction for the creation, security, retention, disposition, and preservation of records, in addition to oversight of information access and privacy.

The Assessment Review Board, Subdivision and Development Appeal Board, and Community Standards and Licence Appeal Committee are independent bodies where citizens can appeal decisions made by Administration. The City Clerk has the legislated function of Clerk of these quasi-judicial tribunals.

Results to be Achieved

This Program also helps to ensure compliance with the Municipal Government Act, the Freedom of Information and Protection of Privacy Act, and various City bylaws and policies.

In addition to ongoing program delivery and services, results will include:

- Ongoing enhancements to increase citizen participation in Council and Committee meetings and civic agencies
- Ongoing work towards corporate-wide classification and disposition of records through innovative solutions and user-driven adoption
- Increased service and efficiency through central oversight of information access requests and privacy.

Cost Drivers

- Increasing numbers and complexity of information requests, privacy impact assessments, privacy breaches, committees, civic agencies, agendas, reports, speakers, board recruitment, records, bylaws, contracts
- Changes in economic conditions in the city, which drives development and land assessments, affecting the number of assessment appeals and the number of related Council reports

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	\$571	\$519	\$519	\$519	\$519	\$519
Expenditure & Transfers	8,454	9,568	9,652	9,640	9,633	9,672
Subtotal	7,883	9,049	9,133	9,121	9,114	9,153
Intra-municipal Recoveries	(89)	-	-	-	-	-
Total Net Operating Requirement	\$7,794	\$9,049	\$9,133	\$9,121	\$9,114	\$9,153
Full-time Equivalents	59.1	64.1	64.1	64.1	64.1	64.1

2018 Services

- Successful development of an Integrity Office and implementation of a Council Code of Conduct Bylaw
- Division of the former Procedures and Committees bylaw into two distinct bylaws to improve clarity and readability
- Improvements to information management including classification and retention in Team Drives, disposition in all major enterprise applications, and automated disposition notices

Changes in Services for 2019 - 2022

- Recent centralization of information access and privacy resources will increase efficiencies, ensure consistent oversight, and enhance service delivery to citizens and media that will help maintain service levels despite demands and complexity
- Proposed creation of a Regional Assessment Review Board, which would provide service to other municipalities in the Edmonton Metropolitan Region

Branch - Office of the City Clerk

Approved 2019 - 2022 Budget - Program Summary

Program Name - Office of the Integrity Commissioner

Description

Effective September 5, 2018, the City of Edmonton has an Office of the Integrity Commissioner which will be an important part of an accountability system at the City of Edmonton. The Office will include two main roles: an Integrity Commissioner who will receive and investigate potential breaches of the Council Code of Conduct, and an Ethics Advisor who will provide legal, ethical and policy advice to Councillors. Both roles will also work together to provide proactive service to Council.

While these positions are independent from Council and Administration, the Office of the City Clerk will provide administrative support to the office, as well as logistical and operational support as required.

Results to be Achieved

The Office of the Integrity Commissioner will provide accountability to the Council Code of Conduct, which came into effect in June 2018. The Office will be a main part of the City's accountability and transparency system.

Cost Drivers

Costs for the Office of the Integrity Commissioner will depend on demand for service, which will include the number of complaints from the public regarding possible breaches of the Council Code of Conduct and how frequently City Councillors seek advice from the Ethics Advisor.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	-	-	181	181	181	182
Subtotal	-	-	181	181	181	182
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	-	-	\$181	\$181	\$181	\$182
Full-time Equivalents	-	-	1.0	1.0	1.0	1.0

2018 Services

The Office of the Integrity Commissioner was approved by Council in May 2018.

Changes in Services for 2019 - 2022

The Office of the Integrity Commissioner will be fully operational in 2019.

Branch - Office of the City Clerk

Program - Elections and Census
Title - 2021 Municipal Election

New or Enhanced Service
Funded
One Time

Results to be Achieved

Municipal elections in Alberta are held every four years, and the next is scheduled for October 18, 2021. Edmonton's 2021 General Election, which includes Mayor and Councillors, as well as trustees from both the public and separate school boards, will be planned and implemented according to provincial legislation and independent from political or administrative influence.

Description

Election Teamwork for Election 2021 will include a candidate information session, nomination day, and technology implementation, testing, and management. In the last election, more than 2,300 workers were hired and trained to provide 273 distinct voting opportunities for the citizens of Edmonton.

Citizens must be made aware of all nominations, voting opportunities and where to vote on election day.

Results of the election must be delivered quickly with complete accuracy.

Justification

Section 10 (1) and 11(1) of the Local Authorities Election Act states that municipalities must hold an election on the third Monday in October every four years. This requires that the City of Edmonton hold a Municipal Election on October 18, 2021. For the 2021 Election, the City is looking to increase its Advance Vote opportunities with larger locations and the ability to offer more City Wide voting opportunities.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$2,236	1,643	\$593	-	(\$2,236)	(1,643)	(\$593)	-
Total	-	-	-	-	-	-	-	-	\$2,236	1,643	\$593	-	(\$2,236)	(1,643)	(\$593)	-

Branch - Office of the City Clerk

Program - Office of the Integrity Commissioner
Title - Integrity Office

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

On May 8, 2018, Council approved the establishment of an Integrity Office and directed Administration to proceed with recruiting for an Integrity Commissioner and Ethics Advisor on their behalf. The City of Edmonton strives to ensure that decision-making is transparent and that City Council and Administration are accountable to citizens. An additional step towards ensuring a high ethical standard is the addition of an independent office that is focused on the conduct and integrity of elected officials.

There is currently no formal process to accept or investigate allegations of misconduct by a Councillor. An integrity office will provide proactive advice and guidance to Councillors as well as a mechanism for resolution of complaints and investigation when required.

Description

The Office of the Integrity Commissioner will be comprised of two positions: an Integrity Commissioner and an Ethics Advisor. Both of these positions will be paid a retainer of \$24,000 plus an hourly fee of \$200.

The Integrity Commissioner will accept complaints of potential breaches of the Council Code of Conduct and determine whether complaints warrant further action, informal mediation, or require investigation. If investigation is needed the Commissioner will conduct the process and report any findings to Council.

The Ethics Advisor will provide ethical and legal advice to Councillors, both individually or to Council as a whole, by request or as required to provide clarification and guidance. The Advisor will mediate, on an informal basis, any complaints that the Integrity Commissioner believes may be handled best in this manner.

Both roles will provide an annual report to Council that will include an overview of their work and recommendations for improvement to relevant Council policies and bylaws.

The Office of the Integrity Commissioner will also include administrative support to assist with correspondence, report writing, and website development and updates.

Justification

Recent amendments to the Municipal Government Act (MGA) require that the City of Edmonton have a Council Code of Conduct in place by July 23, 2018. The MGA requires that the Code establish a system for reporting complaints, a process for determining the validity of each complaint, as well as defining the use of sanctions for complaints found to be valid. The City requires a mechanism to accomplish each of these, and an Integrity Commissioner is an ideal solution. Equally important, the Ethics Advisor will work with Council to provide advice and guidance that will help Councillors best follow the Code. An Integrity Office that operates in an independent manner from Council and Administration will enhance an ethics system by ensuring accountability to the Code and strengthening the City's accountability system.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$180	-	\$180	1.0	\$0	-	\$0	-	\$0	-	\$0	-	\$1	-	\$1	-
Total	\$180	-	\$180	1.0	\$0	-	\$0	-	\$0	-	\$0	-	\$1	-	\$1	-

Department - Urban Form and Corporate Strategic Development 2019-2022 Operating Budget

Introduction

The Urban Form and Corporate Strategic Development department shapes the way Edmonton grows by planning changes to its urban form, stewarding the environment, fostering prosperity, and setting corporate direction to move our city towards the Edmonton envisioned by the citizens we serve.

The Department consists of more than 700 employees divided into four branches. The work of the department concentrates on developing strategy, attracting, planning and executing development, increasing investment to the region and managing Edmonton's environmental sustainability to meet the needs of today and the future.

The top priorities for the Urban Form and Corporate Strategic Development Department in 2019-2022 will be:

- Development of the City Plan to a simple, single, unified plan about the people, spaces, and places in our city;
- Development of the zoning bylaw;
- Improving customer service through the Urban Form Business Transformation Project.

Branches and Programs

City Planning	Corporate Strategy	Development Services	Economic and Environmental Sustainability	Community Revitalization Levy (CRL)*
Urban Analysis	Business Performance	Customer Services and Operations	City Environmental Strategies	The Quarters Downtown CRL
Policy Development	Service Improvement	Development and Zoning Services	Economic Investment and Development	Belvedere CRL
Planning Coordination	Strategic Design	Safety Codes, Permits and Inspections	Local and Emerging Economy	Capital City Downtown CRL
Subdivision and Development Coordination			Regional Development	
Open Space and Land Management			Urban Renewal	
Exhibition Lands	* Community Revitalization Levy programs from the Economic and Environmental Sustainability branch are presented as separate sections in the budget document and are not included in the Department Summary.			

Department - Urban Form & Corporate Strategic Development

Approved 2019-2022 Budget - Department Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	76,840	97,405	101,249	109,683	113,861	117,241
Grants	65	-	10	10	10	10
Transfer from Reserves	12,189	3,936	15,875	14,358	17,293	25,773
Total Revenue & Transfers	\$89,094	\$101,341	\$117,134	\$124,051	\$131,164	\$143,024
Net Expenditure & Transfers						
Personnel	75,509	76,272	80,297	81,243	80,959	80,664
Materials, Goods, and Supplies	2,833	3,296	3,286	3,201	3,124	3,698
External Services	17,162	10,337	16,148	18,051	17,842	19,869
Fleet Services	133	98	126	127	127	138
Intra-municipal Charges	31,041	32,502	33,352	33,243	33,684	34,042
Debt	1,954	2,286	3,290	3,607	3,607	3,607
Utilities & Other Charges	17,785	40,050	49,203	52,007	60,110	71,400
Transfer to Reserves	10,030	7,055	9,170	15,356	16,301	16,902
Subtotal	156,447	171,896	194,872	206,835	215,754	230,320
Intra-municipal Recoveries	(27,557)	(21,771)	(21,712)	(22,294)	(23,004)	(23,130)
Total Net Expenditure & Transfers	\$128,890	\$150,125	\$173,160	\$184,541	\$192,750	\$207,190
Total Net Operating Requirement	\$39,796	\$48,784	\$56,026	\$60,490	\$61,586	\$64,166
Full-time Equivalents	748.7	699.8	709.0	705.4	696.3	689.7

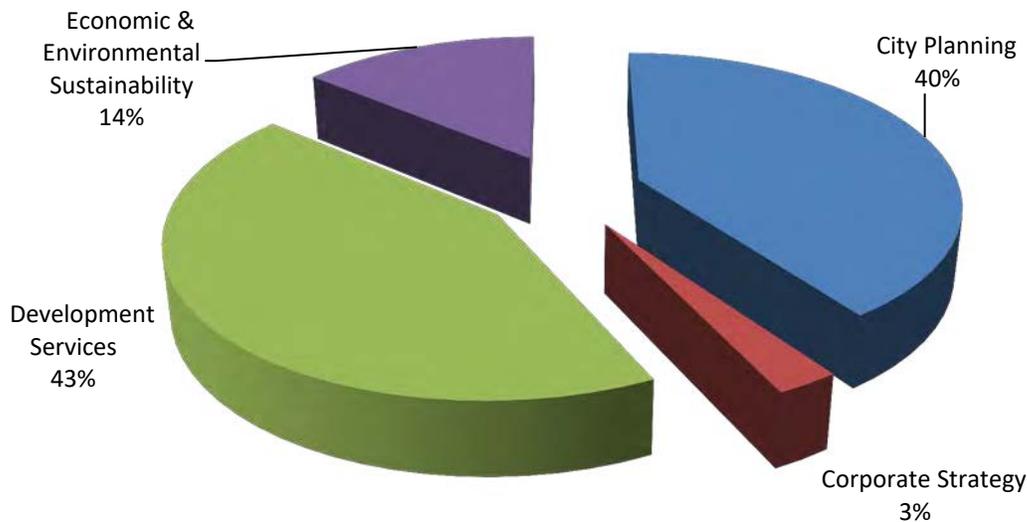
Budget Details are provided at the Branch level.

Department - Urban Form & Corporate Strategic Development

Approved 2019-2022 Budget - Department Summary by Branch

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
City Planning	19,397	38,457	46,441	52,296	58,416	67,652
Corporate Strategy	18	-	-	-	-	-
Development Services	65,382	61,589	68,628	70,255	71,262	73,921
Economic & Environmental Sustainability	4,297	1,295	2,065	1,500	1,486	1,451
Total Revenue & Transfers	\$89,094	\$101,341	\$117,134	\$124,051	\$131,164	\$143,024
Net Expenditure & Transfers						
City Planning	40,132	60,986	69,525	75,629	79,171	87,460
Corporate Strategy	2,742	3,104	4,693	4,384	4,392	4,393
Development Services	66,354	66,722	74,686	77,097	78,995	82,153
Economic & Environmental Sustainability	19,662	19,313	24,256	27,431	30,192	33,184
Total Net Expenditure & Transfers	\$128,890	\$150,125	\$173,160	\$184,541	\$192,750	\$207,190
Total Net Operating Requirement	\$39,796	\$48,784	\$56,026	\$60,490	\$61,586	\$64,166
Full-time Equivalents	748.7	699.8	709.0	705.4	696.3	689.7

2019 Net Expenditures by Branch





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Branch - City Planning 2019-2022 Operating Budget

Edmonton

Introduction

The City Planning branch leads Edmonton’s future growth and transformation by creating a positive foundation for integrated decision-making that is supported by a community of aligned interests. Approximately 300 employees integrate diverse city-building practices to support the evolution of networks and land use for full life-cycle land planning and engineering. We spark dialogue, align policy, and inform infrastructure needs to impact the urban environment on scales that span the metropolitan region including individual sites.

City Planning’s work drives three major outputs as part of the “value chain” of city-building in Edmonton:

- **Private sector land development** through recommendations to City Council to allow change in land use and built form in Edmonton’s communities. The Branch also facilitates the development of land into subdivided and serviced lots, manages agreements that provide for the construction of municipal infrastructure, such as water mains, sewers, roads, and power, and approves engineering drawings and inspects contributed assets as part of the land development process.
- **Data-driven decision support** through monitoring, evaluating, managing and interpreting data to support policy maintenance and development, and inform civic infrastructure investments.
- **Public policy maintenance and development** through the review and creation of policies to guide public and private sector activities at the region and city-wide scale to the site scale, to support city building outcomes.

Programs and Services					
Exhibition Lands	Open Space and Land Management	Planning Coordination	Policy Development	Subdivision & Development Coordination	Urban Analysis
Concept Planning	Open Space and Ecological Policy and Planning	Area and Neighbourhood Structure/Outline Plans	Land Use Policy	Subdivision Planning and Development Review	Monitoring and Geospatial Services
	Open Space Land Management	Rezoning	Transportation Policy	Development Servicing Agreements	Systems Analytics
	MGA Implementation	Road Closures	Urban Design	Development Engineering and Drawing Review	Research and Analysis
			Heritage Conservation	Development Inspections	

Branch - City Planning

Programs and Services:

The City Planning Branch works in partnership with the community, internal and external customers and various business areas in the Corporation to improve service delivery for both the department and the corporation.

- **City Plan**
 - City Plan will be developed over the next two years and will chart a path to a future city that builds on what citizens like most about Edmonton today and what citizens look forward to most for Edmonton in the future. City Plan will focus on our spaces and places and how we move around the city and what we need to do together to grow, adapt and succeed.
- **Fiscal Framework for Growth**
 - The relationship between how the city grows and how it collects revenues and pays for the costs of growth is complex. Work on a fiscal framework for growth would establish a deeper understanding of how growth currently drives capital and operating budget commitments, and how strategic direction on where and how to grow, and how to provide service, could address gaps in the provision infrastructure and service delivery, while at the same time reduce pressures on the City's budgets. The approach would increase understanding of how decisions made today will impact the future and test policy options and city investment to derive optimal benefit while mitigating future risks.
- **Exhibition Lands**
 - The Exhibition Lands, north and east of Edmonton's transforming downtown, is the city's second largest infill site representing an unprecedented opportunity for redevelopment and city-building on a major scale - a site for innovation, revitalization and transit-oriented development supported by regional road networks and green space amenities.
- **Data Governance, Analytics and Modelling**
 - City Planning is modernizing its approach to data management and analytics to continuously improve service. City Planning's work is now being published online in an open data format using Tableau, which allows users to manipulate the data or to download the raw data and use it for their own purposes.
 - City Planning inventories all of the data it acquires and develops a line item in the annual budget to make these purchases more transparent and accessible.
 - City Planning provides a data acquisition service that is used by Corporate partners to make data-driven decision making - primarily related to transportation matters.
 - City Planning has entered a partnership with the Province of Alberta to develop the Metropolitan Region Spatial Economic and Transportation model (also known as MR SET). This model is an improvement to the currently used Regional Travel Model (RTM3) and includes supply and demand capability that integrates land use and transportation modeling to provide information about what is likely to happen in the future.
- **Urban Form and Business Transformation Initiative**
 - Implementation of a set of process improvement projects as identified by the Urban Form and Business Transformation Initiative by the end of 2019 that will increase the efficiency and effectiveness of planning and development services.
- **Aligning the City Planning Work Program**
 - To support the new City Plan project, City Planning has revised the City Planning Branch work program to achieve improved effectiveness in advancing key portfolios of urban policy development over the next two years. This approach will include piloting, developing and monitoring a new city-wide policy framework as one of the deliverables of the new City Plan prior to its completion and adoption in 2020.

Branch - City Planning

Impact of Previous Council Decisions:

A number of key public policy initiatives identified during this budget cycle have originated through Council direction. These public policy initiatives include:

- 101 Ave Corridor Study Implementation
- 124 Street Corridor Study
- City-Owned Historic Resource Management Framework

Emerging Issues:

The City Planning Branch stays current with emerging issues that may be faced in our current environment. Potential emerging issues include:

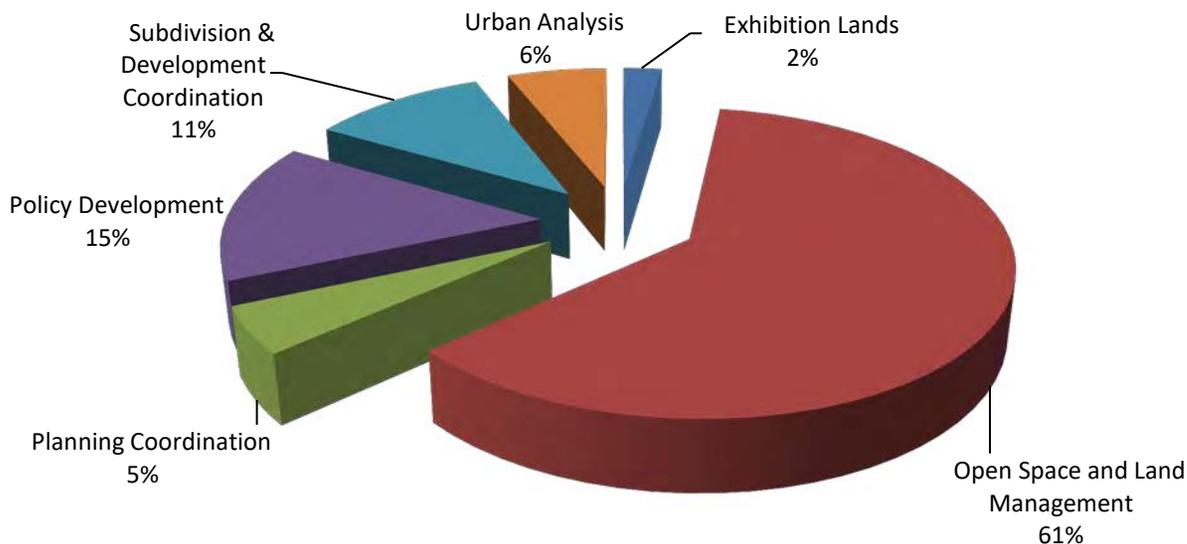
- **Increasing Customer Expectations and Volume:** Customers seek predictable levels of services for processing of review, approval and inspection services for planning and development services. As well, volumes for various development applications has seen a steady increase. The Branch will account for the increased demands by working to improve its internal processes as well as implementing recommendations from the Urban Form Business Transformation project.
- **Infrastructure Gap Associated with Growth:** Edmonton's growth is currently outpacing its ability to adequately renew existing infrastructure and invest in new infrastructure. The City Planning Branch will continue work associated with the implementation of the new Municipal Government Act and associated City Charter, as well as continue work related to offsite levies. Additionally, the City Planning Branch will develop and implement policies associated with creating a more financially, environmentally, and socially sustainable city.
- **Rapid Technological Advances:** The municipal landscape is rapidly changing as new technological advancements are introduced. The automation of work, rise of autonomous vehicle technology, and evolution of smart cities are just a few of the emerging trends that will have major impacts on the City and how it delivers service to citizens and customers. The City Planning Branch will work to account for these rapid technological advances by considering their implications through the City Plan (MDP/TMP) and other related policy development.
- **Social, Economic and Environmental Change:** In an environment of increasingly rapid change, expectations on municipal government continue to evolve which shifts relevancy of the programs and services the City of Edmonton provides. There are increasing expectations to be more dynamic and nimble, which can be challenging in a large organization. The City Planning Branch will continue to formalize and improve its processes to ensure effectiveness, efficiency and relevance in our work.

Branch - City Planning

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Open Space and Land Management	16,690	37,122	41,807	49,345	55,835	65,071
Policy Development	279	104	2,380	380	10	10
Subdivision & Development Coordination	2,428	1,231	2,254	2,571	2,571	2,571
Total Revenue & Transfers	\$19,397	\$38,457	\$46,441	\$52,296	\$58,416	\$67,652
Net Expenditure & Transfers						
Exhibition Lands	-	2,016	1,605	1,605	1,605	1,606
Open Space and Land Management	22,551	37,414	42,548	49,888	55,575	64,385
Planning Coordination	2,923	3,395	3,457	3,468	3,455	3,496
Policy Development	5,275	7,328	10,378	8,886	7,130	6,781
Subdivision & Development Coordination	3,390	6,046	7,358	7,759	7,825	7,876
Urban Analysis	5,993	4,787	4,179	4,023	3,581	3,316
Total Net Expenditure & Transfers	\$40,132	\$60,986	\$69,525	\$75,629	\$79,171	\$87,460
Total Net Operating Requirement	\$20,735	\$22,529	\$23,084	\$23,333	\$20,755	\$19,808
Full-time Equivalents	328.1	288.2	290.1	285.5	276.4	269.8

2019 Net Expenditures by Program



Branch - City Planning

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	15,947	36,078	32,241	38,016	40,154	40,339
Grants	19	-	10	10	10	10
Transfer from Reserves	3,431	2,379	14,190	14,270	18,252	27,303
Total Revenue & Transfers	\$19,397	\$38,457	\$46,441	\$52,296	\$58,416	\$67,652
Net Expenditure & Transfers						
Personnel	35,587	33,007	33,267	33,216	32,213	31,587
Materials, Goods, and Supplies	1,381	1,678	1,588	1,484	1,316	1,223
External Services	8,121	3,535	5,892	5,436	3,684	3,468
Fleet Services	107	54	85	86	86	97
Intra-municipal Charges	912	1,369	1,171	671	698	709
Debt	1,954	2,286	3,290	3,607	3,607	3,607
Utilities & Other Charges	9,035	31,728	37,630	39,237	45,389	54,650
Transfer to Reserves	8,560	4,494	3,730	9,129	9,466	9,430
Subtotal	65,657	78,151	86,653	92,866	96,459	104,771
Intra-municipal Recoveries	(25,525)	(17,165)	(17,128)	(17,237)	(17,288)	(17,311)
Total Net Expenditure & Transfers	\$40,132	\$60,986	\$69,525	\$75,629	\$79,171	\$87,460
Total Net Operating Requirement	\$20,735	\$22,529	\$23,084	\$23,333	\$20,755	\$19,808
Full-time Equivalents	328.1	288.2	290.1	285.5	276.4	269.8

Launched **City Plan** project

Implemented the **Data Governance Policy**

Reviewed approx.

8,000
inspections

Computer modelling of LRT lines to support LRT delivery

APPROVED:

Plan Whyte

Evolving Infill 2.0

Complete Streets Design & Construction Standards

300+ land use bylaws advanced to Council

Approved \$120M of infrastructure contributed to the City by developers

BRANCH BY THE NUMBERS
CITY PLANNING



Branch - City Planning

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	22,529	23,084	23,330	20,756
Previously Approved Adjustments	(993)	-	-	-
Administrative Adjustments	(94)	(94)	(94)	(93)
Revised Base Budget	21,442	22,990	23,236	20,663
Existing Services (Incremental to Base)				
Cost Changes	6,463	7,330	6,489	9,234
Change to Service Level	(20)	-	(101)	-
Revenue Changes	(6,140)	(7,330)	(6,489)	(9,234)
Efficiency Savings	(443)	(3)	(158)	(1)
Total Impact on Existing Services	(140)	(3)	(259)	(1)
Council Amendments				
Amended Service Packages	2,110	674	(1,894)	(526)
Council Budget Reductions	(328)	(328)	(328)	(328)
Total Council Amendments	1,782	346	(2,222)	(854)
Total Approved Budget	\$23,084	\$23,333	\$20,755	\$19,808
Incremental Change in Full-time Equivalents	1.9	(4.6)	(9.1)	(6.6)

Branch - City Planning

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

The previously approved adjustments reflect the shift of funding from tax levy to Financial Stabilization Reserve funding for the Renewal and Integration of the Municipal Development Plan and Transportation Master Plan (as approved by Council on March 20, 2018). Administrative adjustments reflect absorption of stranded costs related to the transfer of the Drainage Utility to EPCOR.

Existing Services (Incremental to Base):

The total impact on existing services is a decrease of (\$140) attributable to management of cost pressures within projected revenue volumes and reserve capacity.

Cost and Revenue Changes

Cost increases in 2019 are primarily driven by the transfer of the Sanitary Servicing Strategy Fund (SSSF) from the former Drainage Utility into the City Planning branch. The 2019 cost increase is offset by revenues (Transfer from the SSSF Reserve). The SSSF is a long-range funding strategy to provide sanitary servicing for the City of Edmonton over the next 75 years. The fund was developed as a mechanism to combine the resources of developers, the new home construction industry and the City (through utility contribution by EPCOR) for the construction of major sanitary trunks to service growth within the city and in new development areas.

Efficiency Savings / Service Level Changes

Cost increases related to wage and benefit progression are offset by efficiencies and service level changes, which include automation of the Growth Monitoring Report, staging development of the Urban Design Toolkit and streamlining the branch's organizational structure.

Net changes in 2020, 2021 and 2022 reflect efficiencies in organizational structure, cost reduction strategies and ongoing development trends primarily impacting the SSSF.

Growth/New Services:

Growth and new services were funded through council amendments for 2019-2022.

Council Amendments:

Approved service packages with funding from tax levy in 2019-2022 of \$363 net: Urban Growth - Infrastructure Analysis (OP-57) and Phase II/III Municipal Development Plan/Transportation Master Plan & Zoning Bylaw Renewal (OP-58). Approved service package in 2019-2020 of \$0 net: Glenora Conservation Areas - Direct Control Zoning (OP-11) with 1-time FSR funding.

Incremental Change in Full-time Equivalents:

In 2019, Glenora Conservation Areas - Direct Control Zoning (OP-11) adds 0.5 FTE. Urban Growth - Infrastructure Analysis (OP-57) adds 2.0 FTEs. Phase II/III Municipal Development Plan/Transportation Master Plan & Zoning Bylaw Renewal (OP-58) adds 2.0 FTEs. Workforce Strategies (OP-18) releases 2.6 FTEs.

In 2020, the near completion of Phase I of the Municipal Development Plan and Transportation Master Plan allows for a release of 4.0 FTEs. Efficiencies implemented within the Branch allow for a release of 0.5 FTE. The completion of Glenora Conservation Areas - Direct Control Zoning (OP-11) releases 0.5 FTE. Phase II/III Municipal Development Plan/Transportation Master Plan & Zoning Bylaw Renewal (OP-58) adds 3.0 FTEs. Workforce Strategies (OP-18) releases 2.6 FTEs.

In 2021, the completion of Phase I of the Municipal Development Plan and Transportation Master Plan allows for a release of 2.0 FTEs. Efficiencies implemented within the Branch allow for a release of 1.5 FTEs. Phase II/III Municipal Development Plan/Transportation Master Plan & Zoning Bylaw Renewal (OP-58) releases 3.0 FTEs. Workforce Strategies (OP-18) releases 2.6 FTEs.

In 2022, Urban Growth - Infrastructure Analysis (OP-57) releases 2.0 FTEs. Phase II/III Municipal Development Plan/Transportation Master Plan & Zoning Bylaw Renewal (OP-58) releases 2.0 FTEs. Workforce Strategies (OP-18) releases 2.6 FTEs.

Branch - City Planning

Approved 2019 - 2022 Budget - Program Summary

Program Name - Exhibition Lands

Description

The Exhibition Lands is the city's second largest infill site representing an unprecedented opportunity for redevelopment and city-building on a major scale - a site for innovation, revitalization and transit-oriented development supported by regional road networks and green space amenities. This is a rare chance for Edmonton to tap into the knowledge, connections and capacity of local organizations with global connections.

Guiding principles for site redevelopment:

- Support neighbourhood, city and regional economic development;
- Foster compact urban development;
- Ensure responsible return on public investment;
- Celebrate local history, heritage and cultures;
- Advance the sustainability and resilience of our environment;
- Support all transportation choices;
- Incorporate viable and creative ideas for redevelopment to leverage the site's scale, location and assets;
- Contribute to the social, physical and mental well-being of residents and all Edmontonians.

The Exhibition Lands project allows for new perspectives and voices to build a redevelopment plan with accompanying implementation strategy while managing the transition of lands and operations to the City.

Results to be Achieved

The initiative contributes strongly to Council's goal for Urban Places and the principle of "connected" - where neighbourhoods are more vibrant as density increases, where people and business thrive and where housing and mobility options are plentiful. Funding will establish a project office to complete the plan, prepare an implementation strategy and manage day-to-day operations, animation, security and maintenance of the overall site. Concurrent work includes ongoing engagement with stakeholders, demolition investigation of facilities and determination of future transit related stations and yards.

The current staff complement is partially funded - 3.8 FTEs. Operational funding to support the Coliseum in a reduced operating state represents the majority of base funding.

Cost Drivers

- Increased level of property and assets to manage with staged surrender of Northlands Park;
- Redevelopment concept consulting services and additional site study requirements (as associated with land redevelopment/land sales);
- Establish base budget for project office and ongoing public engagement into implementation phase.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	-	2,016	1,605	1,605	1,605	1,606
Subtotal	-	2,016	1,605	1,605	1,605	1,606
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	-	\$2,016	\$1,605	\$1,605	\$1,605	\$1,606
Full-time Equivalents	-	1.0	1.0	1.0	1.0	1.0

2018 Services

- Substantial completion of vision and plan for Exhibition Lands;
- Proforma - financial forecasting & concept modeling;
- Concurrent projects including demolition investigation, site animation, LRT station/yard & relations management;
- Site transition preparations for decommissioning of Northlands Park;
- Communications and engagement with stakeholders, advisory groups & the general public.

Changes in Services for 2019 - 2022

Development and completion of an implementation plan for transition of the site through selection of investors by competitive processes. Site transition activities will increase with further staged surrender of lands and buildings in 2019 requiring ongoing oversight and coordination.

Branch - City Planning

Approved 2019 - 2022 Budget - Program Summary

Program Name - Open Space and Land Management

Description

The Open Space Unit will lead the policy and planning work for the City's open space network, setting the long term strategic direction and implementation of an integrated open space network that enables healthy living and ecological sustainability throughout the City.

The Growth Coordination Unit collaborates with internal and external stakeholders to strategically plan future city assets and provide analysis for evidence based decision making on where and how the City should invest.

The group will also continue to manage fiscal impacts of growth work including the Off Site Levies development, Sanitary Servicing Strategy Fund (SSSF) management and coordination of long range capital planning.

Results to be Achieved

The section will provide open space policy services with the continued implementation of Breathe, conclusion of the Ribbon of Green, and development of open space network plans. Policies and guidelines will provide staff with the tools to strategically transform the City's public realm through all aspects of the Land Development Application processes, land assembly process, and park development processes. The section will continue to assemble and develop new parks and natural areas through the management of the Municipal Reserve and Environmental Reserve.

The section will evaluate the long term infrastructure investments required, the financial tools available, and partnerships required to achieve Vision 2050.

Cost Drivers

The primary cost driver is personnel supporting public consultation and consultants to respond to open space policy needs in support of City growth and Council initiatives. A secondary cost driver is personnel to support all aspects of the Land Development Application processes, the River Valley Bylaw Administration and the development industry in advancing investment in and growth of the City.

Resources

	2017	2018	2019	2020	2021	2022
(\$000)	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$16,690	\$37,122	\$41,807	\$49,345	\$55,835	\$65,071
Expenditure & Transfers	31,035	42,849	47,808	55,244	61,015	69,877
Subtotal	14,345	5,727	6,001	5,899	5,180	4,806
Intra-municipal Recoveries	(8,484)	(5,435)	(5,260)	(5,356)	(5,440)	(5,492)
Total Net Operating Requirement	\$5,861	\$292	\$741	\$543	(\$260)	(\$686)
Full-time Equivalents	96.4	45.0	43.0	43.0	43.0	43.0

2018 Services

Advancement of the River Crossing Business Case; Advancing the EPCOR power plant agreement; Land assembly for school and community park needs; Continuation of the Shared Park Development Program; Initial implementation of the Heritage Interpretive Plan; Advancing Fiscal Impacts of Growth; Advancement of the implementation strategy of the New MGA (off-site levies); Management of the SSSF account.

Changes in Services for 2019 - 2022

The section is shifting resources to address all open space initiatives including Land Development Application review.

Branch - City Planning

Approved 2019 - 2022 Budget - Program Summary

Program Name - Planning Coordination

Description

The Planning Coordination section provides integrated policy implementation through a decision assembly process using Land Development Applications. The team primarily manages applications for statutory plans (area structure plans, neighbourhood area structure plans, area redevelopment plans and plan amendments), road closures, rezonings, direct control provisions and special area zones, in compliance with the Municipal Government Act, Edmonton Metropolitan Region Board Growth Plan, other provincial legislation, statutory plans, and relevant City bylaw, policies and guidelines. The team prepares bylaws and the associated reports for Land Development Applications, with recommendations, for City Council decision.

Results to be Achieved

The work of the team translates policies and plans into the built form of our communities. This line of work facilitates residential, commercial and industrial growth of the city, infill and greenfield development. Supporting the growth of the City is aligned with several key Council initiatives and contributes to a growing tax base for the City.

Cost Drivers

The primary cost driver is the demands of industry and Edmontonians to support the growth of the city. The majority of the cost of the section is for personnel to manage Land Development Applications and the associated costs to process these applications (public engagement, notifications and advertising costs). The City is obligated to process Land Development Applications regardless of volumes.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	8,110	7,104	7,166	7,177	7,164	7,205
Subtotal	8,110	7,104	7,166	7,177	7,164	7,205
Intra-municipal Recoveries	(5,187)	(3,709)	(3,709)	(3,709)	(3,709)	(3,709)
Total Net Operating Requirement	\$2,923	\$3,395	\$3,457	\$3,468	\$3,455	\$3,496
Full-time Equivalents	54.0	57.0	57.0	56.5	56.0	56.0

2018 Services

For 2018, Planning Coordination will bring forward approximately 325 Bylaws and Charter Bylaws to Public Hearing for Council's consideration.

Changes in Services for 2019 - 2022

Requests will increase in mature neighbourhoods and due to cannabis sales.

A rezoning review will align the process focusing on city building outcomes, integration and collaboration. Goals are to improve staff productivity by challenging existing processes and underlying assumptions, focusing on reducing rework and unnecessary work, and to establish service levels and timelines for applications.

Branch - City Planning

Approved 2019 - 2022 Budget - Program Summary

Program Name - Policy Development

Description

The Policy Development section is comprised of three units: Urban Planning, Transportation Planning and Urban Design. The Urban Planning unit leads the practice area of land use planning policy. Land use policy planning initiatives will be undertaken to support Edmonton's urban growth and change at a variety of scales city-wide in alignment with the City Plan. The Transportation Planning Unit leads the development and analysis of transportation related policies and networks. This group will work closely with staff in other units to align work, coordinate projects and ensure an integrated approach in alignment with the City Plan. The Urban Design Unit develops urban design and heritage preservation strategy, including guidelines, standards and policies, and supports the delivery of major City infrastructure projects and other initiatives by providing advisory services and technical support. The Urban Design Unit is also responsible for the City's Historic Resources Management Program, including the Inventory and Register of Historic Resources in Edmonton, and supports the Edmonton Design Committee and the Edmonton Historical Board.

Results to be Achieved

Develop overarching policy, integrating land use and infrastructure to guide the development of Edmonton's urban form to grow a healthy, sustainable, livable city. Policies, guidelines, strategies and related initiatives are intended to provide clear guidance to Administration, developers and public to translate City Vision into concrete, implementable actions.

Cost Drivers

The primary cost driver is for personnel, public consultation and external contractors to respond to planning and policy needs to support City growth. Support of major infrastructure projects (e.g. LRT) can influence demands for the section. The majority of section costs are for personnel to develop and provide analysis for policy initiatives, including public engagement and expert advice.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$279	\$104	\$2,380	\$380	\$10	\$10
Expenditure & Transfers	7,725	7,628	10,615	9,165	7,409	7,061
Subtotal	7,446	7,524	8,235	8,785	7,399	7,051
Intra-municipal Recoveries	(2,450)	(300)	(237)	(279)	(279)	(280)
Total Net Operating Requirement	\$4,996	\$7,224	\$7,998	\$8,506	\$7,120	\$6,771
Full-time Equivalents	32.7	37.2	43.7	42.2	37.2	33.2

2018 Services

Completion or progress on Complete Streets Design Standards, Infill Roadmap 2.0, Ribbon of Green, Downtown Public Places plan, Centre LRT, Heritage Valley NASP, mobility technology, Edmonton Bike Plan, EDC review, Tall Building Design Guidelines, urban design support for City infrastructure projects, oversight of Heritage Reserve Fund and City Owned Historic Resources Management Action Plan.

Changes in Services for 2019 - 2022

2019 - 2022 services will include implementing the City Vision.

Branch - City Planning

Approved 2019 - 2022 Budget - Program Summary

Program Name - Subdivision & Development Coordination

Description

Subdivision and Development Coordination supports development activity in infill and greenfield areas of the City by managing a process that includes subdivision review, engineering drawing review, construction inspections and development servicing agreements. The group is responsible for reviewing and ensuring City standards are met for over \$100 million of developer contributed assets of infrastructure each year that is added to the City's inventory.

Results to be Achieved

The work of the section facilitates residential, commercial and industrial growth of the city, in infill and greenfield areas. Supporting the growth of the City is aligned with several key Council initiatives and contributes to a growing tax base for the City. The quality planning, design, and construction of capitalized assets directly mitigates the future maintenance cost impacts to the City attributed to developer contributed assets.

Cost Drivers

Cost Drivers are primarily for personnel to support subdivision and development activity by the development industry in advancing the growth of, and investment in, the City.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$2,428	\$1,231	\$2,254	\$2,571	\$2,571	\$2,571
Expenditure & Transfers	11,153	12,047	13,376	13,780	13,846	13,897
Subtotal	8,725	10,816	11,122	11,209	11,275	11,326
Intra-municipal Recoveries	(7,763)	(6,001)	(6,018)	(6,021)	(6,021)	(6,021)
Total Net Operating Requirement	\$962	\$4,815	\$5,104	\$5,188	\$5,254	\$5,305
Full-time Equivalents	97.6	99.6	99.6	99.6	99.6	99.6

2018 Services

In 2018 we project the following service levels:

- 500 subdivision files reviewed and approved;
- 900 sets of engineering drawings reviewed;
- 120 servicing agreements signed;
- 650 development permits reviewed; and
- 8,000 inspections conducted across 450 development projects.

Reviewed and approved \$120 million of developer contributed assets of infrastructure to the City's inventory.

Changes in Services for 2019 - 2022

We expect annual numbers in line with 2018 for the amount of subdivisions, development permits, engineering drawings, servicing agreements and construction inspections in 2019-2022. In addition we will be reviewing the subdivision process to allow for better streamlining of subdivision applications.

Branch - City Planning

Approved 2019 - 2022 Budget - Program Summary

Program Name - Urban Analysis

Description

Urban Analysis provides analytic support required for evidence-based planning and budget decision making. It is at the start of City Planning's value chain and provides the foundation for advancing Edmonton's goals by utilizing a full spectrum of analytics, providing value to City Planning, the Corporation and the public through the generation, stewardship, management and analysis of data.

Monitoring and Geospatial Services Unit is City Planning's hub for data acquisition, data management and mapping. It serves the Corporation by acquiring source data about how people move throughout the city across multiple transportation modes.

Systems Analytics Unit is City Planning's centre for modelling integrated land use, economics and transportation scenarios. Systems Analytics Unit creates and uses advanced models that support evidence based decision-making for long term growth and capital infrastructure investment.

Research and Analysis Unit is City Planning's centre for putting research and innovation into practice. Research and Analysis Unit researches, develops and visualizes urban analytics to improve evidence based decision making for land use and network planning.

Results to be Achieved

Urban Analysis provides analytical support for many projects that support the City Council's goals: healthy city; urban places; regional prosperity; and climate resilience for a wide variety of projects ranging from modelling future mobility scenarios (e.g., LRT, road network); timely data acquisition (e.g., monitoring of the bike grid, intersection dynamics); land development application geospatial support for Public Hearings; land use studies and statistical analysis.

The major projects for Urban Analysis' program delivery for 2019 - 2022 include decision support for Valley Line and Centre Line LRT; Yellowhead Trail; CityPlan; Bike Grid Monitoring; Land Use Change Monitoring, and Land Development Applications; as well as delivering City Planning's data management service.

Cost Drivers

Cost Drivers include data purchase; advanced software and hardware licences fees; volume and magnitude of operating and capital projects that require analytical support; and, labour to complete the work.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	7,634	6,507	6,083	5,895	5,420	5,125
Subtotal	7,634	6,507	6,083	5,895	5,420	5,125
Intra-municipal Recoveries	(1,641)	(1,720)	(1,904)	(1,872)	(1,839)	(1,809)
Total Net Operating Requirement	\$5,993	\$4,787	\$4,179	\$4,023	\$3,581	\$3,316
Full-time Equivalents	47.4	48.4	45.8	43.2	39.6	37.0

2018 Services

Support the land development application (LDA) review function.

Create and use advanced computer models to support decision-making for growth, capital infrastructure investment, and long term strategic planning.

Research, develop, urban analytics to improve decision making for land use and network planning by monitoring, evaluating, and modelling urban form, land use and population trends.

Changes in Services for 2019 - 2022

No expected changes to service levels.

Branch - City Planning

Program - Policy Development
Title - Glenora Conservation Areas - Direct
Control Zoning

New or Enhanced Service
Funded
Multi-Year

Results to be Achieved

The initiative would facilitate the development of special heritage character area zoning for portions of the Glenora community south of Stony Plain Road. A range of development regulations and guidelines would be prepared as a new Direct Development Control (DC1) Provision(s) that would aim for new development in keeping with the established historic character of these areas.

Description

The development of special heritage character area zoning through the use of Direct Development Control Provisions would facilitate the application of regulations and guidelines in three previously-identified special heritage character areas in the Glenora Neighbourhood south of Stony Plain Road. This work will require the hiring of a consultant to lead a significant engagement exercise with property owners in these areas and other community stakeholders, such as the Old Glenora Conservation Association and the Glenora Community League. The engagement will determine the level of regulation versus guidelines that property owners are prepared to accept. The objective is to have new development in these areas undertaken in a manner that respects the established architectural and historic character of this part of Glenora. It is not an undertaking intended to prevent redevelopment outright. In addition to the engagement work, the consultant will also assist in developing a new DC1 Provision for each of the three identified special heritage character areas to be considered by City Council.

Justification

The Old Glenora Conservation Association has expressed concern over the loss of individual historic resources in the neighbourhood due to redevelopment, and the impact that redevelopment may be having on the established historic character of Glenora. Of the approximately 950 structures on the Inventory of Historic Resources in Edmonton, 137 (14%) of them are in Glenora, making it the highest concentration of registered historic resources in the city. An inventory of historic resources was undertaken by Administration for Glenora in 2015-2017, at a cost of \$282,000 whereby 116 properties were added to the overall City Inventory. Three potential special heritage character areas were also identified as part of that exercise, all south of Stony Plain Road. At the September 11, 2018, Urban Planning Committee meeting, a motion was made as follow up to report CR_4633 directing Administration to bring forward an unfunded service package to undertake the Direct Control Provision work for the area.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$190	190	(\$0)	0.5	(\$181)	(181)	(\$0)	(0.5)	(\$9)	(9)	\$0	-	-	-	-	-
Total	\$190	190	(\$0)	0.5	(\$181)	(181)	(\$0)	(0.5)	(\$9)	(9)	\$0	-	-	-	-	-

Branch - City Planning

Program - Policy Development
Title - Phase II/III Municipal Development
Plan/Transportation Master Plan (MDP/TMP) &
Zoning Bylaw Renewal

New or Enhanced Service
Funded
Multi-Year

Results to be Achieved

City Plan is a major Council Initiative that is required by Provincial legislation and implements Vision 2050. City Plan will advance Council's strategic goals by providing a physical growth strategy that creates a connected community so Edmontonians can adapt and succeed together in a city of two million that feels like home. It represents the Municipal Development Plan, Transportation Master Plan and will replace five Ways documents. Coordinated delivery of a new Zoning Bylaw will create a regulatory framework to deliver the built form outcomes identified in City Plan. A complementary city-building narrative will serve Edmontonians by connecting our city's vision, policy development, implementation activities, and people's everyday lived experience.

Description

This request is a top up to a 2018 Service Package and covers a scope adjustment in line with the project plan presented to UPC on August 28, 2018. The top-up includes resources to implement phase II and III of City Plan; specifically to support a city-building narrative, acquiring land use monitoring data for the Regional Travel Model that is critical to development of the TMP, personnel reclassifications, and the Zoning Bylaw Renewal project (which will translate City Plan policies into specific and implementable development regulations). The work involves technical modelling to visualize and understand the built form outcomes of proposed regulations. It also requires stakeholder and public engagement to ensure the stated objectives of City Plan are captured in an effective and efficient regulatory framework that serves Edmontonians. The narrative will help people understand the link between Council's strategic priorities and how that shapes our everyday experiences. This narrative will articulate Edmonton's story, as a growing and changing city, by using internal and external communications to present a cohesive, engaging and clear picture of Edmonton as it continues to evolve.

Justification

City Plan will be largely implemented by Edmontonians who choose to build in our community. As all development on private property is regulated by the Zoning Bylaw, it is essential that it reflect the goals of City Plan. The Bylaw is a complex document that has not been substantially updated since 2001. The Renewal requires a dedicated team of planning, engagement, and legal professionals to ensure the new Bylaw implements City Plan, supports urban transformation, is user friendly, and adaptable over time. A new Bylaw will also support fiscal sustainability by streamlining the development process and creating opportunities for investment. To support this, the city-building narrative is an important element of this work that will help Edmontonians understand the changes in their community. It will support the full strategic planning system from the City Vision and City Plan through to Zoning Bylaw modernization and all of the future implementation activities that will follow over the coming years including public communication of annual reporting, action planning, project implementation and performance measurement related to Edmonton's diverse city-building activities.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$1,001	-	\$1,001	2.0	\$754	-	\$754	3.0	(\$1,417)	-	(\$1,417)	(3.0)	\$25	-	\$25	(2.0)
Total	\$1,001	-	\$1,001	2.0	\$754	-	\$754	3.0	(\$1,417)	-	(\$1,417)	(3.0)	\$25	-	\$25	(2.0)

Branch - City Planning

Program - Policy Development

Title - Urban Growth - Infrastructure Analysis

Growth on Existing Services

Funded
Multi-Year

Results to be Achieved

This service package will analyze the City's infrastructure challenges and opportunities as the city grows. This will be the foundational work to inform City Plan on how to optimize growth in the city. It will provide the analytical tools for administration to monitor, evaluate, rationalize, and ultimately support Vision 2050 goals and strategic direction of City Plan. This service package will review infrastructure requirements to support development within the annexation boundary, provide recommendations of how best to support quality residential infill, and how to best utilize the tools provided through new legislation.

Description

(Council/Committee Motion) Funding is required to deliver on Council's Goal of Urban Places and the City Plan. This service packages supports the following initiatives:

Evolving Infill work including community outreach and strategic implementation (draft CR_6223);

The Growth Fiscal framework including the Fiscal Impacts of Growth (monitor and reporting of growth and its effects), Offsite Levies and Integrated Infrastructure implementation plan (including infrastructure impact, establishing new fees and holistic neighborhood planning);

Annexation Servicing including identifying and rationalizing the development of major infrastructure to support future development, evaluate the downstream impacts on existing infrastructure, and establishing fee structures associated with development; and

Citywide (high level) Network Plans that identify key infrastructure challenges, opportunities and investments strategies required to support city building objectives.

Justification

As the City continues to grow, these initiatives will provide the analytical tools to make informed decisions on the infrastructure investment throughout the City. They will provide an integrated approach to achieving current growth objectives and be used to inform the strategic direction set out in City Plan. The implementation plans and associated tools will be used by Administration to analyze, evaluate, and process development proposals and capital investments effectively.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$1,110	-	\$1,110	2.0	(\$80)	-	(\$80)	-	(\$480)	-	(\$480)	-	(\$550)	-	(\$550)	(2.0)
Total	\$1,110	-	\$1,110	2.0	(\$80)	-	(\$80)	-	(\$480)	-	(\$480)	-	(\$550)	-	(\$550)	(2.0)

Branch - Corporate Strategy 2019-2022 Operating Budget

Edmonton

Introduction

We are operating in an environment of rapid social, economic and environmental change with increasing demands and expectations for expanded service and accountability. The work of the Corporate Strategy Branch ensures the Corporation has essential corporate processes in place to respond. The Branch significantly contributes to the City of Edmonton's ability to maintain clear focus, aligned services, and accountability to Council, the Executive Leadership Team (ELT), and ultimately, the people of Edmonton.

Corporate Strategy Branch employees establish and mature the key corporate processes of strategy development, risk management, service improvement (including business improvement and customer experience), and evidence-based decision making. The Branch also oversees the business processes specific to Urban Form and Corporate Strategic Development (UFCSD).

In 2019-2022 the Corporate Strategy Branch will continue to focus on establishing clear focus and aligned services across the Corporation, while also leading the UFCSD department business processes. The key initiatives below are the clear, measurable steps the branch will take over the next four years to drive change in the city and improve our service delivery.

Programs and Services		
Business Performance	Service Improvement	Strategic Design
Department and Branch Strategy and Business Planning	Corporate Program and Service Review Project	Council's Strategic Plan
Department Operating and Capital Budget Management (Including Reserve Funds)	Department Audit Oversight	Corporate Strategic Planning
Department Contract and Project Management Oversight		Enterprise Performance Management
Data Analytics and Governance		Enterprise Risk Management
Customer Experience (Urban Form Business Transformation)		Smart Transportation Action Plan

Branch - Corporate Strategy

Programs and Services:

The Corporate Strategy Branch works in partnership with citizens, customers and the Department to improve service delivery for both the corporation and the department. Key Branch work that will drive improvement include:

- **Program and Service Review:** Program and Service review will continue to follow a rigorous methodology, including gathering external expertise from Challenge Panels, to identify areas of improvement for the services they review across the Corporation. Since the inception of the program, the pace of service reviews and identified savings have escalated as a result of building the internal project team and process refinements that have facilitated more tangible results. The shift in the overall approach enables more prescriptive recommendations that yield greater efficiencies and financial benefits for the Corporation.
- **Strategic Framework:** As Council's new strategic plan for 2019-2028 is finalized, Administration will develop an innovative approach to the entire strategic planning framework. This approach will streamline and simplify strategic initiatives and policies while formally retiring the work that was completed or strategies that are no longer in alignment with the new strategic direction. It will create clarity of strategic direction, service delivery and corporate priorities and performance achievements for residents, Council, and Administration.
- **Urban Form and Business Transformation Initiative:** The initiative will implement six process improvement projects in 2019 that will enhance the service levels by:
 - reducing rework and unnecessary process steps,
 - establishing reasonable and predictable targets for application review timelines,
 - expanding online application opportunities for customers, and
 - providing resources and tools for staff to more effectively and efficiently complete their work.
- **Customer Journey Maps:** The Branch will create customer Journey Maps to understand the steps people undertake when navigating through specific City services. These maps will help business areas view their operations from the customer's perspective, and that information will inform how the service delivery can be improved to enhance the customer experience.
- **Enterprise Risk Management Framework:** Effective risk management is key to the fulfillment of City Council's goals for the City of Edmonton. The implementation and advancement of the framework will advance a culture of risk awareness among key stakeholders, including ELT and its committees, department leadership teams, staff, and City Council.
- **The Planning and Development Business Model:** Implementation of the revised model will
 - ensure value for service for planning and development processes,
 - ensure accountability for revenues and expenses through governance,
 - clearly establish services to be funded through the Business Model, and
 - Implement the financial model that will allow the reserve to be sustainable.

Branch - Corporate Strategy

Impact of Previous Council Decisions:

A number of key corporate initiatives to be developed during this budget cycle have originated through Council direction. These include:

- Facilitation of the development of Council's Strategic Plan as directed by City Council in November 2016. This included a 2050 Vision, strategic goals and guiding principle approved in June 2018. The completed plan will be brought to Council end of Q1 2019
- The Current Planning Reserve Audit was conducted and presented to Audit Committee in April 2018, resulting in a service package request to transfer funding to tax levy as part of the 2019 - 2022 budget.
- The Program and Service Review Terms of Reference was approved in November 2015 to review all City services for relevance, ensuring effectiveness and increasing efficiency.

Emerging Issues:

The Corporate Strategy Branch stays current with emerging issues that may be faced in our current environment. Potential emerging issues include:

Business Intelligence: To support data-driven decision making, high quality and accessible open data is needed. Corporate Strategy will continue to develop and monitor business intelligence supports to inform departmental and corporate decision making.

Increasing Customer Expectations: Customers are seeking predictable levels of services for processing of review, approval and inspection services for planning and development services. The Branch will implement the Urban Form Business Transformation Project to enhance service delivery and continue the Program and Service Review will continue to evaluate the City's entire service inventory for relevance, effectiveness, and efficiency.

Rapid Technological Advances: The environment is rapidly changing as technological advancements are introduced. The automation of work, rise of autonomous vehicle technology, and evolution of Smart Cities are just a few of the emerging technology trends. Corporate Strategy will continue the implementation of the Smart Transportation Action Plan and e-scanning to ensure the City is prepared for these changes.

Strategic Planning Framework: To increase corporate focus on a unified direction the Branch will develop a corporate approach to streamline and simplify strategic initiatives and policies while formally retiring work that was completed or no longer aligns with the 2019-2028 strategic direction.

Branch - Corporate Strategy

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Business Performance	4	-	-	-	-	-
Service Improvement	7	-	-	-	-	-
Strategic Design	7	-	-	-	-	-
Total Revenue & Transfers	\$18	-	-	-	-	-
Net Expenditure & Transfers						
Business Performance	707	1,830	2,277	2,105	2,099	2,090
Service Improvement	632	402	1,323	1,326	1,330	1,334
Strategic Design	1,403	872	1,093	953	963	969
Total Net Expenditure & Transfers	\$2,742	\$3,104	\$4,693	\$4,384	\$4,392	\$4,393
Total Net Operating Requirement	\$2,724	\$3,104	\$4,693	\$4,384	\$4,392	\$4,393
Full-time Equivalents	18.3	35.8	35.8	35.8	35.8	35.8

2019 Net Expenditures by Program



Branch - Corporate Strategy

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	7	-	-	-	-	-
Grants	11	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$18	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	2,782	4,241	5,322	5,383	5,420	5,458
Materials, Goods, and Supplies	138	164	210	213	213	213
External Services	245	214	726	391	391	391
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	101	51	399	399	404	404
Utilities & Other Charges	32	85	73	70	69	67
Transfer to Reserves	-	-	-	-	-	-
Subtotal	3,298	4,755	6,730	6,456	6,497	6,533
Intra-municipal Recoveries	(556)	(1,651)	(2,037)	(2,072)	(2,105)	(2,140)
Total Net Expenditure & Transfers	\$2,742	\$3,104	\$4,693	\$4,384	\$4,392	\$4,393
Total Net Operating Requirement	\$2,724	\$3,104	\$4,693	\$4,384	\$4,392	\$4,393
Full-time Equivalents	18.3	35.8	35.8	35.8	35.8	35.8

Program & Service Review found **\$26M in savings**

6407

3 Urban Form
business transformation
QUICK WINS

people engaged to develop Council's vision and 4 goals

Electric Automated Vehicle pilot launched

265 data analytics
requests handled

24 Challenge Panel
sessions with **250**
participants

BRANCH BY THE NUMBERS
CORPORATE STRATEGY

Edmonton

Branch - Corporate Strategy

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	3,104	4,693	4,384	4,392
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	3,104	4,693	4,384	4,392
Existing Services (Incremental to Base)				
Cost Changes	1,589	(309)	8	1
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	1,589	(309)	8	1
Total Approved Budget	\$4,693	\$4,384	\$4,392	\$4,393
Incremental Change in Full-time Equivalents	-	-	-	-

Previous Year's Budget:

No prior year adjustments affect the base budget.

Existing Services (Incremental to Base):

The 2019 cost increase is attributable to the establishment of the Program and Service Review team. The savings identified through the initiative exceeds program expenses. Increased personnel and consulting costs are required to commence with the planned program execution. As budget savings are identified with the ongoing review of municipal services, these savings will be reflected in future operating budget reductions within each of the civic departments.

Growth/New Services:

No new funded growth or services for 2019-2022.

Council Amendments:

No council amendments for 2019-2022.

Incremental Change in Full-time Equivalents:

No change in full-time equivalents for 2019-2022.

Branch - Corporate Strategy

Approved 2019 - 2022 Budget - Program Summary

Program Name - Business Performance

Description

The Business Performance section plays a critical role in providing UFCSD with high quality, integrated business planning and processes that support the department in delivering excellent service and bringing the City Vision to life. The section establishes department and branch strategic business direction and the performance management framework that monitors progress to the department's outcomes.

The section fosters alignment and integration, focusing on achieving the following outcomes:

- Effectively managed assets and finance;
- Well-informed, integrated and transparent decision making;
- Effective, efficient and relevant project and service delivery;
- Decisions and processes informed by community and business input;
- Technology meets business needs;
- Data supported evidence-based decision making.

Key work of the section to drive process change in 2019-2022 includes:

- The Urban Form Business Transformation (UFBT) Initiative to improve the efficiency of internal planning and permitting processes to improve client satisfaction and staff productivity.
- Revision and oversight of the Current Planning Reserve Fund Policy and Business Model implementation.

Results to be Achieved

The Urban Form Business Transformation initiative will:

- Complete a set of process improvement projects by the end of 2019 that increase the efficiency and effectiveness of planning and development services.
- Evolve the knowledge and tools supporting continuous improvement within the UFCSD department.

The revised Current Planning Reserve Fund Policy and Business Model implementation will:

- Ensure value for service for planning and development processes.
- Ensure accountability for revenues and expenses through governance.
- Clearly establish services to be funded through the Business Model.
- Establish a financial model that will allow the reserve to be sustainable.

Cost Drivers

Third party professional consulting resources for specialized skills or subjects areas;

Staffing of UBFT team, which are temporary positions on secondment from within the department;

Time required for support from business units in providing analytical support, research and data sourcing;

Support from shared services departments such as Financial and HR services.

Resources

(\$000)	2018					
	2017 Actual	Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	\$4	-	-	-	-	-
Expenditure & Transfers	1,246	3,481	4,314	4,177	4,204	4,230
Subtotal	1,242	3,481	4,314	4,177	4,204	4,230
Intra-municipal Recoveries	(556)	(1,651)	(2,037)	(2,072)	(2,105)	(2,140)
Total Net Operating Requirement	\$686	\$1,830	\$2,277	\$2,105	\$2,099	\$2,090
Full-time Equivalents	4.3	26.8	26.8	26.8	26.8	26.8

2018 Services

Department and Branch Business Plans; Contract Management Oversight process; Project Management Practice establishment and maturity; Data Analytics to inform Service Levels; eServices further delivery and maintenance of online service for planning and development processes; UFBT quick win and launch of larger process improvement projects; Revised Current Planning Business Model and Reserve policy.

Changes in Services for 2019 - 2022

Continue to provide UFCSD with integrated business planning and processes; Monitor progress on achieving UFCSD's strategic outcomes; UFBT Initiative: improve efficiency of internal planning and permitting processes to improve client satisfaction and staff productivity; Revising Current Planning Reserve Fund Policy and Business Model implementation.

Branch - Corporate Strategy

Approved 2019 - 2022 Budget - Program Summary

Program Name - Service Improvement

Description

The Program and Service Review demonstrates the City's commitment to continuous improvement and fiscal responsibility. Through a defined, methodical process, the Program and Service Review encourages curiosity, critical discussion and exploration of better ways to meet the evolving needs of over 900,000 residents. The program is set out to review all services across the City of Edmonton, approximately seventy-three internal and external services.

The intent of the Program and Service Review is to improve value and foster a culture of continuous improvement within Administration. It is about incorporating this mindset into all activities, to understand the relevance and improve the effectiveness and efficiency of all City of Edmonton services. These improvements enable business areas to more appropriately and meaningfully allocate resources that best align to Council's vision and the City's strategic priorities.

Results to be Achieved

The Program and Service Review team will continue to use a rigorous methodology that reviews services through the lens of relevance, effectiveness and efficiency improvements.

Service reviews are based on conducting in-depth analysis of specifically identified Focus Areas, which have the most potential to provide the most impactful improvements in relevance, effectiveness and efficiency. The internal consulting team works closely with each business area to identify Focus Areas, analyze data and create meaningful recommendations for improvement across the organization.

Service Review Progress:

20 services have been completed to date since 2016;
26 reviews are in progress and slated for completion in 2019;
Total proposed financial benefit savings identified to date is \$26M.

Cost Drivers

Staffing of internal consulting team (majority are seconded from other departments).
Potential need for third party professional consulting to address specialized subject areas and complexity of services under review.
Time required for support from business units for analytical support, research and data sourcing.
Support from shared services departments such as Financial and HR services.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$7	-	-	-	-	-
Expenditure & Transfers	632	402	1,323	1,326	1,330	1,334
Subtotal	625	402	1,323	1,326	1,330	1,334
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$625	\$402	\$1,323	\$1,326	\$1,330	\$1,334
Full-time Equivalents	3.0	2.0	2.0	2.0	2.0	2.0

2018 Services

By the end of 2018, we expect that 24 service reviews will be completed. It is anticipated that all service reviews will be completed by 2020. The service review process will continue to support the 2019-2022 Capital and Operating Budget process and seek to find relevant harvestable and non-harvestable savings.

Changes in Services for 2019 - 2022

Service Reviews will continue to align recommendations to the new City Vision and Strategic Plan as identified by Council and Administration. Turnover in staffing will continue as seconded staff return to home positions. Smooth transition and orientation of new staff continues to be a key area of focus to support the momentum of completing reviews expeditiously to a high standard.

Branch - Corporate Strategy

Approved 2019 - 2022 Budget - Program Summary

Program Name - Strategic Design

Description

Strategic Design provides integrated leadership on strategic planning through business planning, performance measurement and management, risk management frameworks and integrated strategic initiatives (e.g. Smart Transportation). The section provides timely, accurate information and tools that aid Council and City Administration in evidence-based decision-making.

Strategic Design designs and implements the City's strategic planning framework ensuring projects, programs and services align with community needs and aspirations. The section supports alignment of the corporation's work to the strategic goals established by Council and community and provides an understanding of where project and initiative will impact on strategy, service delivery and performance.

Strategic Design supports Council's commitment to risk management as stated in the Enterprise Risk Management Policy and promotes a culture of risk awareness that helps administration and Council make decisions using a risk-based approach.

Strategic Design supports a culture of transparency by reporting on progress toward achieving the community's strategic vision and delivering excellent services to Edmontonians.

Results to be Achieved

Strategic Design ensures that The City of Edmonton's corporate processes and strategic approach is robust and helpful for integrated service delivery. This includes:

Helping City Council and Administration achieve their goals through assisting the corporation in alignment and prioritization of their projects, programs and services;

Supporting the identification and management of strategic and operational risks;

Ensuring plans and processes enable successful measurement targets and successful execution of planned impact;

Coordinating the execution of the Transportation Innovation Council Initiative;

Strengthening external and internal relationships through effective consultation and communication.

Cost Drivers

Enhanced sophistication of corporate strategic planning; Coordinated departmental business planning; Improved organizational performance management; Accurate, integrated and timely reports; Updated risk register and contingency plans and systems; Effective and efficient community based conversations on what matters to citizens.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$7	-	-	-	-	-
Expenditure & Transfers	1,403	872	1,093	953	963	969
Subtotal	1,396	872	1,093	953	963	969
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$1,396	\$872	\$1,093	\$953	\$963	\$969
Full-time Equivalents	11.0	7.0	7.0	7.0	7.0	7.0

2018 Services

Enterprise Performance Management Policy; The Way Ahead Final Progress Report; Council's Strategic Plan - Vision, Goals and Principle; Satisfaction and Perception Survey Trends and Demographic Analysis; Smart Transportation Action Plan, Autonomous Vehicle Pilot Project; Corporate Business Plan Outline; Strategic Risk Assessment

Changes in Services for 2019 - 2022

In 2019-2022, Strategic Design will continue to provide Corporate wide strategic initiative management and oversight with an emphasis on enterprise performance management and execution of the Smart Transportation Action Plan.

Branch - Development Services 2019-2022 Operating Budget

Introduction

The Development Services Branch advances the City of Edmonton vision of a livable, safe, and sustainable city by guiding how land is developed, buildings are constructed, and businesses operate. The Branch refines policy and makes decisions based on the vision expressed in long-term plans and strategies; work that directly and immediately influences how the city grows and develops. Development Services coordinates the objectives of applicants, neighbours, City Council, City Administration and utility companies to advance the City Vision as Edmonton grows and changes.

Our approximately 320 employees work directly with residents, communities, businesses and the development industry to guide and facilitate the creation of the kind of neighbourhoods Edmontonians want. We navigate customers through the processes of development and building permit applications, permits and licences, conduct inspections and monitor compliance with bylaws.

Development Services operates largely on a cost-recovery business model where the costs of delivering services are balanced by appropriate fees and charges. The Planning and Development Business separates funding for tax-supported operations from planning and development activities. This is done to make the development and growth-related activities self-sustaining and more resilient to economic swings. Work is underway to revise the business model and financial management of these funds to achieve higher levels of accountability and long-term sustainability.

Programs and Services		
Customer Services and Operations	Development and Zoning Services	Safety Codes, Permits and Inspections
Edmonton Service Centre	Development Permitting and Compliance	Safety Codes Plans Examination
Resource Centre Edmonton Tower Meeting Centre	Zoning Bylaw Renewal Infill Liaison	Safety Code Inspections
Records Management	Business Licensing	
Client Liaison Unit	Vehicle for Hire	

Branch - Development Services

Programs and Services:

Development Services works with residents and the building and development industry to help them navigate the systems that provide safe and appropriate development by issuing permits and licences, conducting inspections and monitoring compliance with Zoning and Safety Code bylaws. Development Services implements strategic growth and investment plans for the city through our 3 sections, Development and Zoning Services, Safety Codes, Permits & Inspections, and Customer Services and Operations (including the Edmonton Service Centre).

Changes to Service Levels

Urban Form Business Transformation

The Urban Form Business Transformation (UFBT) project is dedicated to transforming planning and development services impacting all sections of Development Services. Customers will experience increased levels of service across all sections in Development Services as the changes are implemented through 2019 and 2020.

The first wave of changes implemented in Q2 of 2018 has already resulted in noticeable improvements. Changes include:

- the expansion of the Expedited Development Permit program to allow more builders to take advantage of the program
- Footing and Foundation Inspections requirements have been reduced for builders with a good track record.
- Home Improvement Permits were launched with the aim of improving the applicant experience for demolition permits and detached garage permits. These applications will be processed differently internally to increase efficiency and reduce processing time and will start to be accepted online. Administration is developing online resources to support Edmontonians in improving their homes and applying for the required permits, as well as documenting procedures and training staff to ensure consistent service and decisions through the application process.

While the customer sees the impact most directly in the Edmonton Service Centre, this improvement project's impacts are felt across Development and Zoning and Safety Codes, Permits and Inspections as well.

Service Levels are expected to improve and cost growth mitigated as affected applications will be processed differently internally to increase efficiency and reduce processing time and will start to be accepted online. Additional online resources to support Edmontonians in routine improvements to their homes and applying for the required permits are being developed along with staff training material to ensure consistent service and decisions throughout the application process.

Innovation and Continuous Improvement

- **eServices and ePlan:** Significant work has been undertaken to improve applicants online experience. The launch of the self-serve portal, eServices, has dramatically reduced re-work and paper management to improve the applicant experience. eServices simplifies application intake processes dramatically. Combined with ePlan, a technology-based solution to manage construction-related documentation (i.e. engineering drawings, servicing agreements, certificates, permits, etc.), efficiencies and process improvements are being found.

Branch - Development Services

Impact of Previous Council Decisions:

To respond to the opening of retail sales for legalized cannabis, administration has identified that increased resources will be required to maintain expected development permit and business license approval timelines with the emergence of new uses as well as the development of new policies to guide these activities. A mix of temporary and permanent staff are being recruited to support this work. Funding to hire four permanent staff is allocated in 2018 and additional funding \$356 thousand is required to increase 4 temporary FTEs and \$111 thousand consulting budget, partially offset by business licensing revenue \$128 thousand.

Emerging Issues:

Development Services stays current with emerging issues that may be faced. Potential emerging issues include:

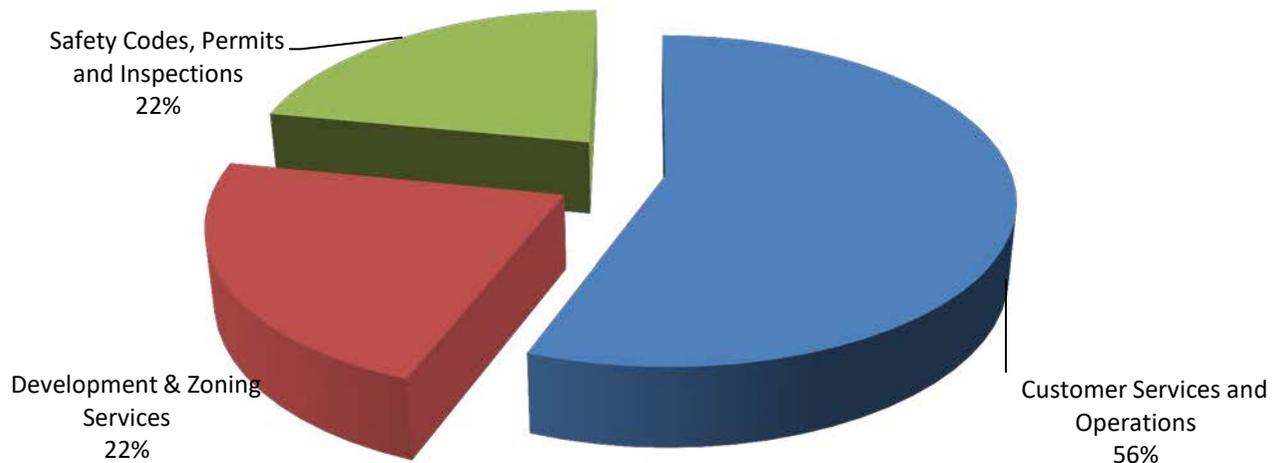
- **Changing Workforce and Customer Demographic:** Service demand and delivery expectations change as the workforce and customer demographic in Edmonton shift. The Branch will closely monitor changes to demographics and will adapt to anticipated changes.
- **Data-Driven Decision Making:** There is a high expectation for open data availability and data-driven decision making. Measures, metrics and key performance indicators are being applied to projects, business processes, and services. Development Services will continue its work in developing and monitoring business performance.
- **Increasing Customer Expectations:** Customers are seeking predictable levels of services for processing of review, approval and inspection services for planning and development services. The Branch will implement the Urban Form Business Transformation Project recommendations to enhance service delivery including implementation of a more sophisticated risk-based model. In addition, the branch will continue to evaluate and implement the most effective channels to provide service to customers.
- **Rapid Technological Advances:** The municipal landscape is rapidly changing as new technological advancements are introduced. The automation of work, rise of autonomous vehicle technology, and evolution of smart cities are just a few of the emerging trends that will have major impacts on the City and how it delivers service to citizens and customers. Development Services will maintain awareness of best practices used in other municipalities.
- **Economic Volatility:** The current economic recovery is slower than in previous years. This may result in less development which will impact the revenue for Development Services. In addition, there are challenges of adjusting staff levels to changing priorities and economic realities.
- **Evolving Development and Building Trends Practices and Standards:** Policies, practices and perspectives are changing from what has traditionally been a predictable greenfield development model to one that is far more complex with a growing focus on redevelopment of the City's established areas is occurring. In addition, there are evolving industry best practices resulting from changing regulations, trends and market preferences. Development Services maintains an awareness of these changes and updates business practice as necessary.

Branch - Development Services

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	60,886	61,327	69,008	71,667	73,707	76,902
Grants	27	-	-	-	-	-
Transfer from Reserves	4,469	262	(380)	(1,412)	(2,445)	(2,981)
Total Revenue & Transfers	\$65,382	\$61,589	\$68,628	\$70,255	\$71,262	\$73,921
Net Expenditure & Transfers						
Customer Services and Operations	38,442	37,469	41,584	42,583	43,664	45,908
Development & Zoning Services	12,462	15,310	16,755	17,471	17,727	18,079
Safety Codes, Permits and Inspections	15,450	13,943	16,347	17,043	17,604	18,166
Total Net Expenditure & Transfers	\$66,354	\$66,722	\$74,686	\$77,097	\$78,995	\$82,153
Total Net Operating Requirement	\$972	\$5,133	\$6,058	\$6,842	\$7,733	\$8,232
Full-time Equivalents	328.3	312.8	317.1	316.1	316.1	316.1

2019 Net Expenditures by Program



Branch - Development Services

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	60,886	61,327	69,008	71,667	73,707	76,902
Grants	27	-	-	-	-	-
Transfer from Reserves	4,469	262	(380)	(1,412)	(2,445)	(2,981)
Total Revenue & Transfers	\$65,382	\$61,589	\$68,628	\$70,255	\$71,262	\$73,921
Net Expenditure & Transfers						
Personnel	30,034	31,082	33,341	33,987	34,592	34,845
Materials, Goods, and Supplies	1,019	1,287	1,322	1,338	1,429	2,096
External Services	4,933	3,576	5,338	6,322	6,952	8,235
Fleet Services	26	44	41	41	41	41
Intra-municipal Charges	29,852	30,880	31,663	32,054	32,453	32,800
Utilities & Other Charges	1,457	1,736	1,721	1,746	1,937	1,976
Transfer to Reserves	509	928	3,807	4,594	5,202	5,839
Subtotal	67,830	69,533	77,233	80,082	82,606	85,832
Intra-municipal Recoveries	(1,476)	(2,811)	(2,547)	(2,985)	(3,611)	(3,679)
Total Net Expenditure & Transfers	\$66,354	\$66,722	\$74,686	\$77,097	\$78,995	\$82,153
Total Net Operating Requirement	\$972	\$5,133	\$6,058	\$6,842	\$7,733	\$8,232
Full-time Equivalents	328.3	312.8	317.1	316.1	316.1	316.1



Branch - Development Services

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	5,133	6,058	6,841	7,730
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	5,133	6,058	6,841	7,730
Existing Services (Incremental to Base)				
Cost Changes	7,553	2,571	2,011	3,159
Change to Service Level	(55)	(55)	(110)	-
Revenue Changes	(7,412)	(2,571)	(2,008)	(3,156)
Total Impact on Existing Services	86	(55)	(107)	3
Growth/New Services				
2019-2022 Cannabis Legalization (DS)	339	(161)	(1)	(1)
Operating Costs of Capital for IT Enhancement Project (19-17-2040)	-	-	-	-
Total Growth/New Services	339	(161)	(1)	(1)
Council Amendments				
Amended Service Packages	500	1,000	1,000	500
Total Council Amendments	500	1,000	1,000	500
Total Approved Budget	\$6,058	\$6,842	\$7,733	\$8,232
Incremental Change in Full-time Equivalents	4.3	(1.0)	-	-

Branch - Development Services

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

No net requirement changes from previous year as Development Services Reserve is used to balance out any changes in Expenses or Revenue.

Existing Services (Incremental to Base):

The total impact on existing services is an increase of \$85 mainly attributable to cannabis legalization offset by service level changes.

Cost and Revenue Changes

Cost changes in 2019 are related to wage and benefit progression and external contractor inspections service costs. Current trends and economic forecasts are indicating growth in the development sector. Cost increases are required to maintain service levels as activity increases. Activity increases would result in revenue growth, which is expected to offset the cost increases.

Service Level Changes

Service level changes reflect the move to a self-serve Meeting Centre model.

Growth/New Services:

Approved funding related to cannabis legalization adds \$356 for 4.0 FTEs and \$111 consulting budget, partially offset by business licensing revenue \$128. Net change in 2020 reflects a reduction in personnel related to cannabis legalization.

Council Amendments:

Approved Planning & Development Business Model (OP-59) shifts the funding source from reserve to tax levy for some services.

Incremental Change in Full-time Equivalents:

Net 4.3 FTEs increase in 2019 includes 5.3 FTEs related to cannabis (4.0 FTEs in approved 2019 funding plus 1.3 FTEs annualization as a result of cannabis funding allocated in 2018) offset by the release of one FTE as a result of the service level change.

Decrease of one FTE in 2020 reflects a reduction in personnel related to cannabis legalization.

Branch - Development Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Customer Services and Operations

Description

The Edmonton Service Centre provides a wide range of City services to residents, businesses, and industry representatives through a number of channels: in-person, phone, mail, email, online and 311 referrals. Customer service ranges from application intake, review, approvals, inquiries, payments and records management.

The Branch Manager's Office, including branch and resource administration, as well as the Client Liaison Unit work together to respond to complex enquiries from citizens, industry and Council to manage politically sensitive and controversial issues, manages Council and Committee reports, and oversees escalated Council, citizen and industry inquiries for both the Development Services and City Planning branches.

Results to be Achieved

The Edmonton Service Centre provides a seamless, helpful, accurate access point for City services:

- In-Person, Mail and Phone Inquiries, Application Intake, Payments for Development & Building Permit Applications;
- Business, Pet & Vehicle for Hire Licensing;
- Recreation Facilities;
- Bylaw Ticket Payments;
- Restricted Parking Passes;
- Tax Inquiries & Payments;
- Transit Program Customer Service;
- Records management & historic address permit digitization;
- Resource Centre & Meeting Centre.

Continued efforts to collaborate with residents, industry to improve process, policy, education and reporting and ensuring Stakeholders' interests are understood, advocated for and balanced with the City's interests while finding solutions on complex and sensitive files, along with branch administration.

Cost Drivers

- Volume/demand of service - seasonal peaks and higher than forecasted volume.
- Service level expectations - very high quality of service expected.
- Nature of service - complex, contentious and manually processed services require time to process and time to train.
- Automation of service - automated service make a process more efficient but have impacts on other services or back-office processes.

Resources

(\$000)	2018					
	2017 Actual	Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	\$61,849	\$59,849	\$64,881	\$66,287	\$67,410	\$70,208
Expenditure & Transfers	39,918	39,218	44,073	45,510	47,224	49,536
Subtotal	(21,931)	(20,631)	(20,808)	(20,777)	(20,186)	(20,672)
Intra-municipal Recoveries	(1,476)	(1,749)	(2,489)	(2,927)	(3,560)	(3,628)
Total Net Operating Requirement	(\$23,407)	(\$22,380)	(\$23,297)	(\$23,704)	(\$23,746)	(\$24,300)
Full-time Equivalents	108.1	92.1	88.4	87.4	87.4	87.4

2018 Services

In 2018, we expect that there will be tens of thousands of customer interactions and millions of dollars will be transacted by the Edmonton Service Centre team. Continued integration and work with the Urban Form Business Transformation team will improve our citizen's customer service experiences. Inquiries and files requiring coordinated branch action are addressed as needed.

Changes in Services for 2019 - 2022

More services will be automated and or available online for increased customer convenience. Economic fluctuations, population and in service programs enhancements such as eServices, Regional Smart Fare Solutions, and automating enforcement will impact volumes for a variety of services resulting in the need to shift resources and adapt to changing trends.

Branch - Development Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Development & Zoning Services

Description

Development & Zoning oversees all planned development in Edmonton and makes decisions to ensure that Edmonton's built form prioritizes livability, safety, and sustainability.

Development Approvals reviews and renders decisions on development applications.

Development Compliance inspects properties to ensure compliance with the Zoning Bylaw and Development Permit conditions.

Zoning Bylaw Implementation team manages amendments to the Zoning Bylaw keeping it up to date with policy and development needs.

Business Licensing and Vehicle for Hire is responsible for creating policy to regulate business activity (including vehicle for hire) within the City.

Development Permit Inspections & Lot Grading manages inspections of developments to ensure that the development has been built according to the approvals. The Lot Grading Team also undertakes complaint based inspections. The DPI team also manages landscaping contracts to meet the mandate of the landscaping audit.

Strategic Initiatives & Infill Liaison Team - help the section achieve our strategic goals and help advance infill in Edmonton.

Results to be Achieved

Make timely approval decisions that align with all City plans, policies and guidelines.

Carry out accurate and timely inspections and enforcement activities to support safe properties.

Make decisions and develop processes that are transparent and inspire trust.

Develop policy which regulates businesses and vehicles for hire, creating an environment for equitable, accountable and safe operations.

Ensure compliance with the Zoning and Drainage Bylaws and revision of these policies to ensure effectiveness and continued relevancy.

Cost Drivers

The cost drivers for this highly operational group relate to several factors.

1. Volumes and service levels include application volumes, complaint volumes, council motions.
2. Regulations include complexity, notification requirements (postage/ads), bylaw amendment volume and changes.
3. Consumables include OHS training/equipment, fuel, standards for court evidence.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$3,523	\$1,740	\$3,747	\$3,968	\$3,852	\$3,713
Expenditure & Transfers	12,462	16,372	16,813	17,529	17,778	18,130
Subtotal	8,939	14,632	13,066	13,561	13,926	14,417
Intra-municipal Recoveries	-	(1,062)	(58)	(58)	(51)	(51)
Total Net Operating Requirement	\$8,939	\$13,570	\$13,008	\$13,503	\$13,875	\$14,366

Full-time Equivalents	109.2	109.7	116.7	116.7	116.7	116.7
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2018 Services

Efforts to improve regulations of the Zoning Bylaw and Business Licence Bylaw along with the application processing changes introduced by the Urban Form Business Transformation Team continue to help maintain or reduce application processing times. Landscaping and development compliance activities are expected to rebound in coming years.

Changes in Services for 2019 - 2022

Development Approvals, Development Permit Inspections and Lot Grading teams are forecast to see sustained but modest volume increases. These increases will be contingent on Edmonton's continued population and economic growth which could be negatively impacted by developments in the energy sector or fiscal decisions by the province. Continued process improvements, regulatory changes to reduce complexity and perhaps personnel adjustments will be required. The work supporting Evolving Infill will likely reduce as infill becomes normalized, with team members being re-deployed as necessary.

Branch - Development Services

Approved 2019 - 2022 Budget - Program Summary

Program Name - Safety Codes, Permits and Inspections

Description

City of Edmonton Safety, Codes Permits and Inspections team performs building plans reviews, permit approvals, inspections and enforcement activities to foster a safe and business-friendly city. This program monitors the construction of buildings and structures for compliance with the Alberta Safety Codes Act ensuring safe construction, demolition and renovation.

Issue more than 50,000 permits for residential and commercial projects.

Provide consultation to Edmonton's residents, contractors and professionals on major projects.

Complete over 160,000 inspections to monitor compliance with approved plans.

Issue occupancy stickers and investigate complaints from customers.

Results to be Achieved

Ensure compliance with the Safety Codes Act and Alberta Building Code for safe construction, demolition or renovation of building and compliance with energy efficiency requirements.

City of Edmonton development, building, and enforcement foster a safe and business-friendly city.

Carry out accurate and timely inspections and enforcement activities to support safe properties.

A public service provided to enforce compliance with safety codes act to address unsafe conditions.

Set clear timelines for application review and inspections.

Cost Drivers

Application volume and quality;

New construction complexity and volume;

Factors of complexity include a shift towards row housing and new building and energy efficiency codes;

Next day service levels for inspections leads to the use of contractors and overtime.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$10	-	-	-	-	-
Expenditure & Transfers	15,450	13,943	16,347	17,043	17,604	18,166
Subtotal	15,440	13,943	16,347	17,043	17,604	18,166
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$15,440	\$13,943	\$16,347	\$17,043	\$17,604	\$18,166
Full-time Equivalents	111.0	111.0	112.0	112.0	112.0	112.0

2018 Services

2018 follows 2017 trends in increasing inspection volumes for all disciplines leading to a sharp increase in overtime and contractor costs. In response, hours of work for staff were modified as much as possible. While this has had some positive effect, we continue to implement process improvements with a specific focus on complex residential and commercial/industrial applications.

Changes in Services for 2019 - 2022

We will meet 2018 service levels by supplementing working hours during the peak seasons annually and working towards process improvements and will review inspection requirements to relieve some contractor delays and costs. The impacts of two anticipated mandatory Building Code updates over the next four years have not been factored in as a service package has been proposed to address this.

Branch - Development Services

Program - Customer Services and Operations
Title - Operating Costs of Capital for IT
Enhancement Project (19-17-2040)

Operating Impacts of Capital
Funded
Ongoing

Results to be Achieved

The service package enables the continued use of technology that supports the following services:

Servicing Agreements and Engineering Drawings
 Construction Completion and Final Acceptance Certificates for Municipal Improvements
 Development and Building Permits

Benefits realized through the use of technology are:

Improved customer service and satisfaction and reduced waiting times
 Improved application processing timelines
 Enhanced coordination and collaboration between internal and external partners for land development and permits
 Efficient development coordination for residential, commercial, and industrial development

Description

To continue the support and maintain the capital investments made in technology assets through Current Planning IT Enhancements projects, software and hardware updating is required. Costs include:

Software licencing
 Software and hardware maintenance, support, and upgrades.

The updates will ensure that the capital investments made, stay relevant and continue to serve the intended purpose.

The Corporate Strategy branch manages the oversight and accountability of the Current Planning Reserve. This service package is submitted by the Development Services branch as the relevant expenses and revenues associated with the Reserve reside in this branch's budget. The long term plan will see the Reserve reside in Corporate Strategy.

Justification

The use of technology is critical to delivering these services. While using the technology, it must be maintained so that it is reliable, performance, kept in good repair and in compliance with software licensing agreements.

Common risks associated with poor software management are:

Security threats because software versions are not being updated
 Software that is incompatible with hardware and infrastructure upgrades
 Service outages

Legal and financial exposures that can arise if there is a problem with the license

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs												
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Branch - Development Services

Program - Development & Zoning Services
Title - 2019-2022 Cannabis Legalization (DS)

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

Cannabis legalization affects a number of areas in the branch: zoning, business licensing and safety codes permitting and inspections through increased demand for services with new businesses. To adequately address the complexities and controversies surrounding the new cannabis industry, including opening a retail store, cultivation or processing facility, resources are required. Funding will be used to hire additional employees for ongoing permit application intake, public engagement, Business Licensing, Zoning Bylaw amendments, Development Permit application decisions and appeals, Compliance Reviews and administrative support. It is anticipated that support will be needed to respond to legalization of edibles and future strategic changes as federal and provincial legislation evolves.

Description

As the roll out of cannabis legalization continues, further changes to the Business Licence Bylaw to enable business classifications for edibles and to enable the anticipated public consumption in lounges will require:

- researching other jurisdictions (including research and implementation in line with Federal legalization)
- developing regional partnerships
- looking at impacts to existing categories and developing policy as business models shift
- align production regulations with other orders of government
- align land uses within the zoning bylaw
- establish licensing requirements to address the black/grey market
- maintain up to date mapping of proposed and approved locations, separation distances
- spatially examine future policy changes that may be required with the legalization of all cannabis products
- public engagement, consultation and implementation of proposed changes
- provide consultation support and direction with the public and businesses on proposed land use changes
- work to integrate future changes into the day to day processes of the team
- supporting efforts for future regulation changes are undertaken in a way to minimize impact to existing service areas

Justification

A mix of temporary and permanent staff are being recruited to support this work.

Administration has identified that increased resources will be required to maintain expected development permit and business license approval timelines with the emergence of new uses as well as the development of new policies to guide these activities. With the expected legalization of edible cannabis products and most likely consumption lounges following in 2019, a whole new array of new businesses will evolve. If not approved, the only recourse is to distribute the workload evenly among remaining staff (not recommended due to the highly sensitive and competitive nature of the Cannabis industry and the complexity of the regulations) and proportionately reduce service levels to all other types of applications.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$467	128	\$339	4.0	(\$105)	56	(\$161)	(1.0)	(\$0)	1	(\$1)	-	(\$0)	1	(\$1)	-
Total	\$467	128	\$339	4.0	(\$105)	56	(\$161)	(1.0)	(\$0)	1	(\$1)	-	(\$0)	1	(\$1)	-

Branch - Development Services

Program - Customer Services and Operations
Title - Planning & Development Business Model

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

The Current Planning Reserve was funding expenses outside of its intended scope, as indicated in the Current Planning Reserve Audit on April 11, 2018. A revised business model and reserve policy was presented in October 2018, which identifies and limits the scope of Reserve funding, includes operational procedures to identify and define management practices for associated revenues and expenses, and documents related roles and responsibilities.

Changing the funding source for these activities is in alignment with the revised business model and reserve policy, and improves sustainability of the Reserve by limiting funding to relevant portions of land use planning service, development service, safety code permission and inspection service and indirect costs related to service delivery.

Description

As part of the Current Planning business model and reserve review, some activities are identified to change funding source from Current Planning Reserve to tax levy in order to improve sustainability of the Reserve and limit the scope of Reserve funding to its intended boundaries. This was also identified by the City Auditor in the Current Planning Reserve Audit that was presented to Audit Committee on April 11, 2018.

Activities that do not align with the guiding principles of the revised business model and reserve policy must change funding source from the Reserve to tax levy. These include but are not limited to: bylaw compliance and enforcement, Edmonton Service Centre expenses related to tax-supported services (such as assessment and taxation, ETS, pet licensing, community recreation facilities), and policy development and coordination.

The Corporate Strategy branch manages the oversight and accountability of the Current Planning Reserve. This service package is submitted by the Development Services branch as the relevant expenses and revenues associated with the Reserve reside in this branch's budget. The long term plan will see the Reserve reside in Corporate Strategy.

Justification

A revised business model and reserve policy was presented to Council in October 2018, which identifies and limits the scope of Reserve funding, includes operational procedures to identify and define management practices for associated revenues and expenses, and documented roles and responsibilities associated with oversight and decision-making related to the Reserve.

This service package identifies funding needs for activities that are not aligned with the guiding principles of the revised policy. Approval of this service package is necessary to continue service delivery for activities that should no longer be funded by the Reserve. As identified by the Current Planning Reserve audit, these services can no longer remain funded through the Reserve. If the service package is not approved, the services identified must be reduced or eliminated.

Figures may be refined as additional data is collected through time tracking.

Note that the Current Planning Reserve will be renamed to the Planning and Development Reserve pending approval of Policy C610.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	(500)	\$500	-	-	(1,000)	\$1,000	-	-	(1,000)	\$1,000	-	-	(500)	\$500	-
Total	-	(500)	\$500	-	-	(1,000)	\$1,000	-	-	(1,000)	\$1,000	-	-	(500)	\$500	-

Branch - Economic and Environmental Sustainability

2019-2022 Operating Budget

Edmonton

Introduction

The Economic and Environmental Sustainability Branch leads environmental planning, economic development and regional planning initiatives to advance the City's goals to build a city that is vibrant, prosperous, and sustainable. The Branch fosters economic growth, environmental sustainability and regional collaboration by developing and executing strategies, delivering programs and advancing work in key priority areas on behalf of the Corporation.

The Branch collaborates with community, business, and regional partners to develop and implement numerous initiatives that support the sustainable growth of the City, with a focus on catalyzing reinvestment and revitalization in priority areas, driving business and industrial growth, supporting small business, exploring innovative approaches to interjurisdictional growth and development, and fostering environmental sustainability in both the community and the Corporation. Leveraging these partnerships is critical to the success of this work and strengthening working relationships is foundational to the success of the Branch.

Programs and Services				
City Environmental Strategies	Economic Investment and Development	Local and Emerging Economy	Regional Development	Urban Renewal
Emerging Environmental Issues Monitoring	Pre-Investment Advocacy and Facilitation	Community Economic Development	Intermunicipal and Sub-Regional Planning	Chinatown Strategy
Corporate Environmental and Energy Performance	Client Facilitation and Issue Resolution	Business Improvement Area Administration and Governance	Inter-Jurisdictional Agreements and Partnerships	Community Revitalization Levy*
Community Energy Transition Strategy Implementation	Research and Analytic Support	Commercial Strategy Corporate Support	Edmonton Metropolitan Region Board / Edmonton Global support	Downtown Planning and Implementation
Climate Adaptation and Resilience	Site Selection Assistance	Small Business Support	Annexations and Adjustments	<i>*information in separate section of budget document</i>
Brownfield Grant Program	Integrated Land Planning		Intermunicipal Partnerships	
	Business Retention and Expansion		Shared Investment for Shared Benefit	

Branch - Economic & Environmental Sustainability

Programs and Services:

Changes to Service levels

- **Energy Transition Strategy:** Anticipating to meet new corporate greenhouse gas targets by 2020. A review of current programs to improve effectiveness and efficiencies will impact services provided to citizens.
- **Climate Adaptation and Resilience:** Planning to implement a strategy to improve Corporate and community resilience to a changing climate.
- **Facade Improvement Program:** Planning to improve program outcomes and processes for participating property owners, small businesses and the City. A review of policy and procedures could impact the amount and number of grants administered, and the impact of the grants on business improvement areas and other eligible commercial sites.
- **Business facilitation, retention, expansion:** Planning to review and revise processes to engage with businesses to ensure efficient and seamless customer experience. This will be undertaken in alignment with ongoing Program Service Review.
- **Economic Development Framework:** Planning to evolve the City's economic development framework, in collaboration with Edmonton Global, Edmonton Metropolitan Region Board and other organizations. This involves steps to foster a more robust Edmonton innovation ecosystem, and outcomes may result in adjustments to programs and services.
- **Brownfield program:** Exploring the opportunity to expand the scope of the program to support a broader definition of eligible properties than just former refueling sites.

Innovation and Continuous Improvement - Positive Change

- **ENVISO:** Program supports City to a corporately aligned environmental management system (ISO 14001 certified Environmental Management System).
- **Business Retention and Expansion Program:** Program will improve a cross-corporate approach to engagement with industry members and enhanced process for better data collection through Client Relation Management system.
- **Industrial Development:** Activities will support proactive servicing work of Edmonton Energy and Technology Park in creating new industrial investment opportunities.
- **Regional Services:** Activities will support the design of a shared investment for shared benefit model to building regional infrastructure, providing regional services, and implementation of complex intermunicipal governance plans for planning, economic development, and service delivery initiatives.
- **Environmental Initiatives:** Activities will increase efficiencies and effectiveness of community and corporate programs and integrate low carbon and climate resilient elements into the City's key decision-making processes.

Branch - Economic & Environmental Sustainability

- **Small Business Support:** Activities will support the update of Facade Improvement Program procedures, guidelines and processes to ensure ongoing alignment with corporate and stakeholder goals.
- **Business Improvement Area Economic Indicators:** Activities will support continuous improvement of Business Improvement Area Economic Indicators model and methods to ensure ongoing relevance and value to City and stakeholders.

Impact of Previous Council Decisions:

- **Corporate Targets:** In May 2018, Council approved a target of 50% greenhouse gas emissions reduction by 2030 from 2005 levels. In order to meet this new target, continued development and continuous improvement of programs, policies, and strategies are required. This has resulted in a service package requesting for additional resources and funding to ensure continued development of these various initiatives.
- **Business Improvement Area Indicators:** In 2016, Council directed the development of Business Improvement Area Economic Indicators to build an understanding of economic conditions and changes over time in the City's 13 BIAs. This work is being integrated into work with the BIAs and other local economic development activities (including Chinatown Plan and community grants).
- **Regional Economic Development:** In 2017, the City signed on as one of 15 municipal shareholders to Edmonton Global, the new regional economic development entity with a mandate to attract investment to the region. The City's collaboration with this and other economic development entities is key to supporting regional prosperity.

Emerging Issues:

The Economic and Environmental Sustainability Branch stays current with emerging issues that may be faced. Potential emerging issues include:

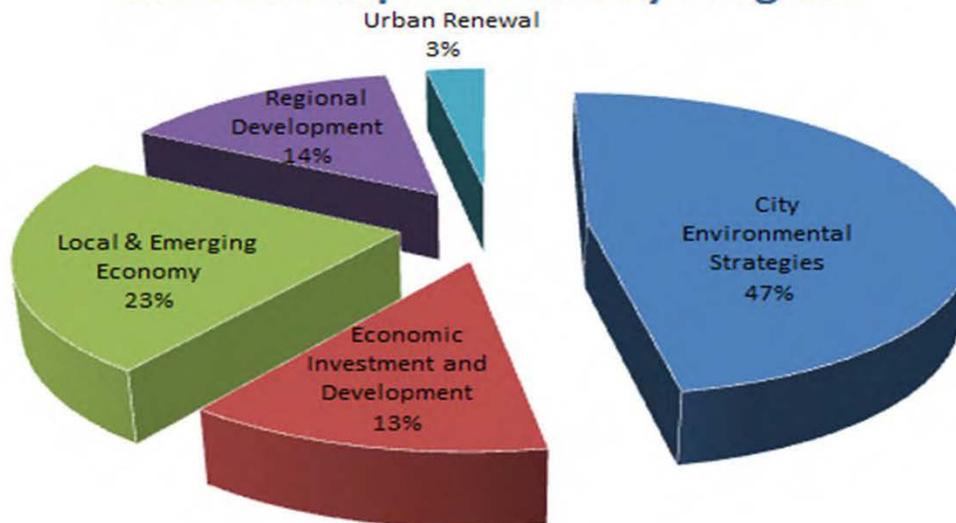
- **Demand for Programs and Services:** Demand for programs and services is expected to increase as there are a number of council driven initiatives that need to occur in order to meet Council goals and targets.
- **Economy:** Economic fluctuation creates uncertainty around forecasting and planning. A potential downturn in the economy will present challenges such as an increase in unemployment rate, a decrease in investment, and social impacts. This may result in the reprioritization of work to ensure the challenges faced by the city are addressed and the right services are provided to ensure a stronger more connected economy.
- **Financial Support:** Inconsistent funding from other orders of government or external partners will impact the programs and services provided to citizens. Grants provided are used to support programs that allow for continued investment, development, and improvements to various economic and social aspects of the city. This may result in exploring continuous improvements of programs and services provided to ensure that support will be maintained.
- **Changes in Regulations, Legislation, Mandate:** Changes in regulations, legislation, and mandate will require realignment of work. A specific example is the implementation of legislation enabled through the MGA will impact regional relationships.

Branch - Economic & Environmental Sustainability

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
City Environmental Strategies	3,064	854	854	854	854	854
Economic Investment and Development	149	-	-	-	-	-
Local & Emerging Economy	556	441	1,041	441	441	441
Regional Development	475	-	-	-	-	-
Urban Renewal	53	-	170	205	191	156
Total Revenue & Transfers	\$4,297	\$1,295	\$2,065	\$1,500	\$1,486	\$1,451
Net Expenditure & Transfers						
City Environmental Strategies	10,977	9,027	11,442	14,440	16,940	19,941
Economic Investment and Development	3,392	3,107	3,135	3,135	3,135	3,135
Local & Emerging Economy	2,574	3,661	5,542	5,683	5,957	5,984
Regional Development	2,072	2,966	3,414	3,415	3,416	3,415
Urban Renewal	647	552	723	758	744	709
Total Net Expenditure & Transfers	\$19,662	\$19,313	\$24,256	\$27,431	\$30,192	\$33,184
Total Net Operating Requirement	\$15,365	\$18,018	\$22,191	\$25,931	\$28,706	\$31,733
Full-time Equivalents	74.0	63.0	66.0	68.0	68.0	68.0

2019 Net Expenditures by Program



Branch - Economic & Environmental Sustainability

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	-	-	-	-
Grants	8	-	-	-	-	-
Transfer from Reserves	4,289	1,295	2,065	1,500	1,486	1,451
Total Revenue & Transfers	\$4,297	\$1,295	\$2,065	\$1,500	\$1,486	\$1,451
Net Expenditure & Transfers						
Personnel	7,106	7,942	8,367	8,657	8,734	8,774
Materials, Goods, and Supplies	295	167	166	166	166	166
External Services	3,863	3,012	4,192	5,902	6,815	7,775
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	176	58	119	119	129	129
Utilities & Other Charges	7,261	6,501	9,779	10,954	12,715	14,707
Transfer to Reserves	961	1,633	1,633	1,633	1,633	1,633
Subtotal	19,662	19,313	24,256	27,431	30,192	33,184
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$19,662	\$19,313	\$24,256	\$27,431	\$30,192	\$33,184
Total Net Operating Requirement	\$15,365	\$18,018	\$22,191	\$25,931	\$28,706	\$31,733
Full-time Equivalents	74.0	63.0	66.0	68.0	68.0	68.0

FACADE IMPROVEMENT PROGRAM

\$4.4M total construction value

Uncontested annexations with 3 municipalities

11

Business Improvement Area

construction grants:
est. value over **\$35M**

Business Retention & Expansion:

292 new clients

281 engagements

1,449 people joined
Change for Climate

Open Window served 175+ new business owners

BRANCH BY THE NUMBERS
ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY



Branch - Economic & Environmental Sustainability

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	18,018	22,191	25,931	28,706
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	18,018	22,191	25,931	28,706
Existing Services (Incremental to Base)				
Cost Changes	62	-	-	-
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	(247)	-	-	-
Total Impact on Existing Services	(185)	-	-	-
Council Amendments				
Amended Service Packages	4,508	3,740	2,775	3,027
Council Budget Reductions	(150)	-	-	-
Other	-	-	-	-
Total Council Amendments	4,358	3,740	2,775	3,027
Total Approved Budget	\$22,191	\$25,931	\$28,706	\$31,733
Incremental Change in Full-time Equivalents	3.0	2.0	-	-

Previous Year's Budget:

No prior year adjustments affect the base budget.

Existing Services (Incremental to Base):

The total impact on existing services is a decrease primarily attributable to the implementation of ongoing efficiencies in excess of cost increases.

Cost Changes / Efficiency Savings:

These efficiencies include realignment of the work of the regional boundary Interface Protocols and Strategic Framework by adjusting the timeline and assigning work to current staff. In addition, the Branch will eliminate the use of external consultants to assist in the research and analysis of industrial areas within the City, specifically the Edmonton Energy and Technology Park (EETP).

Wage and benefits progression increases in 2020, 2021 and 2022 are absorbed by efficiencies.

Growth/New Services:

Growth and new services were funded through council amendments for 2019-2022.

Council Amendments:

Approved new and enhanced services in 2019-2022 of \$14,050 net: Green Electricity (OP-5), Edmonton Global (OP-6), Edmonton Screen Industries Office (OP-12), Chinatown Strategy Implementation (OP-14), Climate Change Adaptation Strategy Team (OP-20.1), Corner Store Program (OP-21), Development Incentive Program (OP-35) and Energy Transition Community Investment/Programming (OP-46).

Approved council budget reduction in 2019 of (\$150) net: Late Night Economy Efficiencies (OP-18).

Approved other in 2019 of \$0 net: Wild Heart (OP-22) 1-time FSR funding for \$600.

Incremental Change in Full-time Equivalents:

Approved council amendments in 2019-2022: Late Night Economy Efficiencies (OP-18) reduction of (1.0) FTE, Climate Change Adaptation Strategy Team (OP-20.1) addition of 3.0 FTE and Energy Transition Community Investment/Programming (OP-46) addition of 3.0 FTE.

Branch - Economic & Environmental Sustainability

Approved 2019 - 2022 Budget - Program Summary

Program Name - City Environmental Strategies

Description

City Environmental Strategies strives to ensure Edmonton's environment sustains quality of life for our present and future citizens. Through partnership and advocacy, the program is responsible for addressing emerging environmental issues, developing strategies, policies and programs and providing support and oversight of corporate environmental performance.

City Environmental Strategies is responsible for:

- Implementing Edmonton's Community Energy Transition Strategy and Edmonton's Climate Change Adaptation and Resilience Strategy;
- Managing the Brownfield Grant program and Corporate electricity, natural gas and water utilities through a centralized utility management process;
- Supporting the Corporation City's ISO 14001 Environmental Management System (Enviso); and,
- Monitoring progress on The Way We Green goals.

The program collaborates with other departments and agencies to coordinate and facilitate environmental initiatives that create efficiencies and reduces the City's carbon and environmental footprint.

Results to be Achieved

- Continued implementation of the Energy Transition Strategy.
- Complete initial four years of the Climate Adaptation and Resilience Strategy 8-year action plan.
- Implementation of Enviso programs with successful external ISO 14001 re-registration audit.
- Administration of the Brownfields Grant Program including utilization of a multi-year tax cancellation (new City Charter power).
- Support civic operations management of the electricity, natural gas and water utilities for through a centralized utility management process.
- Monitor the implementation of the Civic Operations GHG Management Plan to support achievement of reduction targets.
- Lead the process for renewal of the City's Electrical Services Agreement including the green electricity purchase requirements to meet Civic Operations GHG targets.

Cost Drivers

- Policy C609 direction to implement the Climate Adaptation and Resilience Strategy;
- City Charter requirement to develop climate change adaptation and mitigation plans;
- Policy C585 direction to implement Energy Transition programs including PACE and the updated Civic Operations GHG Plan;
- Policy C505 direction to maintain an ISO 14001 certified environmental management system for the Corporation.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$3,064	\$854	\$854	\$854	\$854	\$854
Expenditure & Transfers	10,977	9,027	11,442	14,440	16,940	19,941
Subtotal	7,913	8,173	10,588	13,586	16,086	19,087
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$7,913	\$8,173	\$10,588	\$13,586	\$16,086	\$19,087
Full-time Equivalents	33.0	20.0	24.0	26.0	26.0	26.0

2018 Services

Completed transition to One-City Enviso receiving ISO 14001 Certification; Completed development of a Climate Adaptation and Resilience Strategy, Policy; Hosted 2018 Cities IPCC Climate Conference; Launched the Climate Leaders and Solar PV Programs; Completed Change for Climate survey; Updated Civic Operation GHG Management Plan approved by Council; Brownfield Grant Program fully subscribed.

Changes in Services for 2019 - 2022

- Implement Climate Adaptation and Resilience Strategy
- Enhance Community Energy Transition Strategy implementation
- Support the implementation of Property Assessed Clean Energy (PACE) program (enabled through new Provincial legislation)
- Increase support for the Civic Operations GHG Plan (including Green Power)
- Increase support for the One-City Environmental Management System (Enviso)

Branch - Economic & Environmental Sustainability

Approved 2019 - 2022 Budget - Program Summary

Program Name - Economic Investment and Development

Description

Economic Investment and Development advances key initiatives to progress non-residential growth and business retention for Edmonton. The program functions as a bridge between industrial businesses and investors and the spectrum of City services including planning approvals, land development, permit and inspection services. This program work with external agencies such as Edmonton Global and Edmonton Economic Development Corporation to support: Investment site analysis, Pre-Investment Advocacy, Client Facilitation and Specialized Integrated Land Planning. The program offers access to city services through its business facilitation and issue resolution work. To support investment attraction the program also offers research & analytics support, sector profiles and analysis and site selection assistance.

Results to be Achieved

The program's industrial action plan identifies nine actions to facilitate, attract and retain businesses in Edmonton's industrial neighbourhoods to support Council's goal of increasing the non-residential tax base. Success would include developing infrastructure and servicing strategy, policies to ensure investment ready land and having awareness and visibility of the program. Measuring success would include increased number of development and building permits for non-residential development, number and dollar value of new business investments, increased employment in industrial neighbourhoods, number of industrial developments retained/gained, number of identified issues, problems resolved, number of business visitations performed and estimated dollar value savings from issues resolved.

Cost Drivers

- The City is challenged to retain and grow industrial businesses.
- The Industrial Action Plan sets out Industrial BRE as one of the significant tools to continue to advance industrial growth outcomes.
- The Industrial Action Plan also sets out actions to improve investment readiness of EETP working with development authorities, government agencies, stakeholders.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$149	-	-	-	-	-
Expenditure & Transfers	3,392	3,107	3,135	3,135	3,135	3,135
Subtotal	3,243	3,107	3,135	3,135	3,135	3,135
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$3,243	\$3,107	\$3,135	\$3,135	\$3,135	\$3,135
Full-time Equivalents	18.0	19.0	19.0	19.0	19.0	19.0

2018 Services

- Implement key actions in the Industrial Action Plan;
- Advanceme of the Business Retention and Expansion Program;
- Research and analysis of industrial lands and investment opportunities;
- Support for the development of Agri-business and local food security Initiative;
- Explore and supporting emerging industrial sectors;
- Increase diversification of industrial sector and industrial tax base.

Changes in Services for 2019 - 2022

Ensure service levels expected by investors, developers and other industrial stakeholders remains consistent. Ongoing delivery of industrial facilitation for data collection, analytics and capacity development is needed to support stakeholders, developers and investors.

Branch - Economic & Environmental Sustainability

Approved 2019 - 2022 Budget - Program Summary

Program Name - Local & Emerging Economy

Description

Local and Emerging Economy provides support to small businesses and Business Improvement Areas (BIAs) across the city. It focuses on bringing new life to commercial corridors, main streets, and neighbourhood retail hubs. Roles involve support for knowledge enhancement, capacity development, business start-up, planning and policy development, governance, and community economic development. Primary activities include managing grant funding, advising new and existing businesses, helping business improvement areas advance their goals, data collection and analysis, and aligning business and community needs. This Program also promotes and advances the interests of small business and the local economy across the corporation and wider community, and leverages other City programs to deliver integrated services and results.

Results to be Achieved

The Program's work advances 'Urban Places' and 'Regional Prosperity', two of Council's 2019-2028 strategic goals, along with City initiatives and objectives to enhance urban design, drive residential infill, and foster vibrant and complete communities. Success is measured in many ways. Examples of quantifiable measures include private dollars leveraged through grant programs, number of chronic retail vacancies filled in key project sites, number of storefronts improved with grant funding, and number of clients served through the small business concierge service, Open Window. Less quantifiable indicators of success include stronger business improvement area associations, greater community support for local retail establishments, new robust partnerships and connections in the local economy.

Cost Drivers

- Increasing demand for our programs and services from the over 35,000 businesses located in Edmonton;
- Diversity and complexity of partner needs and initiatives;
- Alignment and integration with other City programs;
- Growing recognition of the importance of a strong local economy coupled with growing community and stakeholder expectations.

Resources

	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
(\$000)						
Revenue & Transfers	\$556	\$441	\$1,041	\$441	\$441	\$441
Expenditure & Transfers	2,574	3,661	5,542	5,683	5,957	5,984
Subtotal	2,018	3,220	4,501	5,242	5,516	5,543
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$2,018	\$3,220	\$4,501	\$5,242	\$5,516	\$5,543
Full-time Equivalents	9.0	10.0	9.0	9.0	9.0	9.0

2018 Services

- Delivery of 2018 BIA Economic Indicators;
- Support for 36+ projects through grant programs, construction value of \$39M+;
- Serve 300+ new small businesses, one-on-one support;
- Undertake public and private property improvements at 7 Corner Store Pilot sites;
- Provide small business lens support to 20 City programs and projects;
- Provide leadership to ongoing Council Initiatives related to local economy.

Changes in Services for 2019 - 2022

The program advances local economic development, along with other complimentary City initiatives including enhancing urban design, driving residential infill and fostering vibrant and complete communities. Existing small business support staff continue service delivery. BIA support relies mainly on staff resources. Our partners have an ongoing need for data collection and capacity development.

Branch - Economic & Environmental Sustainability

Approved 2019 - 2022 Budget - Program Summary

Program Name - Regional Development

Description

Regional Development leads the implementation of Edmonton's Regional Strategy through a variety of ongoing programs and unique projects with regional neighbours. Program work includes the creation of necessary governance mechanisms to ensure success for regional initiatives as well as creation of intermunicipal and/or regional policy. Regional Development builds and fosters strong relationships with our neighbours, which leads to stronger, more successful outcomes.

Results to be Achieved

- Airport Accord - A sub-regional partnership to fulfill the economic development potential of the Airport and surrounding lands (2 FTEs / \$1,700,000);
- Intermunicipal Planning Framework Agreement - A sub-regional partnership to plan more cohesive and sustainable communities on our shared boundaries (2 FTEs / \$880,000);
- Intermunicipal Collaboration Frameworks - Develop frameworks within the region (3 FTEs / \$90,000);
- Regional Evaluation Frameworks - Assistance in the implementation of the Growth Plan and support the Regional Agriculture Master Plan and the Metropolitan Region Servicing Plan (2 FTEs / \$90,000);
- Shared Investment for Shared Benefit - Development of a model to identify and finance regional projects based on share of realized benefits (3 FTEs / \$250,000).

Cost Drivers

- Airport Accord - Work regionally for economic development, leverage the EIA;
- Intermunicipal Planning Framework Agreement - Work regionally for joint planning, economic development;
- Intermunicipal Collaboration Frameworks - Work regionally for joint planning;
- Shared Investment for Shared Benefit - Work regionally for cost sharing, joint planning, economic development.

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$475	-	-	-	-	-
Expenditure & Transfers	2,072	2,966	3,414	3,415	3,416	3,415
Subtotal	1,597	2,966	3,414	3,415	3,416	3,415
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$1,597	\$2,966	\$3,414	\$3,415	\$3,416	\$3,415
Full-time Equivalents	12.0	12.0	12.0	12.0	12.0	12.0

2018 Services

- Established the Airport Accord, a partnership between COE, Leduc County, City of Leduc, and EIA;
- Negotiated an uncontested annexation with Leduc County and the Beaumont and completed the MGB hearing;
- Established the Intermunicipal Planning Framework Agreement, a partnership between the COE, Leduc County, and the Town of Beaumont;
- Developed a Regional Strategy in partnership with the IRDC.

Changes in Services for 2019 - 2022

- Beaumont Intermunicipal Planning Framework Implementation;
- Airport Accord Implementation;
- Regional Input to Statutory Plans (e.g. City Plan, Growth Plans, MDP, etc.);
- Intermunicipal Joint Planning;
- Annexations;
- Shared Investment for Shared Benefit Implementation;
- Input to EMRB Initiatives Regional Agriculture Master Plan;
- Metropolitan Region Service Plan;
- Shared Investment for Shared Benefit.

Branch - Economic & Environmental Sustainability

Approved 2019 - 2022 Budget - Program Summary

Program Name - Urban Renewal

Description

Urban Renewal supports Council's vision for a vibrant and inclusive city core that attracts new residents and investments and creates a high quality lifestyle in downtown Edmonton.

Urban Renewal is responsible for Edmonton's three Community Revitalization Levies (CRLs) in the Downtown, the Quarters Downtown, and Belvedere. We manage and coordinate the implementation of catalyst projects in the CRL areas and oversee the efficient and effective use of CRL Revenues. We partner with developers, businesses, and community members to support their investments in building more vibrant urban communities.

Results to be Achieved

To achieve the goals of stimulating new residential and commercial developments, increases in number of residents and increases in number of businesses, the focus will be on:

- Implementation of approved Downtown catalyst projects: Green and Walkable, Jasper Avenue New Vision, Warehouse Campus Neighbourhood Central Park;
- Implementation of catalyst projects in The Quarters Downtown;
- Selling remaining parcels in Station Pointe.

Results will be measured by the construction value of new residential and commercial developments, actual number of new residents, actual number of new businesses, and number of parcels sold in Station Pointe.

Cost Drivers

Increasing demand for input and collaboration with internal and external stakeholders

Resources

(\$000)	2017	2018	2019	2020	2021	2022
	Actual	Adjusted Budget	Budget	Budget	Budget	Budget
Revenue & Transfers	\$53	-	\$170	\$205	\$191	\$156
Expenditure & Transfers	647	552	723	758	744	709
Subtotal	594	552	553	553	553	553
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Operating Requirement	\$594	\$552	\$553	\$553	\$553	\$553
Full-time Equivalents	2.0	2.0	2.0	2.0	2.0	2.0

2018 Services

- Completed Design Manual for Downtown and the Quarters Downtown;
- Completed business case for implementation of the Chinatown Strategy;
- Coordinated discussions with Harbin representatives on new Chinatown gate;
- Collaborated with Edmonton Community Development Company on several partnership opportunities in the Quarters.

Changes in Services for 2019 - 2022

Service levels will remain consistent with 2018.

Branch - Economic & Environmental Sustainability

Program - Urban Renewal
Title - OP-14 Chinatown Strategy Implementation

New or Enhanced Service
Funded
Multi-Year

Results to be Achieved

The Chinatown Strategy was approved by Council in 2017 after extensive community consultation over multiple phases. Funding is now required to implement the community driven strategy through the creation of a new society. The non-profit society will be guided by a formal governance structure representing a variety of stakeholder interests, including extended recruitment of new members. The society's goal is to capture diverse interests and competencies to foster a vibrant and economically resilient Chinatown guided by the Strategy. Focusing on Strategy implementation, will enable long term sustainability & succession planning. The new society will be positioned to develop programs to achieve economic resiliency that is coordinated and aligned with current and emerging initiatives.

Description

On April 30, 2018 Executive Committee received an update on the Chinatown Strategy (Report CR_4983) and directed Administration to prepare a business case for 2019-2022 seed funding for a non-profit society to implement the actions identified in the Chinatown Strategy. A phased approach was taken to develop the Chinatown Strategy, that integrates the Chinatown Economic Development Plan with the work of the Urban Interface Plan and included broad community engagement. The Chinatown Strategy provides a series of recommended actions that will improve the economic resiliency of Chinatown through a combination of programming and placemaking investments. An overarching goal of the Chinatown Strategy is to strengthen connections and capacities of an evolving, complex community and includes working collaboratively to sustain a celebrated destination for future generations.

Justification

The organizations that serve Chinatown are limited in resources and capacity to effectively implement the actions in the Chinatown strategy. New interests are emerging that include new demographics and approaches to activate Chinatown in contemporary and future forward ways. These interests include emerging Chinese artists and social clubs with interest to be involved and contribute in new and different ways. The society provides an organizational structure that brings together a broad membership to work collaboratively on implementation. The society will have access to more options for fundraising and fewer limitations on their expenditures and budgeting processes. The new society will provide a mechanism to enhance opportunities and leverage the efforts of partners to advance collective economic development goals, leverage services, and define clear roles for effectiveness and progress. Overtime, it is expected the society will become self-sufficient. Initial seed funding is required to get started. If funding is not approved, the community has expressed their commitment to proceed, however implementation efforts will be significantly slower without new resources.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$170	170	-	-	\$35	35	-	-	(\$14)	(14)	-	-	(\$35)	(35)	-	-
Total	\$170	170	-	-	\$35	35	-	-	(\$14)	(14)	-	-	(\$35)	(35)	-	-

Branch - Economic & Environmental Sustainability

Program - Local & Emerging Economy
Title - OP-21 Corner Store Program

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

The Corner Store Program is a suite of tools that supports community economic development through the revitalization of select commercial sites in Edmonton's mature and established neighbourhoods. The Program advances 'Urban Places' and 'Regional Prosperity', two of Council's 2019-2028 strategic goals, along with City initiatives and objectives to drive residential infill, foster complete communities, and enhance urban design. The program encourages private sector investment in the renovation and enhancement of local commercial areas, thereby supporting a strong local economy, vibrant places for people and business, and positively contributing to the quality of life of residents, workers and owners.

Description

On September 10, 2018, the Executive Committee passed a motion to bring forward a service package for the Corner Store Program for Council's consideration for 2019-2022 (CR_5479). Neighbourhood commercial sites suffer from lack of reinvestment and shifting consumer habits. To stay relevant as community anchors and to attract new business, these sites require assistance such as business supports and grants to improve commercial buildings and vacant spaces. Support for neighbourhood commercial sites was successfully piloted through the Corner Store Pilot Program. The pilot showed a strong return on investment for the City and participating communities, as well as promising results across a range of indicators.

Building on the pilot's success, ongoing funding would support wider enhancement of commercial areas through two program streams: a framework of the pilot to deliver building, business and public infrastructure improvements and smaller flexible grants across a greater number of sites to support revitalization. The program partners with Urban Form and Corporate Strategic Development and Integrated Infrastructure Services, the community, and property/business owners.

Justification

Vibrant neighbourhoods where people and businesses thrive are key to advancing Council's 2050 vision and goals. The Corner Store Pilot demonstrated that a combination of business supports, building grants and public realm improvements can deliver tangible results to support these. Pilot sites have seen renewed business and resident interest, and have been able to attract tenants that support local needs. There is ongoing interest in the program and there are +250 potentially eligible sites across the city. Ongoing funding could support revitalization at up to 15 sites/year, would allow for leveraging of the program across older neighbourhoods, and support implementation of strategic priorities without the need for additional FTEs. Capital investment in the public realm at some locations would further leverage public and private improvements to benefit the site, businesses, and the community. Council has previously demonstrated support for the program and requested a review of the pilot to inform potential future work (see CR_5478 and CR_5479). A report outlining pilot results and future direction has been delayed several times and will be presented September 10, 2018.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$250	-	\$250	-	\$250	-	\$250	-	-	-	-	-	-	-	-	-
Total	\$250	-	\$250	-	\$250	-	\$250	-								

Branch - Economic & Environmental Sustainability

Program - Local & Emerging Economy
Title - OP-35 Development Incentive Program

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

The Development Incentive Program is a proven tool to support economic development and advancement of strategic priorities through the renovation of chronically vacant commercial spaces and the development of new commercial and residential buildings in Business Improvement Areas and other Council supported areas (including Corner Store sites, CR_5479). The program encourages investment in the retail/customer base of a commercial area, supporting vibrant places for people and business. Funding requested would result each year in up to 10 newly renovated/leased commercial spaces, 2 new commercial buildings, and 1 new mixed-use/multi-unit building across main streets and other eligible areas. These spaces in turn attract additional investment, new businesses, customers and residents.

Description

On September 10, 2018, the Executive Committee passed a motion to bring forward a service package for the Development Incentive Program for Council's consideration for the 2019-2022 budget deliberations (CR_5478). This program provides support to property owners renovating vacant commercial space or building new commercial and residential spaces in Business Improvement Areas and Council Supported Initiative areas. There are three types of grant incentives offered through the program's existing policy:

- New Commercial Business Interior Improvement Program: Up to \$20,000 on improvements to eligible commercial space that has been vacant for more than six months.
- Commercial Development Reinvestment Grant Program: Up to \$50,000 to an eligible new two storey commercial building.
- Multi-unit Residential Development Reinvestment Grant Program: Up to \$7,000 per new dwelling for an eligible multi-unit residential development (10-36 dwellings), or up to \$12,000 per new dwelling for an eligible mixed-use development (1-36 dwellings).

Justification

The program is successful at catalyzing private investment to support economic development and vibrancy in target areas. Since 2009, it has supported 316 new residential units, 9 new mixed use buildings, 24 renovated commercial spaces/filled chronic vacancies, and 6 new commercial units. The \$2M expended to date has leveraged \$35M in private investment. City Council approved one time 'bridge' funding for 2018 (see CR_5179), which was allocated in a single application period and will support 6 interior improvements, 2 new commercial buildings and 3 new mixed use buildings in 7 Business Improvement Areas. The fast allocation of the 2018 funding shows ongoing demand and continued support from key partners (Business Improvement Areas). On-going funding will allow for the predictable and deliberate use of the program in target areas, and better support implementation of strategic City policies and priorities such as commercial revitalization and residential infill. Refinements to the program will be advanced through updates to policy and procedures in Q1 2019 to ensure it continues to effectively support strategic goals, and applicant and partner needs.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$250	-	\$250	-	\$250	-	\$250	-	\$250	-	\$250	-	-	-	-	-
Total	\$250	-	-	-	-	-										

Branch - Economic & Environmental Sustainability

Program - Economic Investment and Development
Title - OP-6 Edmonton Global

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

The success of Edmonton Global directly supports Council's 10-year regional prosperity goal. As an Edmonton Global shareholder, the City will help shape and advance Edmonton Global outcomes. These outcomes include the following: producing a regional economic development ecosystem integration plan that includes lead generation and share protocols; establishing and supporting a single, shared municipal member database/ site selector tool for investment attraction; developing and advancing an Edmonton Global marketing and brand strategy for investment attraction; and, establishing a business partnership council representing a cross-section of regional sectors.

Description

Council approved funding for the City's annual Shareholder contribution to Edmonton Global on May 23, 2017 (CR_4770). The total requisition amount from all shareholders has been increased to \$2 million for 2019 and 2020 (from \$1 million in 2018); the City of Edmonton's share for these two years is expected to be \$1.26 million annually. While 2021 and 2022 amounts have not yet been approved there is no indication of a change from this \$2 million total. As a result, the service package assumes an annual City contribution of \$1.26 million for each of the next four years.

Justification

The City has made a commitment to provide its share of funding for the organization, based on the funding formula and total requisition amount agreed upon by the 15 Edmonton Global shareholders and approved by the Edmonton Global Board. The City's \$1.26 million annual contribution is required to remain in good standing as a shareholder of the organization.

There is a growing recognition in the Edmonton Region of the need for municipalities and organizations to work effectively across municipal boundaries and an acceptance of the view that the ability to compete globally today, and in the future, requires committing to a regional approach to planning, servicing, infrastructure investment, branding and marketing, and economic development.

The creation of Edmonton Global, the region's new economic development corporation is emblematic of a commitment by shareholders to a new regional and collaborative paradigm, one based on shared investment for shared benefit, and on an understanding that the economic success of our own individual municipalities is bound up in the success of our neighbours.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$592	-	\$592	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$592	-	\$592	-												

Branch - Economic & Environmental Sustainability

Program - City Environmental Strategies
Title - OP-5 Green Electricity

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

The Civic Operations Greenhouse Gas Management Plan identifies that 100% of the electricity required to provide services to citizens by Civic operations will need to be generated from carbon free sources by 2030. The service package will put the City on a trajectory to the 100% requirement, with this funding bringing the City to a point of purchasing approximately 60% of the City's electricity requirements through carbon free sources by 2022.

Description

Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a motion by Council on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030 from 2005 levels. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles.

These incremental increase in green electricity budget are in addition to \$1.5 million that has been previously approved by Council and is currently part of the green electricity base budget. Through this Service Package by 2022 the green electricity base budget will be brought up to \$6.5 million annually which will be able to provide approximately 60% of the City's electricity needs through carbon free sources. Additionally green electricity funding will be required in the 2023-26 budget cycle and beyond or will need to be built into a long-term electricity services agreement to achieve the 100% target by 2030. Other greenhouse gas reduction initiatives include building retrofits, streetlight conversion to LED, electric buses and renewable energy at City facilities.

Justification

Climate change has been identified as the highest environmental risk to Edmonton. City Council approved the Edmonton's Community Energy Transition Policy (C585) in 2015 which identifies the need to take a lead role in supporting Edmonton's energy transition efforts, including leading-by example in its own civic operations. On June 12, 2018 City Council approved Climate Resilience (Edmonton is a city transitioning to a low-carbon future, has clean air and water and is adapting to a changing climate) as one of four goals and areas of focus for the 2019 - 2028 strategic cycle. The Council endorsed Change for Climate Edmonton Declaration, which was developed as part of the March 2018 CitiesIPCC Conference, states: Call upon all national and other subnational governments to formally recognize the immediate and urgent need for action that will limit global warming to 1.5°C. City leadership is essential for achieving community-wide greenhouse gas emission reductions. The Civic Operations Greenhouse Gas Management Plan, approved through a Council motion on May 29, 2018 identifies the purchase of green electricity a critical element to achieve the City reduction target.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$500	-	\$500	-	\$1,000	-	\$1,000	-	\$1,500	-	\$1,500	-	\$2,000	-	\$2,000	-
Total	\$500	-	\$500	-	\$1,000	-	\$1,000	-	\$1,500	-	\$1,500	-	\$2,000	-	\$2,000	-

Branch - Economic & Environmental Sustainability

Program - City Environmental Strategies
Title - OP-20.1 Climate Change Adaptation
Strategy Team

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

In November a report on the Edmonton Climate Adaptation and Resilience Strategy and Action Plan (CR_6477) will be presented to the committee and is intended to reduce the risk of a changing climate to Edmonton's social network, economy and environment. The overall strategy will be rolled out over multiple budget cycles with the first (2019-2022) to include the calculation and reporting of a Community Climate Change Resilience Corporate Measure as well as climate change modeling, research, outreach and tool development. This will support the submission of a Climate Change Adaptation Plan to the Provincial Government by 2020, a new regulatory requirement identified in the City Charter legislation, and will support the legislative requirement to update the Plan at least every five years.

Description

The development of a climate change adaptation and resilience plan is a best practice of sustainable communities. The development of a Climate Adaptation and Resilience Strategy for Edmonton was identified as a priority initiative in The Way Ahead implementation plan and funded in the 2016-18 operating budget.

Additional resources are now required to implement the foundational elements of the Strategy and Action Plan. More specifically, FTEs are required to support the calculation and reporting of a Climate Change Resilience Corporate Measure and operating funding is also required to support climate change modeling, research, outreach and tool development. These resources will also address the new City Charter regulatory requirement to develop and submit a Climate Change Adaptation Plan to the Provincial government by the end of 2020, with updates required a minimum of every five years.

Justification

As part of the City Charter regulation, the City is required to develop a community Climate Change Plan by 2020 and to be updated every five years. Climate change has been identified as the highest environmental risk to the Edmonton community. In updating the City's Strategic Plan, on June 12, 2018 City Council approved Climate Resilience (Edmonton is a city transitioning to a low-carbon future, has clean air and water and is adapting to a changing climate) as one of four goals and areas of focus for the 2019 - 2028 strategic cycle. Further, Council endorsed the Change for Climate Edmonton Declaration, which was developed as part of the CitiesIPCC Conference in March 2018. The implementation of the Edmonton Climate Adaptation and Resilience Strategy and Action Plan will begin to address this risk.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$500	-	\$500	3.0	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$500	-	\$500	3.0	-											

Branch - Economic & Environmental Sustainability

Program - City Environmental Strategies
Title - OP-46 Energy Transition Community
Investment/Programming

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

This Service Package will bring the City of Edmonton resources to a level consistent to becoming an energy sustainable city (as identified in City Policy C585), increasing the City's capacity to reach the goal of 35% reduction in greenhouse gas emissions from 2005 levels by 2035 and achieving commitments in the Change for Climate Edmonton Declaration. The funding will also be used to match and maximize funding that is currently available and anticipated to increase from other levels of government to support Alberta's Climate Leadership Plan and the federal Pan Canadian Framework on Climate Change and Clean Growth.

Description

With the resources secured through the previous operating budget the City has put a foundation in place for the implementation of the Edmonton's Energy Transition Strategy. However, the greenhouse gas emissions measures for both the corporation and the community are currently not trending towards their respective targets. The Council-approved and widely endorsed Edmonton Declaration commits the City to achieving emission levels aligned with a 1.5 degree Celsius scenario identified in the United Nations Framework Convention on Climate Change Paris Agreement which is even more aggressive than current targets.

Increasing resources as identified in this service package to meet the greenhouse gas reduction targets includes 3 FTEs for program development and ongoing administration around community energy efficiency and renewable energy programs. Programs range from education, to capacity building, to incentive/rebate/grant initiatives, and the development and deployment of regulatory tools. Additionally, this will provide support for civic operations in achievement of the Civic Operations Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). Gas Management Plan.

Justification

City Council approved the Edmonton's Community Energy Transition Policy (C585) in 2015 which identifies the need to Take a lead role in supporting Edmonton's energy transition efforts, including leading-by example in its own civic operations. On June 12, 2018 City Council approved Climate Resilience (Edmonton is a city transitioning to a low-carbon future, has clean air and water and is adapting to a changing climate) as one of four goals and areas of focus for the 2019 - 2028 strategic cycle. The Council Change for Climate Edmonton Declaration, which was developed as part of the March 2018 CitiesIPCC Conference, states: Call upon all national and other subnational governments to formally recognize the immediate and urgent need for action that will limit global warming to 1.5°C. A climate change mitigation plan is also a new statutory requirement of the recently approved City Charter, with the first plan to be submitted by 2020 and then updated every five years after that.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$1,500	-	\$1,500	1.0	\$2,000	-	\$2,000	2.0	\$1,000	-	\$1,000	-	\$1,000	-	\$1,000	-
Total	\$1,500	-	\$1,500	1.0	\$2,000	-	\$2,000	2.0	\$1,000	-	\$1,000	-	\$1,000	-	\$1,000	-

Branch - Economic & Environmental Sustainability

Program - Local & Emerging Economy
Title - OP-12 Edmonton Screen Industries Office
(ESIO)

New or Enhanced Service
Funded
Multi-Year

Results to be Achieved

1. Increased employment in the Edmonton screen media sector — in particular for graduates coming out of NAIT, U of A, Grant MacEwan and other Edmonton post-secondary institutions;
2. The scale-up of small and medium size Edmonton screen media companies (SME's), leading to increased economic activity in the sector, attracting investment dollars from outside Edmonton;
3. The long-term sustainability of the Edmonton screen media industries, with Edmonton becoming a centre of excellence for screen media production.

Description

At the June 18, 2018 meeting, the Executive Committee directed the Administration to work with Edmonton Screen Industries Office to prepare a service package for Council's consideration. The ESIO was established following extensive stakeholder consultations. It's a non-profit society governed by an independent Board of business leaders and led by a CEO who is screen media industries veteran. The organization serves all Edmonton screen media inclusive of film, TV and interactive digital media. The ESIO's goal is to help grow the Edmonton screen media industries by focusing on three areas:

1. Funding. Utilizing the Edmonton Screen Media Fund of \$4 million, ESIO will invest in the acquisition, development, manufacture and marketing of commercial intellectual properties;
2. Advocacy. ESIO will market and advocate for the Edmonton metro region and seek to maintain a competitive playing field;
3. Infrastructure. To accelerate screen media industries growth and enhance our creative communities, ESIO will develop interdisciplinary relationships and networks between Edmonton organizations and beyond with the goal of Edmonton becoming a centre of excellence in screen media.

Justification

ESIO is led by top business people who are experienced at making executive decisions while also balancing both risk and opportunity. Following extensive stakeholder consultations, ESIO is ready to support independent Edmonton screen media developers and production companies that need a "lift" to help them reach the next level.

While this sector is full of incredibly talented craftspeople with an impressive work ethic, they also have specific business challenges. ESIO is ready to work to build a stronger, more impactful and more resilient screen media industry that supports the City of Edmonton's vision, value and strategy.

A service package is required to fund the operating costs and industry support programs of the Edmonton Screen Industries Office as it administers and leverages a \$4 million capital pool designed to make loans and investments into Edmonton screen media projects and companies (i.e. film, television and interactive digital media).

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$916	-	\$916	-	\$240	-	\$240	-	\$25	-	\$25	-	\$27	-	\$27	-
Total	\$916	-	\$916	-	\$240	-	\$240	-	\$25	-	\$25	-	\$27	-	\$27	-

Branch - Community Revitalization Levy 2019-2022 Operating Budget

Edmonton

Introduction

Urban Form and Corporate Strategic Development is responsible for the advancement of urban renewal initiatives through the implementation of three Council-approved Community Revitalization Levy (CRL) Plans: The Quarters Downtown, Belvedere, and Capital City Downtown. These Community Revitalization Levies provide a sustainable funding source for public infrastructure investments needed to attract new investment and development that would not otherwise occur in these revitalization areas, supporting the City's goal of vibrant urban places and accessible communities where people and businesses thrive. The philosophy behind the CRL program is that:

- Major revitalization projects attract and increase local activity, investment and development;
- Economic growth creates additional tax revenue for all orders of government;
- Additional municipal and provincial property taxes from the economic growth will help fund the original project.

A Community Revitalization Levy is a financing mechanism designed to provide up to 20 years of stable funding that is necessary to achieve economic, social, and environmental objectives for the Community Revitalization Levy areas. The baseline assessment for properties in a plan area is set as of December 31 of the year the Community Revitalization Levy is approved by the Province. Thereafter, any increases above the baseline in the assessed value of the properties in the plan area forms the levy (which includes both municipal and provincial tax increases). The levy collected is then applied to pay off expenditures, including borrowing, incurred by the City of Edmonton for capital infrastructure projects, land acquisition, remediation, etc. in the revitalized plan area. This levy is not an additional tax on property owners. Rather, it is a levy based on the incremental difference between assessed property values in the baseline year and subsequent years for a maximum of 20 years or until costs have been fully repaid.

The Province has approved three Community Revitalization Levies in the City of Edmonton. These Community Revitalization Levies are funding catalyst projects in The Quarters Downtown, Belvedere, and Capital City Downtown.

The Quarters Downtown CRL- approved in 2011, commenced in 2012.

Approved capital investments to date of \$100 million have attracted more than \$700 million in new and planned developments.

Belvedere CRL - approved in 2012, commenced in 2013.

Construction of infrastructure improvements is complete and Station Pointe is ready for new developments. The City's investment of \$34.5 million to date has attracted over \$100 million in planned new investments.

Capital City Downtown CRL - approved in 2014, commenced in 2015.

The construction of Rogers Place and other downtown catalyst projects has spurred over \$3 billion in new developments.

Community Revitalization Levy

Programs and Services		
The Quarters Downtown CRL	Belvedere CRL	Capital City Downtown CRL
<ul style="list-style-type: none"> Implementation of catalyst projects 	<ul style="list-style-type: none"> Marketing and sale of land parcels 	<ul style="list-style-type: none"> Implementation of catalyst projects

Programs and Services:

- Innovative infrastructure technology has been utilized in the streetscape transformation within The Quarters Downtown redevelopment. Four blocks of streetscape improvements incorporated low impact development features that direct stormwater flow through soil cells planted with trees to help treat and purify runoff and reduce impacts of stormwater runoff into the North Saskatchewan river.
- Continued improvement of the low impact development features in The Quarters will be achieved when an underground cistern is installed as part of the development of Kinistinaw Park and will provide irrigation to that park space.
- Infrastructure investments in the Downtown, whenever possible, include enhancements such as soil cells which improves conditions for trees to grow.

Impact of Previous Council Decisions:

- Work is ongoing to implement the City Council approved Community Revitalization Plans for The Quarters Downtown, Belvedere and Capital City Downtown.
- Infrastructure investments in park development, streetscape improvements, landscaping and low impact development features has and will impact the operating budget.

Emerging Issues:

- Increasing interest rates impact CRL expenditures.
- Changes in real estate market could affect CRL revenues.
- Economic fluctuation could affect investors ability to access capital.



Branch - The Quarters Downtown CRL

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Community Revitalization Levy	3,975	4,793	4,054	4,493	5,130	5,755
Transfer from Reserves	390	194	887	2,025	2,354	1,725
Total Revenue & Transfers	\$4,365	\$4,987	\$4,941	\$6,518	\$7,484	\$7,480
Net Expenditure & Transfers						
Personnel	305	395	381	387	388	390
Materials, Goods, and Supplies	3	13	13	13	13	13
External Services	297	319	331	326	324	319
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	246	53	193	63	63	63
Debt	3,599	4,339	3,735	5,089	6,056	6,055
Utilities & Other Charges	113	10	430	640	640	640
Transfer to Reserves	-	-	-	-	-	-
Subtotal	4,563	5,129	5,083	6,518	7,484	7,480
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$4,563	\$5,129	\$5,083	\$6,518	\$7,484	\$7,480
Total Net Operating Requirement	\$198	\$142	\$142	-	-	-
Full-time Equivalents	3.0	3.0	3.0	3.0	3.0	3.0

\$3 billion in Downtown developments since 2015

1900+

new residential units in
Downtown and the Quarters
since CRLs began

1.8 million+
square feet of office
space since 2015

**Opened Alex Decoteau Park – first
new Downtown park in decades**

\$46 million investment
in drainage improvements

251 m Edmonton now has the tallest building in Canada outside of Toronto

BY THE NUMBERS

COMMUNITY REVITALIZATION LEVIES



Branch - The Quarters Downtown CRL

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	142	142	-	-
Previously Approved Adjustments	-	(142)	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	142	-	-	-
Existing Services (Incremental to Base)				
Cost Changes	(46)	1,435	967	(5)
Change to Service Level	-	-	-	-
Revenue Changes	46	(1,435)	(967)	5
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	-	-	-	-
Total Approved Budget	\$142	-	-	-
Incremental Change in Full-time Equivalents	-	-	-	-

Previous Year's Budget:

The net requirement decrease of (\$142) is due to the end of a multi-year tax levy subsidy that began in 2012.

Existing Services (Incremental to Base):

No net change in requirements following 2020. Community Revitalization Levy areas balance cost and revenue changes with transfers to and from the reserve.

Changes in cost reflect projected new debt issuance as CRL activities continue, together with an expected lease commitment in 2019 - 2020. All increases are offset by transfer from reserve.

Changes in revenue reflect Community Revitalization Levy revenue projections, with increases in 2020 and 2021 due to expected new developments.

Growth/New Services:

No new funded growth or services for 2019-2022.

Council Amendments:

No Approved Amendments for 2019-2022.

Incremental Change in Full-time Equivalents:

No change in full-time equivalents for 2019-2022.

Branch - The Quarters Downtown CRL

Approved 2019 - 2022 Budget - Program Summary

Program Name - The Quarters Downtown CRL

Description

City Council approved Bylaw 15800, "Schedule "A" - The Quarters Downtown Community Revitalization Levy Plan" on June 20, 2011. The Quarters CRL provides funding for public infrastructure needed to attract private investment, redevelopment and revitalization of the area. To date Council approved \$95 million in funding for The Quarters Phase I and Phase II capital projects. The CRL enables the City to apply both the municipal and education tax levy increases related to the incremental assessed value over the baseline to pay for the debt servicing and other related infrastructure improvements. The assessment baseline for the CRL was set on December 31, 2011. Annual program shortfalls will be transferred to the CRL reserve to be recovered through future CRL revenues. The Quarters CRL will remain in place for up to a maximum of 20 years from 2012 to 2031.

Results to be Achieved

The Quarters Downtown Community Revitalization Levy finances City investments in public infrastructure improvements to attract new investments and developments, new residents and families and create vibrancy in the eastern part of Edmonton's downtown.

Cost Drivers

Construction cost escalations for catalyst projects; Increase in land values; Debt servicing costs.

Resources (\$000)	Project Total	2012 - 2017 Actual	Projected					2023 - 2031
			2018	2019	2020	2021	2022	
Community Revitalization Levy	\$143,626	\$13,641	\$4,793	\$4,054	\$4,493	\$5,130	\$5,755	\$105,760
Base Tax Levy	1,192	908	142	142	-	-	-	-
Other Funding	500	500	-	-	-	-	-	-
Total Revenues & Transfers	\$145,318	\$15,049	\$4,935	\$4,196	\$4,493	\$5,130	\$5,755	\$105,760
Debt Servicing	121,702	11,598	3,699	3,735	5,089	6,056	6,055	85,470
Non-Capital Items	13,041	6,741	-	420	630	630	630	3,990
Admin & Non-Capital Costs	9,441	4,537	790	928	799	798	795	794
Total Expense	\$144,184	\$22,876	\$4,489	\$5,083	\$6,518	\$7,484	\$7,480	\$90,254
Subtotal	1,134	(7,827)	446	(887)	(2,025)	(2,354)	(1,725)	15,506
Intra-municipal Recoveries	-	-	-	-	-	-	-	-
Net Income/(Loss)	\$1,134	(\$7,827)	\$446	(\$887)	(\$2,025)	(\$2,354)	(\$1,725)	\$15,506
Cumulative Net Income/(Loss), Reserve Balance, end of year	-	(\$7,827)	(\$7,381)	(\$8,268)	(\$10,293)	(\$12,647)	(\$14,372)	\$1,134

Projection Details

Current Projection - The current projection for The Quarters Downtown has been revised to reflect current economic conditions and revised expenditure cashflows.

- Community Revitalization Levy Revenue over 20 years has been decreased by \$5.3 million based on revised projections. The change is mainly due to updated assessment information, and timing of private development projects.

- The Quarters Downtown revenue projections are based on the Low Scenario.

Previous Projection - The previous projection was presented in the January 23, 2018 Council Report CR_5233.

Net Change - From 2024 onwards (versus 2023 in previous projection) this program is projected to have an annual positive net position, which will be transferred to the CRL reserve if no further capital spending is approved.

- In 2031 (no change from previous projection) the CRL reserve is projected to accumulate sufficient funds to cover the remaining debt servicing costs. This means that starting in 2032 (no change from previous projection) the CRL tax levy, excluding the education tax lift, is forecasted to be available to the general tax pool if no additional capital projects are funded.

2018 Services

Ongoing management and administration of The Quarters CRL; Work with developers to address impediments to timely development; Coordinated building assessments and hazardous material abatement of the Iron Works site; Assembled land for resale on 96 Street; Completed land assembly needed for Kinistinaw Park; Supported community partner events that attract people to The Quarters Downtown.

Changes in Services for 2019 - 2022

Construction of Kinistinaw Park Phase 1; Move and rehabilitate Graphic Arts building; Implement strategies to activate vacant commercial space.

Branch - Belvedere CRL

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Land Sales Residential	-	5,925	4,650	3,860	-	-
Community Revitalization Levy	863	1,412	948	1,220	1,513	1,721
Transfer from Reserves	1,065	-	685	-	892	213
Total Revenue & Transfers	\$1,928	\$7,337	\$6,283	\$5,080	\$2,405	\$1,934
Net Expenditure & Transfers						
Personnel	-	-	-	-	-	-
Materials, Goods, and Supplies	-	-	-	-	-	-
External Services	8	50	30	30	30	30
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	-	-	-	-	-	-
Cost of Land Sold	-	4,121	4,120	1,942	-	-
Debt	1,920	1,738	1,904	1,904	1,904	1,904
Utilities & Other Charges	-	202	229	-	471	-
Transfer to Reserves	-	1,226	-	1,204	-	-
Subtotal	1,928	7,337	6,283	5,080	2,405	1,934
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$1,928	\$7,337	\$6,283	\$5,080	\$2,405	\$1,934
Total Net Operating Requirement	-	-	-	-	-	-
Full-time Equivalents	-	-	-	-	-	-

Branch - Belvedere CRL

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	-	-	-	-
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	-	-	-	-
Existing Services (Incremental to Base)				
Cost Changes	(1,283)	(974)	(3,146)	-
Change to Service Level	229	(229)	471	(471)
Revenue Changes	1,054	1,203	2,675	471
Efficiency Savings	-	-	-	-
Unassigned	-	-	-	-
Total Impact on Existing Services	-	-	-	-
Total Approved Budget	-	-	-	-
Incremental Change in Full-time Equivalents	-	-	-	-

Previous Year's Budget:

No net requirement changes from previous year.

Existing Services (Incremental to Base):

No net change in requirements. Community Revitalization Levy areas balance cost and revenue changes with transfers to and from the reserve.

As the supply of land is sold, projected revenue from land sales decreases across the years, with revenue reductions offset by reductions in the cost of the land to be sold.

Changes in service levels are due to a new housing incentive grant to be paid out upon completion of residential units. Grant expenditures are offset by transfers from the reserve.

Growth/New Services:

No new funded growth or services for 2019-2022.

Council Amendments:

No Approved Amendments for 2019-2022.

Incremental Change in Full-time Equivalents:

No change in full-time equivalents for 2019-2022.

Branch - Belvedere CRL

Approved 2019 - 2022 Budget - Program Summary

Program Name - Belvedere CRL

Description

Belvedere CRL (Station Pointe) is financed through borrowing Bylaw 14883 which was passed in 2008 that enabled the City to undertake up to \$34.25M infrastructure improvements and land development along Fort Road to promote Transit Oriented Development and to encourage private sector redevelopment in the area. In January 2012, Bylaw 15932 was passed to allow for the Belvedere Community Revitalization Levy to fund this project. The CRL enables the City to apply both the municipal and education tax levy increases related to the incremental increase in the assessed value over the baseline to pay for the debt servicing and other related infrastructure improvements. 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 2013 to 2032. In addition to the CRL funds, net proceeds from the sale of City owned property within the CRL zone will be used to fund the infrastructure improvements completed by the City.

Results to be Achieved

The Belvedere Community Revitalization Levy funds municipal infrastructure improvements needed to attract new development along Fort Road to promote transit-oriented development and to encourage private sector redevelopment in the area.

Cost Drivers

Debt servicing costs.

Resources (\$000)	Project Total	2013 - 2017 Actual	Projected					2023 - 2032
			2018	2019	2020	2021	2022	
Land Sales	\$16,256	\$5,556	\$2,190	\$4,650	\$3,860	-	-	-
Community Revitalization Levy	34,632	2,884	1,310	948	1,220	1,513	1,721	25,036
Total Revenues & Transfers	\$50,888	\$8,440	\$3,500	\$5,598	\$5,080	\$1,513	\$1,721	\$25,036
Cost of Land Sold	12,053	3,610	2,381	4,120	1,942	-	-	-
Debt Servicing	36,324	11,465	1,904	1,904	1,904	1,904	1,904	15,339
Admin & Non-Capital Costs	1,340	368	50	259	30	501	30	102
Total Expense	\$49,717	\$15,443	\$4,335	\$6,283	\$3,876	\$2,405	\$1,934	\$15,441
Subtotal	1,171	(7,003)	(835)	(685)	1,204	(892)	(213)	9,595
Intra-municipal Recoveries	-	-	-	-	-	-	-	-
Net Income/(Loss)	\$1,171	(\$7,003)	(\$835)	(\$685)	\$1,204	(\$892)	(\$213)	\$9,595
Cumulative Net Income/(Loss), Reserve Balance, end of year	-	(\$7,003)	(\$7,838)	(\$8,523)	(\$7,319)	(\$8,211)	(\$8,424)	\$1,171

Projection Details

Current Projection - The current projections for Belvedere has been revised to reflect current economic conditions and revised expenditure cashflows. CRL Revenue over 20 years has been increased by \$1.0 million based on revised projections.

Previous Projection - The previous projection was presented in the January 23, 2018 Council Report CR_5233.

Net Change - From 2024 onwards (previous projection 2025) this program is projected to have an annual positive net position, which will be transferred to the CRL reserve if no further capital spending is approved.

- In 2032 the CRL reserve is projected to accumulate sufficient funds to cover the remaining debt servicing costs. This means that starting in 2032 the CRL tax levy, excluding education tax lift, is forecasted to be available to the general tax pool if no additional capital projects are funded. This is unchanged from the previous projection.

2018 Services

Ongoing management and administration of the Belvedere Community Revitalization Levy.

Marketing, promotion, and development coordination activities which promote development and attract investment to the area.

Changes in Services for 2019 - 2022

No changes in service.

Branch - Capital City Downtown CRL

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Community Revitalization Levy	12,042	16,974	21,122	28,814	31,979	35,272
Transfer from Reserves	7,880	4,011	1,231	-	-	-
Total Revenue & Transfers	\$19,922	\$20,985	\$22,353	\$28,814	\$31,979	\$35,272
Net Expenditure & Transfers						
Personnel	274	356	362	368	370	371
Materials, Goods, and Supplies	1	11	11	11	11	11
External Services	-	461	459	459	459	459
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	58	-	-	-	-	-
Debt	16,691	17,656	20,162	23,317	25,900	29,046
Utilities & Other Charges	2,896	2,501	1,359	1,359	1,359	1,359
Transfer to Reserves	2	-	-	3,300	3,880	4,026
Subtotal	19,922	20,985	22,353	28,814	31,979	35,272
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$19,922	\$20,985	\$22,353	\$28,814	\$31,979	\$35,272
Total Net Operating Requirement	-	-	-	-	-	-
Full-time Equivalents	2.0	2.0	2.0	2.0	2.0	2.0

Branch - Capital City Downtown CRL

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	-	-	-	-
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	-	-	-	-
Existing Services (Incremental to Base)				
Cost Changes	1,368	6,461	3,165	3,293
Change to Service Level	-	-	-	-
Revenue Changes	(1,368)	(6,461)	(3,165)	(3,293)
Efficiency Savings	-	-	-	-
Unassigned	-	-	-	-
Total Impact on Existing Services	-	-	-	-
Total Approved Budget	-	-	-	-
Incremental Change in Full-time Equivalents	-	-	-	-

Previous Year's Budget:

No net requirement changes from previous year.

Existing Services (Incremental to Base):

No net change in requirements. Community Revitalization Levy areas balance cost and revenue changes with transfers to and from the reserve.

Changes in cost primarily reflect new debt issued as CRL activities continue. All increases are offset by transfer from reserve.

Changes in revenue are primarily Community Revitalization Levy revenue increases year-over-year due to new developments.

Growth/New Services:

No new funded growth or services for 2019 - 2022.

Council Amendments:

No Approved Amendments for 2019-2022.

Incremental Change in Full-time Equivalents:

No change in full-time equivalents for 2019 - 2022.

Branch - Capital City Downtown CRL

Approved 2019 - 2022 Budget - Program Summary

Program Name - Capital City Downtown CRL

Description

The Capital City Downtown CRL Plan (Bylaw 16521) was adopted by Council on September 17, 2013, and approved by the Province on April 16, 2014. The CRL Plan identifies a set of strategic infrastructure investments in the Downtown area (Catalyst Projects) that will accelerate the redevelopment of the area, attract new businesses, create a more complete and vibrant Downtown neighbourhood, encourage quality urban design, increase the use of Downtown amenities and apply both the municipal and education taxes related to the incremental assessed value over the baseline to pay for the debt servicing associated with the catalyst projects, other related infrastructure improvements, and project office costs. The assessment baseline for the CRL is December 31, 2014. Annual program shortfalls will be transferred to the CRL reserve to be recovered through future CRL revenues. The CRL can remain in place for up to a maximum of 20 years from 2015 to 2034.

Results to be Achieved

The Capital City Downtown Community Revitalization Levy funds catalyst projects to attract new investment and developments, residents and businesses to create a more vibrant, sustainable, well-designed and accessible downtown.

Cost Drivers

Construction cost escalations for catalyst projects; Increase in land values; Debt servicing costs.

Resources (\$000)	Project Total	2015 - 2017 Actual	Projected					2023 - 2034
			2018	2019	2020	2021	2022	
Community Revitalization Levy	\$786,139	\$23,636	\$16,974	\$21,122	\$28,814	\$31,979	\$35,272	\$628,342
Total Revenues & Transfers	\$786,139	\$23,636	\$16,974	\$21,122	\$28,814	\$31,979	\$35,272	\$628,342
Debt Servicing	584,448	39,623	17,656	20,162	23,317	25,900	29,046	428,744
Admin & Non-Capital Costs	29,072	6,804	3,329	2,191	2,197	2,199	2,200	10,152
Total Expense	\$613,520	\$46,427	\$20,985	\$22,353	\$25,514	\$28,099	\$31,246	\$438,896
Subtotal	172,619	(22,791)	(4,011)	(1,231)	3,300	3,880	4,026	189,446
Intra-municipal Recoveries	-	-	-	-	-	-	-	-
Net Income/(Loss)	\$172,619	(\$22,791)	(\$4,011)	(\$1,231)	\$3,300	\$3,880	\$4,026	\$189,446
Cumulative Net Income/(Loss), Reserve Balance, end of year	-	(\$22,791)	(\$26,802)	(\$28,033)	(\$24,733)	(\$20,853)	(\$16,827)	\$172,619

Projection Details

Current Projection - The current projection for the Capital City Downtown has been revised to reflect current economic conditions. Community Revitalization Levy Revenue over 20 years increases by \$84 million. This increase is driven primarily by better than expected performance of "AA" class office buildings, new development information, and updated assumptions about the assessment of Rogers Place and associated buildings.

- The Revenue Scenario presented in this forecast reflects the Medium Scenario.

Previous Projection - The previous projection was presented in the January 23, 2018 Council Report CR_5233.

Net Change - From 2020 onwards (no change from previous projection) this program is projected to have an annual positive net position, which will be transferred to the CRL reserve if no further capital spending is approved other than the recommended 2019-2022 Capital and Operating budgets.

- In 2025, the CRL reserve is projected to reach a positive position. By the end of 2025 (previously 2024) the CRL program will have offset prior year shortfalls accumulated in the reserve if no further capital spending is approved in addition to the recommended 2019-2022 Capital Budget.

- In 2032 (previously 2031) the CRL reserve is projected to accumulate sufficient funds to cover the remaining debt servicing costs. If no capital projects are funded in addition to the recommended 2019-2022 Capital Budget, based on current estimates, starting in 2032 (previously 2031), the tax lift excluding the education tax is forecasted to be available to the general tax pool.

2018 Services

Implementation and administration of the Downtown CRL Plan. Progress on catalyst projects includes: Drainage, Jasper Avenue New Vision Phase 1 concept design, Green and Walkable Phase 1 streetscaping, Warehouse Campus Neighbourhood Central Park land assembly. Completed Downtown Streetscape Typology. Coordinate marketing and communication with partners.

Changes in Services for 2019 - 2022

Continue implementation of approved Phase 1 downtown catalyst projects; Implementation of approved Phase 2 downtown catalyst projects Design and construction of the Warehouse Campus Neighbourhood Central Park.

Introduction

As an arm-length multi-divisional economic development agency of the City of Edmonton, Edmonton Economic Development Corporation (EEDC) is aligned through a unified purpose, mission and values. Through its six divisions, EEDC focuses its activities on positioning our city to drive seven key elements of economic success:

- Attracting investment,
- Growth of new and existing business,
- Attracting new visitors,
- Attracting conferences and conventions,
- Attracting and growing major events,
- Attracting and supporting talent/students, and
- Attracting and defending direct flights.

EEDC does not do this work alone and works alongside industry and stakeholders to generate economic impact and market Edmonton provincially, nationally, and internationally. Tremendous progress has been made, and success requires continuous innovation. If done properly, the rewards are filled with abundant prosperity, higher standards of living and unstoppable civic pride.

EEDC Purpose

To build a prosperous and resilient Edmonton economy by best positioning our city to drive key elements of economic success.

EEDC Values

In 2017, EEDC was recognized as one of Canada's most admired corporate cultures by Waterstone Human Capital. This achievement acknowledges the hard work done by all EEDC staff to create and maintain a positive end-to-end employee experience based on our five core values:

- **Public Stewardship:** We have been given a tremendous responsibility to be stewards of public trust as well as the architect of bold ideas.
- **Selfless Approach:** Everything we do is done in collaboration – with others on our teams, across our divisions and with our stakeholders – and when we win, we win together.
- **Lead the Way:** We step up. Start something. Change something. Connect and support others who are willing to take a risk – on our teams, in our city.
- **Make an Impact:** When every action, big or small, can make an impact, every action contributes to building a city that matters.
- **Caring for One Another:** We have a genuine commitment to the success of each other, our shareholders and our community.

Notes

In preparing the budget request, Edmonton Tourism will continue to receive funding through a Destination Marketing Fee collected and administered by the Edmonton Destination Marketing Hotels.

Two new service package requests are included. One for a new Innovation Hub and a second to increase programming at Startup Edmonton, both of which are led by the Innovate Edmonton division.

Department – Edmonton Economic Development Corp

Branches					
Enterprise Edmonton	Innovate Edmonton	Edmonton Tourism	Shaw Conference Centre	Edmonton Expo Centre	Corporate
Works with inbound foreign investors and outbound local businesses that choose to take a risk and grow their business in new markets, making the leap from local to global.	Focused on the creation of new tech-enabled businesses, helping high potential businesses scale up, and inspiring action to fuel growth in our city's innovation and technology business community.	Edmonton's event attraction sales organization and the marketing voice for our city's visitor experience, regionally, nationally, and internationally.	An incubator for business and innovation, Edmonton's downtown convention centre is a unique meeting location where people gather to do business, learn, innovate and celebrate.	A 522,000 square foot facility in central Edmonton designed for large trade and consumer shows, conventions, and special events.	The glue that holds EEDC together, providing Finance, Information Technology, Human Resources, Market Intelligence and Stakeholder Relations services to all EEDC divisions.

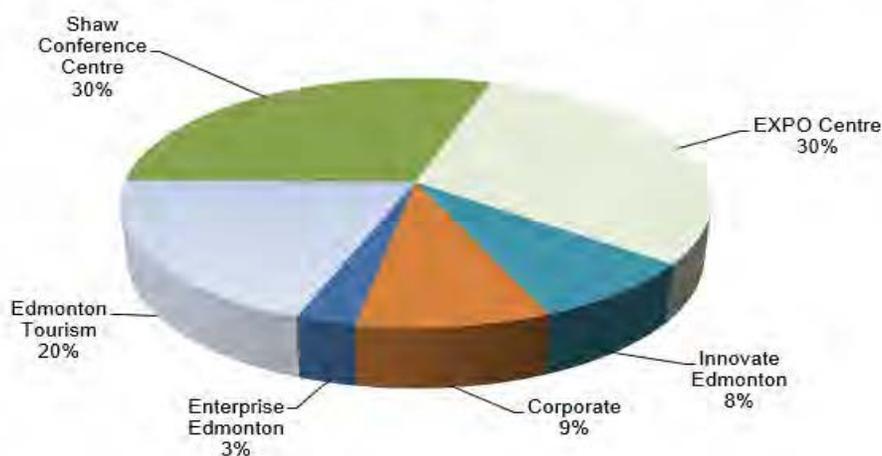


Department – Edmonton Economic Development Corp

Approved 2019-2022 Budget – Department Summary by Branch

\$000	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers (Note 1)						
Enterprise Edmonton	1,818	975	-	-	-	-
Edmonton Tourism	5,492	6,348	5,451	5,451	5,451	5,451
Shaw Conference Centre	16,090	19,770	17,325	17,869	18,841	19,236
Edmonton EXPO Centre	-	-	17,690	19,439	18,825	20,249
Innovate Edmonton	1,361	2,320	1,337	1,338	1,686	1,686
Corporate	319	115	378	285	235	235
Total Revenue & Transfers	25,080	29,528	42,181	44,382	45,038	46,857
Expenditure & Transfers (Note 1)						
Enterprise Edmonton	5,250	5,972	1,968	1,945	1,692	1,694
Edmonton Tourism	9,070	10,025	9,584	10,722	11,308	10,878
Shaw Conference Centre	18,626	20,260	18,809	18,131	19,170	20,021
EXPO Centre	-	-	18,420	20,163	19,346	20,706
Innovate Edmonton	5,419	5,937	5,605	5,110	5,170	5,210
Corporate Services	7,719	7,377	7,838	7,854	7,895	7,891
Subtotal	46,084	49,571	62,224	63,925	64,581	66,400
Transfer to / (from) Reserve	-	-	-	-	-	-
Total Expenditure & Transfers	46,084	49,571	62,224	63,925	64,581	66,400
Net Operating Requirement	\$ 21,004	\$ 20,043	\$ 20,043	\$ 19,543	\$ 19,543	\$ 19,543

Expenditures by Branch 2019-2022



Department – Edmonton Economic Development Corp

Approved 2019-2022 Budget – Department Summary by Category

2019-2022 Business Plan - Department Summary by Category (\$000)

\$000	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers (Note 1)						
Convention Centre Revenue	\$ 16,090	\$ 19,770	\$ 35,015	\$ 37,308	\$ 37,666	\$ 39,485
ERP Rental Revenue	978	1,790	986	986	1,328	1,328
Other Revenue	8,012	7,968	6,180	6,088	6,044	6,044
Total Revenue & Transfers	<u>25,080</u>	<u>29,528</u>	<u>42,181</u>	<u>44,382</u>	<u>45,038</u>	<u>46,857</u>
Expenditure & Transfers (Note 1)						
Personnel and Related	20,224	23,993	32,095	33,255	33,224	34,224
Operating Expenses	18,683	19,177	19,346	20,919	21,051	21,075
Repair & Maintenance	2,078	1,972	3,919	3,147	3,687	4,288
Utilities	3,599	2,929	5,364	5,604	5,619	5,813
TEC Edmonton	1,500	1,500	1,500	1,000	1,000	1,000
Subtotal	46,084	49,571	62,224	63,925	64,581	66,400
Transfer to / (from) Reserves	-	-	-	-	-	-
Total Expenditure & Transfers	<u>46,084</u>	<u>49,571</u>	<u>62,224</u>	<u>63,925</u>	<u>64,581</u>	<u>66,400</u>
Net Operating Requirement	\$ 21,004	\$ 20,043	\$ 20,043	\$ 19,543	\$ 19,543	\$ 19,543
FTEs	327.0	577.0	586.0	586.0	586.0	586.0

Budget Details are provided at the Branch level.

Branch – Enterprise Edmonton

Introduction

Enterprise Edmonton is the Division of EEDC that works directly with the Edmonton business community to support economic growth and prosperity. The team works with inbound investors who are seeking growth opportunities within the Edmonton region and focuses on local, existing companies that are pursuing revenue and business growth in new markets beyond the region.

The objective is to competitively position Edmonton as a market for new business growth and investment; and to enhance the profile of Edmonton-based business successfully growing through new market expansion.

The team strives to showcase the Edmonton region as Canada’s perfectly-located, make-things-happen, entrepreneurially-minded, resilient, fast-growing, young and talented, down-to-earth, proven track record, city of choice for companies on the grow. Strengthening and building the Edmonton business brand expression, reputation and the profile of local business is a key focus of Enterprise Edmonton.

Our team of Trade Managers have extensive networks to support client companies, both at home and abroad, exploring growth opportunities that are the right fit. In addition to market intelligence, product development and marketing, Enterprise Edmonton provides and delivers a Trade Accelerator Program through the business development team to aid local companies in their export-readiness efforts.

Enterprise Edmonton collaborates with City Administration to competitively foster a friendly business environment; works with regional partners on growth initiatives; and has built deep networks with Provincial, Federal and International stakeholders. This expertise is reflected in our results with over 40 companies growing successfully, generating over 600 new positions and more than \$167M of economic growth through Enterprise Edmonton in 24 months.

Mandate: *Strengthen and diversify the Edmonton Region economy.*

Long-term Priorities	2019 Key Initiatives
<ol style="list-style-type: none">1. Build a competitive business environment through effective partnership, trade & investment activities that produces high-growth wealth-producing companies.2. Build a steady stream of investment opportunities that contribute to creating a prosperous and resilient Edmonton economy.3. Position Edmonton as an economic engine, a city to watch, and a destination of choice for business growth and investment.	<ul style="list-style-type: none">● Regional/stakeholder alignment● Trade Acceleration Program expansion● Product Portfolio enhancement● Business Profile promotion● Health / Innovation / AI Economy

Branch – Enterprise Edmonton

Approved 2019-2022 Budget – Branch Summary by Category

\$000	Adjusted		2019 Budget	2020 Budget	2021 Budget	2022 Budget
	2017 Actual	2018 Budget				
Revenue & Transfers						
Other Revenue	1,818	975	-	-	-	-
Total Revenue & Transfers	<u>1,818</u>	<u>975</u>	-	-	-	-
Expenditure & Transfers						
Personnel and Related	\$ 1,077	\$ 2,441	\$ 1,411	\$ 1,411	\$ 1,410	\$ 1,411
Operating Expenses	4,173	3,531	557	534	282	283
Total Expenditure & Transfers	<u>5,250</u>	<u>5,972</u>	<u>1,968</u>	<u>1,945</u>	<u>1,692</u>	<u>1,694</u>
Net Operating Requirement	\$ 3,432	\$ 4,997	\$ 1,968	\$ 1,945	\$ 1,692	\$ 1,694
Full-time Equivalents	10.0	15.0	15.0	15.0	15.0	15.0

Branch – Innovate Edmonton

Introduction

The Innovate Edmonton division directly contributes to Edmonton’s economic growth and diversification through the creation of new tech-enabled businesses, by helping high potential businesses scale up, and by inspiring action to fuel growth in our city’s innovation and technology business community.

We perform this work through our four innovation and entrepreneur communities:

- **Startup Edmonton** supports early-stage tech-enabled companies through mentorship and programs, access to talent and capital, and fostering a thriving community.
- **TEC Edmonton** is a joint venture partnership between EEDC and the University of Alberta, focused on the commercialization of inventions, innovation, and research coming out of the University.
- **Edmonton Research Park** is home to more than 1,500 members at over 55 companies, in diverse fields from biotechnology to energy, and includes incubator space at the Advanced Technology Centre.
- **Edmonton Made** is both a program and a marketing platform for local businesses that connects them with consumers and offers access to resources, programming and initiatives to help them grow and scale.

In 2017, the team helped to support more than 200 companies, create more than 500 new jobs and attract more than \$100M in investment.

As custodians of the Edmonton innovation ecosystem, Innovate Edmonton works and collaborates with businesses, stakeholders, and partners locally, regionally and internationally to support the creation and scale of globally competitive, high growth tech enabled businesses. Collectively this community is committed to accelerating the number of new tech companies being created in Edmonton and to dramatically increase the odds of their success.

Mandate: Create the best possible environment for technology, innovation and tech-enabled startup and scaleup company growth.

Long-term Priorities	2019 Key Initiatives
<ol style="list-style-type: none"> 1. Create an environment that accelerates innovation, entrepreneurship, and the growth of new technology businesses. 2. Cultivate a large and diverse technology driven business environment that provides employment opportunities for all technical talent coming out of post-secondary institutions. 3. Position Edmonton as a top city for technology, talent, innovation, and investment. 4. Develop an agile, engaged, and high performing team. 	<ul style="list-style-type: none"> ● Engage and align the Innovation Ecosystem ● Expand Startup Edmonton programming ● Assess current Scaleup programming ● Create a new downtown Innovation Hub ● Establish Edmonton as a world leader in Artificial Intelligence

Branch – Innovate Edmonton

Approved 2019-2022 Budget – Branch Summary by Category

\$000	2017 Actual	Adjusted 2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Other Revenue	383	530	351	352	358	358
ERP Rental Revenue	978	1,790	986	986	1,328	1,328
Total Revenue & Transfers	<u>1,361</u>	<u>2,320</u>	<u>1,337</u>	<u>1,338</u>	<u>1,686</u>	<u>1,686</u>
Expenditure & Transfers						
Personnel and Related	1,819	1,864	1,636	1,636	1,636	1,636
Operating Expenses	705	894	1,066	1,065	1,075	1,075
Repair & Maintenance		727	261	261	275	275
Utilities	1,395	952	1,142	1,148	1,184	1,224
TEC Edmonton	1,500	1,500	1,500	1,000	1,000	1,000
Total Expenditure & Transfers	<u>5,419</u>	<u>5,937</u>	<u>5,605</u>	<u>5,110</u>	<u>5,170</u>	<u>5,210</u>
Net Operating Requirement	\$ 4,058	\$ 3,617	\$ 4,268	\$ 3,772	\$ 3,484	\$ 3,524
Full-time Equivalents	40.0	42.0	42.0	42.0	42.0	42.0

Branch – Edmonton Tourism

Introduction

Edmonton’s hotels, attractions and businesses that depend on tourism for their success are looking for solutions to drive more visits, longer stays, and increased tourism spending. Edmonton Tourism is a destination sales organization and the marketing voice for Edmonton’s visitor experience (DMO), regionally, nationally and internationally. Edmonton Tourism, together with key stakeholders, work to deliver exceptional experiences for the visitor – encouraging travelers to stay longer, spend more, and share their experience with others.

Vision: *Edmonton Tourism is the trusted expert and resource for marketing Edmonton’s visitor experiences.*

Mission: *We work with our Stakeholders to grow tourism revenues and increase visitation.*

Three pillars of excellence have been identified for Edmonton Tourism: Stakeholder Relationships, Sales & Marketing Excellence, and Influencing the Destination Experience. Edmonton Tourism must excel in all these areas to accomplish the overall objective of sustainable year-round visitation.

Edmonton Tourism’s priority work will focus on two distinct but interdependent areas: developing quality in-destination programs and services for both the Stakeholder and the visitor, while excelling at effective out-of-destination marketing, which is becoming increasingly digitized. To excel in these areas, Edmonton Tourism will build a unified and consistent approach to telling the Edmonton story through the visitors’ lens, in addition to building exceptional local and global industry partnerships.

Edmonton Tourism works in partnership with the City and Edmonton and Destination Marketing Hotels (EDMH) to attract major events and local, national and international visitors that can generate economic activity and build our image and reputation on a global scale. Sales / lead-generation and marketing activities focus on three distinct target markets: Meeting & Business Travel, Leisure Travel, and Event Attraction.

In addition, the Edmonton Tourism team also focuses on supporting industry partners with training, tools, facilitation, and business generation (including operation of the Visitor Information and social engagement channels).

Mandate: *Develop a high-performing tourism ecosystem by driving sustainable year-round visitation.*

Long-term Priorities	2019 Key Initiatives
<ol style="list-style-type: none"> 1. Influence the Destination Experience – build on quality experiences, showing the world what sets us apart as a travel destination. 2. Drive Marketing Alignment – ensure alignment with internal / external stakeholders on marketing decisions. 3. Increase sales activity providing qualified leads to industry and winning bids for meetings, conventions and event attraction. 4. 52 Week Calendar – integrate work with City to ensure data is accurate, up-to-date, and used to balance visitation all year. 5. Organizational Capacity – develop people and resources, including knowledge, tools and technology. 	<ul style="list-style-type: none"> ● Execute new marketing strategy ● Set industry measurement standards ● Regional-ready

Branch – Edmonton Tourism

Approved 2019-2022 Budget – Branch Summary by Category

\$000	2017 Actual	Adjusted 2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Other Revenue	<u>5,492</u>	<u>6,348</u>	<u>5,451</u>	<u>5,451</u>	<u>5,451</u>	<u>5,451</u>
Total Revenue & Transfers	<u>5,492</u>	<u>6,348</u>	<u>5,451</u>	<u>5,451</u>	<u>5,451</u>	<u>5,451</u>
Expenditure & Transfers						
Personnel and Related	\$ 2,869	\$ 3,104	\$ 3,374	\$ 3,375	\$ 3,374	\$ 3,374
Operating Expenses	<u>6,201</u>	<u>6,921</u>	<u>6,210</u>	<u>7,347</u>	<u>7,934</u>	<u>7,504</u>
Total Expenditure & Transfers	<u>9,070</u>	<u>10,025</u>	<u>9,584</u>	<u>10,722</u>	<u>11,308</u>	<u>10,878</u>
Net Operating Requirement	\$ 3,578	\$ 3,677	\$ 4,133	\$ 5,271	\$ 5,857	\$ 5,427
Full-time Equivalents	37.0	42.0	42.0	42.0	42.0	42.0

Branch – Shaw Conference Centre

Introduction

Recognized as one of North America's top five performing venues by the International Association of Venue Managers, the Shaw Conference Centre's 500 plus employees are dedicated to the limits of providing the very best experience a client or guest has ever had, anywhere. The Shaw Conference Centre (SCC) facility is owned by the City of Edmonton and is operated by EEDC to provide economic and social benefits for the community. The convention centre was built in 1983, upgraded in 1990's and expanded in 1998 (Riverview Room) and again in 2006 with the addition of Hall D. SCC offers 150,000 sq. ft. of rentable space and serves nearly 650 events and half a million guests annually.

2018 focused on increasing net new revenue from provincial business (association, corporate, and entertainment) while regaining future convention sales – a business category which lost booking momentum during the economic downturn. In 2019, there will be a strong emphasis on the collaboration between SCC, Edmonton EXPO Centre, and Edmonton Tourism's Meeting & Conventions teams to ensure both venues are increasing the economic impact by securing long-term national, international meetings and conventions business. The Edmonton EXPO Centre and SCC will also be working closely on sales and yield management strategies to optimize revenue and space occupancy between the two venues. In addition, SCC will enhance its focus on environmental sustainability through the hiring of a Sustainability Manager and the installation of solar panels on the atrium roof.

Vision: *To be one of Canada's top performing convention centres.*

Strategy: *To contribute \$30 million dollars in economic impact to the City of Edmonton by 2022.*

Mandate: *To provide economic and social benefits for the Edmonton region.*

Long-term Priorities	2019 Key Initiatives
<ol style="list-style-type: none"> 1. Develop and maintain a strong and resilient team by providing a workplace culture that is based on developing leaders, and team-based organizational philosophy. 2. High-performing sales and service teams achieving a balance of economic impact events with a focus on large convention and meetings business. 3. Best practice model for venue management. 4. Industry leaders in providing guest services and overall guest experience. 5. Execute the 4-year capital, maintenance and special projects plan. 	<ul style="list-style-type: none"> ● Value chain sales integration of Meetings & Conventions, Events, EXPO and SCC ● Brand change – convention centre name change ● Environmental Sustainability strategy ● Atrium roof solar installation

Branch – Shaw Conference Centre

Approved 2019-2022 Budget – Branch Summary by Category

\$000	2017 Actual	Adjusted 2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Conference Centre Revenue	16,090	19,770	17,325	17,869	18,841	19,236
Total Revenue & Transfers	16,090	19,770	17,325	17,869	18,841	19,236
Expenditure & Transfers						
Personnel and Related	12,416	13,107	10,933	11,058	11,395	11,629
Operating Expenses	2,965	4,971	3,963	3,887	3,956	4,024
Repair & Maintenance	2,078	1,245	2,605	1,846	2,466	3,001
Utilities	1,167	937	1,308	1,340	1,353	1,367
Total Expenditure & Transfers	18,626	20,260	18,809	18,131	19,170	20,021
Net Operating Requirement	\$ 2,536	\$ 490	\$ 1,484	\$ 262	\$ 329	\$ 785
Full-time Equivalents	215.0	225.0	230.0	230.0	230.0	230.0

Branch – Edmonton EXPO Centre

Introduction

The Edmonton EXPO Centre is located in central Edmonton and is the largest venue of its kind in western Canada. Built in 1984 and expanded in 2009 the Edmonton EXPO Centre is designed for large trade and consumer shows, conventions, and special events. The 522,000 sq. ft. facility integrates high-tech features with flexible, adaptable, indoor and outdoor space. The Edmonton EXPO Centre is owned by the City of Edmonton and is operated by EEDC to provide economic and social benefits for the community. On January 1, 2018 the operations and management of the Edmonton EXPO Centre was successfully transitioned to EEDC. The EXPO Centre team came together quickly, offering continuity of business and uninterrupted service to our venue clients. The focus in 2018 was on establishing a stable operating model, reaffirming relationships with corporate partners and clients, rebuilding critical business infrastructure and establishing an approach to attract new business. In addition, the team had to adapt and build a relationship with Northlands as a client. The overall objective was to build a strong foundation for long-term success.

Moving into 2019, the venue will begin to execute on business strategies that will support 5 strategic pillars; revenue growth, operational excellence, customer engagement, team engagement, and community engagement. These strategies include implementing a facility renewal plan spanning 2019 – 2022 that supports our goal of continuing to attract economic impact events and net new revenue. The renewal and revitalization of the facility will address deferred maintenance items and implement cost saving environmentally sustainable upgrades to ensure the 34-year old building remains operational and competitive for our existing clients and positions us to be able to attract new trade and consumer, entertainment and sporting events. The joint sales model between EXPO Centre, SCC and Tourism has been implemented and the venues will continue to optimize their existing systems and work closely in 2019 to support the Value Creation Strategies of having the right events in the right venue to support further attraction of national/international events. The team will focus on developing revenue growth and strong client relationships to solidify future success. In addition, the Edmonton EXPO Centre will leverage its resources to support the evolving needs of the City of Edmonton as it relates to the transformation of the Exhibition Lands, area redevelopment plan and the closing of the racetrack.

Vision: To be one of North America's top performing venues.

Mandate: To provide economic and social benefits for the Edmonton region.

Long-term Priorities	2019 Key Initiatives
<ol style="list-style-type: none"> 1. Develop and maintain a strong and resilient employee group by providing a workplace culture based on developing skills, leaders and a team-based organization philosophy. 2. High-performing sales and service teams achieving a balance of economic impact events and net new revenue goals. 3. Best practice model for venue management. 4. Industry leaders in providing guest services and overall guest experience. 5. Develop and implement a 4-year capital, maintenance and special projects plan. 	<ul style="list-style-type: none"> • Develop and implement comprehensive Environmental Sustainability Program • Implement facility renewal program with focus on supporting event attraction and Hall D Preparedness for Canadian Elite Basketball League • ESPO Centre brand development and implementation • Develop and implement EXPO Centre Customer and Guest Experience Program • Value creation between EXPO Centre, Shaw Conference Centre, and Edmonton Tourism • Best practice model for venue management

Branch – Edmonton EXPO Centre

Approved 2019-2022 Budget – Branch Summary by Category

\$000	Adjusted		2019 Budget	2020 Budget	2021 Budget	2022 Budget
	2017 Actual	2018 Budget				
Revenue & Transfers						
Conference Centre Revenue	-	-	17,690	19,439	18,825	20,249
Total Revenue & Transfers	-	-	17,690	19,439	18,825	20,249
Expenditure & Transfers						
Personnel and Related			10,217	11,250	10,883	11,648
Operating Expenses			5,291	5,826	5,537	5,926
Repair & Maintenance			1,053	1,040	946	1,012
Utilities	-	-	1,859	2,047	1,980	2,120
Total Expenditure & Transfers	-	-	18,420	20,163	19,346	20,706
Net Operating Requirement	\$ -	\$ -	\$ 730	\$ 724	\$ 521	\$ 457
Full-time Equivalents	-	213.0	217.0	217.0	217.0	217.0

Branch – Corporate

Introduction

The Corporate division provides Finance, Information Technology (IT), Human Resource (HR), Communications, Stakeholder Relations, and Market Intelligence services to all EEDC divisions. As scalable key business enablers and trusted business partners, we provide superior customer service through partnerships, collaboration, innovation, and leadership to ensure the best possible experience.

The Corporate division’s services comprises transactions, advice, and governance for the organization. The service delivery model ranges from self-service options to specialized functions, as well as strategic development, in conjunction with all EEDC divisions.

Mandate: Provide superior, scalable customer service to EEDC divisions through partnerships, innovation, leadership and excellence as well as pursuing opportunities beneficial to EEDC.

Long-term Priorities	2019 Key Initiatives
<ol style="list-style-type: none"> 1. Become a model of excellence and continuous improvement for the divisions. 2. Elevate the internal user experience with processes, systems and tools 3. Positively shape beliefs & inspire actions to fulfill our mandate & drive our shareholder’s economic growth strategy 	<ul style="list-style-type: none"> ● Review and elevate current processes, systems and tools to improve internal user experience. ● Renew technology infrastructure at SCC and EXPO. ● Define EEDC’s brand strategy and brand voice ● Build EEDC corporate messaging platforms ● Create and execute CEO engagement strategy

Branch – Corporate

Approved 2019-2022 Budget – Branch Summary by Category

\$000	2017 Actual	Adjusted 2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Other Revenue	319	115	378	285	235	235
Total Revenue & Transfers	<u>319</u>	<u>115</u>	<u>378</u>	<u>285</u>	<u>235</u>	<u>235</u>
Expenditure & Transfers						
Personnel and Related	2,043	3,477	4,524	4,525	4,526	4,526
Operating Expenses	4,639	2,860	2,259	2,260	2,267	2,263
Utilities	<u>1,037</u>	<u>1,040</u>	<u>1,055</u>	<u>1,069</u>	<u>1,102</u>	<u>1,102</u>
Total Expenditure & Transfers	<u>7,719</u>	<u>7,377</u>	<u>7,838</u>	<u>7,854</u>	<u>7,895</u>	<u>7,891</u>
Net Operating Requirement	\$ 7,400	\$ 7,262	\$ 7,460	\$ 7,569	\$ 7,660	\$ 7,656
Full-time Equivalents	25.0	40.0	40.0	40.0	40.0	40.0

Department – Edmonton Economic Development Corporation

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	20,043	20,043	19,543	19,543
Previously Approved Adjustments	-	(500)	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	20,043	19,543	19,543	19,543
Existing Services (Incremental to Base)				
Cost Changes	-	-	-	-
Change to Service Level	12,653	2,201	656	1,819
Revenue Changes	(12,653)	(2,201)	(656)	(1,819)
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	-	-	-	-
Total Approved Budget	\$20,043	\$19,543	\$19,543	\$19,543
Incremental Change in Full-time Equivalents	9.0	-	-	-

Previous Year's Budget:

No net change from 2018 adjusted budget in 2019. Net \$(500K) decrease in 2020 budget, is a result of the end of a 5 year multi-year budget item for TEC Edmonton.

Existing Services (Incremental to Base):

No net change in the 2019 budget. A \$12,653 increase in expense offset with a \$12,653 increase in revenue reflects the addition of the EXPO Centre.

Net changes in 2020 include the (\$500) decrease as the result of the end of a five year multi-year budget item for TEC Edmonton. Otherwise, a \$2,201 increase in expense is offset with a \$2,201 increase in revenue related to the EXPO and Shaw Conference Centre venues.

No net change in 2021, with a \$656 increase in expense offset with a \$656 increase in revenue due to EXPO and Shaw Conference Centre.

No net change in 2022, with a \$1,819 increase in expense offset with \$1,819 revenue related to EXPO and Shaw Conference Centre.

Growth/New Services:

No new funded growth or services for 2019-2022.

Council Amendments:

No approved amendments for 2019-2022.

Incremental Change in Full-time Equivalents:

FTE budget increases in 2019 for 9 required to support business volume at the conference centres.

Police Service 2019-2022 Operating Budget

Edmonton

Introduction

Edmonton's population continues to grow. Home to an increasingly diverse collection of locally born residents, immigrant citizens and transplanted Canadians, the population has increased by over 100,000 over the past five years. Many newer citizens have different perspectives of and experiences with police, which presents the Edmonton Police Service (EPS) with a challenge: how best to recognize and respect these varied perspectives while remaining unbiased, principled and ethical.

As the population increases, so too does the level of crime. Because calls for service have increased an average of six per cent per year, responding to these crimes leaves little time for prevention activities. Criminals have made the transition from physical space to cyberspace, creating a myriad of new offenses and victims. Other kinds of crimes, like sexual assaults and domestic violence, continue to defy the most concerted efforts to reduce or eliminate them.

The 2019-2022 operating budget addresses these key issues – a growing population and a growing crime rate – in a direct fashion. While there are specific initiatives discussed in this document, the larger solution rests in the strength of the relationship that EPS builds with and between its diverse communities. By establishing an environment of trust, police officers gain the continued support of citizens across the city and the social license to keep them safe. It also pays dividends in the areas of crime prevention and suppression.

The solution also lies in a planned, systematic approach to managing the business of policing in Edmonton. Risks and opportunities are assessed, strategies and action plans are established, budgets are set, and results are measured and reported on. Efficiency and effectiveness are expectations, and employees are held accountable for results.

Towards the objective of maintaining an adequate and effective municipal police service, the EPS has established its Vision, Mission, and Core Values. These statements guide organizational planning and operations, and articulate shared goals for all employees. These important guiding principles are summarized below.

The 2019 to 2022 Edmonton Police Service Business Plan can be found at the Edmonton Police Commission website (www.edmontonpolicecommission.com).

Mission Statement

To increase public safety through excellence in the prevention, intervention and suppression of crime and disorder.

Vision

To make Edmonton the safest major city in Canada and for the Edmonton Police Service to be recognized as a leader in policing.

Police Service

Core Values

Integrity - *Doing the right things for the right reasons all the time.*

Accountability - *Being responsible for one's decisions and actions.*

Respect - *Treating others as we would like to be treated.*

Innovation - *Pursuing excellence and creativity.*

Courage - *Maintaining strength in the face of our greatest challenges.*

Community - *Respecting and honouring the diverse communities that the EPS is dedicated to protect and proud to serve.*

To achieve these goals, the EPS is organized into five main areas: the Office of the Chief; Community Policing Bureaus North and South; the Intelligence and Investigations Bureau; and Corporate Services Bureau.

The Office of the Chief provides administrative and strategic support for the Chief and Deputy Chiefs, legal and regulatory services (including disciplinary hearings and professional standards), internal and external communications, and the Corps Sergeant Major function.

Two Deputy Chiefs collectively lead the **Community Policing Bureaus (North and South)**, which provides a full complement of 24/7 front line policing services to the community through six patrol divisions. In addition to frontline operations, the Bureaus oversee two specialized services divisions. The Operational Support Division provides assistance to the front line through traffic and forensic services; police communications and dispatch; tactical; canine; and flight operations. The Coordinated Policing Division provides information management services, community engagement efforts (crime prevention, supports to vulnerable populations), and programs that connect EPS with youth, diverse, and indigenous communities.

At the core of the **Intelligence and Investigations Bureau** is the recognition that efficient and effective policing is intelligence-led. This Bureau is responsible for collecting and analyzing information from many sources, to efficiently guide the investigative efforts of more than 1800 police officers. The Bureau is also responsible for conducting investigations into serious or complex crimes, such as homicides, child sexual assaults, and robberies. Central to this work is the Operations and Intelligence Command Centre, a specialized hub that will provide enhanced intelligence and guidance to police officers in the field on a 24/7 basis. The Centre will become operational during the 2019-2022 business planning cycle.

The **Corporate Services Bureau** supports the front line and investigative policing work of the other three bureaus. Corporate Services is responsible for managing the administrative and support functions of the EPS. Informatics, Business Development, Supply Services, Human Resources and Strategy and Performance all provide support to sworn and civilian employees, looking after everything from payroll to police cars. The majority of EPS civilian members work in this Bureau.

Funding for EPS operations comes largely from a City Council-approved funding formula. Considered to be a significant innovation in policing, the formula provides stable and predictable funding to the EPS, based on a data-driven formula that accounts for inflationary factors and population growth within the city. The funding formula is crucial to the EPS' ability to plan and maintain adequate and effective police services for Edmonton residents.

Police Service

In 2018, EPS was named one of Alberta's Top 70 Employers in a competition recognizing the best places to work. Alberta Top Employers is a special designation that recognizes employers for progressive human resources programs, and is open to any private or public sector employer in Alberta.

EPS was recognized as a Top Employer for its: ongoing commitment to employee and community engagement, development of employees to their highest potential, and looking out for the mental and physical well-being of employees.



Police Service

Emerging Issues:

The following emerging issues will impact the EPS:

Increasing Population and Geographic Area: Edmonton's population continues to grow. The population has increased by over 100,000 over the past five years. As the population increases, so too does the level of crime and calls for service have increased an average of six per cent per year. In addition, Edmonton continues to grow outwards in size. The City of Edmonton and Leduc County reached an annexation deal that will expand EPS's policing boundary footprint by approximately 13%.

Legalization of Cannabis: The federal government legalized recreational cannabis on October 17th, 2018, with new costs anticipated for Canadian police services.

Cyber Crime: As the world becomes more reliant on technology, the use of the internet as platform to commit crime likewise increases. Cybercrime lacks traditional borders and can be committed from both near and afar. Cybercrime can be extremely costly and has the potential for societal disruption.

Other Issues: Health Canada granted approval to four supervised injections sites to be centrally located within Edmonton's downtown core; Edmonton has a disproportionately large young and male population, two demographic groups facing heightened risks for criminality.

Impact of Previous Council Decisions:

The service packages that were approved for 2018 in the Spring Supplemental Operating Budget Adjustment (SOBA) include:

Annexation: 12.5 FTE as a result of annualization and \$2.36 million.

Cannabis legalization preparations: 1.0 FTE as result of annualization and \$0.14 million.

Accommodation: Administrative lease and warehouse space funding was approved with \$1.64 million in one-time expenditures offset by Financial Stabilization Reserve funding and additional ongoing funding of \$3.29 million.

City Council also approved a funding formula policy to provide the EPS with stable and predictable funding over the 2019-2022 planning period.

Police Service

Positive Change - Innovation & Continuous Improvement:

During the 2016-2018 business planning cycle, EPS voluntarily participated in the City of Edmonton's annual "Positive Change, Innovation and Continuous Improvement" program. The resulting changes in practice, permanent expense reallocations and revenue increases generated efficiencies of greater than \$26 million over the period and resulted in 42 new positions to address areas of highest need.

Even though the City's program has concluded, the EPS continues to look for efficiencies, to ensure that funds are being spent on the highest priorities and that the organization keeps pace with the changing face of crime. As a result, the 2019 budget contains just over \$8 million in efficiencies and creates 4 new positions.

In addition to the efficiency process noted above, the funding formula includes the annual application of an efficiency factor on the base budget of 0.25 percent, similar to the efficiency factor used for utilities. For the 2019-2022 budget, City Council increased the efficiency factor from 0.25 percent to 1.0 percent totalling a further budget efficiency of \$11.7 million.

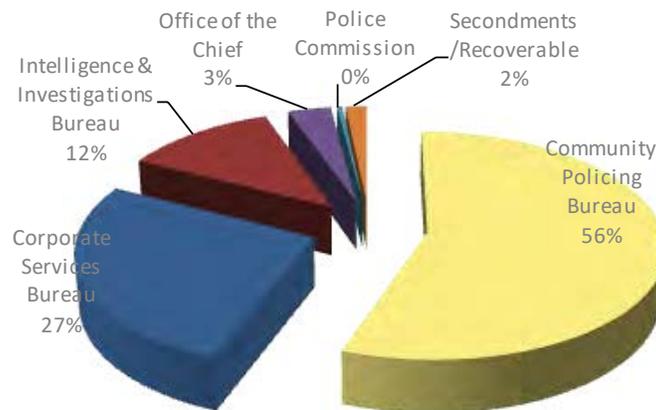


Police Service

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Community Policing Bureau	16,534	14,742	14,755	14,711	14,683	14,653
Corporate Services Bureau	8,031	8,415	10,059	8,435	8,435	8,435
Departmental	39,647	40,933	40,933	40,933	40,933	40,933
Intelligence and Investigations Bureau	128	-	-	-	-	-
Office of the Chief	291	36	36	36	36	36
Secondments/Recoverable	8,048	7,387	7,370	7,398	7,426	7,456
Transfers from Reserves	22,292	22,292	22,292	22,292	22,292	22,292
Total Revenue & Transfers	\$94,971	\$93,805	\$95,445	\$93,805	\$93,805	\$93,805
Net Expenditure & Transfers						
Community Policing Bureau	232,513	240,974	251,584	260,362	272,112	287,250
Corporate Services Bureau	111,184	112,705	121,073	123,323	125,651	126,562
Intelligence and Investigations Bureau	48,189	52,586	54,450	57,677	59,777	61,076
Office of the Chief	15,344	15,109	15,289	15,579	15,664	15,717
Police Commission	1,774	1,987	1,889	1,900	1,913	1,927
Secondments/Recoverable	8,113	7,461	7,440	7,470	7,498	7,529
Total Net Expenditure & Transfers	\$417,117	\$430,822	\$451,725	\$466,311	\$482,615	\$500,061
Total Net Operating Requirement	\$322,146	\$337,017	\$356,280	\$372,506	\$388,810	\$406,256
Full-time Equivalents	2,558.1	2,633.6	2,688.1	2,735.6	2,776.1	2,821.1

2019 Net Expenditures by Program



Police Service

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	42,615	42,167	42,082	42,127	42,147	42,181
Grants	30,064	29,346	29,431	29,386	29,366	29,332
Transfer from Reserves	22,292	22,292	23,932	22,292	22,292	22,292
Total Revenue & Transfers	\$94,971	\$93,805	\$95,445	\$93,805	\$93,805	\$93,805
Net Expenditure & Transfers						
Personnel	341,934	360,331	371,995	384,250	397,518	413,207
Materials, Goods, and Supplies	15,658	15,041	16,314	17,998	19,416	21,058
External Services	19,909	21,375	22,286	23,033	23,600	24,165
Fleet Services	6,531	6,476	6,881	6,903	6,924	6,946
Intra-municipal Charges	10,656	12,508	15,937	15,935	15,998	16,056
Utilities & Other Charges	9,785	11,482	14,186	13,533	13,818	14,405
Transfer to Reserves	13,578	5,754	5,887	6,420	7,102	5,985
Subtotal	418,051	432,967	453,486	468,072	484,376	501,822
Intra-municipal Recoveries	(934)	(2,145)	(1,761)	(1,761)	(1,761)	(1,761)
Total Net Expenditure & Transfers	\$417,117	\$430,822	\$451,725	\$466,311	\$482,615	\$500,061
Total Net Operating Requirement	\$322,146	\$337,017	\$356,280	\$372,506	\$388,810	\$406,256
Full-time Equivalents	2,558.1	2,633.6	2,688.1	2,735.6	2,776.1	2,821.1

Police Service

Summary of Budget Changes - Net Requirement

(\$000)	2019	2020	2021	2022
	Net	Net	Net	Net
Previous Year's Budget	337,017	356,280	372,506	388,810
Previously Approved Adjustments	22,005	19,088	19,283	20,584
Administrative Adjustments	-	-	-	-
Revised Base Budget	359,022	375,368	391,789	409,394
Existing Services (Incremental to Base)				
Cost Changes	-	-	-	-
Change to Service Level	-	-	-	-
Revenue Changes (Rate & Volume)	-	-	-	-
Efficiency Savings	-	-	-	-
Unassigned	-	-	-	-
Total Impact on Existing Services	-	-	-	-
Council Amendments				
Council Budget Reductions	(2,742)	(2,862)	(2,979)	(3,138)
Total Council Amendments	(2,742)	(2,862)	(2,979)	(3,138)
Total Approved Budget	\$356,280	\$372,506	\$388,810	\$406,256
Incremental Change in Full-time Equivalents	54.5	47.5	40.5	45.0



Police Service

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

2019 Net Requirement

Personnel costs are increasing due to the addition of 54.5 FTE (49 positions) primarily from City Council's approval the of the EPS' formalized four-year funding formula. Also included in the increase are estimates for collective agreement settlement costs for all unions and the management association. Increased benefit premium costs (major medical, dental, WCB) are also driving the increase.

Non Personnel costs are increasing because of the new administrative and warehouse spaces operating costs and inflation costs for the purchase and maintenance of furniture, equipment, computer hardware and software.

2020 Net Requirement

Personnel costs are increasing due to the addition of 47.5 FTE (46 positions) primarily from City Council's approval the of the EPS' formalized four-year funding formula. Also included in the increase are estimates for collective agreement settlement costs for all unions and the management association. Increased benefit premium costs (major medical, dental) are also driving the increase.

Non Personnel costs are increasing because of inflation costs for the purchase and maintenance of furniture, equipment, computer hardware and software. Vehicle lifecycle replacement costs are contributing to the increase.

2021 Net Requirement

Personnel costs are increasing due to the addition of 40.5 FTE (38 positions) primarily from City Council's approval the of the EPS' formalized four-year funding formula. Also included in the increase are estimates for collective agreement settlement costs for all unions and the management association. Increased benefit premium costs (major medical, dental) are also driving the increase.

Non Personnel costs are increasing because of inflation costs for the purchase and maintenance of furniture, equipment, computer hardware and software. Vehicle lifecycle replacement costs are contributing to the increase.

2022 Net Requirement

Personnel costs are increasing due to the addition of 45.0 FTE (41 positions) primarily from City Council's approval the of the EPS' formalized four-year funding formula. Also included in the increase are estimates for collective agreement settlement costs for all unions and the management association. Increased benefit premium costs (major medical, dental) are also driving the increase.

Non Personnel costs are increasing because of inflation costs for the purchase and maintenance of furniture, equipment, computer hardware and software.

Police Service

Detail of Budget Changes - Net Requirement

Council Amendments:

On April 10, 2018, City Council approved a City of Edmonton service package for cannabis legalization preparations. This included 2018 one-time and on-going EPS requirements totaling \$1.43 million. For the 2019-2022 budget, the EPS funded service package requirements totalled \$6.15 million including the addition of 24.0 positions required for patrol and traffic services, exhibit management, and organized crime. City Council deferred the funded service package to the 2019 Spring Supplemental Operating Budget when they will decide on one time funding for 2019. A subsequent decision to fund the annualized costs and the balance of the service package is anticipated at the 2019 Fall Supplemental Operating Budget. To further support the need of this service package, EPS will prepare a quarterly report throughout 2019 to Community and Public Services Committee on Cannabis activities resulting from legalization.

City Council also increased the efficiency factor in the funding formula, from 0.25 percent to 1.0 percent resulting in further budget efficiencies of \$2.74 million, \$2.86 million, \$2.98 million, and \$3.34 million in 2019-22 respectively.

Incremental Change in Full-time Equivalents:

There is a total increase of 187.5 FTEs (174 positions) over the four years.

	<u>Sworn</u>	<u>Civilian</u>	<u>Total Positions</u>	<u>Total FTEs</u>
2018 Annualization				13.5
Previously Approved Increases	11.0	38.0	49.0	41.0
2019 Total	11.0	38.0	49.0	54.5
2019 Annualization				8.0
Previously Approved Increases	19.0	27.0	46.0	39.5
2020 Total	19.0	27.0	46.0	47.5
2020 Annualization				6.5
Previously Approved Increases	23.0	15.0	38.0	34.0
2021 Total	23.0	15.0	38.0	40.5
2021 Annualization				4.0
Previously Approved Increases	29.0	12.0	41.0	41.0
2022 Total	29.0	12.0	41.0	45.0

Police Service

Approved 2019 - 2022 Budget - Program Summary

Program Name - EPS

Description

The *Alberta Police Act* provides authority to the City of Edmonton to establish a municipal police service. The *Criminal Code of Canada* establishes the laws that police services must enforce.

Results to be Achieved

This budget provides funding to support the ongoing operations of the Edmonton Police Service. These activities include prevention, detection, intervention and suppression of crime in this city. The EPS corporate vision is to make Edmonton the safest major city in Canada and to be recognized as a leader in policing.

Cost Drivers

Population growth; urban sprawl; significant increases in call volumes; increased crime in several categories; collective agreement settlement costs; technology advances; disclosure obligations to Crown and defense lawyer; inflation; and response time standards.

Resources

(\$000)	2018					
	2017 Actual	Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	\$94,971	\$93,805	\$95,445	\$93,805	\$93,805	\$93,805
Expenditure & Transfers	418,051	432,967	453,486	468,072	484,376	501,822
Subtotal	323,080	339,162	358,041	374,267	390,571	408,017
Intra-municipal Recoveries	(934)	(2,145)	(1,761)	(1,761)	(1,761)	(1,761)
Net Operating Requirement	\$322,146	\$337,017	\$356,280	\$372,506	\$388,810	\$406,256

Full-time Equivalents	2,558.1	2,633.6	2,688.1	2,735.6	2,776.1	2,821.1
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2018 Services

Internal EPS statistics show that crime and dispatched calls for service have both continued to rise in the last five years (2013-2017). Violent crimes reported to police have increased by 20% over 2013-2017 and property crimes have increased by 41% over the same period. Dispatched calls have increased by 13.2%, with 147,315 dispatch calls in 2013 and 166,788 in 2017. With increases in dispatch call workload, EPS' ability to meet response time targets is highly challenged.

Changes in Services for 2019 - 2022

As part of the budget planning process, the EPS examined several internal and external factors of relevance to policing - economic growth for the region, physical and population growth of the city, employment changes, increases in crime and disorder, citizen perceptions of the EPS, and changes to the infrastructure and jurisdiction obligations carried by the organization. New planned operating funds will be dispersed across the organization covering areas of need in front-line policing, operational support, investigations, intelligence and administrative support. Of the 174 new positions (187.5 FTE) identified in this budget, 82 are sworn members (police officers).

Introduction

The Edmonton Public Library, one of Edmonton's most used and best loved services, continues to make a tremendous impact on the lives of Edmontonians. EPL's mission, vision and strategic goals guide us in developing and delivering lifelong learning opportunities, the latest technology, vibrant and inclusive community spaces and diverse resources and services for all ages and demographics. EPL continues to positively affect the economic, social and cultural foundation of Edmonton by serving hundreds of thousands of customers and working with hundreds of organizations.

Mission: We Share. EPL shares expertise, information, technologies and spaces with Edmontonians for learning, connecting, creating, discovering, enjoying and enriching our communities.

Vision: EPL is the gathering place for people and ideas, enabling a lifetime of learning, engagement and possibility for every Edmontonian.

EPL for Life. Providing free, easy, convenient and consistent access is what public libraries do. As an open, inviting, safe, fun and inclusive public space, EPL does all of this and more, and is truly a place for everyone. EPL remains the second most visited place in Edmonton after West Edmonton Mall, with over 15.4 million in-person and online visits in 2017.

Bigger than our Buildings. As the city's largest lender of all manner of information and entertainment, EPL delivers incredible content everywhere – in branch, at home, on handheld devices and out in the community.

Leading the way. With a history of library "firsts" over the past 105 years, as well as a reputation for innovation and risk-taking, EPL takes pride in reimagining traditional library services. We are always looking ahead and thinking about how to better serve Edmontonians.



Programs & Services

Major Services

EPL provides a wide range of services and resources to customers:

Access to Library Materials

- Over 1.1 million physical books, magazines, newspapers, CDs, DVDs, video games and more.
- Over 13.1 million digital items, including eBooks, digital audiobooks, streaming music and videos, a local music collection through Capital City Records and more.
- Recommendations and reviews of materials to meet customer needs and interests.
- Coordinated resource sharing across libraries in Alberta, Canada and the United States.



11.8
Million
Items
Borrowed

Early Learning: Ensuring every child in Edmonton is ready to read and succeed in school

- Award-winning early literacy classes such as Sing Sign Laugh and Learn developed in partnership with Alberta Health Services.
- Extensive resources such as books, songs and rhymes that foster, develop and promote early learning.
- Child-friendly public spaces where families with young children can spend time learning with each other.
- 61 early literacy iPads loaded with early learning focused apps by EPL Youth Services Librarians.
- Staff, with early-learning training and expertise available to support parents and caregivers.
- Welcome Baby which delivers early literacy tools – including a board book, reading recommendations, rhymes and songs, early learning tips for families, and an invitation to get a library card – at health centers as part of a child's two month immunizations.



Services to School Children: Supporting success in school for K-12 students



260,747
EDMONTONIANS
used their
LIBRARY
CARD

- Free library cards for all students, delivered to the classroom.
- Homework help with study tips, exam preparation, tutoring services and more.
- Online tutoring services through Brainfuse and Alberta curriculum based study guides and exam preparation through Solaro.
- Quiet and group study spaces at 21 locations throughout the city.
- Services such as Summer Reading Club and the Young Readers Choice Awards that promote a love of reading and prevent the summer slide.
- Official partnerships with both Edmonton Public and Edmonton Catholic School Boards. Over 16,500 kids registered for Summer Starts at EPL, reading over 12,600 hours to reduce the 'summer slide' and ensure kids do not lose learning gained during the school year.

Digital Literacy and Creation: Supporting a technology literate city through equipment, classes, hardware, software and hands-on experiences with technology.

- In-person and online classes and workshops that support training for computer basics to advanced programming.
- Dedicated making and creation spaces for hands-on experiences with the latest creative technology equipment such as 3D printers, Espresso Book Machine, digital conversion hardware, gaming consoles, coding kits, virtual reality headsets, green screens, sound booths and more.
- Robots, iPads, snap circuits, computer programming kits and other resources that help introduce technology to preschool and school-aged children.
- Over 500 public computers and 60 Chromebooks for customers to use to access the Internet, apply for jobs, read email, take courses and more.
- Wi-Fi hotspot and Chromebook lending to support home-internet access for marginalized populations.
- Access to thousands of online classes and learning opportunities through resources such as Lynda.com, Rosetta Stone, Gale Courses and Mango Language Learning.
- Opportunities to learn about and interact with open data through hackathons such as the Annual International Open Data Day Hackathon with the City of Edmonton.
- 856,277 computer hours logged at EPL – EPL is the No. 1 place in Edmonton for free computer use and training.



EPL2You: Serving individuals with visual impairment and accessibility challenges.

- Home delivery service for people with disabilities, home-bound individuals and older adults. Materials provided include large print books, DAISY books (digital talking books), children's braille books, assistive technologies, and descriptive videos and DVDs.
- Services to customers with print disabilities through the National Network for Equitable Library Service (NNELS) and the Centre for Equitable Library Access (CELA), both of which provide resources in accessible formats.



Indigenous Communities: Supporting the TRC Calls to Action

- Weekly services delivered on site at Enoch through EPL Community Librarians and our Literacy Van.
- Exploring Reconciliation Series offering Edmontonians the opportunity to develop a deeper understanding of reconciliation through thought-provoking speakers, screenings and discussions.
- An Elder in Residence and Indigenous Advisor to better support Indigenous community members using EPL spaces.
- The creation of the Voices of Amiskwaciy digital library to share Indigenous stories, artifacts, and more.
- Unrestricted free access to library services to Indigenous peoples living on First Nations and Metis Settlements across Treaty 6 Territory.
- Extensive Indigenous collections.



Outreach: Providing Access to Underserved and At-Risk Populations.

- Library services through small footprint locations. The storefront library model brings library services to new and emerging neighborhoods without easy access to public library service. West Henday opened in 2015, McConachie opened in 2016 and Heritage Valley opened in 2018.
- A full fleet of four epl2go literacy vans provide fun and educational classes, events and activities where and when customers want them – from community centre to school playgrounds to housing complexes.
- A Community-Led Service Philosophy, which ensures library services meet needs by taking services beyond the library walls and into the community through Community Librarians and other library staff. Community Librarians held 798 meetings with community organizations and stakeholders in 2017 to build connections, eliminate barriers to service, and meet needs.
- Three outreach workers to support at-risk Edmontonians through literacy, education and social support. This team is based downtown and also spends a total of five days each week at three other branches (Abbottsfield – Penny McKee, Sprucewood and Woodcroft) where the greatest need has been identified.
- Numerous community partnerships offering joint English Language Learning and financial literacy programs, along with settlement services for new Canadians through a partnership with the Edmonton Immigrant Services Association (EISA).
- 27,123 attendees enjoyed 1,149 classes and workshops across Edmonton through four epl2go Literacy Vans.
- Settlement service practitioners helped 1,893 newcomers establish roots – up 41% from 2016.

Key Performance Indicators (2017)

EPL believes it is important to demonstrate value and to continually assess itself against other large Canadian urban libraries through the Canadian Urban Libraries Council (CULC). On an annual basis comparative data for benchmarking is provided and EPL evaluates its performance based on three key categories: Input, Process and Output measures. The following compares EPL performance to the 2017 CULC average information.

The Input Measures show that EPL continues to be very effective in the allocation of resources to provide service to customers.

INPUT MEASURES	EPL	CULC	% Difference
Municipal revenue per capita	\$ 49.32	\$ 51.46	-4%
Staff costs as a percentage of operating expenditures	62%	66%	-6%

The Process Measures show that EPL is efficient and reveals how well it uses resources to deliver services.

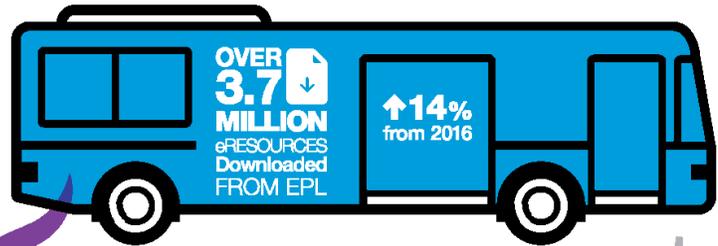
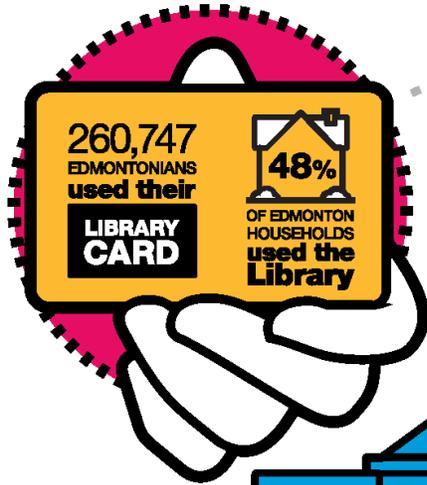
PROCESS MEASURES	EPL	CULC	% Difference
Staff costs for items borrowed	\$ 3.71	\$ 3.96	-7%
Cost per use	\$ 1.76	\$ 1.97	-11%

The Output Measures show that EPL is well used, efficiently allocating its resources and services to manage high volumes of activity.

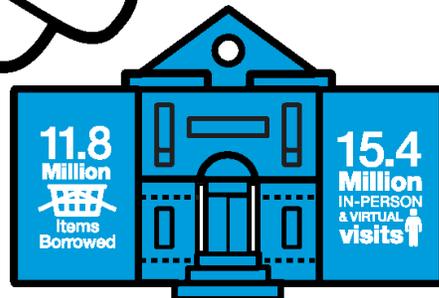
OUTPUT MEASURES	EPL	CULC	% Difference
Materials borrowed per capita	11.06	9.68	13%
Library material turnover (amount of materials checked out relative to the size of the collection)	5.61	4.34	26%
In-person visits per capita	5.97	5.68	5%
Questions answered per capita	0.75	0.58	26%
User session on public computers per capita	1.17	1.05	11%

Key Performance Indicators

Every day, thousands of Edmontonians directly benefit from a wide variety of library services. Here is a taste of what you and other customers enjoyed last year.



On your commute, you listen to eAudiobooks, stream local music from Capital City Records and read digital magazines.



You often stop by one of 21 EPL locations to pick up a recent bestselling book and the latest blockbuster movie.



In your spare time, you perfect your business writing via Lynda.com, learn the lingo of your next travel destination via Rosetta Stone Language Learning and help your kids study using Brainfuse.



You bring your kids to Sing, Sign, Laugh and Learn or create with them in the Makerspace, as well as check out English Conversation Circles, book clubs and more.



You support EPL's fundraising efforts for a new downtown branch by attending the EPL Gala and Forward Thinking Speaker Series events.



Awards

2017

- **Winner** - The Meadows Community Recreation Centre and Library received an Award of Excellence in Urban Architecture at the Edmonton Urban Design Awards
- **Winner** - Minister's Award for Excellence in Public Library Service - Exploring Reconciliation Series

2016

- **Winner** - Jasper Place Branch was named a national winner of a Sustainable Architecture & Building (SABMag)/ecoHouse Canada and Canada Green Building Council Green Building Award
- **Winner** - COSUGI Library Marketing Award - ME Libraries
- **Accolade** - EPL CEO Pilar Martinez received the LAA President's Award for province-wide contributions to the library field and the goals of the LAA
- **Winner** - CLA/OCLC Award for Innovative Technology - Capital City Records
- **Winner** - Mill Woods Branch received a Library Interior Design Award by the International Interior Design Association and ALA
- **Canadian Award for Financial Reporting Achievement** - Government Finance Officers Association

2015

- **Winner** - ALA Presidential Citation for Innovative International Library Projects - Outreach Services
- **Winner** - ALA Presidential Citation for Innovative International Library Projects - Digital Literacy as a Core Service
- **Canadian Award for Financial Reporting Achievement** - Government Finance Officers Association - first Canadian Public Library

2014

- **Winner** - EPL was the first Canadian Library to be named [2014 Library of the Year](#) by *Library Journal* and Gale Cengage Learning
- **Accolade** - EPL CEO Linda Cook received the CLA Outstanding Service to Librarianship Award
- **Accolade** - EPL CEO Linda Cook received the LAA President's Award
- **Winner** - Public Library Association Polaris Innovation in Technology John Iliff Award - ME Libraries
- **Honorable Mention** - Urban Libraries Council Top Innovator Nominee - Community-Led and Safe Communities Initiative
- **Winner** - ALA Cutting Edge Service - ME Libraries
- **Winner** - Minister's Award for Excellence and Innovation in Public Library Service
- **Winner** - Jasper Place Branch received an Award of Merit for architecture at the Prairie Design Awards
- **Winner** - Ad Club of Edmonton Distinction Award for centennial timeline video
- **Winner** - Summit International Creative Award for centennial timeline video
- **Winner** - Summit International Creative Award for outdoor advertising
- **Winner** - Summit International Creative Award for centennial marketing campaign
- **Winner** - International Association of Business Communicators Edmonton Award of Excellence for centennial marketing campaign

2019-2022 Budget Direction & Approach

EPL aligns its budget process with the City of Edmonton to secure City funding for operating and capital budget requirements. Based on the guidelines and principles provided by City Administration and the EPL Board, EPL's 2019-2022 operating budget has been developed incorporating the following key assumptions:

- City funding for EPL will be capped at \$54.8 million for 2019 to 2022 and will be used to fund existing 2018 resources in delivering library services over the next four years and expanded hours of service for Heritage Valley storefront location.
- EPL will target and achieve cost savings through continuous improvement and innovative strategies as a means of addressing annual cost increases related to the base budget (i.e. 2018 resources).
- Operating budget impacts for new library branches have been included in the four-year budget (i.e. Calder, Capilano, Heritage Valley eplGO storefront and Stanley A. Milner Library).
- EPL has included new service and growth initiatives that align with its strategic directions.
- Fundraising revenues have been adjusted to reflect the anticipated activity planned for 2019-2022.

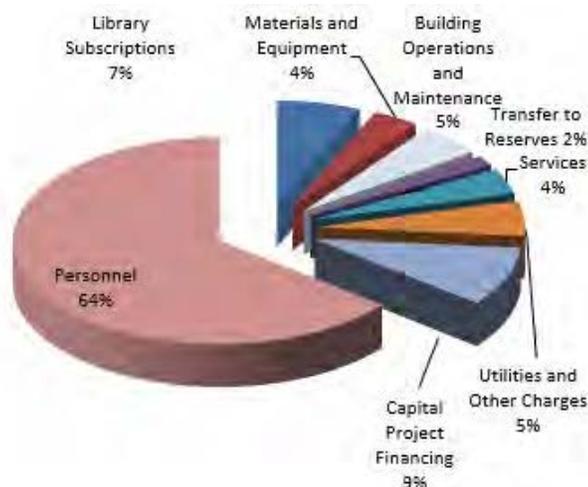
Emerging Issues

Budgeting for revenues and expenditures for multi-year periods poses organizational challenges and risks. Over the 2019-2022 period, the following key areas of concern have been identified for EPL:

- **Per Capita Grant Revenues:** EPL has identified grant revenue increases in 2020 (\$202,000) and in 2022 (\$242,000) as a result of an anticipated civic census occurring in 2019 and 2021. At this time, it is uncertain whether the Provincial Government will provide the additional funding.
- **Ability to Find Cost Savings:** EPL has been successful in participating in past City cost saving and efficiencies programs for a number of years. However, the ability to find significant savings to cover future base level cost increases is becoming more difficult. Any savings from EPL would be targeted for reinvestment into EPL growth and new services. The future risk with this approach is that EPL is unable to find future savings without negatively impacting library service.
- **Ability to Secure Funding for Growth and New Initiatives:** City Administration has indicated that there is limited funding available for growth and/or new services and that City Council will be challenged in funding new initiatives in the 2019-2022 budget. New services and growth of existing services may be limited for EPL over the next four years. If EPL is unable to secure City funding for new services, an alternative funding strategy will need to be developed in order to address the demand for service.
- **Currency Exchange for EPL's library collections and subscription:** Based on City forecasts, currency exchange rates are expected to remain stable over the next four years. Changes in the US currency rates can significantly erode EPL's purchasing power. As a mitigating strategy, EPL attempts to manage this risk by purchasing US currency in advance.
- **Relevance and Reputation:** Implementation of new services is fundamental in ensuring EPL is meeting customer needs and remaining relevant to customers. Failing to do so puts EPL at risk in compromising its reputation as a library leader and an innovative organization negatively impacting customer satisfaction.

Approved 2019-2022 Budget

(\$000)	2018					
	2017 Actual	Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Provincial Grants	5,350	5,117	5,125	5,329	5,331	5,575
Late Fees, Fundraisers & Other	2,421	5,119	3,126	3,619	3,797	3,899
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$7,771	\$10,236	\$8,251	\$8,948	\$9,128	\$9,474
Net Expenditure & Transfers						
Personnel	36,925	40,355	40,426	40,791	41,206	41,625
Library Subscriptions	3,326	3,205	3,891	4,080	4,273	4,472
Materials & Equipment	1,838	2,330	2,183	2,344	2,355	2,354
Services	2,033	2,345	2,517	2,610	2,589	2,510
Utilities & Other Charges	3,404	3,423	3,825	3,503	3,333	3,333
Building Operations & Maintenance	2,503	2,934	2,809	3,409	3,397	3,397
Transfer to Reserves	4,255	3,561	1,035	1,035	1,035	1,035
Subtotal	54,284	58,153	56,686	57,772	58,188	58,726
Capital Project Financing	6,451	6,740	6,374	6,414	6,375	6,375
Total Net Expenditure & Transfers	\$60,735	\$64,893	\$63,060	\$64,186	\$64,563	\$65,101
Future Targeted Cost Savings - to be determined	-	-	-	(\$429)	(\$626)	(\$818)
	\$60,735	\$64,893	\$63,060	\$63,757	\$63,937	\$64,283
Total Net Operating Requirement	\$52,964	\$54,657	\$54,809	\$54,809	\$54,809	\$54,809
Full-time Equivalents	518.4	521.7	524.9	525.3	525.3	525.3



Approved 2019-2022 Budget - Summary of Budget Changes

(\$000)	2019 Budget	2020	2021	2022
Previous Year's Budget	\$54,657	\$54,809	\$54,809	\$54,809
Base Budget Changes (Funded)				
Expenditure Cost Increases	671	714	780	626
Revenue Changes	(449)	(696)	(180)	(346)
Fundraising Activities	(22)	-	-	-
Cost Savings	(425)	(802)	(602)	(285)
Operating impacts of new or renewed library branches:				
Capilano	10	-	-	-
Calder	63	-	-	-
Stanley A. Milner Library				
<i>Building operations and maintenance</i>	-	460	-	-
<i>Digital Wall</i>		134	-	-
<i>Makerspace</i>	152	190	2	5
Total Impact on Existing Services	-	-	-	-
Growth in Services (Funded)				
eplGO - Heritage Valley	152	-	-	-
Total Budget Change	152	-	-	-
Total Proposed Budget	\$54,809	\$54,809	\$54,809	\$54,809
Incremental Change in Full-time Equivalentents				
Operating Impacts of New Library Branch (Funded):				
Stanley A. Milner Library - Makerspace	1.0	0.4	-	-
Growth in Services (Funded):				
eplGO - Heritage Valley	2.2	-	-	-
	3.2	0.4	-	-

Approved 2019-2022 Budget - Summary of Budget Changes

The approved 2019-2022 budget allows EPL to fund its base level cost increases for existing services and resources, along with incremental operating costs for the new Calder, Capilano and Stanley A. Milner service points. In addition, City Council has approved funding to support increased hours of service at the Heritage Valley library branch. The following provides a high-level overview of the key changes to overall revenues and expenditures.

Budget Changes – Revenue Explanations

Provincial Grants

- Provincial grants budget includes a library per capita grant, the ME libraries grant funding EPL's technical support for province-wide lending, and the Metro Federation transportation grant to subsidize transportation costs for delivery of library collections to partners in the Edmonton Capital region.
- Key increases are included in 2020 and 2022 for the Provincial per capita grant due to anticipated population growth from civic censuses in 2019 and 2021.

Late Fees, Fundraising & Other

- Late fee revenues have been adjusted to reflect current and anticipated trends in library usage (i.e. shift to an increased use of e-resources that do not accumulate late fees versus physical library resources). Starting in 2020 revenues decrease based on the anticipated change in library collection usage.
- Fundraising revenues in 2019 have decreased by \$2.4 million from 2018 to \$1.3 million per year based on the completion of EPL's capital fundraising campaign to raise \$10 million for the Stanley A. Milner Library revitalization.

Other revenues include photocopying, printing, merchandising, interest earnings, meeting room rentals, and lease revenues. Key changes to other revenues relate to increased lease revenues at Stanley A. Milner Library due to the completion and opening of the central library in early 2020.

Budget Changes – Expenditure & Transfers Explanations

Personnel

- In 2019, cost increases are primarily due to the staffing request of 1.0 FTEs for expansion of the Makerspace program and the additional 2.2 FTEs required for expanded hours at Heritage Valley.
- In 2020-2022, costs are increasing largely due to collective agreement obligations for increases in staff increment and benefit costs. In addition, the Makerspace requires a top up of funding in 2020 to annualize staffing costs (8 additional months in 2020).

Library Subscriptions

- Library subscriptions represent the electronic library collection purchases (e.g. eBooks, online music subscriptions, streaming video). Increases are due to inflationary costs and a shift in spending from physical library collections (included in Capital Project Financing budget line) to library subscription purchases.

Materials & Equipment

- Materials and equipment include stationery, furniture and equipment, IT licensing and maintenance, and hosting costs.
- In 2019, key reductions are primarily due to EPL realizing cost savings from reduced computer software purchases. In 2020-2022, expenditure increases relate to the growth of system support costs for the new Digital Wall located in the Stanley A. Milner Library, and expansion of services for makerspace programs.

Services

- Services include the costs for programming, learning and development, legal and audit, corporate systems, advertising and publicity, and consulting services (e.g. employee survey).
- In 2019 and 2020, cost increases are for EPL's review of its financial systems and business processes to streamline and implement efficiencies.

Utilities & Other Charges

- Utilities and other charges include external space rent, utilities, professional development and training, bank servicing and insurance premiums.
- In 2019, cost increases are primarily due to the inclusion of 4 months' building operating costs for Stanley A. Milner Library, utility cost increases, and reclassification of City lease costs from Buildings Operations & Maintenance cost category.
- In 2020 and 2021, cost reductions are primarily due to a reduction in lease costs associated with temporary facilities while the Stanley A. Milner Library was under construction, as well as elimination of lease costs associated with the relocation of the Capilano library.

Building Operations & Maintenance

- In 2019, cost reductions are mainly related to the reclassification of City lease costs from Buildings Operations & Maintenance cost category to Utilities & Other cost category. In 2020, cost increases relate to the revitalized Stanley A. Milner Library's first full year of operation.

Transfer to Reserves

- Transfer to reserves reflect net fundraising revenue transfers to EPL reserves for use in funding Board approved projects. EPL has reduced its fundraising revenues and reserve transfers have decreased.

Capital Project Financing

- Capital project financing represents funding set aside for EPL expenditures related to library collections (materials), furniture, equipment and vehicles, information technology, and building renewal and rehabilitation.
- No significant changes are incorporated over the four years.

Ongoing Services Reviews and Efficiencies

EPL is aware of the funding challenges the City is facing for the 2019-2022 budget and the strong interest by City Council in minimizing tax increases for Edmontonians. As in the past, EPL is committed to finding solutions in order to fund existing and new services, and requests funding increases only when EPL truly needs support. Over the years, EPL has been diligent in ensuring that we are efficiently delivering library services to our customers. Key initiatives include:

- Review of resource allocations and services through activity assessments.
- Reviews of various service areas (collections, procurement, delivery, etc.).
- Reviews of best practices resulting in discontinuing activities that do not add value.
- Zero-based budgeting to assess resource needs from the ground up.

Significant initiatives that have resulted in substantial savings include the implementation of RFID self-check and automatic check-in combined with activity per FTE assessments that have resulted in greater efficiencies and increased customer service. Over the past decade, EPL has redirected approximately 40 FTE's to EPL business plan and other high priority goals, enabling the implementation of community librarians, digital literacy and makerspace services, learning and development and more without requesting additional funding from City Council. EPL has demonstrated that the resources allocated to deliver services are "lean", making it a challenging to further reduce costs beyond this budget period.

As part of EPL's commitment to minimizing increases in City Funding in 2019- 2022, it has reviewed and developed cost saving strategies to sustain existing resources into the future without negatively impacting service. Over the four -year budget period, EPL is identifying \$2.1 million (\$0.5M or 1.0% per year reduction in City funding) in savings. The following highlights key areas of focus for the four years:

2019 (\$425,000):

- Savings from review of computer hardware maintenance agreements (\$276,000);
- Library leases (\$76,000); and,
- Postage, stationery, advertising, and equipment maintenance (\$73,000).

2020 (\$802,000):

- Staffing cost reductions - 2 temporary staff (\$191,000);
- Library leases (\$143,000);
- Stationery and parking (\$18,000); and,
- Targeted savings achieved through collections and delivery reviews currently underway. Review of allocation between physical and digital materials also expected to result in savings (\$450,000).

2021 (\$602,000):

- Library leases (\$182,000);
- Consulting and financial systems (\$160,000);
- Stationery, equipment and parking (\$61,000);
- Targeted savings expected to be achieved through collections and delivery reviews currently underway. Review of allocation between physical and digital materials also expected to result in savings (\$199,000); and,
- Savings expected to be achieved through building maintenance and rehabilitation. Given the recent renewal and upgrades that have occurred at EPL's library buildings, we believe that maintenance and rehabilitation costs (e.g. carpet and paint) will be less for this budget period. EPL buildings experience heavy usage and this savings is not expected to continue and we will need to assess over the budget period.

2022 (\$285,000):

- Stationery, equipment and parking (\$88,000);
- Targeted savings expected to be achieved through collections and delivery reviews currently underway. Review of allocation between physical and digital materials also expected to result in savings (\$197,000); and,
- Savings expected to be achieved through building maintenance and rehabilitation. Given the recent renewal and upgrades that have occurred at EPL's library buildings, we believe that maintenance and rehabilitation costs (e.g. carpet and paint) will be less for this budget period. EPL buildings experience heavy usage and this savings is not expected to continue and we will need to assess over the budget period.



Edmonton Public Library

Approved 2019 - 2022 Budget - Program Summary

Edmonton Public Library

Results to be Achieved

EPL shares everything from staff expertise, entertainment, information, early literacy, digital literacy, financial literacy, English language learning classes, and spaces to build community. Services are provided virtually through our website as well as through a physical network of 21 libraries and 10 vehicles. EPL's focus on the betterment of people positively effect the economic, social and cultural foundation of Edmonton. As the largest lender of all manner of information and entertainment, EPL delivers incredible content everywhere – in branch, at home, on hand-held devices and elsewhere. Community librarians and outreach workers connect EPL services to those who need them most, and we continue to reach far beyond library walls through our Welcome Baby program and epl2go Literacy Vans, bringing resources to parks, schools, childcare and senior centres, hospitals and more.

Cost Drivers

Key cost drivers include the number of customer visits, hours of programming, number of items borrowed from the library collection, questions answered and public internet sessions.

Resources

(\$000)	2018					
	2017 Actual	Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	\$7,771	\$10,236	\$8,251	\$8,948	\$9,128	\$9,474
Expenditure & Transfers	60,735	64,893	63,060	63,757	63,937	64,283
Net Operating Requirement	\$52,964	\$54,657	\$54,809	\$54,809	\$54,809	\$54,809
Full-time Equivalents	518.4	521.7	524.9	525.3	525.3	525.3

2018 Services

- Free library cards with no expiration
- Physical materials including books, magazines, newspapers, CDs, DVDs, video games and more
- Digital resources including eBooks, digital audiobooks, streaming music and videos, eLearning databases and more
- Access to technologies, such as Chromebooks, Raspberry Pis, eReaders, and creative equipment in the EPL Makerspace and branches
- Early literacy programming, featuring Sing, Sign, Laugh and Learn, Family Storytime and more
- Teen activities through Tween and Teen Lounges, Reading Buddies volunteer opportunities and more
- Workshops and author events through the Writer in Residence Program
- Financial literacy and English Language Learning classes
- Digital public spaces, such as a local music and poster collection through Capital City Records
- Indigenous Collection, as well as material in over 40 world languages
- Outreach services for vulnerable Edmontonians
- Early literacy outreach through the Welcome Baby program in branch and at public health centres
- Services provided to under-served areas in innovative ways through epl2go Literacy Vans and eplGO locations
- Free Internet and basic computer training
- Partnerships with over 350 local organizations through community librarians
- Meeting space and study rooms
- City of Learners initiative

Changes in Services for 2019 - 2022

- Re-opening of the revitalized Stanley A. Milner Library with new state of the art interactive Digital Wall
- Expanded Makerspace services
- Heritage Valley eplGO increased service hours

Branch - Public Library

Program - Edmonton Public Library
Title - Library Growth and New Services

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

EPL continues to implement alternative ways of providing library services to meet demands of an ever growing City. The eplGO storefront service points are interim measures to provide library services in communities that are underserved until a full-sized library service point can be built in the community. Increase service hours at the Heritage Valley eplGO will mitigate demand for library services.

Description

Since opening the 3,000 square foot library branch in July 2018, EPL's Heritage Valley storefront location has experienced the highest customer demand for service per square foot than any library branch in Edmonton and one of the highest borrowing of children's material of any EPL location. Classes and event attendance, particularly for those geared to young children have seen an average of 75 attendees. Based on demographic profile information, the neighborhood has a high proportion of new immigrant and young families who typically are heavy library users. This small location is comparable to locations three times its size and is open fewer hours than a full-sized EPL service point. In order to help address the demand, EPL is requesting funding in 2019 for expanded hours of service. The community is very supportive of the branch demonstrated by the use and the number of calls and emails EPL has received requesting a larger library service point. While a full size branch is planned for the future, in the near-term expanded hours supported through additional staffing will help address unmet customer needs.

Justification

This initiative aligns with the City's strategic goal of being a Healthy City and contributes to Urban shift and Regional Economic Resilience. In addition, it aligns with EPL's Strategic plan of EPL being the best place to Learn, Create, Be and Create. As provided in EPL's Branch Development Policy, new library branches are built in communities when the population reaches 20,000 and is projected to grow to 30,000-35,000 in the next five years. While the Capital Plan reflects the addition of a new branch in Heritage Valley, the Library is unable to secure funding as quickly as required to serve this growing population. As an alternative way of serving the community, EPL has opened an eplGO branch and the demand for service has far exceeded expectations, resulting in EPL's request for additional resources.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$152	-	\$152	2.2	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$152	-	\$152	2.2	-											

Edmonton Arts Council 2019-2022 Operating Budget

Edmonton

Introduction

The Edmonton Arts Council (EAC) exists to support and promote the arts community in Edmonton. It is supported through a service agreement with the City of Edmonton.

The organization was founded in 1995 and currently has 400 members including artists, arts and festival organizations, arts patrons and community leaders. The EAC works with the City, its agencies, and the arts community in Edmonton for the benefit of all citizens. Core programs and services include managing a suite of Community Investment Program grants for individual artists and arts and festival organizations, the City of Edmonton Percent for Art Program and Public Art Collection, TIX on the Square, Churchill Square daily programming and other special projects.

From 2008-2018, the work of the EAC was guided by *The Art of Living: A Plan for Securing the Future of Arts and Heritage in the City of Edmonton*. *The Art of Living* describes a unified vision for arts and heritage in Edmonton and was approved by City Council in 2008. The final update of *The Art of Living* (CR4988) was presented to City Council in September 2017 outlining the successes in the arts community since its implementation.

The Edmonton Arts Council (EAC), in partnership with the Edmonton Heritage Council and Arts Habitat Edmonton, is now preparing to undertake implementation of ***Connections & Exchanges: A 10 Year Plan to Transform Arts and Heritage in Edmonton (2019-2029)***, Edmonton's next comprehensive cultural plan. *Connections & Exchanges* will guide and strengthen the City of Edmonton's planning, investment and ongoing development of the arts and heritage sectors, support cultural makers and interpreters, and grow Edmonton's arts and heritage audiences. The 3 guiding Ambitions of this plan will create the condition for an Edmonton that is:

- Alive with Arts and Heritage
- A Hub for Extraordinary Creation and Reputation
- A Thriving and Well-Funded Cultural Ecosystem

These Ambitions will be achieved through 8 Aims and 55 identified Actions. This strategic plan has been informed by multi-stream public and sector engagement sessions.

The primary research has been validated by national and international models, best practices, and a rigorous measurement framework to track and optimize its progress and alignment with City Council's Strategic Plan (2019-2028).

The approach to *Connections & Exchanges* began with a recognition that we wanted to strengthen our relationship with the Indigenous communities. Engagement sessions were held with Indigenous artists and community members facilitated by an Indigenous consultation team. We recognize the agency of Indigenous peoples to navigate their own journeys through an implementation that will apply to the EAC, Edmonton Heritage Council and Arts Habitat. The EAC also commits to sharing the tools and resources at our disposal with Indigenous communities.

Edmonton Arts Council

Programs & Services		
Community Investment Program (CIP)	Projects	EAC Operating
Arts Organizations	Arts Habitat	Administration
Festivals	Community Projects	TIX on the Square
Arts Facilities	Indigenous Initiatives	Public Art & Conservation
Individual Artists	Multicultural Outreach	
Community Arts	Awards & Residencies	
Cultural Diversity Projects	Cultural Plan	
Celebration Grants	Special Programs	

Programs & Services:

- Provided grants to support the work of qualified not for profit arts and festival organizations and individual artists.
- Between 2016-2018, completed 27 public art projects, including 11 by Canadian Indigenous artists, and nine by local artists.
- Since 2016, supported 7 artists in residence at City of Edmonton departments and community service organizations.
- Managed TIX on the Square city store – more than 60 new local artists added to the store over three years, and over 90,000 tickets sold.
- Ongoing remediation and conservation of the City of Edmonton Public Art Collection including special remediation work on pieces outside of routine maintenance. Conservation demands are growing as artwork acquired by the City many years ago have been subject to deterioration and damage without assessment and remediation. Future conservation reserves are being depleted to address these historic conservation needs.
- The first phase of the Public Art assessment has been completed. In 2017, more than 30 artworks had conservation work and 200 of the 244 artworks in the public art collection have been appraised.
- Provided input and partnered on numerous City of Edmonton initiatives, such as the Indigenous Art Park. EAC leadership has acted as a catalyst, spurring the development of $\square\square\square$ (ÎNÎW) River Lot 11 ∞ , bringing in City partners like LRT and Parks. We actively participate in other city initiatives such as Winter Cities, Edmonton Local Immigration Partnership, and neighbourhood redevelopment initiatives such as River Crossing, Open Spaces, and Blatchford.
- Arts Habitat Edmonton has worked with the City on zoning and bylaws affecting artists, opened McLuhan House to the public, and has joined the SpaceFinder Alberta online database.
- Thorston Goldberg's *53o30'N* – to be installed at the North East Transit Garage – marks the City's largest public art commission to date at \$1 million.

Edmonton Arts Council

- The EAC has been recognized with several awards from organizations such as the Edmonton Urban Design Awards, Creative Cities Network, Americans for the Arts and the International Association of Business Communicators (IABC) Edmonton Chapter.

Innovation

- The additional budget request will allow the EAC to increase Community Investment Program grants, and review programs and services delivered by the EAC. These tactics, guided by the Ambitions, Aims and Actions outlined in *Connections & Exchanges* will result in expanding capacity and capability in the arts and increase economic security and resilience, thereby fostering economic diversity and choices for all Edmontonians.
- In order to implement new and renewed programs and services, the EAC needs operational resources, including increases for administration and systems for outcome measurement and community impact assessment.
- *Connections & Exchanges* includes strategies for the economic security of the arts. With this request, EAC Community Investment Program levels will be comparable to the national average per capita investment in major Canadian cities (approximately \$14 per capita, Hill Strategies 2012) and come closer to meeting the demand from the arts community.
- The EAC will continue to deliver current services and programs in the short-term while building operational infrastructure and further engaging community to develop and implement a new suite of programs, services, and impact/learning measures based on the plan and aligned with the City of Edmonton's Strategic Plan (2019-2028).
- With an increase in administrative capacity, between 2019-2020 the EAC will engage the arts sector with a full investment review to inform successes, gaps, and opportunities. The results of this review will identify any necessary changes so the EAC may better serve the community.
- As identified in numerous Actions of *Connections & Exchanges*, the EAC also commits to leveraging new and existing partnerships to achieve greater community impact.

Continuous Improvement

- Increasingly, the EAC actively contributes the arts and culture perspective and participates in major City initiatives, bringing considerable resources and connections to City initiatives.
- Culture and the arts can catalyze and spur participation and engagement.
- EAC will continue to provide expertise and advice so that the arts are a tool to realize larger plans and initiatives.
- The EAC's focus on equity has resulted in community outreach with newcomer artists and artists of diverse cultural backgrounds. Prioritizing equity as a core strategy creates opportunities which reduces barriers and increases opportunities for equity-seeking groups.

Impact of Previous Council Decisions:

The Art of Living's impact on the citizens of Edmonton only began after Council's decision to invest in the recommendations in 2010. We are requesting that Council make the investment into *Connections & Exchanges* now so that:

- We can start to collect data using the measurement framework. Progress and impact will have a longer timeline.
- Critical work with equity-seeking groups can begin immediately, including engagement with Indigenous artists and collectives.
- We can address the ongoing challenge of available and accessible space to the arts community.

Edmonton Arts Council

Art of Living

- The Edmonton Arts Council has addressed 14 of its 17 recommendations from the *Art of Living* plan and three of the recommendations were cancelled as implementation was assessed as not being feasible.
- Highlights:
 - Fund and reinvigorate the Arts Habitat Association of Edmonton.
 - Redraw the zoning bylaws and other city places to stimulate art activities.
 - Increase grants support for established arts and festival organizations.
 - Sustain grant support for individual artists and keep the grants open to all artists.
 - Increase grants support for community arts projects.
 - Sustain and explore support for cultural industries/entrepreneurs.
 - Ensure official City gifts are made by local artists.

Emerging Issues:

The EAC currently lacks the technology and expertise to collect, store and manage the data that will be required as part of the Measurement, Evaluation, and Learning framework identified in *Connections & Exchanges*. With the measurement framework built into the plan, it is intended to respond and adapt to the needs of the community. As such, the Actions can be altered, added, or deleted, while the Aims and Ambitions are designed to carry through to 2029.

In addition, the EAC faces operational challenges as the implementation of *Connections & Exchanges* begins. The EAC operates with 10% administration from our total budget which is below the national average of comparable funding agencies with similar scope and mandates. These agencies generally spend an average of 15% on operations. The EAC will require new resources to deliver *Connections & Exchanges* while continuing to deliver current services and programs.

Impact

- In the first half of the four-year budget (2019 – 2020) investment in business process transformation is required.
- Offer competitive compensation to retain staff and recruit new skills and expertise.
- Increase in space to accommodate growth.
- The goals of *Connections & Exchanges* include consideration for the economic security of the arts. With this request, EAC Community Investment Program levels will meet the average per capita investment in major Canadian cities (approximately \$14 per capita, as measured in 2012) and come closer to meeting the demand from the arts community.

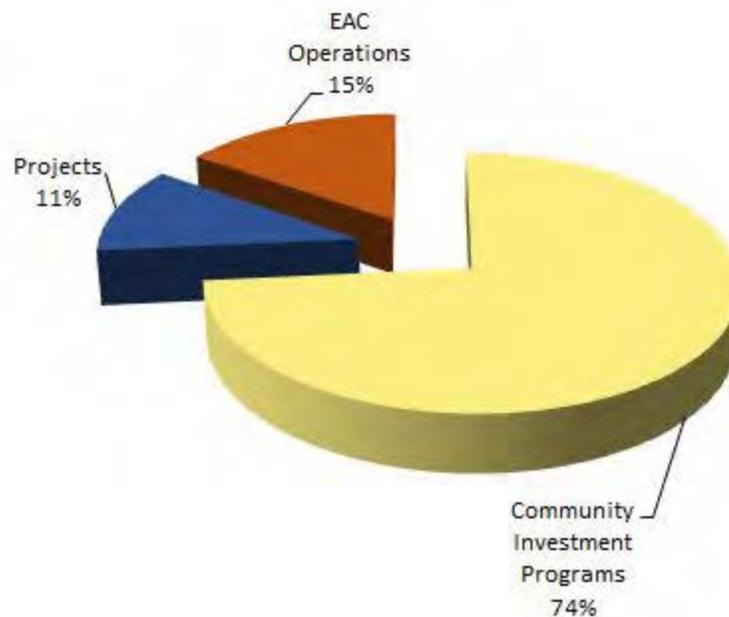


Edmonton Arts Council

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Transfer from FSR	550	-	-	-	-	-
Total Revenue & Transfers	\$550	-	-	-	-	-
Net Expenditure & Transfers						
Community Investment Programs	9,735	9,928	9,928	10,928	12,428	13,928
Projects	2,028	1,507	1,507	1,507	1,507	1,507
EAC Operating	1,428	1,570	2,070	2,570	2,570	2,570
Total Net Expenditure & Transfers	\$13,191	\$13,005	\$13,505	\$15,005	\$16,505	\$18,005
Total Net Operating Requirement	\$12,641	\$13,005	\$13,505	\$15,005	\$16,505	\$18,005
Full-time Equivalents	-	-	-	-	-	-

2019 Net Expenditures by Program



Edmonton Arts Council

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	550	-	-	-	-	-
Total Revenue & Transfers	\$550	-	-	-	-	-
Net Expenditure & Transfers						
Personnel	-	-	-	-	-	-
Materials, Goods, and Supplies	-	-	-	-	-	-
External Services	-	-	-	-	-	-
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	-	-	-	-	-	-
Debt	-	-	-	-	-	-
Utilities & Other Charges (Grant/Subsidy)	13,191	13,005	13,505	15,005	16,505	18,005
Transfer to Reserves	-	-	-	-	-	-
Subtotal	13,191	13,005	13,505	15,005	16,505	18,005
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$13,191	\$13,005	\$13,505	\$15,005	\$16,505	\$18,005
Total Net Operating Requirement	\$12,641	\$13,005	\$13,505	\$15,005	\$16,505	\$18,005
Full-time Equivalents	-	-	-	-	-	-



Edmonton Arts Council

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	13,005	13,505	15,005	16,505
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	13,005	13,505	15,005	16,505
Existing Services (Incremental to Base)				
Cost Changes	-	-	-	-
Change to Service Level	-	-	-	-
Revenue Changes (Rate & Volume)	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	-	-	-	-
Council Amendments				
Arts and Heritage Plan (Connections & Exchanges)	500	1,500	1,500	1,500
Total Council Amendments	500	1,500	1,500	1,500
Total Approved Budget	\$13,505	\$15,005	\$16,505	\$18,005
Incremental Change in Full-time Equivalents	-	-	-	-

Council Amendments

During the 2019-2022 Budget Deliberations, Council approved Operating Budget Amendment OP 4 - That the Edmonton Arts Council budget be increased by \$500,000 in 2019, \$1,500,000 in 2020, \$1,500,000 in 2021 and \$1,500,000 in 2022, on an ongoing basis, to fund the Arts and Heritage Plan (Connections & Exchanges) service package, with funding from the tax levy.



Edmonton Arts Council

Approved 2019 - 2022 Budget - Program Summary - Community Investment Programs

Arts Council

Description

The Edmonton Arts Council supports artists and arts and festival organizations in Edmonton with a variety of Community Investment Programs that are governed by City Policy C211.

Results to be Achieved

Since 2008, results have been driven by goals and targets set in The Art of Living plan. In 2019, the EAC will continue to deliver transitional grant programs while engaging in a full review based on the aspirations of *Connections & Exchanges*. By 2020 the portfolio of grant investments will be driven by the Aims and Actions outlined in *Connections & Exchanges*. Goals in the Art of Living aligned with the City of Edmonton's strategies in "The Ways", particularly "The Way We Live" and "The Way Ahead".

Cost Drivers

Municipal growth, growth of the arts community, and general inflation drives the cost of these investments. Service delivery was impacted by growth in demand from the arts community - funding fell below targets set in *The Art of Living*.

Resources

(\$000)	2018					
	2017 Actual	Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	9,735	9,928	9,928	10,928	12,428	13,928
Subtotal	9,735	9,928	9,928	10,928	12,428	13,928
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$9,735	\$9,928	\$9,928	\$10,928	\$12,428	\$13,928

Full-time Equivalents

- - - - -

2018 Services

Operating grants in 2018 supported more than 155 arts and festival organizations, from our largest institutions to the smallest community groups. More than 100 project grants invested in research, development and creation by Edmonton artists and collectives including contemporary and traditional dance choreography, theatre work, filmmaking, music recordings, books, poetry, and visual art. Dozens of travel grants allowed Edmonton artists, arts administrators and educators to promote their artwork nationally and internationally, tour, attend conferences and other professional development opportunities not available in Edmonton.

Changes in Services for 2019 - 2022

As the Edmonton Arts Council revises the grants portfolio in response to *Connections & Exchanges*, the number, type and amount of grants will shift. The current budget will not have the same impact as the community continues to develop projects, grow their arts companies and engages new audiences. In order to support the needs of the community, the EAC commits to undertaking a full review of our investment programs and services.

Edmonton Arts Council

Approved 2019 - 2022 Budget - Program Summary - Projects

Arts Council

Description

In addition to our core activities, the Edmonton Arts Council supports a variety of projects that further our mandate to support and promote the arts in Edmonton. Projects include Arts Habitat, TIX on the Square, Churchill Square Happenings, Poet Laureate, Artists in Residence, and Poetry on Transit. In addition, the EAC is able to initiate or support creative activities from new communities or equity seeking groups that would not otherwise be eligible for our existing program offerings.

Results to be Achieved

The Edmonton Arts Council will undertake outreach activities through existing and new programs, and create and develop alternative ways to support artists and arts activities, with a particular focus on equity-seeking and Indigenous artists and arts organizations. The EAC will also establish and nurture new and existing partnerships that will leverage increased investment and build research capacity.

Cost Drivers

Costs are driven by demand. Our connections to the arts ecology has nurtured the EAC's reputation as a responsive funder: able to bridge gaps, fill needs and seize opportunities. Edmonton's formal and informal networks are becoming more visible and new art forms are emerging. Investment into services and programs remains a high priority for the EAC.

Resources

Resources (\$000)	2018					
	2017 Actual	Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	2,028	1,507	1,507	1,507	1,507	1,507
Subtotal	2,028	1,507	1,507	1,507	1,507	1,507
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$2,028	\$1,507	\$1,507	\$1,507	\$1,507	\$1,507

Full-time Equivalents

- - - - -

2018 Services

Throughout 2018, the Edmonton Arts Council worked towards planning and finalizing *Connections & Exchanges* in partnership with the Edmonton Heritage Council and Arts Habitat. Poet Laureate fee was increased to match other municipalities. The Edmonton Arts Council continued to partner with arts organizations on City awards recognizing excellence in the arts. Due to the success of past and current artist residencies, demand for artist in residence programs in City departments have increased. The EAC continues to operate TIX on the Square, support Arts Habitat and Churchill Square Programming and respond to equity-seeking organizations as needed.

Changes in Services for 2019 - 2022

Effective implementation of *Connections & Exchanges* requires the collective analysis of data to ensure support is targeted and precise. The EAC will find innovative, thoughtful and new ways to support our creative sector. Actions in the plan will result in expanding capacity and capability in the arts to increase economic security and resilience, thereby fostering economic diversity and opportunities for all Edmontonians.

Edmonton Arts Council

Approved 2019 - 2022 Budget - Program Summary - EAC Operations

Arts Council

Description

The Edmonton Arts Council is a not-for-profit society and charitable organization that supports and promotes the arts community in Edmonton. Since 1996 the EAC has been delivering CIP grant programs to the arts community in Edmonton. The EAC ran the Cultural Capital Program, started the Percent for Art program to grow the city's public art collection, activated Churchill Square with programming and absorbed the City Store under TIX on the Square.

Results to be Achieved

Building upon the success of The Art of Living, Edmonton will have a thriving cultural ecosystem which is welcoming and inclusive of all cultural practitioners. The Ambitions, Aims and Actions outlined in *Connections & Exchanges* will guide the EAC over the next four year operating budget cycle. The Measurement, Evaluation, and Learning framework (MEL) incorporated into the 10 year plan takes an innovative and leading approach to measuring and demonstrating the value of the City's investment plans into arts, culture and heritage. By establishing this MEL framework at the outset of the Plan, the EAC, Edmonton Heritage Council, and Arts Habitat are breaking new ground – committing to a process to gather data from different sources and then use that to learn, inform next steps and build the field, while remaining open, transparent and accountable to funders, the public and the arts, culture and heritage sectors.

Cost Drivers

EAC operating funds are used to attract and retain qualified staff and ensure operating costs are met. In order to implement new and renewed programs and services highlighted in *Connections & Exchanges*, the EAC needs additional resources, including administration and new systems for outcome measurement and community impact assessment.

Resources

(\$000)	2018					
	2017 Actual	Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	1,428	1,570	2,070	2,570	2,570	2,570
Subtotal	1,428	1,570	2,070	2,570	2,570	2,570
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$1,428	\$1,570	\$2,070	\$2,570	\$2,570	\$2,570

Full-time Equivalents

-	-	-	-	-	-	-
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2018 Services

The EAC employs 24.2 FTE in grants, public art, communications, finance and administration, and for programs such as Churchill Square Happenings and TIX on the Square. In 2016 - 2018, the EAC updated over 80% of our current technology and equipment and implemented a small benefits package to help retain current staff and attract new personnel.

Changes in Services for 2019 - 2022

To continue to provide the stable staff structure and ensure programs and services are delivered to current and new members of the arts community, the EAC will continue to bring staff compensation and benefits closer to market values (currently at 65% of national median - Osbourne Survey July 2017). As the City of Edmonton continues to grow and develop, so too must the arts sector. With the civic transformation associated with the growth and diversity of Edmonton's population, there is a strong desire to connect and share our stories through the arts. The arts sector must grow and adapt to meet the demand of this evolving cultural landscape. The EAC has also outgrown its current office space and will be looking at new facilities prior to the expiration of our lease in 2020.

Edmonton Arts Council

Edmonton Arts Council

Program - EAC Operations
Arts & Heritage Plan

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

Ambitions and Aims of *Connections & Exchanges* will build upon the success of *The Art of Living* to ensure Edmonton has a thriving cultural ecosystem which is welcoming and inclusive of all cultural practitioners. The EAC will continue to deliver current services and programs in the short-term while building operational infrastructure and further engaging community to develop and implement a new suite of programs, services, and impact/learning measures based on the Plan and aligned with Council's Strategic Plan (2019 - 2028).

Description

Increased Community Investment Grants, as well as renewed programs and services are the majority of new requested spending in this package. They will be guided by the Ambitions, Aims and Actions outlined in *Connections & Exchanges*.

In order to operationalize those new and renewed programs, the EAC will need operational resources to develop and implement information management and administrative systems. This includes measurement of outcomes, and assessment of impact. Expansion of staffing and competitive salary levels will be needed to achieve those ends, and we are planning for office space rent increases at end of current lease in 2020. EAC Operations spending also directly supports a portion of City of Edmonton Public Art programming, and conservation of a growing civic collection with a projected appraisal value of \$25M by 2022.

Justification

Since the implementation of *The Art of Living* in 2008, Edmonton's arts and festival communities have grown to engage new audiences. Currently, 45 festivals and celebration events, 110 arts organizations, diverse community and artist projects received EAC support.

Edmonton's arts sector contributes \$104.7M to the economy, creates 1,540 full-time equivalent jobs, and 13,000 Edmontonians donated 440,000 volunteer hours (Nichols 2017). This shows the positive impact of investing in the arts to build a healthy and economically vibrant city.

The \$4M investment is tied to the implementation of *Connections & Exchanges: A 10 Year Plan to Transform Arts and Heritage in Edmonton*. *Connections & Exchanges* is a strategy to anchor the arts in neighbourhoods, advance the City's reputation as a hub for creativity and expression and build a thriving arts ecology. Measurement analytics to assess the social return on investment are integral to implementation. EAC operations needs the \$1M investment to hire measurement and IT expertise, offer competitive compensation, build a system to streamline and simplify granting and measurement processes and manage the public art collection.

incremental	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$500	-	\$500	-	\$1,500	-	\$1,500	-	\$1,500	-	\$1,500	-	\$1,500	-	\$1,500	-
Total	\$500	-	\$500	-	\$1,500	-										

Edmonton Combative Sports Commission 2019-2022 Operating Budget

Edmonton

Introduction

The Edmonton Combative Sports Commission (ECSC) is a commission of Council and has been in operation since 1920 when it first provided governance to professional boxing. It later expanded authority over professional wrestling and professional mixed martial arts. The Commission operates under City Bylaws 15594 and 15638 which limits their jurisdiction to within the City of Edmonton.

The Commission provides advisory and liaison services to City Council, industry stakeholders, national and international sanctioning bodies. Through municipal legislation, the Commission sets policies in support of licensing and permits, sport events, medical requirements, and sanctions. The Commission also acts as an appellate body.

Edmonton Combative Sports Commission

Programs & Services:

- **Changes to Service Levels:**
In light of a recent event, additional focus has been placed on fighter safety and those policies that support rest periods, results reporting, and other medical safeguards. The 2019-2022 budget looks to separate the Administrative Executive Director funding from the Commission budget and have it properly reflected in Administration's budget.
- **Continuous Improvement:**
The Commission is focusing on reviewing and improving its policies, providing good governance, and reviewing Administration's efforts in support on industry regulation and event management. The ongoing development of these areas will help drive improvement, good industry stewardship and better regulatory oversight.

Impact of Previous Council Decisions:

In early 2018, a moratorium on combative sports remained in place. Professional wrestling events were reinstated in February 2018, followed by other combative sports, as City Council was satisfied that sufficient progress was made on enhancing fighter safety. Two professional combat sport events have occurred with one more scheduled in 2018. Efforts continue on updating Commission policies and improving operational support of the industry.

Edmonton Combative Sports Commission

Emerging Issues:

Core services in 2019-2022 will be reduced by 0.5 FTE, without any change to service levels. The model to support local industry will include use of a technical expert to support event management. There continues to be heightened public interest in all sanctioned events due to recent events.

There continues to be discussion about standardization of combative sports rules and regulations and to have the Province initiate standards that would be applied across the Province.



Branch - Combative Sports Commission

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Combative Sports Commission	95	155	45	45	45	45
Total Revenue & Transfers	\$95	\$155	\$45	\$45	\$45	\$45
Net Expenditure & Transfers						
Combative Sports Commission	95	155	137	137	137	137
Total Net Expenditure & Transfers	\$95	\$155	\$137	\$137	\$137	\$137
Total Net Operating Requirement	-	-	\$92	\$92	\$92	\$92
Full-time Equivalents	1.0	1.0	0.5	0.5	0.5	0.5

Note:

With City Council approval of motion OP 64, the 0.5 Executive Director Position Funding for \$92 will be transferred to the Community Standards & Neighbourhoods Branch to provide support services to the Commission, effective January 2019.

Branch - Combative Sports Commission

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	-	-	45	45	45	45
Grants	-	-	-	-	-	-
Transfer from Reserves	95	155	-	-	-	-
Total Revenue & Transfers	\$95	\$155	\$45	\$45	\$45	\$45
Net Expenditure & Transfers						
Personnel	-	127	62	62	62	62
Materials, Goods, and Supplies	-	3	4	4	4	4
External Services	-	16	49	49	49	49
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	4	(19)	1	1	1	1
Utilities & Other Charges	91	28	21	21	21	21
Transfer to Reserves	-	-	-	-	-	-
Subtotal	95	155	137	137	137	137
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$95	\$155	\$137	\$137	\$137	\$137
Total Net Operating Requirement	-	-	\$92	\$92	\$92	\$92
Full-time Equivalents	1.0	1.0	0.5	0.5	0.5	0.5

Note:

With City Council approval of motion OP 64, the 0.5 Executive Director Position Funding for \$92 will be transferred to the Community Standards & Neighbourhoods Branch to provide support services to the Commission, effective January 2019.

Branch - Combative Sports Commission

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	-	92	92	92
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	-	92	92	92
Existing Services (Incremental to Base)				
Cost Changes	(110)	-	-	-
Change to Service Level	-	-	-	-
Revenue Changes	110	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	-	-	-	-
Council Amendments				
Amended Service Packages	92	-	-	-
Total Council Amendments	92	-	-	-
Total Approved Budget	\$92	\$92	\$92	\$92
Incremental Change in Full-time Equivalents	(0.5)	-	-	-

Note:

With City Council approval of motion OP 64, the 0.5 Executive Director Position Funding for \$92 will be transferred to the Community Standards & Neighbourhoods Branch to provide support services to the Commission, effective January 2019.

Branch - Combative Sports Commission

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

Not applicable

Existing Services (Incremental to Base):

Cost changes include a decrease of (\$128) related to the Executive Director position which was removed from the Combative Sports Commission's budget to be funded under a new proposed model within Administration's budget. Program expenses increased \$18 as more events are anticipated to be held as a result of the moratorium being lifted.

Revenue changes include a decrease of (\$155) funding from the Commission's reserve offset by revenue increases of \$45

Council Amendments:

Executive Director Position Funding

OP 64: That the Combative Sports Commission budget be increased by \$92 in 2019, on an ongoing basis, to fund the Executive Director Position Funding service package, with funding from the tax levy.

Incremental Change in Full-time Equivalents:

Reduction of 0.5 full-time equivalent (FTE) related to the Executive Director position with no change in service levels as there will be a use of a technical expert to support event management. The remaining 0.5 FTE will be transferred to Administration's budget effective January 2019 as outlined in the approved service package.

Branch - Combative Sports Commission

Program - Combative Sports Commission
Title - Executive Director Position Funding

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

This service package supports ongoing funding for Administration's Combative Sports, Executive Director position, from tax levy. The Edmonton Combative Sports Commission generates sufficient revenue to cover its operating costs but not enough to cover administrative support, except in years where a large scale 'Mixed Martial Arts' event occurs. The proposed funding model allows budget clarity and sustainability for the Executive Director position into the future. Recent operational improvements support moving the current full time position to half time in 2019. The model of a half time Executive Director (\$62K) with reliance on a technical event expert (\$30K) will reduce overall costs by approximately \$40K a year.

Description

The Edmonton Combative Sports Commission has been in place since 1920. The Commission is responsible for the regulation of professional combative sports in Edmonton. Administration (Executive Director Position) provides support services to the Commission, ensures industry compliance to bylaws and Commission policies, and ensures regulatory oversight of combat sport events held within city limits. Operational activities include Commission budget support, finance reporting, compliance reporting, industry and event licensing and permitting, industry engagement, event results reporting, officials selection, training, and scheduling, fee collection and event contestant purse disbursement. The Executive Director position is a designated officer position that takes direction from the Commission but is under the supervision of the City Manager.

Justification

This service package supports implementation of an ongoing funding model for the Executive Director role. Local industry licensing, permitting and event revenue is sufficient to support operation of the Commission only. In the ten years since Council directed the Executive Director position became a full time administrative position funding has come from Commission revenue reserve, tax levy and/or a combination of both. This service package allows ongoing funding of an Administration position that will stay within Administration's budget, rather than through the Commission budget back to Administration, each year. With City Council approval of motion OP64, the 0.5 Executive Director Position Funding for \$92 will be transferred to the Community Standards & Neighbourhoods Branch to provide support services to the Commission, effective January 2019.

This approach supports and avoids the Commission returning to Council, potentially each year, to fund an administration position in whole or part. It is anticipated that once a provincial commission is formed there will be no requirement for an Executive Director position or local commission.

incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$92	-	\$92	0.5	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$92	-	\$92	0.5	-											

HISTORY

For almost 100 years, the Edmonton Federation of Community Leagues (the EFCL) has been the coordinating body for a novel and volunteer-driven model of neighbourhood participation – the Community League. Originally pioneered in Edmonton, Community Leagues rapidly spread to other jurisdictions across North America, as the idea of neighbours reaching out and forming communal bonds to tackle safety, recreation, cooperation, inclusivity, and other activities, took root. Today, Edmonton's Community Leagues are active and present in every corner of our city, reflecting the diversity and vibrancy of our civic body. They continue to be – as they have historically done – a barometer of the issues, challenges, and hopes of local communities living together in ever increasing numbers and complexity.

Community Leagues, supported and nurtured by the EFCL, have always been incubators of social innovation.



Notable examples include:

- Identifying local needs and wants for community sports and creating an accessible social infrastructure so that everyone could participate (this is how recreational hockey, basketball, soccer and sport ball programs were all started before growing into their own organizations);
- Providing the framework and infrastructure for citizens to coalesce around an idea and build local community infrastructure, from ice rinks and playgrounds, to community halls and theatres;
- Piloting and developing community safety programs from the air-raid siren program during the Second World War, to modern programs like Neighbourhood Watch and Block (Safe) Parents;
- Encouraging social inclusion and connection through community events and programs like neighborhood BBQs, community gardens, and welcome wagon type programming.

The EFCL's vision is for Edmonton to be a place where community is understood and valued, and where Leagues are seen as the mechanism for citizens to build great neighborhoods and advocate for the city they want. In the pursuit of that vision, the EFCL is guided by a simple mission, which is to **connect, represent and encourage** Leagues to preserve and promote the Community League way of life.



REACH

Today there are 158 Community Leagues, with new ones being formed as the City continues to grow. Within four years, there will be over 160 Leagues. The active and confirmed membership as of today is 85,000 plus, or approximately 10% of Edmonton's urban population as of the latest census.

This reach of active community leadership and a volunteer base provides an incredible platform for citizen engagement and community transformation.

Just as the City grows, becomes more dynamic, and socially complex, so too do the needs and aspirations of the Leagues and the services and supports they require. To this end, the EFCL is guided by a Strategic Plan that has as its core elements the following strategic directions:



Select Notable Accomplishments 2018:

- The EFCL hired a new Executive Director who seeks to champion leagues and collaborate with civic and community leaders to realize the outcome of healthy and vibrant communities.
- The EFCL developed a Way Forward Plan to chart the course to a vibrant, connected future for the leagues and the EFCL.
- Community Visioning Pilot Project: in select communities, volunteers are hosting community conversations to flesh out their vision and goals on a broad range of topics such as making neighbours feel included, meeting their social and recreation needs, food security, traffic safety, sharing neighbourhood history, and land redevelopment.
- The EFCL hired an Indigenous Project Lead summer student, under the Canada Summer Jobs (CSJ) program, to assist with building a greater understanding between community leagues and the Indigenous community in Edmonton.
- The EFCL established the Women's Leadership Empowerment Program, under the Alberta Status of Women grant, to reduce barriers and encourage women in leadership positions.
- The EFCL has developed and staffed an Active Recreation Officer position to support the Live Active Strategy with Community Leagues to provide year round recreation in neighbourhoods..



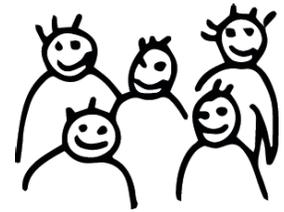
The EFCL and its league members built the Boysdale Camp, a summer camp for Edmonton's disadvantaged youth in 1949. The camp, located northeast of Edmonton, continued to operate right through to 2003.

EMERGING ISSUES

The EFCL, like the City of Edmonton, is at a crossroads. Just as the City has grown and is dealing with the challenges of a growing, diverse municipality, so too have the roles and responsibilities of the coordinative body for the city's vibrant and active community leagues. Community Leagues represent microcosms of our City; local streets and neighbourhoods that represent both the promise and the challenges of living side by side in a large metropolis. Issues that are emerging and important to the City, are also of concern to local community leagues.

These include:

- new forums and opportunities for community collaboration, from sports groups to cultural and religious associations;
- rising costs and strains on community infrastructure;
- changing habits, norms, and needs related to recreation and physical activity;
- shifting demographic patterns, and an ever increasing diverse population;
- social isolation and challenges related to community integration;
- public safety and health and wellness considerations; and,
- mobility and transportation design issues, as the City grows and attracts more and more citizens.



Despite all of these changing dynamics, one thing is clear: the City and its citizens are **craving connectedness** in all facets of city life, as evidenced by the newly developed and recently funded Community Hubs initiative. A major challenge when it comes to Community Hubs is designated leadership. By virtue of its history, reach, and expertise in community building and the coordination of both people and places, the EFCL, along with its league leadership, is uniquely positioned to act as a quarterback and catalyst for the Community Hubs program.

The EFCL is interested in collaborating and more intentionally supporting Neighbourhood Revitalization initiatives in the City. The EFCL will also be involved in support of the REACH Edmonton CitYzen Connect project that aims to connect neighbours and communities using a digital platform.

With the continued expansion of our City, including the recent annexation, the EFCL is receiving increased requests to support the formation of new Community Leagues to allow those neighbourhoods to fully flourish.

The EFCL believes that community leagues are a central hub for tackling many of these challenging issues and provides a logical foundation for maximizing existing physical and social infrastructure.



ENHANCED SERVICES

In order to meet the burgeoning demands of Leagues, and modernize and align the Community League movement more fully with the City of Edmonton, the EFCL is requesting a service package beyond the base funding provided. This is done with full appreciation of the tight fiscal environment the City finds itself in, and in the sincere belief that an investment in the EFCL will enhance and leverage broader investments in initiatives like Community Hubs.

New and Enhanced Services

Support for Community Hubs and Revitalization

Leverage the EFCLs ability to bring people together and create places for community interaction. The two main stakeholders identified in the City of Edmonton’s Terms of Reference for Community Hubs are school boards and the EFCL.

The EFCL is already a supporter of both of these concepts and its entire operating model is predicated on bringing people together in community spaces. An expanded program will leverage all of the existing physical and social infrastructure as well as the experience in convening community groups around common goals.

New Programming

Capacity and expertise to meet evolving community needs and establish programming and engagement aligned with broader City initiatives. Examples include support for the Indigenous People’s Strategy, Women’s Initiatives, Child Friendly Edmonton, Live Active and Multiculturalism, and Urban Isolation and Mental Health initiatives. Further support for urban policy and program objectives like urban form and seniors outreach.

Incubators for Social Innovation

As mentioned above, the EFCL has always nurtured the development of pilots and seed programs. Many of these initiatives, as they have grown in popularity and scale, have been taken over by the City, or gone on to

form their own community organizations. This capacity to seed ideas and programs and scale them to a point where they can branch out, is a key role of the EFCL.

Continuous Improvement – Leveraging Voluntary Activities

Evidence from a Community Hubs pilot program in schools showed that for every \$1 invested, a \$4.60 Social Return on Investment was realized. Similar statistics are available that illustrate that voluntary organizations have an outsized impact on ROI. An investment in the EFCL to support community development and capacity building efforts will also lead to similar leverage opportunities. Moreover, for every additional dollar invested, the EFCL will raise an additional 33% from other sources, thereby extending the reach of a modest investment.

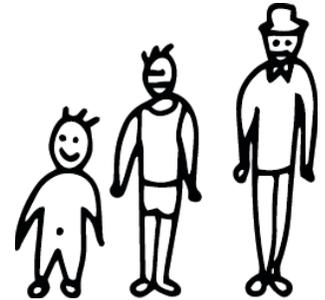
DATE:	09/14/2018
\$1.00	
Investment in EFCL	
=	
\$1.33	
EFCL invested capital - immediate leverage	
+	
\$4.60	
Social Return on Investment - SR01	
+	
EFCL people and place expertise	
+	
Engaged community leadership	
+	
Dynamic volunteer base	
<hr/>	
Total:	Strong R01 and SR01

LEVERAGED INVESTMENT

The EFCL recognizes that the budget environment is constrained. The request for additional funds over the four year cycle has been deliberately scaled to reflect:

- a) prudence and value for money;
- b) maximizing existing capacity and infrastructure; and,
- c) alignment with city goals and initiatives.

Make no mistake, the EFCL desires to partner with the City in the many areas where we share alignment on people and place outcomes. An enhanced investment in the EFCL makes sound fiscal sense and facilitates the achievement of the City's goals – for every \$1 invested, they get an immediate \$1.33 worth of service as well as community capacity, and leverage of the existing social and physical infrastructure of the 158 Leagues.



Over the upcoming four year budget period (2019-2022) the EFCL seeks to achieve the following outcomes:

1. Sustainable community based infrastructure and programming in support of community connectedness via a vibrant and healthy community league system.
2. Ensuring that all Edmonton neighbourhoods are socially, economically and environmentally sustainable to the extent that the community league itself reflects this.
3. Centralize and bolster resources in support of Community Leagues acting as hubs for fostering connectedness and community in efforts to decrease social isolation.
4. Ensure that the Community League facilities and assets are maximized and optimized in support of the City's and the EFCL's joint goal of fostering community building, education, recreation, and enhancing general quality of life.

Impact Of Previous Council Decisions

The EFCL did not request or receive any additional funding (i.e. a Service Package) in the 2018 budget. It used the EFCL operating grant (\$585,000), and incidental funding derived from other sources (e.g. membership dues, fundraising, grants for specific projects and initiatives, etc.) to maintain and carry out its mandate as the coordinating body for the City's 158 Community Leagues.

Continuing activities supported by the base operating grant include the EFCLs support for the 158 Community Leagues. Specifically, the Base Operating Grant funds activities such as:

- specific programming and training initiatives;
- league and community advocacy;
- board development and advisory services;
- operational, administrative and communication support (e.g. member services)



Edmonton Federation of Community Leagues

Incremental Change in EFCL Full-time Equivalents

The “Increasing Community League Vibrancy” service package requested would fund an additional 11.4 FTEs by the end of the four year budget cycle. For 2019, the request is for funding equivalent to 2.4 FTEs.

The specific roles and FTE allocations for the entire four year funding request are as follows:

Year	2019	2020	2021	2022
Total FTE	FTE Total: 2.4	FTE Total: 3.4	FTE Total: 3.4	FTE Total: 2.3
Position Focus	Community Activator (0.8 FTE) Live Active Coordinator (0.8 FTE) Indigenous Peoples Strategy Coordinator (0.8 FTE)	Community Activator (1.0 FTE) Community Activator (1.0 FTE) Urban Isolation and Mental Health Coordinator (1.0 FTE) Communications Specialist (0.4 FTE)	Community Activator (1.0 FTE) Women’s Leadership Coordinator (1.0 FTE) Multicultural Coordinator (1.0 FTE) Communications Specialist (0.4 FTE)	Community Activator (0.2 FTE) Child Friendly Coordinator (1.0 FTE) Seniors Coordinator (1.0 FTE) Communications Specialist (0.1 FTE)

Although the service package was not approved during the 2019-2022 Budget Deliberations, Council passed Operating Subsequent Motion 5 - That Administration work with EFCL to review their service packages and how their work compares to existing work within Citizen Services along with unfunded service packages for Jasper Place Revitalization and Citizen Connect.

EFCL is hopeful that Council will reconsider funding the requested service packages following the above review and report, currently scheduled to be presented to the City of Edmonton’s Community and Public Services Committee by March 20, 2019.



EFCL: The Original Social Network

Community Leagues and Edmonton schools always worked very closely together through the years, but in 1969, it was the Edmonton Community League movement that created the first kindergarten program in Alberta.



Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Net Expenditure & Transfers						
Community League - Operating	2,730	2,784	2,784	2,784	2,784	2,784
Community League - Infrastructure	2,366	2,750	2,750	2,750	2,750	2,750
Community League - Emerging	3	3	3	3	3	3
Community League - Utilities	156	116	116	116	116	116
EFCL - Operating	574	585	585	585	585	585
Total Net Expenditure & Transfers	\$5,829	\$6,238	\$6,238	\$6,238	\$6,238	\$6,238
Total Net Operating Requirement	\$5,829	\$6,238	\$6,238	\$6,238	\$6,238	\$6,238

Budget Changes Summary for 2019-2022

Expenditures & Transfers - Changes

Community League - Operating

No change from the previous year

Community League - Infrastructure

No change from the previous year

Community League - Emerging

No change from the previous year

Community League - Utilities

No change from the previous year

EFCL - Operating

No change from the previous year

Service Packages (Amounts in thousands)

Unfunded pending follow-up report to Council

Increasing Community League Vibrancy

This service package, aimed at bolstering EFCL staff resources in support of the Community Hubs initiative and broader Council initiatives, requests additional annual incremental funding as follows: Year 1 - \$114; Year 2 - \$170; Year 3 - \$170; Year 4 - \$114. This funding request represents a maximum annual value of \$530.

If approved, this service package would be allocated by the EFCL to fund an additional 11.4 FTEs by the end of the four years. For 2019, the request is for funding equivalent to 2.4 FTEs. Through our volunteer networks, we leverage the impact of these FTE's across all Community Leagues around the City.

Increasing Community League Capacity

This service package would support an annual 2% increase to the operating funding provided to community leagues to respond to increasing programming and infrastructure needs, both current and anticipated resulting from the

service package outlined above. The annual incremental requirements are as follows: Year 1 - \$56; Year 2 - \$56; Year 3 - \$58; Year 4 - \$59.



Historical Partners in Community Connectedness and Safety

In the early to mid 1900's, the City was going through periods of dynamic growth, which put pressure on the financial base to meet the City's burgeoning social and infrastructure needs.

Community leagues, true to their origin, were quick to help their neighbours and during WWII, the sense of social consciousness of both the EFCL and the leagues, saw them supporting the war efforts on many levels.

With the financial help of the EFCL and its members, the city was able to install air raid sirens and intensify safety measures during the war years.

Fort Edmonton Park 2019-2022 Operating Budget

Edmonton

Introduction

Fort Edmonton Park is Canada's largest living history experience and is a key part of the cultural and recreational make-up of Edmonton. Fort Edmonton Park is owned by the City of Edmonton and operated by the Fort Edmonton Management Company.

Fort Edmonton Park represents four distinct historical eras, including the 1846 trading post as well as the streets of 1885, 1905 and 1920. Each era is historically represented with original and/or reconstructed buildings and artifacts. During public hours, period interpreters animate the eras for visitors while the buildings and historic modes of transportation enhance the entertainment and educational experience. In addition to the regular season operations, the Park is available for rentals and special functions throughout the year. Fort Edmonton Park also hosts a variety of educational programming through school programs and summer camps.



True North - A Vision for the Future

Fort Edmonton Management Company (FEMCo) supports Edmonton's origin story, and aspires for Fort Edmonton Park to become the premier cultural tourism attraction in Western Canada.

Strategic Overview

Fort Edmonton Management Company was created to drive an enterprise approach to business, which is essential for the sustainability of Fort Edmonton Park as a leading cultural tourism attraction. FEMCo is committed to increasing the social and commercial value of Fort Edmonton Park in the community and this region, and will strive for leadership in both aspects.

Fort Edmonton Management Company has recently embarked on an exciting new strategic direction for Fort Edmonton Park. FEMCo will support the True North vision through the context of Strategic Business Renewal. This guiding business approach will not necessarily alter the entire Park, but rather embrace the things that differentiate it in the marketplace; keeping what fits, removing what doesn't.

To work towards the vision of becoming the premier cultural tourism attraction in Western Canada, the top three strategic priorities for FEMCo are:

- Relevant Experiences
- Financial Sustainability
- Accessibility

FEMCo will build out the breadth of the visitor experience by creating products and experiences that are aligned with the market and highlight the uniqueness of Fort Edmonton Park both within and outside the Park. FEMCo will work towards enriching the project mix as a compliment to the core heritage programming and move from revenue-based decisions to margin-based decisions.

Utilization of existing assets in a more customer-focused manner, combined with operational efficiencies, will ensure financial sustainability for the long term. Key to financial sustainability is positioning FEMCo as a competitive employer, and continuing to evolve its collaborative relationship with the City of Edmonton.

Along with the heightened experience, FEMCo will ensure the Park is accessible on several fronts. Improved business performance and relevance will allow the Park to focus on improved pricing making Fort Edmonton Park a destination for an increased number of visitors. Brand and product awareness in the market as well as transportation to and from the Park, parking and better access for people with disabilities will also be important factors in improving overall accessibility.

The Fort Edmonton Park Enhancement Project, a \$165 million enhancement plan, will be a catalyst for rebranding and expanding assets and product mix for commercial value. It will offer exciting new experiences for both residents and visitors as well as attractive financial returns for our stakeholders. The update will include an upgrade of the existing underground utilities, a new front entry plaza and admissions facility, an expansion of the Selkirk Hotel and the 1920s Midway, plus the addition of the new Indigenous Peoples Experience.

Reductions in daily heritage programming for the summers of 2019 and 2020 are expected but have not been fully defined at this time. Private and public events will continue throughout the enhancement period and will include festivals, movies, corporate parties and more. The Park is expected to fully reopen in May 2021.

Branch - Fort Edmonton Park



Emerging Issues:

The following issues could impact Fort Edmonton Park over the next four years.

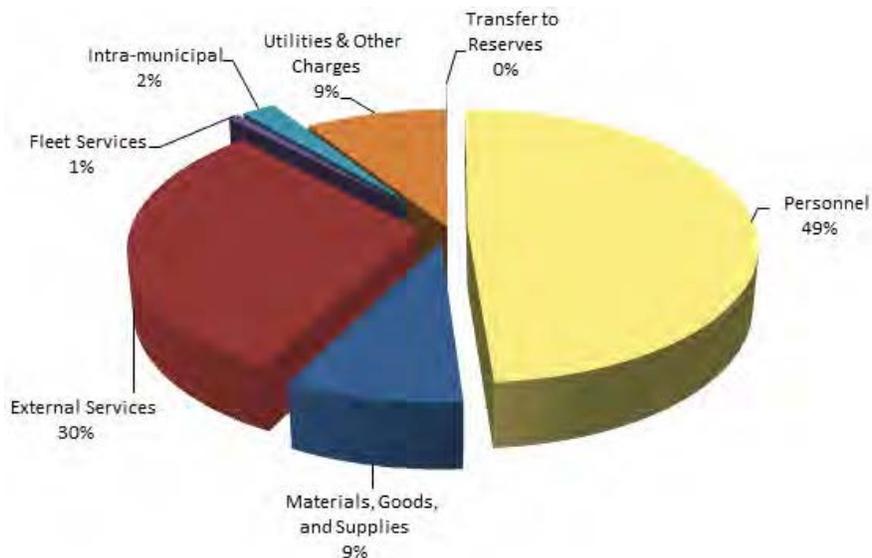
- With the reductions in daily heritage programming discussed above there will be significantly less revenues available as well as opportunities to reduce costs. Initial estimates would suggest that further funding would be required relative to the business as usual scenario assumed in the budget included within this document.
- Developing an agreement with the City of Edmonton which recognizes the strategic independence of Fort Edmonton while still enabling the use of the City's support services.
- Working with the City of Edmonton transit team to enhance physical access to the park through transit, increased capacity for parking and building effective, efficient and economical shuttle services.
- Working successfully with our union partners to ensure we are viewed in the marketplace as a competitive employer while having the ability to attract and retain talented employees.
- Risk of Foundation fundraising commitment shortfall could result in partner funding clawback, and/or reduction in scope of enhancement project.

Branch - Fort Edmonton Park

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	3,028	3,271	3,271	3,271	3,271	3,271
Grants	1	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$3,029	\$3,271	\$3,271	\$3,271	\$3,271	\$3,271
Net Expenditure & Transfers						
Personnel	3,086	3,604	3,639	3,662	3,685	3,701
Materials, Goods, and Supplies	632	641	641	641	641	641
External Services	2,508	2,267	2,267	2,267	2,267	2,267
Fleet Services	58	92	55	55	55	55
Intra-municipal Charges	219	399	164	164	164	164
Utilities & Other Charges	694	672	672	672	672	672
Transfer to Reserves	10	5	5	5	5	5
Subtotal	7,207	7,680	7,443	7,466	7,489	7,505
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$7,207	\$7,680	\$7,443	\$7,466	\$7,489	\$7,505
Total Net Operating Requirement	\$4,178	\$4,409	\$4,172	\$4,195	\$4,218	\$4,234
Full-time Equivalents	56.0	56.0	56.0	56.0	56.0	56.0

2019 Net Expenditures by Category



Branch - Fort Edmonton Park

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	4,409	4,172	4,195	4,218
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	4,409	4,172	4,195	4,218
Existing Services (Incremental to Base)				
Cost Changes	(237)	23	23	16
Change to Service Level	-	-	-	-
Revenue Changes	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	(237)	23	23	16
Total Approved Budget	\$4,172	\$4,195	\$4,218	\$4,234
Incremental Change in Full-time Equivalents	-	-	-	-

Branch - Fort Edmonton Park

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

No changes in budget from the previous year.

Existing Services (Incremental to Base):

Increase in movement toward job rate and changes in benefits totaling \$97 over four years.

Change in internal expense for facility maintenance and fleet replacement and repairs; (\$272) reduction in 2019.

Growth/New Services:

No changes in budget from the previous year.

Council Amendments:

No Council Amendments.

Incremental Change in Full-time Equivalents:

No changes in budget from the previous year.

Greater Edmonton Foundation 2019-2022 Operating Budget

Edmonton

Introduction

Greater Edmonton Foundation (GEF) is a leading provider of quality affordable housing and services for seniors who live in Edmonton and the surrounding area. The Foundation was created in 1959 and was recognized as a management body by Ministerial Order in 1996. GEF's governing Ministerial Order has established the City's obligation to fund its requisitions for annual deficits arising from the lodge housing and supportive living operations.

Our Vision

Positively influencing seniors' quality of life

Our Mission

Leaders in friendly, affordable, secure housing and services for seniors

Our Values

Our values define how we serve and build relationships
with our seniors' community and our workplace family

Respect

Dignity · Appreciation · Courtesy

Integrity

Trustworthy · Honest · Ethical

Well Being

Happiness · Health · Balance

Accountability

Responsibility · Commitment · Ownership

GEF works hard to ensure quality affordable housing is provided to Edmonton's senior citizens. GEF's management portfolio includes 10 lodges, 31 apartment buildings and 37 duplex-homes found throughout Edmonton, serving over 3,600 seniors. We continue to see the need for affordable housing outpace GEF's capacity. Currently, we have a waitlist of over 700 seniors.

GEF is pleased to announce that in November 2018 Sakaw Terrace will open its doors. This seniors' complex will have 70 lodge and 88 apartment units in the Mill Woods community. Seniors will enjoy the convenience of on-site dining, recreation program, two outdoor courtyards, a greenhouse, a theatre room, and a multi-faith room. Pictured below is Sakaw Terrace rendering.



Greater Edmonton Foundation

Programs & Services:

Supportive Living Services

- Currently our residences are fully occupied with 883 units at our nine lodges throughout the City. Waitlist for lodge accommodation is 248 seniors. Supportive living services include three meals a day plus snacks, weekly housekeeping, recreational activities and 24 hours staff in case of emergencies in a communal living environment.
- Ottewell Manor Lodge provides services to 38 seniors with mild mental health issues. This program is operated in partnership with Alberta Health Services and Alberta Seniors and Housing.

Low income Housing

- Currently our 2,000 self-contained apartment units are occupied with a waiting list of approximately 285 seniors. Rent is charged at 30% of a seniors' income. Residents live in a well maintained, safe accommodation. We offer wellness programs and a range of recreational activities.

Affordable Housing

- Ottewell Terrace and Rosslyn Terrace are our affordable housing apartments. We are currently fully occupied with a waitlist of approximately 153 seniors. Rent is charged at 15% below market rent. Residents can access the lodge to purchase meals if they desire, and take part in the recreation programs.

Strategic Plan – Progressing Toward Tomorrow

The Greater Edmonton Foundation (GEF) has successfully provided housing and services to low and moderate income seniors in Edmonton for almost 60 years. With over 700 seniors waiting for a place at GEF, the demand for affordable seniors' housing continues to grow.

GEF's Strategic Plan 2016-2021

Supporting Quality of Life

- **Improve engagement in programming.** By providing cultural, recreational and other programming that reflects our residents' interests helps enhance their quality of life. We will work in partnership with outside organizations and build our in-house expertise to produce an engaging environment and experiences. We will also implement a "cue card" system of research for our residents to decipher what's important for their individual qualities of life.

Strengthening GEF Culture

- **Empower our employees with the skills and knowledge they need to serve an increasingly diverse clientele.** By providing employees with relevant health, cultural and other professional

Greater Edmonton Foundation

development, and helping them incorporate this knowledge into their daily roles, we will better position our workforce to meet the changing needs of our residents.

- **Grow and nurture our leaders of tomorrow.** Part of our succession plan is identifying and developing the next generation of innovative leaders in GEF. We will give our leaders of tomorrow opportunities to gain experience in different settings and build familiarity across the entire organization.

Embracing Sustainability

- **Continue to identify opportunities to enhance value for money.** Ongoing efforts to get the “best bang for the buck” will help us optimize our resources for the betterment of residents. This includes investing strategically to keep our building portfolio up to current standards, and realizing sensible efficiencies in the way we run our operations.

Meeting Seniors Housing Needs

- **Respond to the growing need for safe, affordable housing for seniors.** GEF will undertake deliberate plans to develop new housing projects that create more affordable units for low-and moderate-income seniors. At any point in time we will have a stable of projects in the concept, planning and “shovel ready” stages so that we are prepared to move on opportunities.
- **Explore opportunities to enhance existing GEF buildings.** Enhancing, retrofitting or redeveloping GEF housing developments could improve their sustainability and enable them to better meet the changing needs of residents.

Creating Community Connections

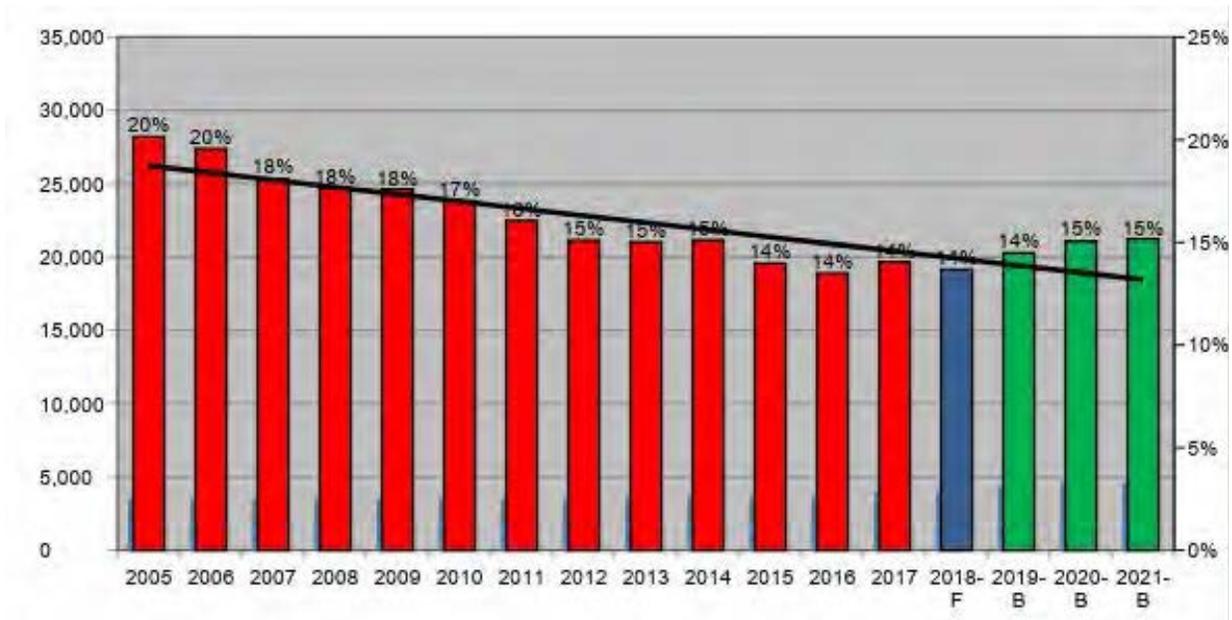
- **Develop and implement a comprehensive public engagement plan.** The plan will identify approaches at all levels of the organization to enhance GEF's community connectedness. It will be rooted in true, deliberate communications that reach target audiences in the community.



Greater Edmonton Foundation

Emerging Issues:

Minimum wage legislation and carbon tax have impacted our budget by \$1.5 million over the past three years. In order to absorb the impact we focused on energy efficiency, operating efficiencies, and deferring maintenance. The graph below shows the City of Edmonton's contribution as percentage of revenue. Funding is 25% below levels set back in 2005.



Greater Edmonton Foundation

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	20,127	21,224	21,428	21,954	22,742	23,255
Grants	4,347	4,012	4,636	4,775	4,918	5,066
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$24,474	\$25,236	\$26,064	\$26,729	\$27,660	\$28,321
Net Expenditure & Transfers						
Personnel	19,162	20,246	21,179	21,814	22,467	23,142
Materials, Goods, and Supplies	8,389	8,990	9,095	9,265	9,543	9,829
External Services	-	-	-	-	-	-
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	-	-	-	-	-	-
Debt Retirement and Capital	923	-	190	250	250	250
Utilities & Other Charges	-	-	-	-	-	-
Transfer to Reserves	-	-	-	-	-	-
Subtotal	28,474	29,236	30,464	31,329	32,260	33,221
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$28,474	\$29,236	\$30,464	\$31,329	\$32,260	\$33,221
Total Net Operating Requirement	\$4,000	\$4,000	\$4,400	\$4,600	\$4,600	\$4,900
Full-time Equivalents	365.0	365.0	370.0	370.0	370.0	370.0

Greater Edmonton Foundation

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	4,000	4,400	4,600	4,600
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	4,000	4,400	4,600	4,600
Existing Services (Incremental to Base)				
Cost Changes	-	-	-	-
Change to Service Level	-	-	-	-
Revenue Changes (Rate & Volume)	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	-	-	-	-
Council Amendments				
Inflation	400	200	-	300
Total Council Amendments	400	200	-	300
Total Approved Budget	\$4,400	\$4,600	\$4,600	\$4,900
Incremental Change in Full-time Equivalents	-	-	-	-

Council Amendments:

During the 2019-2022 Budget Deliberations, Council approved Operating Budget Amendment OP 50 - That the Greater Edmonton Foundation budget be increased by \$400,000 in 2019, \$200,000 in 2020, and \$300,000 in 2022 on an ongoing basis, to fund the Inflation service package with funding from the tax levy.

Greater Edmonton Foundation

Changes in Services for 2019 (\$000)

Revenue & Transfers

User Fees, Other Revenue, etc.

Incorporates 2% increase in service fees effective July 2019. Parking recovery has increased due to rate changes. Cable rates will remain the same as 2018; however a drop in market share has resulted in 10% decrease in projected revenues. Tenant insurance rates decreased due to new provider. Services revenue has increased due to new Capital Improvement Projects and subsequent management fees.

Grants

Lodge Assistance Program Grant is provided to supplement low income seniors rent. 2019 requests 3% increase in LAP funding. Effective 2018 the daily rate increased to \$13.10 per eligible resident with annual incomes of less than \$28,460 qualify for the grant. With the increase to LAP, Alberta Seniors discontinued the disposable income grant. Federal funding for the Community Support Program ends in first quarter. Provincial initiative to fund Tenant Support program (\$359) starting in 2019. Provincial grant for housing software (\$127).

Expenditures & Transfers - Changes

Personnel

Overall personnel costs increased by 4.6%. This is primarily due to the last minimum wage adjustment to all levels of the wage grid equating to approximately \$580 in salaries and benefits. Performance increases were held to 2%. WCB and LAPP pension rates decreased for 2019. New positions include 3 Tenant Support Workers, Finance staff and Appliance Technician.

Material, Goods & Supplies

New electricity contract takes effect January 2019 with a rate increase from .05602/kwh to .05802/kwh. Natural gas contract took effect July 2018 which resulted in price decrease from \$3.96/GJ to \$3.22/GJ. Carbon levy rates remain the same as 2018 at \$1.517/GJ. Daily resident food costs increased to \$7.33 (2017) which was the basis for 2019 budget of \$7.50 (2.8% increases). Maintenance contracts are in place for elevator, generator, life safety and grounds maintenance. Maintaining 2015 levels for number of suite turnovers, however, costs have increased 4%. Maintaining our deferred maintenance at \$10 million.

Debt Retirement and Capital Purchases

Annual capital provision has been reinstated due to the Lodge Renewal Program ending in 2018 which provided \$3 million grant to refurbish aging lodge buildings and equipment replacements.

Transfers to Reserves

Transfer of funds to reserve has been capped at \$3 million and is in accordance with policy. This was approved by the Board of Directors August 2015.

Full-time Equivalents - Changes

Full-time equivalents have increased 5 FTE from 2018. New positions include 3 Tenant Support Workers, Finance staff and Appliance Technician.

Greater Edmonton Foundation

Changes in Services for 2020 (\$000)

Revenue & Transfers

User Fees, Other Revenue, etc.

Incorporates 2% increase in service fees effective July 2020. Central Maintenance and Admin fee recovery will increase 1.5% due to personnel increases.

Grants

Lodge Assistance Program Grant requested increase of 5%. Provincial initiative to fund Tenant Support program \$359,000 included.

Expenditures & Transfers - Changes

Personnel

Overall personnel costs increased by 3%. Performance increases were held at 2%. Benefits and training increases accounted for remaining 1%.

Material, Goods & Supplies

Operating costs increased 2% which includes food, cleaning, supplies, equipment and insurance. Maintenance costs increased 2.5% based on contracts for life safety, generator, elevator and grounds maintenance. Projected increases to fuel, plumbing and HVAC were estimated to be 3%. Maintaining 2015 levels for number of suite turnovers. Maintaining our deferred maintenance at \$10 million.

Debt Retirement and Capital Purchases

Annual capital provision for replacement or new furniture and equipment.

Changes in Services for 2021 (\$000)

Revenue & Transfers

User Fees, Other Revenue, etc.

Incorporates 2% increase in service fees effective July 2020. Central Maintenance and Admin fee recovery will increase 1.5% due to personnel increases.

Grants

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Expenditures & Transfers - Changes

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Greater Edmonton Foundation

Material, Goods & Supplies

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Debt Retirement and Capital Purchases

Annual capital provision for replacement or new furniture and equipment.

Changes in Services for 2022 (\$000)

Revenue & Transfers

User Fees, Other Revenue, etc.

Incorporates 2% increase in service fees effective July 2020. Central Maintenance and Admin fee recovery will increase 1.5% due to personnel increases.

Grants

Lodge Assistance Program Grant requested increase of 5%. Provincial initiative to fund Tenant Support program \$359,000 included.

Expenditures & Transfers - Changes

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Debt Retirement and Capital Purchases

Annual capital provision for replacement or new furniture and equipment.

Greater Edmonton Foundation

Program – Greater Edmonton Foundation
Title - Inflation

Growth on Existing Services
Funded
Ongoing

Results to be Achieved

Greater Edmonton Foundation (GEF) is a leading provider of quality affordable housing and services for seniors who live in Edmonton and the surrounding area. The Foundation was created in 1959 and was recognized as a management body by Ministerial Order in 1996. GEF’s governing Ministerial Order has established the City’s obligation to fund its requisitions for annual deficits arising from the lodge housing and supportive living operations.

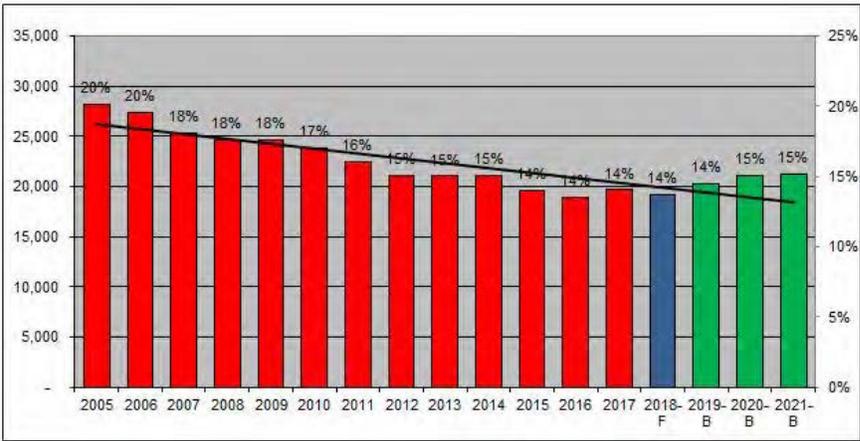
GEF works hard to ensure quality affordable housing is provided to Edmonton’s senior citizens. We continue to see the need for safe, affordable housing outpace GEF’s capacity. Currently, we have a waitlist of over 700 seniors. In order to meet demand, GEF needs to maintain senior’s service levels and keep deferred maintenance at \$10 million.

Description

Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life.

Justification

Minimum wage legislation, statutory holiday pay, and carbon tax have impacted our budget by \$1.5 million over the past three years. In order to absorb the impact we focused on energy efficiency, operating efficiencies, and deferring maintenance. The graph below shows the City of Edmonton’s contribution as percentage of revenue. 2019 funding is 30% below levels in 2005.



Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$400	-	\$400	-	\$200	-	\$200	-	-	-	-	-	\$300	-	\$300	-
Total	\$400	-	\$400	-	\$200	-	\$200	-	-	-	-	-	\$300	-	\$300	-

Branch - Edmonton Heritage Council 2019-2022 Operating Budget

Edmonton

Introduction

The Edmonton Heritage Council (EHC) connects citizens with the stories of our city by engaging with our past to create a vibrant future. Our vision is an Edmonton that embraces its diverse heritage, inclusive of all peoples, communities, and cultures on Treaty 6 territory, consistent with the principles of truth and reconciliation.

The EHC provides leadership, support, and programs to help Edmontonians - young and old, new and established – to research, explore, preserve, interpret, and advocate for their shared heritage.

The EHC was created in 2009 as a key heritage recommendation of the *Art of Living: A Plan for Securing the Future of Arts & Heritage in Edmonton: 2008-2018*. Since that time, the EHC has become the recognized voice for heritage and history in Edmonton. EHC has supported hundreds of diverse and innovative projects through the Heritage Community Investment Program, created connections for the heritage community through the Edmonton Heritage Network, and through the Edmonton City as Museum Project, the EHC has facilitated conversations about the full story of Edmonton's past, continuing to inspire citizens to engage in their history through participatory and digital public engagement initiatives.

The EHC is a registered not-for-profit charitable society with an independent board of directors. The EHC worked closely with the City of Edmonton, its agencies, and the heritage community to advance the vision of *Art of Living: A Plan for Securing the Future of Arts & Heritage in Edmonton: 2008-2018*.

The work of the Edmonton Heritage Council is largely supported through an ongoing Service Agreement with the City of Edmonton, renewed most recently in 2014 through 2018. As a part of the 2019-2022 City of Edmonton Operating Budget, the EHC is pursuing a renewed and enhanced Service Agreement with the City of Edmonton. Proposed service enhancements reflect significant growth potential for the EHC and the heritage environment, as well as anticipated recommendations of the *2029 Arts & Heritage Plan*.

Programs & Services			
City Museum (Proposed 2019-2022, not currently funded)	Indigenous Relations (Proposed 2019-2022)	Community Outreach (Proposed 2019-2022)	Heritage Community Investment Program
Edmonton City as Museum Program (ECAMP)	Indigenous Relations Pilot Investments	Website Redesign	Jury Recruitment and Training
Edmonton Maps Heritage	Indigenous Knowledge Sharing	Heritage Network events	Annual HCIP grants cycle
ECAMP Program	Supporting and	Advisory Services	Application advising and

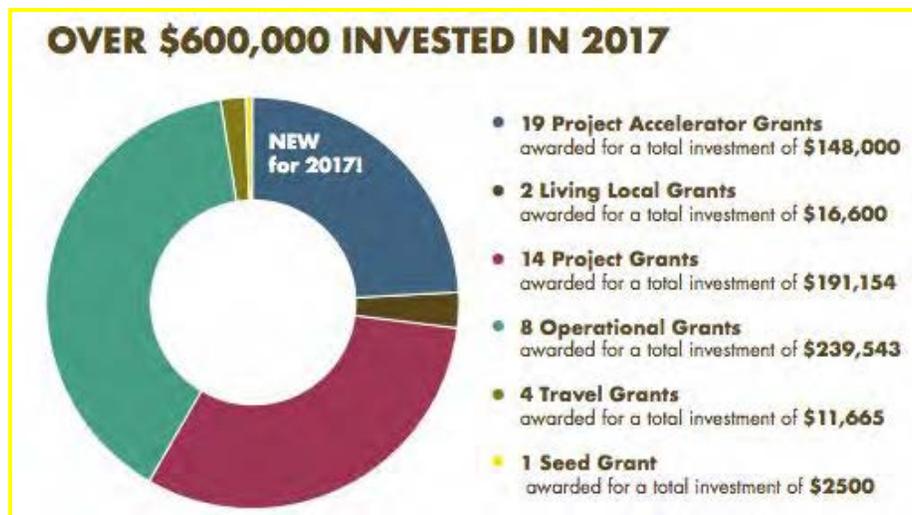
Manager	developing advisory tools		review
ECAMP Program Coordinator	Indigenous Relations Coordinator	Grant Project Showcases	Recipient Relationship Management
		Social Media Engagement	Grants Coordinator
		Outreach Coordinator	

Branch - Edmonton Heritage Council

Programs & Services:

Heritage Community Investment Program

- The Heritage Community Investment Program annually administers a \$500,000 pool of funds—provided by the City of Edmonton—into the stabilization, increased professionalism, and innovation of heritage in Edmonton, for Edmontonians.
- The HCIP program offers four unique grant streams: Operational, Project, Project Accelerator, and Travel Grants to individuals and heritage organizations working to connect citizens to the stories of our city.
- 2017 marked the fifth year of the Heritage Community Investment Program. Since its inception HCIP has invested approximately \$1.95 million in 179 diverse and innovative heritage projects.



Edmonton City Museum Program

- The development of a city museum was a recommendation in *The Art of Living*; service package requests resulted in a program and facility study (2012) and initial programming as the *Edmonton City as Museum Project* (ECAMP)
- ECAMP provided public programming to connect Edmonton's places, people and memories through tours, exhibits and online platforms, a prototype of the approach to programming that a city museum would address

- ECAMP is not primarily facility based, but looks to existing community and heritage organizations around the city, including libraries, museums and their collections, to provide citizens with relevant cultural experiences connecting their story to Edmonton's story.
- The project last received funding through April 2017 SOBA.
- Although the initiative is largely dormant and without dedicated staffing, in 2018 two initiatives have advanced, River Crossing *Tracing Connections* and Armistice 100 Edmonton (November 11, 2018)

Edmonton Heritage Network

- The Edmonton Heritage Network facilitates connections between Edmonton's heritage stakeholders by breaking down silos, building relationships between heritage organizations, and by unifying diverse perspectives and approaches within the heritage sector.
- Based on feedback from member, stakeholder, and community consultations, we have identified opportunities to enhance programming and services related the Edmonton Heritage Network.

Edmonton Maps Heritage

- The EHC has undertaken a number of initiatives exploring Edmonton's past and present, with the goal of providing Edmontonians with a deeper understanding of who they are.
- The Edmonton Maps Heritage digital platform is a valuable tool connecting citizens to their history, and offers a participatory experience to share stories and memories related to experiences of Edmontonians.

Community Outreach and Engagement

- The EHC is an active partner in consultations and policy development with the City of Edmonton.
- The EHC convenes stakeholders, facilitates conversations, and supports ongoing communications with the heritage community to ensure that heritage is not only considered, but fully valued, in the growth of our city.
- Specifically, EHC has been an active partner in developing the Evolving Infill framework, River Crossing (and Tracing Connections in River Crossing pilot grant project), and the Historic Urban Landscape framework for Edmonton.
- Based on the anticipated planning and policy development underway at the City of Edmonton, EHC anticipates continued participation in civic conversations.

Historian Laureate Program

- The Historian Laureate program is a partnership between the City of Edmonton, the Edmonton Historical Board, and the Edmonton Heritage Council.
- The Historian Laureate Program raises the profile and heritage, and promotes the history of the city and its citizens by documenting, researching, interpreting and speaking about the people, places and events that have created Edmonton's distinctive heritage and character.
- The EHC provides ongoing support to the Historian Laureate through marketing and communication of events, projects, and research allowing their work to reach a wider audience.

Impact of Previous Council Decisions:

Increased to HCIP Allocation

- Since the program began in 2013, applications have grown from 20 to 111 last year (2017). Successful applicants increased from 15 to 52 and the amount of funding disbursed increased from \$188,854 to \$611,632 (including stewarded funds from EAC granting partnerships)
- Increasing the city's investment in the Heritage Community Investment Program will allow EHC to enhance existing grant streams where there has been an increase in eligible applications and decrease in rate of applicant success

Edmonton City As Museum Pilot Project Funding

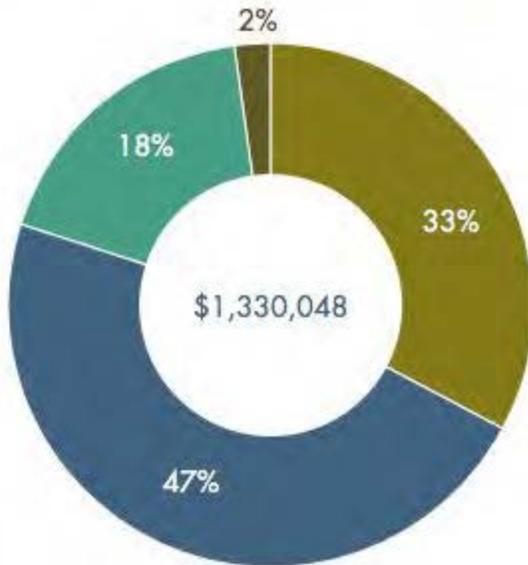
- In 2017, City Council voted to provide \$100,000 in provisional funds to continue work on the Edmonton City as Museum Project.
- With those funds, the Vimy 100 commemoration event and Edmonton Living Rooms were produced to resounding community accolades.

Service Agreement Expiry

- The work of the Edmonton Heritage Council is largely supported through an ongoing Service Agreement with the City of Edmonton, renewed most recently in 2014 through 2018.
- With the expiry of the 2014-2018 Service Agreement, the EHC must now review and renew a new Service Agreement through the City of Edmonton four-year Operating Budget process.
- Ensuring a renewed Service Agreement can be reached is vital to the financial sustainability and operations of the Edmonton Heritage Council.



2017 Financials At-A-Glance

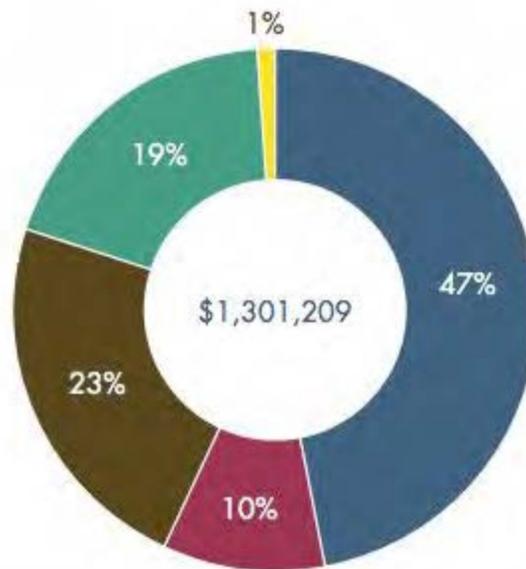


REVENUES

- CORE
- GRANTS
- PROGRAMS
- OTHER

EXPENSES

- GRANTS
- OPERATING
- STAFFING
- PROGRAMS
- BOARD



Branch - Edmonton Heritage Council

Emerging Issues:

2029 Arts & Heritage Plan

- To date, EHC has had a mandate to serve as a leader in advancing the City of Edmonton's cultural plan *The Art of Living: A Plan for Securing the Future of Arts & Heritage in the City of Edmonton: 2008-2018*.
- Over the past year, EHC has been actively involved in the development of the next ten-year plan for arts and heritage plan, to succeed the *Art of Living*.
- Feedback from consultations with heritage stakeholders and the public have indicated an interest in seeing enhanced programs and services to support the research, preservation, interpretation, and advocacy for Edmonton's heritage.
- As the guiding framework for the growth of the arts and heritage sectors over the next the decade, the recommendations proposed in the 2029 Art & Heritage Plan will have a significant impact on the operations of the EHC, specifically as a result of the enhancement of service levels, and the creation of new programs and services to meet the needs of a growing heritage ecosystem in Edmonton.
- Anticipated increases in expenses reflect increases in staffing levels, operational capacity for service delivery, and new program funding. A significant investment of Change Capital to the EHC will be required in order to fulfil the strategies included in the Arts & Heritage 10-year Plan.

Heritage Community Investment Program (HCIP)

- The EHC Grants Program directly supports operations and projects within the heritage community. With the shifts required under the Arts & Heritage 10-Year Plan, strategic changes to existing, and enriching EHC's grants programs will further support the Plan's Ambitions.
- Within the last two years, EHC has observed a significant increase in demand on the Heritage Community Investment Program resulting in eligible projects across all grant streams being unfunded and only partially unfunded.

Indigenous Heritage

- The EHC supports building relationships between Indigenous and non-Indigenous organizations and individuals doing heritage work through funding, convening, and connecting individuals and organizations, being respectful of tradition and protocol.
- The EHC aims to increase the understanding and support of Indigenous ways of holding and sharing knowledge, decision making, and managing and governing organizations and projects, as well as the role of objects and the land in Indigenous identity and communities.
- Presently, there are significant opportunities to enhance relationships, programs and services to advance the goals of the Recommendations outlined in the Truth and Reconciliation Commission.

ECAMP (Edmonton City as Museum Program)

- ECAMP is a key strategic partner with the City Archives, leveraging ECAMP programming and communication platforms to increase the scope and scale of City Archives programming as well. ECAMP also does research in support of exhibits and programming throughout the city and in collaboration with community groups.
- ECAMP's most important role is sharing the stories of Edmonton's peoples, places, land, buildings, and objects. This is done with innovative and creative practices that build on a

foundation of museum standards of practice in programming but that break the mold and push the boundaries to share stories all over the city as well as digitally.

- Satellite spaces curated by ECAMP would serve as rotating or semi-permanent exhibit spaces and temporary exhibitions happen all over the city using space in libraries, post-secondary, community leagues, pedways, malls and businesses and pop-up exhibitions in temporary or outdoor spaces for ad hoc exhibits at festivals, farmers markets, special events, etc.
- The loss of ECAMP has resulted in a noticeable loss of public programming and education opportunities that would benefit and connect all Edmontonians to our shared past.



2017 By The Numbers



unique heritage events shared on the Edmonton Heritage Network community calendar



job opportunities posted to the Edmonton Heritage Network job board



growth in audience across our social media and communications platforms



NEW subscribers added to our bi-weekly EHC Update in 2017



34% increase in EHC website visits from 2016



ECAMP website views



engaging posts from community collaborators and staff on the EHC blog



\$11,200

in sponsorships provided to organizations and individuals promoting Edmonton's diverse heritage and cultural communities.

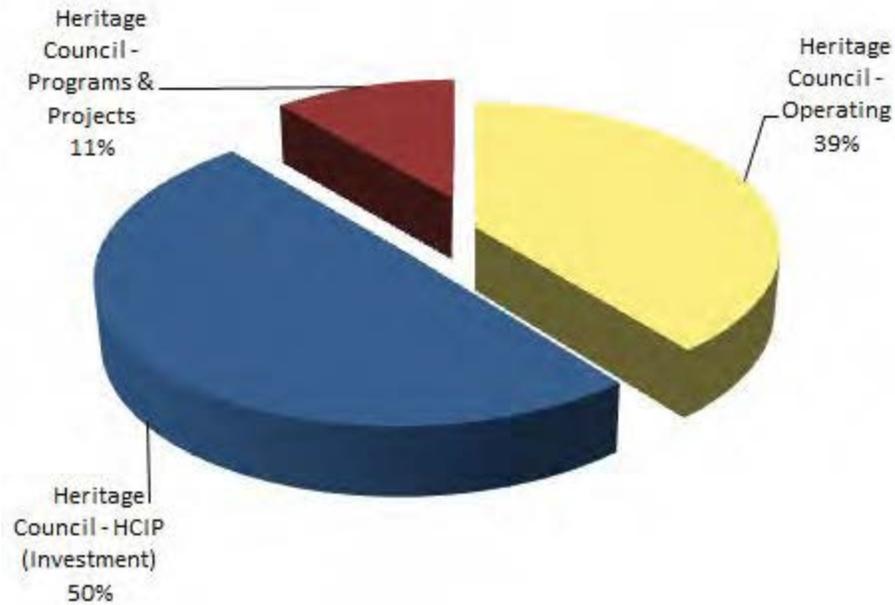
RSE Reconciliation Week film screening of All Our Fathers' Relations: Photo from RSE

Branch - Heritage Council

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	-	-	238	-	-	-
Total Revenue & Transfers	-	-	\$238	-	-	-
Net Expenditure & Transfers						
Heritage Council - Operating	369	409	434	484	534	559
Heritage Council - HCIP (Investment)	550	550	550	650	750	850
Heritage Council - Programs & Projects	100	-	125	225	275	300
Total Net Expenditure & Transfers	\$1,019	\$959	\$1,347	\$1,359	\$1,559	\$1,709
Total Net Operating Requirement	\$1,019	\$959	\$1,109	\$1,359	\$1,559	\$1,709
Full-time Equivalents	-	-	-	-	-	-

2019 Net Expenditures by Program



Branch - Heritage Council

Program - Heritage Council
Title - Alberta Aviation Museum

New or Enhanced Service
Funded
One Time

Results to be Achieved

Funding will cover the Alberta Aviation Museum's (AAM) forecasted operational shortfall for 2019. This ensures that the museum can maintain current operating hours and staffing levels for the year and alleviates the potential threat of closure. While maintaining standard operations, AAM will work with the Edmonton Heritage Council (EHC) and selected consultants with expertise in museum sustainability to set the organization on track for future success. Deliverables from this work will be an operational and governance review, including a revision of AAM's Strategic Framework (Mission, Vision, and Values) and the collaborative creation of a full Business Plan for the future sustainability of the organization.

Description

The Alberta Aviation Museum (AAM) tells the story of Edmonton's rich aviation history through exciting displays, artifacts, and activities. The organization is committed to be a leading, respected, and professional museum and community partner. In order to ensure success in this vision and mission, AAM has committed to working with external consultants who will help them focus their efforts on improving the museum's sustainability to avoid future financial shortfalls. Consultancy will be based in the Alberta Museum Association's (AMA) Sustainability Framework, which considers cultural, health and well-being, environmental, social, and financial sustainability when assessing and building organizational stability and growth. An initial assessment workshop will take place in early 2019 with key staff and board members from AAM, EHC, and other relevant stakeholders. This team will work with selected consultants to build an implementation plan of actions and deliverables that must be achieved prior to AAM receiving installments of funding, which will be tracked and administered by EHC.

Justification

The Alberta Aviation Museum (AAM) plays an important role in educating the public about aviation history in Edmonton. The organization suffered greatly from the sizeable loss in revenue that came with the closure of Blatchford airport. However, over the past several years, the museum has taken steps towards updating its organizational structure and facility in order to remain relevant to the community. This has included considerable, necessary facility upgrades and massive changes to internal and external structures that have depleted the organization's reserves. Without additional financial support, the organization is forecasting a 2019 operational shortfall of \$238,000 and will be forced to pursue the following actions: 1) Cease operations and close doors to the public during the first quarter of 2019, 2) Call a Special General Meeting of the museum's membership, offer resignations, and recommend dissolution of Alberta Aviation Museum Association, 3) Turn keys and lease to the facility back to the City of Edmonton. With additional financial support, the museum will be able to maintain its operations while working towards greater sustainability.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$238	238	-	-	(\$238)	(238)	-	-	-	-	-	-	-	-	-	-
Total	\$238	238	-	-	(\$238)	(238)	-									

Branch - Heritage Council

Program - Heritage Council
Title - Edmonton Heritage Council - 10 year
Arts & Heritage Plan

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

In alignment with Connections & Exchanges and Vision 2050, Edmonton Heritage Council (EHC) will create public programs such as Edmonton City as Museum, Indigenous Partnership, Community Outreach, and increase community capacity by investing in the Heritage Community Investment Program (HCIP). Enhanced investment in heritage will have a direct impact on citizen connectedness, community cohesion, connecting people with their city and is inclusive of its many communities and stories. EHC will continue to deliver its current services and programs (e.g. HCIP), revitalize unfunded projects (Edmonton City as Museum, Edmonton Heritage Network) and build its operational capacity to deliver new programs and services (i.e. analysis, tracking, and community impact measurement metrics).

Description

Reinvest in the Edmonton City as Museum project, establishing it as an ongoing program rather than a time-bound project. Fund new initiatives as indicated in the ambitions, outcomes, and strategies of the 10-Year Arts & Heritage Plan (i.e. Indigenous partnerships and outreach, heritage interpretation in public spaces). Increase in the Heritage Community Investment Grants to increase investment in worthy projects and organizations. Operationally, the EHC needs additional core funding to improve internal measurement of outcomes, support current and provide current additional staffing with competitive compensation.

Justification

As an established organization with an inclusive approach to cultural and community development, EHC is building understanding, appreciation, and identity with citizens and their communities and city. This is key in connecting people with each other and creating healthier communities. Heritage appreciation and preservation is an important aspect of placemaking, strong urban form and building inclusive and sustainable neighbourhoods. We are asked by the community and decision makers to increase our community presence and civic influence on Edmonton's urban form and in connecting people to each other and to the city. This request will ensure that we have the tools and supports it requires to do the work Edmontonians expect of us and to meet the challenges set out in the next 10-Year Arts & Heritage Plan.

Incremental	2019				2020				2021				2022			
(\$000)	Exp	Rev	Net	FTEs												
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$150	-	\$150	-	\$250	-	\$250	-	\$200	-	\$200	-	\$150	-	\$150	-
Total	\$150	-	\$150	-	\$250	-	\$250	-	\$200	-	\$200	-	\$150	-	\$150	-

REACH Edmonton 2019-2022 Operating Budget

Edmonton

Introduction

REACH Edmonton Council for Safe Communities was established by Edmonton City Council in 2010 to implement the nine recommendations of the REACH Report. The organization's ambition is to, in one generation:

- significantly increase community safety in our region;
- increase Edmontonians' perception of safety and inclusion; and
- engage the people of Edmonton and the region in developing a culture of community safety and crime prevention.

REACH's Vision

A city we are proud of, in a region which is harmonious, where all people, including the first peoples on whose lands we reside, are included, feel safe and are safe.

REACH's Mission

To strengthen community safety in our city and region through innovative ideas, building relationships and inspiring action.

Today, REACH creates, incubates, and coordinates the development of innovative, grassroots, evidence-based initiatives with a diverse array of community members to **address the complex, interconnected root issues that influence community safety** such as crime, discrimination, poverty, intergenerational trauma, pre-migration trauma, racism, inequity and homelessness.

Accordingly, REACH initiatives are not designed as band-aids on problems. Rather, they are targeted to address and mitigate the underlying contributors to and sources of these problems. In the crime prevention and community safety context, this means efforts such as:

- Responding to people in crisis 24 hours a day, 7 days a week, and connecting them through a "warm hand-off" to services that will assist them with their challenges;
- Helping members of Indigenous and newcomer communities build their skills and resilience to guard against risk factors they face such as racism, discrimination and poverty;
- Providing quality opportunities for socially vulnerable children and youth when they are not in school, to enhance their protective factors and put them on more positive life trajectories.

REACH Edmonton

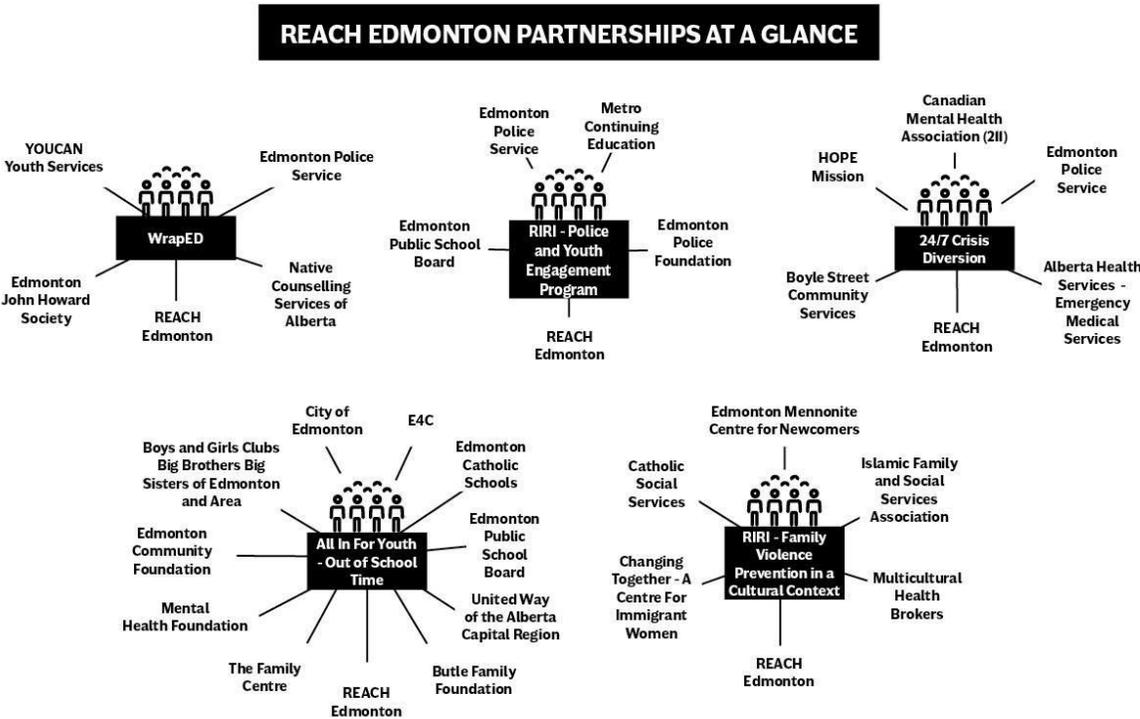
Embracing Collective Impact

Over many years the focus of organizations in this space has shifted.

Amid a climate of increased community complexity, rising demands and limited resources, many organizations (including community groups, stakeholders, and all levels of government) know that they cannot continue to simply manage existing challenges. Instead, they have come to recognize that by working together, through many forms of engagement, they can effectively **address the heart of complex community challenges**.

REACH plays an instrumental role in advancing the systemic changes required to realize meaningful, enduring impacts on community safety in Edmonton. REACH does this through collaboration and collective impact in partnership with human service agencies, the federal and provincial governments, Edmonton Police Service (EPS), other first responders, business associations, residents and many other community members.

A key advantage of REACH is its deep and extensive relationships across diverse communities throughout Edmonton. These relationships enable REACH to quickly convene relevant partners, adapt work, pursue opportunities, and respond to emerging challenges with an agility that cannot easily be replicated at a governmental or institutional level.



REACH FACTS AND STATS AT A GLANCE



Co-hosted
National Training
with the Canadian Municipal Network on Crime Prevention

29 municipalities represented from across Canada



Supported
15 Community Summer Programs
In collaboration with the City of Edmonton, United Way, and Butler Family Foundation in 2018

The Ambassador pilot provided
Data, scanning & connection to services
for business improvement areas: NEBA, Chinatown and Downtown Quarter



#YEG AMBASSADORS

36 high school students from newcomer communities, primarily from
Syria, Somalia, and Sudan
participated in the two-week Police Youth Engagement program in 2018



PYEP
POLICE & YOUTH ENGAGEMENT PROGRAM

Alberta Human Rights Commission tasked REACH Edmonton to be the backbone for a
Coalition to Create Equity
To understand discrimination in Edmonton and 4 other communities across Alberta



Joint Use Summer Access Program connected community groups to spaces for
3,300 children
IN 36 SCHOOLS

6,820 ATTENDEES
150 REACH training events since 2015





HELP ME STAY SAFE TONIGHT
#JUSTCALL211

Out of School Time programming for
517 Newcomer Children & Youth
Funded by IRCC "Bridging Together" in 2018



BRIDGING TOGETHER
OUT OF SCHOOL TIME

Over
31,000 Crisis Diversion Events
responded to since Oct. 2015



24/7 CRISIS DIVERSION TEAM

Cultural Navigators from the FRI Family Violence Prevention initiative engaged with
1,242 newcomer families
through 102 educational sessions



90 Outreach events attended since 2016
33,427
People connected with



183 Youth
empowered to say "No" to gangs



WISQED

For every dollar spent on 24/7 Crisis Diversion there is a
\$1.91 SOCIAL RETURN ON INVESTMENT

Partnerships & Collaboration
Award
2017 Community Justice Awards



Working with
The Organization for the Prevention of Violence & The Strong Cities Initiative
In countering violent extremism



Award of Excellence
International Business Association of Communicators Edmonton #JustCall211 Campaign



McCauley Community Convener
planned and facilitated a McCauley Community Gathering and Resource Fair, with 41 invited resources sharing information with 175 attendees.



REACH Edmonton

Maintaining Positive Momentum

Over the past three years, significant progress has been made in “moving the needle” on some key systemic breakthroughs. These are making a tangible difference in optimizing resources while achieving better results in the community. Amongst the most notable are the 24/7 Crisis Diversion, All In For Youth – Out of School Time (OST), Police and Youth Engagement Program (PYEP) and WrapED initiatives.

The work is at a critical inflection point, particularly in light of City Council’s decision to pursue and expand *Recover: Edmonton’s Urban Wellness Initiative* and the use of social innovation in that process. There is the potential for REACH’s work with partners to **realize further significant breakthroughs in enduring systemic change** that will durably enhance community safety.

It must be noted that efforts to encourage and facilitate community collaboration and coordination require resources. The individuals and organizations involved in developing and implementing innovative community initiatives rely upon REACH for logistics, coordination, data, evaluation, expertise, insight, knowledge transfer and the establishment and nurturing of relationships. Indeed, over the years, essential partnerships have been created between REACH and countless individuals and organizations. A key advantage for Edmonton is that it has a dedicated entity to fulfill these functions, in the form of REACH. Without resources to support these functions, there is a risk that Edmonton’s significant progress in crime prevention and community safety could be jeopardized.

Continued budget support for REACH will enable the community to maintain momentum in making these fundamental service shifts. A key advantage of REACH is its demonstrated ability to stretch its budget by leveraging additional funding and in-kind resources from other sources, including the provincial and federal governments and other community partners. As an organization working closely with on-the-ground, grassroots, and front-line community organizations, REACH also deploys its resources with an agility that provides responsiveness when conditions change quickly.

Programs & Services
REACH Edmonton Council
24/7: 24/7 Crisis Diversion, YEG Ambassadors
All In For Youth: Bridging Together, Out of School Time Programming
Neighbourhoods: Central McDougall, McCauley
REACH Community Working Groups: Cannabis Coalition, Canadian Municipal Network on Crime Prevention, Sexual Exploitation Working Group, South East Youth Action Coalition
REACH Immigrant and Refugee Initiative: Coalitions Creating Equity, Family Violence in a Cultural Context, Office for the Prevention of Violence, Police and Youth Engagement Program
Research, Development, Monitoring and Evaluation
Training
WrapED

REACH INITIATIVES AT A GLANCE



24/7 Crisis Diversion

Recognized by police and partners as an essential service, this initiative diverts non-emergency crisis events from police and emergency medical services to the 24/7 Crisis Diversion Teams. The accompanying #JustCall211 + Press 3 campaign has moved more calls from 911 to 211. This expanded awareness about 211 services in Edmonton has resulted in 70% of the Crisis Diversion team's calls coming from 211.



Police and Youth Engagement Program PYEP

PYEP is a credited, two-week high school course for immigrant and refugee youth. This connects immigrant communities to their new Canadian lives while fostering positive relationships with EPS. This course equips students with the tools and leadership experience to not only graduate, but mobilize their cultural communities.



All In For Youth - Out of School Time (OST)

OST focuses on providing quality out of school time programming for immigrant, refugee and Indigenous children to help them reach high school completion, a critical milestone in breaking the cycle of poverty. By bringing together key partners, more funding is available for OST programming and diverse stakeholders.



WrapED: Empowering Youth to Say "No" to Gangs

A gang prevention program for youth 12 to 17 years old, that empowers them to recognize their needs and set their own goals and build a support team to help them succeed and thrive.



Edmonton Cannabis Coalition

This coalition regularly convenes a group of representatives from law enforcement, insurance agencies, utility providers, and city departments to address emerging cannabis-related issues in Edmonton. In preparation for cannabis legalization, coalition partners are aligning their policies, procedures, research and enforcement practices to better inform Edmontonians on the cannabis safety issues.



Family Violence Prevention in a Cultural Context

REACH works with cultural navigators and youth leaders to engage with their communities to work together in reducing domestic violence and build healthy families. This helps newcomer communities identify what supports and resources are needed and to navigate service pathways. Communities include Eritrean, Filipino, French African, LGBTQ+, from the Middle East, Oromo, Somali and Sundanese.



Coalitions Creating Equity

REACH is the backbone in convening and developing a provincial network of stakeholders addressing issues of racism, equity and discrimination. Calgary, Edmonton, Lethbridge, Red Deer, and Wood Buffalo are regions included in this network. This group is developing a province wide understanding of the root causes of racism, discrimination and inequity. CCE will harness social innovation to map gaps and leverage points to inform system shifts.



Neighbourhood Organizing Initiative

The REACH Neighbourhoods Initiative works towards reimagining the community engagement process as a bottom-up community-driven approach to social innovation, starting in the McCauley and Central McDougall neighbourhoods. REACH acts as the central engagement body that helps community members connect to local services and agencies about their needs.

REACH Edmonton

Programs & Services:

REACH's budget follows the direction to plan for a zero increase over the next several years, which necessarily calls for the absorption of inflationary and other pressures.

REACH has worked creatively to stretch dollars and avoid on-the-ground impacts to service levels. Going forward, the cost and demand pressures will necessitate REACH having to make difficult choices regarding staffing, delivery and service levels.

The reality is that numerous pressures are challenging the work in this space at a time when resources are most limited. Several trends (noted below) are contributing to rising demands at the service level. That is, there is rising demand from individuals and families in Edmonton for REACH initiatives, such as opportunities for youth, training, and the 24/7 Crisis Diversion service.

REACH is also now a first-call source for information, data and insight regarding community safety and crime prevention in Edmonton – fielding both community-level requests (i.e., newcomer and Indigenous communities, non-profit organizations, etc.) and institutional requests (i.e., from City administration, the provincial and federal governments, etc.).

The uniqueness of the REACH model has also caught the attention of parties beyond Edmonton. REACH is increasingly fielding requests from organizations across Canada, and in other countries, to share its knowledge. REACH has emerged as a “made in Edmonton” exporter of know-how regarding innovative community collaboration. While this creates opportunities to showcase Edmonton’s leadership in this space, responding to these requests places pressure on human and financial resources.

As outlined below, REACH expects to incorporate service changes in order to navigate the pressures over the next several years. **These will have on-the-ground impacts.**

Changes to Service Levels

- **Demands on the 24/7 Crisis Diversion service will exceed service capacity.** In 2018, the first seven months of delivery of 24/7 Crisis Diversion shows demand at an average of 26% above funded capacity. Critical periods of service have shifted further into early overnight hours, causing teams to adjust their hours. An additional 24/7 Crisis Diversion team is required to meet demand.
- At present, resource limitations will preclude investment in an additional team. Consequently, a number of referrals to the 24/7 Crisis Diversion service will instead fall back, by default, on higher-cost EPS and emergency medical responders.
- **The federal funding from Public Safety Canada for the WrapED youth gang prevention program expired on September 30, 2018.** WrapED involved a partnership of six organizations, including REACH, that worked together to help youth affected by violent crime move away from the threat of gangs and learn to thrive in the community. Indigenous youth comprised approximately two-thirds of the socially vulnerable youth involved in the WrapED program.
- REACH has worked to identify funding in order to stretch the provision of WrapED on a limited basis. It is expected that WrapED will wind down under the current scenario.

REACH Edmonton

- **To mitigate resource pressures, REACH intends to work with other partners to explore alternative funding sources.** Successes on this front will provide REACH with some flexibility in determining how to best reconcile cost pressures and higher demands for its initiatives with the zero-increase budget that is presented herein.

Innovation

- REACH Edmonton continues to demonstrate a commitment to evaluating its various community initiatives and has made significant progress on REACH Recommendation 9: Developing Innovative Evaluation Frameworks. As part of the collective impact approach, shared measurement is a key element of REACH initiatives. REACH is using a shared measurement approach for evaluation, monitoring, planning, learnings and sense-making.
- 24/7 Crisis Diversion has added to the spectrum of available first responders in Edmonton, enabling more optimal deployment of response resources. Prior to the 24/7 Crisis Diversion service, EPS and EMS were the only 24/7 entities available to respond to individuals in crisis, even if those individuals did not require police or emergency medical assistance.
- Because of further alignment with police, a greater number of non-emergency crisis calls are being referred directly from 911 to 211, thereby diverting non-emergency crisis events away from higher-cost EPS and EMS responders.
- One of the significant innovations of REACH is the 24/7 Edmonton App, which has created new, innovative channels for on-the-ground data collection. As a result, REACH is able to provide Edmonton's *RECOVER* initiative with comprehensive time- and location-specific data about the needs of the community.
- 24/7 Crisis Diversion constantly adjusts to the evolving needs of the community through the use of a 90-day rapid prototyping process. This enables the service to obtain quick feedback on the utility and effectiveness of service delivery.
- Calls to 211 accounted for 30% of Crisis Diversion service delivery in the first operational year (2016). 211 calls now account for 70% of all 24/7 Crisis Diversion referrals as of September 2018. Conversely, events referred directly by EPS and EMS have fallen from 42% to 17% in the same period, demonstrating that substantial diversion of non-emergency crisis events is occurring. This represents a profound system change that has been brought about by the innovation of the 24/7 Crisis Diversion initiative.
- REACH contributed to the Inter-Agency Community Wellness Services leadership committee in 2017, by leading a research team of University of Alberta researchers and independent consultants to identify the local needs and gaps in service delivery and the models of Integrated Case Planning occurring in Edmonton and nationally. This work informed a portion of the research that contributed to the establishment of Edmonton's *Recover* initiative.
- Working with business improvement areas, YEG Ambassadors is a collaborative initiative that connects citizens and businesses to resources and services to encourage vibrant communities. The YEG Ambassadors initiative also supports and promotes local community business, activities and events. In the second year of the pilot, three Business Improvement Areas are now included instead of just one. The program now covers Chinatown and the Downtown (Quarters Area) in addition to the North Edge Business Association area.
- As the reconciliation process moves forward, Indigenous and Metis organizations are taking the lead in the development and delivery of training that includes trauma-informed practices,

REACH Edmonton

as well as various teachings by Elders. REACH supports these efforts with direction from the City of Edmonton and Native Counselling Services of Alberta.

- The Alberta Human Rights Commission tasked REACH to be the backbone for a Coalition to Create Equity to understand racism, discrimination and equity in Edmonton, and four other communities across Alberta (Calgary, Lethbridge, Red Deer and Wood Buffalo Municipality).
- REACH is partnering with the Organization for the Prevention of Violence, to support the building of knowledge and appropriate responses to countering violent extremism in Edmonton and Alberta. This includes supporting Edmonton's involvement in the Strong Cities network.

Continuous Improvement

- For every \$1 invested in the 24/7 Crisis Diversion initiative, there is a social return on investment (SROI) of \$1.91 in the form of savings in health care, policing and legal costs.
- 24/7 Crisis Diversion has evolved to become an essential service that is propelling a fundamental service shift, resulting in more optimal use and deployment of responder resources. The service has responded to over 31,000 crisis diversion events since October 2015 to which EPS and EMS would have otherwise responded.
- 24/7 Crisis Diversion continues to shift the service paradigm in respect to first responders in Edmonton. For example, 24/7 Crisis Diversion will now cover needle collection services for the City on weekends and holidays, avoiding the costs of deploying Fire Rescue Services.
- A Rogers Place Special Events Protocol for 24/7 Crisis Diversion goes into effect during day or evening events at Rogers Place. This was developed with the Oilers Entertainment Group, City of Edmonton, EPS, EMS and inner-city agencies when Rogers Place was opened in downtown Edmonton in 2016. It is an example of the responsiveness and continuous improvement that is a hallmark of the 24/7 Crisis Diversion initiative.
- REACH has demonstrated nimbleness in delivering services, with the objective of continually adapting to keep up with and meet changing community needs. The 90-day rapid prototyping process is just one example.
- REACH also consistently maintains channels of dialogue with partners and on-the-ground agencies to gather intelligence and make real-time adjustments when needed. For example, during extreme heat and smoke events over summer 2018, steps were taken to quickly adapt the work of the 24/7 Crisis Diversion teams to provide water and other appropriate assistance.
- As a backbone partner in the All In For Youth – Out of School Time (OST) initiative, the OST partnership has dramatically expanded from seven programs serving 530 youth (in 2012) to 36 programs serving 3,300 youth in 2018. A larger and more diverse number of stakeholders have been brought to the table. REACH's efforts with these stakeholders and partners have facilitated access to more funding for OST programming with clear criteria.
- Building on the work of the former REACH Aboriginal Leadership Circle, REACH is working with the Sixties Scoop Indigenous Society of Alberta and its stakeholders with a commitment to reconciliation.

Impact of Previous Council Decisions:

The nature of crime prevention and community safety is such that many factors influence success. Decisions that are taken on a myriad of “city building” issues have on-the-ground impacts in terms of the movement and interaction of people, the safety and quality of life in neighbourhoods, the demographics of disadvantage and vulnerability in the city, and other variables that drive the development of effective approaches for enhancing community safety and preventing crime.

This includes Council decisions on matters including:

- how the city grows (e.g., densification and renewal);
- investments in facilities, districts and public areas (e.g., the Ice District, Old Strathcona, public squares and recreation facilities);
- transportation planning and corridors (e.g. bus routes, LRT alignments, and the availability of other transportation options); and
- investments in City-delivered programs and services to residents.

As an agile organization that uses a social innovation approach, REACH (along with its partners) is continually keeping abreast of decisions taken by Council to understand and forecast their implications for crime prevention and community safety.

City Council continues to be energetic in taking decisions aimed at thinking, acting and building for a city of a million-plus people. **This push for transformational change is having impacts on the ground**, notably by adding complexity of certain dimensions of the work and, at times, placing higher demands on the need for grassroots community-level initiatives that involve the work of many partners. This, in turn, creates greater demands for REACH’s expertise and services.

Three notable areas of Council decision-making are particularly relevant and impactful:

Recover: Edmonton’s Urban Wellness Plan

- In May 2017, City Council passed a motion for City administration to work with partners to prepare a plan for improving wellness in Edmonton’s urban core. The result of this work is *Recover: Edmonton’s Urban Wellness Plan*.
- Through a social innovation model, *Recover* involves work with many stakeholders and community members to improve the wellness of five urban neighborhoods across all dimensions. REACH has been, and continues to be, an instrumental partner in the *Recover* process.
- REACH is playing a key role in undertaking research and providing data to support the mapping and other data-driven efforts of the *Recover* process. This includes the provision of data from the 24/7 Crisis Diversion initiative and the 24/7 Edmonton App.
- REACH has been involved in this work prior to the launch of *Recover*. Over the past several years, City administration, REACH, EPS and multiple community agencies undertook work to explore how services should be enhanced to improve outcomes for Edmontonians who are challenged by homelessness, addiction and mental health issues. Again, REACH lent its data and expertise to this work, which served as an important prelude to *Recover*.
- REACH presented the first prototype for *Recover*. It emerged out of the 24/7 initiative identifying the need for a connector role to expand the “warm handoff” process for the most frequent users of the program.

REACH Edmonton

EndPoverty Edmonton (EPE)

- In December 2016, City Council decided to invest in the progressive EndPoverty Edmonton Road Map, a community action plan aimed at ending poverty in the city.
- REACH initiatives are intersecting with several dimensions of the Road Map, including actions in the areas of: eliminating racism, raising intercultural competencies, assisting socially vulnerable newcomer and Indigenous youth; and working to bring out systemic change that will improve outcomes for Edmontonians who are challenged by homelessness, addiction and mental health issues (a population cohort strongly marked by poverty).

Truth and Reconciliation Commission (TRC)

- REACH supports Edmonton's ongoing commitment to advancing the Calls to Action of the TRC.
- Key REACH initiatives have alignment with Calls to Action aimed at numerous areas, including:
 - The enduring effects of colonization, the legacy of residential schools and the impact of the child welfare systems which continues to impact the daily experience of Indigenous Peoples and families, contributing to the usage of services and supports;
 - raising awareness and education of Indigenous issues, rights and histories;
 - increasing training in cultural competencies, historic trauma, human rights and anti-racism; and
 - supporting the health, wellness and development of Indigenous youth and families.

Emerging Issues:

A number of emerging issues are and will continue to challenge the delivery of initiatives aimed at enhancing crime prevention and community safety.

Global Issues

- In recent years, the global political climate has created a context that is normalizing xenophobia, racism and prejudice. Countries such as the United States, Great Britain, Germany, Italy, Austria and others are witnessing a rise in nationalist movements. The ideological views of nationalism are in part, constructed with the belief that the establishment has failed to respond to the economic and migrant crises. Particular governments (national and state/provincial) are also repealing or attempting to repeal progressive laws that protect the rights of women, sexual minorities, visible minorities and those living in poverty. Consequently, there is greater hostility towards immigration, women and minority groups.¹
- The United Nations is reporting that more people are going hungry worldwide due to hunger and conflict. World hunger rose in 2017 for a third consecutive year, following a decade of declines. Many countries are struggling with prolonged conflicts such as Yemen, Somalia, South Sudan and Afghanistan. Further, they have struggled with the effects of climate change, such as drought and floods. It is estimated that 600,000 children in war zones could die from extreme

¹ Sources: <https://www.bbc.com/news/world-europe-36130006>, <https://globalnews.ca/news/3523535/hate-crimes-canada-muslim/>, <https://www150.statcan.gc.ca/n1/daily-quotidien/170613/dq170613b-eng.htm?HPA=1>

REACH Edmonton

hunger by the end of 2018. (From the United Nation's State of Food Security and Nutrition in the World 2018 Report)

- In addition to Canada's multi-year approach targeting 340,000 immigrants and refugees to Canada by 2020, 2018 has seen more than 30,000 asylum seekers arriving via unauthorized border crossings, placing significant pressure on various communities and systems in Canada.

Crime Trends

- According to Statistics Canada, police-reported crime in Canada, as measured by the Crime Rate and the Crime Severity Index, increased for the third consecutive year in 2017. The most notable increases were in police-reported incidents of sexual assault, possession of stolen property, motor vehicle theft, and homicide. Specifically, Edmonton had the third highest homicide rate among Canadian municipalities, at 3.49 per 100,000 population. Between 2013 and 2016, gang-related homicides more than tripled in Edmonton.
- While rates of cannabis and cocaine-related drug offenses have declined in recent years, other drug crimes (such as prescription drugs, opioids, etc.) have increased steadily. Nearly 4000 Canadians died of opioid overdoses in 2017 according to the federal government's special advisory committee on opioid overdoses. This is a 34% increase from 2016.
- In 2016, Edmonton had the fourth highest rate of firearm-related violent crime among cities in Canada.
- Respondents to the EPS 2018 Citizen Survey identified the following as their top five crime-related concerns: homicide, sexual assault, drugs, domestic violence and gangs.
- While there are indications that violent crime in Edmonton is decreasing, there are indications that social disorder is increasing. For instance, during the past quarter, there have been 2574 violent crimes, 5786 incidents of social disorder and 2027 domestic violence occurrences.

Newcomer Settlement in Edmonton

- It is expected that Edmonton will continue to welcome sizeable numbers of newcomers, including refugees. Many refugees have experienced war, persecution, trauma and/or issues related to the effects of climate change, including drought, a lack of food security, etc.
- Many newcomers arriving in Edmonton face language barriers, limited employment choice and mobility, and poverty. Parents in these families often work multiple jobs to make ends meet, resulting in fewer hours available at home; meanwhile, their children can face barriers to integration that include racism and discrimination. This places the children and youth at greater risk of victimization and/or involvement in gangs and crime.
- REACH's initiatives in respect to newcomer support and building youth capacity will be crucial as the number of newcomer families to Edmonton rises over time.

Indigenous Peoples and Reconciliation

- As of the 2016 Statistics Canada census, Edmonton has the largest Indigenous population among Alberta's urban areas, representing almost 30 percent of Alberta's total Indigenous population.

REACH Edmonton

- One of the factors contributing to this statistic is the movement of Indigenous peoples off reserves to the Edmonton area. Edmonton is a destination point for many individuals urbanizing from the north, northern BC and parts of northern Saskatchewan.
- The Indigenous population is younger and growing faster than the general population.
- Going forward, greater demand is expected for REACH initiatives that aim to assist and build the capacity of Indigenous youth and families as strategies for building their protective factors and enhancing their safety in the community.

Challenge of Homelessness

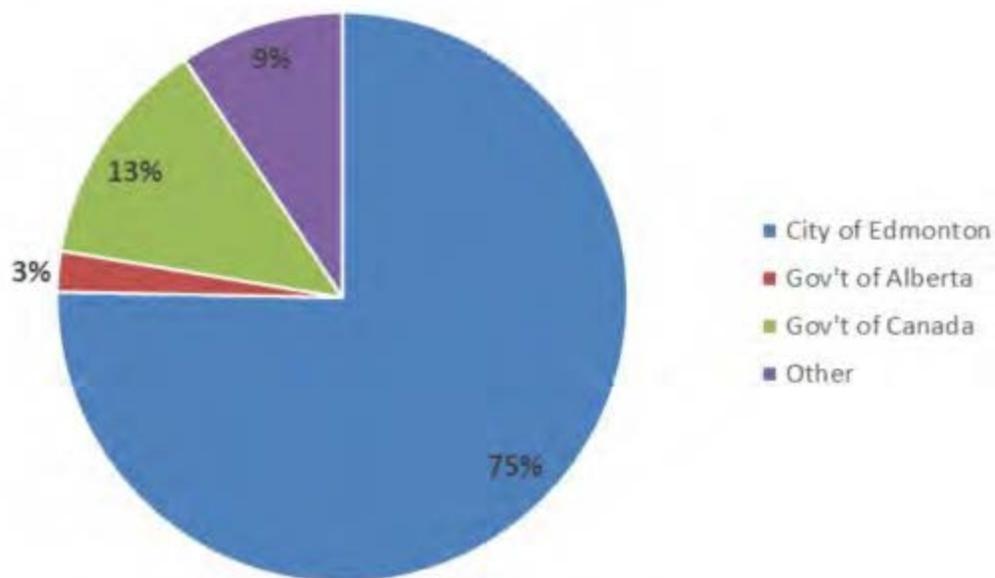
- Homelessness continues to be a significant community challenge. Despite the fact that the 2018 homeless count indicates that homelessness rates remain stable (1876 in 2018 vs. 1752 in 2016), the need for permanent supportive housing remains a gap in Edmonton.
- REACH supported the Boyle Street Community Services research in 2017-2018 to address the limited information available regarding physical/mental health and substance use with individuals who were considered to be absolutely homeless (i.e. “sleeping rough” or staying on the street with some shelter use).
- The preliminary findings of this research confirm anecdotal and empirical evidence from 24/7 Crisis Diversion, which has been significantly involved in assisting absolutely homeless individuals experiencing crisis events. The combination of substance use, exposure to the elements and the higher risk of exposure to violence and victimization mean these individuals are at higher risk of experiencing crisis events.

REACH Edmonton

Approved 2019-2022 Budget - Branch Summary by Program

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
REACH Edmonton	2,859	3,610	1,767	880	505	505
Total Revenue & Transfers	\$2,859	\$3,610	\$1,767	\$880	\$505	\$505
Net Expenditure & Transfers						
REACH Edmonton	6,643	7,450	6,950	6,251	6,080	6,152
Total Net Expenditure & Transfers	\$6,643	\$7,450	\$6,950	\$6,251	\$6,080	\$6,152
Total Net Operating Requirement	\$3,784	\$3,840	\$5,183	\$5,371	\$5,575	\$5,647
Full-time Equivalents						

Funding by Source

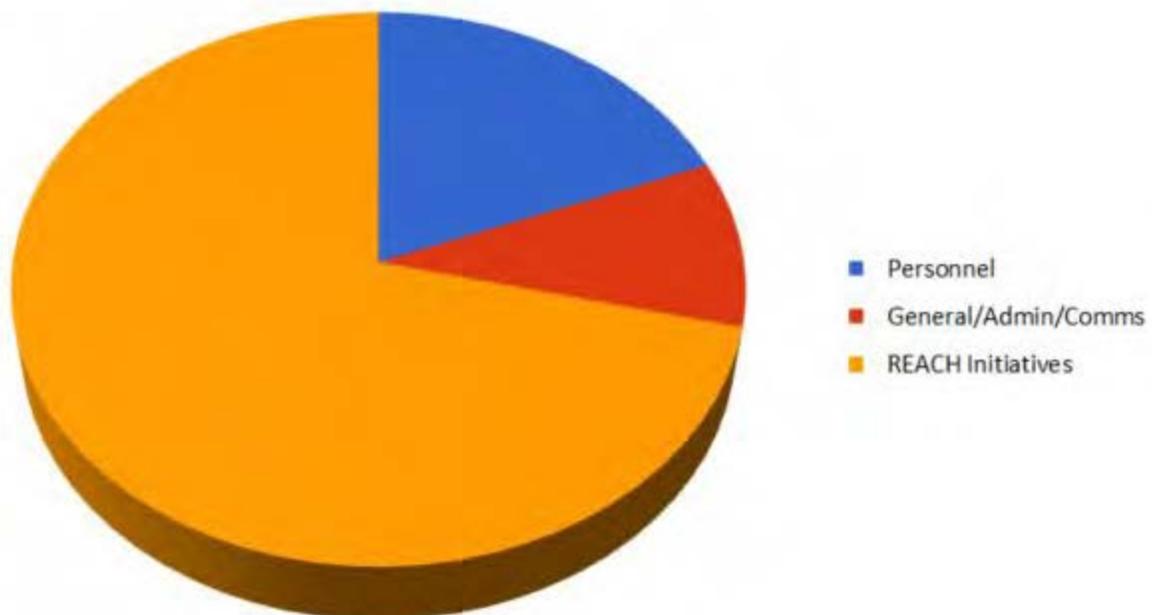


REACH Edmonton

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	84	80	80	80	80	80
Grants	2,148	3,471	1,687	800	425	425
Transfer from Reserves	365	59	-	-	-	-
Total Revenue & Transfers	\$2,597	\$3,610	\$1,767	\$880	\$505	\$505
Net Expenditure & Transfers						
Personnel	1,215	1,242	1,242	1,242	1,242	1,242
General/Admin/Comms	618	618	618	618	618	618
REACH Initiatives	4,548	5,590	5,090	4,391	4,220	4,292
Subtotal	6,381	7,450	6,950	6,251	6,080	6,152
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$6,381	\$7,450	\$6,950	\$6,251	\$6,080	\$6,152
Total Net Operating Requirement	\$3,784	\$3,840	\$5,183	\$5,371	\$5,575	\$5,647
Full-time Equivalents	-	-	-	-	-	-

How funds will be spent



REACH Edmonton

Summary of Budget Changes - Net Requirement

(\$000)	2019 Net	2020 Net	2021 Net	2022 Net
Previous Year's Budget	3,840	5,183	5,371	5,575
Previously Approved Adjustments	-	-	-	-
Administrative Adjustments	-	-	-	-
Revised Base Budget	3,840	5,183	5,371	5,575
Existing Services (Incremental to Base)				
Cost Changes	-	-	-	-
Change to Service Level	-	-	-	-
Revenue Changes (Rate & Volume)	-	-	-	-
Efficiency Savings	-	-	-	-
Total Impact on Existing Services	-	-	-	-
Council Amendments				
24/7 Crisis Diversion	875	-	92	-
Countering Hate Motivated Violence	119	188	112	72
YEG Ambassador	349	-	-	-
Total Council Amendments	1,343	188	204	72
Total Approved Budget	\$5,183	\$5,371	\$5,575	\$5,647
Incremental Change in Full-time Equivalents	-	-	-	-

Council Amendments

During the 2019-2022 Budget Deliberations, Council approved the following Budget Amendments:

OP 23 - That the REACH Edmonton budget be increased by \$875,000 in 2019 and \$92,000 in 2021, on an ongoing basis, to fund the 24/7 Crisis Diversion service package, with funding from the tax levy.

OP 24 - That the REACH Edmonton budget be increased by \$119,000 in 2019, \$188,000 in 2020, \$112,000 in 2021 and \$72,000 in 2022, on an ongoing basis, to fund the Countering Hate Motivated Violence service package, with funding from the tax levy.

OP 56 - That the REACH Edmonton budget be increased by \$349,000 in 2019, on an ongoing basis, to fund the YEG Ambassador service package, with funding from the tax levy.

REACH Edmonton

Approved 2019 - 2022 Budget - Program Summary REACH Edmonton

Description

REACH coordinates the development of innovative, grassroots, evidence-based initiatives with a diverse array of community members to address the complex, interconnected root issues that influence community safety including discrimination, poverty, intergenerational trauma, crime, racism, pre-migration trauma, inequity and homelessness.

Results to be Achieved

REACH plays an instrumental role in advancing systemic changes to realize meaningful, enduring impacts. This is done by facilitating connections and partnerships that help existing services, agencies and City departments work together in a more cohesive and efficient way.

Cost Drivers

As the organizations becomes more integrated and aligned in the community, more agencies, services and levels of government rely on REACH to help navigate the creation and implementation of innovative ways of addressing complex problems that affect community safety. An increasing number of partners depend on the support of REACH to provide services to the community.

Resources

Resources (\$000)	2018					
	2017 Actual	Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers	\$2,597	\$3,610	\$1,767	\$880	\$505	\$505
Expenditure & Transfers	6,381	7,450	6,950	6,251	6,080	6,152
Subtotal	3,784	3,840	5,183	5,371	5,575	5,647
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$3,784	\$3,840	\$5,183	\$5,371	\$5,575	\$5,647

Full-time Equivalents

- - - - -

2018 Services

REACH spearheads and coordinates data-driven and evidence-based initiatives with a diverse array of community members to address the complex, interconnected root issues that influence community safety such as discrimination, poverty, intergenerational trauma, and youth gang prevention. Demand on REACH-led services such as 24/7 Crisis Diversion have steadily risen over the past three years, and are expected to continue to rise, as community services and agencies have come to rely on REACH to support their coordination and alignment of services that serve Edmontonians in crisis.

Changes in Services for 2019 - 2022

REACH is now a first-class source for information, data and insight regarding community safety and crime prevention in Edmonton. More and more agencies and organizations continue to contact REACH about possible collaborations to help them do their work in more aligned and efficient ways while addressing the complexities of the root causes of crime. REACH is also increasingly fielding requests from organizations in Edmonton, across Canada, and internationally to share its expertise in innovative community collaboration.

REACH Edmonton

Branch - Reach Edmonton																
Program - Reach Edmonton										Growth on Existing Services						
Title - REACH - 24/7 Crisis Diversion										Funded Ongoing						
Results to be Achieved																
<p>Funded to respond to 950 calls per month, 24/7 CD presently responds to approximately 1200 calls per month. Additional funds are needed to maintain and properly resource current service levels at 50 minutes (per event) or less, while social disorder calls in Edmonton continue to rise.</p> <p>Further resources will also support the development of a Connector, prototyped through the Recover initiative, who will work to ensure repeat clients are connected to appropriate supports.</p> <p>Funding these teams to meet these rising demands will result in increased service for vulnerable persons, neighbourhoods and businesses, which will improve community safety.</p>																
Description																
<p>24/7 Crisis Diversion, a partnership between Boyle Street Community Services, Canadian Mental Health Association-Edmonton Region, Hope Mission, EPS, EMS and REACH Edmonton, has responded to 27,707 crisis events since 2015 for people who were in distress or vulnerable on the streets of Edmonton. Now considered an essential service by clients and social agencies, the program diverts non-emergency crises from EPS & EMS. 24/7 teams are aligned with HUoS, YEG Ambassadors, the City Centre Paramedic Response Unit, and Capital City Clean Up needle collection. Event data collected via the 24/7 Edmonton App allows for warm hand off for clients, and informs the system of gaps in services for vulnerable people. For every \$1 invested there is a SROI of \$2.06 in the form of savings in healthcare, policing and legal costs.</p>																
Justification																
<p>Since April 2017 the program has been operating at or above the funded capacity of 950 calls per month. Data from 2018 reflects service demand at 26.5% over funded capacity, with critical periods of demand stretching to 5 AM when only one team is operational. A 42% increase in calls to 211, due to a successful alignment with EPS allowing for direct "warm" transfer of calls from 911 to 211, has resulted in 14% longer wait times for dispatch. Data collected about repeat clients, and the gaps in services they experience, validates the development of a Connector role to facilitate better service navigation.</p>																
Incremental	2019				2020				2021				2022			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$875	-	\$875	-	-	-	-	-	\$92	-	\$92	-	-	-	-	-
Total	\$875	-	\$875	-	-	-	-	-	\$92	-	\$92	-	-	-	-	-

REACH Edmonton

Branch - Reach Edmonton	
Program - Reach Edmonton Title - Countering Hate Motivated Violence	New or Enhanced Service Funded Ongoing

Results to be Achieved

Prevention through holistic and multi-level intervention services via a connectors/partnership-based model. Enhanced knowledge among the Organization for the Prevention of Violence (OPV) staff and institutional partners by sharing evaluations of intervention programs. Design of education materials for communities & stakeholders providing localized knowledge and responsible awareness of different forms of hate-motivated violence (HMV). Delivery of effective counter-narratives that are tailored to counter HMV. Delivery of training for stakeholders who are in roles where they can identify those at risk of engaging in HMV. Design procedures to deliver tailored prevention/intervention services that are informed by inter-disciplinary knowledge. Build resilience within communities.

Description

This funding will support the development, deployment and maintenance of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the OPV with the involvement of REACH Edmonton, the City of Edmonton, the Edmonton Police Service and the RCMP. It will also support the co-design and delivery of informational/educational tools to a variety of government and civil society stakeholders related to the prevention of HMV. The OPV is the realization of hundreds of hours of consultations, workshops and research by a group of experienced professionals and experts who are uniquely equipped to address HMV in Edmonton. Combined, the OPV's team offers decades of experience and service in Alberta (and internationally) in areas such as community activism, academic and youth engagement. Our model has received early recognition as an emerging best practice at a variety of venues, including the G7 and UN.

Justification

Growing awareness of the highly localized drivers of involvement in violent extremism has resulted in recognition that municipal governments are uniquely situated to play a role in preventing and countering violent extremism, alongside an inclusive civil-society focused approach. The City of Edmonton's (CoE) tradition of partnering with, and empowering, local community organizations to deliver programming related to social cohesion, crime prevention and economic empowerment make the City well-situated to work with an NGO on this topic. As Edmonton contemplates membership in the Strong Cities Network, supporting a local NGO engaged in countering violent extremism (CVE) work would demonstrate Edmonton's commitment to building localized, world-class programming and expertise in this emerging area of public policy and crime prevention.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$119	-	\$119	-	\$188	-	\$188	-	\$112	-	\$112	-	\$72	-	\$72	-
Total	\$119	-	\$119	-	\$188	-	\$188	-	\$112	-	\$112	-	\$72	-	\$72	-

REACH Edmonton

Branch - Reach Edmonton

Program - Reach Edmonton
Title - REACH - YEG Ambassador

Growth on Existing Services
Funded
Ongoing

Results to be Achieved

Resources to maintain the YEG Ambassador program in vulnerable Business Improvement Areas (BIA) will provide the continued opportunity to increase connection and build capacity within and between businesses, individuals and social agencies. Ambassadors will complete 200 Community interactions each month to increase awareness and referrals to business, hospitality, or safety and support resources that are available through the City of Edmonton or community to assist business/owners and residents. They will continue to build partnerships with stakeholders to create a strong network of social agencies, corporate business, government departments and supporting organizations to enhance positive economic and social change in the areas.

Description

Piloted through 2017-2018 the YEG Ambassador program, a partnership with City of Edmonton, the North Edge Business Association and REACH Edmonton, responds to significant revitalization in Edmonton's city core. Ambassador teams provide on street presence in BIAs (NEBA, Chinatown & the Quarters). Teams connect people who live, work, operate businesses, study or visit these areas by sharing information to services/resources that align with hospitality, community connection, and business supports. Environmental data collected through the 24/7 Edmonton App informs their work to focus on issues with property, cleanliness or safety. They leverage programs such as the NET Team and 24/7 Crisis Diversion to support safety in the area and provide crisis support to vulnerable community people.

Justification

Continuous data collection (24/7 App & surveys) and having resources dedicated to relationship building and sharing information provides valuable insight into needs and opportunities to increase capacity for citizens to connect with services/resources to acquire the supports they seek. Ambassadors have completed 570 environmental scans to align services/resources to address issues in the areas. Over 1432 interactions with diverse groups, social agencies, business and citizens have occurred contributing to the efforts for these business areas to be connected, and to improve safety.

Incremental (\$000)	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$349	-	\$349	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$349	-	\$349	-												

TELUS World of Science - Edmonton 2019-2022 Operating Budget

Edmonton

Introduction

The Edmonton Space & Science Foundation is a non-profit organization that operates *TELUS World of Science Edmonton* (TWOSE), a broad-based and interactive science centre.



Mission:

Ignite curiosity. Inspire discovery. Celebrate science. Change lives.

Vision:

The destination to engage Albertans' hearts and minds in science.

Each year, TWOSE educates and inspires about 500,000 residents and tourists with a unique slate of science programming. Approximately, 300,000 people visit the science centre, another 150,000 enjoy the IMAX theatre, and tens of thousands more are reached through outreach. Of those on-site guests, about 80,000 are Edmonton school students.

Visitors to the science centre experience and enjoy live science shows, international travelling exhibitions (like *The Science Behind Pixar*), fascinating interactive exhibits, knowledgeable guest speakers, and much more. Experiences are aimed at all ages, reaching families, young adults, and seniors. Each year, TWOSE sells memberships to well over 5,000 Edmonton homes, representing close to 20,000 people.

TWOSE is also building for the future. The *Aurora Project* is a \$40 million expansion and renovation of TELUS World of Science Edmonton. The bold vision of the *Aurora Project* will reimagine TWOSE and redefine what a science centre can be. This initiative will engage the next generation of Albertans in learning about, and contributing to, science and technology. It will be a catalyst for creativity and innovation, and it will build prosperity and well-being for Alberta. Our driving goals behind the campaign are: **Invest, Build, Inspire.**

We have raised \$30.5 million of our \$40 million goal, and in 2018, we completed Phase 2 of the project (out of four phases) with the opening of the Zeidler Dome and SPACE.

Programs & Services

TWOSE

Science Centre/IMAX

TELUS World of Science – Edmonton (TWOSE)



Changes to Service Levels

- New program development: With the advent of the Zeidler Dome, we have the opportunity to create original programming for our dome and domes around the world. While this has the long-term objective of generating additional revenue, we need to build and train a corps of talented people to understand and work with the technology. We can do some of this within existing resources, but it puts a strain on our current operations.
- Attendance increases: With the development of new spaces in the science centre, and the upgrading old spaces, the Business Plan projects a 10% increase in attendance over 2014 levels (which were slightly higher than 2018 levels). This increase adds to overall self-generated revenue, but also puts additional stress on personnel. Maintaining service levels will require better training and more efficient work plans. We will drive school attendance towards 100,000 students from the current level of about 80,000 students per year.

Innovation

- Zeidler Dome: TWOSE is a world-leader in dome theatres. The Zeidler Dome has the most advanced dome projection system in the world. In FY 2019, we will see increased demand for shows and educational programming in the Dome. We will need to deploy increased resources to meet demand.
- The Aurora Project: This project is all about innovation. It is the absolutely necessary steps required to create a science centre ready for 21st century learning and inspiration. Digital IMAX and a 10K Zeidler Dome are starting points. But the new *Health Gallery* and *Science Garage* will celebrate 21st century science and engineering, as exemplified by practitioners in Edmonton. The science of artificial intelligence will become an important and high profile component of the visitor experience at TWOSE. Augmented reality will be a much more common technique for interpreting the world of science and technology. These new galleries will start to affect attendance and facility use in 2021.

Continuous Improvement

- Service excellence: The 2019-2022 Strategic Plan currently being developed places a strong emphasis on operational excellence, focusing primarily on service to our visitors at all phases of their interaction with the science centre. Our digital tools are being upgraded to make planning easier and more efficient. In addition, a new lobby space will simplify and expedite admissions. Memberships and other linking mechanisms will keep TWOSE top of mind after the visit is over. This challenge remains with the science centre through the entire four-year cycle.

Impact of Previous Council Decisions:

There have been no Council decisions that have affected our operations or operating budget, aside from financial support for the Aurora Project in the Capital Budget passed in December 2014. Since then, that commitment has been leveraged up to a total of \$30.5 million raised so far.



TELUS World of Science – Edmonton (TWOSE)

Emerging Issues:

Growth

- Expanded services: We expect to see larger audiences and that will place increased demands on staffing levels and operating expenses. Much of this will be offset by increased revenue, but the base support of the City needs to grow in line with the increased level of activity at the science centre. Edmontonians are using the facility. We set records for membership sales in 2015, and again in 2016. We are a vital resource for schools, family groups, and Edmontonians of all ages, and we are an essential part of the life-long learning community in the City.



Development expenses

- One of our biggest challenges over the next four years is managing the expectations of Edmontonians as we undertake radical change encompassed by the Aurora Project. We do not have the luxury of closing during our major construction. We need to keep bringing science to the community. However, we know that closing parts of the science centre and creating a certain amount of upheaval affects our audience, and thus our revenue. This affects our overall ability to maintain the operation. This is one of the reasons we have requested a small increase in our base City grant. We have demonstrated great skill and consistency in multiplying the city's grant into anywhere from \$12 to \$15 million in annual revenue.



Branch - TELUS World of Science – Edmonton (TWOSE)

Approved 2019-2022 Budget - Branch Summary by Category

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
User Fees, Fines, Permits, etc.	9,531	9,123	9,700	9,900	10,000	10,150
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Total Revenue & Transfers	\$9,531	\$9,123	\$9,700	\$9,900	\$10,000	\$10,150
Net Expenditure & Transfers						
Personnel	6,365	6,084	6,256	6,381	6,460	6,570
Materials, Goods, and Supplies	2,845	2,494	3,097	3,346	3,353	3,354
External Services	1,927	2,151	2,155	2,158	2,160	2,181
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	-	-	-	-	-	-
Utilities & Other Charges	463	480	497	514	526	544
Transfer to Reserves	1	25	-	-	-	-
Subtotal	11,601	11,234	12,005	12,399	12,499	12,649
Intra-municipal Recoveries	-	-	-	-	-	-
Total Net Expenditure & Transfers	\$11,601	\$11,234	\$12,005	\$12,399	\$12,499	\$12,649
Total Net Operating Requirement	\$2,070	\$2,111	\$2,305	\$2,499	\$2,499	\$2,499
Full-time Equivalentents	104.0	104.0	105.0	105.0	106.0	106.0

TELUS World of Science – Edmonton (TWOSE)

Detail of Budget Changes - Net Requirement

Previous Year's Budget:

The FY2018 operations budget for TWOSE was \$11.234 million, of which \$2.110 million came from the City of Edmonton.

Existing Services (Incremental to Base):

With the expanded service offered by the science centre, and the growth in audience, we very conservatively estimate 1 FTE increase in 2019 and another 1 FTE increase in 2021. These FTEs are to meet anticipated service demands in expanded school programs for Edmonton schools, and extended programming in new facilities, particularly the *Zeidler Dome*, the new *Nature Exchange*, and the early childhood space, *CuriousCity*.

Growth/New Services:

The new galleries coming online in the next three years will continue to place demands on our science education staff – an expanded *Science Garage* and brand new *Health* and *Arctic* Galleries will require expertise and operational attention.

It is to service this expanded programming to an expanding audience that we need to ensure our ability to add a couple of FTEs, at minimum.

Council Amendments:

The Telus World of Science budget be increased by \$194 in 2019 and by \$194 in 2020, on an ongoing basis to fund the Space & Science Foundation - Provision for Appropriate Base service package, with funding from the tax levy.

Incremental Change in Full-time Equivalents:

We are planning for, at minimum, an increase of one FTE in 2019 and another in 2021. This is a very conservative approach. We outline what we feel is a more realistic approach in our CoE Service Package, in which an increase to the levels of our 2010 City support, plus inflation, will allow us to absorb four new FTEs and the ancillary expenses associated with expanded service.

Branch - TELUS World of Science – Edmonton (TWOSE)

Program - Space and Science Foundation
Title - Provision for Appropriate Base Funding

Growth on Existing Services
Funded
Ongoing

Results to be Achieved

TELUS World of Science - Edmonton (TWOSE) fills an important role as Edmonton's largest ticketed cultural attraction. With the leadership and partnership of the City of Edmonton, TWOSE has secured over \$30 million of a \$40 million target to support renovating and expanding the facility to serve the needs of our growing community and to be ready for the next 30 years. Attendance will grow along with economic benefits from tourism. Local science and technology will be pre-eminent. TWOSE's development is built around its Strategic Plan which articulates goals in science education, visitor experience, financial sustainability, and continued evolution into a must-see attraction. TWOSE will grow as a centre for education excellence, as a community hub, and as an economic contributor to our City.

Description

We are asking to reset our base operating grant to the 2010 level (\$2,179), adjusted for inflation, which is \$2,499. The increase will be \$194 in 2019 and \$194 in 2020, on an ongoing basis. The City of Edmonton supports TWOSE with a base operating grant. In return, we use this base grant to generate anywhere from \$10 to \$15 million in annual operating revenue. The grant constitutes roughly 15% of TWOSE's annual operating revenue. This grant has been approximately \$2 million for the past decade, increasing by a percent or so each year, in line with inflation. However, the 2018 grant of \$2.11 million is actually LESS than the 2010 grant of 2.18 million, after which a significant cut took place. In line with all the growth and demonstrated success at TWOSE, we are asking to reset our base operating grant to the 2010 level, adjusted for inflation. By way of comparison, the base operating grant for Science North in Sudbury is \$6.8 million (39% of annual revenue). For the Ontario Science Centre, it is \$15.5 million (28% of annual revenue).

Justification

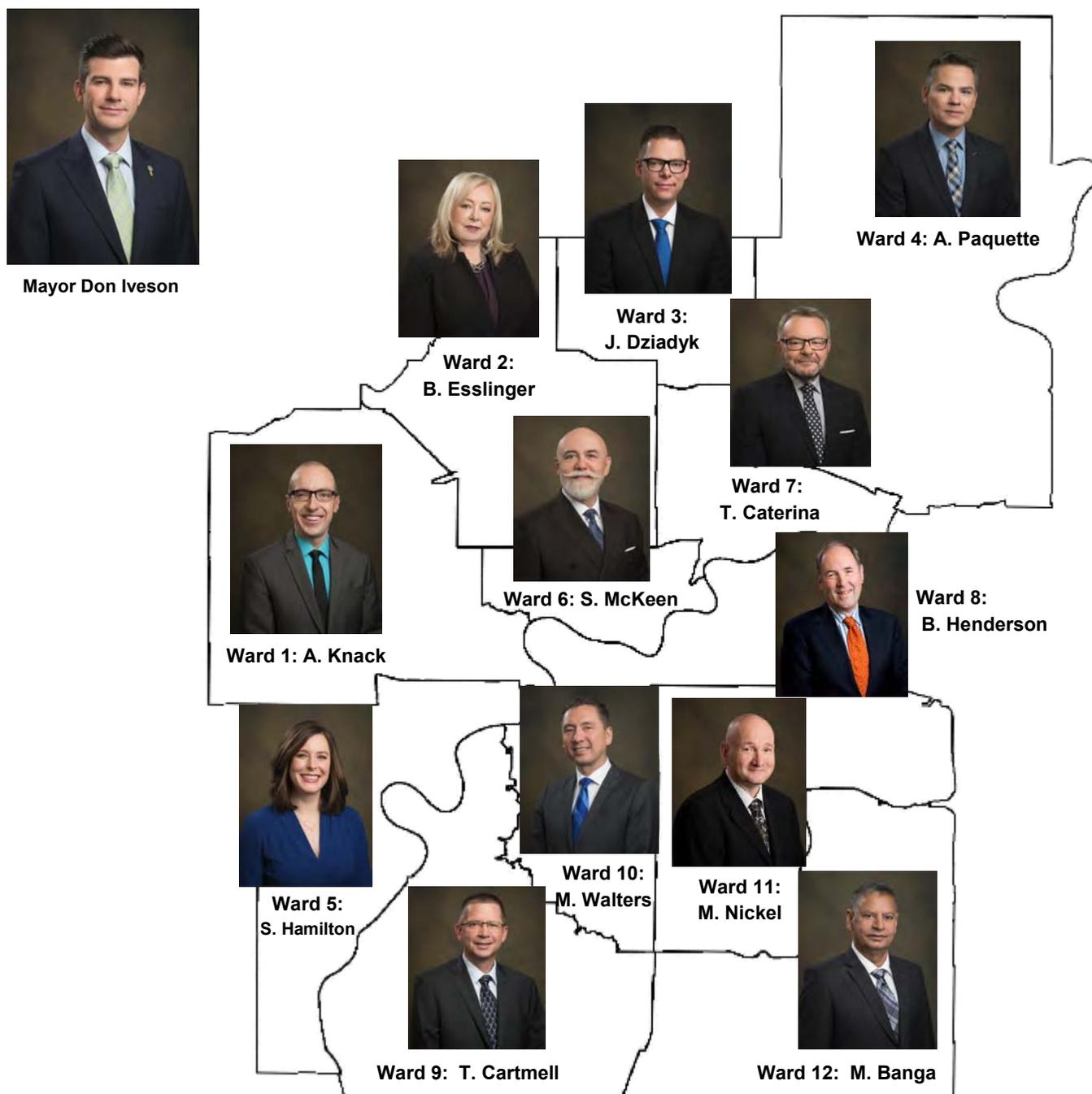
The growth of the science centre has three impacts: 1.ECONOMIC: The expanded facility will increase TWOSE's annual operational 2022 revenues and expenses by about 13% over 2014 levels. In 2022, the annual economic impact of TWOSE's operations will have increased by \$3.5 million in total economic impact and \$575K in taxes 2.DEMAND: Membership sales have been setting new records both in 2015 and 2016 3.QUALITY OF LIFE: We are a vital resource for schools, family groups, and Citizens of all ages. We are an essential part of the life-long learning community in the City. There are two key elements behind this growth forecast: 1)Expanded capacity for programming will put pressures on existing resources (i.e. school program delivery is at capacity). The three requested FTE's will support the expansion of program offerings to schools, all Citizens on weekends and the summer season and, add programming to the newly-refurbished Queen Elizabeth Planetarium, 2)The fourth FTE, funded from existing resources, will be added in 2021 as the new Arctic Gallery and expanded Science Garage come on-stream, again increasing our capacity to serve Edmonton with innovative new programming.

Incremental	2019				2020				2021				2022			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$194	-	\$194	-	\$194	-	\$194	-	-	-	-	-	-	-	-	-
Total	\$194	-	\$194	-	\$194	-	\$194	-	-	-	-	-	-	-	-	-

City Council

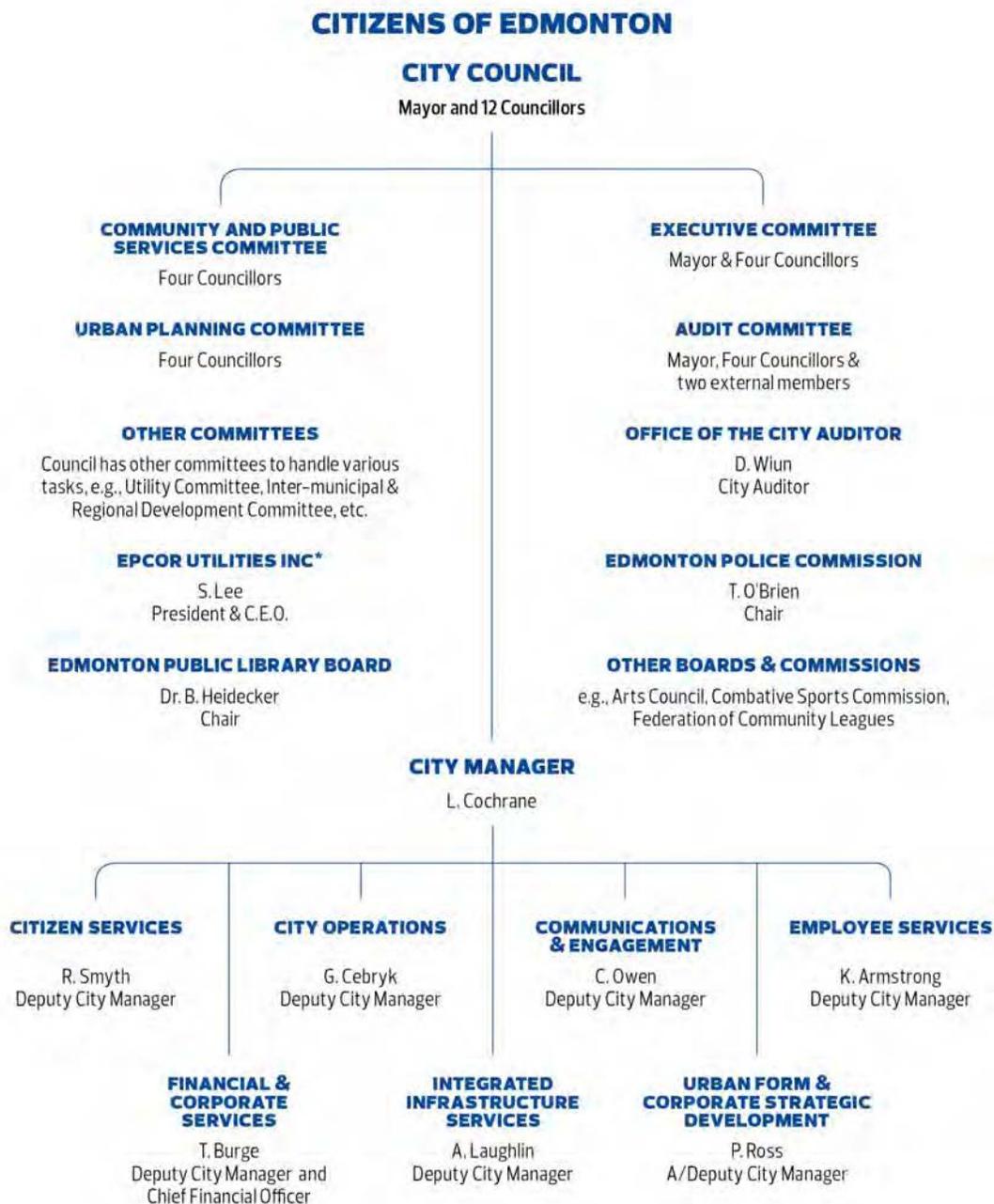
Edmonton's City Council is made up of 13 elected representatives including one Mayor and 12 City Councillors. The mayor is elected by all Edmontonians who vote in the civic election. Councillors are elected by voters in the wards they represent. Edmonton has twelve wards and each ward is represented by one Councillor who serves a four-year term.

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



Governance Structure

In order to deliver services to the citizens of Edmonton, the City of Edmonton is organized into the legislative and administrative structure shown below:



*EPCOR Utilities Inc. is a wholly owned subsidiary of the City of Edmonton.

Financial Policies

City Policies are Council statements that set discretionary duties or standards of performance for the City addressing recurring issues that provide guidelines setting out the level and manner the City will perform duties imposed on itself or those imposed on the City by legislation.

In accordance with the Municipal Government Act (MGA), the City of Edmonton's budget is balanced, with no projection of either a deficit or a surplus. Any year-end surplus remaining after specific projects' carry-forwards are approved by Council is transferred to the Financial Stabilization Reserve.

The following are key financial policies adopted by the City of Edmonton:

Blatchford District Energy Utility Fiscal Policy (# C597 - Adopted April 2018)

1. The Utility is to be operated in a manner that balances the best possible service at the lowest cost (public utility) while employing private sector approaches to rate setting.
2. Similar to private utilities, the Utility will account for the cost of service under a full cost accounting approach. All customer charges will be based upon cost of service with the end user (customer) paying at most a comparable fee to what they would elsewhere in the City of Edmonton through their energy utility bills and annual maintenance costs.
3. Through a phased approach, the Utility will generate positive net income, cash flow and a rate of return sufficient to cover current year expenses, working capital requirements, and to facilitate the funding for capital infrastructure and rehabilitation and replacement of its capital assets.
4. The Utility is to contribute towards achieving the City's Energy Transition Strategy.

Business Revitalization Zone (# C462B - Adopted March 2007)

The Business Revitalization Zone structure is a mechanism for organizing business interests, resources and opinions within a commercial district comprised of a diversity of business types and numbers. The City encourages and will facilitate the efforts of a business community to improve and promote its economic and physical well-being through the creation of a Business Revitalization Zone Association.

Current Planning Reserve (# C570 - Adopted November 2012)

1. In compliance with this policy, Reserve and Equity Accounts Policy C217B and the Municipal Government Act, the establishment of a Current Planning Reserve and the transfer to and from the reserve requires Council approval through the budget.
2. The Current Planning Reserve will have a minimum balance of 30% with a target balance of 75% of the current budgeted expenditure (excluding any non-cash amortization) of Current Planning Branch. The target will be reviewed and reported to Council on a periodic basis.
3. One hundred percent of any annual Current Planning Branch surplus will be placed in the Current Planning Reserve. One hundred percent of any annual deficit will be drawn from the Current Planning Reserve. In the event that the reserve does not cover the deficit, Administration may request that Council approve tax levy support which will be repaid by future periods planning revenues.
4. In the event of a balance exceeding the target, Administration will develop a strategy to reduce the fund balance over a period not to exceed three years. In the event of a balance below the minimum level, Administration will develop a strategy to achieve the minimum level over a period not to exceed three years starting with the subsequent year operating budget.
5. The Current Planning Reserve balance and policy will be reviewed annually and a recommendation will be brought forward to Council.

Debt Management Fiscal Policy (# C203C - Adopted July 2008)

1. Debt is an ongoing component of the City's capital financing structure and is integrated into the City's long-term plans and strategies.
2. Debt must be Affordable and Sustainable. The City must maintain Flexibility to issue Debt in response to emerging financing needs.
3. Debt must be structured in a way that is fair and equitable to those who pay and benefit from the underlying assets over time.
4. Debt decisions must contribute to a sustainable and vibrant City by balancing quality of life and financial considerations.
5. The issuance of new Debt must be approved by City Council.
6. Debt must be managed, monitored and reported upon.

Edmonton Police Service Funding Formula (# C604 - Adopted June 2018)

Establish guidelines and the approach for the planning and approval of the multi-year funding formula for the Edmonton Police Service. This funding formula will provide funding certainty to allow for long-term budgeting and workforce planning. The details regarding calculation and application of this funding formula are captured in the procedure document.

Edmonton Police Service Reserve (# C605 - Adopted June 2018)

1. In compliance with this policy, Reserve and Equity Accounts Policy C217C and the Municipal Government Act, the establishment of an Edmonton Police Service Reserve and the transfers to and from the reserve requires Council approval through the budget.
2. The Edmonton Police Service is established to manage operational surpluses and deficits of the Edmonton Police Service over time. This reserve is non-interest bearing.
3. One hundred percent of any annual Edmonton Police Service operating surplus will be placed in the Edmonton Police Service Reserve. One hundred percent of any annual operating deficit will be drawn from the Edmonton Police Service Reserve. In the event the reserve falls into a deficit position, a strategy will be developed by the Edmonton Police Service, to be approved by City Council, in order to achieve a balanced position over a period not to exceed three years, starting with the subsequent year operating budget. The strategy may include replenishing the reserve with any unplanned one-time revenues, adjustments to capital priorities and managing operating expenditures.
4. The Edmonton Police Service Reserve may be used to fund one-time operating requirements and Edmonton Police Service capital projects. Funding from the reserve for capital projects will require approval from City Council.
5. The Edmonton Police Service Reserve balance, as well as establishment or review of the minimum balance, will be reviewed a minimum of every three years, with recommendations made to City Council.
6. The Edmonton Police Service Reserve does not exempt the Edmonton Police Services from following the City of Edmonton capital budget processes, including capital budget carry forward processes.

ETS Fare Policy (# C451G - Adopted March 2015)

Bylaw 8353 requires individuals to pay a fare and show proof of payment when using transit services delivered by the Edmonton Transit System. The fare structure establishes the payment options and fees to be paid by transit users.

1. A multi-year transit fare structure shall be included and approved as part of the budget submission as per the City's Multi-year Budgeting Policy.

Fiscal Policy for the Enterprise Portfolio - Community Services (# C479 - Updated November 2000)

The enterprise portfolio model was endorsed by City Council on June 24, 1997 as the preferred option for the ownership and management of selected city facilities. The purpose of the enterprise portfolio is to:

1. Generate synergies through economics of scaled and through collaboration (as opposed to competition) among the constituent facilities and lines of business;
2. Achieve effectiveness and efficiencies as a combined portfolio that would be less achievable as separate entities;
3. Create a cap of the tax levy support required for the operation and development of constituent facilities excluding corporate initiatives as defined in City Procedures.
4. Provide flexibility, incentive, and accountability for the portfolio to innovate and to seek new revenue streams, partnerships, and business opportunities within its mandate;
5. Allow for re-investment of any surpluses generated, to achieve the long-term sustainability of the portfolio;
6. Safeguard existing municipal investment in the infrastructure, and optimize accessibility for citizens and users. The enterprise portfolio shall operate as one financial and managerial unit in accordance and compliance with other financial policies.

Investment Policy (# C212D - Adopted September 2009)

Section 250 of the Municipal Government Act sets out the approved investment vehicles for all Alberta municipalities; additional Council-approved investment policies exist in The City of Edmonton Investment Policy (# C212D), updated most recently in September 2009. The City of Edmonton will invest, or cause to be invested, funds under its control in permitted capital markets to maximize returns at a prudent level of risk.

Land Enterprise Dividend Policy (# C516B - Adopted November 2008)

The Land Enterprise will pay an annual dividend to the City of Edmonton based on the actual net income of the land development activity of the Land Enterprise. The Dividend will be based on 25% of actual net income of the land development activity of the Land Enterprise and paid in the second quarter of the following year. City Council will review this policy every three years or more often if material economic changes occur or at Council's discretion.

Multi-year Budgeting Policy (# C578 - Adopted September 2014)

1. The City shall undertake a multi-year approach to budgeting for operating and capital programs and services unless otherwise directed by Council.
2. The end of the term of the multi-year budget is to be coincidental with the calendar year end of the year after the year in which a new Council is elected. The term of the multi-year budget is to be approved by Council.
3. City Council expects the implementation of a multi-year budget will allow for the identification of longer term funding needs for the achievement of Council approved outcomes.
4. City Council expects that the public will be afforded an opportunity to comment on the proposed multi-year budget through a non-statutory public hearing.
5. City Council expects multi-year resource planning to consider the best estimates for all revenues available to the City and the best estimates of expenditure for established service levels and for the operating budget to provide indicative property tax impacts for each year of the multi-year budget.

Multi-year Budgeting Policy (# C578 - Adopted September 2014) *continued*

6. Multi-year budgets are to be managed, monitored and reported upon.
7. City Council expects that adjustments to the multi-year budget that exceed the City Manager's delegated authority will be discussed in public and approved by City Council.

Recreation User Fee (# C167B - Adopted September 2014)

The City of Edmonton provides a variety of recreation, culture, leisure and sporting opportunities for residents and visitors. The Recreation User Fee Policy furthers the aims of The Way Ahead: City of Edmonton's Strategic Plan whose goal is to improve the livability in the City of Edmonton. While the delivery of recreation services addresses a basic human need and reflects the values of our community and the desire to present Edmonton as a vibrant City, a Recreation User Fee Policy provides a balanced approach for establishing fees in consideration of the following objectives:

1. Ensuring that fees contribute to the public's effective and efficient use of City resources.
2. Reducing the reliance on property taxes, by recovering an appropriate portion of the costs for various services from the user(s) that primarily benefit from them.
3. Providing a consistent and equitable process that encourages accessibility and participation.
4. Identifying the relative pricing provided to various user segments.
5. Establishing meaningful and realistic goals that provide enough flexibility to meet evolving social values and changing fiscal pressures.

Reserve and Equity Accounts (# C217C - Adopted December 2015)

1. In compliance with this policy and the Municipal Government Act, the establishment of all Reserve and equity accounts and the transfers to and from these accounts require Council approval through the budget.
2. The financial stabilization Reserve must have a minimum balance of 5.0% with a target balance of 8.3% of current general government expenses (excluding non-cash amortization). One hundred percent of any annual general government surplus will be placed in the financial stabilization Reserve. Any balance above the target will be applied evenly to the three subsequent years' operating budgets or applied to significant one-time operating expenses or capital priorities. In the event of a balance below the minimum level, a strategy will be adopted to achieve the minimum level over a period not to exceed three years, including replenishing the Reserve with any unplanned one-time revenues, previously committed one-time contingent funds or appropriated items that are no longer required for their original purpose. Other Reserve and equity account balances will be reassessed and where appropriate, amounts transferred to the financial stabilization Reserve.
3. Reserve and equity account balances will be reviewed on a periodic basis, with recommendations made to City Council.

Waste Management Utility (# C558A - Adopted September 2014)

1. The Utility is to be operated in a manner that balances the best possible service at the lowest cost (public utility) while employing private sector approaches to rate setting.
2. The Utility is exempt from a Local Access Fee as the Utility does not have exclusive rights to the waste collection and disposal market, nor does it have exclusive use of the roadways.
3. The Utility is exempt from Dividend payment to the City of Edmonton.
4. Similar to private utilities, the Utility will account for the cost of service under a full cost accounting approach.

Waste Management Utility (# C558A - Adopted September 2014) *continued*

5. Where government grants are not provided for the exclusive use of the Utility, access to government grants requires the completion of a business case that takes into account the overall needs of the community. The allocation of grant funding to the Utility will be based on prioritization of all City capital projects through the Capital Budget Process.
6. For Utility provision of non-regulated services and where such services require significant capital investment and/or have net operating costs, a business case is to be prepared to inform funding decisions to be made by City Council.
7. The Utility is to contribute towards achieving the City's Strategic Plan.

Budget Basis and Regulation

The City of Edmonton prepares its budget in accordance with Canadian Public Sector Accounting Standards (PSAS), using the modified accrual basis for accounting.

The operating budget outlines the revenues and expenditures planned for the next multi-year cycle to deliver city services using a program-based approach focused on service delivery and advancement towards the City's long-term goals. As directed by the *Municipal Government Act*, the City must approve a balanced annual budget.

From year to year, new services may be created when City Council identifies a clear need. Services may be enhanced or reduced to more closely align with goals and outcomes, whether due to costs or other factors.

There is an established budget adjustment process that provides the City with the flexibility to adjust budgets in response to changing economic, social, environmental, and political circumstances. The adjustment process details are included toward the end of this section.

Non-cash budget for amortization and contributed assets is included in the multi-year budget under the section 'Budget by the Numbers'.

Financial Reporting vs. Budgeting Basis

The City of Edmonton prepares its budget on a modified accrual basis while its basis of accounting used to prepare the City financial statements is a full accrual basis. Both methodologies are in accordance with Canadian Generally Accepted Accounting Principles (GAAP) for governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Professional Accountants.

The modified accrual basis of accounting is a hybrid of cash and accrual methods. It recognizes revenues as they become **available** and measurable, and expenditures based on the anticipated date of transaction or when the fund liability is incurred.

The full accrual basis of accounting recognizes revenues in the period they are **earned** and become measurable, and expenditures when incurred.

These different accounting methods are used due to differing accounting measurement objectives. The financial statements are measuring the substance of transactions and so include non-cash transactions. The City budget, on the other hand, is funded on a tax levy basis and is focused on current financial resources and matching budget year revenues with costs.

The two methods treat amortization, contributed assets, and the gain or loss on asset disposals differently. Under the modified accrual basis:

- Amortization - not recognized as it is a non-cash expense.
- Contributed Assets - do not affect the budget except in context of associated operating expenses.
- Gain or Loss on Disposal - captured in the associated cash flow, if any.

Future Accounting Standard Pronouncements

The following is a brief summary of future changes to PSAS which **may** have an operating budget impact prompting future budget adjustments:

PS 3400 - Revenue (effective for fiscal years beginning on or after April 1, 2022 - earlier adoption is permitted) - this standard is intended to enhance the relevance, reliability and comparability of information reported in public sector financial statements by establishing a framework and criteria for recognition and measurement of revenue. This section will require public sector entities, like the City, to review existing contracts and terms of arrangement to determine whether a performance obligation is present and therefore accounted for as an exchange transaction - otherwise, it would be a unilateral transaction. As a result, this new standard may impact how revenues are recognized and reported. The City is currently reviewing the new standard and its impacts.

PS 3280 - Asset Retirement Obligations (effective for fiscal years beginning on or after April 1, 2021 - earlier adoption is permitted) - this standard is intended to enhance the comparability of public sector financial statements by establishing uniform criteria for recognition and measurement of asset retirement obligations. This section will require public sector entities, like the City, to review existing agreements, contracts, legislation, etc., to identify legal obligations or retirement activities associated with its controlled tangible capital assets and those that are no longer in productive use that should be reported. As a result, this new standard may impact operating and capital budgets. The City is currently reviewing the new standard and its impacts.

Reporting Entity

The following discussion gives a more complete understanding of what is included as part of the City of Edmonton Operating Budget, including:

1. **Tax Levy Supported Operations** - Civic Departments, Boards & Commissions and all Corporate Programs are included in this area of the budget.
2. **Enterprise** - Land Enterprise is included in the budget and identified separately.
3. **Utilities** - Waste Management's budget is brought forward separately and is therefore not included in this budget document.
4. **Subsidiaries** - EPCOR is the City's main subsidiary. EPCOR's board submits its budget directly to Council and, accordingly, its budget is not included in this document. For budget purposes, only the amount paid by EPCOR to the City of Edmonton is shown.

1. TAX-LEVY SUPPORTED OPERATIONS

Tax Supported Operations includes all operating activities provided through Civic Programs, Corporate Programs and Boards & Commissions. These programs are primarily supported by a combination of property taxation, user fees, return on investment, and grants from other orders of government and can be categorized as follows:

A. Civic Programs

These are the programs delivering services to residents and other support organizations. These constitute the majority of this budget document.

B. Corporate Expenditures & Revenues

The City's Corporate Expenditures & Revenues include corporate costs and revenue sources that are not specific to any department or service delivery program. All Corporate Expenditures & Revenues are included in this budget.

C. Boards & Commissions (B&Cs)

These are autonomous organizations with separate boards/commissions, related to the City through operating agreements, which usually include financial obligations. Boards and Commissions are each governed by an establishing document.

The smaller Boards & Commissions budgets are provided to City Council in the 'Other Boards & Commissions' section of the document. City Council

approves the net operating requirement only.

For financial statement reporting purposes certain of the B&Cs revenues, expenses, assets and liabilities are consolidated with the City's financial statements consistent with any other tax-supported operation. Inter-organizational transactions are eliminated. See 'Note 1A' of the City of Edmonton consolidated financial statements in the annual report.

The Police Commission, Public Library and Edmonton Economic Development Corporation (EEDC) are explained below.

i. Edmonton Police Commission

This Commission is the policy-making and oversight body for the Edmonton Police Service. Made up of seven City Council appointed citizens and two City Councillors, the Commission is responsible for overseeing the Edmonton Police Service, including allocating funds provided in its annual operating budget.

ii. Edmonton Public Library (EPL)

The EPL operates under authority of the Libraries Act of Alberta. Its operations are administered by the independent Edmonton Public Library Board, made up of nine City Council appointed citizens and one City Councillor. The Board reports to City Council.

iii. Edmonton Economic Development Corporation (EEDC)

EEDC is a not-for-profit company owned by the City, established under Part 9 of the Companies Act (Alberta) to promote economic development and tourism in Edmonton. It also operates and maintains the Shaw Conference Centre, Edmonton Expo Centre, and Edmonton Research Park. Its funding includes an annual City grant.

iv. Other Boards & Commissions

Other Boards & Commissions that are part of this budget are identified separately in the document section 'Other'; however, the City partners with many organizations and though not identified separately, these relationships are reflected in the City departments that support and work with the partner agencies, including:

- Arts Council
- Edmonton Combative Sports Commission
- Edmonton Federation of Community Leagues
- Fort Edmonton
- Greater Edmonton Foundation

iv. Other Boards & Commissions (con't)

- Heritage Council
- REACH Edmonton
- Space & Science Foundation

2. ENTERPRISES

Enterprises are self-sustaining operations not funded by property taxes.

A. Land Enterprise

Land Enterprise is the City's land development and sales operation. It manages the land requirements of the corporation and positions the City to actively promote development from the perspectives of sustainability, revitalization, and urban form. The operations of the Land Enterprise is governed by City Policy C511 - Land Development Policy. Annual surplus or deficits are added to or reduced from the Land Enterprise Fund Balance. The Land Enterprise pays an annual dividend to the City of Edmonton as described in the Land Enterprise Dividend Policy (C516B).

B. Blatchford Redevelopment Project

The Blatchford Redevelopment Project was established in 2009 to achieve City Council's vision for the community - to transform the former City Centre Airport site into a walkable, transit-oriented, and sustainable community. The project office manages the land development and sales of the site (currently the site is being developed in stages in order to be responsive to market and economic changes) while also maintaining relationships with key stakeholders (such as community leagues and business associations).

3. Utilities

Utilities are not funded by tax levy. They are funded only by rates charged directly to users, and in turn they provide a return on rate base to the City. Council approves these rates.

A. Waste Management Services

The Waste Management Utility was established under a public utility model in January 2009. Major services (collection, processing and disposal) are delivered as a fully integrated waste management system. The program operates based upon the principles provided in the regulations of the Alberta Utilities Commission (AUC).

The operations of the Waste Management Utility are governed by the Waste Management Policy (C527),

and the Waste Management Utility Fiscal Policy (C558).

B. Blatchford Utility

The Blatchford Renewable Energy Utility was established to help achieve the City's long term goal of 100% renewable energy and carbon neutrality of buildings in Blatchford. The Utility will continuously monitor emerging and alternative renewable energy technologies and evaluate how they can be implemented in a practical and fiscally prudent manner.

4. Subsidiaries

These are companies owned by the City. EPCOR is the City's main subsidiary. HomeEd is a non-profit housing corporation which facilitates the development, provision, operation and maintenance of affordable housing accommodation throughout Edmonton. The Budget is not presented in this document. The Edmonton Economic Development Corporation (EEDC) is covered under Boards & Commissions.

A. EPCOR Utilities Inc. (EPCOR)

EPCOR Utilities Inc. (EPCOR) is a wholly owned subsidiary governed by an independent Board of Directors. Headquartered in Edmonton, EPCOR builds, owns and operates electrical transmission and distribution networks, and water and wastewater treatment facilities and infrastructure in Canada.

The Board submits its budget directly to Council and accordingly its budget is not included in this document. For budget purposes, only the amount paid by EPCOR to the City of Edmonton is shown.

For financial reporting, EPCOR's operational results are reported in the annual financial statements using the modified equity method of accounting. Accounting principles are not adjusted to conform to the City's, as a local government and inter-organizational transactions and balances are not eliminated.

5. Investments, Reserves, and Debt

A. Investments

The City maintains investments as established under City Policy C212D. A significant portion of these investments is managed within the Ed Tel Endowment Fund, in accordance with City Bylaw 11713.

Investment earnings as well as Ed Tel dividends are directed to Capital under the Pay-As-You-Go program, consistent with the budget strategy to shift volatility of certain revenue streams to Capital. See 'Ed Tel Endowment Fund 2017-2022' in the following pages.

B. Reserves

Reserves give the City of Edmonton financial sustainability and flexibility to address emerging issues. Governed by City Policy C217C - Reserve and Equity Accounts - the establishment of and transfers to and from these accounts require Council approval through Budget. Tables describing all reserve funds and approved budgeted transfers for each individual reserve have been provided in this document.

C. Debt

Working under debt and debt service cost limits in the MGA, as well as the more conservative Debt Management Fiscal Policy (DMFP), debt is used as a financing source for the City's long-term capital plans and strategies to maintain long-term financial affordability, flexibility and sustainability.

The policy also provides for approval of multi-year debt guidelines with a corresponding debt repayment funding strategy, and added flexibility for the use of freed up debt servicing funding once debt is retired.

Debt principal repayments are accounted for as expenditures for budgetary purposes and as reductions on long-term debt liability for financial reporting purposes.

See the 'Outstanding Debt Summary' included towards the back of supplementary information, page 687 in this budget document.

Note that the debt limit is two times consolidated revenues net of capital government transfers and developer contributed tangible capital assets.

Ed Tel Endowment Fund

(\$000s)	2017 Actual	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
Opening Fund Balance	\$815,471	\$842,478	\$846,876	\$849,572	\$860,759	\$871,316
Investment Earnings	65,555	54,761	55,645	55,820	56,548	57,234
Expenses	(4,116)	(4,349)	(4,420)	(4,433)	(4,491)	(4,546)
Net Investment Earnings	61,439	50,412	51,225	51,387	52,057	52,688
Income Distributed to City of Edmonton	(34,432)	(36,811)	(38,823)	(40,200)	(41,500)	(42,600)
Special Dividend to City of Edmonton	-	(9,203)	(9,706)	-	-	-
Net Income	\$27,007	\$4,398	\$2,696	\$11,187	\$10,557	\$10,088
Ending Fund Balance	\$842,478	\$846,876	\$849,572	\$860,759	\$871,316	\$881,404

The Ed Tel Endowment Fund was established by City Council in 1995, with investment of the \$470 million in proceeds from the sale of the municipal telephone utility. The objective of the fund is to provide a source of income in perpetuity while ensuring that the real purchasing power is maintained. Earnings from the fund are applied under a formula established by City Bylaw 11713.

In accordance with Bylaw 11713, a special one-time dividend increase of 25% may be considered in the following year if the market value of the fund grows to more than 15% above the "Inflation Adjusted Principal" at June 30th of the current fiscal year. Similarly, if the market value of the fund declines to more than 10% below the "Inflation Adjusted Principal", the following year's dividend will be reduced by 25%.

Strong investment returns and the surplus status of the funds as at June 30, 2017 and 2018 provided the opportunity for special dividends to be paid in 2018 and 2019 from the Ed Tel Endowment Fund to the City of Edmonton. City Council approved the distribution of a \$9.2 million special dividend to the City on December 6, 2017 and a \$9.7 million special dividend on September 4, 2018. This has been reflected in the 2018 & 2019 forecasts above. The forecasted net investment earnings and income distributed to the City are based on market values at the time of setting these forecasts. Income distributed to the City is based on the fund's market value as at June 30th of the previous year. Actuals may differ from forecasts.

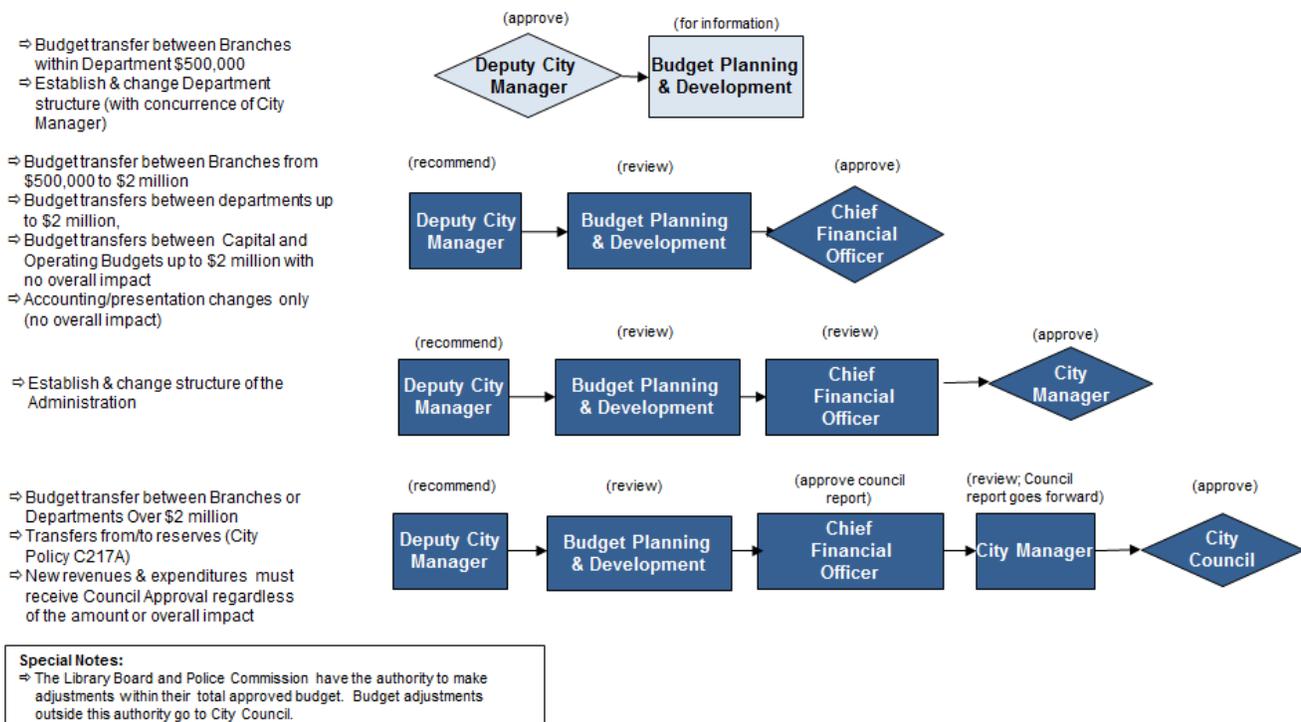
Process for Budget Adjustments

The budget adjustment process provides the City authority to amend the budget after Council has passed the year's budget. It provides flexibility to adjust business plans and budgets to respond to changing circumstances.

Per the Delegation of Authority Bylaw 16620, the Chief Financial Officer & Treasurer can authorize budget adjustments of up to \$2.0 million from a budgeted Branch to another within Civic Departments. Deputy City Managers can authorize budget adjustments of up to the lesser of \$500,000 or 15% of the departmental budget from one budgeted Branch to another within the departmental budget.

Corporate reorganizations are within the approval authority of the City Manager. Deputy City Managers can authorized department reorganizations within their approved budgets, with concurrence of the City Manager. The following is a graphical summary of the budget adjustment process:

Operating Budget Budget Adjustment Process (Branch as defined in the Budget)



Revised based on June 29, 2016 approval of Delegation of Authority

From the Operating Budget perspective, the City budgets for Operating Funds and Reserve Funds. This document contains the details of the Operating and Reserve Funds. The Operating Fund is captured within the table "Approved 2019-2022 Tax-Supported Operations". The Reserve Fund is covered in the following section.

Operating - the Operating Fund balance represents the budget required to offset future operational revenue requirements. This budget book contains the details on the Operating budget fund. A summary of the Operating Fund can be found in the section 'Budget by the Numbers'.

There are separate budgets within the Operating Fund which are summarized below:

- Tax-Supported Operations
 - Civic / Corporate Expenditures & Revenues
 - Boards and Commissions
- Non-Tax Supported Operations
 - Land Enterprise
- Investment Funds
 - Ed Tel Endowment Fund
 - Sinking Fund Excess Earnings

Reserves - the Reserve Funds are governed by City Policy C217B which states that the establishment and transfers to and from these accounts require Council approval through the Budget.

The City has various types of Reserves to serve a wide variety of purposes as follows:

- Stabilization - funds set aside for emergent and/or generally unanticipated needs
- Planned Stabilization - planned transfers to deal with a known stabilization requirement in the future.
- General Operating and Capital - used to fund general operating and capital requirements.
- Specific Purpose - used to fund one-time or unique activities.
- Regulatory/Third Party Requirements - subject to external restrictions.

Transfers can be made to reserves from the operating budget and from other reserves. Transfers can also be made from the reserve to the capital budget, operating budget, and other reserves. One of the largest reserves is the Financial Stabilization Reserve (FSR). One hundred percent of any annual general government operating surplus will be placed in the FSR. Likewise, any deficit is also funded by the FSR.

Reserve amounts not used during the year remain in the reserve to be utilized in future years.

Certain reserves are interesting bearing and accumulate interest on a monthly basis. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned. Interest earnings are intended to be applied to a reserve only if there are external requirements based on legislation or agreements, or if the reserve is intended to fund future capital expenditures. This allows the reserve to accumulate interest at the City's short-term investment earnings rate to maintain purchasing power over time.

Reserve Fund	Responsibility Area, and Description
Affordable Housing	Social Development, Citizen Services
<p>To assist the Social Development branch in delivering Affordable Housing units as outlined in the Council approved "Road Map" for Affordable Housing Investment 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.</p>	
Aggregate Site Development & Land Reclamation	Parks and Roads Services, City Operations
<p>The original purpose of this reserve was to support the aggregate, sand and asphalt recycling programs, including activities such as 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 was assessed on recycled materials and transferred to the reserve to fund program costs, and costs for replacement of equipment and site preparations. Interest earnings are applied to the reserve.</p>	
Brownfield Redevelopment	Economic and Environmental Sustainability, Urban Form and Corporate Strategic Development
<p>To facilitate implementation of City Policy <i>C571 Brownfield Remediation and Redevelopment Support</i>, 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.</p>	
City of Edmonton Library Board	Public Library, Boards and Authorities
<p>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.</p>	
Commonwealth Stadium	Community and Recreation Facilities, Citizen Services
<p>Approved in 1995 and established with \$750,000 from the original 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.</p>	
Community Revitalization Levy - Belvedere	Belvedere Community Revitalization Levy, Urban Form and Corporate Strategic Development
<p>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 2013 to 2032.</p>	

Reserve Fund	Responsibility Area, and Description
Community Revitalization Levy - Downtown	Capital City Downtown Community Revitalization Levy, Urban Form and Corporate Strategic Development
<p>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.</p>	
Community Revitalization Levy - Quarters	Quarters Community Revitalization Levy, Urban Form and Corporate Strategic Development
<p>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 2012 to 2031.</p>	
Current Planning	Development Services, Urban Form and Corporate Strategic Development
<p>Please see the "Planning and Development" reserve description in the following pages - the former Current Planning reserve was replaced by the Planning and Development reserve as Approved by Council on November 27, 2018.</p>	
Development Incentive	Economic and Environmental Sustainability, Urban Form and Corporate Strategic Development
<p>Approved during the 2010 budget deliberations to facilitate the implementation of City Policy <i>C553B Development Fund Program</i>. This reserve will be used to capture any unspent funding from the Development Incentive Program. 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.</p>	
Edmonton Police Service	Edmonton Police Service
<p>Established June 26, 2018 and governed by City Policy <i>C605 Edmonton Police Service Reserve</i>. The reserve is established to manage operational surpluses and deficits of the Edmonton Police Service over time.</p>	
Enterprise Portfolio	Community and Recreation Facilities, Citizen Services
<p>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 are applied to this reserve.</p>	

Reserve Fund	Responsibility Area, and Description
Façade and Storefront Improvements	Economic and Environmental Sustainability, Urban Form and Corporate Strategic Development
<p>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.</p>	
Financial Stabilization	Corporate Expenditures & Revenues
<p>The Financial Stabilization Reserve (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 City Policy <i>C217C 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 and gain or loss on disposal of capital assets) has been established. The source of funding for the FSR has generally been tax-supported operating surplus. No interest is applied to this reserve.</p>	
Financial Stabilization - Appropriated	Corporate Expenditures & Revenues and Other Tax-Supported Branches
<p>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.</p>	
Fleet Services - Vehicle Replacement	Fleet Services, City Operations
<p>Approved at the October 14, 2009 City Council Meeting, this reserve is used to fund the replacement of fleet assets that have reached their useful life. Fleet assets for Edmonton Transit, DATS and Edmonton Police Services are excluded from the scope of this reserve. Funds to replenish the reserve come from fixed charges paid by tax-supported and utility operations.</p>	
Fort Edmonton Train Maintenance	Fort Edmonton Park, Boards and Authorities
<p>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.</p>	
Funds in Lieu - Residential	City Planning, Urban Form and Corporate Strategic Development
<p>This reserve was approved in 1985 based on City 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.</p>	

Reserve Fund	Responsibility Area, and Description
Heritage Resources	City Planning, Urban Form and Corporate Strategic Development
<p>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.</p>	
Interim Financing	Capital Project Financing and Real Estate, Corporate Expenditures & Revenues
<p>The Interim Financing Reserve was originally approved on November 19, 2014 and later amended on November 29, 2016. The purpose of the reserve is to accommodate timing differences between operating impacts of capital projects and related external funding sources and differences that arise between the timing of cash outflows (budget) and recognition of expenses (accounting) to ensure that the City can levy taxes in a manner that matches the cash outflow of the expenses. Reserve deficit balances will be repaid through external funding sources. No interest earnings are applied to this reserve.</p>	
Local Improvement	Capital Project Financing, Corporate Expenditures & Revenues
<p>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. No interest earnings are applied to this reserve.</p>	
LRT	Capital Project Financing and Transit, Corporate Expenditures & Revenues
<p>An annual funding level of \$5.0 million is provided from tax-levy and is used to cover any deficiency of the Federal Gas Tax Fund over SLRT debt charges annually with any residual added to the reserve. Furthermore, a multi-year dedicated funding level is provided from tax-levy to support the construction and future operation of the new Valley Line LRT. The reserve is to be made available for funding city-wide LRT expansion. No interest earnings are applied to this reserve.</p>	
Motor Vehicle Insurance	Corporate Expenditures & Revenues
<p>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.</p>	

Reserve Fund	Responsibility Area, and Description
Natural Areas	City Planning, Urban Form and Corporate Strategic Development
<p>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 source of funding is \$1 million transferred annually from tax levy through the budget process. Interest earnings are applied to the reserve.</p>	
Neighbourhood Renewal	Corporate Expenditures & Revenues and Other Tax-Supported Branches
<p>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, as per City Policy <i>C595 Neighbourhood Renewal Program</i>. No interest is applied to this reserve.</p>	
Parkland	City Planning, Urban Form and Corporate Strategic Development
<p>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 Municipal Government Act (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.</p>	
Perpetual Care	Community and Recreation Facilities, Citizen Services
<p>The Perpetual Care Reserve is used for preservation, improvement, embellishment, and maintenance in perpetuity of the municipal cemeteries. 25% of specific cemetery revenue is applied to the reserve at the time revenue is recognized. Investment earnings on the fund balance are redirected back to the reserve.</p>	
Planning and Development	Development Services, Urban Form and Corporate Strategic Development
<p>Approved by Council on November 27, 2018 as part of City Policy C610 Fiscal Policy for the Planning and Development Business. The purpose of the reserve is to manage the long term fiscal sustainability of the Planning and Development Business. The balance in the reserve represents the appropriated accumulated surplus of the Planning and Development business over time. This reserve is only intended to stabilize the Planning and Development Business over long periods of time and is not to support any other activities including tax-supported operations. No interest is applied to this reserve. This reserve replaces the previous Current Planning Reserve.</p>	
Revolving Industrial Servicing Fund	City Planning, Urban Form and Corporate Strategic Development
<p>The purpose of this reserve is to facilitate implementation of City Policy C533A Revolving Industrial Servicing Fund. The City provides rebates to Front End Developers that undertake construction of cost shareable infrastructure. The City often borrows debt in order to provide these rebates. Front End Developers are eligible for a rebate 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 and recoveries from subsequent developers attributable to the City, and these will be used to offset related debt servicing costs first. Additional recoveries shall be deposited into the reserve to fund future rebates. Interest earnings are applied to the reserve.</p>	
Rogers Place Arena Capital	Capital Project Financing, Corporate Expenditures & Revenues
<p>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.</p>	

Reserve Fund	Responsibility Area, and Description
St. Francis Xavier	Community and Recreation Facilities, Citizen Services
<p>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.</p>	
Tax-Supported Debt	Capital Project Financing, Corporate Expenditures & Revenues
<p>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 stabilize debt servicing costs within a year or to fund capital on a pay-as-you go basis. The minimum balance is to be used to manage any interest rate or cash flow fluctuations. No interest is applied to this reserve.</p>	
Telus Field Capital	Corporate Expenditures & Revenues
<p>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. Interest earnings are applied to this reserve. The licensing agreement has expired and is currently under review. As a result no transfers or withdrawals have been made to or from the reserve this year.</p>	
Traffic Safety and Automated Enforcement	Corporate Expenditures & Revenues and Other Tax-Supported Branches
<p>Established November 26, 2014 and governed by City Policy <i>C579 Traffic Safety and Automated Enforcement Reserve</i>. 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.</p>	
Tree Management	Parks and Roads Services, City Operations
<p>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.</p>	
Vehicle for Hire	Development Services, Urban Form and Corporate Strategic Development
<p>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.</p>	

Supplementary Information

Reserve Funds

The following are lists by year of the City of Edmonton reserve funds and the changes to the 2018-2022 reserve balances. The description of the reserves are listed on the preceding pages.

Reserve Fund in Alphabetical Order (\$000)	2018 Opening Balance	2018 Ending Balance	2019 Ending Balance	2020 Ending Balance	2021 Ending Balance	2022 Ending Balance
Affordable Housing	31,354	32,714	28,978	22,551	15,812	9,048
Aggregate Site Development & Land Reclamation	1,820	-	-	-	-	-
Brownfield Redevelopment	(1,900)	(2,471)	(1,692)	(913)	(134)	645
City of Edmonton Library Board	8,983	12,544	13,579	14,614	15,649	16,684
Commonwealth Stadium	2,723	3,022	3,342	3,677	4,022	4,378
Community Revitalization Levy - Belvedere	(7,003)	(7,838)	(8,523)	(7,318)	(8,210)	(8,423)
Community Revitalization Levy - Downtown	(22,791)	(24,502)	(25,733)	(22,722)	(19,046)	(15,547)
Community Revitalization Levy - Quarters	(7,827)	(8,021)	(8,909)	(10,934)	(13,287)	(15,012)
Development Incentive	966	1,716	1,375	1,034	693	352
Edmonton Police Service	-	(193)	(193)	(193)	(193)	(193)
Enterprise Portfolio	5,769	481	-	-	-	-
Façade and Storefront Improvements	205	359	259	159	59	(41)
Financial Stabilization	125,110	120,721	113,321	98,321	95,321	120,721
Financial Stabilization - Appropriated	85,049	62,011	44,834	34,431	27,538	24,761
Fleet Services - Vehicle Replacement	19,158	15,564	11,791	7,047	13,220	19,951
Fort Edmonton Train Maintenance	32	38	44	50	56	63
Funds in Lieu - Residential	18,461	6,352	4,101	4,246	4,380	4,513
Heritage Resources	2,269	1,710	1,185	1,726	2,983	4,565
Interim Financing	(29,650)	(32,668)	(35,735)	(39,007)	(42,277)	(44,180)
Local Improvement	116,786	116,274	123,505	127,777	131,897	135,697
LRT	31,186	25,775	28,238	37,747	35,620	38,051
Motor Vehicle Insurance	2,500	2,500	2,500	2,500	2,500	2,500
Natural Areas	9,421	3,421	4,581	5,778	7,008	8,273
Neighbourhood Renewal	(38,606)	(11,323)	(49,816)	(34,763)	(14,738)	10,358
Parkland	19,239	6,342	5,780	6,680	7,442	8,070
Perpetual Care	3,990	2,861	2,472	2,767	3,284	3,796
Planning and Development	6,355	17,359	19,230	24,324	31,026	38,864
Revolving Industrial Servicing Fund	1,378	3,294	2,087	679	(619)	(1,775)
Rogers Place Arena Capital	2,262	3,816	5,421	7,075	8,775	10,523
St. Francis Xavier	1,380	1,405	1,437	1,473	1,511	1,550
Tax-Supported Debt	5,144	7,426	4,699	2,038	2,038	2,038
Telus Field Capital	374	374	374	374	374	374
Traffic Safety and Automated Enforcement	29,186	7,408	11,500	17,532	20,754	21,386
Tree Management	5,630	6,830	6,830	6,830	6,830	6,830
Vehicle for Hire	1,398	1,470	1,350	1,262	1,207	1,188
Total	\$430,351	\$376,771	\$312,212	\$316,842	\$341,495	\$410,008

Reserve Funds - 2018

Reserve Fund in Alphabetical Order (\$000)	Actual: 2017 End / 2018 Open Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Forecast: 2018 End / 2019 Open Balance
Affordable Housing	31,354	(2,112)	3,472	-	-	-	-	32,714
Aggregate Site Development & Land Reclamation	1,820	-	-	(1,853)	-	-	33	-
Brownfield Redevelopment	(1,900)	(2,204)	1,633	-	-	-	-	(2,471)
City of Edmonton Library Board	8,983	-	3,561	-	-	-	-	12,544
Commonwealth Stadium	2,723	(53)	301	-	-	-	51	3,022
Community Revitalization Levy - Belvedere	(7,003)	(835)	-	-	-	-	-	(7,838)
Community Revitalization Levy - Downtown	(22,791)	(1,711)	-	-	-	-	-	(24,502)
Community Revitalization Levy - Quarters	(7,827)	(194)	-	-	-	-	-	(8,021)
Development Incentive	966	-	750	-	-	-	-	1,716
Edmonton Police Service	-	(193)	-	-	-	-	-	(193)
Enterprise Portfolio	5,769	(2,475)	100	(2,969)	-	-	56	481
Façade and Storefront Improvements	205	-	154	-	-	-	-	359
Financial Stabilization	125,110	-	779	(36,377)	31,209	-	-	120,721
Financial Stabilization - Appropriated	85,049	(45,826)	-	(1,089)	23,877	-	-	62,011
Fleet Services - Vehicle Replacement	19,158	-	25,906	(29,500)	-	-	-	15,564
Fort Edmonton Train Maintenance	32	-	5	-	-	-	1	38
Funds in Lieu - Residential	18,461	-	2,500	(14,830)	-	-	221	6,352
Heritage Resources	2,269	(559)	-	-	-	-	-	1,710
Interim Financing	(29,650)	(5,968)	2,950	-	-	-	-	(32,668)
Local Improvement	116,786	-	(512)	-	-	-	-	116,274
LRT	31,186	(35,665)	30,254	-	-	-	-	25,775
Motor Vehicle Insurance	2,500	-	-	-	-	-	-	2,500
Natural Areas	9,421	(1,115)	1,000	(6,000)	-	-	115	3,421
Neighbourhood Renewal	(38,606)	-	157,873	(130,590)	-	-	-	(11,323)
Parkland	19,239	-	850	(13,975)	-	-	228	6,342
Perpetual Care	3,990	-	540	(1,730)	-	-	61	2,861
Planning and Development	6,355	-	1,190	(2,686)	12,500	-	-	17,359
Revolving Industrial Servicing Fund	1,378	(75)	1,949	-	-	-	42	3,294
Rogers Place Arena Capital	2,262	-	1,500	-	-	-	54	3,816
St. Francis Xavier	1,380	-	-	-	-	-	25	1,405
Tax-Supported Debt	5,144	(214)	2,496	-	-	-	-	7,426
Telus Field Capital	374	-	-	-	-	-	-	374
Traffic Safety and Automated Enforcement	29,186	(45,078)	46,000	(22,700)	-	-	-	7,408
Tree Management	5,630	-	1,200	-	-	-	-	6,830
Vehicle for Hire	1,398	(262)	334	-	-	-	-	1,470
Total	\$430,351	(\$144,539)	\$286,785	(\$226,069)	(\$1,853)	\$31,209	\$887	\$376,771

Reserve Funds - 2019

Reserve Fund in Alphabetical Order (\$000)	Forecast: 2018 End / 2019 Open Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Budgeted: 2019 End / 2020 Open Balance
Affordable Housing	32,714	(6,058)	3,504	(1,182)	-	-	-	28,978
Aggregate Site Development & Land Reclamation	-	-	-	-	-	-	-	-
Brownfield Redevelopment	(2,471)	(854)	1,633	-	-	-	-	(1,692)
City of Edmonton Library Board	12,544	-	1,035	-	-	-	-	13,579
Commonwealth Stadium	3,022	(53)	301	-	-	-	72	3,342
Community Revitalization Levy - Belvedere	(7,838)	(685)	-	-	-	-	-	(8,523)
Community Revitalization Levy - Downtown	(24,502)	(1,231)	-	-	-	-	-	(25,733)
Community Revitalization Levy - Quarters	(8,021)	(888)	-	-	-	-	-	(8,909)
Development Incentive	1,716	(341)	-	-	-	-	-	1,375
Edmonton Police Service	(193)	-	-	-	-	-	-	(193)
Enterprise Portfolio	481	(100)	100	(486)	-	-	5	-
Façade and Storefront Improvements	359	(100)	-	-	-	-	-	259
Financial Stabilization	120,721	-	-	-	(7,400)	-	-	113,321
Financial Stabilization - Appropriated	62,011	(24,577)	-	-	7,400	-	-	44,834
Fleet Services - Vehicle Replacement	15,564	-	24,622	(28,395)	-	-	-	11,791
Fort Edmonton Train Maintenance	38	-	5	-	-	-	1	44
Funds in Lieu - Residential	6,352	-	930	(3,300)	-	-	119	4,101
Heritage Resources	1,710	(525)	-	-	-	-	-	1,185
Interim Financing	(32,668)	(6,017)	2,950	-	-	-	-	(35,735)
Local Improvement	116,274	-	7,231	-	-	-	-	123,505
LRT	25,775	(39,045)	41,508	-	-	-	-	28,238
Motor Vehicle Insurance	2,500	-	-	-	-	-	-	2,500
Natural Areas	3,421	69	1,000	-	-	-	91	4,581
Neighbourhood Renewal	(11,323)	-	155,946	(194,439)	-	-	-	(49,816)
Parkland	6,342	-	1,800	(2,500)	-	-	138	5,780
Perpetual Care	2,861	-	500	(950)	-	-	61	2,472
Planning and Development	17,359	500	3,807	(2,436)	-	-	-	19,230
Revolving Industrial Servicing Fund	3,294	(3,360)	2,092	-	-	-	61	2,087
Rogers Place Arena Capital	3,816	-	1,500	-	-	-	105	5,421
St. Francis Xavier	1,405	-	-	-	-	-	32	1,437
Tax-Supported Debt	7,426	(2,727)	-	-	-	-	-	4,699
Telus Field Capital	374	-	-	-	-	-	-	374
Traffic Safety and Automated Enforcement	7,408	(46,658)	50,750	-	-	-	-	11,500
Tree Management	6,830	(400)	400	-	-	-	-	6,830
Vehicle for Hire	1,470	(120)	-	-	-	-	-	1,350
Total	\$376,771	(\$133,170)	\$301,614	(\$233,688)	-	-	\$685	\$312,212

Reserve Funds - 2020

Reserve Fund in Alphabetical Order (\$000)	Budgeted: 2019 End / 2020 Open Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Budgeted: 2020 End / 2021 Open Balance
	28,978							22,551
Affordable Housing		(10,136)	4,089	(380)	-	-	-	
Aggregate Site Development & Land Reclamation		-	-	-	-	-	-	
	(1,692)							(913)
Brownfield Redevelopment		(854)	1,633	-	-	-	-	
City of Edmonton Library Board		-	1,035	-	-	-	-	
	13,579							14,614
Commonwealth Stadium		(53)	301	-	-	-	87	
Community Revitalization Levy - Belvedere		-	1,205	-	-	-	-	
	(8,523)							(7,318)
Community Revitalization Levy - Downtown		-	3,300	(289)	-	-	-	
	(25,733)							(22,722)
Community Revitalization Levy - Quarters		(2,025)	-	-	-	-	-	
	(8,909)							(10,934)
Development Incentive		(341)	-	-	-	-	-	
	1,375							1,034
Edmonton Police Service		-	-	-	-	-	-	
	(193)							(193)
Enterprise Portfolio		(100)	100	-	-	-	-	
	259							159
Façade and Storefront Improvements		(100)	-	-	-	-	-	
	113,321							98,321
Financial Stabilization		-	-	(15,000)	-	-	-	
	44,834							34,431
Financial Stabilization - Appropriated		(25,403)	-	-	15,000	-	-	
	11,791							7,047
Fleet Services - Vehicle Replacement		-	24,954	(29,698)	-	-	-	
	44							50
Fort Edmonton Train Maintenance		-	5	-	-	-	1	
	4,101							4,246
Funds in Lieu - Residential		-	4,342	(4,300)	-	-	103	
	1,185							1,726
Heritage Resources		-	541	-	-	-	-	
	(35,735)							(39,007)
Interim Financing		(6,222)	2,950	-	-	-	-	
	123,505							127,777
Local Improvement		-	4,272	-	-	-	-	
	28,238							37,747
LRT		(41,658)	51,167	-	-	-	-	
	2,500							2,500
Motor Vehicle Insurance		-	-	-	-	-	-	
	4,581							5,778
Natural Areas		69	1,000	-	-	-	128	
	(49,816)							(34,763)
Neighbourhood Renewal		-	162,706	(147,653)	-	-	-	
	5,780							6,680
Parkland		-	3,246	(2,500)	-	-	154	
	2,472							2,767
Perpetual Care		-	500	(270)	-	-	65	
	19,230							24,324
Planning and Development		1,500	4,594	(1,000)	-	-	-	
	2,087							679
Revolving Industrial Servicing Fund		(3,677)	2,235	-	-	-	34	
	5,421							7,075
Rogers Place Arena Capital		-	1,500	-	-	-	154	
	1,437							1,473
St. Francis Xavier		-	-	-	-	-	36	
	4,699							2,038
Tax-Supported Debt		(2,661)	-	-	-	-	-	
	374							374
Telus Field Capital		-	-	-	-	-	-	
	11,500							17,532
Traffic Safety and Automated Enforcement		(46,658)	52,690	-	-	-	-	
	6,830							6,830
Tree Management		(400)	400	-	-	-	-	
	1,350							1,262
Vehicle for Hire		(88)	-	-	-	-	-	
Total	\$312,212	(\$138,807)	\$328,765	(\$186,090)	-	-	\$762	\$316,842

Reserve Funds - 2021

Reserve Fund in Alphabetical Order (\$000)	Budgeted: 2020 End / 2021 Open Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Budgeted: 2021 End / 2022 Open Balance
	22,551							15,812
Affordable Housing	-	(10,109)	3,668	(298)	-	-	-	-
Aggregate Site Development & Land Reclamation	(913)	-	-	-	-	-	-	(134)
Brownfield Redevelopment	(854)	-	1,633	-	-	-	-	15,649
City of Edmonton Library Board	3,677	-	1,035	-	-	-	-	4,022
Commonwealth Stadium	(7,318)	(53)	301	-	-	-	97	(8,210)
Community Revitalization Levy - Belvedere	(22,722)	(892)	-	-	-	-	-	(19,046)
Community Revitalization Levy - Downtown	(10,934)	-	3,880	(204)	-	-	-	(13,287)
Community Revitalization Levy - Quarters	1,034	(2,353)	-	-	-	-	-	693
Development Incentive	(193)	(341)	-	-	-	-	-	(193)
Edmonton Police Service	-	-	-	-	-	-	-	-
Enterprise Portfolio	159	(100)	100	-	-	-	-	59
Façade and Storefront Improvements	98,321	(100)	-	-	-	-	-	95,321
Financial Stabilization	34,431	-	-	-	(3,000)	-	-	27,538
Financial Stabilization - Appropriated	7,047	(9,623)	-	(270)	3,000	-	-	13,220
Fleet Services - Vehicle Replacement	50	-	25,161	(18,988)	-	-	-	56
Fort Edmonton Train Maintenance	4,246	-	5	-	-	-	1	4,380
Funds in Lieu - Residential	1,726	-	4,125	(4,100)	-	-	109	2,983
Heritage Resources	(39,007)	-	1,257	-	-	-	-	(42,277)
Interim Financing	127,777	(6,220)	2,950	-	-	-	-	131,897
Local Improvement	37,747	-	4,120	-	-	-	-	35,620
LRT	2,500	(59,377)	57,250	-	-	-	-	2,500
Motor Vehicle Insurance	5,778	-	-	-	-	-	-	7,008
Natural Areas	(34,763)	69	1,000	-	-	-	161	(14,738)
Neighbourhood Renewal	6,680	-	168,086	(148,061)	-	-	-	7,442
Parkland	2,767	-	3,084	(2,500)	-	-	178	3,284
Perpetual Care	24,324	-	500	(59)	-	-	76	31,026
Planning and Development	679	2,500	5,202	(1,000)	-	-	-	(619)
Revolving Industrial Servicing Fund	7,075	(3,677)	2,378	-	-	-	1	8,775
Rogers Place Arena Capital	1,473	-	1,500	-	-	-	200	1,511
St. Francis Xavier	2,038	-	-	-	-	-	38	2,038
Tax-Supported Debt	374	-	-	-	-	-	-	374
Telus Field Capital	17,532	-	-	-	-	-	-	20,754
Traffic Safety and Automated Enforcement	6,830	(46,658)	49,880	-	-	-	-	6,830
Tree Management	1,262	(400)	400	-	-	-	-	1,207
Vehicle for Hire	(55)	-	-	-	-	-	-	-
Total	\$316,842	(\$136,243)	\$337,515	(\$175,480)	-	-	\$861	\$341,495

Reserve Funds - 2022

Reserve Fund in Alphabetical Order (\$000)	Budgeted: 2021 End / 2022 Open Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Budgeted: 2022 End Balance
	15,812							9,048
Affordable Housing	-	(10,074)	3,310	-	-	-	-	-
Aggregate Site Development & Land Reclamation	(134)	-	-	-	-	-	-	645
Brownfield Redevelopment	15,649	(854)	1,633	-	-	-	-	16,684
City of Edmonton Library Board	4,022	-	1,035	-	-	-	-	4,378
Commonwealth Stadium	(8,210)	(53)	301	-	-	-	108	(8,423)
Community Revitalization Levy - Belvedere	(19,046)	(213)	-	-	-	-	-	(15,547)
Community Revitalization Levy - Downtown	(13,287)	-	4,026	(527)	-	-	-	(15,012)
Community Revitalization Levy - Quarters	693	(1,725)	-	-	-	-	-	352
Development Incentive	(193)	(341)	-	-	-	-	-	(193)
Edmonton Police Service	-	-	-	-	-	-	-	-
Enterprise Portfolio	59	(100)	100	-	-	-	-	(41)
Façade and Storefront Improvements	95,321	(100)	-	-	-	-	-	120,721
Financial Stabilization	27,538	-	-	-	25,400	-	-	24,761
Financial Stabilization - Appropriated	13,220	(2,777)	25,400	-	(25,400)	-	-	19,951
Fleet Services - Vehicle Replacement	56	-	25,330	(18,599)	-	-	-	63
Fort Edmonton Train Maintenance	4,380	-	5	-	-	-	2	4,513
Funds in Lieu - Residential	2,983	-	3,919	(3,900)	-	-	114	4,565
Heritage Resources	(42,277)	-	1,582	-	-	-	-	(44,180)
Interim Financing	131,897	(4,853)	2,950	-	-	-	-	135,697
Local Improvement	35,620	-	3,800	-	-	-	-	38,051
LRT	2,500	(62,710)	65,141	-	-	-	-	2,500
Motor Vehicle Insurance	7,008	-	-	-	-	-	-	8,273
Natural Areas	(14,738)	69	1,000	-	-	-	196	10,358
Neighbourhood Renewal	7,442	-	173,386	(148,290)	-	-	-	8,070
Parkland	3,284	-	2,929	(2,500)	-	-	199	3,796
Perpetual Care	31,026	-	500	(79)	-	-	91	38,864
Planning and Development	(619)	3,000	5,838	(1,000)	-	-	-	(1,775)
Revolving Industrial Servicing Fund	8,775	(3,677)	2,521	-	-	-	-	10,523
Rogers Place Arena Capital	1,511	-	1,500	-	-	-	248	1,550
St. Francis Xavier	2,038	-	-	-	-	-	39	2,038
Tax-Supported Debt	374	-	-	-	-	-	-	374
Telus Field Capital	20,754	-	-	-	-	-	-	21,386
Traffic Safety and Automated Enforcement	6,830	(46,658)	47,290	-	-	-	-	6,830
Tree Management	1,207	(400)	400	-	-	-	-	1,188
Vehicle for Hire	(19)	-	-	-	-	-	-	-
Total	\$341,495	(\$139,485)	\$373,896	(\$174,895)	-	-	\$997	\$410,008

Development Services - Planning and Development Reserve

Approved 2019 - 2022 Budget - Budget Summary

(\$000)	2016 Actual	2017 Actual	2018 Adjusted Budget	2018 Project- ed	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Opening Reserve Balance	22,727	13,989	6,355	6,355	17,359	19,230	24,323	31,026
Revenue								
User Fees, Fines, Permits, etc.	58,233	59,414	61,324	61,324	67,171	69,795	71,798	74,953
Grants	54	39	-	-	-	-	-	-
Total Revenue	\$58,287	\$59,453	\$61,324	\$61,324	\$67,171	\$69,795	\$71,798	\$74,953
Expenditure								
Operating								
Customer Services and Operations	40,395	37,233	35,573	32,912	35,725	35,154	34,736	35,845
Development & Zoning Services	9,199	10,925	14,710	14,245	14,792	15,504	15,756	16,106
Safety Codes, Permits and Inspections	14,619	15,452	13,943	16,977	16,347	17,042	17,603	18,164
Total Operating	\$64,214	\$63,610	\$64,226	\$64,134	\$66,864	\$67,701	\$68,096	\$70,115
Capital								
E-Services (15-17-2031)	1,647	1,512	4,222	2,436	-	-	-	-
Urban Form Service Transformation (CM-17-2040)					2,436	1,000	1,000	1,000
Integrated Front Counter Tech. (15-17-2035)	32	561		250				
CAT-Furniture and Wall System (16-17-5044)	1,132	1,404						
Total Capital	\$2,811	\$3,477	\$4,222	\$2,686	\$2,436	\$1,000	\$1,000	\$1,000
Total Expenditure	\$67,025	\$67,087	\$68,448	\$66,820	\$69,300	\$68,701	\$69,096	\$71,115
Total Net Requirement/(Surplus)	\$8,738	\$7,634	\$7,124	\$5,496	\$2,129	(\$1,094)	(\$2,702)	(\$3,839)
Transfer to/(from) Reserve	(8,738)	(7,634)	(7,124)	(5,496)	(2,129)	1,094	2,702	3,839
FSR Transfer to Reserve (Note 1)				12,500				
Funding Source Reallocation (Note 2)	-	-	4,000	4,000	4,000	4,000	4,000	4,000
Ending Reserve Balance	\$13,989	\$6,355	\$3,231	\$17,359	\$19,230	\$24,323	\$31,026	\$38,864
Reserve Balance (%)	22%	10%	5%	28%	31%	37%	46%	56%
Target Balance (75% of budgeted operating expenses)	48,540	46,940	46,481	46,481	46,391	49,292	50,062	51,628
Minimum Balance (30% of budgeted operating expenses)	19,416	18,776	18,592	18,592	18,556	19,717	20,025	20,651

Note 1: Approved by City Council - Report CR_6026 Current Planning Reserve - Replenishment of Funds, September 18, 2018.

Note 2: Approved by City Council - Report CR_5228 Fall 2017 Supplemental Operating Budget Adjustment, November 14, 2017.

Debt and Debt Servicing (\$000)	Debt Outstanding as at Dec 31, 2017	Debt Servicing Requirements as at Dec 31, 2017
Tax-Supported Debt		
Multi-Purpose Recreation Centres	251,197	17,616
Commonwealth, Meadows, Clareview		
Lewis Farms	100	
Whitemud Drive/Quesnell Bridge	115,934	9,562
NLRT	93,480	7,763
Terwilliger Recreation Centre	87,235	7,414
Roadways	36,350	6,914
Yellowhead Trail	2,367	136
Southeast to West LRT	229,409	8,894
Great Neighbourhoods	83,596	8,909
Other Recreation & Cultural Facilities	77,611	11,342
Transportation	86,860	5,754
Protective Services	62,877	5,380
Library	24,244	3,116
Corporate Land & Buildings	2,069	872
Walterdale Bridge	126,284	8,159
Fleet	35,996	3,724
Energy Greenhouse	4,307	550
Northlands	45,819	4,316
Total Tax-Supported Debt	1,365,736	110,421
Self-Supporting Tax Guaranteed		
SLRT	371,390	44,724
Other (Quarters, Land Fund, RISF, Downtown)	119,428	9,133
Arena	524,748	33,186
Total Self-Supporting Tax Guaranteed Debt	1,015,566	87,043
Short term Tax Supported		
Fast Tracked MSI and Provincial Fuel Funding		
Self Liquidating Debt		
Drainage		
Sinking Fund	93,736	93,736
Waste	235,672	30,033
Blatchford Development	53,251	3,672
Local Improvements	127,380	13,209
Northlands		
Other (Housing, Soccer Centres, Research Park)	20,789	3,408
Total Self Liquidating Debt	530,828	144,058
Total Debt Outstanding and Debt Servicing	2,912,130	341,522

Debt Servicing Requirement at December 31, 2017 of \$341,522 includes a principal portion of \$240,305 and interest of \$101,217. The 2017 total outstanding debt (\$2,912,130) is 51.5% of the debt limit (\$5,649,404) (see Basis of Budgeting page 670 for more information). Below is a summary of forecasted debt payments for capital project financing for the cycle:

(\$000s)	2019	2020	2021	2022	Total
Principal	148,899	164,180	184,394	195,509	692,982
Interest	147,648	153,678	144,681	150,534	596,541
Total Debt - Capital Project Financing	296,547	317,858	329,075	346,043	1,289,523

Abeyance - A state of temporary disuse or suspension; in the context of budget and financials it's generally indicative of a temporary withholding of funds.

Accrual Basis - A method of accounting in which Revenue is recognized in the period realized and expenses are recognized when incurred.

Amortization - An expense calculated and recorded for Tangible Capital Assets annually to account for the decreasing value of the asset over time.

Annualization - Represents the financial impact of implementing an approved service package over the full fiscal year.

Appropriate - To approve funds for specific purpose or project.

Assessment - The valuation of a property for property taxation purposes. Property Taxes are calculated by multiplying the property assessment by the tax rate expressed in terms of mills (thousands). The MGA directs municipalities to prepare assessments every year.

Assessment Base - Total value of all assessed properties in the City.

Assessment Classes - All assessed properties within the City of Edmonton are divided into:

Residential Property

- Single Family
- Farmland
- Transitional Residential
- Other Residential

Non-residential Property

- Non-residential
- Machinery and Equipment

Boards & Commissions - Autonomous organizations with separate boards/commissions, but related to the City through operating agreements, which usually include financial obligations.

Bond Rating - The rating given by external rating agencies as an assessment of the City's creditworthiness.

Branch - A distinct operating unit within the City, subset of a department.

Branch Manager - Head of a Branch within a Department.

Budget - A financial plan and a service delivery guide for a given period of time.

Budget Adjustment - Amendment to the approved operating and capital budgets. To be made in accordance to the budget adjustment process, as outlined in Bylaw 12005, Delegation of Authority.

Business Plan - is a comprehensive outline of the way in which a department or branch will use its resources to achieve the goals outlined in the organization's strategic plan and fulfill its mandate with relation to any core services over a multi-year planning horizon. It describes the business areas in each department / branch, the department / branch's initiatives, goals and tactics to achieve each goal as well as related measures and targets.

Bylaws - Legislation enacted by City Council under the provisions of the Municipal Government Act.

Cash Basis - Accounting method that recognizes revenues and expenses at the time physical cash is actually received or paid out.

Capital Asset - A City-owned asset used in operations with an initial useful life exceeding one year.

Capital Budget - Provides the statutory approval to expend funds in the undertaking of specified capital improvements or developments and to appropriate the required financing. Approval is granted on a four-year basis for projects beginning the first year of the planned period. The budget is adjusted annually as projects advance and funding sources are confirmed.

Capital Expenditure - Cost associated with purchasing, building and significantly improving or maintaining capital assets.

Capital Financing - An interim source of funds to pay for the capital project work, i.e. short-term or long-term borrowing (debt). When Capital Financing is identified as the source of payment for the project, the profile must include the Capital Funding source that will make the payments on the Financing.

Capital Funding - The ultimate source of funds to pay for the capital project work that is completed. This source maybe through funds recognized in the operating budget like reserves, PAYG, tax-levy or grants from other orders of government; or be funding source direct to fund the project. Capital Funds are also identified to make the payments on Capital Financing.

Capital Investment Outlook - A 10 Year Capital Long Range Financial Plan.

Capital Profile - A composition of related capital projects that deliver on a proposed initiative. The Capital profile is the level that a proposed capital initiative with all the projects contained within is approved by City Council. A Capital profile is identified by a unique profile number. A Capital Profile report is prepared for each recommended profile with the required fields that identify the proposed initiative and serves as the approved profile documentation when approved.

Capital Project - Expenditures relating to the acquisition, construction, upgrade or rehabilitation of a City asset that is prioritized through the Capital Budget process.

Census - An official enumeration of a population - municipal census is held every three years and the national census is every five years.

Census Metropolitan Area (C.M.A.) - The threshold as defined by Statistics Canada where census data is being gathered for an agglomeration that has an urban core of 100,000 people.

City (The) - Refers to the City of Edmonton.

City Council - A group of elected representatives with powers given by the Provincial Government to provide good government to a community under the Municipal Government Act (MGA). See Municipal Government Act section.

City Manager - An individual appointed by City Council to serve as the Chief Administrative Officer of the municipality.

Civic Programs - Refers to services provided by City Departments. Excludes Corporate Expenditures and Revenues, Neighbourhood Renewal and Boards & Commissions.

Committed - Committed fund balances and reserves designates funding that has been earmarked or set-aside for a specific project or operating program.

Committees - A group of individuals delegated to perform a specific function or functions.

Community Revitalization Levy (CRL) - A community revitalization levy bylaw authorizes the council to impose a levy in respect of the incremental assessed value of property in a community revitalization levy area to raise revenue to be used toward the payment of infrastructure and other costs associated with the redevelopment of property in the community revitalization levy area.

Consumer Price Index (CPI) - Reflects the impact of inflation on the purchasing power for goods and Services.

Contributed Assets - Assets that have been transferred or donated to the City by another entity. These assets provide a future economic benefit controlled by the City.

Core Infrastructure - Municipal roads, bridges, public transit vehicles & facilities, emergency service vehicles & facilities, and infrastructure management systems.

Corporate Expenditures and Revenues - Contain revenues and expenditures of a nature which are not tied to a specific service delivery program but do accrue to the entire Corporation.

Debt Service Limit - The Provincially-legislated borrowing limit by which a municipality may incur. The debt service limit is calculated at 0.35 times of the revenue net of capital government transfers. Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

Debt Servicing - Interest and Principal payments related to debentures.

Deliberations - Annual process for Council to discuss and weigh alternatives before making budget Decisions.

Demographics - Various statistics used to characterize human populations.

Credit Rating - See Bond Rating.

Debenture - Debt backed by the City's credit and not any other collateral. Consists of a sale of a municipal bond to the Alberta Capital Financing Authority.

Debt - An obligation resulting from the borrowing of money. The City of Edmonton categorizes Debt as follows:

- **Tax-supported debt** is debt issued to fund capital expenditures, the retirement of which is paid for using tax levy revenues.
- **Self-liquidating debt** is debt issued generally for municipal enterprise operations that is repaid through the fees generated from the operations.

Debt Service Limit - The Provincially-legislated borrowing limit by which a municipality may incur. The debt service limit is calculated at 0.35 times of the revenue net of capital government transfers. Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

Debt Servicing - Interest and Principal payments related to debentures.

Deliberations - Annual process for Council to discuss and consider alternatives before making budget decisions.

Demographics - Various statistics used to characterize human populations.

Department - City administration is divided into departments, each responsible for a particular aspect of public service and headed by a Deputy City Manager. The City has 7 Departments — Citizen services, City Operations, Communications & Engagement, Employee Services, Financial & Corporate Services, Integrated Infrastructure Services, and Urban Form & Corporate Strategic Development.

Deputy City Manager - Head of a City Department.

The Ed Tel Endowment Fund - The Ed Tel Endowment Fund was established to manage the proceeds from the sale of the municipal telephone utility in 1995. Earnings from the Fund are applied to support municipal operations. The Fund is governed by City Bylaw #11713.

Education Property Tax - Taxes that fund education in Alberta pooled from all municipalities. Each year the province calculates the amount that every Alberta municipality must contribute towards the public education system. The City then applies its local education tax rate to the assessed value of each property to determine the amount of education taxes each property owner is required to pay for the year.

EPCOR - Edmonton Power Corporation, a wholly owned subsidiary of the City of Edmonton.

Executive Leadership Team (ELT) - Refers to the working team consisting of the City Manager and the Department General Managers.

Expenditures - Costs associated with the provision of municipal services.

Franchise Fees - Fees in lieu of taxes or compensation for exclusive rights, based on an agreement with the holder of a special franchise. e.g. ATCO Gas.

Fund Balance - Measures the net financial resources available to finance expenditures of future periods.

Full-Time Equivalents (FTEs) - The hours and associated costs one full-time employee would work in a year, or a combination of positions that provide the same number of hours.

Grants - Funding provided by a senior order of government to the City. The City provides grants to the community as well.

Inflation - See Consume Price Index or Municipal Price Index.

Infrastructure - Facilities on which the continuance and growth of a community depends (e.g. roads, sewers, public buildings, parks, storm sewers, etc.).

Infrastructure Gap - A term used to describe the funding shortfall between capital investment requirements and funding availability.

Intra-Municipal Services - Internal support to Departments to implement services and programs for Citizens.

Local Improvements - The construction or replacement of roads, sidewalks, lanes and underground services for which a portion is paid by the abutting property owner.

Market Value Assessment - Provincial government legislation requires that properties must be assessed on an annual basis to reflect current market conditions. Starting in 1999, all properties were assessed at market or on the basis of provincial regulations and were taxed on this value by the City of Edmonton.

Modified Accrual Basis - A hybrid of cash and accrual methods of Accounting in which Revenues are recognized when earned, measurable and available. Expenditures are recognized when liability is incurred, except for certain liabilities such as debt services (when due), and compensated absences to the extent they affect current outflow.

Municipal Enterprises - Refers to activities that do not use tax dollars for operation. They are financially self-funded operations established to provide management and control of major activities of the City. Land Enterprise is a Municipal Enterprise.

Municipal Government Act (MGA) - Provincial legislation setting out the powers and responsibilities of Alberta municipalities.

Municipal Price Index (MPI) - A measure of the average increase in the price of goods and services that the city would purchase over the year.

Neighbourhood Renewal program - A part of the Building Great Neighbourhoods initiative which outlines a cost effective, long-term plan to address the needs of Edmonton's neighbourhoods. The program involves the renewal and rebuilding of roads, sidewalks and street lights in existing neighbourhoods and collector roadways balancing the rebuild need in some neighbourhoods with a preventative maintenance approach in others.

Net Operating Requirement - Expenditures less revenues is the Net Operating Requirement for the year.

Non-Residential Construction Price Index - Measures the cost of construction materials and labour used for industrial, and institutional development.

One-time Items - Expenditures associated with a limited term (typically one operating period) that will not become an ongoing part of the base budget in future years.

Operating Budget - Planned revenues and expenditures that are consumed in the delivery of services during an annual operating cycle (January through December).

Operating Impact of Capital - As a result of completion of a capital project approved through the Capital Budget any ongoing or one-time operating costs need to be identified for Operating Budget inclusion. These may be additional costs or cost savings like staffing, maintenance or facility operating costs. These Impacts are first identified in the Capital Profile prior to approval to provide full cost disclosure and then are requested through the Operating Budget process when required.

Pay-As-You-Go (PAYG) - A source of funding for capital projects through contributions transferred from the current operating budget.

Payment-in-Lieu of Taxes - Payments equivalent to municipal property taxes, made by the federal and provincial governments for Crown-owned properties.

Policies - Council statements that set discretionary duties or standards of performance for the City.

Program - A stand alone activity or entity at the level below the branch.

Project - A single project is a non-routine capital work with a "singular" identity. The location, time and design of a single project are clearly identifiable. A composite project is the grouping of routine capital improvements.

Property Tax - Revenue generated through the collection of taxes levied on real property assessment. Authorized by the Municipal Government Act.

Reserves - Represent amounts appropriated for designated requirements as established by Council. Part of best practices management used for fund accumulation to replace capital assets and to provide financial flexibility in times of budget shortfall.

Retained Earnings - Equity accounts that represent the accumulated surpluses from operations, that are not for general distribution, but rather are used to fund capital projects, leverage debt, or are reinvested in service delivery.

Revenue - Funds the City receives and records as income. Major revenue sources are: property tax, user fees, fines, permits, grants from other orders of government, dividends, franchise fees, Ed Tel Endowment fund, and investment earnings.

Self-liquidating Debentures - Debt issued by municipal utilities or enterprise operations that is repaid through the rates or fees generated by operations.

Service - Delivering a benefit to community members.

Service Package - New or enhanced services or increases resulting from growth or impact of Capital, that require funds. The Service Packages require Council approval through the budget process.

Shared Services - See Intra-Municipal Services.

Sinking Fund - The City of Edmonton makes annual payments into the Sinking Fund as required by each debenture issue. These funds are invested by the Sinking Fund in securities as approved by existing legislation. The annual rate of return required by the issue is allocated to meet the future debt requirements. Earnings in excess of those requirements are maintained within the fund as unappropriated surplus, which may be used as approved by Council.

Tangible Capital Asset - Non-financial assets having physical substance that meet all of the following criteria:

- are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;

Tangible Capital Asset (con't)

- have useful economic lives extending beyond an accounting period;
- were acquired for use on a continuing basis; and;
- are not intended for sale in the ordinary course of business.

Tax Rate - Municipal property tax revenue is calculated by applying the tax rate to the projected assessment base. Additional property tax revenue is generated through an increase in the tax rate and/or growth in the assessment base.

Tax-Supported Operations - Civic Departments, Commissions, and Boards are funded in whole or in part through revenue from property tax, and payment-in-lieu of taxes.

Taxation - Process of applying a tax rate to a property's assessed value to determine the taxes payable by the owner of that property.

Transfers - Refers to transfers to and from Reserves.

Uncommitted - Uncommitted Operating Fund balances and reserves designates funding that is not earmarked or set aside for a specific capital project or operating program initiative and is available for allocation.

User Fees - Payment for a service or facility provided by the City.

Utility Operations - Services funded solely by Council-approved rates charged directly to users, which provide a return on equity to The City. Waste Management Services where tax dollars are not used to support the operations. The operations of the Waste Management Utility are governed by the Waste Management Strategic Plan, the Waste Management Policy (C527), and the Waste Management Utility Fiscal Policy (C558).