

THE WAY WE FINANCE

# 2014 OPERATING BUDGET

AS APPROVED AT  
DECEMBER 5, 2013

TRANSFORMING | **EDMONTON**

BRINGING OUR CITY VISION TO LIFE



THE CITY OF  
**Edmonton**

## Message from the Mayor

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I am pleased to present, on behalf of City Council, the 2014 Operating Budget for the programs and services that Edmontonians want and use every day, and that enhances our high standard of living.

Through this budget, Council demonstrates a commitment to value for money, to improved efficiency and the effective and efficient use of public dollars. Council is confident that we have achieved a balanced budget.

Council limited the property tax increase for 2014 to 4.9%. That is made up of a 3.4% increase for all civic operations, boards and commissions including funding operations of a number of new facilities and enhanced services, and an additional 1.5% tax dedicated to continuing to build the neighbourhood renewal program.

The approved budget of almost \$2 billion maintains the services, programs and infrastructure that support 836,000 people within our growing city. As the strong central city in our region, Edmonton's budget also provides the social and hard infrastructure for a regional population of 1.2 million.

Setting this year's budget and keeping the tax increase under tight control was not without challenges. We must take care of the most basic parts of what makes a city great. Much of this budget is driven by the investments made in infrastructure in recent years to provide much-needed services to our city's growing population. We also need to provide for employee salaries and benefits, which have risen due to Edmonton's competitive labour market. Citizens will also see in this budget that we must allow for inflation-driven costs for fuel, materials, electricity and natural gas.

In the end, the priorities reflected in this budget are strongly aligned with the vision for city building that I and my Council colleagues articulated during the October 2013 election campaign.

We want to assure tax payers that we make conscientious use of the dollars you entrust us with. We will work hard to earn your confidence, to demonstrate that your dollars are well invested in your city.



A handwritten signature in black ink, appearing to read 'Don Iveson'. The signature is stylized and fluid.

Don Iveson

Mayor





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Edmonton  
Alberta**

For the Fiscal Year Beginning

**January 1, 2013**

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 annual budget for the fiscal year beginning January 1, 2013.*

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

*This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.*

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# Foreword

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The 2014 Approved Operating Budget has been prepared by Administration with City Council's Vision top of mind. The six 10-year goals in *The Way Ahead* and alignment to the Corporate Outcomes approved by City Council were significant considerations in drafting this budget.

The 2014 Approved Operating Budget document is presented in one volume this year. The 2014 Approved Utilities Budget is presented in a separate volume. The budget document contains introductory and summary level information followed by Department, Branch and program level budget detail.

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

## Building a Great City

Building a Great City section provides an overview of the alignment of Council's vision, strategy and the 2014 budget. It also provides an economic update for the City of Edmonton.

## 2014 Budget Overview

The 2014 Budget Overview section provides a quick look at the 2014 Approved Operating Budget. It shows the impacts for a typical homeowner, where the money comes from, how the tax dollars are distributed and the value that Edmontonians receive for each tax dollar.

## Budget Building Blocks

Provides information related to City Employees, Building Great Neighbourhoods, Leveraging Technology, Operating Impacts of Capital and Smart Debt.

## Budget by the Numbers

Included in this section are the budget summary and FTE tables, program information, funded service packages and approved changes to user fees, fines and permits.

## Department and Branch Overviews

This section contains detailed information of 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 2014 budgets and a departmental view of the budget are also provided. The Branch Overviews provide information on major services and programs and the approved 2014 operating budget for the branch. Changes to the budget and information on results, cost drivers, service standards 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 2014. The Branch Overviews continue to evolve as does the City's work with performance measurement and the demonstration of alignment to City Council's goals and corporate outcomes.



# Foreword

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## Supplementary Information

This section includes additional information about the City of Edmonton and the approved 2014 Operating Budget. The sections include:

### Governance Structure

- Basis of Budgeting
- Reserve Funds
- Council Motions
- List of Council Approved Plans
- Summary of Financial Policies
- Terms and Definitions

## Access to Approved 2014 Budget Documents

The approved 2014 Budget documents are available to the general public, for reference purposes, at all branches of the Edmonton Public Library. The approved 2014 Budget document is also available on the City's Website:

<http://www.edmonton.ca/budget2014>

# Building a Great City

## Edmonton in Focus

Edmonton is thriving.

The population, employment and economic growth are all outpacing municipalities across the country and most parts of the world.

Approximately 19,000 people are expected to move to Edmonton in 2013 – or about 52 new people each day. This annual population growth of 2.2% is directly related to a strong economy and a high quality of life.

Edmonton has one of the most youthful workforces in Canada, attracted to an enviable 4.5% unemployment rate at the start of 2013. Add in natural growth as families start and stay in Edmonton, and our city is experiencing resilient growth.

The City's strong liquidity position, responsible fiscal management and a debt burden well within provincial limits, and the more stringent city policy, are largely responsible for the City of Edmonton's strong credit rating by an independent international agency. Standard & Poor's gave Edmonton an AA+ rating for the third year in a row, also citing the healthy economy as a factor. The rating is just one notch below the highest possible mark and indicates a stable outlook for the City of Edmonton.

Edmonton's GDP growth rate topped the country in 2012 at 5.9% and held strong in 2013 with a forecast growth of 4.2%. Edmonton and Calgary are predicted to be tied with the fastest growing economies of all Canadian metro centres in 2014, at 3.1%. With economic growth, Edmonton is expected to experience consumer price inflation for the year averaging between 2.5% and 3.0%. The City is projecting municipal price inflation for 2014 of 3.0%

Rapid population growth, economic strength and cost inflation can create challenges for the City. Edmontonians have come to expect a very high standard of living, where the City supports a wide range of amenities, civic services, convenience, accessibility, mobility, and vibrant leisure opportunities. Meeting these expectations in a growth environment requires good planning and continuing investment in core services and programs.

The City of Edmonton also supports people beyond the

estimated 836,000 people within our municipality. The institutional infrastructure found in Edmonton such as research parks, government agencies, universities, and recreation and culture facilities are instrumental in attracting to the region highly educated and mobile workers required for today's high technology economic development. Activities such as the 2014 ITU Triathlon Grand Final and the FIFA Women's World Cup in 2015, and cultural events such as those that have earned Edmonton the moniker of Festival City, showcase Edmonton and the region to the world and make the Edmonton metropolitan area a more attractive place to live and do business.

Within the metro region of over 1.2 million, Edmonton houses and provides for those that are less fortunate, tackling substantive issues such as homelessness, programs for new immigrants, and broad-based social support. As a major service centre to the North, the City's services, and physical and social infrastructure also support a significant shadow population of workers and residents based outside of Edmonton. The strong City at the centre of the metropolitan region ensures a vibrant and sustainable Alberta Capital region.

Whether viewed from an international sports channel or enjoyed at home from a recreation centre, a river valley trail or a trendy shopping district, Edmonton is clearly a vibrant, booming community.









# Building a Great City

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## Bringing Our Vision to Life

Edmonton's City Council has developed a City Vision - a creative description of our City's future that paints a picture of how we imagine our city will look in 2040. The journey toward that 2040 vision starts with the City of Edmonton's strategic plan, "The Way Ahead". This ten-year planning framework is guiding the transformation of our city and ensuring that we continue to work towards the development of the city that we describe in the City Vision.

"The Way Ahead" sets out six 10-year goals:

-  Transform Edmonton's Urban Form
-  Shift Edmonton's Transportation Mode
-  Improve Edmonton's Livability
-  Preserve and Sustain Edmonton's Environment
-  Ensure Edmonton's Financial Sustainability
-  Diversify Edmonton's Economy

Transforming Edmonton requires establishment of expected outcomes, thoughtful planning, priority setting, resource allocation, deliberate action, and measuring performance. The day to day work needs to connect with the strategic purpose. To that end and with extensive consultation, the City has developed directional plans to guide the City's work to achieve five of the six 10-year goals with one still under development.

### Directional Plans

The directional plans are highly interdependent and reflect goals and objectives that impact, support and drive each other. Directional plans are:

- ✓ *The Way We Grow*: Municipal Development Plan
- ✓ *The Way We Move*: Transportation Master Plan
- ✓ *The Way We Live*: Edmonton's People Plan
- ✓ *The Way We Green*: Edmonton's Environmental Strategic Plan
- ✓ *The Way We Finance*: Edmonton's Financial Sustainability Plan
- ✓ *The Way We Prosper*: Economic Development Plan

The Way We Grow, Move, Live, Green, and Prosper are all approved with The Way We Finance proposed to go to Council for approval in 2014.

### Implementation Plans

Initiatives that promote the achievement of the Ways plans have been identified and summarized in corresponding Ways implementation plans. With the complexity of urban environments, many of these initiatives are highly interdependent and impact and depend on each other for successful implementation and completion.

Implementation plans outline corporate and departmental actions to be undertaken over a 10-year period to achieve the Ways plans. Each plan aligns to the corporate outcomes, performance measures and targets identified in *The Way Ahead* and categorizes initiatives into one of five groupings:



# Building a Great City

- ✓ **What We Did** - projects completed from 2009-2011
- ✓ **What We Are Currently Doing**
- ✓ **What We Will Do** - initiatives to be started in 2012-2014 as they were approved as part of the capital or operating budget or can be done with existing resources
- ✓ **What We Could Do** - important priorities that advance the goals and are achievable in the next ten years based on today's funding sources
- ✓ **What We Aspire To** - important priorities that may not be possible in the next four to 10 years and beyond as funding may not be in place

The implementation plans for *The Way We Move* and *The Way We Live* are complete and were presented to Council. *The Way We Grow* and *The Way We Green* implementation plans were also presented to Council and are being revised. The implementation plan for *The Way We Prosper* is under development.

## Accountability for Results

Performance measures exist at multiple levels throughout the organization. The City uses a suite of performance measures to assess how it is performing – at the corporate, department, and program levels. Types of measures include: inputs, outputs, outcomes, productivity, efficiency, effectiveness and quality. Performance measurement:

- ✓ Improves transparency and accountability
- ✓ Supports decision-making and resource allocations
- ✓ Monitors progress in achieving intended results (effectiveness)
- ✓ Monitors efficiency
- ✓ Monitors programs and services

Reporting to citizens about things that matter to them is an important component of accountability. The City implemented Citizen Dashboards to report on the performance of services that promote the outcomes associated with "The Way We Move", "The Way We Live", "The Way We Grow" and "The Way We Green". "The Way We Prosper" and "The Way We Finance" to follow in 2014. Please visit the Citizen Dashboard at <https://data.edmonton.ca/dashboard/live>.



# Building a Great City

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## Economic Outlook

The economic outlook over the next two years continues to be positive for both Edmonton and the Capital Region. Strong gains in full-time employment and incomes will continue to provide a solid foundation for growth. The housing market, retail sales, and personal services are expected to take up a leading role in job creation over the next 12 to 18 months. Annual economic growth, when adjusted for inflation, is expected to be in the range of 3.2% to 4.0% in 2014.

The current outlook calls for very strong population growth driven by increasing levels of net migration. Recent figures for Alberta indicate that in-migration for 2013 will be at near-record levels. While Edmonton continues to welcome a growing population and economy, this growth presents challenges for the City.

The City must provide much of the infrastructure and services necessary to support growth. However, most of the benefits from growth, in terms of higher tax revenues, flow to other orders of government. Hence, the City faces continuing pressure to provide expanded infrastructure and services, while receiving very limited additional resources. According to the Canada West Foundation, government accounted for 13.7% of the total public and private physical capital in Canada in 2011 and of that, the largest category was local government at 4.7%.

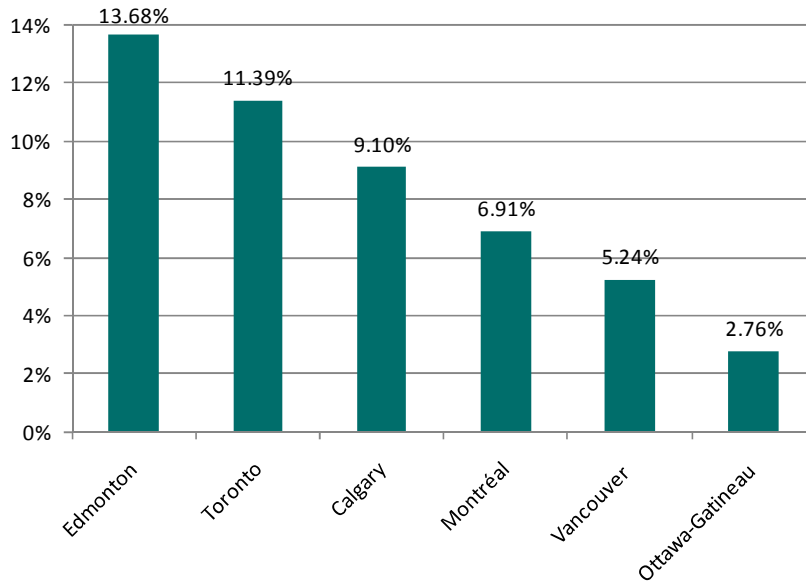
As with Alberta, Edmonton has seen a very strong recovery in both employment and incomes since 2009. Outstanding job growth in areas such as construction, manufacturing, logistics, and professional services has been the foundation for Edmonton's and the Capital Region's expansion over the past four years. This outstanding employment growth has created a relatively tight labour market in the Capital Region, making it more challenging for the City to attract and retain the skilled staff needed to provide the quality of services citizens expect. The tight labour market conditions have also put upward pressure on wages in other sectors of the economy, causing that component of the City's Operating Budget to rise above that of the Consumer Price Index.



# Building a Great City

Looking forward it is expected that growth in Edmonton will return to more sustainable levels than seen in the last 24 months. Annual expansion of the City's economy should average in the 3% range over the next several years. This growth rate will continue to be well above the national average meaning Edmonton will remain one of Canada's most attractive locations for business investment as well as employment and income growth.

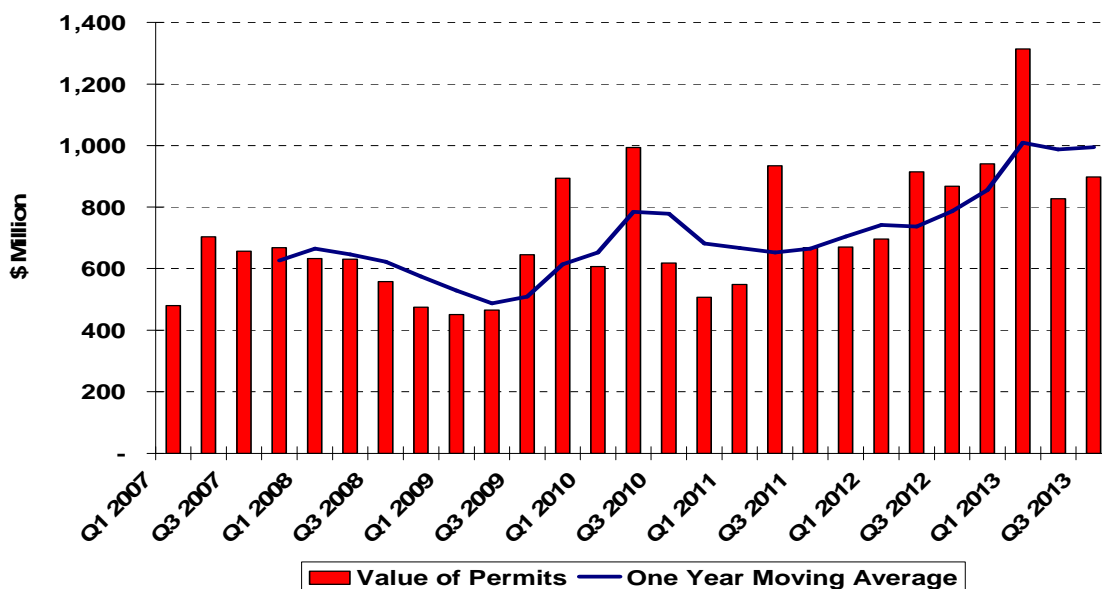
**Employment Growth in the Last Four Years**



## Building Permits

The value of building permits issued in Edmonton increased from the second to the third quarter of 2013. While the third quarter value was well below that of the first quarter, it still remains at historically strong levels. Both residential and non-residential permits were up in the third quarter. The value of building permits should continue to moderate in 2014, particularly for industrial and commercial buildings as the rate of employment growth slows.

**City of Edmonton - Value of Building Permits**





# Building a Great City

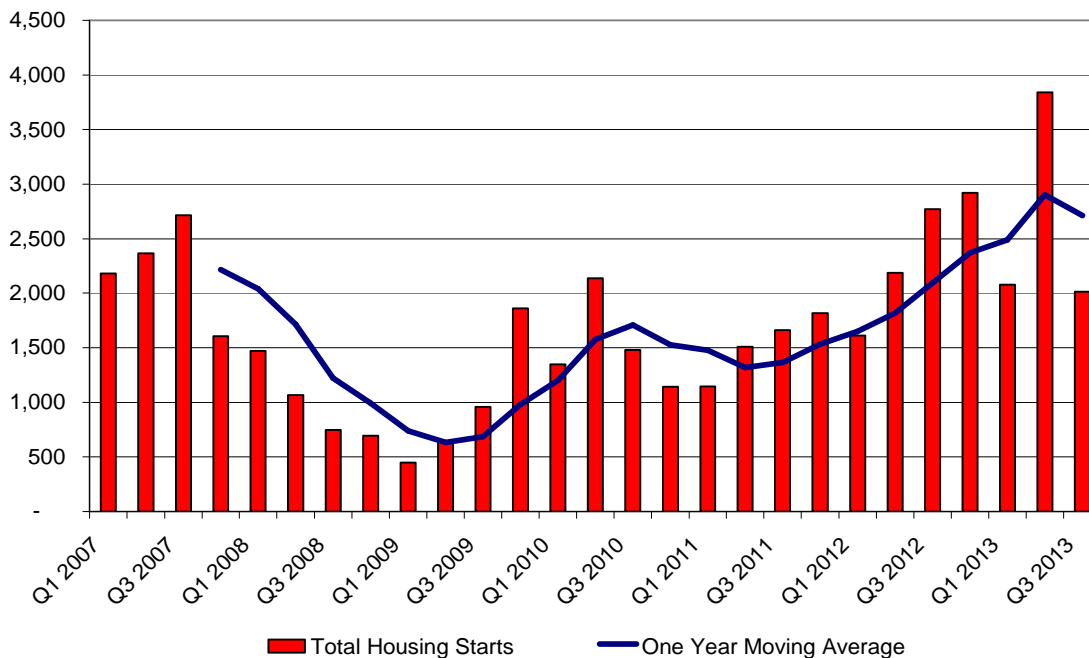
## Housing Starts

After extraordinarily strong second quarter activity, housing starts in Edmonton returned to more sustainable but still very healthy levels in the third quarter of 2013. Most of the pull back in the third quarter starts was the result of a more modest figure for multi family units.

Large numbers of net migrants coming to Edmonton has put pressure on the rental side of the Edmonton housing market. The local rental vacancy rate is now approaching 1% and rents are starting to rise. This development will put upward pressure on inflation in the months ahead and could also lead to a rebound in multi-family starts directed toward the rental side of the Edmonton housing market for the remainder of 2013 and into 2014.

Strong in migration, tight rental conditions and continuing low interest rates will support new house starts into 2014, providing support for continuing momentum in housing start figures for the year to come. While starts will slow from the current annual rate of about 16,000 units per year, total housing activity in 2013 is expected to be the best year on record since the financial crisis of 2008.

City of Edmonton – Housing Starts



Source: Canada Mortgage and Housing Corporation

## Global Risks

It is important to note, however, that the economic prospects for Edmonton and the Capital Region are closely linked to Alberta's energy economy, which is highly export dependent. Because of this, there are risks to the City's economic outlook from factors beyond the municipality's control, despite excellent regional conditions. There is also ongoing uncertainty about future investments in pipelines, which are necessary for the future growth of Alberta's energy sector.

# 2014 Budget Overview

## Corporate Summary

### Approved Tax-supported Operations

(\$000)	2012	2013	2014	\$	%
	Actual	Budget	Budget	Change '13 to '14	Change '13 to '14
<b>Revenue &amp; Transfers</b>					
Taxation Revenue	1,026,181	1,110,661	1,196,908	86,247	7.8
<i>Assessment Growth</i>	-	-	-	30,140	2.9
<i>2014 Proposed Tax Increase</i>	-	-	-	56,107	4.9
User Fees, Fines, Permits, etc.	364,971	382,628	403,377	20,749	5.4
EPCOR Dividends	141,021	141,021	141,021	-	-
Franchise Fees	124,147	131,628	137,902	6,274	4.8
Grants	105,631	102,396	94,401	(7,995)	(7.8)
Investment Earnings & Dividends for Capital Financing	66,262	54,304	55,960	1,656	3.0
Other Revenues	30,190	29,160	34,283	5,123	17.6
Transfers from Reserves*	32,464	38,701	11,926	(26,775)	(69.2)
<b>Total Revenue &amp; Transfers</b>	<b>1,890,867</b>	<b>1,990,499</b>	<b>2,075,778</b>	<b>85,279</b>	<b>4.3</b>
<b>Net Expenditure &amp; Transfers</b>					
Personnel	1,052,739	1,145,655	1,200,969	55,314	4.8
Materials, Goods & Supplies	106,964	102,324	106,195	3,871	3.8
External Services	188,028	179,707	196,707	17,000	9.5
Fleet Services	139,595	140,639	147,288	6,649	4.7
Intra-municipal Services	60,643	72,740	80,619	7,879	10.8
Utilities & Other Charges	459,393	514,639	517,646	3,007	0.6
Transfer to Reserves	50,634	5,553	8,030	2,477	44.6
Intra-municipal Recoveries	(167,129)	(170,758)	(181,676)	(10,918)	6.4
<b>Total Net Expenditure &amp; Transfers</b>	<b>1,890,867</b>	<b>1,990,499</b>	<b>2,075,778</b>	<b>85,279</b>	<b>4.3</b>
<b>Total Net Requirement</b>	-	-	-	-	-
<b>FTEs</b>					
<b>Boards &amp; Commissions</b>					
Economic Development Corporation	272.0	265.0	271.0	6.0	
Police Service	2,220.5	2,294.5	2,320.5	26.0	
Public Library	433.9	442.3	468.4	26.1	
Other Boards & Commissions	58.0	58.0	58.0	-	
<b>Civic Departments</b>					
Community Services	3,170.1	3,252.7	3,415.2	162.5	
Corporate Services	1,001.9	1,020.6	1,021.6	1.0	
Financial Services/Corporate Strategic Planning	470.6	464.5	458.5	(6.0)	
Mayor & Councillor Offices	45.0	49.0	49.0	-	
Office of the City Auditor	14.0	14.0	14.0	-	
Office of the City Manager	77.8	86.4	86.4	-	
Sustainable Development	495.0	559.0	595.0	36.0	
Transportation Services	3,301.9	3,381.9	3,415.4	33.5	
Community Revitalization Levies	5.0	5.0	5.0	-	
<b>Total FTEs</b>	<b>11,565.7</b>	<b>11,892.9</b>	<b>12,178.0</b>	<b>285.1</b>	

\* Transfers from Reserves includes 2013 One-time Items and Land Enterprise Dividend.

# 2014 Budget Overview

## Approved Property Tax Increase

The following table provides a high level summary of the increases in revenue and expenditure and what that means for a tax increase. Assessment growth tax revenue reflects an increase to the taxable assessment base. As the City grows and more properties are developed, the property assessment goes up and provides more tax revenue to help pay for that growth.

2014 Approved Budget	\$ millions	Tax
Approved Property Tax Increase		Increase %
<b>(Increase)/Decrease in Revenue</b>		
Assessment Growth Tax Revenue	(30.1)	
User Fees, Fines, Permits		
Volume Increases	(19.3)	
Rate Increases	(1.4)	
Franchise Fees	(6.3)	
Other Revenues	0.9	
	<b>(56.2)</b>	<b>-4.9</b>
<b>Increase/(Decrease) in Expenditures</b>		
Maintain Existing Services		
Incremental Personnel Costs	38.8	
Non-personnel Costs	2.9	
Fleet Charges	7.1	
Other Expenditures	6.0	
Productivity Enhancements	(8.0)	
	<b>46.8</b>	<b>4.1</b>
Impact of Previous Council Decisions (Net)		
Impact of Capital Projects	19.0	
Impact of Contributed Assets	0.7	
Debt Charges	12.0	
	<b>31.7</b>	<b>2.8</b>
<b>Total to Maintain Services</b>	<b>22.3</b>	<b>2.0</b>
<b>Funded Service Packages</b>		
Revenue on Funded Service Packages	(3.1)	
Funded Service Packages	19.9	
	<b>16.8</b>	<b>1.4</b>
<b>Net Property Tax Increase before Neighbourhood Renewal</b>	<b>39.1</b>	<b>3.4</b>
<b>Neighbourhood Renewal Program</b>	<b>17.1</b>	<b>1.5</b>
<b>Total Net Property Tax Increase</b>	<b>56.2</b>	<b>4.9</b>

Note: In the budget documents, the term "net operating requirement" is often referenced. Net operating requirement refers to the amount of the budget that is to be funded by property taxes. This amount is derived by taking the projected revenues (not including property tax) less the projected expenditures and the deficiency is what must be funded through taxation.



# 2014 Budget Overview

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## Tax-Supported Operations

Tax-supported Operations include all operating activities provided through Civic Programs, Boards & Commissions, and Corporate Revenues and Expenditures. These activities are primarily supported by a combination of property taxation, user fees, dividends, and grants from other orders of government.

The 2014 Edmonton Police Service budget is included within the Tax-supported Operations Budget, financial summaries, as well as any charts and graphs related to City services to ensure City Council has a clear understanding of the overall budget.

## Municipal Enterprises

This document also includes the budgets for the municipal enterprises:

- Fleet Services - funded mainly through internal transfers for services provided to tax-supported departments in the City
- Land Enterprise - funded through the development and sale of land
- Drainage Design and Construction - performs work for the City on a cost recovery basis and takes on projects external to the City on a for-profit basis

## Capital Budget

Edmontonians look to their City to build, improve and repair the infrastructure essential to their overall health, wellbeing and enjoyment. From the river valley parks system, to the expanding LRT network, to the vital drainage system, Edmontonians are investing in the infrastructure that ensures their city is one of the world's most livable urban centres.

For the period from 2004 to 2014, the City of Edmonton will invest \$9.3 billion in capital projects that include building new community recreation centres and waste and utility projects, replacing drainage infrastructure, renewing roads, curbs, streetlights and sidewalks in Edmonton's mature neighbourhoods, and expanding our transit system. This level of investment is unprecedented in the city's history.

The 2012-14 Capital Budget was approved in December 2011 in the amount of \$2.8 billion, plus \$178 million for projects initiated in 2012 - 2014 that will be completed beyond 2014. The approved 2012 - 2014 Capital Budget was split between 54% for growth and 46% for renewal projects. Since the approval of the 2012 - 2014 Capital Budget in December 2011, adjustments and carry forward of funds from the 2009 - 2011 Capital Budget have been approved to bring the capital spending for 2012 - 2014 to \$3.5 billion. Not included in these numbers is the Drainage and Waste Utilities plan to spend \$523 million on projects in 2012 - 2014, down from the Capital Budget of \$635 million in 2009 - 2011.

The Capital Budget is funded predominantly by grants from other orders of government, investment earnings and fees from franchise utilities, developers and local users. A portion is supported through taxes: servicing debt costs and components of infrastructure not eligible for funding from federal or provincial grants. In addition, the City has a dedicated tax levy to fund the Neighbourhood Renewal Program, approved for a 1.0% tax increase in 2013.

In 2014, work will continue on:

- the completion of North LRT from Downtown to NAIT, along with the preliminary engineering design and land for the southeast and west LRT lines,

# 2014 Budget Overview

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- the implementation of the Active Transportation projects by improving sidewalks, bus stop accessibility, shared use paths and installing curb ramps, marked bicycle and shared use lanes, and end-of-trip facilities,
- the replacement of the Walterdale Bridge,
- the completion of the Meadows and Clareview multi-purpose recreation facilities including a new library branch in Clareview,
- the River Valley Alliance Connective Infrastructure project which will include trails, water access improvements and a footbridge,
- renewal work in a number of River Valley, District, City Level and Neighbourhood Parks through parkland development partnerships and a range of park rehabilitation and renewal projects.

## 2014 Budget Development

### Budgeting for Results

The City aims to strike a balance of affordable taxes for property owners and reasonable user fees, while achieving program results and maintaining priority services for the general public. Edmontonians provide valuable input on operational priorities using a variety of channels, including comments through the city's online reporting tools, calls to 311, public consultation on specific programs, contact directly with the Mayor and Councillors throughout the year, and through the budget public hearing.

### Operating and Capital Budgets

In June and July Administration updated City Council on the forecast for the 2014 Budget. Of the identified projected cost increases, the most significant were new operating costs related to previous City Council decisions to build new infrastructure that will come into operation in 2014. This is commonly referred to as the operating impacts of capital and was projected in June to amount to a \$40 million increase. With each 1% of tax increase projected to generate approximately \$11.4 million, this would have required a 3.5% tax increase to cover these costs alone. A Council decision to phase the cost impact over 2014 and 2015 and a further administrative review of the start time for new operations and potential efficiencies has reduced the impact for 2014. Other less significant cost increases were identified for personnel, fleet, and non-personnel inflation and revenue increases were identified for increased assessment, and both volume and rate increases for user fees.

City Council's deliberations on the 2014 Operating Budget included an approval of a 3.4% general tax increase for all civic operations, boards and commissions, and a 1.5% tax increase for the Neighbourhood Renewal Program. Personnel costs account for 58% of the operating expenditures of the City - a percentage that has remained relatively constant over the past ten years. Personnel cost increases included in the 2014 budget are to cover new personnel related to operating new facilities and infrastructure; to provide an allowance for potential contract settlements; to advance staff hired at less than the job rate toward that rate; and for benefit cost increases. In addition to personnel costs, the approved budget covers operating costs such as fuel to power vehicles and equipment; road materials to fix potholes; and electricity and natural gas to light and heat our buildings. In the development of this budget, all department submissions were subject to enhanced scrutiny and inflationary increases were limited to those services with documented increased supplier costs. Administration also evaluated opportunities for additional revenue, productivity enhancements and alternative service delivery and where appropriate adjustments related to these have been included in the 2014 approved budget. The 2014 approved budget continues to advance Council's priorities for Edmontonians while keeping taxes affordable and user fees reasonable.

# 2014 Budget Overview

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A separate Capital Budget determines the investment in Edmonton's infrastructure: the construction of buildings like recreation centres, fire stations and libraries; transportation assets like LRT lines, roads and bridges; and neighbourhood parks and playgrounds. The 2012-14 capital budget was approved by Council in December 2011 with supplementary capital budget adjustments brought forward in the spring and fall.

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.

## Impacts of Capital

The City continues to invest significantly in new infrastructure with \$9.3 billion budgeted from 2004 to 2014. This investment includes building new community recreation centres and waste utility projects; replacing drainage infrastructure, renewing roads, curbs, streetlights and sidewalks in Edmonton's mature neighbourhoods; and expanding our transit system. This level of investment is unprecedented in this city's history.

This magnitude of 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 2014 the City is projecting a net requirement for additional annualized operating cost of \$38.0 million for the infrastructure projects that will be completed and be put into service in 2014. This includes operating costs associated with construction or renovations for Clareview and Meadows recreation centres, Clareview, Meadows and Mill Woods libraries, Lewis Farms fire station and the North LRT extension as well as debt servicing costs.

The Council approved budget principles require budgeting the full year of operating cost for capital coming on line in any given year, whether or not a full year of cost will be incurred i.e. if a new facility were to open part way through the year it would not incur a full year of cost. The funds that are budgeted and not required in the year are identified and made available to City Council to resource one-time initiatives. However, City Council in recognizing the significant operating impacts of capital for 2014 have directed Administration to phase the operating impacts of capital over 2014 and 2015. The net requirement for operating impacts of capital included in the approved 2014 budget is \$31.2 million.

# 2014 Budget Overview

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## Optimizing Service Delivery

The City does and will continue to look for innovative service delivery alternatives that can positively impact the value to citizens and reduce the costs of municipal services. Over time, Administration has implemented a number of service delivery alternative approaches and continues to look at opportunities to improve the effectiveness and efficiency of programs.

Alternative service delivery options include contracting and partnering with private companies, other governments, non-profit sectors and self service. Some of the most frequent use is with the private sector for services such as parking enforcement, snow removal, tree pruning, tire repair, recreation program delivery, security and parks development. A Public Private Partnership (P3) project has also been approved for the development of the South East LRT.

The city also partners with many nonprofit organizations such as the Edmonton Humane Society for animal adoption programs and various groups for Arena programming. Self service options leverage technology to give citizens 24/7 access to programming information and registration, assessment appeal board complaints and other services. The city is currently looking at alternatives such as partnering on graffiti clean-up, retail opportunities within existing and new facilities, additional private operating models for pool facilities, electronic tendering, and online services for permits and licenses.

User fees offset the costs of providing City services. User fees are typically based on business objectives related to cost recovery and accessibility to programs. The two City programs with the most significant user fee revenue are Transit and Recreation Facilities. Administration is currently involved in a review of Transit's current operating practice and fare structure. The fare subsidization approach is part of that discussion. Community Services is expecting to bring a revised recreation fee policy to Council in 2014. Rates and user fees are reviewed annually and adjusted for inflation, changes in cost recoveries and market changes.

In addition to how a service is delivered, an important consideration is the level of service to be delivered. Council has established service levels for a number of city services including transit, snow clearing, turf maintenance and bylaw enforcement standards. Council also approves master plans that contain standards such as the Recreation Master Plan, Fire Rescue Master Plan, 10 Year Arena Development Plan and Urban Parks Master Plan. Discussions about how service levels tie into the broader results Council is trying to achieve can occur during strategic planning.

Outside of alternative service delivery, fees and service levels, Administration strives to continually improve service delivery and efficiency through organizational and process review and change. The City's approach to budgeting is undergoing an evolution from a practice of incrementing the status quo without question to internal reviews of all requests for budget increases. We believe that the City has a great foundation of services, programs and infrastructure provision funded through the base budget. However, it is good to continually assess the relevancy and efficiency of this foundation to ensure the City's scarce resources are put to optimum use. This has led to greater focus on ensuring that funding is allocated based on results to be achieved and that priority initiatives are given first consideration. Some examples of recent improvements include:

- reductions in overtime across the organization due to proactive management;
- more efficient scheduling of fleet vehicles to reduce maintenance costs;
- reducing emergency call outs for nuisance alarms;
- standardization of legal forms;
- in-sourcing of computer support activities; and
- consolidation of work space for civic tribunals resulting in shared administration services.

## 2014 Budget Overview

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Continuous improvement efforts like these, help to reduce the base budget increases and offset the operating impacts of capital in the 2014 budget. Work currently in progress includes:

- an organizational review of the Financial Services Branch to reduce costs of transactional work and increase the capacity for enhanced business analytics;
- Current Planning Branch is currently working to improve daily business processes for permitting and licensing and implementing technologies to improve customer service; and
- Transportation Operations has projects for increased automation in parking services underway and LED light conversion strategies are being developed.

Being accountable for the effective and efficient use of municipal dollars is important to Administration. In addition to the work we do to find ways to reduce costs, a project is being piloted to define and develop appropriate productivity measures within the organization. The pilot taking place within the Financial Services and Utilities Department aims to create an understanding and expertise around defining meaningful input and output measures to ensure that administration is delivering services effectively and efficiently. The development of productivity measures will be rolled out to the rest of the organization in 2014. These measures will be integrated with the City's ongoing work on performance management and results based budgeting.

Included in the 2014 Approved Budget is \$8 million in expenditure savings, along with \$1.4 million in additional revenue and a reduction of 16.5 FTEs. These continuous improvement efforts were found in the following areas:

- Additional Revenue
- Budget to Actual Trend Management
- Productivity Enhancements

*Complete details are on the following page.*

# 2014 Budget Overview

## Budget Strategies

Branch	Strategy Description	Rev	Exp	Net	FTE's
<b>Additional Revenue</b>					
Community Standards	Increased cost recovery for Community Standards program	1,000	-	(1,000)	-
Community & Recreation Facilities	Improved marketing strategies resulting in increased sponsorship and higher attendance	300	-	(300)	-
Client Financial Services	Renegotiated terms for City's procurement card contract	220	-	(220)	-
<b>Budget to Actual Trend Management</b>					
Community Strategies & Development	Organizational realignments congruent to operational changes	-	(500)	(500)	1.0
Assessment & Taxation	Improved trending with respect to personnel vacancies	-	(129)	(129)	-
Intergovernmental Affairs	Improved trending with respect to personnel vacancies	-	(60)	(60)	-
<b>Productivity Enhancements</b>					
Community & Recreation Facilities	Optimization of facility hours	(150)	(350)	(200)	-
Neighbourhoods, Parks & Com Rec	Productivity enhancements through process improvement and organizational realignment	-	(500)	(500)	(1.5)
Human Resources	Reduction in external services budget and improved use of technology	-	(88)	(88)	-
Information Technology	Desktop infrastructure automation	-	(50)	(50)	-
Information Technology	Reduction of one vacant management position	-	(150)	(150)	(1.0)
Information Technology	Review of Enterprise Architecture services	-	(250)	(250)	-
Information Technology	Voiceover Internet Protocol (VoIP)	-	(132)	(132)	-
Information Technology	Implementation of new NetApp Storage solution (SAN solution)	-	(250)	(250)	-
Information Technology	In sourcing of desktop deployment and desktop support (break-fix) services	-	(126)	(126)	-
Materials Management	Printer contract savings	-	(188)	(188)	-
Office of the City Clerk	Reduced costs associated with census through use of technology	-	(161)	(161)	-
Client Financial Services	Centralization of service for financial transactions	-	(492)	(492)	(8.0)
Housing & Economic Sustainability	Productivity enhancements through process improvement and technology implementation	-	(100)	(100)	-
Urban Planning & Environment	Reduces the number of overall initiatives that would be pursued in 2014	-	(214)	(214)	-
Corporate Properties	Reduction in external services budget	-	(393)	(393)	-
Transit	Bus Midlife Refurbishment and Replacement Strategies	-	(766)	(766)	-
Transit	Introduced a more efficient shift rotation	-	(160)	(160)	-
Transportation Operations	Alternative work strategies and initiatives	-	(580)	(580)	-
Transportation Operations	Improved management of contracted costs	-	(68)	(68)	-
Transportation Operations	Increased recovery of capital related expenditures	-	(750)	(750)	-
Transportation Planning	Reduced reliance on contracted resources for planning	-	(500)	(500)	-
Police Service	Organizational realignment and productivity improvements in IT, the police library, and professional standards	-	(1,072)	(1,072)	(7.0)
<b>Total 2014 Budget Strategies</b>		<b>1,370</b>	<b>(8,029)</b>	<b>(9,399)</b>	<b>(16.5)</b>



# 2014 Budget Overview

## Value for Tax Dollar

According to Statistics Canada most recent household spending survey (2011), the average Edmonton household paid approximately \$17,000 for taxes to all orders of government (income and education taxes, sales tax and property tax). Of this amount, 94% accrued to the Federal and Provincial governments (66% and 28% respectively) while the City's total tax share equated to only 6%.

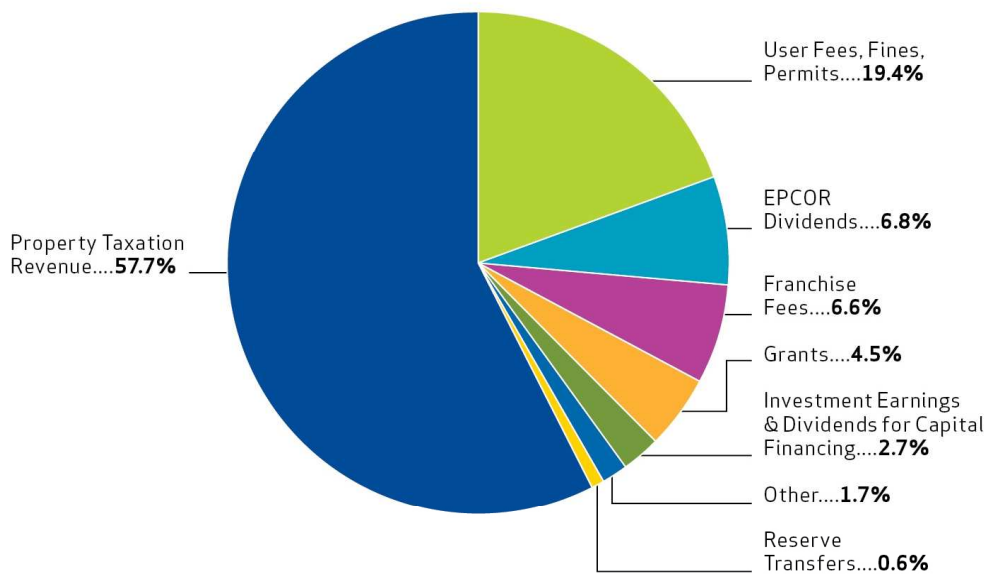
Income taxes for provincial and federal governments automatically increase with a rise in income; while property taxes paid to the City do not automatically increase with a rise in assessment. In addition, both the provincial and federal government levy a variety of consumption taxes that generate significant revenue.

## Where the Money Comes From

The Operating Budget determines the total cost for operations. The City is not allowed to budget for a deficit and it does not plan surpluses.

Taxes collected from residential and commercial properties make up slightly more than 57% of the total revenue needed for the operating budget. Through Council approval of the budget, the amount required from property taxes is determined. Each homeowner pays a share of the total tax required based on the value of his or her home, relative to all other homes; as does each business. At close to 20% of the total revenue, user fees form the next significant portion of revenue collected by the City. This revenue is generated primarily from transit fares and fees collected for the use of recreation facilities.

### WHERE THE MONEY COMES FROM<sup>1</sup>



**NOTE**

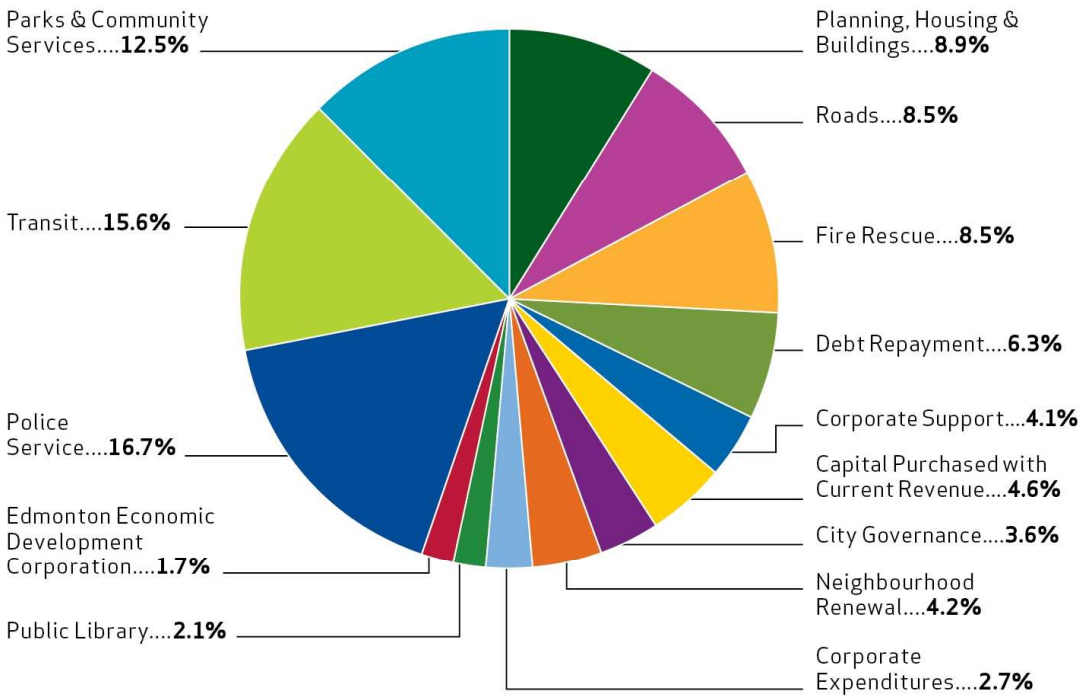
<sup>1</sup> Revenues and expenditures associated with operating City utilities are not included in the charts.

# 2014 Budget Overview

## Where the Money is Spent

The total tax-supported expenditures for the major categories are shown in the chart below. Almost 45% of the City's budget is spent on providing police, transit, parks and community services. Over the last 10 years there have been no significant shifts in the spending allocation across these categories.

### WHERE THE MONEY IS SPENT<sup>1</sup>



**NOTE**

<sup>1</sup> Revenues and expenditures associated with operating City utilities are not included in the charts.

# 2014 Budget Overview

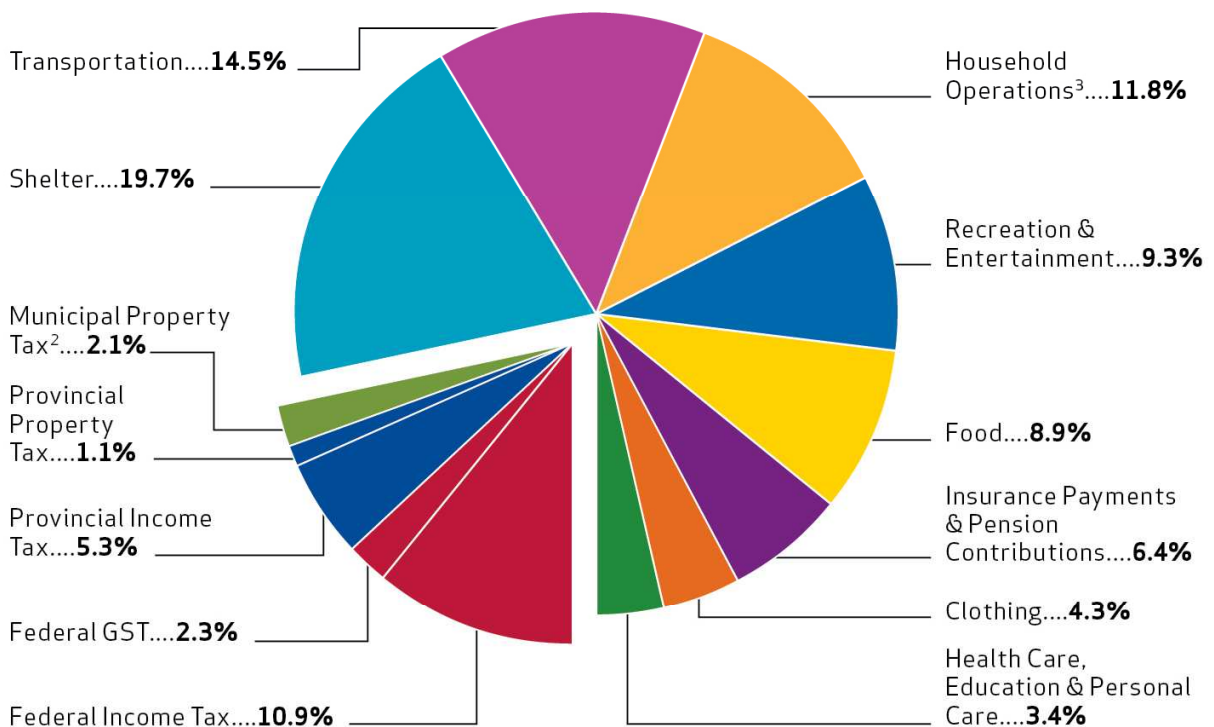
## Monthly Average Household Spending

Edmonton households receive exceptional value for their municipal property taxes. For 2014, an average monthly municipal property tax payment of \$169 delivers services and amenities such as police, transit, parks, sports fields, community recreation centres, libraries, fire protection, roads, and much more.

Monthly household expenses include all of the basic expenses to live and enjoy life in the City of Edmonton. For an average Edmonton household in 2011, monthly spending was approximately \$6,500, and included items such as shelter, food, transportation, insurance, health care, and entertainment. Municipal tax accounted for only 2.1%, of an average household's monthly expenses in 2011. (2011 information was used as this is the most recent available from Statistics Canada and the proportionality is not anticipated to have changed significantly.)

This expense also includes Federal and Provincial income taxes, Federal sales taxes, and Provincial education property taxes. The average household in Edmonton paid approximately \$17,000 annually in taxes to all orders of government in 2011 (income, sales, education, and property tax). The Federal and Provincial Governments also collect additional taxes on fuel, and other consumables not included in that amount.

### MONTHLY AVERAGE HOUSEHOLD SPENDING<sup>1</sup>



#### NOTES

<sup>1</sup> Statistics Canada, Survey of Household Spending in 2011.

<sup>2</sup> 2011 Municipal Property Taxes are based on a typical Edmonton house at that time.

<sup>3</sup> Household Operations include household furnishings & equipment, cell phone, telephone, internet, pet expenses, paper & plastic supplies, household & garden supplies

## 2014 Budget Overview

### Impact of the 2014 tax increase of 4.92% & utility rate increases on a Typical Homeowner (\$374,500 Assessed Value) Including all Carried Motions

	2013 Budget	2014 Budget	Annual Impact
Municipal Services	\$ 1,836	\$ 1,902	\$ 66
Neighbourhood Renewal	105	134	29
<b>Total Property Tax Bill<sup>1</sup></b>	<b>1,941</b>	<b>2,036</b>	<b>95</b>
Stormwater Drainage <sup>2</sup>	101	111	10
Sanitary Drainage (Collection & Transmission) <sup>3</sup>	245	262	17
Waste Management <sup>4</sup>	424	448	24
<b>Total Utility Bill</b>	<b>770</b>	<b>821</b>	<b>51</b>
<b>Total Municipal Services</b>	<b>\$ 2,711</b>	<b>\$ 2,857</b>	<b>\$ 146</b>

<sup>1</sup> The Municipal Services increase is based on an approved 3.42% tax rate increase and the Neighbourhood Renewal increase is based on a dedicated tax increase of 1.5% for an overall increase of 4.92%. Total Property Tax Bill is based on a home assessed at \$374,500. The typical homeowner property tax bill will be \$2,036 per year or \$170 per month. The increase may vary slightly due to market value shifts between the residential and other residential (apartment) tax classes.

<sup>2</sup> For 2014, the Approved Stormwater Drainage Utility Fee is based on an average residential lot size of 560 m<sup>2</sup>.

<sup>3</sup> For 2014, the Approved Sanitary Drainage (Collection & Transmission) Utility Fee is based upon an annual water consumption of 184.8 m<sup>3</sup>.

<sup>4</sup> For 2014, the Approved Waste Management Utility Fee is based on a single family residential charge of \$37.48 per month.

### Impact of the approved 2014 tax increase per \$100,000 of assessment value, residential

	2013 Budget	2014 Budget	Annual Impact
Municipal Services	\$ 490	\$ 508	\$ 18
Neighbourhood Renewal	28	36	8
<b>Per \$100k of assessment value, residential</b>	<b>\$ 518</b>	<b>\$ 544</b>	<b>\$ 26</b>

# 2014 Budget Overview

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## Key Dates

### June 6 & July 16, 2013

- Administration provided a forecast of the 2014 Operating Budget including impacts of capital and cost pressures. Administration also provided Council with information on the strategies that would be used to mitigate increases in the 2014 Operating Budget.

### October 30, 2013

- 2014 Proposed Drainage Utilities and Waste Management Utility Budgets released to Council electronically via the City of Edmonton website.

### November 1, 2013

- 2014 Proposed Operating Budget for Civic Programs and Boards and Commissions released to Council electronically via the City of Edmonton website.

### November 5, 2013

- 2014 Proposed Drainage Utilities and Waste Management Utility Budgets presented to Council and printed copies of the budget delivered.

### November 6, 2013

- 2014 Proposed Operating Budget for Civic Programs and Boards and Commissions presented to Council and printed copies of the budget delivered.

### November 25, 2013

- Non-statutory Public Hearing on 2014 Proposed Operating and Utilities Budgets

### December 2—5, 2013 (Budget Approved December 5, 2013)

- Council Budget Deliberations

### January 2014

- Assessment notices are mailed to property owners

### Spring 2014

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

### May 2014

- Tax notices are mailed

### June 30, 2014

- Deadline to pay property taxes

# 2014 Budget Overview

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## Budget Principles

In developing the proposed 2014 budget, Administration adhered to the budget principles that City Council approved as part of the 2013 Operating Budget Guideline on June 20, 2012. In order to achieve a balanced budget, City Council passed a motion at the July 16, 2013 meeting, "That the proposed 2014 Operating Budget be prepared without funding full annualization of operating impacts of capital". This motion suspended budget principle "e".

## Principles

- a. The 2013 Operating Budget that will be presented to Council in November 2012 will be based on the strategy set by Council in June 2012 and will outline any impacts on services needed in order to meet that strategic direction.
- b. On-going revenue may fund on-going 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 financial requirements based on the full life cycle costs including operations.
- 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 services packages, including those of Boards and Commissions, must include the full year budget requirement and identify full revenue and expenditure needs. Funds not required until the following year will be used to fund one-time initiatives throughout the City.
- f. Budgets will include program outcomes, results, service levels and business drivers to support Council decision making, which will move the City towards results based budget.

In addition to the principles approved as part of the 2014 Operating Budget Guideline, Administration also followed a guiding principle that recommendations and decisions were made to achieve the best results for the City overall.



# Budget Building Blocks

## City Employees—Key to Successful Service Delivery

The City of Edmonton provides a wide range of services that Edmontonians need and use every day and the City's workforce includes Firefighters, Police Officers, Transit Operators, Life Guards, Engineers, Accountants, Labourers, and more. The majority of City employees are engaged in direct service delivery to the public. For example, out of Edmonton Transit's approximately 2,300 full time equivalent employees, the vast majority are engaged in providing over 2 million hours of bus, LRT and DATS service every year. To continue to deliver the services that Edmontonians expect, the organization must attract, develop and retain innovative, productive and talented staff.

### Economy

The economic outlook for Edmonton and Alberta directly affects the attraction and retention of the City's workforce, salary levels, and therefore, budgets.

Alberta has the highest growth rate in Canada and in 2013 unemployment rates were the second lowest in the country. Alberta continues to have the second highest average weekly earnings in Canada.

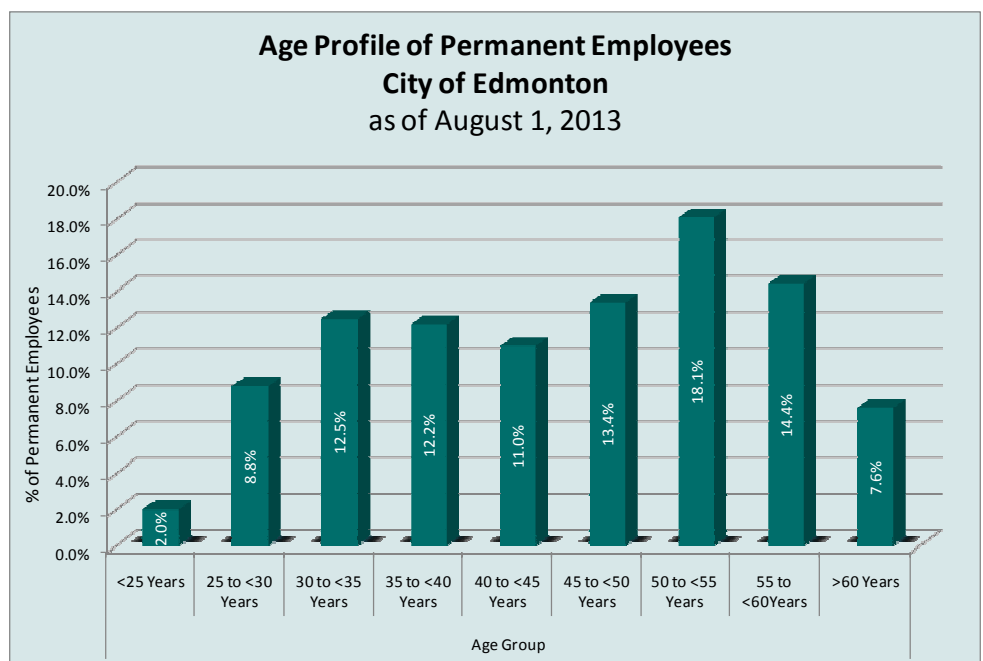
In July, employment in Alberta increased by 17,000, the third notable increase in four months. With this gain, the unemployment rate fell 0.5 percentage points to 4.5% which shows a picture of "full employment". Year-over-year employment growth was 3.0%, the bulk of which occurred in 2013.

In the Edmonton region, job growth through the first half of 2013 was very strong. The Edmonton region's economy is outperforming Alberta and Canada in both job creation and labour attraction, with forecasts predicting continued strength in 2014-16. The continuing growth in full-time employment is a very good indicator of Edmonton's short-term economic strength. The very robust expansion of Edmonton's working-age population is of even greater significance: the rapid expansion of the working age population—over three times the Canadian average—demonstrates that Edmonton has become one of Canada's most attractive locations for individuals seeking work. This capacity to attract new workers is very important in an aging workforce. However, with one of the fastest growing economies in Canada, available labour is not expected to keep pace with employment needs.

### Implications of a Strong Economy:

A strong economy with low unemployment rates creates a very competitive labour market and greater opportunity for worker mobility in the local area. The City of Edmonton needs to hire about 700 employees each year (at our current turnover rate of 6.4% and forecast growth rate) to meet service demands.

Higher turnover rates will result in greater hiring and training costs, and the increased length of time to fill positions will affect the delivery of civic services and increase employee and supervisory workloads.



# Budget Building Blocks

Retirements have increased by 4.9% in 2013 and 250 employees are expected to retire each year from 2014 to 2016. More than 21% of the City workforce is eligible to retire now, and another 13% in the next 5 years.

The available labour supply is unlikely to be sufficient to offset job growth and retirements. Skill shortages in certain jobs are expected. As a result, the City will need to continue a focus on strong attraction strategies, with added attention to training, development and retention of employees to ensure in-demand skills and knowledge remain within the organization.

## Building Capacity through Organizational Culture

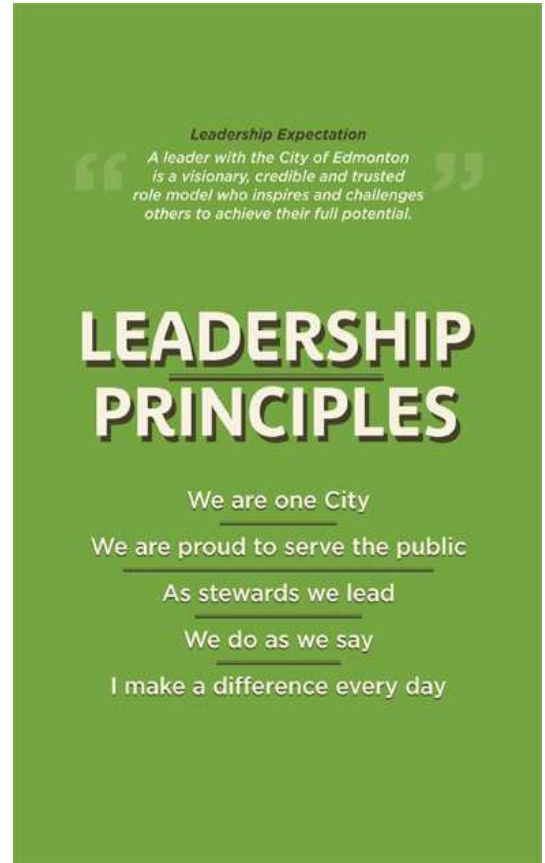
The best opportunity to build our capacity to deliver service is in leveraging our existing staff.

Our Administration is focusing work in four interrelated areas: aligning our work with a strategic agenda, continuing to improve our performance in our day-to-day work, transparent communication and working to shape our workforce culture.

We define workplace culture as the way we work together and interact with City Council, citizens and other stakeholders. It is our behaviour, attitudes, and approaches. We are constructively influencing how our employees think as one City.

The culture at the City influences the attitudes of workers and their level of engagement in advancing city priorities. It has an impact on their satisfaction, the quality of civic service, and therefore the City's ability to attract and retain talented staff.

In 2010 the Corporate Leadership Team began working to shift the organization's culture. The goal is to increase the organizational capacity by engaging employees at all levels of the organization around a common set of principles. Five leadership principles emerged and are the foundation for establishing the new culture. Each is important and each guides employees in their actions and decision making.



The process of culture change started with the Corporate Leadership Team and was cascaded to Branch Managers and Directors. During 2013 the process continued to integrate throughout the organization. The most recent Employee Engagement and Diversity Survey provides evidence that the new culture is growing throughout the organization. Scores for the three key indexes increased (Employee Engagement up 1.5%, Organization Culture up 2.3% and overall Workplace up 6.2%). In 2014 the intentional focus on cultivating the new organizational culture as a business strategy will continue.

## Sound Management Practice and Oversight

In 2010 the Corporate Leadership Team began to realign the organization resulting in a decrease from eight departments to five and a reduction of three General Manager positions. The review also resulted in a reduction in the

## Budget Building Blocks

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number of Branches from 35 to 30 and a decrease of five Branch Manager positions. In 2013 a further reduction of 1 Branch occurred resulting in an organizational structure of 29 Branches.

A key element of the organization culture change is increased accountability throughout the organization. In 2011, the introduction of Corporate HR Dashboard reports enhanced reporting on primary HR cost activities and enabled managers to better carry out their oversight responsibilities in the areas of employee safety, overtime, sick leave and the vacation liability.

The organization's approach to Employee Safety is very similar to the larger culture journey. Creating a culture of safety is the only way to achieve sustainable performance in this area. External audits scores of the safety program have continuously improved from 86% in 2007, 90% in 2010 to 92% in 2013. The 2013 safety audit resulted in a refund from Workers Compensation of an additional \$1 Million in recognition of the City's significant improvement of lost time.

Introduction of an early intervention program for physically demanding occupations, the enhanced attendance management program and targeted wellness programs have resulted in a reduction to the corporate sick leave over the past three years. The budget was reduced by \$2.4 million in 2011, which was sustained in 2012 and reduced further in 2013 by \$1.7 million, which has been maintained in the 2014 budget.

It is recognized that overtime is required. Overtime has two components, planned overtime based on operational requirements and experience and unplanned overtime which occurs with unforeseen events. All overtime usage is monitored by Human Resources and the departments to ensure its optimum use.

Improved vacation management has resulted in a decrease in the corporate vacation liability on a per employee basis. Approved changes to further reduce eligible vacation carryover will also ensure this liability is effectively managed.

In 2013, as part of a 3-year labour strategy to help build organizational capacity, improve management oversight, and manage personnel cost drivers, a comprehensive supervisory training program and toolkit aimed at increasing the skills and effectiveness of supervisors was introduced. The program provides the practical elements that all supervisors require to be successful. In addition, by training all supervisors across the organization at the same time there is increased alignment to the organization's culture.

### Personnel Cost

For the past 10 years personnel costs have remained consistent at approximately 58% of the operating budget. However, the cost of functions typically considered to be corporate overhead has been reduced from 9.0% of total tax supported expenses in 2009 to 8.3% in 2013. Corporate overhead includes Financial Services and Taxation; Corporate Services excluding 311 and Fleet; Communications; and Intergovernmental and External Affairs.

Approximately 88% of City staff is unionized and covered under 6 Civic and 2 Police collective agreements. All City Collective Agreements will expire at the end of 2013. Negotiations with all unions will take place next year. The Fire Association and the City are currently scheduled for arbitration to settle the 2011 and 2012 collective agreement.

The 2014 budget for Civic departments and Boards and Commissions also includes funding for 285.1 new FTEs. Of these, 142.7 FTEs are directly related to the operating impacts of capital and contributed assets. 50.4 FTEs are related to the Meadows and Clareview Recreation Facilities and 14.5 FTEs related to the maintenance of new facilities. 26.4 FTEs are related to the North LRT and 21.8 FTEs related to the Meadows and Clareview Libraries. The remainder is related to Lewis Farms Fire Station, inventory growth of parks and the implementation of new technology.

# Building Great Neighbourhoods

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## Transportation Neighbourhood Renewal Program Overview

In 2008 City Council established a Neighbourhood Renewal Program to achieve long term targets for preventative maintenance, overlay and reconstruction of local, collector and rural residential and industrial roads. Council recognized that in order to ensure program sustainability, funding could not be exclusively from capital grants from other orders of government. Council approved a dedicated tax levy for the Transportation Neighbourhood Renewal Program starting in 2009. The goal of the program was to generate sufficient dollars from the dedicated tax levy to fully fund the program by 2018. The levy was equivalent to a 2% tax increase in 2009 and 2010 and then dropped to 1.5% for 2011 and 2012. A 1.5% increase was planned for 2013 and included in the 2012 to 2014 approved capital budget. During the 2013 budget deliberations the rate was adjusted to 1.0% on a one-time basis to achieve other operating budget priorities. It was determined at the time that the one time rate reduction would not severely impact the program and its overall targets. The reduction down to 1.0% in 2013 did result in the deferral of selected collector road locations as well as deferral of the rural roads program. Going forward, the tax rate increase required in 2014-2018 to achieve the funding target for the program is 1.5%. Tax increases of less than 1.5% would impact the program goals and targets, as well as long-term contracts unless greater grant funding than is currently planned is provided to the program.

In 2013 City Council requested that the back lanes be included in the Neighbourhood Renewal Program. Inclusion of the back lanes will require either additional funding for the program or a reprioritization and deferral of certain aspects of the existing program. The dedicated tax levy request of 1.5% for 2014 does not fund this component of the program. In addition to the funding component, the rehabilitation of back lanes would require that Drainage and other outside utilities coordinate and fund any work in the back lanes prior to the rehabilitation of the lanes.

### Scope and Funding Sources

Coordinated by Transportation Services, the Neighbourhood Renewal Program delivers a cost-effective, long-term strategic approach to renew and rebuild Edmonton's roads, sidewalks, and streetlights in existing neighbourhoods and collector roadways throughout Edmonton. The Neighbourhood Renewal Program balances the immediate need to rebuild some neighbourhoods with an ongoing priority to provide preventative maintenance and rehabilitation supporting long-term asset management. Neighbourhood renewal work includes:

- Microsurfacing (Operating Program) - roads are resealed with a thin asphalt surface. Microsurfacing candidates have good road conditions and are applied 10-12 years after road reconstruction or resurfacing
- Neighbourhood Overlay (Capital Program) - roads are repaved and sidewalk panels treated to eliminate trip hazards. Overlay neighbourhood candidates have fair to poor road condition and good sidewalk condition
- Neighbourhood Reconstruction (Capital Program) – roads are repaved, sidewalk, curb and gutter, and street lights are replaced. Reconstruction neighbourhood candidates have poor sidewalk and poor road conditions
- Collector Renewal (with priority on bus routes)
- Northeast road reconstruction (replacement of road with special drainage enhancement, selective concrete repair due to soft subgrade conditions that exist in the area)

By effectively combining reconstruction, rehabilitation, and preventative maintenance, the goal is to have all Edmonton neighbourhoods receive improvements within 30 years, whereas a program for total reconstruction only would take many more years to complete, at a significantly higher cost.

# Building Great Neighbourhoods

## Neighbourhood Renewal Capital Program Summary

The 2012 – 2014 Capital Budget includes the approval for a total of 5 to 6 new neighbourhoods per year. The *Neighbourhood Renewal Program* consists of Residential and Industrial local and collector roadways which includes the following components:

- Roads
- Curbs and gutter
- Sidewalks
- Street lighting
- Missing links in Right of Way sidewalk/ multi-use trails and bike systems
- Pedestrian safety
- Alley renewal
- Rural neighbourhood road rehabilitation



There are approximately 300 neighbourhoods (including industrial) in Edmonton. The age of neighbourhood (assuming 40 - 50 year service life) and its renewal history influences the type of renewal required. At the end of 2012, the renewal needs for 158 neighbourhoods were as follows:

- 103 require reconstruction
- 55 require overlay/rehab

The City uses a lifecycle approach to residential roadway renewal to provide for maximum efficiency and life expectancy of neighbourhood infrastructure. New construction standards have been developed and implemented over the past 10 years and now provide proper treatment during the life cycle to allow for a 60 Year Life Span. These maintenance treatments are as follows:

- Microsurfacing (preventative maintenance) – year 10 (operating program)\*
- Roadway overlay – year 30
- Microsurfacing (preventative maintenance) – year 40
- Reconstruction – year 60
- Major drainage and cast iron renewal at time of reconstruction

\*The microsurfacing operating budget is included in the Roadway Maintenance program under the Transportation Operations branch.

Based on approximately 300 residential and industrial neighbourhoods, to achieve the lifecycle model, the following average annual program would be required:

### Operating:

- 5 microsurfacing neighbourhoods - \$0.5 million each (operating program)

### Capital:

- 6 overlay neighbourhoods - \$2.5 million each
- 5 - 6 reconstruct neighbourhoods - \$20.0 million each
- Note: These take two years to complete, work is occurring in 10 - 12 neighbourhoods per year
- Collector renewal - \$10.0 million
- Northeast road reconstruction - \$8.0 million
- Rural neighbourhood road renewal - \$1.5 to \$2.0 million (annually)

Average annual ongoing funding target of \$147 million (2013 dollars), does not include costs related to drainage or other utilities infrastructure such as water and also does not include the recently added alley renewal component.



# Building Great Neighbourhoods

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## 2012—2014 Program (Approved)

The project locations and neighbourhoods benefiting from the Neighbourhood Renewal Program projects are portrayed in Appendix 4. For 2012 - 2014 Neighbourhood Renewal program, the following is slated to be completed on an annual basis:

### 2012 Program

The 2012 program included the following neighbourhood renewal projects:

- 6 reconstruction neighbourhoods (Canora, Dovercourt, King Edward Park, Terrace Heights, Windsor Park and Woodcroft)
- 6 overlay neighbourhoods
- 2 microsurfacing neighbourhoods
- Approximately 18 kilometers collector/local roads were renewed
- Approximately 3 kilometres of residential roads were reconstructed under the Northeast Soft Subgrade Mitigation project
- Completion of 1 alley reconstruction (50/50 cost share pilot) neighbourhood
- 32 neighbourhoods were upgraded with alley/street LED lighting and street poles

### 2013 Program

The 2013 program includes the following neighbourhood renewal projects:

- 5 reconstruction neighbourhoods (North Glenora, Grovenor, Delton, Argyll and Hazeldean)
- 7 overlay neighbourhoods
- 3 microsurfacing neighbourhoods (includes 1 neighbourhood carry forward from 2012)
- Approximately 41 kilometers industrial and residential collector and local roads are to be renewed
- Approximately 2 kilometres of residential roads to be reconstructed under the Northeast Soft Subgrade Mitigation project

### 2014 Program

The 2014 program includes the following neighbourhood renewal projects:

- 3 reconstruction neighbourhoods (Glenora, Cromdale, and Laurier Heights (west of 139 St.))
- 5 overlay neighbourhoods
- 2 microsurfacing neighbourhoods
- Approximately 25 kilometers collector/local roads are to be renewed
- Approximately 2 kilometres of residential roads are to be reconstructed under the Northeast Soft Subgrade Mitigation project



# Building Great Neighbourhoods

## 2012 Neighbourhood Renewal Program

### Collector Renewal (18 kilometers in 24 neighbourhoods)

Jasper Park	Lynnwood	Grandview Heights
Terra Rosa	Boyle Street	Mill Woods Town Center
Athlone	Downtown	Parsons Industrial
Bonaventure Industrial	Oliver	Pylypow Industrial
Caernarvon	Northmount	Ritchie
Beaumaris	Ottewell	Weir Industrial
Lorelei	Strathcona	Larkspur
Fraser	Carter Crest	Duggan

### Northeast Soft Subgrade Mitigation (3 kilometers in 3 neighbourhoods)

Hollick Kenyon	Matt Berry	Ozerna
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### Overlays (6 neighbourhoods)

Alberta Park Industrial	Kennedale Industrial	Bissett
McNamara Industrial	Ekota	Wilson Industrial

### Reconstruction (6 neighbourhoods)

Canora	Woodcroft	Windsor Park
Dovercourt	Terrace Heights	Kind Edward Park

### Alley Reconstruction (50/50 Local Improvement)

McLeod - Completion

### Microsurfacing (2 neighbourhoods)

Tweedle Place	Ritchie (Residential: East of 99 St)
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### Collector Streetscape

108 St. - 99 Ave. to Jasper Ave.	99 Ave. - 107 St. to 109 St.	108 St. - Jasper Ave. to 104 Ave.
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### Alley/Street LED and Street Pole Upgrade 32 neighbourhoods

Belmead	Elmwood	Beacon Heights
Sherwood Park	Lynnwood	Newton
High Park	Ormsby Place	Kenilworth
McArthur Industrial	Riverdale	Forest Heights
Bannerman	Balwin	McKernan
Belvedere	Delwood	Ramsay Heights
Dechene	Glengarry	Keheewin
Lymburn	Bergman	Bearspaw
Allendale	Ritchie	Sakaw
Greenview	Menisa	Crawford Plains
Daly Grove	Bissett	

# Building Great Neighbourhoods

## 2013 Neighbourhood Renewal Program

### Collector and Neighbourhood Triage Renewal (41 kilometers in 49 neighbourhoods)

Belmead	Downtown	Calgary Trail North
Carleton Square Industrial	Oliver	Calgary Trail South
Edmiston Industrial	Alberta Avenue	Royal Gardens
Glenwood	Beverly Heights	Skyrattler
Jasper Park	Eastwood	Coronet Addition Industrial
West Sheffield Industrial	Glengarry	Davies Industrial East
Caernarvon	Montrose	Girard Industrial
Calder	Northmount	King Edward Park
Carlisle	Yellowhead Corridor East	Morris Industrial
Carlton	Belgravia	Roper Industrial
Oxford	Garneau	Southeast Industrial
Belle Rive	McKernan	Strathcona Industrial Park
Klarvatten	Queen Alexandra	Tawa
Homesteader	University Of Alberta	Jackson Heights
Sifton Park	Bulyea Heights	Kiniski Gardens
Wedgewood Heights	Allendale	Larkspur
Boyle Street		

### Northeast Soft Subgrade Mitigation (2 kilometers in 3 neighbourhoods)

Hollick-Kenyon	Matt Berry	Ozerna
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### Overlays (7 neighbourhoods)

Aldergrove	Bannerman	Brander Gardens
Lago Lindo	Laurier Heights (East of 139 St.)	Ramsey Heights
Pollard Meadows		

### Reconstruction (5 neighbourhoods)

North Glenora	Grovenor	Argyll
Hazeldean	Delton	

### Microsurfacing (3 neighbourhoods)

Athlone	Rideau Park	Tweedle Place (Completion)
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# Building Great Neighbourhoods

## 2014 Neighbourhood Renewal Program

### Collector/Local Renewal (25 kilometers in 26 neighbourhoods)

Breckenridge Greens	McCauley	Rhatigan Ridge
Place Larue	Oliver	Twin Brooks
Winterburn Industrial Area East	Rossdale	Blue Quill
Huff Bremner Estate Industrial	Eastwood	Edmonton R&D Park
Cumberland	Montrose	Meyokumin
Inglewood	Capilano	Southeast Industrial
Clover Bar Area	Garneau	Strathcona Industrial Park
Boyle Street	Strathcona	Kiniski Gardens
Downtown	Bulyea Heights	

### Northeast Soft Subgrade Mitigation (2 kilometers in 3 neighbourhoods)

Hollick-Kenyon	Matt Berry	Mayliewan
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### Overlays (5 neighbourhoods)

Evansdale	Ormsby Place	Sweet Grass
Dechene	Newton	

### Reconstruction (3 neighbourhoods)

Laurier Heights (W of 139 St)	Cromdale	Glenora
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### Micro surfacing (2 neighbourhoods)

York	Killarney
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# Building Great Neighbourhoods

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## Drainage Neighbourhood Renewal Program Update

### Scope and Funding Sources

The City of Edmonton owns and operates over 5,600 km of sanitary, storm and combined sewers. Due to aging and deterioration of drainage infrastructure, the City may be vulnerable to unexpected failures that disrupt not only sewer service to homeowners but above-ground activities as well. Given the enormous cost of replacement of this infrastructure, actions are being taken to proactively renew and upgrade the drainage system through the Drainage Neighbourhood Renewal Program.

The Drainage Neighbourhood Renewal Program work is delivered by Drainage Services, through two main methods:

- Relining – involves ‘cured in-place’ pipe material resulting in minimal disruption to pavement
- Open Cut – involves replacing sections of pipe which requires significant disruption to pavement

Currently, the Drainage Neighbourhood Renewal Program does not include renewal of service connections, catch basins, catch basin leads or sewers in alleys.

The program complies with the 3-year no cut policy for newly reconstructed pavement by coordinating with the neighbourhoods scheduled for reconstruction by Transportation Services. The program also renews neighbourhoods where the condition of the sewers are poor but the pavement conditions are not bad enough to require reconstruction at the same time. Neighbourhoods are chosen based on a life cycle optimization which looks at the needs of both Transportation and Drainage.

Investment in the program allows Drainage Services to continue to provide a high level of service to the residents by reducing the possibility of sewer back-ups due to sewer blockages and by minimizing disruptions to the public through orderly execution and coordination of construction works. This will result in higher customer satisfaction.

The following table shows the actual expenditure and forecasted budget for the Drainage Neighbourhood Renewal Program during the period from 2012 to 2014, as per the approved 2012-2014 Capital Budget:

Over the 2012-2014 period, the Drainage Neighbourhood Renewal Program has a total budget of \$126 million (see the Utility budget for greater detail). The budget estimates are based on examinations at spot locations conducted to assess the general condition of pipes. However, total condition and final costs are only available when work begins. The program has benefited from lower than anticipated contract prices. While the above-ground roadway reconstruction work is supported by the tax levy, the Drainage Neighbourhood Renewal Program is funded by drainage utility rates. As such, the program is supported through a blend of long term debt and retained earnings.

# Building Great Neighbourhoods

## Program Prior to 2013

The following list represents neighbourhoods that began relining or open cut construction prior to 2013 and are ongoing. Depending on the size of the neighbourhood, drainage renewal construction can last anywhere between 2 and 3 years. These neighbourhoods either coordinate with the Transportation reconstruction scheduled for 2013 and beyond, or are Drainage priority neighbourhoods. They are all expected to be completed no later than the end of 2014.

### Relining/Open Cut

Avonmore (2012-2014)	Hazeldean (2012-2014)	Terrace Heights (2011-2014)
Canora (2010-2014)	King Edward Park (2010-2014)	Thorncliffe (2011-2014)
Delton (2012-2014)	Laurier Heights (2012-2014)	Weir Industrial (2011-2014)
Dovercourt (2010-2014)	McCauley (2012-2014)	Westwood (2011-2014)
Glenora (2010-2014)	Montrose (2011-2014)	Windsor Park (2010-2014)
Grovenor (2011-2014)	North Glenora (2010-2014)	

## 2013 Program (In Progress)

Drainage renewal work began in the following neighbourhoods in 2013, with the expected completion date of late 2014. As part of the program, the drainage systems have to undergo Closed Circuit Television (CCTV) inspection prior to reconstruction or rehabilitation. The list below shows the neighbourhoods scheduled for CCTV and reline/open cut construction for 2013. The neighbourhoods receiving CCTV are scheduled for drainage renewal construction in 2014 or 2015.

### 2013 Drainage Neighbourhood Renewal Program

#### CCTV (2014 or 2015 Construction)

Lansdowne	Queen Mary Park	Strathcona
Rossllyn	Spruce Avenue	Westmount
McKernan		

#### Relining/Open Cut (2013 Construction)

Calder	Homesteader	Queen Alexandra
Cromdale	Lorelei	

# Building Great Neighbourhoods

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## 2014 Program

Seven neighbourhoods have been identified as part of the Drainage Neighbourhood Renewal Program for 2014, some of which are coordinated with Transportation Services and the remaining being drainage priorities requiring only sewer renewal.

### 2014 Drainage Neighbourhood Renewal Program

Lansdowne Rosslyn McKernan	Queen Mary Park Spruce Avenue	Strathcona Westmount
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# Building Great Neighbourhoods

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## Great Neighbourhoods Capital Program

Great Neighbourhoods is a Corporate city-building program that demonstrates the municipality's commitment to enhancing Edmontonian's quality of life through community and neighbourhood redevelopment, revitalization, and neighbourhood business development. A large component of this program is social infrastructure improvements.

### Great Neighbourhoods Capital Program

This capital program improves the livability of Edmonton's neighbourhoods by making physical and social infrastructure improvements, building community capacity in Edmonton's high-need neighbourhoods, coordinating the effective and efficient delivery of City services, and, through partnerships, improving the sustainability of Edmonton's mature neighbourhoods. As part of this initiative, the 2012 – 2014 Great Neighbourhoods Capital Program allocates \$45 million of funding (\$15 million per year) in three areas:



In 2013-2014 capital investment in the three program areas included:

1. Neighbourhood Revitalizations

- Alberta Avenue Revitalization
- McCauley Revitalization
- Jasper Place Revitalization
- Capital Boulevard (Downtown):

2. Neighbourhood Redevelopment & Improvements

As every neighbourhood is different, the investments made through the Great Neighbourhoods Capital Program are unique to each neighbourhood.

# Building Great Neighbourhoods

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By coordinating work with other departments, the City ensures that disruption is minimized and investments are maximized to enhance the livability of neighbourhoods. Great Neighbourhoods Capital Program contributed to works in the following neighbourhoods:

- Canora
- Clareview
- Goldbar
- Woodcroft
- Argyll
- Delton
- North Glenora
- Hazeldean
- Mill Woods
- Montrose

### 3. Business Development

Scoping of potential projects that fall under business development is underway. Projects will be identified and implemented starting in 2013/2014 for.

- Strathcona
- Westmount
- Highlands

# Building Great Neighbourhoods

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## Summary

The property tax dedicated to the *Neighbourhood Renewal Program (NRP)* as a strategy to address infrastructure renewal in neighbourhoods continues in the 2012-2014 Capital Budget and is reviewed and re-evaluated over the course of the 3-year budget cycle. A pre-determined, consistent and predictable dedicated tax provides significant benefits to the citizens as more neighbourhoods can be renewed and investments maximized because of cost efficiencies derived from improved planning, communication, coordination and collaboration among City departments and other organizations.

Council's continuing focus on neighbourhood renewal, including its support of the Neighbourhood Renewal Tax Levy (2% in 2009 to 2010 and 1.5% in 2011 and 2012, 1.0% in 2013 and 1.5% in 2014) will achieve the following for 2012 - 2014:

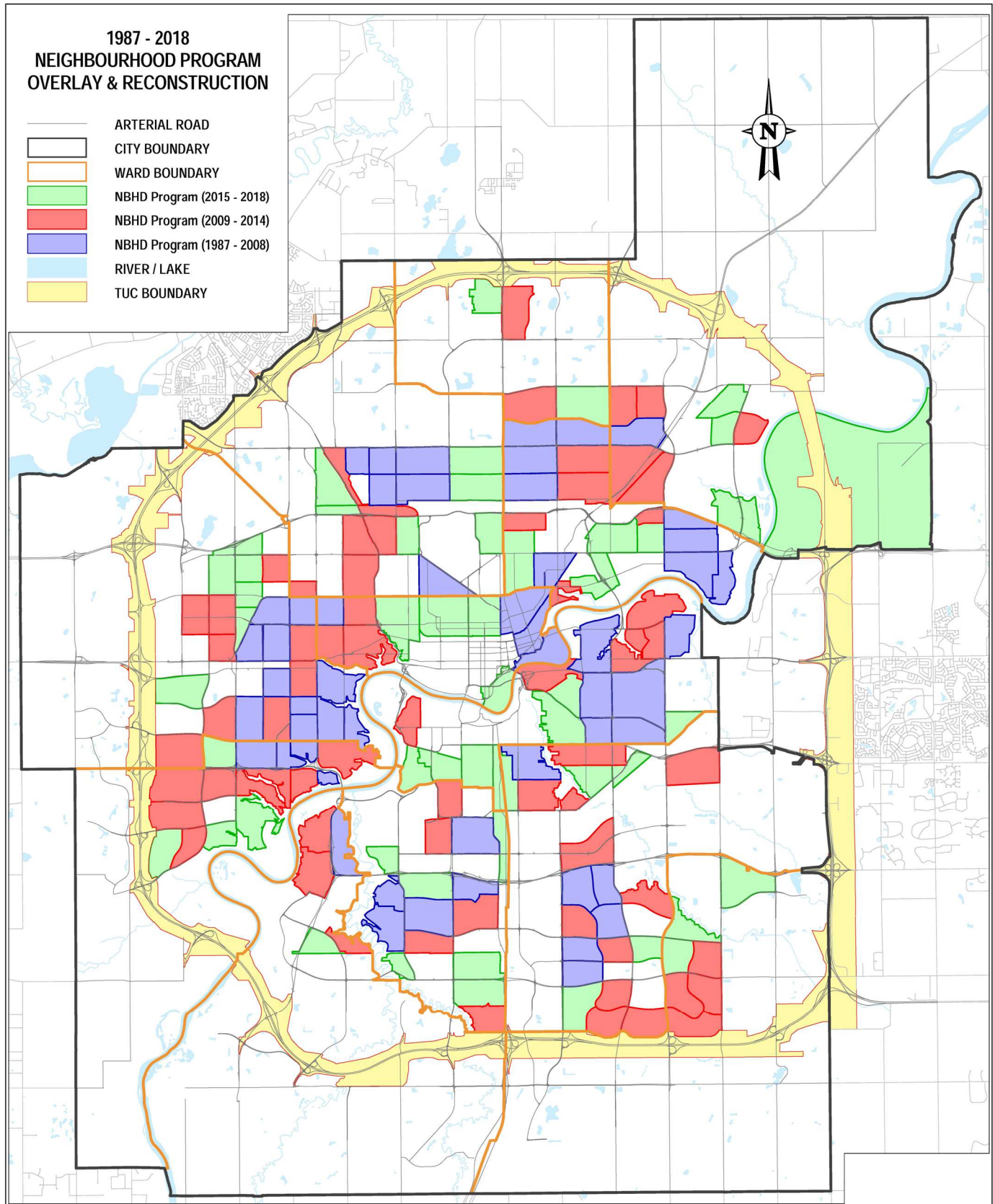
- The NRP tax levy will have provided \$219 million of funding that represents over 50% of the total NRP budget to renew neighbourhoods.
- 34 neighbourhood renewal projects (i.e. reconstruct and overlay) and approximately 67 kilometers of collector and other neighbourhood roads will be renewed.

The dedicated property tax levy for Transportation Neighbourhood Renewal with corresponding proportionate increases in utility rates to fund Drainage Neighbourhood Renewal can provide a consistent predictable and stable long term flow of revenue for investment in Edmonton neighbourhood infrastructure if continued for a number of years. For reconstruction of neighbourhoods, the benefits of the coordination of both underground (drainage and other utilities) and surface (transportation) infrastructure avoids needless disruptions, disturbance, and cutting of new roads, curbs and sidewalk. Committed long term investment creates and fosters accountability and transparency. Increases in utility rates beyond 2013 to align with the dedicated tax for the Neighbourhood Renewal Program work will be identified in future Drainage Utilities Budget Submissions.

*The Great Neighbourhoods Capital Program* is a ten-year program that will provide approximately \$45 million in funding for the 2012 to 2014 capital budget. These funds are invested *in addition* to the core Neighbourhood Renewal investments in each of the selected neighbourhood renewal locations.

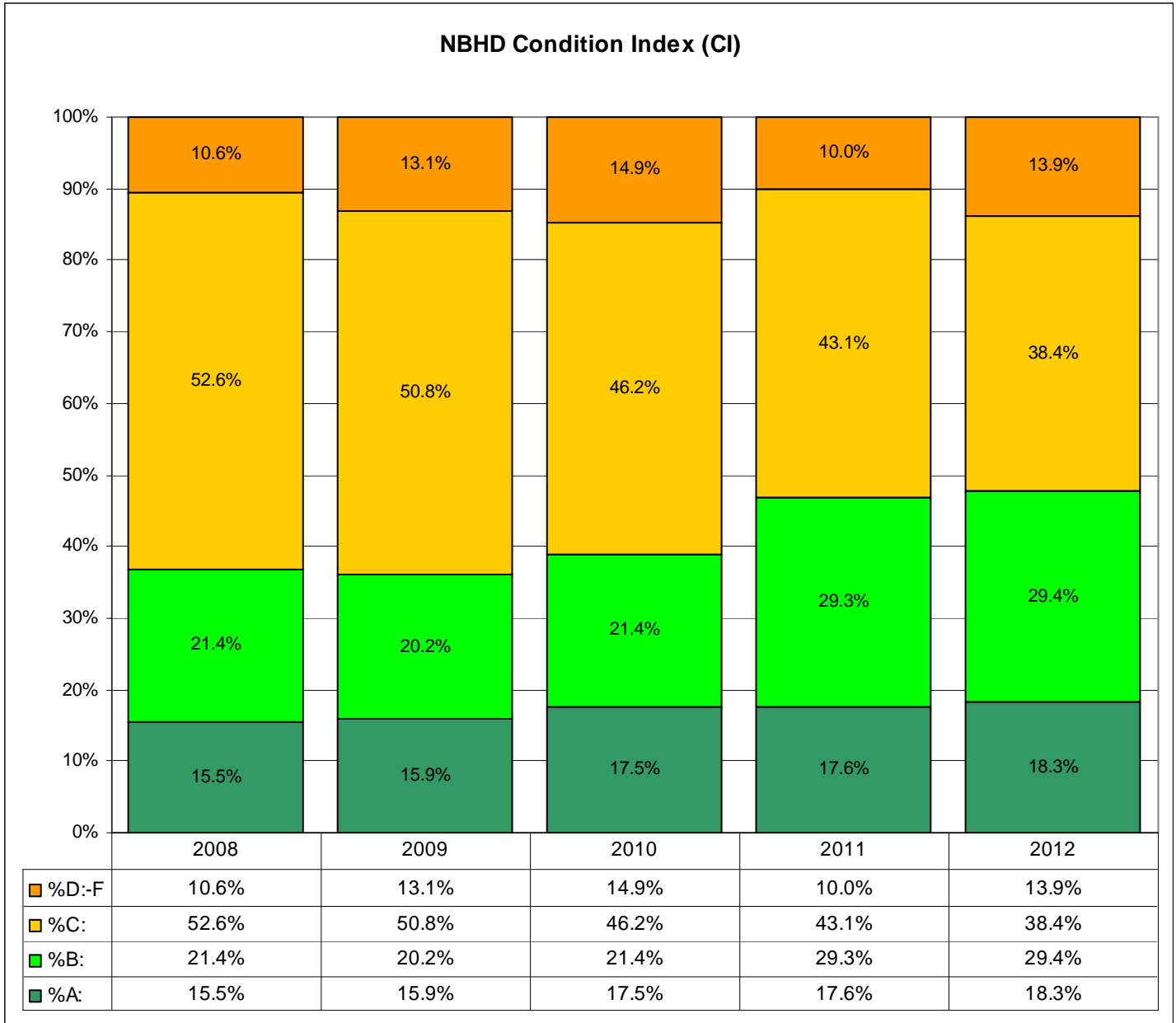
# Building Great Neighbourhoods

## Appendix 1 - Neighbourhood Renewal Program Summary — 1987 to 2018



# Building Great Neighbourhoods

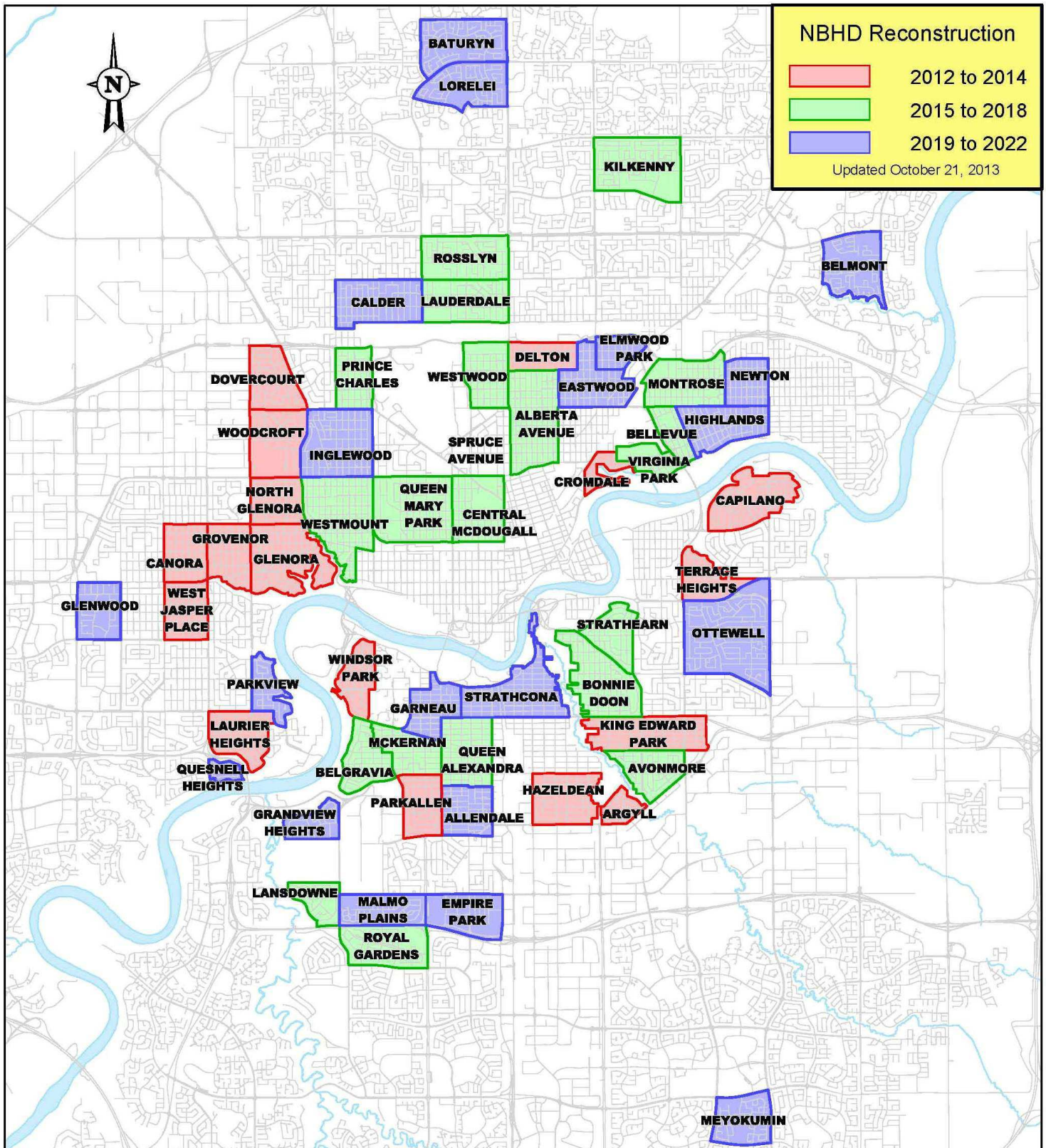
## Appendix 2 - Neighbourhood Renewal Program Impact on Condition Ratings





# Building Great Neighbourhoods

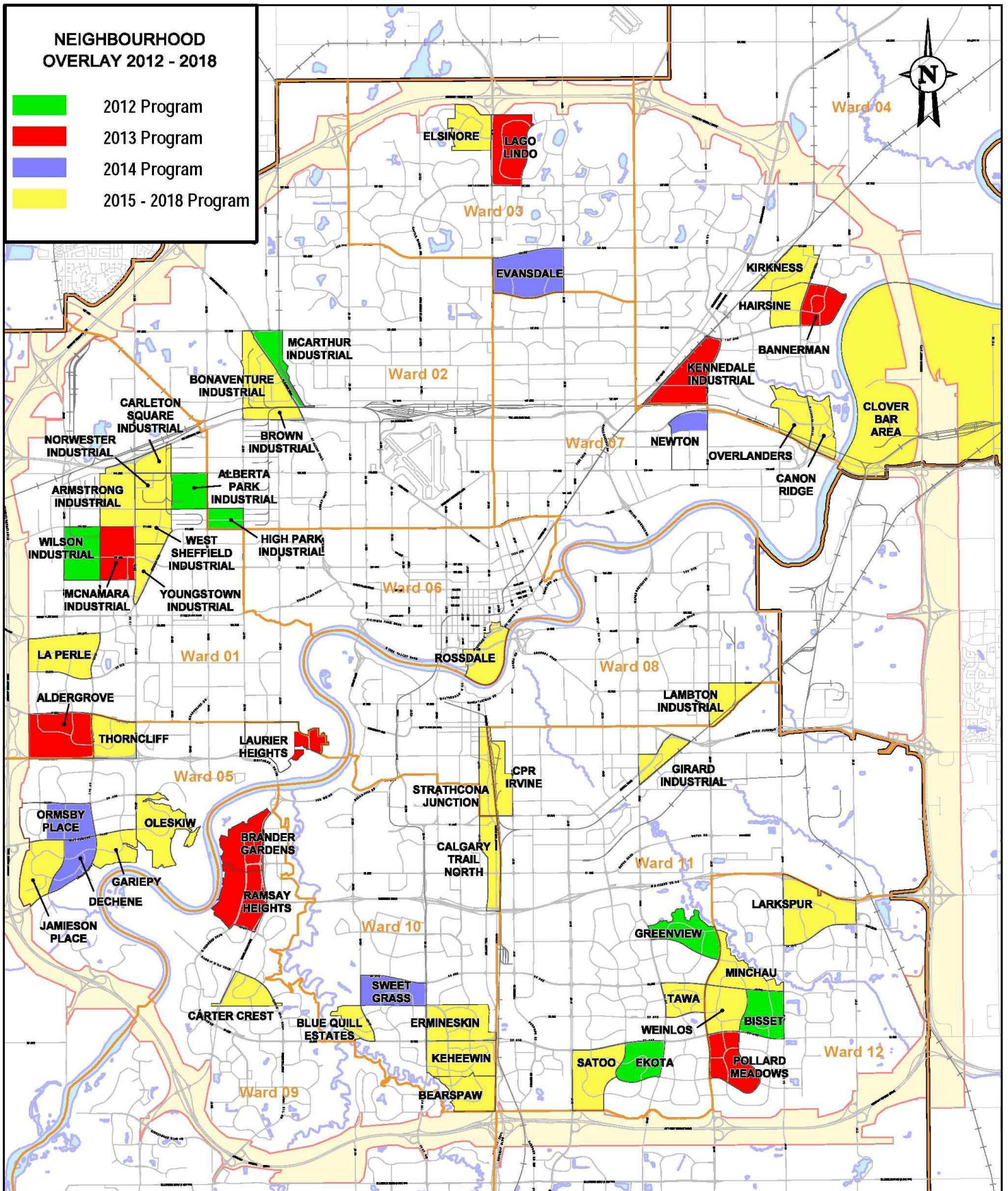
## Appendix 3 - Neighbourhood Renewal 2012 - 2022: Reconstruction Program





# Building Great Neighbourhoods

## Appendix 4 - Neighbourhood Renewal 2012 - 2018: Neighbourhood Overlay Program

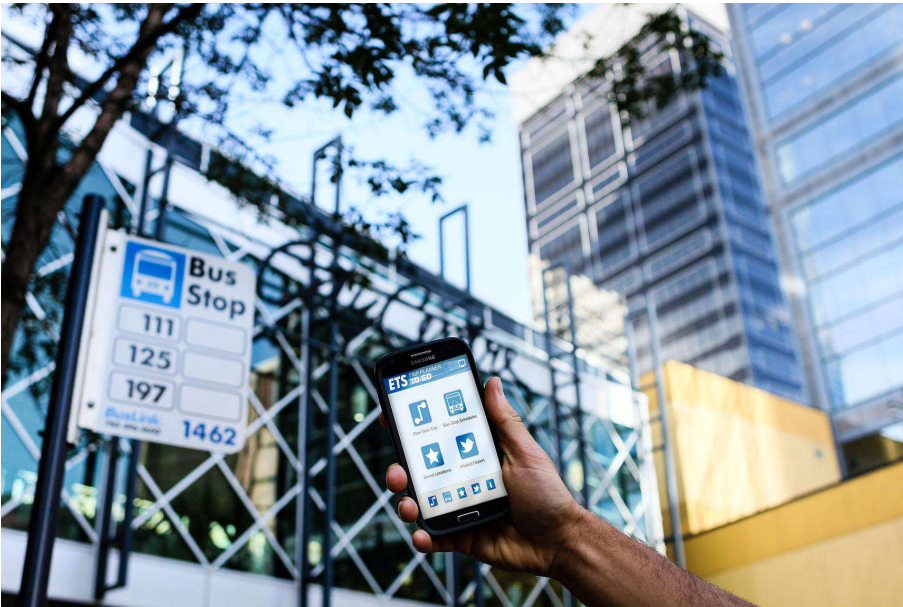




# Budget Building Blocks

## Leveraging Technology

Technology continues to reshape the way people live, organizations do business and governments provide services. As technology changes, so do the needs and expectations of staff, stakeholders and citizens. To respond to this dynamic environment and changing expectations from citizens and administration, the City of Edmonton delivers innovative solutions while continuing to support and enhance fundamental services.



*ETS To Go is a mobile website for the ETS Trip Planner, Bus Stop Schedule, Saved Locations and @takeETSalert Twitter feed, and is optimized for use with smartphones.*

## Information Technology in the Community

Information Technology (IT) is part of everything we do. It is integrated into every business process and every interaction with our citizens. Our City is dependent on information and technology. We expect to have easy access to information, and we expect our technology to be running 24 hours per day and 365 days per year.

- Waste is scheduled for pick-up
- Property assessments, street construction, facility information, and other City information is available online
- Tools that monitor, schedule, and distribute information for snow removal

## Using Information Technology to Help Run the City

Computers and applications are only part of a much larger picture of how Information Technology helps to run great cities.

IT supports the ongoing maintenance, improvement and expansion of services provided to Edmontonians. And by helping to bring the City's priorities to life through technology, IT is advancing the organization's ten year strategic plan, called The Way Ahead.

Our city relies on information technology. It's all around us, in everything we do. Here are just a few ways that IT is at work in our city:

- City traffic lights run in sync
- Trains arrive on time
- Bus schedules are viewable on mobile devices

Technology is reshaping the way people and organizations do business, and more importantly, the way Edmontonians live their lives.

For example, smartphone penetration is on the rise:

- Canada marked an increase from 33% (2012) to 56% (2013).

And these devices are used everywhere:

- An estimated 96% of Canadians use their smartphones at home
- 86% also use them on-the-go
- 79% don't leave home without their device

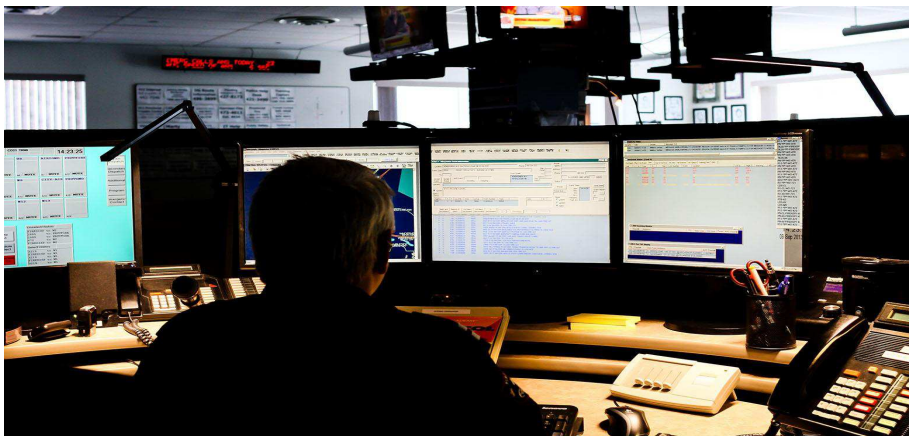
# Budget Building Blocks

Technology can help all areas of the organization improve existing processes and find new ways of doing business. From sharing open data to finding new ways to schedule buses, City staff are working together to increase efficiency and productivity through technology.

For instance, here are some of the new applications that were made possible through the Public One-Stop Service (POSSE) this year, working in conjunction with other systems across the City:

- The Lot Grading Application System used for inspections, citizen notifications/reminders, and permits helps citizens adhere to drainage requirements that are in place to protect personal property and prevent water damage.
- The Edmonton Combative Sports License used for licensing events, contestants and officials, and for generating ID cards and issuing permits to help ensure safe and effective participation in combative sports in the city.
- The Moving Permit Web Portal System used for tracking and approving moving permit applications, and more, assisting in safe travel of citizens around the city.

Continual improvement in IT security is an important aspect of any large organization. In addition to sound security measures already in place, regular system and financial audits ensure continual improvement on the protection of City and citizen information. And as part of regular operations, the organization proactively reviews and remediates information systems; for example, by testing the vulnerability of public-facing infrastructure and web application servers.



## Investing in Information Technology

The majority of the IT budget focuses on helping the organization run efficiently. In this way, costs related to technology are often shared across the organization. The IT Branch and Business Partners ensure that demands are met through well-managed budget practices.

Information Technology at the City of Edmonton runs on a complex web of technology, information, software, integration and automated processes, including:

About 140 software applications supported by the IT branch and used by staff across branches and departments, including six major enterprise-wide application systems that provide the City the ability to deliver services to citizens

- Over 500 servers that allow all the various programs and applications to function, communicate, and provide information in a timely, reliable and consistent fashion
- 5,500 computers, 1,200 laptops and 3,300 mobile devices
- 1.2 petabytes of internally-stored information. If printed, this information would be equivalent to almost 100 million phones books
- Close to 100 kilometres of fibre optic cables - a longer distance than Anthony Henday Drive
- Over 200 network sites and seven wireless sites that connect all 255 locations across the City



*City of Edmonton's main data center is 7,500 square feet and is home to servers that safely store the City's information.*

# Budget Building Blocks

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To date, the City of Edmonton has invested in technology that has an overall replacement value of approximately \$330 million for all information and technology systems that support citizens and staff. The operating budget for information technology is less than 2% of the City of Edmonton's total budget in 2014, which is inline with IT departments in other jurisdictions.

The City will continue to invest in IT, both as we continue to manage our existing assets and as we add solutions, systems and functionality that enhances or automates business processes. A new investment framework is being created to ensure that the city is investing in the right systems to create the desired outcomes related to information and service delivery.

## Bringing the Ways to Life Through Information and Technology

### ***A New Strategy for 2014 and Beyond***

Edmonton is growing. As are the demands of business and citizens. The IT Branch is faced with the challenge of responding to an increasing demand for new information management (IM) and information technology (IT) initiatives across the City of Edmonton.

So how does the City meet these demands through people, funding or technology? We could explore temporary solutions, such as hiring more people, spending money on external service providers, and even delivering ad hoc solutions in reaction to specific demands. But these options do not provide a long-term solution.

Instead, we have chosen to invest in a new strategic direction that aligns information and technology with the City, by evolving the IT Branch from a Service Provider to a mature Business Partner who delivers sustainable solutions that address the business needs of the City, and ultimately, contributes towards helping the City achieve its strategic vision, as outlined in The Way Ahead.

### ***A client-focused, strategic partner who is action oriented and nimble.***

The Corporate Leadership Team (CLT) developed the above vision statement to articulate the future role of the IT Branch in the City, as well as the role of the CLT and all departments and branches involved in making decisions about information and technology.

The Corporate Information and Technology Strategy will be the roadmap that guides the IT Branch, CLT, and all City branches to the state of being a mature Business Partner, ensuring that all IM and IT initiatives are aligned to provide the best possible services to Edmontonians and the corporation.



# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Capital

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. Investment in new infrastructure is essential to meeting the needs of a growing population and economy. The City is investing significantly in new infrastructure with \$3.5 billion in 2012-14. This magnitude of investment in new infrastructure requires corresponding funding for the associated operating costs, which can be as much or more 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 for staff at new recreation centres, these costs are on-going and flow directly from the decisions to expand City infrastructure.

Budgeting for operations is a separate process from budgeting for the acquisition of capital infrastructure, as they are delivered in different ways and are often funded from different sources. Effective financial planning includes accounting for both the initial capital cost of infrastructure as well as the operating costs upon implementation.

For example, when Council makes a decision to construct a new recreation facility, that facility will require operational funding to pay for staff, custodial and maintenance services, utility costs, grounds maintenance and may impact the provision of corporate services as well. In addition, every new facility will eventually require additional capital funding for life cycle costs. When a new road is built it will require snow removal in the winter, street cleaning in the summer, maintenance work including filling of potholes and may require the installation of streetlights or traffic signals. All of these costs should be considered when making capital investment decisions.

In 2014, the City is projecting a requirement for an additional \$20 million for the operating costs associated with infrastructure projects that will be completed and incur operational costs in 2014. This includes operating costs associated with construction or renovations for Clareview and Meadows Recreation Centres, Clareview, Meadows and Mill Woods libraries, Lewis Farms fire station and the North LRT extension.

The projects resulting in operational costs that are included in the 2014 approved budget are provided in this section. Included is projected operational costing for 2014, 2015 and 2016.



# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Contributed Assets

The *Municipal Government Act (MGA)* sets the stage for Area Structure Plans (ASPs) and Neighbourhood Structure Plans (NSPs). However, only City Council with its authority to approve how land is developed, can approve ASPs and NSPs. The NSP outlines land use and provides conceptual information regarding road networks, sewer and drainage systems, and water networks. Independent developers who want to create subdivisions with marketable lots are required to pay for and construct municipal infrastructure necessary to service the new subdivision. As a condition of subdivision, a Developer enters into a Servicing Agreement with the City obligating that developer to construct various municipal improvements. This results in contributed assets to the City including:

- school and parks sites
- public utility lots
- storm and sanitary sewers
- storm water management facilities (lakes/ponds)
- pumping stations
- local roads
- collector roads
- arterial roads
- sidewalks
- street lighting
- traffic signals
- landscaping and landscape amenities (typically benches and garbage receptacles)

In accordance with terms of a Servicing Agreement, a Developer will construct municipal improvements within 2 to 3 years of signing the Servicing Agreement. Once construction of each of the various municipal improvements has been complete, City inspectors ensure that they have been constructed and installed in accordance with the City's Design and Construction Standards and are in suitable condition, and then issue a Construction Completion Certificate (CCC). At the time the CCC is issued, the City takes the municipal improvement into City inventory for the purpose of routine operation and maintenance. There is a warranty period of 1 to 2 years, depending on the type of municipal improvement, followed by an additional inspection and a Final Acceptance Certificate (FAC) is issued. Landscaping and landscape amenities are handled differently from the other municipal improvements in that they do not come into the City's inventory for routine operation and maintenance until the FAC has been issued.

As the City becomes responsible for the operation and maintenance of the various municipal improvements, there are increased costs to Drainage Services, Parks and Transportation Services. The projected operating impact of contributed assets for 2014 is \$0.7 million. Growth within the City subsequently results in the needs to add new amenities such as recreation facilities, libraries, transit services, as well as police and fire services. Planning for the future needs is key in understanding the full operating impact of both capital and contributed assets.

A sampling of significant capital projects that were approved as part of the 2012-2014 capital budget is as follows:






Highlight of projects from 2012-2014 capital budget (000s)		
Project Name	Funding	Description
Northwest Campus	36,000	Land, design & commence construction of new Police Station & Training Facility
Walterdale Bridge	132,000	Replacement of current Walterdale Bridge
Neighbourhood Renewal Projects	356,000	Road, Sidewalk renewal in existing neighbourhoods
Multi-Purpose Recreation Centres	176,000	Build Multipurpose Recreation Centres(Meadows,Clareview)
New Commercial/Industrial Development	71,000	Commercial/Industrial land development
New Residential Development	41,000	Residential land development
Capital Operating Budget System	5,000	Purchase, Implement a software solution for Capital
Clareview Branch Library	13,000	Construct Library in Clareview
Mill Woods Branch Library & Seniors, Multicultural Centre	19,000	Construction of Library, Seniors and Multicultural Centre
SE to W LRT	126,000	Land purchases & preliminary engineering
NLRT (Downtown to NAIT)	495,000	LRT Construction (downtown to NAIT), purchase of Light Rail Vehicles

# Operating Impacts of Capital & Contributed Assets







The 2014 Approved Operating Budget includes funding of \$19.2 million in order to deal with the operating impacts from capital projects and contributed assets.

The table below provides a summary of all operating impacts of capital and contributed assets service packages. Based on previous decisions made by Council, new and renovated facilities and services will begin operations in 2014. Staff will be required to operate and maintain the facilities as well as to provide programs to the public. The City will also be taking on responsibility for new infrastructure as a result of assets contributed by developers and growth of the City. The details of the operating impacts of capital and contributed assets service packages are included in the branch sections and can be located using the page references provided in the table.

-  **Preserve and Sustain Edmonton's Environment**
-  **Ensure Edmonton Financial Sustainability**
-  **Improve Edmonton's Livability**
-  **Diversify Edmonton's Economy**
-  **Transform Edmonton's Urban Form**
-  **Transforming Edmonton Through Organizational Excellence**
-  **Shift Edmonton's Transportation Mode**




#	Operating Impacts of Capital	Rev	Exp	Net	FTE	Page #
<b>1</b>	<b>Community and Recreation Facilities</b>	2,438	4,482	2,044	50.4	147
	This package provides funding to ensure the programs and services are delivered to citizens with the completion of the construction and renovations to the Clarview and Meadows Community Recreation Centre, Edmonton Valley Zoo, Mill Woods Senior's Centre and Multicultural Centre.	<b>3 Year Net Requirement</b>		1,036	123.7	
						
<b>2</b>	<b>Fire Rescue Services - Lewis Farms Fire Station</b>	-	766	766	6.5	174
	This service package improves the livability of Edmontonians by providing services for a safe city through protecting property, people and the environment and minimizing impact of fires. It also helps sustain Edmonton's environment by minimizing impacts of hazardous material breaches on air, land and water systems. Specific performance measures expected to improve as a result of funding this service package include fire and first medical response times to Lewis Farms and its surrounding community, full first alarm response times on a city-wide basis and the percent of hazardous material recovered at events involving chemical spills and releases.	<b>3 Year Net Requirement</b>		5,297	45.0	
		 				
<b>3</b>	<b>Neighbourhoods, Parks and Community Recreation</b>	-	3,358	3,358	15.1	182
	This service package allows for the maintenance and operations of new and renewed park inventory, turf lifecycle maintenance, tree planting and naturalization, landscaping, facility snow removal, community development, River Valley renewal, and the operational costs of the Council approved Outdoor Aquatic Strategy, as well as William Hawrelak Park Lake redevelopment. Maintenance is required for previously approved capital projects that are now coming on-line. This initiative aligns with the Council goal of Improving Edmonton's Livability and ensuring Edmonton is an attractive and safe city.	<b>3 Year Net Requirement</b>		4,353	33.8	
		 				

# Operating Impacts of Capital & Contributed Assets

#	Operating Impacts of Capital	Rev	Exp	Net	FTE	Page #
4	<b>Project Management &amp; Maintenance Services - Facility Maintenance Services</b>	-	3,596	3,596	14.5	191
	This service package covers the increase in operating maintenance costs required for additional software license agreements and additional functionality for business units across the corporation. Including, the Transit Security business intelligence environment, Great Neighbourhoods mapping, and ongoing Adobe LiveCycle maintenance.	<b>3 Year Net Requirement</b>		8,942	38.0	
						
5	<b>IT-Application Maintenance &amp; Support</b>	-	242	242	2.0	226
	This service package is required to provide on-going operational maintenance and support for Adobe Livecycle which went into production in 2012 and for Team Foundation Server that is planned for implementation in 2013. On-going support is required for these NEW application systems: 1. Adobe Livecycle (went into production 2012) 2. Team Foundation Server (planned for production 2013)	<b>3 Year Net Requirement</b>		242	2.0	
						
6	<b>Financial Services - Capital Project (COBS and iNovah)</b>	-	312	312	2.0	269
	This initiative directly supports Council's goal of financial sustainability. It protects, manages and optimizes the technology resources of two important financial applications: iNovah, which is used to manage our cash collection at cashier sites and TeamBudget, which is being implemented this year in the COBS Project to manage our capital and operating budget processes, to ensure that they are sustainable. These applications support financial decision-making with timely and accurate information.	<b>3 Year Net Requirement</b>		312	2.0	
						
7	<b>Edmonton Transit - 2014 NLRT Extension</b>	-	5,955	5,955	26.4	358
	This service package is to fund positions required to operate and maintain the LRT extension to NAIT. The line is planned to be in operation in June 2014. The project was approved by Council and supports initiatives in the Way We Move to increase use of public transit and provide safe, well-maintained LRT infrastructure.	<b>3 Year Net Requirement</b>		8,541	45.3	
						
8	<b>Edmonton Police Services</b>	-	100	100	-	419
	This package provides funding for a number of additional software licences, to further use computer software that EPS has already purchased. It also provides funding for a limited number of new software packages. As the Service grows and becomes more automated, software licences are required for every new system user.	<b>3 Year Net Requirement</b>		100	-	
						
9	<b>Public Library - Clareview, Meadows and Mill Woods Library Branches</b>	15	2,147	2,132	21.8	430
	In 2014, three library facilities will be opened: Clareview Library Branch (new), Meadows Library Branch (new) and Mill Woods Library Branch (replacement of a leased space). This service package highlights the resources needed to allow for the opening and operations of these facilities.	<b>3 Year Net Requirement</b>		3,910	37.5	
						
<b>Total Operating Impacts of Capital</b>		<b>2,453</b>	<b>20,958</b>	<b>18,505</b>	<b>138.7</b>	



# Operating Impacts of Capital & Contributed Assets

#	Operating Impacts of Contributed Assets	Rev	Exp	Net	FTE	Page #
<b>10</b>	<b>Neighbourhoods, Parks and Community Recreation Districts</b>	-	379	379	4.0	183
	This service package allows for the maintenance and operations of previously approved developer projects and other civic department and community projects that are now coming on-line. This initiative aligns with the Council goal of Improving Edmonton's Livability and ensuring Edmonton is an attractive and safe city.	<b>3 Year Net Requirement</b>		1,171	12.3	
						
<b>11</b>	<b>Traffic Operations - Streetlight Signals Inventory Growth</b>	-	237	237	-	381
	Well-designed and well-maintained signals infrastructure provides personal safety for residents as well as traffic safety and efficiency for motorists. This package promotes effective mobility, improved livability, and financial sustainability through well-maintained assets.	<b>3 Year Net Requirement</b>		247	-	
						
<b>12</b>	<b>Traffic Operations - Streetlight Maintenance Inventory Growth</b>	-	104	104	-	382
	The funding required to address maintaining growth in inventory of streetlights resulting from private development in both residential and commercial sectors as well as growth in inventory resulting from capital improvements.	<b>3 Year Net Requirement</b>		108	-	
						
<b>Total Operating Impacts of Contributed Assets</b>		-	<b>720</b>	<b>720</b>	<b>4.0</b>	
<b>Total Operating Impacts of Capital &amp; Contributed Assets</b>		<b>2,453</b>	<b>21,678</b>	<b>19,225</b>	<b>142.7</b>	

# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Capital

The following tables provide further detail by specific capital project of the \$19.2 million for operating impacts of capital projects and contributed assets included in the 2014 Approved budget.

<b>Capital Project Name:</b>	Clareview Community Rec Centre	<b>Profile #</b>	09-21-5826	<b>Capital Investment:</b>	\$	78,635						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>	<b>2014</b>		<b>2015</b>		<b>2016</b>							
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Community & Rec Facilities	1,477	880	597	19.0	3,205	3,542	(337)	36.1	99	205	(106)	-
	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>1,477</b>	<b>880</b>	<b>597</b>	<b>19.0</b>	<b>3,205</b>	<b>3,542</b>	<b>(337)</b>	<b>36.1</b>	<b>99</b>	<b>205</b>	<b>(106)</b>	<b>-</b>

<b>Capital Project Name:</b>	Meadows Community Rec Centre	<b>Profile #</b>	09-21-5826	<b>Capital Investment:</b>	\$	108,925						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>	<b>2014</b>		<b>2015</b>		<b>2016</b>							
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Community & Rec Facilities	2,809	1,558	1,251	29.1	3,343	4,014	(671)	37.2	127	240	(113)	-
	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>2,809</b>	<b>1,558</b>	<b>1,251</b>	<b>29.1</b>	<b>3,343</b>	<b>4,014</b>	<b>(671)</b>	<b>37.2</b>	<b>127</b>	<b>240</b>	<b>(113)</b>	<b>-</b>

<b>Capital Project Name:</b>	Louise McKinney	<b>Profile #</b>	03-28-4147	<b>Capital Investment:</b>	\$	6,723						
<b>Type of Operating Impact:</b>	Staffing, materials & utilities.											
<b>Branch:</b>	<b>2014</b>		<b>2015</b>		<b>2016</b>							
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Community & Rec Facilities	128	-	128	1.2	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>128</b>	<b>-</b>	<b>128</b>	<b>1.2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Capital Project Name:</b>	Queen Elizabeth Park	<b>Profile #</b>	12-28-6050	<b>Capital Investment:</b>	\$	2,156						
<b>Type of Operating Impact:</b>	Staffing, materials & utilities.											
<b>Branch:</b>	<b>2014</b>		<b>2015</b>		<b>2016</b>							
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Community & Rec Facilities	43	-	43	0.4	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>43</b>	<b>-</b>	<b>43</b>	<b>0.4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Capital

**Capital Project Name:** Victoria Park Pavilion **Profile #** 12-28-6050 **Capital Investment:** \$ 3,372

**Type of Operating Impact:** Staffing, materials & utilities.

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Community & Rec Facilities	70	-	70	0.7	-	-	-	-	-	-	-	-
Total Operating Impact	70	-	70	0.7	-	-	-	-	-	-	-	-

**Capital Project Name:** Edmonton Valley Zoo Entry Wander **Profile #** 10-21-0910 **Capital Investment:** \$ 35,990

**Type of Operating Impact:** Return of one-time start-up costs.

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Community & Rec Facilities	(45)	-	(45)	-	-	-	-	-	-	-	-	-
Total Operating Impact	(45)	-	(45)	-	-	-	-	-	-	-	-	-

**Capital Project Name:** Lewis Farms Fire Station **Profile #** 09-70-0022 **Capital Investment:** \$ 13,817

**Type of Operating Impact:**

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Fire Rescue Services	766	-	766	6.5	2,727	-	2,727	21.8	1,804	-	1,804	16.7
Total Operating Impact	766	-	766	6.5	2,727	-	2,727	21.8	1,804	-	1,804	16.7

**Capital Project Name:** Meadows Recreation Facility **Profile #** 09-21-5826 **Capital Investment:** \$ 146,800

**Type of Operating Impact:** Staffing, materials, services, utilities, custodial & maintenance.

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	175	-	175	1.7	-	-	-	-	-	-	-	-
Total Operating Impact	175	-	175	1.7	-	-	-	-	-	-	-	-

# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Capital

<b>Capital Project Name:</b>	Clareview Recreation Facility	<b>Profile #</b>	09-21-5826	<b>Capital Investment:</b>	\$	115,000						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	114	-	114	1.3	-	-	-	-	-	-	-	-
Total Operating Impact	114	-	114	1.3	-	-	-	-	-	-	-	-

<b>Capital Project Name:</b>	SECLA Skateboard Park	<b>Profile #</b>	12-21-6000	<b>Capital Investment:</b>	\$	350						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	20	-	20	0.2	-	-	-	-	-	-	-	-
Total Operating Impact	20	-	20	0.2	-	-	-	-	-	-	-	-

<b>Capital Project Name:</b>	Park Renewal (Park Pavilions/Maintenance)	<b>Profile #</b>	12-28-1001	<b>Capital Investment:</b>	\$	27,489						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	599	-	599	4.2	200	-	200	2.0	200	-	200	2.0
Total Operating Impact	599	-	599	4.2	200	-	200	2.0	200	-	200	2.0

<b>Capital Project Name:</b>	Clareview Park	<b>Profile #</b>	09-28-1050	<b>Capital Investment:</b>	\$	2,850						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	35	-	35	0.2	-	-	-	-	-	-	-	-
Total Operating Impact	35	-	35	0.2	-	-	-	-	-	-	-	-

# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Capital

<b>Capital Project Name:</b>	Abottsfield Recreation Centre	<b>Profile #</b>	11-21-7321	<b>Capital Investment:</b>	\$	6,576						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>												
	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	27	-	27	0.3	-	-	-	-	-	-	-	-
Total Operating Impact	27	-	27	0.3	-	-	-	-	-	-	-	-

<b>Capital Project Name:</b>	McConachie District Park Site	<b>Profile #</b>	12-17-1064	<b>Capital Investment:</b>	\$	1,674						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>												
	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	-	-	-	-	124	-	124	1.4	-	-	-	-
Total Operating Impact	-	-	-	-	124	-	124	1.4	-	-	-	-

<b>Capital Project Name:</b>	Cameron Heights Sch Park - New Park	<b>Profile #</b>	12-17-1065	<b>Capital Investment:</b>	\$	2,126						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>												
	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	-	-	-	-	64	-	64	0.7	-	-	-	-
Total Operating Impact	-	-	-	-	64	-	64	0.7	-	-	-	-

<b>Capital Project Name:</b>	Tree Planting & Naturalization	<b>Profile #</b>	12-28-2001	<b>Capital Investment:</b>	\$	3,003						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>												
	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	40	-	40	0.5	40	-	40	0.5	40	-	40	0.5
Total Operating Impact	40	-	40	0.5	40	-	40	0.5	40	-	40	0.5

# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Capital

<b>Capital Project Name:</b>	Utilities & Access Renewal	<b>Profile #</b>	12-28-3001	<b>Capital Investment:</b>	\$	5,456						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	55	-	55	-	55	-	55	0.5	55	-	55	0.5
	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	55	-	55	-	55	-	55	0.5	55	-	55	0.5

<b>Capital Project Name:</b>	Neigh Parks & Outdoor Aquatic Strategy	<b>Profile #</b>	12-28-7050	<b>Capital Investment:</b>	\$	7,057						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	261	-	261	1.4	67	-	67	0.7	67	-	67	0.7
	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	261	-	261	1.4	67	-	67	0.7	67	-	67	0.7

<b>Capital Project Name:</b>	Neigh Parks & Outdoor Aquatic Amenities	<b>Profile #</b>	12-28-7055	<b>Capital Investment:</b>	\$	14,702						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	444	-	444	-	53	-	53	0.5	53	-	53	0.5
	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	444	-	444	-	53	-	53	0.5	53	-	53	0.5

<b>Capital Project Name:</b>	Dist & City Parks & Outdoor Aquatic Amenities	<b>Profile #</b>	12-28-7070	<b>Capital Investment:</b>	\$	3,332						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	75	-	75	0.5	12	-	12	0.1	12	-	12	0.1
	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	75	-	75	0.5	12	-	12	0.1	12	-	12	0.1

# Operating Impacts of Capital & Contributed Assets

**Capital Project Name:** River Valley Renewal **Profile #** 12-28-6050 **Capital Investment:** \$ 1,900

**Type of Operating Impact:** Staffing, materials, services, utilities, custodial & maintenance.

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	-	-	-	-	19	-	19	0.1	-	-	-	-
Total Operating Impact	-	-	-	-	19	-	19	0.1	-	-	-	-

**Capital Project Name:** River Valley Renewal Laurier Buena **Profile #** 12-28-6050 **Capital Investment:** \$ 2,750

**Type of Operating Impact:** Staffing, materials, services, utilities, custodial & maintenance.

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	-	-	-	-	28	-	28	0.1	-	-	-	-
Total Operating Impact	-	-	-	-	28	-	28	0.1	-	-	-	-

**Capital Project Name:** William Hawrelak Park Lake Development **Profile #** 13-28-4151 **Capital Investment:** \$ 1,472

**Type of Operating Impact:** Staffing, materials, services, utilities, custodial & maintenance.

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	16	-	16	0.2	-	-	-	-	-	-	-	-
Total Operating Impact	16	-	16	0.2	-	-	-	-	-	-	-	-

**Capital Project Name:** Hawrelak Wading Pool & Spray Deck **Profile #** 12-28-7070 **Capital Investment:** \$ 200

**Type of Operating Impact:** Staffing, materials, services, utilities, custodial & maintenance.

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	-	-	-	-	224	-	224	2.0	-	-	-	-
Total Operating Impact	-	-	-	-	224	-	224	2.0	-	-	-	-



# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Capital

<b>Capital Project Name:</b>	Borden Park Natural Swimming Pond	<b>Profile #</b>	12-21-8683	<b>Capital Investment:</b>	\$	14,497						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>												
	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	-	-	-	-	50	-	50	0.5	-	-	-	-
Total Operating Impact	-	-	-	-	50	-	50	0.5	-	-	-	-

<b>Capital Project Name:</b>	Animal Control Care Centre	<b>Profile #</b>	13-21-0915	<b>Capital Investment:</b>	\$	867						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>												
	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	-	-	-	-	17	-	17	0.2	-	-	-	-
Total Operating Impact	-	-	-	-	17	-	17	0.2	-	-	-	-

<b>Capital Project Name:</b>	Fleet Vehicles	<b>Profile #</b>	12-25-1000	<b>Capital Investment:</b>	\$	-						
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.											
<b>Branch:</b>												
	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	1,000	-	1,000	-	-	-	-	-	-	-	-	-
Total Operating Impact	1,000	-	1,000	-	-	-	-	-	-	-	-	-

<b>Capital Project Name:</b>	N/A	<b>Profile #</b>	N/A	<b>Capital Investment:</b>	N/A							
<b>Type of Operating Impact:</b>	Related to turf maintenance											
<b>Branch:</b>												
	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks & Community Recreation	497	-	497	-	-	-	-	-	-	-	-	-
Total Operating Impact	497	-	497	-	-	-	-	-	-	-	-	-

# Operating Impacts of Capital & Contributed Assets

**Capital Project Name:** Clareview Branch Library **Profile #** 06-20-0002 **Capital Investment:** \$ 8,810

**Type of Operating Impact:** Custodial & maintenance services

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	69	-	69	-	137	-	137	-	-	-	-	-
Total Operating Impact	69	-	69	-	137	-	137	-	-	-	-	-

**Capital Project Name:** Artificial Playing Surfaces - Qdmt Based **Profile #** 07-21-5746 **Capital Investment:** \$ 6,207

**Type of Operating Impact:** Custodial & maintenance services

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	10	-	10	-	21	-	21	-	-	-	-	-
Total Operating Impact	10	-	10	-	21	-	21	-	-	-	-	-

**Capital Project Name:** Heritage Valley Fire Station Construction **Profile #** 08-70-0023 **Capital Investment:** \$ 6,875

**Type of Operating Impact:** Custodial & maintenance services

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	34	-	34	-	103	-	103	-	-	-	-	-
Total Operating Impact	34	-	34	-	103	-	103	-	-	-	-	-

**Capital Project Name:** Great Neighbourhoods Initiative - LRT Transit Loop Walkway **Profile #** 09-21-5800 **Capital Investment:** \$ 545

**Type of Operating Impact:** Custodial & maintenance services

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	2	-	2	-	3	-	3	-	-	-	-	-
Total Operating Impact	2	-	2	-	3	-	3	-	-	-	-	-

**Capital Project Name:** Multi-Purpose Recreational Centres (Clareview and Meadows Rec Cntr) **Profile #** 09-21-5826 **Capital Investment:** \$ 163,669

**Type of Operating Impact:** Custodial & maintenance services

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	2,000	-	2,000	14.5	3,422	-	3,422	-	-	-	-	-
Total Operating Impact	2,000	-	2,000	14.5	3,422	-	3,422	-	-	-	-	-

# Operating Impacts of Capital & Contributed Assets

<b>Capital Project Name:</b>	Park Renewal (Millwoods Park Pavillion Bldg)	<b>Profile #</b>	09-28-1001	<b>Capital Investment:</b>	\$	2,800						
<b>Type of Operating Impact:</b>	Custodial & maintenance services											
<b>Branch:</b>	<b>2014</b>		<b>2015</b>		<b>2016</b>							
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	32	-	32	-	16	-	16	-	-	-	-	-
Total Operating Impact	32	-	32	-	16	-	16	-	-	-	-	-
<b>Capital Project Name:</b>	Building and Facility Rehab (East End Soccer Centre)	<b>Profile #</b>	09-41-0100	<b>Capital Investment:</b>	\$	360						
<b>Type of Operating Impact:</b>	Custodial & maintenance services											
<b>Branch:</b>	<b>2014</b>		<b>2015</b>		<b>2016</b>							
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	2	-	2	-	-	-	-	-	-	-	-	-
Total Operating Impact	2	-	2	-	-	-	-	-	-	-	-	-
<b>Capital Project Name:</b>	Operating Yards and Facilities (Kennedale)	<b>Profile #</b>	09-66-1070	<b>Capital Investment:</b>	\$	35,200						
<b>Type of Operating Impact:</b>	Custodial & maintenance services											
<b>Branch:</b>	<b>2014</b>		<b>2015</b>		<b>2016</b>							
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	249	-	249	-	745	-	745	-	-	-	-	-
Total Operating Impact	249	-	249	-	745	-	745	-	-	-	-	-
<b>Capital Project Name:</b>	Millwoods Senior Centre & Multicultural Facility	<b>Profile #</b>	11-21-1004	<b>Capital Investment:</b>	\$	7,349						
<b>Type of Operating Impact:</b>	Custodial & maintenance services											
<b>Branch:</b>	<b>2014</b>		<b>2015</b>		<b>2016</b>							
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	29	-	29	-	146	-	146	-	-	-	-	-
Total Operating Impact	29	-	29	-	146	-	146	-	-	-	-	-
<b>Capital Project Name:</b>	Residual Disposal Facility	<b>Profile #</b>	12-23-5422	<b>Capital Investment:</b>	\$	4,500						
<b>Type of Operating Impact:</b>	Custodial & maintenance services											
<b>Branch:</b>	<b>2014</b>		<b>2015</b>		<b>2016</b>							
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Maintenance Services	-	-	-	-	150	-	150	-	-	-	-	-
Total Operating Impact	-	-	-	-	150	-	150	-	-	-	-	-

# Operating Impacts of Capital & Contributed Assets

**Capital Project Name:** NE Eco Station (Kennedale) **Profile #** 11-33-2008 **Capital \$** 10,919

**Type of Operating Impact:** Custodial & maintenance services

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	58	-	58	-	175	-	175	-	-	-	-	-
Total Operating Impact	58	-	58	-	175	-	175	-	-	-	-	-

**Capital Project Name:** Parks Renewal (John Fry Sports and **Profile #** 12-28-1001 **Capital \$** 5,716

**Type of Operating Impact:** Custodial & maintenance services

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	120	-	120	-	94	-	94	-	-	-	-	-
Total Operating Impact	120	-	120	-	94	-	94	-	-	-	-	-

**Capital Project Name:** River Valley - Renewal (Victoria Park **Profile #** 12-28-6050 **Capital \$** 2,280

**Type of Operating Impact:** Custodial & maintenance services

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	-	-	-	-	86	-	86	-	-	-	-	-
Total Operating Impact	-	-	-	-	86	-	86	-	-	-	-	-

**Capital Project Name:** Fire Rescue Training Centre (Tower) **Profile #** 12-70-0201 **Capital \$** 76,749

**Type of Operating Impact:** Custodial & maintenance services

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	40	-	40	-	80	-	80	-	-	-	-	-
Total Operating Impact	40	-	40	-	80	-	80	-	-	-	-	-

**Capital Project Name:** Pedway - University **Profile #** n/a **Capital \$** 3,529

**Type of Operating Impact:** Custodial & maintenance services

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	35	-	35	-	-	-	-	-	-	-	-	-
Total Operating Impact	35	-	35	-	-	-	-	-	-	-	-	-

# Operating Impacts of Capital & Contributed Assets

<b>Capital Project Name:</b>	Fort Edmonton Park (Blatchford Hangar, Carousel Building & Selkirk)	<b>Profile #</b>	n/a	<b>Capital Investment:</b>	\$	14,860						
<b>Type of Operating Impact:</b>	Custodial & maintenance services											
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	297	-	297	-	-	-	-	-	-	-	-	-
Total Operating Impact	297	-	297	-	-	-	-	-	-	-	-	-

<b>Capital Project Name:</b>	LRT (Kingsway, NAIT, MacEwan)	<b>Profile #</b>		<b>Capital</b>	\$	33,200						
<b>Type of Operating Impact:</b>	Custodial & maintenance services											
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	504	-	504	-	168	-	168	-	-	-	-	-
Total Operating Impact	504	-	504	-	168	-	168	-	-	-	-	-

<b>Capital Project Name:</b>	Transit Shelters (120 new)	<b>Profile #</b>		<b>Capital</b>	\$	19,400						
<b>Type of Operating Impact:</b>	Custodial & maintenance services											
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	63	-	63	-	-	-	-	-	-	-	-	-
Total Operating Impact	63	-	63	-	-	-	-	-	-	-	-	-

<b>Capital Project Name:</b>	Multi-Tournament Recreation Site	<b>Profile #</b>		<b>Capital</b>	\$	10,300						
<b>Type of Operating Impact:</b>	Custodial & maintenance services											
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Project Management & Maintenance Services	52	-	52	-	-	-	-	-	-	-	-	-
Total Operating Impact	52	-	52	-	-	-	-	-	-	-	-	-

# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Capital

**Capital Project Name:** Capital and Operating Budget System **Profile #** 12-50-0100 **Capital Investment:** \$ 5,000,000

**Type of Operating Impact:** Staffing and materials

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Financial Services-Budget Office	192	-	192	1.0					-	-	-	-
	-	-	-	-						-	-	-
<b>Total Operating Impact</b>	<b>192</b>	<b>-</b>	<b>192</b>	<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Capital Project Name:** Cashier System Replacement **Profile #** 09-50-0200 **Capital Investment:** \$ 792,000

**Type of Operating Impact:** Staffing and materials

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Financial Services-Treasury	120	-	120	1.0	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>120</b>	<b>-</b>	<b>120</b>	<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Capital Project Name:** Application Maintenance & Support **Profile #** 12-18-0014 **Capital Investment:** \$ 2,546

**Type of Operating Impact:** Staffing, Computer costs, travel, training.

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Information Technology	242	-	242	2.0	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>242</b>	<b>-</b>	<b>242</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Capital

<b>Capital Project Name:</b>	Clareview Branch Library				<b>Profile #</b>	06-20-0002				<b>Capital \$</b>	16,612		
<b>Type of Operating Impact:</b>	Personnel, Materials and equipment, services, building operations and maintenance,												
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Edmonton Public Library	1,060	6	1,054	11.6	662	-	662	5.2	19	-	19	-	
	-	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Operating Impact</b>	<b>1,060</b>	<b>6</b>	<b>1,054</b>	<b>11.6</b>	<b>662</b>	<b>-</b>	<b>662</b>	<b>5.2</b>	<b>19</b>	<b>-</b>	<b>19</b>	<b>-</b>	

<b>Capital Project Name:</b>	Meadows Branch Library				<b>Profile #</b>	09-21-5826				<b>Capital \$</b>	14,726		
<b>Type of Operating Impact:</b>	Personnel, Materials and equipment, services, building operations and maintenance,												
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Edmonton Public Library	800	5	795	8.9	848	-	848	7.9	19	-	19	-	
	-	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Operating Impact</b>	<b>800</b>	<b>5</b>	<b>795</b>	<b>8.9</b>	<b>848</b>	<b>-</b>	<b>848</b>	<b>7.9</b>	<b>19</b>	<b>-</b>	<b>19</b>	<b>-</b>	

<b>Capital Project Name:</b>	Mill Woods Branch Reloaction and				<b>Profile #</b>	03-20-0019				<b>Capital \$</b>	23,645		
<b>Type of Operating Impact:</b>	Personnel, Materials and equipment, services, building operations and maintenance,												
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Edmonton Public Library	287	4	283	1.3	202	-	202	2.6	28	-	28	-	
	-	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Operating Impact</b>	<b>287</b>	<b>4</b>	<b>283</b>	<b>1.3</b>	<b>202</b>	<b>-</b>	<b>202</b>	<b>2.6</b>	<b>28</b>	<b>-</b>	<b>28</b>	<b>-</b>	

<b>Capital Project Name:</b>	NLRT (Downtown to NAIT)				<b>Profile #</b>	08-66-1672				<b>Capital Investment: \$</b>	755,075		
<b>Type of Operating Impact:</b>	Staffing, materials, services, utilities, custodial & maintenance.												
<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Edmonton Transit	5,955	-	5,955	26.4	2,586	-	2,586	18.9	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Operating Impact</b>	<b>5,955</b>	<b>-</b>	<b>5,955</b>	<b>26.4</b>	<b>2,586</b>	<b>-</b>	<b>2,586</b>	<b>18.9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	



# Operating Impacts of Capital & Contributed Assets

**Capital Project Name:** Police IT Systems - Infrastructure and Projects **Profile #** 07-60-1433 07-60-1460 **Capital Investment:** \$ 23,437

**Type of Operating Impact:** Staffing and maintenance

<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Edmonton Police Service	100		100		-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Impact of Capital**

**Capital Project Name:** Operating Impacts of Capital **Profile #** Various

**Type of Operating Impact:** Staffing, materials, services, maintenances

<b>Branch:</b>	<b>2014</b>				<b>2015</b>				<b>2016</b>			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Community & Rec Facilities	4,482	2,438	2,044	50.4	6,548	7,556	(1,008)	73.3	226	445	(219)	-
Fire Rescue Services	766	-	766	6.5	2,727	-	2,727	21.8	1,804	-	1,804	16.7
Neighbourhoods, Parks, and Community Recreation	3,358	-	3,358	15.1	953	-	953	9.3	427	-	427	4.3
Project Management & Maintenance Services	3,596	-	3,596	14.5	5,346	-	5,346		-	-	-	-
Financial Services	312	-	312	2.0	-	-	-	-	-	-	-	-
Information Technology	242	-	242	2.0	-	-	-	-	-	-	-	-
Edmonton Public Library	2,147	15	2,132	21.8	1,712	-	1,712	15.7	66	-	66	-
Edmonton Transit	5,955	-	5,955	26.4	2,586	-	2,586	18.9	-	-	-	-
Edmonton Police Services	100	-	100	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>20,958</b>	<b>2,453</b>	<b>18,505</b>	<b>138.7</b>	<b>19,872</b>	<b>7,556</b>	<b>12,316</b>	<b>139.0</b>	<b>2,523</b>	<b>445</b>	<b>2,078</b>	<b>21.0</b>

# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Contributed Assets

For the 2014 Operating Budget, the City of Edmonton will experience an increase in the budget relating to assets that have been turned over to the City to maintain from development that has occurred throughout the City. As the increase per community is small, the increased need for contributed assets has been broken into four areas: Northwest, Northeast, Southeast and Southwest.

<b>Northwest Boundaries</b>	North of Whitemud Drive, 87 Ave and the North Saskatchewan River West of 97 Street												
<b>Communities Include:</b>	Aldergrove, Cameron Heights, Canossa, Carlton, Chambery Elsinore, Donsdale, Glenora, Granville, Griesbach, Oleskiw, Place La Rue, Rural West Big Lake, Suder Greens, Sunwapta Industrial, Terra Losa, The Hamptons, Webber Greens, Westridge.												
<b>Type of Operating Impact:</b>	Horticulture, Park Access & Circulation, Playgrounds & Water Features, Furniture & Fixtures, Protection Elements.												
<b>Branch: NPCR</b>													
	2014				2015				2016				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Horticulture	68	-	68	0.7	70	-	70	0.7	72	-	72	0.8	
Park Access & Circulation	1	-	1	-	1	-	1	-	1	-	1	-	
Playgrounds & Water Features	23	-	23	0.2	24	-	24	0.3	25	-	25	0.3	
Furniture & Fixtures	1	-	1	-	1	-	1	-	1	-	1	-	
Protection Elements	6	-	6	0.1	6	-	6	0.1	6	-	6	0.1	
<b>Total Operating Impact</b>	<b>99</b>	<b>-</b>	<b>99</b>	<b>1.0</b>	<b>102</b>	<b>-</b>	<b>102</b>	<b>1.1</b>	<b>105</b>	<b>-</b>	<b>105</b>	<b>1.2</b>	
<b>Northeast Boundaries:</b>	North of the North Saskatchewan River East of 97 Street												
<b>Communities Include:</b>	Beverly, Britnell, Eaux Claries, Hollick-Kenyon, Rossdale, Klarvatten, Matt Berry, Ozerna, Schonsee.												
<b>Type of Operating Impact:</b>	Horticulture, Playgrounds & Water Features												
<b>Branch: NPCR</b>													
	2014				2015				2016				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Horticulture	31	-	31	0.3	32	-	32	0.3	33	-	33	0.3	
Playgrounds & Water Features	8	-	8	0.1	8	-	8	0.1	8	-	8	0.1	
<b>Total Operating Impact</b>	<b>39</b>	<b>-</b>	<b>39</b>	<b>0.4</b>	<b>40</b>	<b>-</b>	<b>40</b>	<b>0.4</b>	<b>41</b>	<b>-</b>	<b>41</b>	<b>0.4</b>	

# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Contributed Assets

**Southeast Boundaries:** South of the North Saskatchewan River  
East of Gateway Boulevard

**Communities Include:** Bonnie Doon, Ellerslie, Holyrood, Larkspur, Meadows, Pylypow Industrial, South Edmonton Common, Summerside, Tamarack, The Orchards at Ellerslie, Walker.

**Type of Operating Impact:** Horticulture, Park Access & Circulation, Playgrounds & Water Features, Furniture & Fixtures

Branch: NPCR	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Horticulture	72	-	72	0.8	74	-	74	0.8	76	-	76	0.8
Park Access & Circulation	0	-	0	-	-	-	-	-	-	-	-	-
Playgrounds & Water Features	19	-	19	0.2	20	-	20	0.2	20	-	20	0.2
Furniture & Fixtures	1	-	1	-	1	-	1	-	1	-	1	-
<b>Total Operating Impact</b>	<b>92</b>	<b>-</b>	<b>92</b>	<b>1.0</b>	<b>95</b>	<b>-</b>	<b>95</b>	<b>1.0</b>	<b>97</b>	<b>-</b>	<b>97</b>	<b>1.0</b>

**Southwest Boundaries:** South of Whitemud Drive, 87 Ave and the North Saskatchewan River  
West of 97 Gateway Boulevard

**Communities Include:** Ambleside, Belgravia, Blackmud, Brander Gardens, Callaghan, Heritage Valley, MacEwan, MacTaggart, Magrath Heights, Rutherford, Terwillegar, Windermere, Windsor.

**Type of Operating Impact:** Horticulture, Park Access & Circulation, Playgrounds & Water Features, Furniture & Fixtures, Protection Elements

Branch: NPCR	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Horticulture	93	-	93	1.1	95	-	95	1.1	99	-	99	1.1
Park Access & Circulation	2	-	2	-	2	-	2	-	2	-	2	-
Playgrounds & Water Features	50	-	50	0.5	51	-	51	0.5	53	-	53	0.5
Furniture & Fixtures	3	-	3	-	3	-	3	-	3	-	3	-
Protection Elements	2	-	2	-	2	-	2	-	2	-	2	-
<b>Total Operating Impact</b>	<b>149</b>	<b>-</b>	<b>149</b>	<b>1.6</b>	<b>153</b>	<b>-</b>	<b>153</b>	<b>1.6</b>	<b>159</b>	<b>-</b>	<b>159</b>	<b>1.6</b>

# Operating Impacts of Capital & Contributed Assets

## Operating Impacts of Contributed Assets

**Northwest Boundaries:** North of Whitemud Drive, 87 Ave and the North Saskatchewan River

**Type of Operating Impact:** Traffic Signals Maintenance

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Transportation Operations	10	-	10	-	-	-	-	-	-	-	-	-
Total Operating Impact	10	-	10	-	-	-	-	-	-	-	-	-

**Northeast Boundaries:** North of the North Saskatchewan River

**Type of Operating Impact:** Traffic Signals Maintenance

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Transportation Operations	7	-	7	-	-	-	-	-	-	-	-	-
Total Operating Impact	7	-	7	-	-	-	-	-	-	-	-	-

**Southeast Boundaries:** South of the North Saskatchewan River

**Type of Operating Impact:** Traffic Signals Maintenance

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Transportation Operations	22	-	22	-	-	-	-	-	-	-	-	-
Total Operating Impact	22	-	22	-	-	-	-	-	-	-	-	-

**Southwest Boundaries:** South of Whitemud Drive, 87 Ave and the North Saskatchewan River

**Type of Operating Impact:** Traffic Signals Maintenance

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Transportation Operations	22	-	22	-	-	-	-	-	-	-	-	-
Total Operating Impact	22	-	22	-	-	-	-	-	-	-	-	-

**Type of Operating Impact:** Traffic Signals Maintenance-Citywide

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Transportation Operations	176	-	176	-	-	-	-	-	-	-	-	-
Total Operating Impact	176	-	176	-	-	-	-	-	-	-	-	-

# Operating Impacts of Capital & Contributed Assets

**Northwest Boundaries:** North of Whitemud Drive, 87 Ave and the North Saskatchewan River  
**Communities Include:** Northport Industrial Park, Chambery

**Type of Operating Impact:** Streetlight Maintenance

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Transportation Operations	4	-	4	-	-	-	-	-	-	-	-	-
Total Operating Impact	4	-	4	-	-	-	-	-	-	-	-	-

**Northeast Boundaries:** North of the North Saskatchewan River  
**Communities Include:** Eaux Claires, Mcconhachie, Klarvatten, Brintnell

**Type of Operating Impact:** Streetlight Maintenance

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Transportation Operations	4	-	4	-	-	-	-	-	-	-	-	-
Total Operating Impact	4	-	4	-	-	-	-	-	-	-	-	-

**Southeast Boundaries:** South of the North Saskatchewan River  
**Communities Include:** Laurel, Orchards, Summerside, Tamarack, Pylyplov, Walker

**Type of Operating Impact:** Streetlight Maintenance

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Transportation Operations	26	-	26	-	-	-	-	-	-	-	-	-
Total Operating Impact	26	-	26	-	-	-	-	-	-	-	-	-

**Southwest Boundaries:** South of Whitemud Drive, 87 Ave and the North Saskatchewan River  
**Communities Include:** Windermere, MacTaggart, Chappelle, Rutherford, Callaghan, Cameron Heights, Hamptons,

**Type of Operating Impact:** Streetlight Maintenance

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Transportation Operations	70	-	70	-	-	-	-	-	-	-	-	-
Total Operating Impact	70	-	70	-	-	-	-	-	-	-	-	-

## Operating Impacts of Capital & Contributed Assets

**Type of Operating Impact:** Horticulture, Park Access & Circulation, Playgrounds & Water Features, Furniture & Fixtures, Protection Elements, Streetlight Maintenance, Traffic Signals Maintenance.

Branch:	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Neighbourhoods, Parks, and Community Recreation	379	-	379	4.0	390	-	390	4.1	402	-	402	4.2
Transportation Operations	341	-	341	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>720</b>	<b>-</b>	<b>720</b>	<b>4.0</b>	<b>390</b>	<b>-</b>	<b>390</b>	<b>4.1</b>	<b>402</b>	<b>-</b>	<b>402</b>	<b>4.2</b>

### Summary of Operating Impacts of Capital and Contributed Assets

Operating Impacts	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Capital	20,958	2,453	18,505	138.7	19,872	7,556	12,316	139.0	2,523	445	2,078	21.0
Contributed Assets	720	-	720	4.0	390	-	390	4.1	402	-	402	4.2
<b>Total Operating Impact</b>	<b>21,678</b>	<b>2,453</b>	<b>19,225</b>	<b>142.7</b>	<b>20,262</b>	<b>7,556</b>	<b>12,706</b>	<b>143.1</b>	<b>2,925</b>	<b>445</b>	<b>2,480</b>	<b>25.2</b>



# Budget Building Blocks

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## Smart Debt

Public infrastructure is essential to all residents and businesses in the City of Edmonton. It is critical to the competitiveness of our economy, our quality of life and the delivery of public services. With adequate and properly maintained infrastructure, Edmonton can remain an attractive and cost-effective place to live and do business.

For about a decade from the early 1990s until 2002, the City of Edmonton avoided the use of debt. Unfortunately, this policy meant that much of the infrastructure in the City was not maintained to the level it should have been and demands for new infrastructure to support a booming population were not being fully met.

Although the City avoided debt, it created “infrastructure debt” in which the City fell behind in providing new infrastructure like LRT expansion and recreation facilities for a growing community.

Since 2002, debt is once again a key financing tool for the City to build high priority, major projects. Utilizing debt to finance large expenditures up front allows high priority projects to proceed sooner than waiting to accumulate enough funds or grants from other orders of government for large projects. A reasonable level of borrowing passes the test of equity, since benefits, which are normally consumed over the life of several decades, are matched with costs.

The Province of Alberta's *Municipal Government Act (MGA)* limits municipal debt to two times municipal revenues, with debt servicing not to exceed 35 percent of revenue. Debt is further restricted through the City's Debt Management Fiscal Policy, which limits tax-supported debt servicing to 15 percent of revenues (such as property taxes, non-utility user fees, fines, permits and investment income) and total debt servicing to 22 percent of annual City revenues. The City does not allow borrowing for operating expenses.

The City's Debt Management Fiscal Policy (DMFP) allows for the consideration of long-term debt related to capital expenditures for:

- Large projects with long-term benefits;
- Projects with benefits for the community-at-large (for tax supported debt);
- Growth-related projects;
- Emerging needs to support corporate priorities and approved strategic plans; and
- Major rehabilitation of existing assets.

## Paying for Debt

There are three categories of debt under the City's DMFP categorized by the source of repayment. Tax Supported Debt is repaid using tax levy. Self-supporting Tax Guaranteed Debt is repaid by revenues generated by non-utility enterprise operations or by another dedicated source of revenue. For example, the debt utilized to fund the South LRT is considered self-supporting as it is being paid for with on-going Federal Fuel Tax funding. Self liquidating debt is repaid by programs which are self-funded such as utilities and local improvements. Short term tax supported debt was borrowed to advance Municipal Sustainability Initiative funded projects or those funded by Provincial Fuel Tax funding and is repaid from those two sources.

# Budget Building Blocks

## Debt Financing

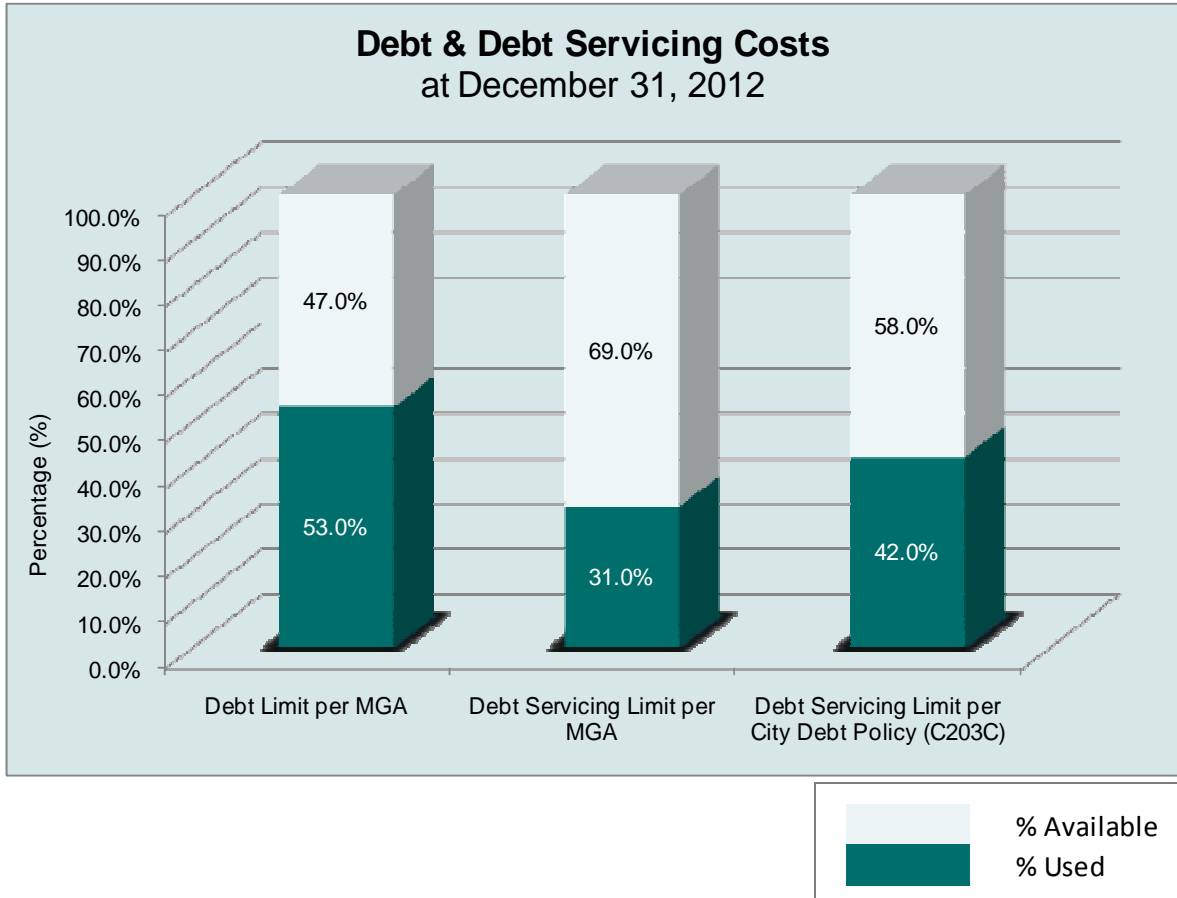
	Debt Outstanding as at Dec 31, 2012	Debt Servicing Requirements at Dec 31, 2012
<b>Tax Supported Debt</b>		
Multi-Purpose Recreation Centres Commonwealth, Meadows, Clareview	148,546	9,238
Whitemud Drive/Quesnell Bridge	135,512	9,533
NLRT	109,689	7,764
Terwillegar Recreation Centre	102,341	7,367
Roadways	45,703	5,790
Southeast to West LRT	32,366	1,891
Great Neighbourhoods	31,801	2,954
Other Recreation & Cultural Facilities	93,184	8,756
Transportation	21,589	1,662
Protective Services	11,682	1,936
Library	20,235	2,085
Corporate Land & Buildings	9,541	2,859
Walterdale Bridge	4,187	243
<b>Total Tax Supported Debt</b>	<b>766,376</b>	<b>62,078</b>
<b>Self Sustaining Tax Guaranteed</b>		
SLRT	490,443	44,724
Other (Fleet, Quarters, Land Fund)	88,292	6,771
<b>Total Self Sustaining Tax Guaranteed</b>	<b>578,735</b>	<b>51,495</b>
<b>Short term Tax Supported</b>		
Fast Tracked MSI and Provincial Fuel Funding	120,000	34,839
<b>Self Liquidating Debt</b>		
Drainage	377,137	32,142
Waste	221,115	24,446
Local Improvements	77,678	8,350
Northlands	55,089	4,794
Other (Housing, Soccer Centres, Research Park)	36,790	5,375
<b>Total Self Liquidating Debt</b>	<b>767,809</b>	<b>75,107</b>
<b>Total Debt Outstanding and Debt Servicing</b>	<b>2,232,920</b>	<b>223,519</b>

The non-utility debt servicing costs for 2014 are included in the Corporate Expenditures and Revenue section of the 2014 Operating Budget Book. As a percentage of the total operating expenditures (not including utilities), tax supported debt is 3.7%, self-supporting is 2.1% and self-liquidating (local improvements) is 0.5%.

# Budget Building Blocks

## Municipal Debt

Debt has been used strategically to advance priority capital projects and to capitalize on low interest rates. Although debt levels are increasing, the debt and debt servicing costs remain well within both the *Municipal Government Act* and City policy limits:



## Corporate Summary

### Approved Tax-supported Operations

(\$000)	2012 Actual	2013 Budget	2014 Budget	\$	%
				Change '13 to '14	Change '13 to '14
<b>Revenue &amp; Transfers</b>					
Boards & Commissions					
Economic Development Corporation	21,956	21,236	21,062	(174)	(0.8)
Police Service	61,981	65,487	65,350	(137)	(0.2)
Public Library	7,052	8,150	7,043	(1,107)	(13.6)
Other Boards & Commissions	2,902	3,459	3,459	-	-
<b>Total Boards &amp; Commissions</b>	<b>93,891</b>	<b>98,332</b>	<b>96,914</b>	<b>(1,418)</b>	<b>(1.4)</b>
Civic Departments					
Community Services	73,128	68,127	73,935	5,808	8.5
Corporate Services	1,746	1,126	1,126	-	-
Financial Services/Corporate Strategic Planning	1,374	1,217	1,446	229	18.8
Mayor & Councillor Offices	19	-	-	-	-
Office of the City Manager	13	15	15	-	-
Sustainable Development	82,947	83,586	88,660	5,074	6.1
Transportation Services	162,200	174,155	178,741	4,586	2.6
Community Revitalization Levies	1,940	918	2,973	2,055	223.9
Corporate Expenditures & Revenues	432,422	425,198	435,060	9,862	2.3
Total Taxation Revenue	1,026,181	1,110,661	1,196,908	86,247	7.8
One-time Items	-	27,164	-	(27,164)	(100.0)
2012 Surplus	15,006	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>1,890,867</b>	<b>1,990,499</b>	<b>2,075,778</b>	<b>85,279</b>	<b>4.3</b>
<b>Net Expenditure &amp; Transfers</b>					
Boards & Commissions					
Economic Development Corporation	35,292	35,386	35,846	460	1.3
Police Service	322,873	343,604	350,576	6,972	2.0
Public Library	46,206	49,308	52,007	2,699	5.5
Other Boards & Commissions	30,852	33,962	34,900	938	2.8
<b>Total Boards &amp; Commissions</b>	<b>435,223</b>	<b>462,260</b>	<b>473,329</b>	<b>11,069</b>	<b>2.4</b>
Civic Departments					
Community Services	404,435	421,604	452,704	31,100	7.4
Corporate Services	87,431	94,206	94,540	334	0.4
Financial Services/Corporate Strategic Planning	38,082	42,791	43,804	1,013	2.4
Mayor & Councillor Offices	4,499	4,952	5,158	206	4.2
Office of the City Auditor	1,985	2,165	2,195	30	1.4
Office of the City Manager	9,325	13,336	12,968	(368)	(2.8)
Sustainable Development	125,379	122,503	129,320	6,817	5.6
Transportation Services	468,401	488,680	505,655	16,975	3.5
Community Revitalization Levies	2,582	1,026	3,115	2,089	203.6
Corporate Expenditures	219,767	240,647	266,764	26,117	10.9
Neighbourhood Renewal*	60,191	69,114	86,226	17,112	24.8
One-time Items	-	27,215	-	(27,215)	-
2012 Surplus	33,567	-	-	-	-
<b>Total Net Expenditure &amp; Transfers</b>	<b>1,890,867</b>	<b>1,990,499</b>	<b>2,075,778</b>	<b>85,279</b>	<b>4.3</b>
<b>Total Net Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* \$1,541 of the 2014 Neighbourhood Renewal Budget is included in Transportation Services, for a total of \$87,767 in 2014 and \$70,655 in 2013.

## Tax-supported Operations Approved Net Operating Requirement

(\$000)	2012 Actual	2013 Budget	2014 Budget	\$ Change '13 to '14	% Change '13 to '14
<b>Boards &amp; Commissions</b>					
Economic Development Corporation	13,336	14,150	14,784	634	4.5
Police Service	260,892	278,117	285,226	7,109	2.6
Public Library	39,154	41,158	44,964	3,806	9.2
Other Boards & Commissions	27,950	30,503	31,441	938	3.1
<b>Total Boards &amp; Commissions</b>	<b>341,332</b>	<b>363,928</b>	<b>376,415</b>	<b>12,487</b>	<b>3.4</b>
<b>Civic Departments</b>					
Community Services					
Community & Recreation Facilities	33,675	35,901	44,258	8,357	23.3
Community Standards	16,459	19,077	18,602	(475)	(2.5)
Community Strategies & Development	25,052	25,071	27,252	2,181	8.7
Fire Rescue Services	163,032	171,054	175,749	4,695	2.7
Neighbourhoods, Parks & Community Recreation	49,830	54,093	59,473	5,380	9.9
Project Management & Maintenance Services	43,259	48,281	53,435	5,154	10.7
Corporate Services					
Customer Information Services	12,767	15,095	15,388	293	1.9
Human Resources	10,066	11,232	11,503	271	2.4
Information Technology	36,220	38,598	37,961	(637)	(1.7)
Law	8,053	9,189	9,335	146	1.6
Materials Management	9,223	9,221	9,489	268	2.9
Office of the City Clerk	9,356	9,745	9,738	(7)	(0.1)
Financial Services & Utilities					
Assessment & Taxation	18,993	20,755	21,057	302	1.5
Financial Services/Corporate Strategic Planning	17,715	20,819	21,301	482	2.3
Mayor & Councillor Offices	4,480	4,952	5,158	206	4.2
Office of the City Auditor	1,985	2,165	2,195	30	1.4
Office of the City Manager					
City Manager	1,073	1,111	1,132	21	1.9
Corporate Communications	6,726	9,363	9,025	(338)	(3.6)
Intergovernmental & External Affairs	1,513	2,847	2,796	(51)	(1.8)
Sustainable Development					
Corporate Properties	14,019	14,667	14,705	38	0.3
Current Planning	-	-	-	-	-
Housing & Economic Sustainability	11,133	9,896	10,424	528	5.3
Urban Planning & Environment	17,280	14,354	15,531	1,177	8.2
Vehicle for Hire	-	-	-	-	-
Transportation Services					
Edmonton Transit	175,339	179,262	188,884	9,622	5.4
LRT Design & Construction	712	677	681	4	0.6
Roads Design & Construction	1,362	1,435	1,412	(23)	(1.6)
Traffic Safety & Automated Enforcement	(9,644)	(15,700)	(15,700)	-	-
Transportation Operations	123,605	134,966	138,203	3,237	2.4
Transportation Planning	14,827	13,885	13,434	(451)	(3.2)
Community Revitalization Levies	642	108	142	34	31.5
<b>Total Civic Departments</b>	<b>818,752</b>	<b>862,119</b>	<b>902,563</b>	<b>40,444</b>	<b>4.7</b>
<b>Corporate Expenditures &amp; Revenues</b>					
Capital Project Financing	71,895	97,057	106,052	8,995	9.3
Corporate Expenditures	19,647	24,987	42,434	17,447	69.8
Corporate Revenues	(308,010)	(312,472)	(317,482)	(5,010)	1.6
Taxation Expenditures	3,813	5,877	700	(5,177)	(88.1)
<b>Total Corporate Expenditures &amp; Revenues</b>	<b>(212,655)</b>	<b>(184,551)</b>	<b>(168,296)</b>	<b>16,255</b>	<b>(8.8)</b>
<b>Neighbourhood Renewal</b>					
Total Neighbourhood Renewal	60,191	70,655	87,767	17,112	24.2
Less: Microsurfacing - Transportation Operations	-	1,541	1,541	-	-
Transfer to Capital - Corporate Programs	60,191	69,114	86,226	17,112	24.8
<b>Total Taxation Revenue</b>	<b>(1,026,181)</b>	<b>(1,110,661)</b>	<b>(1,196,908)</b>	<b>(86,247)</b>	<b>7.8 *</b>
One-time Items	-	51	-	(51)	(100.0)
2012 Surplus	18,561	-	-	-	-
<b>Total Net Operating Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Net Operating Requirement amounts are the difference between amounts on Expenditure & Revenue Tables that follow.

\* Change includes the tax rate increase, plus estimated real growth in the assessment base.

## Tax-supported Operations Approved Revenue Summary

(\$000)	2012 Actual	2013 Budget	2014 Budget	\$ Change '13 to '14	% Change '13 to '14
<b>Boards &amp; Commissions</b>					
Economic Development Corporation	21,956	21,236	21,062	(174)	(0.8)
Police Service	61,981	65,487	65,350	(137)	(0.2)
Public Library	7,052	8,150	7,043	(1,107)	(13.6)
Other Boards & Commissions	2,902	3,459	3,459	-	-
<b>Total Boards &amp; Commissions</b>	<b>93,891</b>	<b>98,332</b>	<b>96,914</b>	<b>(1,418)</b>	<b>(1.4)</b>
<b>Civic Departments</b>					
Community Services					
Community & Recreation Facilities	45,707	45,476	50,126	4,650	10.2
Community Standards	4,068	3,537	4,537	1,000	28.3
Community Strategies & Development	15,235	15,027	15,187	160	1.1
Fire Rescue Services	2,494	497	502	5	1.0
Neighbourhoods, Parks & Community Recreation	4,998	3,098	3,102	4	0.1
Project Management & Maintenance Services	626	492	481	(11)	(2.2)
Corporate Services					
Human Resources	16	-	-	-	-
Information Technology	1	-	-	-	-
Law	66	-	-	-	-
Materials Management	395	293	293	-	-
Office of the City Clerk	1,268	833	833	-	-
Financial Services & Utilities					
Assessment & Taxation	16	-	-	-	-
Financial Services/Corporate Strategic Planning	1,358	1,217	1,446	229	18.8
Mayor & Councillor Offices	19	-	-	-	-
Office of the City Manager					
Corporate Communications	13	15	15	-	-
Sustainable Development					
Corporate Properties	13,203	13,381	12,964	(417)	(3.1)
Current Planning	47,901	48,101	63,504	15,403	32.0
Housing & Economic Sustainability	19,408	19,473	9,020	(10,453)	(53.7)
Urban Planning & Environment	966	1,767	2,305	538	30.4
Vehicle for Hire	1,469	864	867	3	0.3
Transportation Services					
Edmonton Transit	120,991	129,499	134,138	4,639	3.6
LRT Design & Construction	858	30	967	937	3,123.3
Traffic Safety & Automated Enforcement	20,684	30,100	30,100	-	-
Transportation Operations	18,496	13,817	13,467	(350)	(2.5)
Transportation Planning	1,171	709	69	(640)	(90.3)
Community Revitalization Levies	1,940	918	2,973	2,055	223.9
<b>Total Civic Departments</b>	<b>323,367</b>	<b>329,144</b>	<b>346,896</b>	<b>17,752</b>	<b>5.4</b>
<b>Corporate Expenditures &amp; Revenues</b>					
Capital Project Financing	118,962	107,381	109,532	2,151	2.0
Corporate Expenditures	1,215	1,045	1,146	101	9.7
Corporate Revenues	308,010	312,472	317,482	5,010	1.6
Taxation Expenditures	4,235	4,300	6,900	2,600	60.5
<b>Total Corporate Expenditures &amp; Revenues</b>	<b>432,422</b>	<b>425,198</b>	<b>435,060</b>	<b>9,862</b>	<b>2.3</b>
<b>Total Taxation Revenue</b>					
One-time Items	-	27,164	-	(27,164)	(100.0)
2012 Surplus	15,006				
<b>Total Revenue &amp; Transfers</b>	<b>1,890,867</b>	<b>1,990,499</b>	<b>2,075,778</b>	<b>85,279</b>	<b>4.3</b>
<b>Total Taxation Revenue</b>					
Property Tax	994,008	1,076,490	1,161,056	84,566	
Payment-in-lieu of Taxes	32,173	34,171	35,852	1,681	
<b>Total Taxation Revenue</b>	<b>1,026,181</b>	<b>1,110,661</b>	<b>1,196,908</b>	<b>86,247</b>	

\* Change includes the tax rate increase, plus estimated real growth in the assessment base.

(Table Includes, tax revenue, user fees, fines, permits, grants & corporate revenue, e.g., EdTel Endowment, utility dividends)



## Tax-supported Operations

### Approved Expenditure Summary

(\$000)	2012 Actual	2013 Budget	2014 Budget	\$ Change '13 to '14	% Change '13 to '14
<b>Boards &amp; Commissions</b>					
Economic Development Corporation	35,292	35,386	35,846	460	1.3
Police Service	322,873	343,604	350,576	6,972	2.0
Public Library	46,206	49,308	52,007	2,699	5.5
Other Boards & Commissions	30,852	33,962	34,900	938	2.8
<b>Total Boards &amp; Commissions</b>	<b>435,223</b>	<b>462,260</b>	<b>473,329</b>	<b>11,069</b>	<b>2.4</b>
<b>Civic Departments</b>					
Community Services					
Community & Recreation Facilities	79,382	81,377	94,384	13,007	16.0
Community Standards	20,527	22,614	23,139	525	2.3
Community Strategies & Development	40,287	40,098	42,439	2,341	5.8
Fire Rescue Services	165,526	171,551	176,251	4,700	2.7
Neighbourhoods, Parks & Community Recreation	54,828	57,191	62,575	5,384	9.4
Project Management & Maintenance Services	43,885	48,773	53,916	5,143	10.5
Corporate Services					
Customer Information Services	12,767	15,095	15,388	293	1.9
Human Resources	10,082	11,232	11,503	271	2.4
Information Technology	36,221	38,598	37,961	(637)	(1.7)
Law	8,119	9,189	9,335	146	1.6
Materials Management	9,618	9,514	9,782	268	2.8
Office of the City Clerk	10,624	10,578	10,571	(7)	(0.1)
Financial Services & Utilities					
Assessment & Taxation	19,009	20,755	21,057	302	1.5
Financial Services/Corporate Strategic Planning	19,073	22,036	22,747	711	3.2
Mayor & Councillor Offices	4,499	4,952	5,158	206	4.2
Office of the City Auditor	1,985	2,165	2,195	30	1.4
Office of the City Manager					
City Manager	1,073	1,111	1,132	21	1.9
Corporate Communications	6,739	9,378	9,040	(338)	(3.6)
Intergovernmental & External Affairs	1,513	2,847	2,796	(51)	(1.8)
Sustainable Development					
Corporate Properties	27,222	28,048	27,669	(379)	(1.4)
Current Planning	47,901	48,101	63,504	15,403	32.0
Housing & Economic Sustainability	30,541	29,369	19,444	(9,925)	(33.8)
Urban Planning & Environment	18,246	16,121	17,836	1,715	10.6
Vehicle for Hire	1,469	864	867	3	0.3
Transportation Services					
Edmonton Transit	296,330	308,761	323,022	14,261	4.6
LRT Design & Construction	1,570	707	1,648	941	133.1
Roads Design & Construction	1,362	1,435	1,412	(23)	(1.6)
Traffic Safety & Automated Enforcement	11,040	14,400	14,400	-	-
Transportation Operations	142,101	148,783	151,670	2,887	1.9
Transportation Planning	15,998	14,594	13,503	(1,091)	(7.5)
Community Revitalization Levies	2,582	1,026	3,115	2,089	203.6
<b>Total Civic Departments</b>	<b>1,142,119</b>	<b>1,191,263</b>	<b>1,249,459</b>	<b>58,196</b>	<b>4.9</b>
<b>Corporate Expenditures</b>					
Capital Project Financing	190,857	204,438	215,584	11,146	5.5
Corporate Expenditures	20,862	26,032	43,580	17,548	67.4
Taxation Expenditures	8,048	10,177	7,600	(2,577)	(25.3)
<b>Total Corporate Expenditures</b>	<b>219,767</b>	<b>240,647</b>	<b>266,764</b>	<b>26,117</b>	<b>10.9</b>
<b>Neighbourhood Renewal</b>					
Total Neighbourhood Renewal	60,191	70,655	87,767	17,112	24.2
Less: Microsurfacing - Transportation Operations	-	1,541	1,541	-	-
Transfer to Capital - Corporate Programs	60,191	69,114	86,226	17,112	24.8
One-time Items	-	27,215	-	(27,215)	(100.0)
Total Net Expenditure before Surplus	1,857,300	1,990,499	2,075,778	85,279	4.3
2012 Surplus	33,567	-	-	-	-
<b>Total Net Expenditure &amp; Transfers</b>	<b>1,890,867</b>	<b>1,990,499</b>	<b>2,075,778</b>	<b>85,279</b>	<b>4.3</b>

## Approved Municipal Enterprises

(\$000)	2012 Actual	2013 Budget	2014 Budget	\$ Change '13 to '14	% Change '13 to '14
<b>Drainage Design and Construction</b>					
Revenues & Transfers	122,073	113,804	127,202	13,398	11.8
Less: Expenditure & Transfers	121,376	113,305	126,974	13,669	12.1
<b>Net Income</b>	<b>697</b>	<b>499</b>	<b>228</b>	<b>(271)</b>	<b>(54.3)</b>
<b>Fleet Services</b>					
Revenues & Recoveries	176,834	185,999	193,206	7,207	3.9
Less: Expenditure & Transfers	177,736	185,999	193,206	7,207	3.9
<b>Net Income (Loss)</b>	<b>(902)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Land Enterprise</b>					
Revenues & Transfers	48,664	31,960	68,424	36,464	114.1
Less: Expenditure & Transfers	27,656	29,517	63,280	33,763	114.4
<b>Net Income</b>	<b>21,008</b>	<b>2,443</b>	<b>5,144</b>	<b>2,701</b>	<b>110.6</b>

## Approved Community Revitalization Levy - Belvedere

(\$000)	2012 Actual	2013 Budget	2014 Budget	\$ Change '13 to '14	% Change '13 to '14
<b>Belvedere</b>					
Revenues & Transfers	-	9,008	5,547	(3,461)	(38.4)
Less: Expenditure & Transfers	3,610	6,552	4,331	(2,221)	(33.9)
<b>Net Income (Loss)</b>	<b>(3,610)</b>	<b>2,456</b>	<b>1,216</b>	<b>(1,240)</b>	<b>(50.5)</b>

## Approved Utility Operations

(\$000)	2012 Actual	2013 Budget	2014 Budget	\$ Change '13 to '14	% Change '13 to '14
<b>Drainage Services - Sanitary Utility</b>					
Revenues & Transfers	93,900	100,661	109,862	9,201	9.1
Less: Expenditure & Transfers	70,434	82,549	87,678	5,129	6.2
<b>Net Income</b>	<b>23,466</b>	<b>18,112</b>	<b>22,184</b>	<b>4,072</b>	<b>22.5</b>
<b>Drainage Services - Stormwater Utility</b>					
Revenues & Transfers	36,391	41,519	47,705	6,186	14.9
Less: Expenditure & Transfers	22,972	27,355	29,609	2,254	8.2
<b>Net Income</b>	<b>13,419</b>	<b>14,164</b>	<b>18,096</b>	<b>3,932</b>	<b>27.8</b>
<b>Waste Management Services</b>					
Revenues & Transfers	138,718	152,331	157,813	5,482	3.6
Less: Expenditure & Transfers	142,487	152,331	157,324	4,993	3.3
<b>Net Income</b>	<b>(3,769)</b>	<b>-</b>	<b>489</b>	<b>489</b>	<b>-</b>

## Full-time Equivalents

	2012 Actual	2013 Budget	Changes including Annualization	2014 Service Needs	2014 Budget
<b>Boards &amp; Commissions</b>					
Economic Development Corporation	272.0	265.0	3.0	3.0	271.0
Police Service	2,220.5	2,294.5	(2.0)	28.0	2,320.5
Public Library	433.9	442.3	2.7	23.4	468.4
Other Boards & Commissions	58.0	58.0	-	-	58.0
<b>Total Boards &amp; Commissions</b>	<b>2,984.4</b>	<b>3,059.8</b>	<b>3.7</b>	<b>54.4</b>	<b>3,117.9</b>
<b>Civic Departments</b>					
Community Services					
Community & Recreation Facilities	651.5	685.0	9.7	108.9	803.6
Community Standards	141.1	147.1	-	-	147.1
Community Strategies & Development	138.7	138.3	(1.0)	-	137.3
Fire Rescue Services	1,177.5	1,180.0	-	6.5	1,186.5
Neighbourhoods, Parks & Community Recreation	570.8	590.6	(2.2)	26.1	614.5
Project Management & Maintenance Services	490.5	511.7	-	14.5	526.2
Corporate Services					
Customer Information Services	205.6	205.6	-	-	205.6
Human Resources	158.5	156.5	-	-	156.5
Information Technology	337.4	350.4	(1.0)	2.0	351.4
Law	80.3	87.0	-	-	87.0
Materials Management	149.0	149.0	-	-	149.0
Office of the City Clerk	71.1	72.1	-	-	72.1
Financial Services & Utilities					
Assessment & Taxation	187.2	189.2	-	-	189.2
Financial Services/Corporate Strategic Planning	283.4	275.3	(8.0)	2.0	269.3
Mayor and Councillor Offices	45.0	49.0	-	-	49.0
Office of the City Auditor	14.0	14.0	-	-	14.0
Office of the City Manager					
City Manager	6.0	5.0	-	-	5.0
Corporate Communications	63.8	73.4	-	-	73.4
Intergovernmental & External Affairs	8.0	8.0	-	-	8.0
Sustainable Development					
Corporate Properties	82.5	83.5	1.0	-	84.5
Current Planning	259.5	311.5	-	32.0	343.5
Housing & Economic Sustainability	36.0	43.0	-	-	43.0
Urban Planning & Environment	112.0	115.0	-	3.0	118.0
Vehicle for Hire	5.0	6.0	-	-	6.0
Transportation Services					
Edmonton Transit	2,267.1	2,289.5	(2.4)	35.9	2,323.0
LRT Design & Construction	16.0	16.0	-	-	16.0
Roads Design & Construction	109.0	109.0	-	-	109.0
Transportation Operations	793.1	852.8	-	-	852.8
Transportation Planning	116.7	114.6	-	-	114.6
Community Revitalization Levies	5.0	5.0	-	-	5.0
<b>Total Civic Departments</b>	<b>8,581.3</b>	<b>8,833.1</b>	<b>(3.9)</b>	<b>230.9</b>	<b>9,060.1</b>
<b>Total Tax-supported Operations</b>	<b>11,565.7</b>	<b>11,892.9</b>	<b>(0.2)</b>	<b>285.3</b>	<b>12,178.0</b>
<b>Municipal Enterprises</b>					
Drainage Design and Construction	365.0	365.0	-	-	365.0
Fleet Services	723.0	732.0	-	4.0	736.0
Land Enterprise	23.5	23.0	-	-	23.0
<b>Total Municipal Enterprises</b>	<b>1,111.5</b>	<b>1,120.0</b>	<b>-</b>	<b>4.0</b>	<b>1,124.0</b>
<b>Utility Operations</b>					
Drainage Services - Sanitary Utility	211.8	218.0	-	4.0	222.0
Drainage Services - Stormwater Utility	98.6	101.9	-	2.0	103.9
Waste Management Services	448.0	465.8	-	10.9	476.7
<b>Total Utility Operations</b>	<b>758.4</b>	<b>785.7</b>	<b>-</b>	<b>16.9</b>	<b>802.6</b>
<b>Total Full-time Equivalents</b>	<b>13,435.6</b>	<b>13,798.6</b>	<b>(0.2)</b>	<b>306.2</b>	<b>14,104.6</b>

## Tax-supported Approved Revenue Changes

(\$000)	2013 Budget	Rate Change	Volume Change	2014 Budget
<b>Transportation Services</b> <b>Edmonton Transit, LRT Design &amp; Construction, Traffic Safety &amp; Automated Enforcement, Transportation Operations and Transportation Planning</b> <u>Rate</u> Transit advertising revenues will increase \$0.5 million. Rate increases for regional service will generate \$0.1 million.  <u>Volume</u> Growth in Transit ridership will increase revenue by \$4.4 million. Expiry of developer agreements with Transit will reduce revenue by \$0.4 million. There is an increase of \$0.9 million due to rental revenue from properties purchased for the Southwest to West LRT. The transfer of inspection revenue to Current Planning results in a reduction of \$0.6 million. Parking meter revenue is reduced by \$0.3 million due to a change to legislation which requires parking revenue be subject to GST.	\$174,155	\$555 0.3%	\$4,031 2.3%	\$178,741
<b>Sustainable Development</b> <b>Corporate Properties, Current Planning, Housing &amp; Economic Sustainability, Urban Planning &amp; Environment and Vehicle for Hire</b>  <u>Rate</u> An increase to parking rates will produce an additional \$0.1 million in revenue for Corporate Properties.  <u>Volume</u> Increased development activity in Current Planning will produce an additional \$12.4 million. A contract extension for electrical inspections and a correction to historical volumes results in an increase of \$0.9 million. Recoveries from the Revolving Industrial Servicing Fund program increase revenue by \$0.3 million. There is an expected reduction to Corporate Properties revenue from a lease termination, \$0.3 million, and from a transfer of revenue properties to Transportation Services, \$0.5 million. There is an expected increase in parking revenue of \$0.2 million for Corporate Properties.	60,371	111 0.2%	12,959 21.5%	73,441

## Tax-supported Approved Revenue Changes

(\$000)	2013 Budget	Rate Change	Volume Change	2014 Budget
<b>Community Services</b>	51,438	1,133	4,752	57,323
<b>Community &amp; Recreation Facilities, Community Standards, Community Strategies &amp; Development, Fire Rescue Services, Neighbourhoods, Parks &amp; Community Recreation and Project Management &amp; Maintenance Services</b>		2.2%	9.2%	
<u>Rate</u> Revenue from Community Recreation Facilities is expected to increase by \$1.1 million from planned rate increases.				
<u>Volume</u> Additional revenue of \$2.4 million is expected from the new Clareview Recreation Centre and the new Meadows Community Recreation Centre. Increased use of Terwillegar Community Recreation Centre results in a revenue increase of \$0.5 million. A general increase in attendance at recreation facilities should generate additional revenue of \$0.4 million. Use of new and improved technology is expected to increase the volume of pet licences, business licences and parking fines. This will result in increased revenue of \$1.0 million. An expected increase in Cemetery sales increases revenue by \$0.2 million. Revenue will increase by \$0.2 million from operation of the McCauley School Multicultural Centre				
<b>Police Service</b>	41,907	67	(204)	41,770
<u>Rate</u> Due to a correspondence fee increase implemented during 2013, revenue is expected to increase by \$0.1 million.		0.2%	(0.5%)	
<u>Volume</u> A number of budgets have been amended to reflect recent experience. The revenue for Municipal Bylaw fines has been increased by \$0.5 million and there is a \$0.2 million increase in other revenues from tow lot recoveries, freedom of information requests, salvage sales and Alberta Health Services shared radio costs. The revenue budget for information checks has been decreased by \$0.3 million. Secondment recoveries are expected to decrease by \$0.6 million (offset by a decrease in personnel expenses).				

## Tax-supported Approved Revenue Changes

(\$000)	2013 Budget	Rate Change	Volume Change	2014 Budget
<b>Economic Development Corporation</b>	21,236	--	(174) (0.8%)	21,062
<p><u>Volume</u> There is a reduction of \$0.3 million to reflect only half year occupancy of one of the buildings at the Edmonton Research Park. Lower partnership funding for Enterprise Edmonton will reduce revenue by \$0.2 million. Tourism revenue is expected to increase by \$0.2 million from the Destination Marketing Fund and other industry partners. Having more special entertainment events at the Shaw Conference Centre is expected to increase revenue by \$0.1 million.</p>				
<p><b>Other</b> (Includes: Business Licencing, Combative Sports Commission, Corporate Services; Financial Services; Fort Edmonton Park, Office of the City Manager; Public Library; the Quarters Community Revitalization Levy; Tag/Fine Revenue)</p> <p><u>Rate</u> The Public Library will continue providing free registration (membership fees) on an ongoing basis reducing revenue by \$0.7 million. There is an increase of \$0.2 million to Financial Services revenues related to the new commercial credit card agreement with Scotiabank.</p> <p><u>Volume</u> The Public Library has a reduction of one-time unrestricted donations of \$0.4 million. This is partially offset by an increase to revenue from fines, printing and room rentals of \$0.2 million. Increased Community Revitalization Levy revenue of \$0.5 million will be generated from planned new development in The Quarters. 2013 one-time revenues of \$2.3 million have been removed.</p>	33,521	(463) (1.4%)	(2,018) (6.0%)	31,040
<b>Total User Fees, Fines, Permits, etc.</b>	<b>\$382,628</b>	<b>\$1,403 0.4%</b>	<b>\$19,346 5.1%</b>	<b>\$403,377</b>



## Tax-supported Operations Approved Other Boards & Commissions

(\$000)	2012	2013	2014	\$	%
	Actual	Budget	Budget	Change '13 to '14	Change '13 to '14
<b>Revenue</b>					
Combative Sports Commission	49	188	188	-	-
Fort Edmonton Park	2,853	3,271	3,271	-	-
<b>Total Revenue &amp; Transfers</b>	<b>2,902</b>	<b>3,459</b>	<b>3,459</b>	<b>-</b>	<b>-</b>
<b>Expenditure</b>					
Arts Council	10,045	11,545	11,771	226	2.0
Combative Sports Commission	212	188	188	-	-
Federation of Community Leagues	6,000	6,144	6,246	102	1.7
Fort Edmonton Park	5,845	6,697	6,952	255	3.8
Greater Edmonton Foundation	3,500	3,700	3,700	-	-
Heritage Council	267	551	813	262	47.5
Homeless Commission	521	619	622	3	0.5
REACH Edmonton	2,592	2,592	2,643	51	2.0
Space & Science Foundation	1,870	1,926	1,965	39	2.0
<b>Total Net Expenditure &amp; Transfers</b>	<b>30,852</b>	<b>33,962</b>	<b>34,900</b>	<b>938</b>	<b>2.8</b>
<b>Net Operating Requirement</b>					
Arts Council	10,045	11,545	11,771	226	2.0
Combative Sports Commission	163	-	-	-	-
Federation of Community Leagues	6,000	6,144	6,246	102	1.7
Fort Edmonton Park	2,992	3,426	3,681	255	7.4
Greater Edmonton Foundation	3,500	3,700	3,700	-	-
Heritage Council	267	551	813	262	47.5
Homeless Commission	521	619	622	3	0.5
REACH Edmonton	2,592	2,592	2,643	51	2.0
Space & Science Foundation	1,870	1,926	1,965	39	2.0
<b>Total Net Operating Requirement</b>	<b>27,950</b>	<b>30,503</b>	<b>31,441</b>	<b>938</b>	<b>3.1</b>

	2012	2013	2014
Full-time Equivalents	Actual	Budget	Changes Budget
Combative Sports Commission	1.0	1.0	- 1.0
Fort Edmonton Park	55.0	55.0	- 55.0
Homeless Commission	2.0	2.0	- 2.0
<b>Total Full-time Equivalents</b>	<b>58.0</b>	<b>58.0</b>	<b>- 58.0</b>

## Amortization and Contributed Assets

(\$000)	Amortization			Contributed Assets	
	2012 Actual	2013 Budget	2014 Budget	2013 Budget	2014 Budget
<b>Boards &amp; Commissions</b>					
Police Service	10,605	10,034	13,281	-	-
Public Library	9,767	9,318	9,824	-	-
<b>Civic Departments</b>					
Community Services					
Community & Recreation Facilities	3,030	3,349	3,342	-	-
Fire Rescue Services	943	981	915	-	-
Neighbourhoods, Parks & Community Recreation	12,834	13,859	16,154	8,982	9,000
Project Management & Maintenance Services	31,287	44,367	47,687	-	-
Corporate Services					
Customer Information Services	24	24	24	-	-
Human Resources	34	34	34	-	-
Information Technology	18,328	21,573	16,570	-	-
Law	62	58	62	-	-
Materials Management	4	4	4	-	-
Office of the City Clerk	129	129	135	-	-
Financial Services & Utilities					
Assessment & Taxation	85	85	85	-	-
Financial Services/Corporate Strategic Planning	274	189	189	-	-
Mayor and Councillor Offices	6	6	6	-	-
Office of the City Auditor	8	8	8	-	-
Office of the City Manager					
City Manager	1	1	1	-	-
Corporate Communications	6	6	6	-	-
Intergovernmental & External Affairs	3	3	3	-	-
Sustainable Development					
Current Planning	85	-	171	-	-
Housing & Economic Sustainability	669	669	669	-	-
Urban Planning and Environment	124	124	124	-	-
Transportation Services					
Edmonton Transit	36,724	43,733	44,307	-	-
Transportation Operations	155,343	176,863	174,118	70,000	70,000
<b>Total</b>	<b>280,375</b>	<b>325,417</b>	<b>327,719</b>	<b>78,982</b>	<b>79,000</b>

### Notes:

The 2014 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 and is administrative in nature. This budget is necessary to comply with legislative requirements and does not impact tax-levy requirements.

## One-time Items Approved in the 2014 Budget

(\$000)	Expend	Revenue/ Reserve	Net Requiremt
<b>Federation of Community Leagues</b>			
Business Plan & Civic Engagement Strategy	40	-	40
<b>Heritage Council</b>			
Museum Network & City Museum Strategy	250	-	250
<b>Community Services</b>			
<b>Community and Recreation Facilities</b>			
2014 International Triathlon Union Grand Final	1,400	-	1,400
<b>Community Strategies &amp; Development</b>			
Winter Cities Implementation Plan	290	-	290
<b>Neighbourhoods, Parks &amp; Community Recreation</b>			
Transfer to Capital for vehicles	1,000	-	1,000
<b>Corporate Expenditures</b>			
Demolition of Unoccupied Building	750	-	750
<b>Corporate Revenues</b>			
Financial Stabilization Reserve funding for Museum Strategy & Federation of Community Leagues Business Plan		80	-
			(80)
<b>Total One-time Items</b>	<b>3,730</b>	<b>80</b>	<b>3,650</b>

# Budget by the Numbers

## Program Summaries

A summary of all the programs offered by the City is provided by branch and department on the following pages. The summaries outline the cost drivers, intended results and the resources allocated to each program.

### COMMUNITY SERVICES

#### Community & Recreation Facilities

**Program:** Facility Operations **Major Cost Drivers:** # of Programs, # of facilities, usage

**Results to be achieved:** Facility Operations animates and delivers public recreation, sport, leisure and heritage programs, services and collections in 60 City facilities and attractions. This program also provides support to partner operated indoor and outdoor community facilities with over 100 partner agreements and not-for-profit organizations.

Budget Comparison	2013	2014	\$ Change	% Change	FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	44,899	49,513	4,614		10.3%	2013	8.0	25.4	324.6
Expense/Transf.	72,911	82,941	10,030	13.8%	2014	8.0	27.4	371.6	342.7	749.7
Net	28,012	33,428	5,416	19.3%	Change	-	2.0	47.0	64.8	113.8

**Program:** River Valley Operations **Major Cost Drivers:** # of Hectares, access

**Results to be achieved:** River Valley Operations maintains and services 8000 hectares of parkland, including parks and maintained trails, amenity buildings, dog parks, toboggan hills, x-country ski trails, boat launches and outdoor skating ice. It also maintains and services the Whitemud, Blackmud and Mill Creek Ravine trail systems that connect with the River Valley.

Budget Comparison	2013	2014	\$ Change	% Change	FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	192	228	36		18.8%	2013	-	1.0	19.0
Expense/Transf.	4,303	4,930	627	14.6%	2014	-	1.0	19.0	15.3	35.3
Net	4,111	4,702	591	14.4%	Change	-	-	-	2.3	2.3

**Program:** Civic Events and Partnerships **Major Cost Drivers:** # of events, attendance

**Results to be achieved:** Civic Events coordinates City services for festivals and events, making it easier and less time-consuming for organizers to gain access to the services they might need. Civic Events also provides sponsorship to organizations that host events in Edmonton that promote and enhance our City's reputation provincially, nationally and internationally.

Budget Comparison	2013	2014	\$ Change	% Change	FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	385	385	-		0.0%	2013	-	2.0	13.0
Expense/Transf.	4,163	6,513	2,350	56.4%	2014	-	2.0	14.0	2.6	18.6
Net	3,778	6,128	2,350	62.2%	Change	-	-	1.0	1.5	2.5

#### Community Standards

**Program:** Animal Care and Pest Management **Major Cost Drivers:** Intake, treatment & support

**Results to be achieved:** The Animal Care and Pest Management Program helps regulate care and control of Edmonton's' cat, dog and urban wildlife. In addition, the program supports the City's pest management, operations and support services.

Budget Comparison	2013	2014	\$ Change	% Change	FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	3,219	3,719	500		15.5%	2013	2.0	-	24.3
Expense/Transf.	5,491	5,619	128	2.3%	2014	2.0	-	24.3	13.7	40.0
Net	2,272	1,900	(372)	-16.4%	Change	-	-	-	-	-

**Program:** Enforcement and Program Services **Major Cost Drivers:** Service demand & response times

**Results to be achieved:** This program helps ensure a safe, clean and livable City for enhanced enjoyment of Edmonton's neighbourhoods, the River Valley, public and private property and recreational space. The program provides Bylaw and Peace Officer investigation and response services and provides integrated education and awareness programs for citizens.

Budget Comparison	2013	2014	\$ Change	% Change	FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	318	818	500		157.2%	2013	2.0	5.0	92.6
Expense/Transf.	17,123	17,520	397	2.3%	2014	2.0	5.0	92.6	7.5	107.1
Net	16,805	16,702	(103)	-0.6%	Change	-	-	-	-	-

# Budget by the Numbers

## Community Strategies and Development

### Program: Communities of Interest

### Major Cost Drivers: # of programs, # of projects

**Results to be achieved:** This program ensures Edmonton is an inclusive and welcoming city for citizens from diverse backgrounds. This program seeks to increase the number of citizens responding that programs and services are inclusive and accessible and that they are able to access amenities and services that will improve their quality of life.

Budget Comparison	2013	2014	\$ Change	% Change	FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	55	200	145		263.6%	2013	1.0	2.0	28.8
Expense/Transf.	5,536	5,926	390	7.0%	2014	1.0	2.0	28.8	0.4	32.2
Net	5,481	5,726	245	4.5%	Change	-	-	-	-	-

### Program: Community Investment

### Major Cost Drivers: # of partners, grants allocated

**Results to be achieved:** Community Investment coordinates and distributes over \$20M in grants and funding for the provision and strengthening of not for profit service delivery. The program aims to conscientiously evaluate, allocate, monitor, and coordinate resources and program assistance for individuals, groups and agencies who improve the quality of life for the city.

Budget Comparison	2013	2014	\$ Change	% Change	FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	14,845	14,845	-		0.0%	2013	-	1.0	13.0
Expense/Transf.	23,022	24,229	1,207	5.2%	2014	-	1.0	13.0	-	14.0
Net	8,177	9,384	1,207	14.8%	Change	-	-	-	-	-

### Program: Business Strategy & Community Initiatives

### Major Cost Drivers: # of Projects, initiatives & plans

**Results to be achieved:** The program provides leadership to the department through business planning, performance measurement and department services, as well as strengthening community partnerships with key policies and plans. The program targets include an increase to clients feeling they receive quality information and tools, and an increase to the percentage of projects using diverse public consultation methods.

Budget Comparison	2013	2014	\$ Change	% Change	FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	76	76	-		0.0%	2013	4.0	8.0	37.0
Expense/Transf.	7,091	7,511	420	5.9%	2014	4.0	8.0	37.0	1.0	50.0
Net	7,015	7,435	420	6.0%	Change	-	-	-	-	-

### Program: Parks and Facility Development

### Major Cost Drivers: # and size of capital program, partnerships

**Results to be achieved:** Park and Facility Development aims to maintain the % of citizens who feel they are able to access amenities and services (managed by the city) that will improve their quality of life, as well as maintain the % of capital project facilitated through partnerships. It is this program's goal to complete all capital project work on time and on budget.

Budget Comparison	2013	2014	\$ Change	% Change	FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	51	66	15		29.3%	2013	2.0	5.0	32.0
Expense/Transf.	4,449	4,773	324	7.3%	2014	2.0	4.0	32.0	3.1	41.1
Net	4,398	4,707	309	7.0%	Change	-	(1.0)	-	-	(1.0)

## Fire Rescue Services

### Program: Fire Rescue Operations

### Major Cost Drivers: # of calls, response times

**Results to be achieved:** Fire Rescue Operations staff provide public safety coverage to the community 24 hours a day, 7 days a week, 365 days a year. Front-line firefighters respond to a range of emergency incidents including fire suppression, medical response, vehicle extrication, specialty rescue, water rescue, hazardous materials and environmental impact events.

Budget Comparison	2013	2014	\$ Change	% Change	FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	1	1	-		0.0%	2013	2.0	-	1,021.0
Expense/Transf.	122,533	127,296	4,763	3.9%	2014	2.0	-	1,027.5	-	1,029.5
Net	122,532	127,295	4,763	3.9%	Change	-	-	6.5	-	6.5

# Budget by the Numbers

## Fire Rescue Services (Continued)

**Program:** Office of Emergency Management

**Major Cost Drivers:** # incidents, # of callouts, training protocols/sessions

**Results to be achieved:**

The Office of Emergency Preparedness is responsible for ensuring the City of Edmonton is prepared for, can respond to and recover from all hazards including natural disasters, technological incidents and human caused incidents. To be ready, we conduct training and exercises with city staff and stakeholders on a regular basis.

Budget Comparison	2013				2014				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	Expense/Transf.	Net	\$ Change	% Change	Revenue/Transf.	Expense/Transf.	Net						
Revenue/Transf.	-	-	-	-	0.0%	2013	1.0	7.0	-	-	-	-	8.0	
Expense/Transf.	1,127	1,051	(76)	-6.7%	2014	1.0	7.0	-	-	-	-	-	8.0	
Net	1,127	1,051	(76)	-6.7%	Change	-	-	-	-	-	-	-	-	

**Program:** Public Safety

**Major Cost Drivers:** Fire prevention programs, # of investigations

**Results to be achieved:**

Public Safety is responsible for oversight of the risk assessment model, fire prevention inspections, public education programs and fire investigations by providing enforcement of and compliance with provincial and federal legislation for the safety and security of people and property.

Budget Comparison	2013				2014				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	Expense/Transf.	Net	\$ Change	% Change	Revenue/Transf.	Expense/Transf.	Net						
Revenue/Transf.	396	400	4	1.0%	2013	1.0	2.0	58.0	-	-	-	-	61.0	
Expense/Transf.	18,525	18,767	242	1.3%	2014	1.0	2.0	58.0	-	-	-	-	61.0	
Net	18,129	18,367	238	1.3%	Change	-	-	-	-	-	-	-	-	

**Program:** Technical Services

**Major Cost Drivers:** # of calls, call response times

**Results to be achieved:**

Technical Services is responsible for evaluating incoming 911 calls, dispatching resources, providing emergency response communications support during emergency events, providing public safety technology and delivering mapping services. Technical Services

Budget Comparison	2013				2014				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	Expense/Transf.	Net	\$ Change	% Change	Revenue/Transf.	Expense/Transf.	Net						
Revenue/Transf.	-	-	-	0.0%	2013	1.0	2.0	50.0	-	-	-	-	53.0	
Expense/Transf.	9,029	8,776	(253)	-2.8%	2014	1.0	2.0	50.0	-	-	-	-	53.0	
Net	9,029	8,776	(253)	-2.8%	Change	-	-	-	-	-	-	-	-	

**Program:** Training and Logistics

**Major Cost Drivers:** # of training programs, equipment & fleet inventory

**Results to be achieved:**

Training is responsible for recruitment and training of new firefighters, as well as maintaining certifications, occupational skills and ongoing career development. Logistics coordinates the design, selection and purchase of vehicle and apparatus fleet and manages the logistics of facilities, personal protective and safety equipment, and supplies.

Budget Comparison	2013				2014				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	Expense/Transf.	Net	\$ Change	% Change	Revenue/Transf.	Expense/Transf.	Net						
Revenue/Transf.	100	101	1	1%	2013	1.0	2.0	32.0	-	-	-	-	35.0	
Expense/Transf.	20,337	20,361	24	0%	2014	1.0	2.0	32.0	-	-	-	-	35.0	
Net	20,237	20,260	23	0.1%	Change	-	-	-	-	-	-	-	-	

## Neighbourhoods, Parks and Community Recreation

**Program:** Neighbourhoods, Parks and Community Recreation Districts

**Major Cost Drivers:** # of programs, # of parks, usage

**Results to be achieved:**

The goal of the district operations programs is to ensure functional, safe clean places throughout the city and to build community capacity by working with residents and stakeholders to identify recreation needs and assets for citizens to enjoy.

Budget Comparison	2013				2014				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	Revenue/Transf.	Expense/Transf.	Net	\$ Change	% Change	Revenue/Transf.	Expense/Transf.	Net						
Revenue/Transf.	1,309	1,328	19	1.5%	2013	6.0	2.0	193.7	225.4	-	-	-	427.1	
Expense/Transf.	38,709	43,014	4,305	11.1%	2014	5.0	2.0	197.7	243.4	-	-	-	448.1	
Net	37,400	41,686	4,286	11.5%	Change	(1.0)	-	4.0	18.0	-	-	-	21.0	

# Budget by the Numbers

## Neighbourhoods, Parks and Community Recreation (Continued)

### Program: Forestry, Beautification and Environmental Management

Major Cost Drivers: # of Hectares, tree canopy, # of annuals & perennials

**Results to be achieved:**

The goal of Forestry, Beautification and Environmental Management is to improve the livability of Edmonton's neighbourhoods by protecting and planting a sustainable forest, coordinating beautification initiatives, and upholding environmental regulations and standards.

Budget Comparison	2013				2014				FTE Summary	2014				
	2013	2014	\$ Change	% Change	Mgmt	Exempt	Union	Temp		Total				
Revenue/Transf.	277	284	7	2.5%	2013	1.0	3.0	60.0	27.2	91.2				
Expense/Transf.	9,853	10,869	1,016	10.3%	2014	1.0	3.0	63.0	27.1	94.1				
Net	9,576	10,585	1,009	10.5%	Change	-	-	3.0	(0.1)	2.9				

### Program: Family and Community Support

Major Cost Drivers: # of social issues

**Results to be achieved:**

Works collaboratively with key community partners to improve quality of life through development and delivery of preventive social services that build individual, family and community capacity. It aims to build caring, inclusive and safe communities where people are connected to the resources they need to thrive and realize their potential.

Budget Comparison	2013				2014				FTE Summary	2014				
	2013	2014	\$ Change	% Change	Mgmt	Exempt	Union	Temp		Total				
Revenue/Transf.	1,512	1,490	(22)	-1.5%	2013	1.0	3.0	48.0	0.3	52.3				
Expense/Transf.	5,386	5,428	42	0.8%	2014	1.0	3.0	48.0	0.3	52.3				
Net	3,874	3,938	64	1.7%	Change	-	-	-	-	-				

### Program: Great Neighbourhoods

Major Cost Drivers: # of people & neighbourhoods served, # and \$ value of projects

**Results to be achieved:**

The goal of this program is to improve the livability of Edmonton's neighbourhoods and the lives of the people who live, work and visit in them. The program supports investing in physical and social infrastructure, decreasing barriers to walkability and collaborating with external stakeholders including the Edmonton Federation of Community Leagues.

Budget Comparison	2013				2014				FTE Summary	2014				
	2013	2014	\$ Change	% Change	Mgmt	Exempt	Union	Temp		Total				
Revenue/Transf.	-	-	-	0.0%	2013	1.0	8.0	11.0	-	20.0				
Expense/Transf.	3,243	3,264	21	0.6%	2014	1.0	8.0	11.0	-	20.0				
Net	3,243	3,264	21	0.6%	Change	-	-	-	-	-				

## Project Management and Maintenance Services

### Program: Building Design and Construction

Major Cost Drivers: # & size of Capital projects

**Results to be achieved:**

Building Design and Construction (BDC) is a service provider to other departments, boards and authorities (e.g. Libraries, Police) by providing corporate oversight during the management of buildings & facility projects through various project phases. BDC is also used by the corporation as a resource for technical input.

Budget Comparison	2013				2014				FTE Summary	2014				
	2013	2014	\$ Change	% Change	Mgmt	Exempt	Union	Temp		Total				
Revenue/Transf.	-	-	-	0.0%	2013	4.0	17.0	32.0	-	53.0				
Expense/Transf.	803	1,026	223	27.8%	2014	3.0	17.0	32.0	-	52.0				
Net	803	1,026	223	27.8%	Change	(1.0)	-	-	-	(1.0)				

### Program: Landscape Design and Construction

Major Cost Drivers: # & size of Capital projects

**Results to be achieved:**

Landscape Design and Construction (LDC) is a service provider to other departments by providing corporate oversight while delivering parks and public green projects. LDC utilizes both external design consultants & construction contractors, and in-house design and construction resources to deliver projects.

Budget Comparison	2013				2014				FTE Summary	2014				
	2013	2014	\$ Change	% Change	Mgmt	Exempt	Union	Temp		Total				
Revenue/Transf.	11	-	(11)	-100.0%	2013	1.0	7.0	61.0	18.5	87.5				
Expense/Transf.	3,144	2,763	(381)	-12.1%	2014	1.0	7.0	61.0	18.5	87.5				
Net	3,133	2,763	(370)	-11.8%	Change	-	-	-	-	-				



# Budget by the Numbers

## Project Management and Maintenance Services (Continued)

Program: **Facility Maintenance Services**

Major Cost Drivers: # of assets, # of programs

**Results to be achieved:** Provides the low est lifecycle cost practical through the efficient operation and maintenance program combined w ith effective building capital rehabilitation project planning. The Program Area also includes the Corporate Centre for Project Management (CCPM).

Budget Comparison	2013	2014	\$ Change	% Change	FTE Summary	FTE				
						Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	481	481	-	0.0%	2013	2.0	12.0	348.6	8.6	371.2
Expense/Transf.	44,826	50,127	5,301	11.8%	2014	2.0	13.0	363.1	8.6	386.7
Net	44,345	49,646	5,301	12.0%	Change	-	1.0	14.5	-	15.5

## COMMUNITY SERVICES TOTAL

Budget Comparison	2013	2014	\$ Change	% Change	FTE Summary	FTE				
						Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	68,127	73,935	5,808	9%	2013	41.0	114.4	2,499.6	597.7	3,252.7
Expense/Transf.	421,604	452,704	31,100	7%	2014	39.0	116.4	2,575.6	684.2	3,415.2
Net	353,477	378,769	25,292	7.2%	Change	(2.0)	2.0	76.0	86.5	162.5

# Budget by the Numbers

## CORPORATE SERVICES

### Customer Information Services

**Program:** 311

**Major Cost Drivers:** # of Contacts

**Results to be achieved:**

311 provides citizens with a single point of contact for City of Edmonton information, programs, and services 24-hours a day, every day of the year. 311 agents offer personalized services for citizens including program registrations, transit trip planning, and inspection bookings.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	8,810	9,065	255	2.9%
Net	8,810	9,065	255	2.9%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	1.0	3.0	145.1	1.0	150.1
2014	1.0	3.0	145.1	1.0	150.1
Change	-	-	-	-	-

**Program:** Corporate Web Office

**Major Cost Drivers:** # of Web Pages, # of Updates

**Results to be achieved:**

The Corporate Web Office is responsible for the governance, publishing and continuous improvement of all City websites. The office oversees the design, structure and content for the City's websites including the City's main website, edmonton.ca, which provides citizens with access to City of Edmonton information 24 hours per day, 7 days a week.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	916	925	9	1.0%
Net	916	925	9	1.0%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	-	1.0	6.6	-	7.6
2014	-	1.0	6.6	-	7.6
Change	-	-	-	-	-

**Program:** Inside Information

**Major Cost Drivers:** # of Employees, # of Contacts

**Results to be achieved:**

Inside Information, the employee contact centre, and the city website provide employees with information and services needed to carry out their job requirements. From obtaining an identification card to fixing a computer issue, Inside Information provides services to City employees.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	2,789	2,753	(36)	(1.3%)
Net	2,789	2,753	(36)	(1.3%)

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	-	4.0	30.4	-	34.4
2014	-	4.0	30.4	-	34.4
Change	-	-	-	-	-

**Program:** Program Management

**Major Cost Drivers:** # of Budget Revisions, # of Reports

**Results to be achieved:**

Program Management for Corporate Services provides corporate leadership for department operations. The program coordinates Shared Services and leads the implementation of cultural change and management oversight for the organization. Program Management is included in the CIS Overview for budget purposes only.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	2,580	2,645	65	2.5%
Net	2,580	2,645	65	2.5%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	1.0	5.0	5.0	2.5	13.5
2014	1.0	6.0	5.0	1.5	13.5
Change	-	1.0	-	(1.0)	-

## Human Resources

**Program:** HR Client Support and Services

**Major Cost Drivers:** # of Employees

**Results to be achieved:**

This program area provides consulting and services focused on the active workforce. This includes Labour Relations, Compensation, Disability Management, Occupational Safety and Health Services, developing specialized solutions for business areas and supporting culture change through program development, research and management reporting tools.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	5,777	7,091	1,314	22.7%
Net	5,777	7,091	1,314	22.7%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	5.0	62.0	5.0	-	72.0
2014	5.0	62.0	6.0	-	73.0
Change	-	-	1.0	-	1.0

# Budget by the Numbers

## Human Resources (continued)

**Program:** Payroll, Benefits and Pension Administration **Major Cost Drivers:** # of Employees

**Results to be achieved:** Payroll, Benefits and Pension Administration ensures all employees are paid, benefit coverage is in place and pension plans are administered within accordance with collective agreements, legislation and policies. The section also manages the maintenance and retention of employee records.

Budget Comparison			%	
	2013	2014	\$ Change	Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	2,315	1,797	(518)	-22.4%
Net	2,315	1,797	(518)	-22.4%

FTE Summary	Major Cost Drivers: # of Employees				
	Mgmt	Exempt	Union	Temp	Total
2013	1.0	2.0	32.0	-	35.0
2014	1.0	2.0	32.0	-	35.0
Change	-	-	-	-	-

**Program:** Recruitment and Staff Support Services **Major Cost Drivers:** # of Hirings, # of Employees

**Results to be achieved:** Recruitment section's focus is on attraction and retention of a talented, diverse, productive and engaged workforce. They lead in developing relationships with external organizations to source potential employees. The area also provides a fee for service program for temporary administrative staff to the entire organization.

Budget Comparison			%	
	2013	2014	\$ Change	Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	3,139	2,615	(524)	-16.7%
Net	3,139	2,615	(524)	-16.7%

FTE Summary	Major Cost Drivers: # of Hirings, # of Employees				
	Mgmt	Exempt	Union	Temp	Total
2013	1.0	29.0	3.0	16.5	49.5
2014	1.0	29.0	2.0	16.5	48.5
Change	-	-	(1.0)	-	(1.0)

## Information Technology

**Program:** Applications Services **Major Cost Drivers:** Functionality, Capacity

**Results to be achieved:** Working in partnership with internal lines of business to coordinate end-to-end IT service fulfillment, knowledge management, identification of IT needs required to develop strategic and operational IT plans that meet the needs of business. This includes support of over 130 existing applications, many critical to public accessed services.

Budget Comparison			%	
	2013	2014	\$ Change	Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	22,406	22,547	141	0.6%
Net	22,406	22,547	141	0.6%

FTE Summary	Major Cost Drivers: Functionality, Capacity				
	Mgmt	Exempt	Union	Temp	Total
2013	1.0	10.0	185.2	-	196.2
2014	1.0	10.0	186.2	-	197.2
Change	-	-	1.0	-	1.0

**Program:** Corporate IT Services **Major Cost Drivers:** Innovation, Complexity

**Results to be achieved:** The City strives to balance and integrate the need to innovate and improve business delivery while optimizing cost, value, risk, security and availability of information. IT is strategically partnering with the business to deliver effective, efficient and innovative uses of technology that will bring the Way Ahead to life.

Budget Comparison			%	
	2013	2014	\$ Change	Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	7,922	7,606	(316)	(4.0%)
Net	7,922	7,606	(316)	(4.0%)

FTE Summary	Major Cost Drivers: Innovation, Complexity				
	Mgmt	Exempt	Union	Temp	Total
2013	4.5	8.0	30.5	-	43.0
2014	4.5	7.0	30.5	-	42.0
Change	-	(1.0)	-	-	(1.0)

**Program:** Infrastructure Services **Major Cost Drivers:** Usage, Consumption, Maintenance

**Results to be achieved:** Provide sustainable, energy-efficient and innovative IT infrastructure solutions that adapt to the City's evolving needs and assist the City in achieving strategic outcomes.

Budget Comparison			%	
	2013	2014	\$ Change	Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	8,270	7,808	(462)	(5.6%)
Net	8,270	7,808	(462)	(5.6%)

FTE Summary	Major Cost Drivers: Usage, Consumption, Maintenance				
	Mgmt	Exempt	Union	Temp	Total
2013	0.5	8.0	102.7	-	111.2
2014	0.5	8.0	103.7	-	112.2
Change	-	-	1.0	-	1.0

# Budget by the Numbers

## Law

### Program: Corporate Security

#### Major Cost Drivers: # of Crimes, # of Alarms & Events

**Results to be achieved:** To mitigate security risks of Corporate assets and to contribute to the improved livability of the citizens of Edmonton. Law will continue to proactively mitigate security risks to reduce the number, and severity, of security incidents at the City of Edmonton.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	1,803	1,880	77	4.3%
Net	1,803	1,880	77	4.3%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	-	8.0	2.0	-	10.0
2014	-	8.0	2.0	-	10.0
Change	-	-	-	-	-

### Program: Legal Services

#### Major Cost Drivers: # of Lawsuits, # of Assessment Review Board(ARB)

**Results to be achieved:** Provide legal advice to the Corporation to assist it in achieving its goals and objectives. Represent the City before the courts and other tribunals to safeguard the City's legal interests and financial position.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	5,891	5,930	39	0.7%
Net	5,891	5,930	39	0.7%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	3.0	41.8	13.2	1.0	59.0
2014	3.0	41.8	13.2	1.0	59.0
Change	-	-	-	-	-

### Program: Risk Management

#### Major Cost Drivers: # of Claims, # of Projects & # of Inspections

**Results to be achieved:** Risk Management provides insurance for the Corporation and project specific insurance for client areas. The section negotiates the appropriate level of insurance to ensure the City's interests are protected. Leveraging the scope of the municipality's endeavours, Risk Management maximizes the value of insurance procurement for the Corporation.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	1,493	1,526	33	2.2%
Net	1,493	1,526	33	2.2%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	1.0	1.0	16.0	-	18.0
2014	1.0	1.0	16.0	-	18.0
Change	-	-	-	-	-

## Materials Management

### Program: Corporate Mail Services and Digital Print Services

#### Major Cost Drivers: # of Facilities, # of Print orders

**Results to be achieved:** The Digital Print Centre provides all City departments with a full range of professional print services, which include color and black & white production printing, inserting and finishing services. Corporate Mail Services is responsible for the timely metering and distribution of inter-office and Canada Post mail for City departments.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	57	57	-	0.0%
Expense/Transf.	1,047	1,207	160	15.3%
Net	990	1,150	160	16.2%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	-	1.0	19.0	-	20.0
2014	-	1.0	19.0	-	20.0
Change	-	-	-	-	-

### Program: Procurement

#### Major Cost Drivers: Projects and service needs, work demand

**Results to be achieved:** Materials Management Branch is the delegated tendering authority for the City of Edmonton. The Branch provides a full range of professional procurement services, including procurement planning and advisory services, Tender/Request for Proposal management, contract negotiation and purchase order/contract preparation.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	3,238	3,168	(70)	-2.2%
Net	3,238	3,168	(70)	-2.2%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	1.0	4.0	37.0	-	42.0
2014	1.0	4.0	37.0	-	42.0
Change	-	-	-	-	-

# Budget by the Numbers

## Materials Management (Continued)

**Program:** Supply Chain Management

**Major Cost Drivers:** Parts, stock requirements

**Results to be achieved:**

Materials Management is responsible for delivering inventory management and distribution services that support City operations. The Supply Chain Management section consists of warehousing / stores operations, parts management and distribution, customs and surplus disposal services.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	236	236	-	0.0%
Expense/Transf.	5,229	5,407	178	3.4%
Net	4,993	5,171	178	3.6%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	1.0	2.0	84.0	-	87.0
2014	1.0	2.0	84.0	-	87.0
Change	-	-	-	-	-

## Office of the City Clerk

**Program:** Elections and Census

**Major Cost Drivers:** Legislative requirements

**Results to be achieved:**

The Election and Census Program includes funding in 2013 for annual operating costs and the General Election which will occur on Monday, October 21, 2013. The program also provides funding for a Census in non-election years only and on an ongoing basis for the Election Office.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	213	213	-	0.0%
Expense/Transf.	2,559	2,093	(466)	-18.2%
Net	2,346	1,880	(466)	-19.9%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	1.0	1.0	2.0	5.0	9.0
2014	1.0	1.0	2.0	5.0	9.0
Change	-	-	-	-	-

**Program:** Governance, Tribunals, Corporate Records and Administration

**Major Cost Drivers:** Legislative requirements

**Results to be achieved:**

Office of the City Clerk supports and administers the process of democratic governance by: managing meetings of Council, providing for public input and access to decisions; supporting quasi-judicial bodies and civic agencies; implementing a corporate records program; managing Freedom of Information and Protection of Privacy requests.

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	620	620	-	0.0%
Expense/Transf.	8,019	8,478	459	5.7%
Net	7,399	7,858	459	6.2%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	3.0	20.2	39.9	-	63.1
2014	3.0	20.2	39.9	-	63.1
Change	-	-	-	-	-

## CORPORATE SERVICES TOTAL

Budget Comparison	2013	2014	\$ Change	% Change
Revenue/Transf.	1,126	1,126	-	0.0%
Expense/Transf.	94,203	94,541	338	0.4%
Net	93,077	93,415	338	0.4%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
2013	25.0	211.0	758.6	26.0	1,020.6
2014	25.0	211.0	760.6	25.0	1,021.6
Change	-	-	2.0	(1.0)	1.0

# Budget by the Numbers

## FINANCIAL SERVICES & UTILITIES \*

### Financial Services/Corporate Strategic Planning

**Program:** Client Operations

**Major Cost Drivers:** Personnel

**Results to be achieved:** Provide financial oversight and advice to contribute to long term financial sustainability of the City. Identify business challenges and opportunities to support client business decisions and service needs.

Budget Comparison	%				FTE Summary					
	2013	2014	\$ Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	8	8	-	0.0%	2013	7.0	13.0	114.5	1.0	135.5
Expense/Transf.	7,456	6,934	(522)	(7.0%)	2014	6.0	14.0	114.5	1.0	135.5
Net	7,448	6,926	(522)	(7.0%)	Change	(1.0)	1.0	-	-	-

**Program:** Corporate Accounting and Reporting

**Major Cost Drivers:** Personnel

**Results to be achieved:** Corporate Accounting is responsible for annual financial reports and compiling inputs for the City's annual budgets and reports according to legislated requirements, and facilitating external audit processes.

Budget Comparison	%				FTE Summary					
	2013	2014	\$ Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	263	279	16	6.1%	2013	1.0	7.0	14.0	0.8	22.8
Expense/Transf.	3,349	3,515	166	5.0%	2014	2.0	8.0	14.0	0.8	24.8
Net	3,086	3,236	150	4.9%	Change	1.0	1.0	-	-	2.0

**Program:** Corporate Strategy, Budget and Infrastructure

**Major Cost Drivers:** Personnel, TWWF

**Results to be achieved:** Facilitate achievement of Council's vision by delivering a budget that reflects the six 10-year goals and performance measures targets supported by sound asset management practices and effective grant administration.

Budget Comparison	%				FTE Summary					
	2013	2014	\$ Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	-	-	-	0.0%	2013	3.0	12.0	7.0	1.0	23.0
Expense/Transf.	3,831	4,168	337	8.8%	2014	2.0	15.0	8.0	-	25.0
Net	3,831	4,168	337	8.8%	Change	(1.0)	3.0	1.0	(1.0)	2.0

**Program:** Financial Process Management

**Major Cost Drivers:** # of Process Changes

**Results to be achieved:** Financial Process Management is responsible for managing continuous business improvement initiatives within the department as well as within the Corporation. It is also responsible for coordinating Enterprise Risk Management (ERM) for the Corporation.

Budget Comparison	%				FTE Summary					
	2013	2014	\$ Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	-	-	-	0.0%	2013	2.0	10.0	5.0	-	17.0
Expense/Transf.	1,962	1,895	(67)	-3.4%	2014	3.0	7.0	5.0	-	15.0
Net	1,962	1,895	(67)	-3.4%	Change	1.0	(3.0)	-	-	(2.0)

**Program:** Investments Management

**Major Cost Drivers:** Fund Balance

**Results to be achieved:** The City's investment portfolio is governed by the Municipal Government Act and its investment regulations. Council has approved the Investment Policy and the Ed Tel Endowment Fund Bylaw. The City establishes an asset allocation policy for each of its investment funds to meet market expectations in both the short and long term.

Budget Comparison	%				FTE Summary					
	2013	2014	\$ Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	30	15	(15)	(50.0%)	2013	2.0	3.0	-	-	5.0
Expense/Transf.	(904)	(890)	14	(1.5%)	2014	2.0	3.0	-	-	5.0
Net	(934)	(905)	29	(3.1%)	Change	-	-	-	-	-

\* Program Summaries for the Utilities are included in the Utilities Budget and are not part of this document.

# Budget by the Numbers

## Financial Services/Corporate Strategic Planning (Continued)

### Program: Treasury Management

### Major Cost Drivers: Personnel

**Results to be achieved:** Oversight & control of the City's cash handling/processing operations, accounts payable/receivable, collections, bulk coin, cash control, remittance processing, Bylaw Ticket administration, ensure compliance with, & make amendments to City policy/directives, preliminary reviews & information line for the Photo Enforcement Ticketing System (PETS).

Budget Comparison	2013				2014				FTE Summary	
	2013	2014	\$ Change	% Change	2013	2014	\$ Change	% Change		
Revenue/Transf.	916	1,144	228	24.9%	2013	Mgmt	Exempt	Union	Temp	Total
Expense/Transf.	6,341	7,126	785	12.4%	2014	1.0	5.0	66.0	-	72.0
Net	5,425	5,982	557	10.3%	Change	1.0	7.0	56.0	-	64.0
						-	2.0	(10.0)	-	(8.0)

## Assessment & Taxation

### Program: Assessment Operations

### Major Cost Drivers: # of Parcels

**Results to be achieved:** Effectively prepare, communicate and defend annual market value assessments. Report assessment information to the Province for the purposes of equalized assessment and audit requirements. Meet or exceed legislated provincial valuation standards.

Budget Comparison	2013				2014				FTE Summary	
	2013	2014	\$ Change	% Change	2013	2014	\$ Change	% Change		
Revenue/Transf.	-	-	-	0.0%	2013	Mgmt	Exempt	Union	Temp	Total
Expense/Transf.	18,180	18,603	423	2.3%	2014	3.0	8.0	139.7	2.5	153.2
Net	18,180	18,603	423	2.3%	Change	3.0	8.0	139.7	2.5	153.2
						-	-	-	-	-

### Program: Taxation

### Major Cost Drivers: # of Customers

**Results to be achieved:** Ensure City meets budget targets via tax collection and enforcement. Administer monthly payment program and maintain accurate property information and records.

Budget Comparison	2013				2014				FTE Summary	
	2013	2014	\$ Change	% Change	2013	2014	\$ Change	% Change		
Revenue/Transf.	-	-	-	0.0%	2013	Mgmt	Exempt	Union	Temp	Total
Expense/Transf.	2,575	2,454	(121)	(4.7%)	2014	1.0	2.0	33.0	-	36.0
Net	2,575	2,454	(121)	(4.7%)	Change	1.0	2.0	33.0	-	36.0
						-	-	-	-	-

## FINANCIAL SERVICES & UTILITIES TOTAL \*

Budget Comparison	2013				2014				FTE Summary	
	2013	2014	\$ Change	% Change	2013	2014	\$ Change	% Change		
Revenue/Transf.	1,217	1,446	229	18.8%	2013	Mgmt	Exempt	Union	Temp	Total
Expense/Transf.	42,791	43,804	1,013	2.4%	2014	20.0	60.0	379.2	5.3	464.5
Net	41,574	42,358	784	1.9%	Change	20.0	64.0	370.2	4.3	458.5
						-	4.0	(9.0)	(1.0)	(6.0)

\* Program Summaries for the Utilities are included in the Utilities Budget and are not part of this document.



# Budget by the Numbers

## OFFICE OF THE CITY MANAGER \*

### Corporate Communications

**Program:** Public Communications

**Major Cost Drivers:** Engagement standards

**Results to be achieved:** Proactive rather than reactive messaging for topics of interest to the media. Ensuring the City Vision/Strategic Plan messaging is connected where possible to major issues & events. Engaging citizens in key public involvement/ input processes.

Budget Comparison	2013				2014				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	2014	\$ Change	% Change	2013	2014	\$ Change	% Change						
Revenue/Transf.	-	-	-	0.0%	2013	1.0	4.0	33.0	-	38.0				
Expense/Transf.	2,694	2,236	(458)	-17.0%	2014	1.0	4.0	33.0	-	38.0				
Net	2,694	2,236	(458)	-17.0%	Change	-	-	-	-	-				

**Program:** Internal Communications

**Major Cost Drivers:** Civic initiatives

**Results to be achieved:** A proud, motivated and highly engaged workforce. Targets will be determined based on a review of the 2012 Employee Engagement Survey. Above average or higher satisfaction rating based on an assessment of client areas (Mayor's Office, Councillors' Office, City Manager's Office).

Budget Comparison	2013				2014				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	2014	\$ Change	% Change	2013	2014	\$ Change	% Change						
Revenue/Transf.	-	-	-	0.0%	2013	2.0	7.0	6.8	-	15.8				
Expense/Transf.	2,049	2,141	92	4.5%	2014	2.0	7.0	6.8	-	15.8				
Net	2,049	2,141	92	4.5%	Change	-	-	-	-	-				

**Program:** Image, Reputation and Marketing

**Major Cost Drivers:** Awards, benchmarking

**Results to be achieved:** Results from annual or biannual surveys of Canadians outside of Edmonton (or Alberta), who would consider Edmonton as a place to live or work. Positive effectiveness of the Edmonton Stories Initiative. Adherence to common visual appearance and messaging and professional presentation of major annual reports and documents.

Budget Comparison	2013				2014				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	2014	\$ Change	% Change	2013	2014	\$ Change	% Change						
Revenue/Transf.	15	15	-	0.0%	2013	1.0	2.0	16.6	-	19.6				
Expense/Transf.	4,635	4,663	28	0.6%	2014	1.0	2.0	16.6	-	19.6				
Net	4,620	4,648	28	0.6%	Change	-	-	-	-	-				

### Intergovernmental & External Affairs

**Program:** Intergovernmental Affairs

**Major Cost Drivers:** Advancing city interests

**Results to be achieved:** This Branch communicates regularly, proactively, and positively with policy-makers to foster understanding and alignment of priorities and positions, while working to ensure the interests of Edmontonians are included during decision-making by other orders of government and major external organizations.

Budget Comparison	2013				2014				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	2014	\$ Change	% Change	2013	2014	\$ Change	% Change						
Revenue/Transf.	-	-	-	0.0%	2013	1.0	6.0	-	-	7.0				
Expense/Transf.	1,218	1,167	(51)	-4.2%	2014	1.0	6.0	-	-	7.0				
Net	1,218	1,167	(51)	-4.2%	Change	-	-	-	-	-				

\* Does not include Office of City Manager Administration Program Summaries, which are included under "Governance".

# Budget by the Numbers

## Intergovernmental & External Affairs (Continued)

**Program:** Events/External

**Major Cost Drivers: # of events**

**Results to be achieved:** Work with civic agencies, and local, provincial, national and international stakeholders to provide support for positioning Edmonton as a host city of choice for national and international events to raise Edmonton's international profile, support economic development, achieve Edmonton's long term goals and build residents' pride in their community.

Budget Comparison	2013				2014				FTE Summary	Major Cost Drivers: # of events				
	2013	2014	\$ Change	% Change	Mgmt	Exempt	Union	Temp		Total				
Revenue/Transf.	-	-	-	0.0%	2013	1.0	-	-	-	1.0				
Expense/Transf.	1,629	1,630	1	0.1%	2014	1.0	-	-	-	1.0				
Net	1,629	1,630	1	0.1%	Change	-	-	-	-	-				

## OFFICE OF THE CITY MANAGER TOTAL\*

Budget Comparison	2013				2014				FTE Summary	Major Cost Drivers: # of events				
	2013	2014	\$ Change	% Change	Mgmt	Exempt	Union	Temp		Total				
Revenue/Transf.	15	15	-	0.0%	2013	6	19	54	-	79.4				
Expense/Transf.	12,225	11,837	(388)	-3.2%	2014	6	19	54	-	79.4				
Net	12,210	11,822	(388)	(3.2%)	Change	-	-	-	-	-				

\* Does not include Office of City Manager Administration Program Summaries, which are included under "Governance".

# Budget by the Numbers

## SUSTAINABLE DEVELOPMENT

### Corporate Properties

**Program:** Leasing and Property Management

**Major Cost Drivers:** Lease rates, space utilization, parking demand

**Results to be achieved:** To provide efficient leasing, property management, off-street parking administration and accommodation planning for civic owned and leased facilities, maximizing revenues where applicable and ensuring that the City's interests are protected as both landlord and tenant.

Budget Comparison	%				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	2014	\$ Change	Change						
Revenue/Transf.	13,381	12,834	(547)	(4.1%)	2013	1.0	8.0	34.0	1.0	44.0
Expense/Transf.	23,923	23,849	(74)	(0.3%)	2014	1.0	8.0	34.0	1.0	44.0
Net	10,542	11,015	473	4.5%	Change	-	-	-	-	-

**Program:** Real Estate Services

**Major Cost Drivers:** Transaction volume

**Results to be achieved:** To secure land for future municipal projects in advance of construction timing and to maintain the Corporation's Land Inventory to its highest and best uses. As well to ensure, through detailed planning, designing and servicing the development, that all surplus City land is disposed of on optimal terms and conditions.

Budget Comparison	%				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	2014	\$ Change	Change						
Revenue/Transf.	-	130	130	0.0%	2013	2.0	10.0	26.5	1.0	39.5
Expense/Transf.	4,126	3,820	(306)	(7.4%)	2014	2.0	10.0	27.5	1.0	40.5
Net	4,126	3,690	(436)	(10.6%)	Change	-	-	1.0	-	1.0

### Current Planning

**Program:** Customer Services and Operations

**Major Cost Drivers:** # of applications; infrastructure

**Results to be achieved:** This program is responsible for leading the branch business model development, implementation, and performance management, system improvements, the customer service centre and records management. The team ensures that all applications move efficiently through each stage of the City's process – from internal application to records management.

Budget Comparison	%				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	2014	\$ Change	Change						
Revenue/Transf.	47,159	57,665	10,506	22.3%	2013	2.0	15.0	74.0	3.2	94.2
Expense/Transf.	24,973	33,022	8,049	32.2%	2014	3.0	38.0	74.0	11.2	126.2
Net	(22,186)	(24,643)	(2,457)	11.1%	Change	1.0	23.0	-	8.0	32.0

**Program:** Safety Codes, Permits and Inspections

**Major Cost Drivers:** # of applications & inspections

**Results to be achieved:** Complete inspections and monitors that projects conform to approved drawings and safety code requirements. Review and issue building permits for structural/mechanical building plans.

Budget Comparison	%				FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	2014	\$ Change	Change						
Revenue/Transf.	-	-	-	0.0%	2013	1.0	4.0	58.0	-	63.0
Expense/Transf.	8,067	9,478	1,411	17.5%	2014	1.0	4.0	58.0	-	63.0
Net	8,067	9,478	1,411	17.5%	Change	-	-	-	-	-

# Budget by the Numbers

## Current Planning (continued)

**Program:** Development Permits

**Major Cost Drivers:** # of applications & inspections

**Results to be achieved:**

This section considers and issues development permits and compliance certificates, carries out development enforcement and prepares amendments to the Zoning Bylaw.

Budget Comparison	2013				2014				FTE Summary	Total
	2013	2014	\$ Change	% Change	2013	2014	\$ Change	% Change		
Revenue/Transf.	-	-	-	0.0%	2013	1.0	5.0	67.0	-	73.0
Expense/Transf.	6,366	7,090	724	11.4%	2014	1.0	5.0	67.0	-	73.0
Net	6,366	7,090	724	11.4%	Change	-	-	-	-	-

**Program:** Land Development Services

**Major Cost Drivers:** # of applications, public consultation

**Results to be achieved:**

The Branch provides a range of planning services, including coordination and advancement of raw land development between the City and the development industry and planning for future uses. This leads to the construction of municipal infrastructure and ultimately, fully serviced residential, commercial and industrial lots.

Budget Comparison	2013				2014				FTE Summary	Total
	2013	2014	\$ Change	% Change	2013	2014	\$ Change	% Change		
Revenue/Transf.	-	4,835	4,835	0.0%	2013	2.0	19.0	48.0	3.3	72.3
Expense/Transf.	7,753	12,910	5,157	66.5%	2014	2.0	19.0	48.0	3.3	72.3
Net	7,753	8,075	322	4.2%	Change	-	-	-	-	-

**Program:** Business Licensing

**Major Cost Drivers:** # of applications

**Results to be achieved:**

The City requires all business owners to have a Business Licence to ensure health, safety and community standards are maintained for all citizens.

Budget Comparison	2013				2014				FTE Summary	Total
	2013	2014	\$ Change	% Change	2013	2014	\$ Change	% Change		
Revenue/Transf.	942	1,004	62	6.6%	2013	-	1.0	7.0	1.0	9.0
Expense/Transf.	942	1,004	62	6.6%	2014	-	1.0	7.0	1.0	9.0
Net	-	-	-	0.0%	Change	-	-	-	-	-

## Housing & Economic Sustainability

**Program:** Housing Services

**Major Cost Drivers:** Grant funding, applicant numbers

**Results to be achieved:**

The branch addresses the need for affordable housing through advocacy, housing policy, and planning and implementing the City's Cornerstones, First Place programs and supporting HomeEd. Housing rehabilitation, safe housing and derelict housing programs are managed, and the Landlord and Tenant Advisory Board is operated.

Budget Comparison	2013				2014				FTE Summary	Total
	2013	2014	\$ Change	% Change	2013	2014	\$ Change	% Change		
Revenue/Transf.	18,483	8,480	(10,003)	(54.1%)	2013	2.0	6.0	16.0	1.0	25.0
Expense/Transf.	24,855	15,370	(9,485)	(38.2%)	2014	2.0	6.0	16.0	1.0	25.0
Net	6,372	6,890	518	8.1%	Change	-	-	-	-	-

# Budget by the Numbers

## Housing & Economic Sustainability (continued)

**Program:** Economic Sustainability

**Major Cost Drivers:** # of Programs developed & Businesses assisted

**Results to be achieved:** This program will establish the mandate and implementation plan for The Way We Prosper.

Budget Comparison			%		FTE Summary					
	2013	2014	\$ Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	990	540	(450)	0.0%	2013	1.0	7.0	4.0	1.0	13.0
Expense/Transf.	3,325	2,868	(457)	-13.7%	2014	1.0	7.0	4.0	1.0	13.0
Net	2,335	2,328	(7)	-0.3%	Change	-	-	-	-	-

**Program:** Urban Renewal

**Major Cost Drivers:** # of projects

**Results to be achieved:** The Urban Renewal program undertakes initiatives to support Council's Vision for a vibrant and inclusive city that attracts investment and provides a high quality of life, thus ensuring ongoing sustainability and success.

Budget Comparison			%		FTE Summary					
	2013	2014	\$ Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	-	-	-	0.0%	2013	1.0	2.0	2.0		5.0
Expense/Transf.	1,189	1,206	17	1.4%	2014	1.0	2.0	2.0		5.0
Net	1,189	1,206	17	1.4%	Change	-	-	-	-	-

## Urban Planning & Environment

**Program:** Land Use and Environmental Policy

**Major Cost Drivers:** Public consultation, professional services, grants

**Results to be achieved:** 1) The Way We Grow seeks to achieve sustainable urban form, integrate land use and transportation systems, promote healthy, livable communities, manage our resource base, and support our economy. 2) The Way We Green seeks to support a healthy ecosystem, prepare for climate change, promote sustainability and provide connection with nature.

Budget Comparison			%		FTE Summary					
	2013	2014	\$ Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	-	-	-	0.0%	2013	5.0	16.0	30.0	3.3	54.3
Expense/Transf.	4,986	5,851	865	17.3%	2014	5.0	16.0	33.0	3.3	57.3
Net	4,986	5,851	865	17.3%	Change	-	-	3.0	-	3.0

**Program:** Urban Design and Area Planning

**Major Cost Drivers:** Personnel, public consultation, grants

**Results to be achieved:** The development and implementation of policies, guidelines, plans, studies and capital projects help Edmonton grow as a well planned city. Citizen education programs, urban design visions, plans, guidelines, protection of historical buildings, programs for the river valley and streetscaping help Edmonton become well designed, compact and livable.

Budget Comparison			%		FTE Summary					
	2013	2014	\$ Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	1,008	1,008	-	0.0%	2013	2.0	6.0	23.0	2.7	33.7
Expense/Transf.	6,539	6,679	140	2.1%	2014	2.0	6.0	23.0	2.7	33.7
Net	5,531	5,671	140	2.5%	Change	-	-	-	-	-

**Program:** Parks Planning and Biodiversity

**Major Cost Drivers:** # of applications, construction, professional services

**Results to be achieved:** Acquiring and developing manicured parks and preserving our natural areas to ensure a diverse range of recreational, social, environmental, and educational opportunities for the citizens of Edmonton. The area also reviews and evaluates land development applications and engineering drawings, and inspects developer contributed assets.

Budget Comparison			%		FTE Summary					
	2013	2014	\$ Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	759	1,297	538	70.9%	2013	1.0	7.0	19.0	-	27.0
Expense/Transf.	4,596	5,306	710	15.4%	2014	1.0	7.0	19.0	-	27.0
Net	3,837	4,009	172	4.5%	Change	-	-	-	-	-

# Budget by the Numbers

## Vehicle for Hire

**Program:** Vehicle for Hire

**Major Cost Drivers:** number of vehicles, drivers and businesses

**Results to be achieved:** Taxis, limousines, shuttle businesses, vehicles and drivers must be properly licensed to legally operate in the City. This is governed by the Vehicle for Hire Bylaw (14700). The program monitors that all related businesses, vehicles and drivers are licensed and adhere to all bylaws and regulations.

Budget Comparison	2013				2014					
	2013	2014	\$ Change	% Change	FTE Summary	Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	864	867	3	0.3%	2013	1.0	-	5.0	-	6.0
Expense/Transf.	864	867	3	0.3%	2014	1.0	-	5.0	-	6.0
Net	-	-	-	0.0%	Change	-	-	-	-	-

## SUSTAINABLE DEVELOPMENT TOTAL

Budget Comparison	2013				2014					
	2013	2014	\$ Change	% Change	FTE Summary	Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	83,586	88,660	5,074	6.1%	2013	22.0	106.0	413.5	17.5	559.0
Expense/Transf.	122,504	129,320	6,816	5.6%	2014	23.0	129.0	417.5	25.5	595.0
Net	38,918	40,660	1,742	4.5%	Change	1.0	23.0	4.0	8.0	36.0

# Budget by the Numbers

## TRANSPORTATION SERVICES

### Edmonton Transit

**Program:** Bus and LRT

**Major Cost Drivers:** Service hours, ridership

**Results to be achieved:** The Bus and LRT programs are a cornerstone of Edmonton's transportation system by providing options to Edmontonians to get around and support other sustainable transportation options.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	127,093	131,732	4,639	3.7%	2013	6.0	124.0	1,945.0	26.8	2,101.8
Expense/Transf.	280,180	294,214	14,034	5.0%	2014	6.0	126.0	1,975.5	27.8	2,135.3
Net	153,087	162,482	9,395	6.1%	Change	-	2.0	30.5	1.0	33.5

**Program:** Disabled Adult Transit Service (DATS)

**Major Cost Drivers:** Number of trips, ridership

**Results to be achieved:** DATS provides shared-ride specialized transit services to physically or cognitively disable people, 16 years or older, who are unable to use the regular transit system within the City of Edmonton.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	2,406	2,406	-	0.0%	2013	1.0	5.0	168.6	13.1	187.7
Expense/Transf.	28,581	28,808	227	0.8%	2014	1.0	5.0	170.8	10.9	187.7
Net	26,175	26,402	227	0.9%	Change	-	-	2.2	(2.2)	-

### Transportation Operations

**Program:** Roadway Maintenance

**Major Cost Drivers:** Roadway condition

**Results to be achieved:** Maintenance of our transportation system means keeping roads, sidewalks and public spaces in good repair, clean and free from litter. A transportation system that is well-maintained in all seasons promotes economic vitality and a positive city image.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	2,387	2,387	-	0.0%	2013	1.0	15.0	300.7	29.2	345.9
Expense/Transf.	59,605	59,526	(79)	(0.1%)	2014	1.0	15.0	300.7	29.2	345.9
Net	57,218	57,139	(79)	(0.1%)	Change	-	-	-	-	-

**Program:** Snow and Ice Control

**Major Cost Drivers:** Policy, weather

**Results to be achieved:** Providing snow and ice control ensures all roadway users can travel more safely in any given snow event. Effective snow and ice control minimizes economic loss to the community while protecting the environment and facilitates handling of emergency vehicles.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	13	13	-	0.0%	2013	-	-	174.3	27.0	201.3
Expense/Transf.	51,879	53,237	1,358	2.6%	2014	-	-	174.3	27.0	201.3
Net	51,866	53,224	1,358	2.6%	Change	-	-	-	-	-

**Program:** Engineering Services

**Major Cost Drivers:** Capital program

**Results to be achieved:** Engineering Services provides materials and geotechnical engineering for the City's transportation infrastructure. This includes testing, monitoring and quality assurance of the roadways and infrastructure within the road right-of-way.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	567	567	-	0.0%	2013	2.0	15.0	69.0	12.2	98.2
Expense/Transf.	2,485	2,721	236	9.5%	2014	2.0	15.0	69.0	12.2	98.2
Net	1,918	2,154	236	12.3%	Change	-	-	-	-	-



# Budget by the Numbers

## Transportation Operations (Continued)

**Program:** Traffic Operations

**Major Cost Drivers:** Capital program

**Results to be achieved:** This group manages and operates traffic signals, signs and street lighting for the safe and efficient direction of vehicles and people. They oversee traffic control, management of road right-of-way, and uphold the City's traffic bylaws.

Budget Comparison			\$	%
	2013	2014	Change	Change
Revenue/Transf.	10,850	10,500	(350)	-3.2%
Expense/Transf.	34,814	36,186	1,372	3.9%
Net	23,964	25,686	1,722	7.2%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	4.0	39.0	155.1	9.3
2014	4.0	39.0	155.1	9.3	207.4
Change	-	-	-	-	-

## Transportation Planning

**Program:** Transportation Planning

**Major Cost Drivers:** Strategic initiatives

**Results to be achieved:** The Transportation Planning team develops long-term plans and policies to guide all modes of transportation in Edmonton. Through key planning initiatives set out in The Way We Move, the group implements the vision and the Strategic Goals for Edmonton's transportation system. This Program area also includes the Office of the General Manager.

Budget Comparison			\$	%
	2013	2014	Change	Change
Revenue/Transf.	31	11	(20)	-64.5%
Expense/Transf.	12,056	11,385	(671)	-5.6%
Net	12,025	11,374	(651)	-5.4%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	5.0	33.0	32.0	3.0
2014	5.0	33.0	32.0	3.0	73.0
Change	-	-	-	-	-

**Program:** Development Services

**Major Cost Drivers:** Private development

**Results to be achieved:** Development Planning and Engineering reviews and approves the transportation components of land use plans and engineering designs for new growth areas. This group carries out inspection and acceptance of all roadway construction completed in support of private development.

Budget Comparison			\$	%
	2013	2014	Change	Change
Revenue/Transf.	678	58	(620)	(91.4%)
Expense/Transf.	2,538	2,118	(420)	(16.5%)
Net	1,860	2,060	200	10.8%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	1.0	17.0	23.6	-
2014	1.0	17.0	23.6	-	41.6
Change	-	-	-	-	-

## Roads Design and Construction

**Program:** Arterial Roads

**Major Cost Drivers:** Capital program

**Results to be achieved:** The Arterial Roads group provides detailed design and project management services for all arterial roadway projects ranging from the construction, maintenance or rehabilitation of arterials roads ensure the continued effective and efficient movement of people, as well as goods and services.

Budget Comparison			\$	%
	2013	2014	Change	Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	522	496	(26)	(5.0%)
Net	522	496	(26)	(5.0%)

FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	2.0	18.0	11.0	-
2014	2.0	18.0	11.0	-	31.0
Change	-	-	-	-	-

**Program:** Neighbourhood Renewal

**Major Cost Drivers:** Capital program

**Results to be achieved:** The Neighbourhood Renewal Program provides a cost-effective approach to ensure the City's neighbourhoods are maintained in a sustainable way. Renewing Edmonton's neighbourhood infrastructure enhances the livability for citizens and enhances the pride they have in their community.

Budget Comparison			\$	%
	2013	2014	Change	Change
Revenue/Transf.	-	-	-	0.0%
Expense/Transf.	676	682	6	0.9%
Net	676	682	6	0.9%

FTE Summary	Mgmt	Exempt	Union	Temp	Total
	2013	1.0	23.0	15.0	21.0
2014	1.0	23.0	15.0	21.0	60.0
Change	-	-	-	-	-

# Budget by the Numbers

## Roads Design and Construction (Continued)

**Program:** Special Projects

**Major Cost Drivers:** Capital program

**Results to be achieved:** Special Projects program delivers design, project management, on-location engineering, inspection and contract administration for special projects in the road right-of-way, focusing on bridges and interchanges.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	-	-	-	0.0%	2013	1.0	11.0	6.0	-	18.0
Expense/Transf.	237	234	(3)	-1.3%	2014	1.0	11.0	6.0	-	18.0
Net	237	234	(3)	-1.3%	Change	-	-	-	-	-

## LRT Design and Construction

**Program:** LRT Design and Construction

**Major Cost Drivers:** Capital program

**Results to be achieved:** The LRT Design and Construction group makes LRT expansion a reality in the most efficient and effective way possible. LRT will provide citizens with convenient and affordable transportation options.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	30	967	937	3123.3%	2013	2.0	9.0	4.0	1.0	16.0
Expense/Transf.	707	1,648	941	133.1%	2014	2.0	9.0	4.0	1.0	16.0
Net	677	681	4	0.6%	Change	-	-	-	-	-

## Traffic Safety and Automated Enforcement

**Program:** Traffic Safety and Automated Enforcement

**Major Cost Drivers:** Driver behaviour

**Results to be achieved:** The Office of Traffic Safety strives to make Edmonton's roads and communities safer through education, engineering, enforcement and evaluation. A safe transportation system contributes to a strong sense of community and the livability of our city.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	30,100	30,100	-	0.0%	2013	-	-	-	-	-
Expense/Transf.	14,400	14,400	-	0.0%	2014	-	-	-	-	-
Net	(15,700)	(15,700)	-	0.0%	Change	-	-	-	-	-

## TRANSPORTATION SERVICES TOTAL

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	174,155	178,741	4,586	2.6%	2013	26.0	309.0	2,904.3	142.6	3,381.9
Expense/Transf.	488,680	505,655	16,975	3.5%	2014	26.0	311.0	2,937.0	141.4	3,415.4
Net	314,525	326,914	12,389	3.9%	Change	-	2.0	32.7	(1.2)	33.5

# Budget by the Numbers

## Governance

**Programs:** Mayor and Councillor Offices  
Office of the City Auditor  
Office of the City Manager

**Major Cost Drivers:** Various

**Results to be achieved:** The Offices of the Mayor and Councillors, Office of the City Auditor and the Office of the City Manager all provide governance to the City.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	-	-	-	0.0%	2013	-	-	-	-	68.0
Expense/Transf.	8,228	8,485	257	3.1%	2014	-	-	-	-	68.0
Net	8,228	8,485	257	3.1%	Change	-	-	-	-	-

## Corporate Programs

**Programs:** All Corporate Programs

**Major Cost Drivers:** Various

**Results to be achieved:** Contain revenues and expenditures of a nature which are not tied to a specific service delivery program but do accrue to the entire Corporation. Includes Capital Project Financing, Corporate Expenditures, Corporate Revenues and Taxation Expenditures.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	425,198	435,060	9,862	2.3%	2013	-	-	-	-	-
Expense/Transf.	240,647	266,764	26,117	10.9%	2014	-	-	-	-	-
Net	(184,551)	(168,296)	16,255	(8.8%)	Change	-	-	-	-	-

## Neighbourhood Renewal

**Programs:** Neighbourhood Renewal

**Major Cost Drivers:** Various

**Results to be achieved:** A part of the Building Great Neighbourhoods initiative which outlines a cost effective, long-term plan to address the needs of Edmonton's neighbourhoods. The program involves the renewal and rebuilding of roads, sidewalks and streetlights in existing neighbourhoods and collector roadways.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	-	-	-	0.0%	2013	-	-	-	-	-
Expense/Transf.	69,114	86,226	17,112	24.8%	2014	-	-	-	-	-
Net	69,114	86,226	17,112	24.8%	Change	-	-	-	-	-

## Community Revitalization Levy

**Program:** Quarters CRL

**Major Cost Drivers:** Construction costs

**Results to be achieved:** The Quarters Downtown CRL funds investments in municipal infrastructure improvements that will attract private investment, redevelopment and revitalization to the area.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	918	2,973	2,055	0.0%	2013	-	2.0	3.0	-	5.0
Expense/Transf.	1,026	3,115	2,089	203.6%	2014	-	2.0	3.0	-	5.0
Net	108	142	34	31.5%	Change	-	-	-	-	-

# Budget by the Numbers

## Boards and Commissions

### Edmonton Police Services

**Program:** Edmonton Police Services

**Major Cost Drivers:** # of Calls for Service

**Results to be achieved:** The Edmonton Police Service (EPS) delivers effective and efficient policing services through education, prevention, investigation, and enforcement. Our services are measured by a reduction in crime and victimization, an increase in traffic safety, and a high level of public trust. As a citizen-centred service, the EPS is committed to the safety and security of all those that live and visit the City of Edmonton.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	65,487	65,350	(137)	(0.2%)	2013	56.0	49.0	2,171.0	18.5	2,294.5
Expense/Transf.	343,604	350,576	6,972	2.0%	2014	56.0	50.0	2,196.0	18.5	2,320.5
Net	278,117	285,226	7,109	2.6%	Change	-	1.0	25.0	-	26.0

### Edmonton Public Library

**Program:** Edmonton Public Library(EPL)

**Major Cost Drivers:** # of customer visits, hours of programming, circulation of library collection

**Results to be achieved:** Spreading the words everyday through story time or personalized reading lists, author talks or visits, in book clubs and in conversation. EPL provides service through a network of 17 library locations located throughout the City as well as through an online internet site. Resources include 440.8 FTEs, five vehicles and access to over 3,000,000 physical and online library items.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	8,150	7,043	(1,107)	(13.6%)	2013	45.0	9.5	387.8	-	442.3
Expense/Transf.	49,308	52,007	2,699	5.5%	2014	46.7	10.5	411.2	-	468.4
Net	41,158	44,964	3,806	9.2%	Change	1.7	1.0	23.4	-	26.1

### Edmonton Economic Development Corp.

**Program:** Edmonton Economic Development Corp.

**Major Cost Drivers:** Multiple

**Results to be achieved:** Edmonton Economic Development Corporation's (EEDC) overall objective is to ensure Edmonton and the Capital Region outperforms every regional economy in North America consistently over the next 20 years. EEDC recognizes the need to sharpen its focus and competitiveness in order to compete and win on a global stage.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	21,236	21,062	(174)	(0.8%)	2013	-	-	-	-	265.0
Expense/Transf.	35,386	35,846	460	1.3%	2014	-	-	-	-	271.0
Net	14,150	14,784	286	2.0%	Change	-	-	-	-	6.0

### Other Boards & Commissions

**Program:** Other Boards & Commissions\*

**Major Cost Drivers:** Multiple

**Results to be achieved:** Other Boards & Commissions work with the City in delivering valuable services to the residents of Edmonton. Included in here are The Arts Council, Edmonton Combative Sports Commission, Edmonton Federation of Community Leagues, Greater Edmonton Foundation, Heritage Council, Homeless Commission, REACH Edmonton, Space & Science Foundation, Fort Edmonton.

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	3,459	3,459	-	0.0%	2013	-	-	-	-	58.0
Expense/Transf.	33,962	34,900	938	2.8%	2014	-	-	-	-	58.0
Net	30,503	31,441	938	3.1%	Change	-	-	-	-	-

### BOARDS AND COMMISSIONS TOTAL

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total*
Revenue/Transf.	98,332	96,914	(1,418)	(1.4%)	2013	101.0	58.5	2,558.8	18.5	3,059.8
Expense/Transf.	462,260	473,329	11,069	2.4%	2014	102.7	60.5	2,607.2	18.5	3,117.9
Net	363,928	376,415	12,487	3.4%	Change	1.7	2.0	48.4	-	58.1

Note: Boards & Commissions Total FTE count includes 323 FTEs in 2013 and 326 FTEs in 2014 that are not broken down by FTE type.

# Budget by the Numbers

## ENTERPRISES

### Land Enterprise

**Program:** Land Development

**Major Cost Drivers:** Volume of sites

**Results to be achieved:** The Land Development program prepares and services City owned land for future development. These lands will be sold for private development or will be developed for City operations.

Budget Comparison	2013		2014		FTE Summary	2013				
	2013	2014	\$ Change	% Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	29,084	67,095	38,011	130.7%	2013	1.0	1.0	13.0	-	15.0
Expense/Transf.	23,825	59,605	35,780	150.2%	2014	1.0	1.0	13.0	-	15.0
Net	(5,259)	(7,490)	(2,231)	42.4%	Change	-	-	-	-	-

**Program:** Blatchford Community Development

**Major Cost Drivers:** Design work, public engagement

**Results to be achieved:** The Blatchford Community Development Plan (ARP) envisages a world-leading, family oriented, sustainable community of up to 30,000 in the heart of Edmonton. This program will initiate the implementation of the ARP with the goal of starting construction of the first stages in 2014.

Budget Comparison	2013		2014		FTE Summary	2013				
	2013	2014	\$ Change	% Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	2,876	1,329	(1,547)	-53.8%	2013	1.0	4.0	3.0	-	8.0
Expense/Transf.	5,692	3,676	(2,017)	-35.4%	2014	1.0	4.0	3.0	-	8.0
Net	2,816	2,346	(470)	-16.7%	Change	-	-	-	-	-

**Program:** Land for Municipal Purposes

**Major Cost Drivers:** Identified need for land

**Results to be achieved:** The Land for Municipal Purposes program provides a means to act in a timely manner on opportunity purchases for strategic civic land requirements where client departments have identified a need. This program allows the City to acquire lands for approved future projects at optimized land values.

Budget Comparison	2013		2014		FTE Summary	2013				
	2013	2014	\$ Change	% Change		Mgmt	Exempt	Union	Temp	Total
Internal Recoveries	(86,375)	(79,635)	6,740	-7.8%	2013	-	-	-	-	-
Internal Expenses	86,375	79,635	(6,740)	-7.8%	2014	-	-	-	-	-
Net	-	-	-	0.0%	Change	-	-	-	-	-

### Fleet Services

**Program:** Municipal Fleet Maintenance

**Major Cost Drivers:** Vehicles, mileage

**Results to be achieved:** Municipal Fleet Maintenance is responsible for the preventative maintenance, repairs, custom fabrication and seasonal maintenance on all City vehicles and equipment in facilities across the City. Municipal Fleet Maintenance is also responsible for the maintenance, inspections and repairs for two external clients, EPCOR and Alberta Health Services.

Budget Comparison	2013		2014		FTE Summary	2013				
	2013	2014	\$ Change	% Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	-	-	-	0.0%	2013	1.0	10.0	224.0	6.0	241.0
Expense/Transf.	46,389	47,313	924	2.0%	2014	1.0	10.0	224.0	6.0	241.0
Net	46,389	47,313	924	2.0%	Change	-	-	-	-	-

**Program:** Fleet Operations

**Major Cost Drivers:** Fuelling, procurement

**Results to be achieved:** Fleet Operations is responsible for ensuring the City's fleet and equipment needs are addressed through capital planning, engineering, procurement, client and vendor relationships, training, fuel management and project and process performance. Fleet Operations is also responsible for Fleet Safety and certification of all City drivers.

Budget Comparison	2013		2014		FTE Summary	2013				
	2013	2014	\$ Change	% Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	185,999	193,206	7,207	3.9%	2013	2.0	26.0	85.0	-	113.0
Expense/Transf.	86,355	89,193	2,838	3.3%	2014	2.0	26.0	85.0	-	113.0
Net	(99,644)	(104,013)	(4,369)	4.4%	Change	-	-	-	-	-

# Budget by the Numbers

## Fleet Services (continued)

**Program:** Transit Fleet Maintenance

**Major Cost Drivers:** Vehicles, mileage

**Results to be achieved:**

Transit Fleet Maintenance is responsible for preventative maintenance, repairs, fueling and daily cleaning of all City of Edmonton buses. Every day, Transit Fleet Maintenance ensures that the bus fleet is safe, reliable and clean for citizens on their daily commute and transportation needs.

Budget Comparison	2013		2014		FTE Summary	2013				
	2013	2014	\$ Change	% Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	-	-	-	0.0%	2013	1.0	9.0	362.0	6.0	378.0
Expense/Transf.	53,255	56,700	3,445	6.5%	2014	1.0	9.0	366.0	6.0	382.0
Net	53,255	56,700	3,445	6.5%	Change	-	-	4.0	-	4.0

## Drainage Design & Construction

**Program:** Drainage Design & Construction

**Major Cost Drivers:** Various

**Results to be achieved:**

The primary responsibility of Drainage Design & Const ruction is to design and construct w astewater and storm drainage system facilities through open cut and tunneling in support of the Drainage Services Utility. It has the skills, experience, equipment and capacity to provide broader services w ithin the City as well as to external organizations.

Budget Comparison	2013		2014		FTE Summary	2013				
	2013	2014	\$ Change	% Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	113,804	127,202	13,398	0.0%	2013	4.0	28.7	332.3	-	365.0
Expense/Transf.	113,305	126,974	13,669	12.1%	2014	5.0	34.0	326.0	-	365.0
Net	(499)	(228)	271	(54.3%)	Change	1.0	5.3	(6.3)	-	-

## Community Revitalization Levy

**Program:** Belvedere CRL

**Major Cost Drivers:** Investment in infrastructure

**Results to be achieved:**

The City of Edmonton Belvedere Community Revitalization Levy Regulation (AR 57/2010) provides investment funding for the public infrastructure program needed to encourage private sector investment, redevelopment and revitalization of the Fort Road area.

Budget Comparison	2013		2014		FTE Summary	2013				
	2013	2014	\$ Change	% Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	9,008	5,547	(3,461)	0.0%	2013	-	-	-	-	-
Expense/Transf.	6,552	4,331	(2,221)	0.0%	2014	-	-	-	-	-
Net	(2,456)	(1,216)	1,240	0.0%	Change	-	-	-	-	-

## ENTERPRISES TOTAL

Budget Comparison	2013		2014		FTE Summary	2013				
	2013	2014	\$ Change	% Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	340,771	394,379	53,608	15.7%	2013	10.0	78.7	1,019.3	12.0	1,120.0
Expense/Transf.	335,373	387,791	52,418	15.6%	2014	11.0	84.0	1,017.0	12.0	1,124.0
Net	(5,398)	(6,588)	(1,190)	-22.0%	Change	1.0	5.3	(2.3)	-	4.0

# Budget by the Numbers

## TOTAL CIVIC DEPARTMENTS

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	754,342	781,956	27,614	3.7%	2013	140.0	821.4	7,014.6	789.1	8,833.1
Expense/Transf.	1,431,908	1,516,225	84,317	5.9%	2014	139.0	852.4	7,120.3	880.4	9,060.1
Net	677,566	734,269	111,931	16.5%	Change	(1.0)	31.0	105.7	91.3	227.0

## TOTAL ALL BOARDS & COMMISSIONS

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	98,332	96,914	(1,418)	(1.4%)	2013	101.0	58.5	2,558.8	18.5	3,059.8
Expense/Transf.	462,260	473,329	11,069	2.4%	2014	102.7	60.5	2,607.2	18.5	3,117.9
Net	363,928	376,415	12,487	3.4%	Change	1.7	2.0	48.4	-	58.1

## TOTAL NEIGHBOURHOOD RENEWAL

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	-	-	-	0.0%	2013	-	-	-	-	-
Expense/Transf.	69,114	86,226	17,112	24.8%	2014	-	-	-	-	-
Net	69,114	86,226	17,112	24.8%	Change	-	-	-	-	-

## TOTAL ENTERPRISES

Budget Comparison			\$	%	FTE Summary					
	2013	2014	Change	Change		Mgmt	Exempt	Union	Temp	Total
Revenue/Transf.	340,771	394,379	53,608	15.7%	2013	10.0	78.7	1,019.3	12.0	1,120.0
Expense/Transf.	335,373	387,791	52,418	15.6%	2014	11.0	84.0	1,017.0	12.0	1,124.0
Net	(5,398)	(6,588)	(1,190)	-22.0%	Change	1.0	5.3	(2.3)	-	4.0



# Budget by the Numbers

## Summary of Service Packages — FUNDED

The 2014 Approved Operating Budget includes funding of \$15.1 million for ongoing service packages and another \$1.7 million for one-time 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 that are provided in the table.

 **Preserve and Sustain Edmonton's Environment**

 **Improve Edmonton's Livability**






 **Transform Edmonton's Urban Form**

 **Shift Edmonton's Transportation Mode**

 **Ensure Edmonton Financial Sustainability**



 **Diversify Edmonton's Economy**

 **Transforming Edmonton Through Organizational Excellence**

#	Ongoing Service Packages	Rev	Exp	Net	FTE	Page #
<b>1</b>	<b>Facility Operations - Aquatic Safety Standards &amp; Practices</b>	-	2,524	2,524	56.0	148
	This package includes \$2.5M and 56 FTE's (19 permanent FTE's and 37 non-permanent FTE's) to provide increases to staffing levels (lifeguards) that will be required to meet the new aquatic industry standards, and the recommendations that have been identified in the City of Edmonton's Aquatic Safety Report (released in November 2012). The cost of this service package is being off-set over 3 consecutive years by increases in aquatic service fees of 5%.	<b>3 Year Net Requirement</b>		2,524	56.0	
						
<b>2</b>	<b>Civic Events - Tour of Alberta</b>	-	250	250	-	149
	This package includes ongoing funding of \$250K to fund civic services including road closures, bus detours, corporate communications plans and Edmonton Police Services during the event.	<b>3 Year Net Requirement</b>		250	-	
		 				
<b>3</b>	<b>Civic Events - FIFA 2014 &amp; 2015 Women's World Cup Events</b>	-	600	600	2.5	150
	This funding is required to ensure that Edmonton meets the demands of these events at an international standard. Funding may be used to stage the community festivals and celebrations in support of the FIFA events to be held in 2014 and 2015. These may include: animating Churchill Square and providing host beautification such as street banners, decoration, and special flower beds to enhance the experiences of athletes, coaches, visitors and citizens. It will also support enhanced efforts to engage and activate Edmontonians and instill a strong sense of civic pride. Staff will work with FIFA organizers and Soccer Canada to achieve success beyond the FIFA event by enhancing our City's reputation as a great host city and place where visitors are welcomed and wish to return.	<b>3 Year Net Requirement</b>		-	-	
		 				

# Budget by the Numbers

## Summary of Service Packages — FUNDED

#	Ongoing Service Packages	Rev	Exp	Net	FTE	Page #
4	<b>Community Strategies and Development-Community Facility Partner Capital Grant Program</b>	-	1,000	1,000	-	163
	<p>Between years 1 and 2 of the program, the number of applications has more than doubled. It is anticipated as the awareness of this program continues to grow, the number of applications and value of projects will continue to increase as well. An internal review of the grant program took place after the 2012 program cycle, and, as a result, the 2013 grant program reduced its project cost threshold on project planning projects from \$200,000 to \$50,000 - allowing more planning type projects to be considered for funding. Furthermore, Administration committed to City Council that once the 2013 grant program cycle was completed, a more comprehensive external review of Policy C562 and its Procedures would be undertaken. The program is currently funded at \$1 million annually.</p>	<b>3 Year Net Requirement</b>		1,000	-	
						
5	<b>Community Strategies and Development - McCauley School- Multicultural Centre</b>	200	350	150	-	164
	<p>This package addresses an opportunity to implement an innovative model of meeting space needs for not-for-profit organizations that would not otherwise have the ability to rent space at fair market value. It includes building maintenance, custodial and utilities costs, to be covered by the City, for 2014 (\$350K). There currently are 3 multicultural tenants renting space in the building, and the City will work to bring in additional tenants with the goal of the facility being cost recoverable by year 3. In response to City office space constraints, opportunities to house City staff in this community space will be explored. From a neighbourhood revitalization perspective, the initiative will fulfill the conditions for building a diverse, vibrant and reinvigorated community through arts and culture activities and social entrepreneurs.</p>	<b>3 Year Net Requirement</b>		100	-	
						





# Budget by the Numbers

## Summary of Service Packages — FUNDED

#	Ongoing Service Packages	Rev	Exp	Net	FTE	Page #
6	<b>Community Strategies and Development - WinterCity Implementation Plan</b>	-	495	495	-	165
	<p>The following projects require funding in 2014, with the total ask (one time and ongoing) for these four projects is \$495K in 2014:</p> <ul style="list-style-type: none"> <li>• Increase cross-country ski trail grooming service levels in the river valley, and enhance ski trail connectivity between river valley parks in support of the 'End to End' ski trail vision (\$80K Base, \$15K One-time);</li> <li>• Prepare a business plan to drive the creation of a Winter Festival Facilitating and Nurturing Body (\$125K ongoing);</li> <li>• Host an international winter cities conference in Edmonton in 2015 (\$275K One-time in 2014, \$125K One-time in 2015);</li> <li>• Prepare a framework to implement a coordinated and integrated lighting program, including costs (One-time of \$250K in 2015);</li> </ul> <p>Additional projects for 2015/2016 are in the planning stages. These projects support the larger vision and direction of the City and its partners to positively impact the quality of life for Edmontonians in winter. (Community Services report CR_374)</p>	<b>3 Year Net Requirement</b>	205	-		
7	<b>Neighbourhoods, Parks and Community Recreation - Green Shack Program</b>	-	275	275	7.0	184
	<p>The Green Shack program has been delivered through a cost sharing partnership between the City and community leagues and other community organizations (\$575). Community organizations relied heavily on receiving Provincial Summer Temporary Employment (STEP) grants for their portion. In 2013 the Province eliminated the STEP program and withdrew \$275 of the funding to the City's community partners. Community reaction was very negative and the Province provided one-time funding of \$150 to help sustain Green Shacks in 2013. With less funding available, City staff worked with communities to consolidate Green Shack programs and maximize efficiency wherever possible. With community organizations now unable to access Provincial funding, this service package would enable the City to sustain this critical program, focusing on the communities that need it most. \$275 would be used to offset the costs of roughly 137 part time staff during the summer (9 weeks of employment) - equivalent to 7.0 FTEs, providing the additional advantage of supporting Edmonton students to continue their education.</p>	<b>3 Year Net Requirement</b>	275	7.0		
8	<b>Office of the City Clerk - Federation of Canadian Municipalities (FCM)</b>	-	37	37	-	244
	<p>The Federation of Canadian Municipalities Conference and Trade Show is being hosted in Edmonton from June 5, 2015 June 8, 2015. This major conference is attended by representatives of municipalities across the country. It is anticipated that funding will be provided by the City of Edmonton and major corporate sponsorships. This is a request for one-time funding.</p>	<b>3 Year Net Requirement</b>	-	-		





# Budget by the Numbers

## Summary of Service Packages — FUNDED

#	Ongoing Service Packages	Rev	Exp	Net	FTE	Page #
<b>9</b>	<b>Financial Services - PCI Compliance for 311 and CLASS</b>	-	750	750	-	270
	<p>This service package includes:</p> <ol style="list-style-type: none"> <li>the on-going maintenance cost of the PCI solution at 311 to maintain PCI compliance,</li> <li>the on-going maintenance cost of hosting CLASS at an external PCI compliant Service Provider.</li> </ol> <p>Note: the requested amounts are preliminary estimates at the present time. Actual amounts will be different based on the result of RFP's.</p>	<b>3 Year Net Requirement</b>		750	-	
						
<b>10</b>	<b>Mayor and Councillor Offices - Full-time Research/Constituency Assistants</b>	-	200	200	-	281
	<p>In general, staff support for Councillors has evolved from one full-time executive assistant per office to include one part-time research assistant. Demands on Councillors' Offices continue to increase. The number of constituent and community concerns, initiatives, ward size, hours spent in meetings and attendance at events all contribute to a challenging schedule. In order for Councillors to govern effectively and efficiently additional office support is required.</p>	<b>3 Year Net Requirement</b>		200	-	
						
<b>11</b>	<b>Corporate Properties - Downtown Space Growth</b>	-	600	600	-	311
	<p>This package provides for additional resources to support costs associated with moving groups or teams as required to support operational efficiency. This package will allow for additional resources to address changes in civic accommodation, which are required to address program changes, consolidate Branches, and co-locate closely integrated teams. Changes or adjustments to programs or service levels may create the need to relocate staff members. The package supports these changes by allowing additional resources to purchase furniture or lease small additional amounts of space as required.</p>	<b>3 Year Net Requirement</b>		200	-	
						
<b>12</b>	<b>Current Planning - Increased Service Volumes</b>	1,400	1,400	-	14.0	321
	<p>The Current Planning Business Model (approved by Council in 2010) recommends a total of 42 positions (14.0 in 2014, 12.0 in 2015, 16.0 in 2016) over 3 years to continue implementation. Increased costs will be covered from an increase in revenue collected from fees. Positions will be allocated to address safety codes, customer service, planning, development, and development coordination. These positions may also be used to support other City business areas who provide technical input into applications such as transportation and parks.</p>	<b>3 Year Net Requirement</b>		-	42.0	
						

# Budget by the Numbers

## Summary of Service Packages — FUNDED

#	Ongoing Service Packages	Rev	Exp	Net	FTE	Page #
<b>13</b>	<b>Current Planning - Service Enhancements</b>	500	500	-	5.0	322
	<p>The Current Planning Business Model (approved by Council in 2010) recommends a total of 10 positions over three years (5.0 in 2014, 3.0 in 2015, 2.0 in 2016) to continue implementation of service enhancements. Increased costs will be covered from an increase in revenue collected from fees. Positions will be allocated to address development, implementation and detailed performance reporting related to service delivery.</p>	<b>3 Year Net Requirement</b>		-	10.0	
						
<b>14</b>	<b>Current Planning - Business Systems and eRecords</b>	900	900	-	13.0	323
	<p>The Current Planning Branch maintains records of all planning, building, and licensing approvals for the City of Edmonton. Currently, over 300,000 paper records exist in the branch offices and in off-site storage facility. Seven permanent and eight temporary positions over two years (5.0 permanent and 8.0 five year temporary in 2014, 2.0 permanent in 2015) are required to complete records inventory, PCI compliance, scanning, uploading and destruction of paper records, and to continue business systems implementation. Increased costs will be covered from an increase in revenue collected from fees. Positions will be allocated to operationalize and maintain business systems and processes to enable the efficient operational use of technology investments and ongoing adoption of electronic services.</p>	<b>3 Year Net Requirement</b>		-	15.0	
						
<b>15</b>	<b>Urban Planning and Environment - Annexation</b>	-	1,110	1,110	3.0	336
	<p>Three permanent positions funded, two at a Planner II and one at a Planner I level, are required for the annexation process team. External consultant services for land appraisals and compensation, mediation and negotiation, legal agreements, public engagement and land requirement forecasting as well as expert testimony at the MGB are also required. These resources will enable execution and completion of the annexation process and will establish internal capacity to pursue additional annexations when appropriate. This is a change to current services as Edmonton has not annexed land since 1982.</p>	<b>3 Year Net Requirement</b>		1,155	3.0	
						
<b>16</b>	<b>Transit Bus &amp; LRT - Off-Peak Services</b>	137	1,050	913	9.5	359
	<p>This package provides funding for the introduction of weekday midday, early evening and late night Off Peak Service to developing neighbourhoods where population warrants for the introduction of service are achieved (as per the Transit Service Standards - Policy C539). (9,971 hours in 2014, Annualized in 2015 for 20,529 hours). Costs include Operators wages, overtime, allowances, benefits, FTE's and training (9.5 FTE's in 2014 and 14.1 FTE's in 2015), Fuel and Maintenance. These costs will be partially offset by revenue. Service will be implemented in September 2014, and the remaining will be annualized in 2015.</p>					


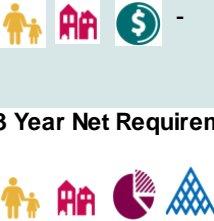

# Budget by the Numbers

## Summary of Service Packages — FUNDED

#	Ongoing Service Packages	Rev	Exp	Net	FTE	Page #
17	<b>Enterprise Edmonton - Entrepreneurial Support and Startup Edmonton</b>	-	300	300	3.0	404
	The package is intended to support the entrepreneurial environment through programs and services that foster the germination and growth of new start up ventures, including ongoing support for Startup Edmonton. Startup Edmonton is an entrepreneur-led, non-profit organization that creates interactions between developers, creatives and entrepreneurs to activate startups in the Edmonton community. Its role in the local startup ecosystem lies at the earliest stages, as ideas evolve into action, where startups form and gain initial traction. This program will work in conjunction with TEC Edmonton within the ecosystem to maximize benefit to entrepreneurs.	<b>3 Year Net Requirement</b>		318	3.0	
18	<b>Police Services - Prisoner Transport</b>	-	1,050	1,050	8.0	418
	The move of the Edmonton Remand Centre to a new location in north Edmonton means that detainees need to be transported a significant distance away from the centre of the city. Prisoners are brought first to the DMU for initial processing and a bail hearing, and then transported to the Remand Centre. In 2012, nearly 15,000 prisoners were transported by EPS, a number that will be exceeded in 2013. Eight police officers have been temporarily allocated to provide this service, which began in April 2013.	<b>3 Year Net Requirement</b>		1,050	8.0	
						
19	<b>Police Services - New Positions</b>	-	4,448	4,448	20.0	420
	Thirty Five Positions will be added to the EPS. Of these permanent positions, 31 are sworn police officers, and 4 are civilian positions that support operations.	<b>3 Year Net Requirement</b>		6,131	35.0	
		 				
20	<b>Edmonton Public Library - eplGO Service Points (Storefront Model)</b>	-	408	408	1.6	431
	Implementation of eplGO store front library locations (small footprint rental spaces - max 2,000 sq. ft.) in growing areas of the City provides an interim solution to meeting the demands of customers. Services will range according to the needs of the community and may include programming, holds pick-up, limited popular collections, and wireless and internet accessibility. Resources included in this service package are for one location to be implemented in 2014. The funding request includes one-time fit up costs for one leased facility, staffing (3.3 FTE's) and operating costs.	<b>3 Year Net Requirement</b>		278	3.3	
		 				
<b>Total Ongoing Service Packages</b>		<b>3,137</b>	<b>18,247</b>	<b>15,110</b>	<b>139.6</b>	

# Budget by the Numbers

## Summary of Service Packages — FUNDED

#	One-Time Service Packages	Rev	Exp	Net	FTE	Page #
21	<b>Civic Events - 2014 International Triathlon Union Grand Final</b>	-	1,400	1,400	-	151
	The package includes \$1.4M in funding for the local organizing committee including costs associated with civic services. In addition, the City of Edmonton will cover any capital infrastructure development and improvements. This service package does not include any capital improvements that may be required to upgrade the lake to ITU standards, which has been funded through the 2013 Spring Supplemental Capital Budget Adjustment.	<b>3 Year Net Requirement</b>		-	-	
						
22	<b>Edmonton Federation of Community Leagues - 2014-2018 Business Plan and Civic Engagement Strategy-held pending a report to City Council</b>	-	40	40	-	447
	The federation intends to hire a consultant, who will help with the development of the business plan and conduct the Civic Engagement Review. The consultant would help the EFCL complete the following tasks: 1. Review its Vision and Mission. 2. Review the degree to which it reached the goals outlined in the 2009 – 2013 business plan. 3. Review its current Civic Engagement Process and those of similar organizations. 4. Develop short, medium and long term goals. 5. Develop an action plan and a list of performance measures. 6. Develop a communication plan for the EFCL and its member leagues. This work would involve consultations with league and stakeholder representatives (including the city). We are asking the city to pay half of the \$80,000 cost and provide staff to help direct it. It is to be launched in January and completed by June, 2014.	<b>3 Year Net Requirement</b>		40	-	
						
23	<b>Edmonton Heritage Council - Edmonton Museums Network and City Museum Development</b>	-	250	250	-	461
	This is to further the comprehensive presentation of Edmonton's story for citizens and visitors to the city. Edmonton is interpreted in fragments at smaller specialized museums, through occasional programs and in a range of publications that do not create an enriched and focused experience. The aim of these initiatives is to provide these experiences by establishing a city museum and Edmonton museums network. Not funding this service package will stop the momentum that has been created with the subsequent strategy work and community consultation to create viable and achievable strategies for a city museum and Edmonton museums network. This service package is presented in connection with City Council's approval of the Art of Living Implementation Plan (Heritage Recommendations # 9 to develop and overall museums policy and # 10, to support development of a city museum. City Council's priority on the arts and its vision of Edmonton as a recreation and arts city is immediately relevant to these vital strategic projects.	<b>3 Year Net Requirement</b>		-	-	
						
<b>Total One-time Service Package</b>		-	1,690	1,690	3.0	
<b>Total Funded Service Packages</b>		3,137	19,937	16,800	142.6	



# Budget by the Numbers

## Summary of Service Packages — FUNDED

#	Enterprise Service Package	Rev	Exp	Net	FTE	Page #
24	<b>Fleet Services - ETS Bus Mid-Life Refurbishments</b>	2,182	2,182	-	4.0	251
	<p>The Bus Mid-Life Refurbishment Strategy is funded through capital project 09-66-1281, which is scheduled to escalate by \$1.71M in 2014 to accommodate the additional buses requiring a midlife refurbishment. In order to meet this operational requirement, Transit Fleet Maintenance is proposing to hire additional mechanics with the remainder of the work to be completed through our existing external vendors. This package includes:</p> <p>1) Heavy Duty Mechanics - 4 full-time permanent FTEs (\$418K)</p> <p>2) Vendor budget increase - additional vendor requirements (\$1,134K)</p> <p>3) Parts - additional part requirements for the additional buses in 2014 (\$630K)</p> <p>This refurbishment strategy has approved funding within the approved 2012-2014 capital plan and requires operational budget approval for new FTEs and operational expenditures which are offset by the capital budget.</p>	<b>3 Year Net Requirement</b>		-	4.0	
<b>Total Enterprise Service Packages</b>		<b>2,182</b>	<b>2,182</b>	<b>-</b>	<b>4.0</b>	

## 2014 User Fees, Fines, Permits

This section outlines changes that are approved to User Fees, Fines & Permits as part of the 2014 Budget. The ones that require bylaw changes have been identified. The following are the areas with changes in fees and these 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 Courses
John Janzen Nature Centre	Rundle Golf Course

### Fire Rescue Services

Fire Inspection Fees	Fire Rescue Fees
Fire Permits	

### Neighbourhood, Parks and Community Recreation

Athletic Fields (per hour)	Picnic Extra Service Fees
Picnic Rentals	

### Current Planning

Electrical Permit Fees	Road Closure Applications
Additional Fees	Addressing Fees
Residential Applications	Show Home Agreement
Commercial, Industrial, Institutional & Mixed Use	Subdivision and Condominium Applications
All Land Use Applications	Bare Land Condominium Fees
Compliance Certificates / Zoning Confirmation	Strata Space Plan Fees
Leave as Built Permit	Condominium Fees
Additional Fees	Additional Land Development Application Fees
Rezoning Applications	Business Licence
Concept Plans and Plan Amendments	

### Vehicle For Hire

Taxis and Accessible Taxis

### Edmonton Transit

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

### Boards and Commissions

Fort Edmonton

## Community and Recreation Facilities (Fees include GST)

Facility	Approved		\$ Increase	% Increase
	2013 Fee	2014 Fee		
<b>Facility - Single Admission</b>				
Child	\$4.30	\$4.50	\$0.20	4.7%
Youth/Senior	\$5.50	\$5.80	\$0.30	5.5%
Adult	\$6.35	\$6.65	\$0.30	4.7%
Family	\$18.25	\$19.15	\$0.90	4.9%
<b>Facility - Multi Per Visit</b>				
Child	\$3.85	\$4.05	\$0.20	5.2%
Youth/Senior	\$4.95	\$5.20	\$0.25	5.1%
Adult	\$5.70	\$6.00	\$0.30	5.3%
Family	\$16.50	\$17.25	\$0.75	4.5%
<b>Facility - Regular 1 Month Pass</b>				
Child	\$29.25	\$31.00	\$1.75	6.0%
Youth/Senior	\$37.60	\$39.00	\$1.40	3.7%
Adult	\$43.50	\$46.00	\$2.50	5.7%
Family	\$125.50	\$132.00	\$6.50	5.2%
<b>Facility - Continuous Monthly</b>				
Child	\$24.15	\$25.00	\$0.85	3.5%
Youth/Senior	\$31.10	\$33.00	\$1.90	6.1%
Adult	\$35.90	\$38.00	\$2.10	5.8%
Family	\$103.50	\$109.00	\$5.50	5.3%
<b>Facility - Annual</b>				
Child	\$263.00	\$276.00	\$13.00	4.9%
Youth/Senior	\$338.50	\$355.00	\$16.50	4.9%
Adult	\$395.00	\$415.00	\$20.00	5.1%
Family	\$1,128.00	\$1,184.00	\$56.00	5.0%
Facility Plus	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>Facility Plus- Single Admission</b>				
Child	\$5.70	\$5.85	\$0.15	2.6%
Youth/Senior	\$7.40	\$7.60	\$0.20	2.7%
Adult	\$8.50	\$8.75	\$0.25	2.9%
Family	\$24.50	\$25.00	\$0.50	2.0%
<b>Facility Plus - Multi Per Visit</b>				
Child	\$5.20	\$5.30	\$0.10	1.9%
Youth/Senior	\$6.65	\$6.85	\$0.20	3.0%
Adult	\$7.65	\$7.90	\$0.25	3.3%
Family	\$22.20	\$22.50	\$0.30	1.4%
<b>Facility Plus - Regular 1 Month Pass</b>				
Child	\$41.40	\$40.00	(\$1.40)	-3.4%
Youth/Senior	\$53.25	\$53.00	(\$0.25)	-0.5%
Adult	\$61.50	\$61.00	(\$0.50)	-0.8%
Family	\$177.45	\$175.00	(\$2.45)	-1.4%
<b>Facility Plus- Continuous Monthly</b>				
Child	\$34.10	\$35.00	\$0.90	2.6%
Youth/Senior	\$43.85	\$45.00	\$1.15	2.6%
Adult	\$50.65	\$52.00	\$1.35	2.7%
Family	\$146.10	\$150.00	\$3.90	2.7%
<b>Facility Plus- Annual</b>				
Child	\$373.00	\$380.00	\$7.00	1.9%
Youth/Senior	\$479.50	\$493.00	\$13.50	2.8%
Adult	\$555.00	\$567.00	\$12.00	2.2%
Family	\$1,597.50	\$1,600.00	\$2.50	0.2%

## Community and Recreation Facilities (Fees include GST)

All Facility	Approved		\$ Increase	% Increase
	2013 Fee	2014 Fee		
<b>All Facility - Single Admission</b>				
Child	\$6.50	\$6.50	\$0.00	0.0%
Youth/Senior	\$8.25	\$8.25	\$0.00	0.0%
Adult	\$10.50	\$10.50	\$0.00	0.0%
Family	\$30.00	\$30.00	\$0.00	0.0%
<b>All Facility - Multi Per Visit</b>				
Child	\$5.85	\$5.85	\$0.00	0.0%
Youth/Senior	\$7.50	\$7.45	(\$0.05)	-0.7%
Adult	\$9.45	\$9.45	\$0.00	0.0%
Family	\$27.00	\$27.00	\$0.00	0.0%
<b>All Facility - Regular 1 Month Pass</b>				
Child	\$42.90	\$44.00	\$1.10	2.6%
Youth/Senior	\$54.45	\$57.00	\$2.55	4.7%
Adult	\$69.30	\$69.00	(\$0.30)	-0.4%
Family	\$198.00	\$206.00	\$8.00	4.0%
<b>All Facility - Continuous Monthly</b>				
Child	\$35.60	\$37.00	\$1.40	3.9%
Youth/Senior	\$45.20	\$47.00	\$1.80	4.0%
Adult	\$57.25	\$60.00	\$2.75	4.8%
Family	\$163.50	\$170.00	\$6.50	4.0%
<b>All Facility - Annual</b>				
Child	\$386.00	\$401.00	\$15.00	3.9%
Youth/Senior	\$490.00	\$510.00	\$20.00	4.1%
Adult	\$624.00	\$649.00	\$25.00	4.0%
Family	\$1,782.00	\$1,853.00	\$71.00	4.0%

Muttart Conservatory	Approved		\$ Increase	% Increase
	2013 Fee	2014 Fee		
<b>Single Admission</b>				
Child	\$6.50	\$6.50	\$0.00	0.0%
Youth/Senior	\$10.60	\$10.60	\$0.00	0.0%
Adult	\$12.00	\$12.00	\$0.00	0.0%
Family	\$36.50	\$36.50	\$0.00	0.0%
<b>Annual Pass</b>				
Child	\$22.75	\$23.00	\$0.25	1.1%
Youth/Senior	\$36.55	\$36.00	(\$0.55)	-1.5%
Adult	\$43.00	\$43.00	\$0.00	0.0%
Family	\$127.00	\$127.00	\$0.00	0.0%

John Janzen Nature Centre	Approved		\$ Increase	% Increase
	2013 Fee	2014 Fee		
<b>Single Admission</b>				
Child	\$6.00	\$6.50	\$0.50	8.3%
Youth/Senior	\$6.00	\$6.50	\$0.50	8.3%
Adult	\$6.00	\$6.50	\$0.50	8.3%
Family	\$12.00	\$13.00	\$1.00	8.3%
<b>Annual Pass</b>				
Child	\$24.00	\$26.00	\$2.00	8.3%
Youth/Senior	\$24.00	\$26.00	\$2.00	8.3%
Adult	\$24.00	\$26.00	\$2.00	8.3%
Family	\$48.00	\$52.00	\$4.00	8.3%

### Community and Recreation Facilities (Fees include GST)

<b>Edmonton Valley Zoo</b>		<b>Approved</b>		
	<b>2013 Fee</b>	<b>2014 Fee</b>	<b>\$ Increase</b>	<b>% Increase</b>
<b>Single Admission - High Season</b>				
Child	\$8.00	\$8.00	\$0.00	0.0%
Youth/Senior	\$11.00	\$11.00	\$0.00	0.0%
Adult	\$13.25	\$13.25	\$0.00	0.0%
Family	\$42.50	\$42.50	\$0.00	0.0%
<b>Single Admission - Low Season</b>				
Child	\$5.50	\$5.50	\$0.00	0.0%
Youth/Senior	\$8.50	\$8.50	\$0.00	0.0%
Adult	\$9.50	\$9.50	\$0.00	0.0%
Family	\$30.00	\$30.00	\$0.00	0.0%
<b>Annual Pass</b>				
Child	\$26.50	\$26.00	(\$0.50)	-1.9%
Youth/Senior	\$27.00	\$27.00	\$0.00	0.0%
Adult	\$43.00	\$43.00	\$0.00	0.0%
Family	\$140.00	\$140.00	\$0.00	0.0%

<b>Arenas (per hour)</b>		<b>Approved</b>		
	<b>2013 Fee</b>	<b>2014 Fee</b>	<b>\$ Increase</b>	<b>% Increase</b>
<b>Winter Ice Rental</b>				
Good Time	\$259.00	\$265.15	\$6.15	2.4%
Fair Time	\$208.00	\$212.15	\$4.15	2.0%
Marginal Time	\$155.00	\$158.10	\$3.10	2.0%
<b>Minor Rates</b>				
Good Time	\$129.00	\$131.60	\$2.60	2.0%
Fair Time	\$104.00	\$106.10	\$2.10	2.0%
Marginal Time	\$77.00	\$78.55	\$1.55	2.0%
<b>Summer Ice Rental - Ice Off Season</b>				
High Priority	\$203.00	\$207.05	\$4.05	2.0%
Low Priority	\$153.00	\$156.05	\$3.05	2.0%
<b>Summer Ice Rental - Concrete</b>				
Adult	\$126.00	\$128.50	\$2.50	2.0%
Minor	\$63.00	\$64.25	\$1.25	2.0%

<b>Athletic Fields (per hour)</b>		<b>Approved</b>		
	<b>2013 Fee</b>	<b>2014 Fee</b>	<b>\$ Increase</b>	<b>% Increase</b>
<b>Clarke Stadium/Clareview/Johnny Bright - Artificial Turf</b>				
Field - Adult	\$130.00	\$132.60	\$2.60	2.0%
Field - Minor	\$65.00	\$66.30	\$1.30	2.0%
<b>Mill Woods - Artificial Turf*</b>				
Field - Adult	\$41.30	\$42.15	\$0.85	2.1%
Field - Minor	\$20.65	\$21.05	\$0.40	1.9%

\* Rates at Mill Woods will be increased to be the same as Clarke Stadium/Clareview/Johnny Bright - Artificial Turf once the amenities under construction are available to the public. This is estimated for 2014

### Community and Recreation Facilities (Fees include GST)

<b>Riverside and Victoria Golf Course</b>	<b>2013 Fee</b>	<b>Approved 2014 Fee</b>	<b>\$ Increase</b>	<b>% Increase</b>
<b>Monday to Thursday</b>				
9 Holes	\$30.00	\$30.00	\$0.00	0.0%
18 Holes	\$45.00	\$46.00	\$1.00	2.2%
<b>Friday Saturday, Sunday and Holidays</b>				
9 Holes	\$34.00	\$35.00	\$1.00	2.9%
18 Holes	\$55.00	\$57.00	\$2.00	3.6%

<b>Rundle Park Golf Course</b>	<b>2013 Fee</b>	<b>Approved 2014 Fee</b>	<b>\$ Increase</b>	<b>% Increase</b>
<b>Monday to Thursday</b>				
9 Holes	\$20.00	\$20.00	\$0.00	0.0%
18 Holes	\$27.00	\$28.00	\$1.00	3.7%
<b>Friday Saturday, Sunday and Holidays</b>				
9 Holes	\$24.00	\$24.00	\$0.00	0.0%
18 Holes	\$34.00	\$34.00	\$0.00	0.0%

### Neighbourhoods, Parks and Community Recreation (Fees include GST)

	Approved		\$ Increase	% Increase
	2013 Fee	2014 Fee		
<b>Athletic Fields (per hour)</b>				
<b>"Staffed" Diamonds/Rectangular Fields/Art.Tracks</b>				
Adult	\$40.00	\$40.80	\$0.80	2.0%
Minor	\$20.00	\$20.40	\$0.40	2.0%
<b>Diamonds/Rectangular Fields/Art.Tracks</b>				
Adult	\$9.45	\$9.65	\$0.20	2.1%
Minor	\$4.75	\$4.85	\$0.10	2.1%
<b>"Standard" Diamonds/Rectangular Fields</b>				
Adult	\$4.75	\$4.85	\$0.10	2.1%
Minor	\$0.00	\$0.00	\$0.00	
<b>Picnic Rentals</b>				
Canopied Sites (per hour)	\$35.30	\$36.00	\$0.70	2.0%
Non - Canopied Sites (per hour)	\$27.05	\$27.60	\$0.55	2.0%
Sites with Ball Diamonds (per hour)	\$35.30	\$36.00	\$0.70	2.0%
Borden Park Pavillion (per hour)	\$44.55	\$45.45	\$0.90	2.0%
Borden Park Pavillion - Full Day	\$370.00	\$377.40	\$7.40	2.0%
Jackie Parker Pavillion (per hour)	\$44.55	\$45.45	\$0.90	2.0%
Jackie Parker Pavillion - Full Day	\$370.00	\$377.40	\$7.40	2.0%
Goldstick Park Meeting Room (per hour)	\$44.55	\$45.45	\$0.90	2.0%
Goldstick Park Meeting Room - Full Day	\$370.00	\$377.40	\$7.40	2.0%
Goldstick Park Meeting Room - Event	\$360.60	\$367.80	\$7.20	2.0%
John Fry Park - Canopy Site	\$44.40	\$45.30	\$0.90	2.0%
<b>Picnic Extra Service Fees</b>				
Power Access at selected sites	\$43.25	\$43.25	\$0.00	0.0%
Vehicle Access at selected sites	\$43.25	\$43.25	\$0.00	0.0%
Extra Picnic Tables	\$26.25	\$26.25	\$0.00	0.0%
Gazebo Bookings (per hour)	\$35.80	\$35.80	\$0.00	0.0%
Outdoor Tennis Courts - Adult (per hour)	\$8.00	\$8.15	\$0.15	1.9%
Outdoor Tennis Courts - Yth/Senior (per hour)	\$5.95	\$6.05	\$0.10	1.7%
Outdoor Tennis Courts - Child (per hour)	\$4.10	\$4.20	\$0.10	2.4%



### Fire Rescue Services

#### Bylaws Requiring Approval

In order to generate the revenues in the approved 2014 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

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>Fire Inspection Fees</b>				
Inspection of Flammable/Combustible Fuel Tanks each hour	\$ 77.00	\$ 79.00	\$ 2.00	2.6%
Plan Examination and Letter of Compliance	\$ 192.00	\$ 196.00	\$ 4.00	2.1%
Occupancy Load Approval	\$ 125.00	\$ 127.00	\$ 2.00	1.6%
Occupancy Load Certificate Replacement	\$ 64.00	\$ 65.00	\$ 1.00	1.6%
Occupant Load Calculation	\$ 125.00	\$ 127.00	\$ 2.00	1.6%
New Business License Approval				
Low and Moderate Risk	\$ 60.00	\$ 60.00	\$ -	0.0%
High and Maximum Risk	\$ 180.00	\$ 180.00	\$ -	0.0%
Second Re-Inspection of Quality Management Plan occupancy or building	\$ 125.00	\$ 125.00	\$ -	0.0%
Requested Inspection	\$ 125.00	\$ 125.00	\$ -	0.0%
File Search/Summary Report of Fire Inspection History	\$ 124.00	\$ 126.00	\$ 2.00	1.6%
<b>Fire Permits</b>				
Hazardous Material Permit	\$ 77.00	\$ 79.00	\$ 2.00	2.6%
Fireworks and Pyrotechnic Device Permit	\$ 77.00	\$ 79.00	\$ 2.00	2.6%
Fireworks and Pyrotechnic Device Permit - High Hazard	\$ 154.00	\$ 157.00	\$ 3.00	1.9%
<b>Fire Rescue Fees</b>				
Hazardous Material Incident - One Single Pumper Apparatus	\$ 253.00	\$ 258.00	\$ 5.00	2.0%
Fire Rescue Response to Residential False Alarm 1st Response	\$ -	\$ -	\$ -	0.0%
Fire Rescue Response to Residential False Alarm 2nd Response	\$ 77.00	\$ 79.00	\$ 2.00	2.6%
Fire Rescue Response to Residential False Alarm 3rd Response	\$ 385.00	\$ 393.00	\$ 8.00	2.1%
Fire Rescue Response to Residential False Alarm 4th Response or more	\$ 768.00	\$ 783.00	\$ 15.00	2.0%
Residential Security Alarms routed to Fire Rescue Services	\$ 768.00	\$ 783.00	\$ 15.00	2.0%
Fire Rescue Response to Commercial False Alarm 1st Response	\$ -	\$ -	\$ -	0.0%
Fire Rescue Response to Commercial False Alarm 2nd Response	\$ 300.00	\$ 306.00	\$ 6.00	2.0%
Fire Rescue Response to Commercial False Alarm 3rd Response	\$ 600.00	\$ 612.00	\$ 12.00	2.0%
Fire Rescue Response to Commercial False Alarm 4th Response or more	\$1,200.00	\$1,224.00	\$ 24.00	2.0%
Commercial Security Alarms routed to Fire Rescue Services	\$1,200.00	\$1,224.00	\$ 24.00	2.0%

## Current Planning

### Bylaws Requiring Approval

In order to generate the revenues in the approved 2014 Budget, Bylaw Amendments and fee changes are required for the following fees:

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>Electrical Permit Fees</b>				
Stand Alone Electrical Permits (based on electrical installation cost): \$0 - \$3,000	135.00	\$135.00	\$0.00	0.0%
Stand Alone Electrical Permits (based on electrical ins cost): \$3,001 - \$10,000, plus the Electrical Installation Cost multiplied by:	61.00	\$61.00	\$0.00	0.0%
\$10,001 - \$50,000, plus	0.0247	0.0247	0.00	0.0%
the Electrical Installation Cost multiplied by:	250.00	\$250.00	0.00	0.0%
\$50,001 - \$250,000, plus	0.0061	0.0056	(0.00)	-8.2%
the Electrical Installation Cost multiplied by:	303.00	\$330.00	27.00	8.9%
Over \$250,000, plus	0.0047	0.0041	(0.00)	-12.8%
the Electrical Installation Cost multiplied by:	1,034.00	\$900.00	(134.00)	-13.0%
Electrical Permits obtained in connection with other permits (based on total construction value): \$0 - \$24,000	0.0021	0.0019	(0.00)	-9.5%
Electrical Permits obtained in connection with other permits (based on total construction value): \$24,001 - \$80,000, plus the Construction Value multiplied by:	135.00	\$135.00	\$0.00	0.0%
Electrical Permits obtained in connection with other permits (based on total construction value): \$80,001 - \$400,000, plus the Construction Value multiplied by:	61.00	\$61.00	\$0.00	0.0%
Electrical Permits obtained in connection with other permits (based on total construction value): \$400,001 - \$2,000,000, plus the Construction Value multiplied by:	0.0031	0.0031	-	0.0%
Electrical Permits obtained in connection with other permits (based on total construction value): Over \$2,000,000, plus the Construction Value multiplied by:	250.00	\$250.00	\$0.00	0.0%
	0.0008	0.0007	(0.0001)	-12.5%
	303.00	\$330.00	\$27.00	8.9%
	0.00061	0.0005	(0.0001)	-16.4%
	1,034.00	\$900.00	(\$134.00)	-13.0%
	0.00027	0.00024	(0.00003)	-11.1%
<b>Additional Fees</b>				
Any additional inspections to those set out in this bylaw	\$240.00	\$240.00	\$0.00	0.0%
Any interior alterations to a commercial or industrial building that are commenced without a permit is double the regular permit fees, plus	\$361.00	\$361.00	\$0.00	0.0%
Outstanding Orders Search (per building file)	\$100.00	\$100.00	\$0.00	0.0%
Occupant Load Certificate	\$100.00	\$100.00	\$0.00	0.0%
If a permit is extended or reactivated, the Owner shall pay a fee equal to one-half (1/2) of the amount required for a new permit for such project, provided no changes have been made or proposed to what was originally approved.	1/2 ORIGINAL PERMIT COST	1/2 ORIGINAL PERMIT COST		

### Current Planning

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
Development Permits and Compliance Fees				
<b>A. Residential Applications</b>				
Accessory Buildings, Swimming Pools, Uncovered Decks	\$ 105.00	<b>\$105.00</b>	\$0.00	0.0%
Hot tubs, Solar Panels (unless part of another development permit application)	\$ 105.00	<b>\$105.00</b>	\$0.00	0.0%
Additions to Single Detached, Duplex, or Semi- Detached Housing – increase in floor area or height	\$ 370.00	<b>\$385.00</b>	\$15.00	4.1%
Exterior Alterations, Additions to Single Detached, Duplex, or Semi-Detached Housing – no increase in floor area or height	\$ 250.00	<b>\$155.00</b>	(\$95.00)	-38.0%
Over-height Fences, Recreational Vehicle Parking	\$ 155.00	<b>\$161.00</b>	\$6.00	3.9%
Secondary Suites, Garage and Garden Suites (outside of the combo permit)	\$ 250.00	<b>\$260.00</b>	\$10.00	4.0%
New Single Detached Housing (outside of house combo permit application), Duplex, Semi- detached, Residential Sales Centres	\$ 430.00	<b>\$447.00</b>	\$17.00	4.0%
Mobile Home Move On and Additions	\$ 150.00	<b>\$156.00</b>	\$6.00	4.0%
New or Additions to Apartment and Row Housing, and all other housing not listed above, up to four dwelling units	\$ 740.00	<b>\$770.00</b>	\$30.00	4.1%
Plus, for each additional dwelling unit	\$ 65.00	<b>\$68.00</b>	\$3.00	4.6%
Exterior Alterations to Existing Apartment Units or Row Housing Units	\$ 320.00	<b>\$333.00</b>	\$13.00	4.1%
Minor Home Occupation	\$ 110.00	<b>\$114.00</b>	\$4.00	3.6%
Major Home Occupation	\$ 280.00	<b>\$291.00</b>	\$11.00	3.9%
Group Homes, Limited Group Homes	\$ 300.00	<b>\$312.00</b>	\$12.00	4.0%
Residential Move On	\$ 300.00	<b>\$312.00</b>	\$12.00	4.0%

## Current Planning

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>B. Commercial, Industrial, Institutional, Mixed-Use Applications</b>				
For new buildings or additions to existing buildings with a gross Floor Area up to 500 m <sup>2</sup> (5,381.95 sq. ft.)	\$780.00	<b>\$811.00</b>	\$31.00	4.0%
Plus, for each additional 100 m <sup>2</sup> (1,076.39 sq. ft.) of gross floor area or part thereof in commercial portion	\$85.00	<b>\$88.00</b>	\$3.00	3.5%
For new mixed-use buildings with a gross Floor Area up to 500 m <sup>2</sup> in commercial portion and up to four dwelling units in residential portion	\$1,520.00	<b>\$1,581.00</b>	\$61.00	4.0%
Plus, for each additional 100 m <sup>2</sup> (1,076.39 sq. ft.) of gross floor area or part thereof in commercial portion	\$85.00	<b>\$88.00</b>	\$3.00	3.5%
Plus, for each additional dwelling unit in residential portion	\$65.00	<b>\$68.00</b>	\$3.00	4.6%
Exterior alterations or renovations to existing buildings	\$320.00	<b>\$333.00</b>	\$13.00	4.1%
Outdoor Patio, Temporary Event Tents, Temporary Garden Greenhouse, Garden Centre, Solar Panels	\$320.00	<b>\$333.00</b>	\$13.00	4.1%
Sidewalk Café minor /per 5 years	\$320.00	<b>\$25.00</b>	(\$295.00)	-92.2%
Sidewalk Café major (includes licence) / per 5 years	\$320.00	<b>\$100.00</b>	(\$220.00)	-68.8%
Commercial Move On	\$780.00	<b>\$811.00</b>	\$31.00	4.0%
<b>C. All Land Use Applications</b>				
Change of Use - Permitted Use or Uses in Direct Control Districts	\$244.00	<b>\$254.00</b>	\$10.00	4.1%
Change of Use - Discretionary Use	\$400.00	<b>\$416.00</b>	\$16.00	4.0%
Child Care Services	\$364.00	<b>\$379.00</b>	\$15.00	4.1%
Demolitions	\$75.00	<b>\$78.00</b>	\$3.00	4.0%
Vehicular Parking Lots	\$740.00	<b>\$770.00</b>	\$30.00	4.1%
Cell Tower - Rooftop	\$2,330.00	<b>\$2,423.00</b>	\$93.00	4.0%
Cell Tower - Freestanding	\$3,120.00	<b>\$3,245.00</b>	\$125.00	4.0%
Temporary Signs - permit valid for up to 90 days	\$82.00	<b>\$85.00</b>	\$3.00	3.7%
Temporary Signs - permit valid for over 90 days	\$245.00	<b>\$255.00</b>	\$10.00	4.1%
Fascia Signs	\$82.00	<b>\$85.00</b>	\$3.00	3.7%
Freestanding, Projecting or Roof Signs	\$245.00	<b>\$255.00</b>	\$10.00	4.1%
Digital Signs	\$400.00	<b>\$416.00</b>	\$16.00	4.0%
Satellite Signal Receiving Antennae, Amateur Radio Antennae and support structures	\$165.00	<b>\$172.00</b>	\$7.00	4.2%

### Current Planning

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>D. Compliance Certificates / Zoning Confirmation</b>				
Compliance Certificate - Single Detached, Semi-Detached, Duplex - Regular Service	\$115.00	<b>\$120.00</b>	\$5.00	4.3%
Compliance Certificate - Single Detached, Semi-Detached, Duplex - Express Service	\$230.00	<b>\$239.00</b>	\$9.00	3.9%
Compliance Certificate - Others (Multi-family, Commercial, Industrial) - Regular Service	\$240.00	<b>\$250.00</b>	\$10.00	4.2%
Compliance Certificate - Others (Multi-family, Commercial, Industrial) - Express Service	\$480.00	<b>\$499.00</b>	\$19.00	4.0%
Compliance Certificate Restamp	\$105.00	<b>\$75.00</b>	(\$30.00)	-28.6%
Written Confirmation of Zoning (per site)	\$105.00	<b>\$100.00</b>	(\$5.00)	-4.8%
Search of File for Outstanding Orders (per site)	\$105.00	<b>\$100.00</b>	(\$5.00)	-4.8%
<b>E. Leave as Built Permit</b>				
Accessory building for house	\$100.00	<b>\$100.00</b>	\$0.00	0.0%
Single Detached House, Semi-Detached House, Duplex	\$150.00	<b>\$150.00</b>	\$0.00	0.0%
Other than above (Multi-Family, Commercial, Industrial, etc.)	\$350.00	<b>\$350.00</b>	\$0.00	0.0%
<b>F. Additional Fees</b>				
Notification fee - Minor residential applications. Includes: accessory building, uncovered deck, swimming pool, hot tub, additions, exterior alterations, over-height fence, etc.	\$40.00	<b>\$40.00</b>	\$0.00	0.0%
Notification fee - All other applications. Includes: secondary suites, new house construction, all commercial and industrial permits, group homes, signs, etc. Excludes: home occupation and change of use applications	\$100.00	<b>\$100.00</b>	\$0.00	0.0%
Developments Existing Without Permits	Double the regular application fee	<b>Double the regular application fee</b>		
Minor Amendment to Development Permit Application - Minor Residential Applications	\$100.00	<b>\$100.00</b>	\$0.00	0.0%
Minor Amendment to Development Permit Application - Single Detached House, Semi-Detached House, Duplex	\$150.00	<b>\$150.00</b>	\$0.00	0.0%
Minor Amendment to Development Permit Application - Other than above (Multi-Family, Commercial, Industrial, etc.)	\$350.00	<b>\$350.00</b>	\$0.00	0.0%
Re-circulation (3rd and subsequent recirculation)	50% of original permit fee	<b>50% of original permit fee</b>	\$0.00	0.0%
Pre-application Meeting	\$300.00	<b>\$300.00</b>	\$0.00	0.0%

## Current Planning

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>Land Development Application Fees</b>				
<b>A. Rezoning Applications</b>				
Rezoning - Zone Category 1 to 1; Zone Category 2 to 2	\$1,200.00	<b>\$1,248.00</b>	\$48.00	4.0%
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	\$1,400.00	<b>\$1,456.00</b>	\$56.00	4.0%
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	\$1,700.00	<b>\$1,768.00</b>	\$68.00	4.0%
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	\$2,100.00	<b>\$2,184.00</b>	\$84.00	4.0%
Rezoning - Zone Category 1 to 3; Zone Category 2 to 4; Zone Category 4 to 5; Zone Category 6 to 5; Zone Category 7 to 5,7; Zone Category 8 to 5	\$3,000.00	<b>\$3,120.00</b>	\$120.00	4.0%
Rezoning - Zone Category 1 to 7; Zone Category 2 to 7; Zone Category 3 to 7; Zone Category 8 to 7;	\$3,500.00	<b>\$3,640.00</b>	\$140.00	4.0%
Rezoning - Zone Category 1 to 4; Zone Category 4 to 7; Zone Category 5 to 7; Zone Category 6 to 6	\$4,000.00	<b>\$4,160.00</b>	\$160.00	4.0%
Rezoning - Zone Category 1 to 5; Zone Category 2 to 5; Zone Category 3 to 5;	\$4,300.00	<b>\$4,472.00</b>	\$172.00	4.0%
Rezoning - Zone Category 2 to 8; Zone Category 3 to 8; Zone Category 4 to 8	\$2,500.00	<b>\$2,600.00</b>	\$100.00	4.0%
Rezoning - Zone Category 6 to 7	\$4,800.00	<b>\$4,992.00</b>	\$192.00	4.0%
Rezoning - Zone Category 8 to 8	\$1,500.00	<b>\$1,560.00</b>	\$60.00	4.0%
Rezoning - Direct Control - Administrative	\$5,937.00	<b>\$6,174.00</b>	\$237.00	4.0%
Rezoning - Direct Control - Minor (Base Fee)	\$5,937.00	<b>\$6,174.00</b>	\$237.00	4.0%
Rezoning - Direct Control - Minor (plus, per m <sup>2</sup> of buildable floor area = site size * FAR)	\$0.50	<b>\$0.50</b>	\$0.00	0.0%
Rezoning - Direct Control - Major (Base Fee)	\$11,873.00	<b>\$12,348.00</b>	\$475.00	4.0%
Rezoning - Direct Control - Major (plus, per m <sup>2</sup> of buildable floor area = site size * FAR)	\$1.00	<b>\$1.00</b>	\$0.00	0.0%
Text Amendment to the Zoning Bylaw	\$2,000.00	<b>\$2,080.00</b>	\$80.00	4.0%

## Current Planning

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>B. Concept Plans and Plan Amendments</b>				
Municipal Development Plan Amendment	\$8,000.00	<b>\$8,320.00</b>	\$320.00	4.0%
Area Structure Plan, Neighbourhood Structure Plan, Servicing Design Concept Brief, Outline Plan (per gross ha)	\$270.00	<b>\$281.00</b>	\$11.00	4.1%
Area Structure Plan, Neighbourhood Structure Plan, Servicing Design Concept Brief, Outline Plan (minimum fee)	\$2,450.00	<b>\$2,548.00</b>	\$98.00	4.0%
Area Structure Plan Amendment (per gross ha)	\$270.00	<b>\$281.00</b>	\$11.00	4.1%
Area Structure Plan Amendment (minimum fee)	\$2,450.00	<b>\$2,548.00</b>	\$98.00	4.0%
Neighbourhood Structure Plan Amendment , Area Redevelopment Plan Amendment(per gross ha)	\$270.00	<b>\$281.00</b>	\$11.00	4.1%
Neighbourhood Structure Plan Amendment, Area Redevelopment Plan Amendment (minimum fee)	\$2,450.00	<b>\$2,548.00</b>	\$98.00	4.0%
<b>C. Road Closure Applications</b>				
Road Closure Application Fee	\$1,082.00	<b>\$1,125.00</b>	\$43.00	4.0%
<b>D. Addressing Fees</b>				
Change of Address (per address)	\$324.00	<b>\$337.00</b>	\$13.00	4.0%
<b>E. Show Home Agreement</b>				
Show Home Agreement Application Fee	\$1,000.00	<b>\$1,000.00</b>	\$0.00	0.0%



## Current Planning

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>F. Subdivisions and Condominium Applications</b>				
Subdivision Application Fee - each lot designated for single detached or semi-detached dwelling	\$249.00	<b>\$259.00</b>	\$10.00	4.0%
Subdivision Application Fee - each lot designated for multiple residential development	\$2,296.00	<b>\$2,388.00</b>	\$92.00	4.0%
Subdivision Application Fee - each lot designated for commercial development	\$1,506.00	<b>\$1,566.00</b>	\$60.00	4.0%
Subdivision Application Fee - each lot designated for industrial development - 0.5 ha or less	\$622.00	<b>\$647.00</b>	\$25.00	4.0%
Subdivision Application Fee - each lot designated for industrial development - 0.5 ha to 1 ha	\$1,243.00	<b>\$1,293.00</b>	\$50.00	4.0%
Subdivision Application Fee - each lot designated for industrial development - 1 ha to 1.5 ha	\$1,871.00	<b>\$1,946.00</b>	\$75.00	4.0%
Subdivision Application Fee - each lot designated for industrial development - over 1.5 ha	\$2,498.00	<b>\$2,598.00</b>	\$100.00	4.0%
Subdivision Application Fee - each lot designated but not covered by the above categories, except reserve lot or public utility lot	\$249.00	<b>\$259.00</b>	\$10.00	4.0%
Subdivision Endorsement Fee - each lot designated for single detached or semi-detached dwelling	\$599.00	<b>\$623.00</b>	\$24.00	4.0%
Subdivision Endorsement Fee - each lot designated for multiple residential development	\$2,650.00	<b>\$2,756.00</b>	\$106.00	4.0%
Subdivision Endorsement Fee - each lot designated for commercial development	\$1,860.00	<b>\$1,934.00</b>	\$74.00	4.0%
Subdivision Endorsement Fee - each lot designated for industrial development - 0.5 ha or less	\$977.00	<b>\$1,016.00</b>	\$39.00	4.0%
Subdivision Endorsement Fee - each lot designated for industrial development - 0.5 ha to 1 ha	\$1,592.00	<b>\$1,656.00</b>	\$64.00	4.0%
Subdivision Endorsement Fee - each lot designated for industrial development - 1 ha to 1.5 ha	\$2,225.00	<b>\$2,314.00</b>	\$89.00	4.0%
Subdivision Endorsement Fee - each lot designated for industrial development - over 1.5 ha	\$2,890.00	<b>\$3,006.00</b>	\$116.00	4.0%
Subdivision Endorsement Fee - each lot designated but not covered by the above categories, except reserve lot or public utility lot	\$599.00	<b>\$623.00</b>	\$24.00	4.0%
Processing after Subdivision Authority Staging Request fee (per request)	n/a	<b>\$400.00</b>	n/a	n/a

### Current Planning

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>Bare Land Condominium Fees</b>				
Bare Land Condominium Application Fee (per bare land unit to be created)	Refer to Subdivision Fees	Refer to Subdivision Fees		
Bare Land Condominium Endorsement Fee (per bare land unit to be created)	Refer to Subdivision Fees	Refer to Subdivision Fees		
Flat fee for parking stalls converted to a bare land unit (per stall)	\$140.00	<b>\$146.00</b>	\$6.00	4.3%
<b>Strata Space Plan Fees</b>				
Strata Space Plan Application Fee	Refer to Subdivision Fees	Refer to Subdivision Fees		
Strata Space Plan Endorsement Fee	Refer to Subdivision Fees	Refer to Subdivision Fees		
<b>Condominium Fees</b>				
Application fee per unit excluding common property pursuant to the Condominium Property Regulation	\$40.00	<b>\$40.00</b>	\$0.00	0.0%
Flat fee for parking stalls converted to condominium units (per stall)	\$23.00	<b>\$24.00</b>	\$1.00	4.3%
<b>G. Additional Land Development Application Fees</b>				
Re-circulation (3rd and subsequent recirculation)	\$1,000.00	<b>\$1,000.00</b>	\$0.00	0.0%
Authorization Fee	\$1,000.00	<b>\$2,450.00</b>	\$1,450.00	145.0%
Pre-Application Meeting	\$500.00	<b>\$500.00</b>	\$0.00	0.0%
Advertising Fee	\$1,237.00	<b>\$1,286.00</b>	\$49.00	4.0%
Re-notification Fee	\$1.00	<b>\$1.00</b>	\$0.00	0.0%
DC2 Notification Fee (per label)	\$35.00	<b>\$36.00</b>	\$1.00	2.9%
DC2 Notification Fee minimum	\$1.00	<b>\$1.00</b>	\$0.00	0.0%
International Notification Fee (per label)	n/a	<b>\$3.00</b>	n/a	n/a

## Current Planning

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>Business Licence - Bylaw 13138</b>				
Licence Fee: Adult Theatre	\$2,120.00	<b>\$2,162.00</b>	\$42.00	2.0%
Licence Fee: After Hours Dance Club	\$564.00	<b>\$575.00</b>	\$11.00	2.0%
Licence Fee: After Hours Dance Event	\$353.00	<b>\$360.00</b>	\$7.00	2.0%
Licence Fee: Alcohol Sales (Consumption off Premises)	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Alcohol Sales (Consumption on Premises/Minors Allowed)	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Alcohol Sales (Consumption on Premises/Minors Prohibited)	\$564.00	<b>\$575.00</b>	\$11.00	2.0%
Licence Fee: Amusement Establishment	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Auction Establishment	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Bed and Breakfast	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Bingo Establishment	\$428.00	<b>\$437.00</b>	\$9.00	2.1%
Licence Fee: Body Rub Centre	\$721.00	<b>\$735.00</b>	\$14.00	1.9%
Licence Fee: Body Rub Practitioner	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Carnival (25 or more shows/games/rides); fee per day	\$1,687.00	<b>\$1,721.00</b>	\$34.00	2.0%
Licence Fee: Carnival (25 or more shows/games/rides); maximum per year	\$16,871.00	<b>\$17,208.00</b>	\$337.00	2.0%
Licence Fee: Carnival (less than 25 shows/games/rides)	\$708.00	<b>\$722.00</b>	\$14.00	2.0%
Licence Fee: Casino Establishment	\$2,825.00	<b>\$2,882.00</b>	\$57.00	2.0%
Licence Fee: Commercial Schools	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Construction Vehicle and Equipment Sales/Rentals	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Consultation Fee	\$70.00	<b>\$70.00</b>	\$0.00	0.0%
Licence Fee: Delivery/Transportation Services (per vehicle)	\$70.00	<b>\$70.00</b>	\$0.00	0.0%
Licence Fee: Escort	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Escort Agency	\$5,651.00	<b>\$5,764.00</b>	\$113.00	2.0%
Licence Fee: Escort Agency (Independent)	\$1,000.00	<b>\$1,020.00</b>	\$20.00	2.0%
Licence Fee: Exhibition Hall	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Exotic Entertainer	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Exotic Entertainment Agency	\$5,334.00	<b>\$5,764.00</b>	\$430.00	8.1%
Licence Fee: Exotic Entertainment Venue	\$515.00	<b>\$525.00</b>	\$10.00	1.9%
Licence Fee: Farmers' Market	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Festival	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Firearm/Ammunition Dealer	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Flea Market	\$428.00	<b>\$437.00</b>	\$9.00	2.1%
Licence Fee: Flea Market Vendor	\$50.00	<b>\$50.00</b>	\$0.00	0.0%
Licence Fee: Food Processing	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Funeral, Cremation and Cemetery Services	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: General Business	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: General Contractor	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: General Industrial	\$214.00	<b>\$218.00</b>	\$4.00	1.9%

### Current Planning

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
Licence Fee: Health Enhancement Centre	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Health Enhancement Centre (Independent)	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Health Enhancement Practitioner	\$82.00	<b>\$84.00</b>	\$2.00	2.4%
Licence Fee: Home Based Business	\$150.00	<b>\$100.00</b>	(\$50.00)	-33.3%
Licence Fee: Livestock Operation	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Major Retail Store	\$428.00	<b>\$437.00</b>	\$9.00	2.1%
Licence Fee: Minor Retail Store	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Non-Profit Organization	\$40.00	<b>\$40.00</b>	\$0.00	0.0%
Licence Fee: Non-Resident Fee	\$500.00	<b>\$500.00</b>	\$0.00	0.0%
Licence Fee: Participant Recreation Services	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Pawn Shop	\$428.00	<b>\$437.00</b>	\$9.00	2.1%
Licence Fee: Personal Service Shop	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Rental Accommodation	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Restaurant or Food Service	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Second Hand Store	\$428.00	<b>\$437.00</b>	\$9.00	2.1%
Service Fee	\$42.00	<b>\$43.00</b>	\$1.00	2.4%
Licence Fee: Small Animal Breeding/Boarding Establishment	\$428.00	<b>\$437.00</b>	\$9.00	2.1%
Licence Fee: Spectator Entertainment Establishment	\$428.00	<b>\$437.00</b>	\$9.00	2.1%
Licence Fee: Tobacco Sales	\$428.00	<b>\$437.00</b>	\$9.00	2.1%
Licence Fee: Travelling or Temporary Sales	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Travelling or Temporary Sales (1-3 Days)	\$50.00	<b>\$50.00</b>	\$0.00	0.0%
Licence Fee: Travelling or Temporary Food Sales	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Travelling or Temporary Food Sales (1-3 Days)	\$50.00	<b>\$50.00</b>	\$0.00	0.0%
Licence Fee: Vehicle Fuelling Station	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Vehicle Repair	\$214.00	<b>\$218.00</b>	\$4.00	1.9%
Licence Fee: Vehicle Sales/Rentals	\$214.00	<b>\$218.00</b>	\$4.00	1.9%

## Vehicle for Hire

### Bylaw Requiring Approval

Vehicle for Hire fees are contained in Schedule B of Bylaw 14700 - Vehicle for Hire Bylaw.

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>Taxis and Accessible Taxis</b>				
Taxi Vehicle Licence Issue or Renewal	\$360.00	<b>\$360.00</b>	\$0.00	0.0%
Taxi Vehicle Licence Late Renewal (each month)	\$55.00	<b>\$55.00</b>	\$0.00	0.0%
Taxi Vehicle Licence Transfer	\$930.00	<b>\$930.00</b>	\$0.00	0.0%
Taxi Vehicle Licence Selection Process Entry	\$220.00	<b>\$220.00</b>	\$0.00	0.0%
Limited Taxi Vehicle Licence Issue	\$6,120.00	<b>\$6,120.00</b>	\$0.00	0.0%
Limited Taxi Vehicle Licence Renewal	\$360.00	<b>\$360.00</b>	\$0.00	0.0%
Limited Taxi Vehicle Licence Late Renewal (each month)	\$55.00	<b>\$55.00</b>	\$0.00	0.0%
Limited Taxi Vehicle Licence Selection Process Entry	\$220.00	<b>\$220.00</b>	\$0.00	0.0%
Accessible Taxi Administration	\$25.00	<b>\$25.00</b>	\$0.00	0.0%
Accessible Taxi Vehicle Licence Issue or Renewal	\$360.00	<b>\$360.00</b>	\$0.00	0.0%
Accessible Taxi Vehicle Licence Late Renewal (per month)	\$55.00	<b>\$55.00</b>	\$0.00	0.0%
Accessible Taxi Vehicle Licence Transfer	\$930.00	<b>\$930.00</b>	\$0.00	0.0%
Accessible Taxi Vehicle Selection Process Entry	\$220.00	<b>\$220.00</b>	\$0.00	0.0%
Taxi Driver's Licence Issue or Renewal	\$50.00	<b>\$50.00</b>	\$0.00	0.0%
Taxi Broker Licence Issue or Renewal (Note 1)	\$225.00	<b>\$1,000.00</b>	\$775.00	344.4%
Independent Driver Owner Issue or Renewal Fee	\$220.00	<b>\$220.00</b>	\$0.00	0.0%
<b>Limousines</b>				
Limousine Vehicle Licence Issue or Renewal	\$360.00	<b>\$360.00</b>	\$0.00	0.0%
Limousine Driver's Licence Issue or Renewal	\$50.00	<b>\$50.00</b>	\$0.00	0.0%
Limousine Service Licence Issue or Renewal	\$220.00	<b>\$220.00</b>	\$0.00	0.0%
<b>Shuttles</b>				
Shuttle Vehicle Licence Issue or Renewal	\$360.00	<b>\$360.00</b>	\$0.00	0.0%
Shuttle Driver's Licence Issue or Renewal	\$50.00	<b>\$50.00</b>	\$0.00	0.0%
Shuttle Service Licence Issue or Renewal	\$220.00	<b>\$220.00</b>	\$0.00	0.0%
<b>Administration</b>				
Vehicle Licence Replacement	\$120.00	<b>\$120.00</b>	\$0.00	0.0%
Driver's Licence Replacement	\$35.00	<b>\$35.00</b>	\$0.00	0.0%
Licence Reinstatement	\$35.00	<b>\$35.00</b>	\$0.00	0.0%
General Administration	\$35.00	<b>\$35.00</b>	\$0.00	0.0%
Non-Resident Licence	\$700.00	<b>\$700.00</b>	\$0.00	0.0%

Note: This increase impacts 5 companies represented by 9 brokers. They have been advised of the increase.

### Edmonton Transit

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>ETS FARES</b>				
<b>Cash Fare</b>	\$3.20	\$3.20	\$0.00	0.0%
<b>Tickets (ten)</b>				
Adult	\$24.00	\$24.00	\$0.00	0.0%
Youth/Senior	\$21.00	\$21.00	\$0.00	0.0%
<b>Monthly Passes</b>				
Adult	\$89.00	\$89.00	\$0.00	0.0%
AISH	\$35.00	\$35.00	\$0.00	0.0%
DATS	\$89.00	\$89.00	\$0.00	0.0%
Senior	\$14.00	\$14.00	\$0.00	0.0%
<b>Student Passes</b>				
Post Secondary	\$81.00	\$81.00	\$0.00	0.0%
Youth/Student Monthly	\$69.00	\$69.00	\$0.00	0.0%
U-Pass - Winter Semester	\$117.60	\$123.90	\$6.30	5.4%
U-Pass - Summer Semester	\$117.60	\$123.90	\$6.30	5.4%
U-Pass - Fall Semester	\$130.20	\$130.20	\$0.00	0.0%
<b>Senior Annual Passes</b>				
Regular	\$125.00	\$125.00	\$0.00	0.0%
Low Income	\$54.00	\$54.00	\$0.00	0.0%
<b>Day Pass</b>	\$9.00	\$9.00	\$0.00	0.0%
<b>Charter Rates</b>	\$118.00	\$118.00	\$0.00	0.0%
<b>Airport Monthly Pass</b>	\$100.00	\$100.00	\$0.00	0.0%

Note: Fare Policy C451F does not include a planned increase to the 2014 Cash Fares. Any revision to this policy will require City Council resolution.

ETS receives 84% of the U-Pass fees, with the remainder split between St. Albert and Strathcona. The proposed 2014 fee reflects what Edmonton Transit will collect.

### Fort Edmonton

	2013 Fee	Approved 2014 Fee	\$ Increase	% Increase
<b>Admissions</b>				
Child	\$12.90	\$13.55	\$0.65	5.0%
Youth	\$12.90	\$13.55	\$0.65	5.0%
Senior	\$12.90	\$13.55	\$0.65	5.0%
Adult	\$17.25	\$18.15	\$0.90	5.2%
Family	\$60.50	\$63.55	\$3.05	5.0%
Grandparent	\$60.50	\$63.55	\$3.05	5.0%
Guided	\$21.75	\$22.85	\$1.10	5.1%
<b>Annual Passes</b>				
Pioneer Child	\$29.50	\$31.00	\$1.50	5.1%
Pioneer Youth	\$29.50	\$31.00	\$1.50	5.1%
Pioneer Senior	\$29.50	\$31.00	\$1.50	5.1%
Pioneer Adult	\$39.00	\$40.95	\$1.95	5.0%
Pioneer Family	\$137.00	\$143.85	\$6.85	5.0%



# Department — Community Services

## Introduction

Ultimately, people create the character of a place, people who build a city that supports and embodies their shared values, and people that shape a city's quality of life. In working to enhance the livability of Edmonton, the City intends to create a caring, connected city where people of all ages, backgrounds, cultures and incomes have the opportunity to succeed.

Strengthening our quality of life means building a diverse and inclusive city, connecting people and communities, celebrating life, assuring inclusivity and affordability, ensuring community safety, and creating an attractive and sustainable city for the future. Community Services, in partnership with residents and other community stakeholders, helps give a voice to the principles and goals of creating such a city, where people of all ages, backgrounds, cultures and income levels have the opportunity to succeed. As such, in concert with our partners, the Department is working to ensure Edmonton is one of Canada's most livable cities: welcoming to all, safe and clean, supportive of its heritage, arts and cultural communities, and encouraging of active lifestyles through recreational opportunities.



Embedded in every program and service provided by the Department is a commitment to bringing to life the City's vision. On any given day, and in recognition that great cities are built by, for and with people, Community Services manages hundreds of activities in its services to the people of Edmonton. From supporting safe properties and maintaining City assets to strengthening individuals, neighbourhoods and communities and fostering arts and culture, Community Services helps shape the quality of life and vibrancy of a city in which residents love to live, work, and play.

But we also know residents expect us to deliver value for tax dollars. It is a responsibility we take seriously and why we are continually looking for innovative, sustainable ways to fund the services and programs we steward. Through 2014 and beyond, Community Services will work to continue to balance the expectations and needs of residents with fiscal realities, and our approved budget reflects how we are responding to these challenges while continuing to advance City Council's strategic goals.

### BRANCHES AND PROGRAMS

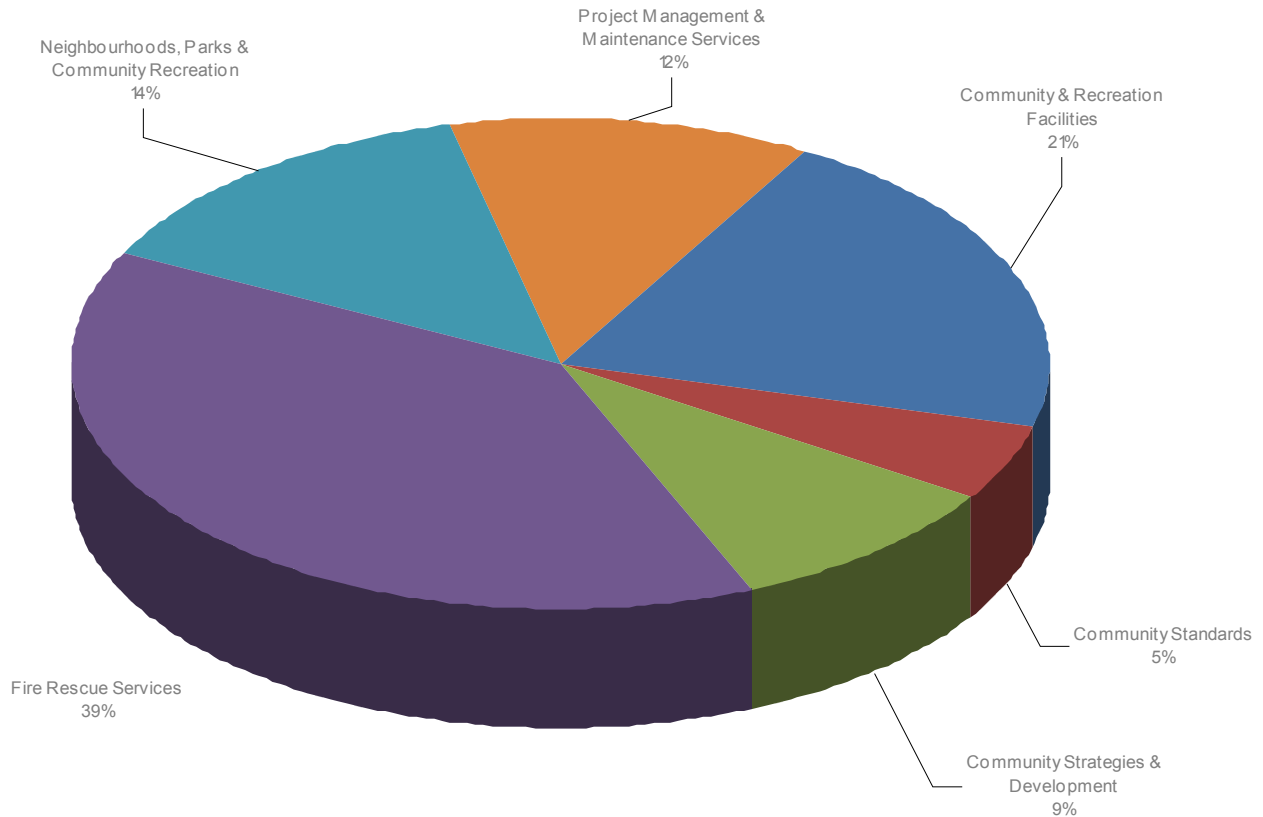
Community & Recreation Facilities	Community Standards	Community Strategies and Development	Fire Rescue Services	Neighbourhoods, Parks, and Community Recreation	Project Management & Maintenance Services
Facility Operations	Animal Care and Pest Management	Communities of Interest	Fire Rescue Operations	Neighbourhoods, Parks and Community Recreation Districts	Building Design and Construction
River Valley Operations	Enforcement and Program Services	Community Investment	Office of Emergency Management	Forestry, Beautification, and Environmental Management	Landscape Design and Construction
Civic Events & Partnerships		Business Strategy & Community Initiatives	Public Safety	Family and Community Support	Facility Maintenance Services
		Park and Facility Development	Technical Services	Great Neighbourhoods	
			Training & Logistics		

# Department — Community Services

## Approved 2014 Budget – Department Summary by Branch (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Community & Recreation Facilities	\$ 45,707	\$ 45,476	\$ 50,126	\$ 4,650	10.2
Community Standards	4,068	3,537	4,537	1,000	28.3
Community Strategies & Development	15,235	15,027	15,187	160	1.1
Fire Rescue Services	2,494	497	502	5	1.0
Neighbourhoods, Parks & Community Recreation	4,998	3,098	3,102	4	0.1
Project Management & Maintenance Services	626	492	481	(11)	(2.2)
<b>Total Revenue &amp; Transfers</b>	<u>73,128</u>	<u>68,127</u>	<u>73,935</u>	<u>5,808</u>	<u>8.5</u>
<b>Expenditure &amp; Transfers</b>					
Community & Recreation Facilities	79,382	81,377	94,384	13,007	16.0
Community Standards	20,527	22,614	23,139	525	2.3
Community Strategies & Development	40,287	40,098	42,439	2,341	5.8
Fire Rescue Services	165,526	171,551	176,251	4,700	2.7
Neighbourhoods, Parks & Community Recreation	54,828	57,191	62,575	5,384	9.4
Project Management & Maintenance Services	43,885	48,773	53,916	5,143	10.5
<b>Total Expenditure &amp; Transfers</b>	<u>404,435</u>	<u>421,604</u>	<u>452,704</u>	<u>31,100</u>	<u>7.4</u>
<b>Net Operating Requirement</b>	<b>\$ 331,307</b>	<b>\$ 353,477</b>	<b>\$ 378,769</b>	<b>\$ 25,292</b>	<b>7.2</b>

## Expenditures by Branch



# Department — Community Services

## Approved 2014 Budget – Department Summary by Category (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 54,076	\$ 51,378	\$ 57,263	\$ 5,885	11.5
Grants	17,942	16,512	16,435	(77)	(0.5)
Transfer from Reserves	1,110	237	237	-	-
<b>Total Revenue &amp; Transfers</b>	<u>73,128</u>	<u>68,127</u>	<u>73,935</u>	<u>5,808</u>	<u>8.5</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	284,471	301,116	315,401	14,285	4.7
Materials, Goods & Supplies	26,269	26,388	28,333	1,945	7.4
External Services	58,695	54,331	62,807	8,476	15.6
Fleet Services	21,777	23,413	25,142	1,729	7.4
Intra-municipal Services	14,302	13,432	14,977	1,545	11.5
Utilities & Other Charges	41,051	43,384	48,563	5,179	11.9
Transfer to Capital	-	-	1,000	1,000	
Transfer to Reserves	3,643	453	653	200	44.2
Subtotal	450,208	462,517	496,876	34,359	7.4
Intra-municipal Recoveries	(45,773)	(40,913)	(44,172)	(3,259)	8.0
<b>Total Expenditure &amp; Transfers</b>	<u>404,435</u>	<u>421,604</u>	<u>452,704</u>	<u>31,100</u>	<u>7.4</u>
<b>Net Operating Requirement</b>	<b>\$ 331,307</b>	<b>\$ 353,477</b>	<b>\$ 378,769</b>	<b>\$ 25,292</b>	<b>7.2</b>
<b>Full-time Equivalents</b>	3,170.1	3,252.7	3,415.2	162.5	

Budget details are provided at the Branch level

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# Branch — Community and Recreation Facilities

## Introduction

The Community and Recreation Facilities Branch manages and animates over 60 community facilities, operates and programs river valley parks and trails, and supports a wide range of community organizations to deliver important festivals and events throughout the City. Working with the community, the Branch supports City Council's goal to improve Edmonton's livability.



Community facilities are managed as vibrant, active places where citizens feel welcomed, valued, and appreciated and are designed to promote personal growth and healthy lifestyles.

The diverse range of facilities, outdoor spaces, programs and events attract local residents and visitors and are an essential part of the fabric of Edmonton. A core outcome of the Branch is to create vibrant places that enhance liveability and vibrancy of the City by providing places and opportunities for all Edmontonians to gather, connect, recreate and celebrate. Facilities and River Valley parks serve as community hubs, bringing people together in welcoming and exciting settings where they can build relationships, meet friends, have fun, and be healthy and active.

In recent years, the City of Edmonton has provided significant investment into new and expanded community facilities. This investment has been transformational. Many facilities have seen major upgrades and expansions, including the Edmonton Valley Zoo (Arctic Shores and The Wander), the John Janzen Nature Centre, four arenas, and four leisure centres. Major new facilities have opened and are being enjoyed by Edmontonians including the Terwillegar Community Recreation Centre, Commonwealth Stadium and Commonwealth Community Recreation Centre, Fred Broadstock and Queen Elizabeth outdoor pools and St. Francis Xavier Sport Centre.

Looking forward, two major facilities are under construction, specifically the Clareview and The Meadows Community Recreation Centres, which are scheduled to open in 2014. The Branch will also play an important role in hosting significant international sporting events including the International Triathlon Union Grand Final to be held in summer 2014 and the U20 Women's FIFA World Cup at Commonwealth Stadium.

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

**Facility Operations** animates and delivers public recreation, sport, leisure and heritage programs, services and collections in a variety of facilities including 20 arenas, 12 leisure centres, eight recreation centres, five outdoor pools, three golf courses, eight cemeteries, the Kinsmen Sports Centre, Terwillegar Community Recreation Centre, Muttart Conservatory, Edmonton Valley Zoo, Commonwealth Stadium and Commonwealth Community Recreation Centre and a number of speciality facilities.



**River Valley Operations** maintains and programs River Valley parks, trails and park access, park amenity buildings, toboggan hills, boat launches and outdoor skating ice. River Valley Operations also maintains and services the Whitemud, Blackmud and Mill Creek Ravine sites.

**Civic Events & Partnerships** coordinates City services for festivals and provides sponsorship to festival and event organizations that host events in Edmonton. Civic Events makes it easier for organizers to access the services they need. The events enhance our City's reputation provincially, nationally and internationally. This program also provides support to partner operated community facilities through more than 100 partner agreements and space for not-for-profit organizations.

## Branch — Community and Recreation Facilities

### Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 44,843	\$ 45,139	\$ 49,789	\$ 4,650	10.3
Grants	255	100	100	-	-
Transfer from Reserves	609	237	237	-	-
<b>Total Revenue &amp; Transfers</b>	<b>45,707</b>	<b>45,476</b>	<b>50,126</b>	<b>4,650</b>	<b>10.2</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	43,853	47,383	54,510	7,127	15.0
Materials, Goods & Supplies	6,275	6,146	6,508	362	5.9
External Services	7,322	6,586	7,936	1,350	20.5
Fleet Services	2,450	2,640	2,826	186	7.0
Intra-municipal Services	4,691	4,797	5,378	581	12.1
Utilities & Other Charges	12,325	13,750	16,840	3,090	22.5
Transfer to Reserves	2,541	453	653	200	44.2
Subtotal	79,457	81,755	94,651	12,896	15.8
Intra-municipal Recoveries	(75)	(378)	(267)	111	(29.4)
<b>Total Expenditure &amp; Transfers</b>	<b>79,382</b>	<b>81,377</b>	<b>94,384</b>	<b>13,007</b>	<b>16.0</b>
<b>Net Operating Requirement</b>	<b>\$ 33,675</b>	<b>\$ 35,901</b>	<b>\$ 44,258</b>	<b>\$ 8,357</b>	<b>23.3</b>
<b>Full-time Equivalents</b>	<b>651.5</b>	<b>685.0</b>	<b>803.6</b>	<b>118.6</b>	

### Budget Changes for 2014

(\$000)

#### Revenue & Transfers - Changes

##### User Fees, Fines, Permits, etc. \$4,650

Revenue for the new Clareview Community Recreation Centre and The Meadows Community Recreation Centre account for a volume increase of \$2,438. An increase in planned rates accounts for \$1,102, while increase in attendance accounts for \$410. Increased volume at Terwillegar Community Recreation Centre results in a revenue increase of \$500. An increase in Cemetery sales accounts for \$200.



# Branch — Community and Recreation Facilities

## Budget Changes for 2014

(\$000)

### Expenditures & Transfers - Changes

#### Personnel \$7,127

Primarily due to operating costs for new and expanded facilities account for \$3,252. An increase of \$2,522 relates to new Aquatic Safety Standards which require hiring additional lifeguards. Movement within the salary ranges and changes in benefits account for \$948. Increased attendance at Terwillegar Recreation centre requires increased staffing and accounts for \$500 (offset by an increase in revenue).

#### Material, Goods & Supplies \$362

This increase in costs is for materials, pool chemicals, and furniture for new and expanded facilities.

#### External Services \$1,350

Primarily due to 2014 International Triathlon Union Grand Finale for a one-time increase of \$600, while the FIFA events account for \$345. An additional increase of \$240 relates to the Tour of Alberta 2014.

#### Fleet Services \$186

An increase of \$55 for future replacement of the fleet and an increase of \$72 for maintaining the fleet. An increase of \$59 is attributed to a fuel cost increase. The major cost driver is related to recent recreation facility openings, namely Commonwealth Stadium, Edmonton Valley Zoo, and Terwilliger Recreation Centre.

#### Intra-municipal Services \$581

Increases in building maintenance and custodial charges for recently added facilities based on actual charges.

#### Utilities & Other Charges \$3,090

Increase in utility costs for new and existing facilities accounts for \$2,250. The 2014 International Triathlon Union Grand Finale accounts for a one-time increase of \$800.

#### Transfer to Reserves \$200

Contributions to the Perpetual Care Reserve are based on a percentage of increased cemetery sales in 2014.

#### Intra-municipal Recoveries \$111

Decrease due to a reduced demand for bedding plants and plant services.

### Full-time Equivalents - Changes

The FTE increase mainly comes from 2 major changes for 2014. The first will see the branch operate 2 new multi-purpose recreation facilities. Clareview Community Recreation Centre requires 19.0 FTEs in 2014 and for a full year of operation will require 57.1 FTEs. The Meadows Community Recreation Centre will require 29.1 FTEs in 2014 and a total staff complement for a full year of operation will be 67.6 FTEs.

The other change for the branch is the new Aquatic Safety Standards, which alters the number of lifeguards required per patron. In response to these new regulatory standards and recommendations arising from the Aquatic Safety Report, the branch requires an additional 56 FTEs. The remaining 14.5 FTEs are for additional staffing at Terwillegar Community Recreation Centre, River Valley operations, and for one-time personnel required for FIFA.



# Branch — Community and Recreation Facilities

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Facility Operations

#### Link to 10-Year Strategic Goals



#### 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 the increased health and wellness of Edmontonians.

#### Cost Drivers

Some of the major cost drivers for this program include the growth in attendance at City facilities; the ongoing operation of these facilities; growth in the use of the Leisure Access Program; and increased aquatic standards.

#### Service Standards

This program continues to implement and deliver on the directions set out in the Council approved Recreation Facility Master Plan and facility specific plans and strategies enriching the quality of life of citizens with programming and development of facilities, programs and services. This program also works within the Recreation User Fee Policy to set fees for facility access.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 45,047	\$ 45,740	\$ 44,899	\$ 49,513
Expenditure & Transfers	71,211	72,303	73,214	83,133
Subtotal	26,164	26,563	28,315	33,620
Intra-municipal Recoveries	-	-	(303)	(192)
Net Operating Requirement	\$ 26,164	\$ 26,563	\$ 28,012	\$ 33,428
Management		6.0	8.0	8.0
Professional/Technical/Union Exempt		23.0	25.4	27.4
Union		310.6	324.6	371.6
Temporary		271.8	277.9	342.7
Full - Time Equivalents		611.4	635.9	749.7

#### 2013 Services

Annual attendance at City of Edmonton facilities including arenas, leisure centres, outdoor pools, golf courses, the Edmonton Valley Zoo, the John Janzen Nature Centre and the Muttart Conservatory is approximately 7.5 million visits. Last year, the total number of arena hours booked was 69,000. There were 403,480 Leisure Access Pass membership scans and over 31,000 LAP cardholders. The City of Edmonton offered over 1,100 adult fitness and leisure programs, over 400 daycamps and school programs, and over 8,900 aquatic programs.

#### Changes in Services for 2014

This program will continue to focus on increasing attendance, increasing sponsorship revenue, increasing aquatic safety standards and practices, and ensuring the successful launch of both Clareview and The Meadows Community Recreation Facilities. To achieve efficiencies, this program will strategically reduce some operating hours at selected leisure centres.

# Branch — Community and Recreation Facilities

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - River Valley Operations

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

This program maintains and services 8,000 ha of parkland (including the trail system connecting to the River Valley), amenity buildings, toboggan hills, cross-country ski trails, boat launches and outdoor skating ice. This program is focused on ensuring River Valley parks are well maintained and that citizens are satisfied with these park spaces.

#### Cost Drivers

Cost drivers include the growth in the number of hectares to be serviced and maintained, the development of new trails and the opening of new amenity buildings.

#### Service Standards

River Valley Operations Program ensures the parks and trails in the River Valley and Ravines are safe and enjoyable for citizens. This Programs provides servicing for the following: River Valley parks, amenity buildings, picnic sites, seasonal trail maintenance, snow removal on staircases and parking lots, maintenance of jogging loops and cross-country ski trails as well as toboggan hill monitoring and maintenance.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 221	\$ 161	\$ 192	\$ 228
Expenditure & Transfers	4,193	4,098	4,378	5,005
Subtotal	3,972	3,937	4,186	4,777
Intra-municipal Recoveries	(75)	(75)	(75)	(75)
Net Operating Requirement	\$ 3,897	\$ 3,862	\$ 4,111	\$ 4,702
Management		-	-	-
Professional/Technical/Union Exempt		1.0	1.0	1.0
Union		19.0	19.0	19.0
Temporary		12.1	13.0	15.3
Full - Time Equivalents		32.1	33.0	35.3

#### 2013 Services

The responsibilities of the River Valley Operations Program are extensive and diverse. Over the past year, this program continued to maintain the River Valley trails, provide year round park access, service amenity buildings, oversee the safety of citizens in parks, address the issue of homelessness in the River Valley in conjunction with partner groups, maintain and operate toboggan hills and outdoor ice skating surfaces, provide and maintain access to the river and boat/canoe launches on the river banks, assess trail conditions and provide the public with updates on these conditions.

#### Changes in Services for 2014

Proposed changes in 2014 include the opening and maintenance of 3 km of new trails, as well as the opening of the new amenity building at Victoria Park.

# Branch — Community and Recreation Facilities

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Civic Events & Partnerships

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

Civic Events helps hosting organizations access City services required to plan and execute successful events and coordinates City sponsorship. This work builds Edmonton's reputation provincially, nationally and internationally. This program also works with over 100 partners who operate a wide range of community recreational facilities.

#### Cost Drivers

Cost drivers for this program include the growth in the number of organizations interested in sponsoring an event or festival and the increasing demand of existing groups requiring additional resources.

#### Service Standards

Civic Events works to enhance Edmonton's livability through management, partnerships and hosting of key marquee events in the City and ensures these events run smoothly and safely from start to finish.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 439	\$ 385	\$ 385	\$ 385
Expenditure & Transfers	4,053	3,538	4,163	6,513
Subtotal	3,614	3,153	3,778	6,128
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 3,614	\$ 3,153	\$ 3,778	\$ 6,128
Management		-	-	-
Professional/Technical/Union Exempt		1.0	2.0	2.0
Union		7.0	13.0	14.0
Temporary		-	1.1	2.6
Full - Time Equivalents		8.0	16.1	18.6

#### 2013 Services

This program continued to build and grow strong working relationships with event organizers to ensure diverse leisure opportunities for Edmontonians. This program provided support to over 400 local festivals, including the Heritage Festival, the Fringe Festival, Cari-West and River City Round-Up. Beyond the annual local events, this program also supported large international scale events such as the International Triathlon Union Championships held in Hawrelak Park in June 2013, the inaugural Tour of Alberta, and the Ladies Professional Golf Association (LPGA) Tournament held at the Royal Mayfair Golf Club. This program will continue to support partner operated community facilities.

#### Changes in Services for 2014

Due to the success of the Tour of Alberta in 2013, the Tour is being planned again for 2014. The program will also play a significant role in hosting the FIFA Women's World Championships, the International Triathlon Union Grand Final and the Edmonton International Athletics Festival through community activation and city beautification.

# Branch — Community and Recreation Facilities

## Program - Facility Operations Operating Impacts of Capital

FUNDED

### Results to be Achieved

This package will enhance Livability with new Community Recreation Centres, the addition of River Valley amenity buildings, park access and trails.

Clareview Community Recreation Centre is expected to have an attendance of 625,000, while the Meadows Community Recreation Centre is expected to welcome 725,000 annual visits.

River Valley Operations will service an additional 2761 square meters of park access and trails in the River Valley.

### Description

This package includes:

1. Clareview Community Recreation Centre - \$597K, 19.0 FTE's for full operations of the facility in October 2014
2. The Meadows Community Recreation Centre - \$1.251M, 29.1 FTE's for full operations of the facility in September 2014
3. River Valley Operations - \$241K, 2.3 FTE's for servicing of the new Louise Mckinney Riverfront Plaza building, Victoria Park pavillion, services/utilities, pathways, trails at Louise Mckinney Riverfront Park and Queen Elizabeth Park
4. Reduction of (\$45K) of one time budget for the Edmonton Valley Zoo

### Background

The operating impacts of capital projects require funding to ensure programs and services are delivered to Edmonton upon completion of the Capital projects.

1&2) Clareview and The Meadows Community Recreation Centres received Council approval Dec 2008 as part of the 2009-11 Capital Budget Process.

3) The River Valley amenity buildings, park access and trails approved by Council in the 2009-11 Capital Budget Process as part of the River Valley Renewal \$19.5M project.

4) Reduction of one time start-up costs no longer required for the Edmonton Valley Zoo Entry Wander

### Options

1&2) Clareview and The Meadows Community Recreation Centres are owned and operated by the City of Edmonton and require funding to animate and program the facilities in order to offset operating costs of the facilities.

3) The River Valley is a City of Edmonton attraction and natural area and requires servicing to maintain safety in the River Valley. Programming and animation in the River Valley also provide citizens affordable and accessible leisure activities for citizens.

4) No options, as this is a one-time reduction.

### Implications of Not Funding

Impacts of not funding include under-utilization of new, renovated or expanded facilities, lost revenue due to a lack of ability to book space, inability to meet programming demands in new, renovates or expanded facilities, inability to maintain park and trail spaces, safety concerns and reduction in the quality/frequency of customer service.

incremental (\$000)	2014				2015				2016				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
New Budget	4,482	\$ 2,438	2,044	50.4	-	\$ -	-	-	-	\$ -	-	-	-
Annualization	6,548	7,556	(1,008)	73.3	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 11,030</b>	<b>9,994</b>	<b>1,036</b>	<b>123.7</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Branch — Community and Recreation Facilities

## Program - Facility Operations

FUNDED

### Aquatic Safety Standards and Practices

#### Results to be Achieved

This service package will address the funding required to enhance the safety of citizens at City aquatic facilities through additional lifeguards, increased safety measures and training for staff and an enhanced public education and awareness program for water safety. This initiative aligns with the Council goal of Improving Edmonton's Livability and ensuring Edmonton is a safe City.

#### Description

This package includes \$2.5M and 56 FTE's (19 permanent FTE's and 37 non-permanent FTE's) to provide increases to staffing levels (lifeguards) that will be required to meet the new aquatic industry standards, and the recommendations that have been identified in the City of Edmonton's Aquatic Safety Report (released in November 2012).

The cost of this service package is being off-set over 3 consecutive years by increases in aquatic service fees of 5%.

#### Background

In 2012, a series of events prompted a review of the entire aquatic operations within the City. The internal review included a critical analysis of both internal/external factors which may be changing and impacting aquatic operations, in order to identify improvement opportunities for aquatic facilities. An emergency incident review as well as a review by the Lifesaving Society was also conducted.

In addition, regulatory standards regarding the number of lifeguards per user in pools, as well as the length of time a lifeguard is on the deck before a change of duties occur were changed to enhance safety of aquatic facility users. The Community and Recreation Facilities Branch presently operates, programs and offers public swim with on-duty lifeguards in 19 aquatic facilities at Community Recreation and Leisure Centres across the City. Our aquatic facilities have a vast array of features from single tank outdoor pools, such as Oliver Outdoor Pool, to large multi tank operations such as Terwilligar Community Recreation Centre which features a children's play area, a leisure pool with a lazy river, a waterslide, a 50m competition tank and diving platforms.

#### Options

This initiative is in response to changes to regulatory standards and recommendations arising from the Aquatic Safety Report. This initiative needs to be undertaken to ensure public safety and regulatory compliance.

#### Implications of Not Funding

If this program is not funded, the City of Edmonton will be unable to comply with regulations, recommendations and industry standards in aquatic facilities with the current operating hours and programs. This could result in significant liability for the City and safety issues for our citizens. We will not be able to provide an environment for the public that meets evolving safety standards. Closure of facilities or significant reduction of operating hours would be required to meet the standards while maintaining the current lifeguard staffing levels.

incremental (\$000)	2014				2015				2016		
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net
New Budget	2,524		2,524	56.0	\$ -	-	-	-	\$ -	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,524</b>	<b>-</b>	<b>2,524</b>	<b>56.0</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>

# Branch — Community and Recreation Facilities

## Program - Civic Events Tour of Alberta

FUNDED

### Results to be Achieved

The Tour of Alberta is a six day professional level bicycle race that is modelled after other international races such as the Tour de France. The race starts in Edmonton and travels over 850 kilometres and ends in Calgary six days later. The event is expected to draw up to 16 elite cycling teams, some of the same teams which competed in the Tour de France. The race will feature athletes from more than 20 countries and will attract competitors, spectators and media to the City of Edmonton. There is the potential for significant exposure and economic impacts. This event would contribute to The Way We Live objectives of hosting world leading sports and entertainment events that attract a local, regional and global audience (2.6) and promoting Edmonton's role as Alberta's capital city (1.5.6).

### Description

This package includes ongoing funding of \$250K to fund civic services including road closures, bus detours, corporate communications plans and Edmonton Police Services during the event.

### Background

On April 10, 2013, City Council approved an increase of \$250K one-time funding for the 2013 Tour of Alberta. Administration was also directed to seek on-going funding to support the The Tour of Alberta through the 2014 operating budget discussions. However, if the Tour of Alberta does not proceed in 2014, then funding for the race will be returned.

The estimated operating budget for the Tour of Alberta is approximately \$7 million with \$250K being asked of the City of Edmonton on an on-going basis to support the direct costs associated with the Edmonton leg of the race.

### Options

Impacts of not funding include 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.

### Implications of Not Funding

If on-going funding is not provided to support the Tour of Alberta, the City of Edmonton will likely not be the start or finish city for the annual event and risks being dropped from the circuit completely going forward.

incremental (\$000)	2014				2015				2016				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
New Budget	250		250	-	\$ -	-	-	-	\$ -	-	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 250</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Branch — Community and Recreation Facilities

## Program - Civic Events

FUNDED

### FIFA 2014 & 2015 Women's World Cup Events

#### Results to be Achieved

The successful hosting of world-class events is a significant way to enhance Edmonton's global reputation, the number one goal in The Way We Prosper. As well it will offer considerable economic benefits to Edmonton and will expose millions of international viewers to our city through broadcast coverage. This package will allow the City to provide the necessary support to ensure the success of the 2014 & 2015 FIFA Women's World Cup while instilling a strong sense of civic pride in our citizens.

#### Description

This funding is required to ensure that Edmonton meets the demands of these events at an international standard. Funding may be used to stage the community festivals and celebrations in support of the FIFA events to be held in 2014 and 2015. These may include: animating Churchill Square and providing host beautification such as street banners, decoration, and special flower beds to enhance the experiences of athletes, coaches, visitors and citizens. It will also support enhanced efforts to engage and activate Edmontonians and instill a strong sense of civic pride. Staff will work with FIFA organizers and Soccer Canada to achieve success beyond the FIFA event by enhancing our City's reputation as a great host city and place where visitors are welcomed and wish to return.

#### Background

Edmonton has been awarded two major international events in 2014 and 2015 by FIFA, the international governing body for soccer, and the Canadian Soccer Association. The level of integration between City departments, liaison with the international sport federations and the complexity of civic services, require Edmonton to successfully meet the internal and external demands at an international standard.

#### Options

Community and Recreation Facilities Branch will lead the coordination of civic services and community activations related to the FIFA events. An integrated and coordinated approach to services will ensure event organizers gain access to the services they need and instill a strong sense of confidence in Edmonton's ability as a host city. The Community Services Department works collaboratively with Corporation Communications and Intergovernmental and External Affairs to promote and enhance our City's reputation for hosting events at the international level and providing the highest calibre of services.

#### Implications of Not Funding

If funding is not provided, it will impact the success of these events and will have a negative impact on Edmonton's reputation as an excellent host city. As a result, Edmonton's ability to attract future international and national events will be significantly reduced, impeding other efforts underway to improve Edmonton's global reputation.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	600		600	2.5	130		130	-	(730)		(730)	(2.5)
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 600</b>	<b>-</b>	<b>600</b>	<b>2.5</b>	<b>\$ 130</b>	<b>-</b>	<b>130</b>	<b>-</b>	<b>\$ (730)</b>	<b>-</b>	<b>(730)</b>	<b>(2.5)</b>



# Branch — Community and Recreation Facilities

## Program - Civic Events

FUNDED

### 2014 International Triathlon Union Grand Final

#### Results to be Achieved

The City of Edmonton has been awarded the 2014 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. The economic impact to the City of Edmonton is significant.

#### Description

The package includes \$1.4M in funding for the local organizing committee including costs associated with civic services.

In addition, the City of Edmonton will cover any capital infrastructure development and improvements. This service package does not include any capital improvements that may be required to upgrade the lake to ITU standards, which has been funded through the 2013 Spring Supplemental Capital Budget Adjustment.

#### Background

At the 2013 Budget discussions, City Council approved \$600K one-time funding of the \$2 Million requested to support the operations of the local organizing committee for the 2014 ITU Grand Final. These funds will off-set costs associated with civic services, race operations, marketing, administration, water quality and testing and ITU sanctioning fee, for a total operating budget of approximately \$5 million (\$2 million from the City and \$3 million from other orders of government / fundraising efforts). This service package is for the balance of the funding (\$1.4M).

#### Options

Being selected as the host city for the 2014 Grand Final, Edmonton will become a standard city on the Triathlon Series Circuit, in the company of World Class cities like Auckland, London and Madrid. Having the Triathlon Grand Final will further establish Edmonton as the home of triathlon in Canada.

#### Implications of Not Funding

Impacts of not funding include the likelihood of the local organizing committee will not be in a position to fund the operating costs associated with hosting the 2014 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)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,400		1,400	-	\$ (1,400)	-	(1,400)	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,400</b>	<b>-</b>	<b>1,400</b>	<b>-</b>	<b>\$ (1,400)</b>	<b>-</b>	<b>(1,400)</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Branch — Community Standards

## Introduction

Community Standards enhances a livable city by supporting safe and clean communities that meet the standards and expectations of citizens. This is accomplished by seeking voluntary compliance to identified standards, together with education, awareness, and, where necessary, enforcement initiatives.

Community Standards contributes to the *Way We Live* plan by delivering bylaw awareness programs and providing fair and consistent enforcement. This past year brought a 75% increase in snow bylaw investigations. *Snow Angels* grew threefold with volunteers helping seniors clear snow covered sidewalks. Staff at the Animal Care & Control Centre maintained pet licence numbers at 105,000 while reducing cat euthanasia by 10%. Capital City Clean Up engaged volunteers, business and community groups in helping to maintain a clean, livable city, with the *Adopt-a-Block* program contributing more than 15,800 volunteer hours to cleanup efforts across the city.

The work of the Branch is delivered by two main program areas:

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

**Enforcement & Program Services** upholds the safe use and enjoyment of parkland, public spaces and private property by gaining compliance to municipal Bylaws and Provincial Acts within Edmonton. For example:

Community Standards Peace Officers improve road safety and curtail environmental impacts through a vehicle load safety program, signage and litter enforcement, and noise abatement efforts. Animal Care & Control Officers ensure cats and dogs are properly licensed and resolve pet behaviour concerns such as barking and biting. Park Rangers sustain and preserve the River Valley park and trail systems, ensuring safe and enjoyable use of recreational spaces.

Complaint & Investigation Bylaw Officers support property maintenance, business ownership and parking standards. Areas of concentration include: resolving nuisance property conditions, controlling noxious weed infestations, managing graffiti vandalism, remedying snow-on-sidewalks and supporting the Public Safety Compliance Team.

Program Services center efforts on informing the community about the principles of responsible pet ownership and property maintenance; promoting opportunities for volunteerism; and encouraging people to be 'good neighbours.' Well-informed and engaged citizens support compliance efforts and contribute to making Edmonton a better city.



# Branch — Community Standards

## Approved 2014 Budget - Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	4,068	3,537	4,537	1,000	28.3
<b>Total Revenue &amp; Transfers</b>	<b>4,068</b>	<b>3,537</b>	<b>4,537</b>	<b>1,000</b>	<b>28.3</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	11,056	12,015	12,247	232	1.9
Materials, Goods & Supplies	823	1,334	1,334	-	-
External Services	4,544	4,765	4,813	48	1.0
Fleet Services	785	919	923	4	0.4
Intra-municipal Services	2,558	2,740	2,981	241	8.8
Utilities & Other Charges	761	841	841	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>20,527</b>	<b>22,614</b>	<b>23,139</b>	<b>525</b>	<b>2.3</b>
<b>Net Operating Requirement</b>	<b>\$ 16,459</b>	<b>\$ 19,077</b>	<b>\$ 18,602</b>	<b>\$ (475)</b>	<b>(2.5)</b>
<b>Full-time Equivalents</b>	141.1	147.1	147.1	-	

## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. \$1,000

Increases are due to increased volumes from pet licences, business licences and parking fines through the use of new and improved technology. These efforts, coupled with educational support programs, will increase compliance.

### Expenditures & Transfers - Changes

#### Personnel \$232

Movement within salary ranges and changes in benefits.

#### External Services \$48

Increase is primarily due to Inflation on Paladin Parking enforcement contract.

#### Fleet Services \$4

An increase of \$4 is attributed to fuel costs increase.

#### Intra-municipal Services \$241

Increase is primarily due to increased costs associated with building maintenance, custodial and litter-pick up services.

# Branch — Community Standards

## Approved 2014 Budget – Program Summary (\$000)

### Animal Care & Pest Management

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

Animal Care & 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 will work to maintain the high percentage of pets saved and will seek to improve the ratio of mosquitos treated per ha/FTE.

#### Cost Drivers

Stray animal pick up / return rates  
Environmental conditions (pest & mosquito control)  
Contract service hours

#### Service Standards

The program ensures the safekeeping of approximately 8,000 dogs, cats and other domestic animals found at-large in Edmonton including veterinarian care, return-to-owner services and public awareness programs. It also provides mandatory animal sheltering, works with service partners to ensure all adoptable pets find new homes, and delivers Pest Management including mosquito control program and ongoing insect/disease study, identification & monitoring services.

#### Resources

(\$000)

	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 3,365	\$ 3,219	\$ 3,219	\$ 3,719
Expenditure & Transfers	4,863	5,299	5,491	5,619
Subtotal	1,498	2,079	2,272	1,900
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 1,498	\$ 2,079	\$ 2,272	\$ 1,900
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		-	-	-
Union		21.3	24.3	24.3
Temporary		13.7	13.7	13.7
Full - Time Equivalents		37.0	40.0	40.0

#### 2013 Services

The Animal Care & Control Centre continued a downward trend for cat and dog intake numbers (14%). Return to Owner rates for cats rose slightly (2%) and fewer cats were euthanized (10%). Valid pet licences remain steady at approximately 105,000. More than 10,000 hectares of public and private property were treated as part of the mosquito control program.

#### Changes in Services for 2014

Core services in 2014 will remain consistent with previous years, though the program will improve dog-off-leash area monitoring.

# Branch — Community Standards

## Approved 2014 Budget – Program Summary (\$000)

### Enforcement & Program Services

Link to 10-Year Strategic Goals



#### Results to be Achieved

Enforcement & Program Services provides Bylaw and Peace Officer investigation services, integrated education programs, and targeted programs to support property maintenance and litter reduction. The program will target an increase in the ratio of compliance notices to tickets, a reduction in the number of homeless camps, and a decrease in litter.

#### Cost Drivers

Change in legislation/standards  
Environmental conditions (snow and weed control)  
Population growth

#### Service Standards

Enforcement & Program Services seeks awareness and compliance with Council bylaws including: Bylaw 14614 - Public Places Bylaw, Bylaw 14600 - Community Standards Bylaw, Bylaw 13777 - Waste Management Bylaw, Bylaw 13145 - Animal Licensing and Control Bylaw, Bylaw 13138 - Business Licence Bylaw, Bylaw 12800 - Zoning Bylaw, Bylaw 2202 - Parkland Bylaw, Bylaw 5590 - Traffic Bylaw, and Provincial Acts including: MGA, Enviro Protection, Traffic Safety, and Liquor.

#### Resources

(\$000)

	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 703	\$ 318	\$ 318	\$ 818
Expenditure & Transfers	15,664	15,759	17,123	17,520
Subtotal	14,961	15,441	16,805	16,702
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 14,961	\$ 15,441	\$ 16,805	\$ 16,702
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		5.0	5.0	5.0
Union		89.6	92.6	92.6
Temporary		7.5	7.5	7.5
Full - Time Equivalents		104.1	107.1	107.1

#### 2013 Services

The program implemented education/volunteer/enforcement efforts supporting a 9.4% reduction in large litter on city streets, and Bylaw and Peace Officers carried out more than 118,000 investigations and inspections (7% increase). The snow season resulted in a 75% increase in investigations for snow on sidewalk complaints. Capital City Clean Up (CCCU) was supported by more than 7400 volunteers, and Adopt-a-Block contributed more than 15,800 volunteer hours toward cleanups. Dedicated enforcement/education programs resulted in a 43.5% reduction in graffiti vandalism since 2010 and a threefold increase in the Snow Angels program.

#### Changes in Services for 2014

Core services in 2014 will remain consistent with previous years, and the program will expand the river valley homeless camp removal program.



# Branch — Community Strategies and Development

## Introduction

Community Strategies and Development invests in the passion and resilience of Edmonton's people. Through social planning and service delivery, the Branch ensures every resident, regardless of age, ability or place of origin, is engaged, included and afforded equal opportunity to thrive in their communities.

The Branch achieves this vision by sharing leadership and expertise with communities and the corporation using a collaborative and consultative model. Whether strengthening the capacity of a community of interest, coordinating resources through the City's grant programs, or planning Edmonton's next park or community facility, the Branch works right along-side the very residents who stand to benefit. This investment helps communities become self-sufficient today, to remain sustainable into the future.



The work of the Branch is delivered by four program areas:

**Communities of Interest** builds individual and community capacity by encouraging residents to participate in Edmonton's diverse range of civic and community opportunities and to contribute to Edmonton as an inclusive and welcoming city for all citizens.

This program area delivers services and events in accordance with many Council initiatives and advisory boards, including: Aboriginal Relations, Advisory Board on Services for Persons with Disabilities/Special Needs, Child Friendly Edmonton, Edmonton Aboriginal Urban Affairs Committee, Edmonton Youth Council, Immigration and Settlement, Multicultural Capacity Building, Multicultural Centres, Next Gen, Racism Free Edmonton, Salute to Excellence, Seniors portfolio, and Volunteer Engagement.

**Community Investment** allocates, monitors and coordinates the distribution of over \$20 million in grants and funding to strengthen the not-for-profit sector and support the delivery of programs and preventive social services. The program works with internal and external stakeholders, along with other funding entities, to ensure resources align with City priorities. Working collaboratively, Community Investment participates in capacity building to support individuals, groups and agencies to ensure programs and services are meeting community needs and improving the quality of life of Edmontonians.

Areas of focus are: Family and Community Support Services Programs (FCSS), Grants and Funding Administration, partner relations, capacity building and the Community Services Advisory Board.

**Business Strategy and Community Initiatives** strengthens community partnerships through the development of key policy, business planning and performance measurement frameworks. The program's external focus is on community-led projects and initiatives where the program develops policy, undertakes research and evaluation, conducts market research, and supports information management.

The program has facilitated many leading edge initiatives including WinterCity Strategy, Edmonton Active Recreation and Sports Policy, Poverty Elimination Strategy and The Way We Live Implementation Plan.

**Park and Facility Development** focuses on strategy and concept-phase coordination of Community Services capital program priorities. This program area provides capital planning services to the Community Services Department and partners for a wide range of park and facility needs - District Activity Parks and Community Recreation Facilities; Neighbourhood Parks and Specialty Facilities; River Valley Parks and Facilities; and Capital Budget and Infrastructure. The program includes new development / rehabilitation of recreation facilities, district park renewal, partner projects on parkland, composite programs and ongoing warranty / deficiency work.

Examples of the work of the area include capital planning for Clareview and The Meadows Community Recreation Centres and District Park Development, park and facility renewal projects such as Borden Park, John Fry Park, and Mill Woods District Park, and planning projects such as Queen Elizabeth Park Master Plan.

# Branch — Community Strategies and Development

## Approved 2014 Budget - Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 137	\$ 127	\$ 342	\$ 215	169.3
Grants	15,048	14,900	14,845	(55)	(0.4)
Transfer from Reserves	50	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>15,235</b>	<b>15,027</b>	<b>15,187</b>	<b>160</b>	<b>1.1</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	12,608	13,818	13,941	123	0.9
Materials, Goods & Supplies	521	613	528	(85)	(13.9)
External Services	2,427	2,412	2,623	211	8.7
Intra-municipal Services	1,591	290	380	90	31.0
Utilities & Other Charges	611	613	592	(21)	(3.4)
Grants	22,529	23,000	24,661	1,661	7.2
Subtotal	40,287	40,746	42,725	1,979	4.9
Intra-municipal Recoveries	-	(648)	(286)	362	(55.9)
<b>Total Expenditure &amp; Transfers</b>	<b>40,287</b>	<b>40,098</b>	<b>42,439</b>	<b>2,341</b>	<b>5.8</b>
<b>Net Operating Requirement</b>	<b>\$ 25,052</b>	<b>\$ 25,071</b>	<b>\$ 27,252</b>	<b>\$ 2,181</b>	<b>8.7</b>
<b>Full-time Equivalents</b>	138.7	138.3	137.3	(1.0)	

## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. \$215

Increase is due to increase in Joint-Use program administration and approval of McCauley School Package.

#### Grants \$(55)

Correction for federal Racism Free grant to actuals amount received as agreement was completed in 2012.



# Branch — Community Strategies and Development

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## Budget Changes for 2014 (\$000)

### Expenditures & Transfers - Changes

#### Personnel \$123

Increase is due to movements within salary ranges and changes in benefits offset by other personnel adjustments.

#### Material, Goods & Supplies \$(85)

Decrease is due to savings to reflect actual usage of direct materials.

#### External Services \$211

Increase is due to approved McCauley School - Multicultural Centre Package and offset by a reduction of general, professional and consulting services.

#### Intra-municipal Services \$90

Increase is primarily due to increased charges for staffing support, printing and corporate security charges.

#### Utilities & Other Charges \$(21)

Decrease is due to reduction of hosting, food services and communications.

#### Grants \$1,661

Increase is due to approved service packages for Partner Capital Grant Program and WinterCity Implementation Plan and inflation for partnership and community grant programs.

#### Intra-municipal Recoveries \$362

Decrease due to correction for capital cost recoveries for non eligible conceptual studies costs.

### Full-time Equivalents - Changes

Decrease in 1 permanent FTE position as part of personnel adjustments to reconcile fully funded positions.

# Branch — Community Strategies and Development

## Approved 2014 Budget – Program Summary

(\$000)

### Communities of Interest

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

This program ensures Edmonton is an inclusive and welcoming city for citizens from diverse backgrounds. This program seeks to increase the number of programs and services that are inclusive and accessible and to ensure that citizens are able to access amenities and services that will improve their quality of life.

#### Cost Drivers

Primary cost drivers are the number of programs offered, as well as the number of projects which arise from City Council, The Way We Live Implementation Plan and/or other Branch's requests for services.

#### Service Standards

The goal of this program area is to build individual and community capacity by engaging residents to participate in Edmonton's diverse range of civic and community opportunities, and to support the City and its many community partners to ensure Edmonton continues to be an inclusive and welcoming city for all citizens.

This program area delivers services and events in accordance with many Council initiatives and advisory boards, including: Aboriginal Relations, Advisory Board on Services for Persons with Disabilities/Special Needs, Child Friendly Edmonton, Edmonton Aboriginal Urban Affairs Committee, Edmonton Youth Council, Immigration and Settlement, Multicultural Capacity Building, Multicultural Centres, Next Gen, Racism Free Edmonton, Salute to Excellence, Seniors portfolio, and Volunteer Engagement.

#### Resources

(\$000)

	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 203	\$ 55	\$ 55	\$ 200
Expenditure & Transfers	4,519	4,526	5,536	5,926
Subtotal	4,316	4,471	5,481	5,726
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 4,316	\$ 4,471	\$ 5,481	\$ 5,726
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		2.0	2.0	2.0
Union		28.2	28.8	28.8
Temporary		0.4	0.4	0.4
Full - Time Equivalents		31.6	32.2	32.2

#### 2013 Services

In 2013, the program area has started and/or completed the following: supported innovative volunteer management practices; supported the multicultural and Aboriginal communities in accessing or developing physical spaces to meet and recreate; implemented the Seniors' Centres Plan (ongoing); developed a Child and Youth strategy for use within the City; developed opportunities for women (including Women's Symposium); ongoing implementation of the Racism Free Edmonton Action Plan; developed the City of Edmonton Seniors Strategy; and developed the McCauley Intercultural Centre Plan.

#### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years, with additional focus on: development of the concept for an Aboriginal Welcome Centre; implementation of Phase Two of the Seniors Assisted Transportation Model; support of intercultural, community-based hubs that support communities of interest (e.g. Africa Centre & McCauley School); development of the City of Edmonton Seniors Strategy; increase in the funding for the Seniors Centre Investment Grant; implementation of the Vision for an Age-Friendly Edmonton Action Plan; development of a community based Immigration and Settlement Strategy; and renewal of the City's Urban Aboriginal Strategy.

# Branch — Community Strategies and Development

## Approved 2014 Budget – Program Summary (\$000)

### Community Investment

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Community Investment coordinates and distributes over \$20M in grants and funding for the provision and strengthening of not-for-profit service delivery. The program aims to conscientiously evaluate, allocate, monitor, and coordinate resources and program assistance for individuals, groups and agencies who improve the quality of life for the city.

#### Cost Drivers

Primary cost drivers are the number of partners with whom the program area works, as well as the number of grant programs and identified needs of not-for-profit groups.

#### Service Standards

Community Investment adheres to Council Policies/plans, including: Community Services Advisory Board Bylaw (11926), Community Investment Grant Bylaw (14157), Community Investment Grants to Organizations and Individuals (C211F), Family and Community Support Services Program (C417A), Community Facility Partnership Capital Grant Program (C562), Community League Grants Policy (C502A), Immigration and Settlement Policy (C529), and Seniors Centre Plan.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 14,845	\$ 14,845	\$ 14,845	\$ 14,845
Expenditure & Transfers	22,153	22,281	23,022	24,229
Subtotal	7,308	7,436	8,177	9,384
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 7,308	\$ 7,436	\$ 8,177	\$ 9,384
Management		-	-	-
Professional/Technical/Union Exempt		1.0	1.0	1.0
Union		13.0	13.0	13.0
Temporary		-	-	-
Full - Time Equivalents		14.0	14.0	14.0

#### 2013 Services

In 2013, the program area has started and/or completed the following: lead Phase Two of a review of the Family and Community Support Services (FCSS) program; implemented the new funding management system for grants and funding; reviewed the Community Investment Operating Grant (CIOG) priorities and guidelines; provided core FCSS funding to 67 social service agencies for 90 programs for a total of \$12.3M; provided Community Investment Operating Grants to 237 not-for-profits in the multicultural, sport/recreation, and social services; recommended 7 capital projects that Council approved through the Community Facility Partnership Capital Grant Program; allocated over 100 Emerging Immigrant and Refugee Community grants totalling \$629,000 for community and collaborative projects, space and community events; and within the Senior Centre Investment Program, allocated 14 operating (totalling \$1.3M) and 12 facility conservation (totalling \$358K) grants.

#### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years, with additional focus on the implementation of the recommendations from the FCSS review and the Review of the Seniors Centre Investment Program. A service package has been approved for 2014 to increase the funding available for the Community Facility Partner Capital Grant Funding Program by \$1 million to facilitate the increased demands.

# Branch — Community Strategies and Development

## Approved 2014 Budget – Program Summary (\$000)

### Business Strategy and Community Initiatives

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

This program provides leadership to the department through business planning, performance measurement and department services, as well as through strengthening community partnerships through key policies and plans. In the provision of these services to front-line branches, the program works to deliver the highest standards of customer service and stakeholder consultation.

#### Cost Drivers

This program area's primary cost drivers are the number of projects, initiatives and plans that arise from City Council, The Way We Live Implementation Plan and/or other Branch's requests for services.

#### Service Standards

Business Strategy and Community Initiatives has two distinct service areas: Internal - lead department-focused planning, measurement, processes, reporting, contracts and web services and initiatives; and External - lead/facilitate transformational initiatives, develop policy, conduct leading edge research and provide qualitative evaluation.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 79	\$ 76	\$ 76	\$ 76
Expenditure & Transfers	7,459	7,093	7,241	7,661
Subtotal	7,380	7,017	7,165	7,585
Intra-municipal Recoveries	-	-	(150)	(150)
Net Operating Requirement	\$ 7,380	\$ 7,017	\$ 7,015	\$ 7,435
Management		4.0	4.0	4.0
Professional/Technical/Union Exempt		8.0	8.0	8.0
Union		38.0	37.0	37.0
Temporary		1.0	1.0	1.0
Full - Time Equivalents		51.0	50.0	50.0

#### 2013 Services

The following projects and services have been completed by the program area: lead the development of the Edmonton Active Recreation and Sport Policy; partnered to build multi-tenant spaces for not-for-profit organizations (including Jerry Forbes and iHuman); implemented an enhanced performance based operating budget process for Community Services; lead development and implementation of a Departmental performance measures framework, including contribution to the Citizens' Dashboard; developed the WinterCity Implementation Plan; and coordinated the development of a Recreation User Fee Policy.

The program area is continuing work on: development of the Enterprise Square Galleries partnership; development of a Social Development Framework and leading the development of the community-driven Poverty Elimination Strategy.

#### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years, with additional focus on the coordinated implementation of Edmonton's WinterCity Strategy.

# Branch — Community Strategies and Development

## Approved 2014 Budget – Program Summary (\$000)

### Park and Facility Development

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Park and Facility Development provides capital planning services to the Community Services Department as it relates to a wide range of park and facility needs. This program aims to maintain the percentage of citizens who feel they are able to access City amenities and services that will improve their quality of life, as well as maintain the percentage of capital projects facilitated through partnerships. It is this program's goal to complete all capital project work on time and on budget.

#### Cost Drivers

Primary cost drivers are the number of projects, initiatives and plans that arise from City Council and The Way We Live Implementation Plan, as well as Branch's requests for services and as a result of aging infrastructure.

#### Service Standards

The program area includes funding for the Community Facility Partner Capital Grant Program and the Community League Infrastructure grants. The program area delivers Council Approved plans for park and facility development by defining the program needs in conjunction with community partners and staff, and completing master plans, functional programs and business cases during the Concept Phase of capital project development. Staff represent the operating Branch's interests during the design and building phases to ensure the original program intent is maintained and final products meet the needs/expectations of park and facility users.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 108	\$ 73	\$ 51	\$ 66
Expenditure & Transfers	6,156	8,639	4,947	4,909
Subtotal	6,048	8,566	4,896	4,843
Intra-municipal Recoveries	-	(498)	(498)	(136)
Net Operating Requirement	\$ 6,048	\$ 8,068	\$ 4,398	\$ 4,707
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		5.0	5.0	4.0
Union		32.0	32.0	32.0
Temporary		3.1	3.1	3.1
Full - Time Equivalents		42.1	42.1	41.1

#### 2013 Services

In 2013, the program area has undertaken a number of projects, including several projects identified in the Recreation Facility Master Plan (2005-2015), i.e. Clareview and The Meadows Community Recreation Centres and District Activity Parks, planning for the Borden Park Natural Swimming Experience and the Coronation Community Recreation Centre; assessing and mapping the condition of Parks Infrastructure; implementing the Neighbourhood Park Development Program and Outdoor Aquatic Amenities Development; planning for improvements to Edmonton River Valley Parks and Facilities including the Queen Elizabeth Park Master plan; implementing the Valley Zoo Master Plan (Zoo Entry and Wander project); supporting partner capital investments; and managing the Department's capital budget process.

#### Changes in Services for 2014

Services in 2014 will remain consistent with previous years, with an increased emphasis on the 2015-2018 Capital Budget preparation and concept phase development for the 2015-2018 capital priorities.

# Branch — Community Strategies and Development

## Program - Community Investment Community Facility Partner Capital Grant Program

FUNDED

### Results to be Achieved

The Community Facility Partner Capital Grant Funding Program provides City Council with an objective and consistent method to fund a portion of infrastructure based partner projects that enhance the quality of life through a full range of services and programs in Edmonton's community facilities. This program supports partner capital projects of the following types: Preserve (Capital Maintenance/ Rehabilitation), Enhance (Expansion/Redevelopment), Build New (Construction of a New Facility) and Project Planning. Given historical trends, a continued uptake to this grant program is anticipated in 2014. Increased funding in this grant program will help achieve the objectives of policy C562 - Community Facility Partner Capital Grant Program more effectively by encouraging more projects of partners which augments the City's efforts in the provision of direct and indirect services for citizens.

### Description

Between years 1 and 2 of the program, the number of applications has more than doubled. It is anticipated as the awareness of this program continues to grow, the number of applications and value of projects will continue to increase as well. An internal review of the grant program took place after the 2012 program cycle, and, as a result, the 2013 grant program reduced its project cost threshold on project planning projects from \$200,000 to \$50,000 - allowing more planning type projects to be considered for funding. Furthermore, Administration committed to City Council that once the 2013 grant program cycle was completed, a more comprehensive external review of Policy C562 and its Procedures would be undertaken. The program is currently funded at \$1 million annually.

### Background

For year 1 of the program (2011), 8 organizations applied for funding, for a total of 9 projects valued at \$6.8M (Grant requests of \$1.7M representing 25% of total project costs). Following a review of eligibility and evaluation, 6 projects were funded in 2011 totalling \$709K in grant funding representing \$2.8M partner projects. Year 2 of the program (2012) had more than double the organizations and funding requests than in year 1 - 18 organizations applied for funding valued at \$23M (Grant requests of \$4.7M representing 25% of total project costs). In Year 3, 14 organizations were considered for the grant program, 3 of which were multi-year funded organizations from 2011/12, leaving 11 new projects for consideration in the 2013 grant program. As a result of the 2013 grant program, 7 eligible projects are being recommended to City Council on September 18, 2013, totalling \$1,056,500 (entire 2013 grant budget) representing \$9.63 million in Partner Projects or 11% of partners total project costs. Although the City's grant funding amounts to 11% of partner total projects, the 7 organizations recommended for funding in 2013 requested less than 25% in project costs. As such, the City's 2013 grant awards amount to 81% of partners grant funding requests.

### Options

The increased funding request will attract more Arts & Heritage, Multi-cultural, Recreation/Amateur Sport, Seniors, and Social Services/Community Development organizations to apply to the grant program and will help to serve more community partners. Increasing the funding of this grant program would also offer City Council more options to allocate more grant funding to organizations over 2, 3 or 4 year terms, allowing approved groups to have predictable funding source to support their projects.

### Implications of Not Funding

If the Service Package is not approved, this grant program will continue to support community partners with their projects as best as possible within the current budget.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	1,000	-	1,000	-	\$ -	-	-	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,000</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Branch — Community Strategies and Development

## Program - Business Strategy and Community Initiatives McCauley School - Multicultural Centre

FUNDED

### Results to be Achieved

This service package is to fulfill the City's intent to lease the McCauley School from the Edmonton Public School Board (EPSB) to support the development of a space that will serve as a "community hub", and to demonstrate a "shared services" model for non-for-profit organizations - an efficient way to respond for demand for space for community groups. It aligns with corporate outcomes of improving Edmonton's livability ("Complete communities that are strong, inclusive and have accessible services") and a well-managed city ("deliver valued services in an efficient manner"). This request speaks to the Multicultural Facility Development Program supported by Council in 2009 and Council Report 2012SC0952 (which identified the need for a proposed New Canadian Multicultural Centre).

### Description

This package addresses an opportunity to implement an innovative model of meeting space needs for not-for-profit organizations that would not otherwise have the ability to rent space at fair market value. It includes building maintenance, custodial and utilities costs, to be covered by the City, for 2014 (\$350K). There currently are 3 multicultural tenants renting space in the building, and the City will work to bring in additional tenants with the goal of the facility being cost recoverable by year 3. In response to City office space constraints, opportunities to house City staff in this community space will be explored. From a neighbourhood revitalization perspective, the initiative will fulfill the conditions for building a diverse, vibrant and reinvigorated community through arts and culture activities and social entrepreneurs.

### Background

EPSB has expressed interest in offering the McCauley School for lease to the City. Information on the building including assessment of building conditions, current tenant and utilities and maintenance cost were reviewed. Since consistent maintenance has been carried out by Edmonton Public, this facility is in outstanding condition. In addition, the Multicultural Health Brokers Co-op along with 5 partner organizations have submitted a proposal indicating their interest to lease the building for as a Centre for Intercultural Learning.

### Options

Unable to identify any suitable space in central Edmonton at that time, this opportunity to lease and repurpose McCauley School addresses this multicultural facility development strategy at the same time as it aligns with the goals of the McCauley Revitalization Project. This is an opportunity to complement other initiatives currently in development in different quadrants of the City (ex. Africa Centre, Clareview and Southeast Edmonton). This initiative also supports the City Policy on Diversity and Inclusion which mandates a lead role for the City in collaboration with community partners to catalyze initiatives that engage and enhance the capacity of the newcomer, multicultural community in Edmonton.

### Implications of Not Funding

If funding is not approved, the City will have to support the prospective tenant organizations to leverage funding so that they can lease the building and explore other options with EPSB where the City is not the leaseholder.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 350	200	150	-	\$ 50	75	(25)	-	\$ 25	50	(25)	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 350</b>	<b>200</b>	<b>150</b>	<b>-</b>	<b>\$ 50</b>	<b>75</b>	<b>(25)</b>	<b>-</b>	<b>\$ 25</b>	<b>50</b>	<b>(25)</b>	<b>-</b>



# Branch — Community Strategies and Development

## Program - Business Strategy and Community Initiatives WinterCity Implementation Plan

FUNDED

### Results to be Achieved

The funded Service Package will allow for vital planning and preparation activities to take place in 2014 through 2016, including the hosting of the International Winter Cities Conference 2015. Full-time temporary or contract staff will be required to coordinate and provide administrative support to this initiative. Successful implementation of this plan requires both investing some new funds and ensuring City and community partners reallocate existing monies and resources using a winter lens. Investing in the ten-year WinterCity Implementation Plan will not only capitalize on Edmonton's existing winter assets, but will also see improved economic and social outcomes for Edmonton year-round, resulting in an improved quality of life and place.

### Description

The following projects require funding in 2014, with the total ask (one time and ongoing) for these four projects is \$495K in 2014:

- Increase cross-country ski trail grooming service levels in the river valley, and enhance ski trail connectivity between river valley parks in support of the 'End to End' ski trail vision (\$80K Base, \$15K One-time);
- Prepare a business plan to drive the creation of a Winter Festival Facilitating and Nurturing Body (\$125K ongoing);
- Host an international winter cities conference in Edmonton in 2015 (\$275K One-time in 2014, \$125K One-time in 2015);
- Prepare a framework to implement a coordinated and integrated lighting program, including costs (One-time of \$250K in 2015);

Additional projects for 2015/2016 are in the planning stages. These projects support the larger vision and direction of the City and its partners to positively impact the quality of life for Edmontonians in winter. (Community Services report CR\_374)

### Background

The WinterCity Implementation Plan was developed under the leadership of the WinterCity Advisory Council and with working groups that include representation from all City departments and various community partners. The purpose of the Implementation Plan is to translate the strategic direction contained in the For the Love of Winter vision document into specific actions over a 10-year timeframe. It also identifies leads, suggested partners, timeframes, progress measures, and opinions of probable cost. The Implementation Plan contains 64 actions, divided among the 10 goals of the WinterCity Strategy. These actions were prioritized by community members and City of Edmonton employees at an in-depth, facilitated workshop. The implementation of the WinterCity Strategy is championed and overseen by the WinterCity Advisory Council, and was created following approval of the WinterCity Strategy by City Council in October 2012, with the WinterCity Coordinator the co-lead for all actions in the Plan.

### Options

An option is to postpone funding the actions. However, this would slow down the momentum of the initiative and important ground would be lost in terms of engagement with stakeholders and the envisioned culture shift. Implementation of the WinterCity Implementation Plan will require the support of many civic departments and branches.

### Implications of Not Funding

Funding this service package would protect the investment to date. The WinterCity initiative has built up significant momentum that would be jeopardized if this service package is not approved. More specifically, not funding this service package request would significantly impact the ability to successfully plan, prepare and ultimately host the International Winter Cities Conference. This would impact the City's ability to live up to an international commitment, as well as jeopardize successful implementation of the WinterCity Strategy. In addition, it would be a lost opportunity to profile Edmonton as a leading winter city.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 495	-	495	-	\$ 85	-	85	-	\$ (375)	-	(375)	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 495</b>	<b>-</b>	<b>495</b>	<b>-</b>	<b>\$ 85</b>	<b>-</b>	<b>85</b>	<b>-</b>	<b>\$ (375)</b>	<b>-</b>	<b>(375)</b>	<b>-</b>

# Branch — Fire Rescue Services



## Introduction

Through the protection of life, property and the environment, Fire Rescue Services strives to improve the livability of all Edmontonians. The provision of internationally-recognized frontline fire rescue services, fire prevention programs and public education make the city a safer and healthier place. Fire Rescue plays a key role in supporting The Way We Live plan by providing services that contribute to Edmonton being a safe city.

Fire Rescue Services strives to meet or exceed National Fire Protection Association standards, as outlined in the Fire Rescue Master Plan, City Policy C523A. It also works toward continuous improvement by maintaining accredited agency status, as granted through the Commission on Fire Accreditation International.

In 2012, Fire Rescue Services responded to 37,221 total dispatched events, including 23,678 medical event responses, 8,740 rescue event responses, 3,078 fire suppression event responses and 1,725 hazardous material event responses. Response time in less than eight minutes for the deployment of a full first alarm assignment was 80% of the time, a decline from 86% in 2011 and 88% in 2010, and below the Fire Rescue Master Plan service level target and National Fire Protection Association standard of 90%.



The work of the Branch is delivered by five program areas:

**Fire Rescue Operations** provides front-line firefighter response to a range of emergency events, including life threatening medical events and fire events, such as: structure fires, non-structure fires, industrial fires, vehicle fires and wildland interface fires. Fire crews also respond to motor vehicle collisions, technical rescues, industrial rescues, river response calls, static ice calls, citizen assist calls and animal rescues. A hazardous material unit crew responds to emergencies involving high hazard rail, industrial and commercial events while administering the Air Monitoring Unit and Chemical, Biological, Radiological, Nuclear and Explosives programs. The Fire Rescue Operations service delivery model is designed to provide public safety coverage to the community 24 hours a day, 7 days a week, 365 days a year.

**Office of Emergency Management** creates, implements and maintains an all hazards emergency management program that includes mitigation, preparedness, response and recovery planning, training and exercises. Procedures exist to conduct situational analysis and activate the primary and alternate Emergency Operations Centres. The program delivers Incident Command System, Emergency Operations Centre and Emergency Management courses according to accreditation and best practices; creates, evaluates and revises emergency plans, oil and gas plans and directives, business continuity plans procedures and capabilities through exercises and workshops and in conjunction with external stakeholders; and develops, coordinates and implements plans and procedures to support and disseminate information to our community before, during and after an incident through emergency social services and emergency preparedness.

**Public Safety** enforces and complies with provincial and federal legislation for the safety and security of people and property by providing oversight of the risk assessment model, conducting fire prevention inspections, delivering public education programs and completing fire investigations. This program also provides advocacy to other orders of government in improving safety, specifically regarding 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.

**Technical Services** evaluates incoming emergency calls for Fire Rescue response, dispatches resources, provides emergency response communications support during emergency events, provides public safety technology and delivers mapping services. Technical Services also manages Fire Rescue's accreditation and environmental programs.

**Training and Logistics:** 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 knowledge of an ever-changing 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 joint Health and Wellness program for Fire Rescue members.



# Branch — Fire Rescue Services



## Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 2,472	\$ 497	\$ 502	\$ 5	1.0
Grants	22	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>2,494</b>	<b>497</b>	<b>502</b>	<b>5</b>	<b>1.0</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	139,197	142,789	146,212	3,423	2.4
Materials, Goods & Supplies	6,219	6,099	6,254	155	2.5
External Services	9,658	10,953	11,453	500	4.6
Fleet Services	8,722	9,445	9,959	514	5.4
Intra-municipal Services	214	586	616	30	5.1
Utilities & Other Charges	1,603	1,765	1,771	6	0.3
Transfer to Reserves	-	-	-	-	-
Subtotal	165,613	171,637	176,265	4,628	2.7
Intra-municipal Recoveries	(87)	(86)	(14)	72	(83.7)
<b>Total Expenditure &amp; Transfers</b>	<b>165,526</b>	<b>171,551</b>	<b>176,251</b>	<b>4,700</b>	<b>2.7</b>
<b>Net Operating Requirement</b>	<b>\$ 163,032</b>	<b>\$ 171,054</b>	<b>\$ 175,749</b>	<b>\$ 4,695</b>	<b>2.7</b>
<b>Full-time Equivalents</b>	<b>1,177.5</b>	<b>1,180.0</b>	<b>1,186.5</b>	<b>6.5</b>	



## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### **User Fees, Fines, Permits, etc. \$5**

Increase relates to fee increases.

### Expenditures & Transfers - Changes

#### **Personnel \$3,423**

Increase of \$2,713 due to movement within salary ranges and changes in benefits and of \$710 due to operating costs associated with the new Lewis Farms Fire Station.

#### **Material, Goods & Supplies \$155**

Increase of \$105 due to inflation in Safety Equipment, Fire Fighting Equipment and Equipment Maintenance and of \$50 due to operating costs associated with the new Lewis Farms Fire Station.

#### **External Services \$500**

Increase of \$500 is required to maintain, inspect and repair fire hydrants, as per the Fire Hydrant Service Agreement (2012-2016) held between the City of Edmonton and Epcor Water Services Inc.

#### **Fleet Services \$514**

Increase of \$122 for future replacement of the fleet and an increase of \$300 for maintaining the fleet, including the addition of two fire trucks required for the new Lewis Farms Fire Station. An increase of \$92 is attributed to a fuel cost increase.

#### **Intra-municipal Services \$30**

Increase is primarily due to Corporate Properties charges.

#### **Utilities & Other Charges \$6**

Increase is due to operating costs associated with the new Lewis Farms Fire Station.

#### **Intra-municipal Recoveries \$72**

Reduction in recoveries is due to no services required for a cancelled major event.

### Full-time Equivalents - Changes

Increase of 6.5 FTEs, as identified for operations of the new Lewis Farms Fire Station.



## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Fire Rescue Operations

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Fire Rescue Operations staff provide public safety coverage to the community 24 hours a day, 7 days a week, 365 days a year. Front-line firefighters respond to a range of emergency incidents including fire suppression, medical first response, vehicle extrication, specialty rescue, water rescue, hazardous materials and environmental impact events.

#### Cost Drivers

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

#### Service Standards

The Fire Rescue Master Plan, City Policy C523A, outlines service level standards and targets.

Fire Rescue Master Plan Principle 1.1: Edmonton Fire Rescue Services shall have fire response service level targets that guide the effective and efficient allocation of resources.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 1,561	\$ 1,341	\$ 1	\$ 1
Expenditure & Transfers	119,643	122,385	122,602	127,296
Subtotal	118,082	121,044	122,601	127,295
Intra-municipal Recoveries	(9)	(69)	(69)	-
Net Operating Requirement	\$ 118,073	\$ 120,975	\$ 122,532	\$ 127,295
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		-	-	-
Union		1,021.0	1,021.0	1,027.5
Temporary		-	-	-
Full - Time Equivalents		1,023.0	1,023.0	1,029.5

#### 2013 Services

- Eight minute or less response time for the deployment of a full first alarm assignment of a minimum of 16 firefighters on scene at a fire suppression incident, 90% of the time: 76.8%\*
- Seven minute or less response time for arrival of first pumper company at fire rescue incidents, 90% of the time: 80.8%\*

\* January 1 - June 30, 2013 Services

#### Changes in Services for 2014

An operating impact of capital service package for the on-going funding required to operate and maintain the new Lewis Farms fire station facility is being put forward as part of the 2014 budget. The funding of 6.5 FTEs is being requested for 2014.



## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Office of Emergency Management

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The Office of Emergency Management is responsible for ensuring the City of Edmonton is prepared for, can respond to and recover from all hazards including natural disasters, technological incidents and human caused incidents. In order to be ready, the program conducts training and exercises with city staff and stakeholders on a regular basis.

#### Cost Drivers

- Number of incidents.
- Number of Emergency Operations Centre activations.
- Number of Emergency Social Services activations.
- Number of training protocols/sessions.

#### Service Standards

The City of Edmonton's Municipal Emergency Plan, City Policy C508, provides an overall strategy for the management of major emergencies or disasters affecting Edmonton. City of Edmonton Bylaw 14737 provides for the direction and control of the City of Edmonton's emergency operations under the Alberta Emergency Management Act. The Office of Emergency Management is legislated under the Alberta Emergency Management Act - Section 11.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 24	\$ -	\$ -	\$ -
Expenditure & Transfers	829	866	1,127	1,051
Subtotal	805	866	1,127	1,051
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 805	\$ 866	\$ 1,127	\$ 1,051
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		4.5	7.0	7.0
Union		-	-	-
Temporary		-	-	-
Full - Time Equivalents		5.5	8.0	8.0

#### 2013 Services

- Number of COE employees participating in emergency preparedness training and exercises: 282\*
- Number of citizens at emergency preparedness events: 12,000\*
- Number of emergency guides distributed: 2,671\*
- Number of Emergency Operations Centre activations: 3\*
- Number of Emergency Social Services activations: 1\*
- Number of people assisted by Red Cross, supported by Fire Rescue: 192\*

\* January 1 - June 30, 2013 Services

#### Changes in Services for 2014

Core services in 2014 will remain consistent with previous years.





## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Public Safety

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Public Safety enforces and complies with provincial and federal legislation for the safety and security of people and property by conducting fire prevention inspections, delivering public education programs and completing fire investigations. Other functions vary from reviewing building and area structure plans to fire safety complaints response.

#### Cost Drivers

- Number of Quality Management Plan fire inspections to be completed.
- Number of fire prevention programs delivered.
- Number of fire investigations required.

#### Service Standards

Fire Rescue Master Plan Principle 3.1: Edmonton Fire Rescue Services shall have a City Council approved and Alberta Safety Codes Council endorsed Quality Management Plan (QMP). The QMP establishes service delivery standards, responsibilities and the minimum performance criteria to be provided by the Municipality under the Safety Codes Act. Fire prevention inspection frequencies are based on a risk assessment instrument using the variables of probability and consequence.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 511	\$ 380	\$ 396	\$ 400
Expenditure & Transfers	16,750	16,862	18,536	18,778
Subtotal	16,239	16,482	18,140	18,378
Intra-municipal Recoveries	(18)	(11)	(11)	(11)
Net Operating Requirement	\$ 16,221	\$ 16,471	\$ 18,129	\$ 18,367
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		1.0	2.0	2.0
Union		58.0	58.0	58.0
Temporary		-	-	-
Full - Time Equivalents		60.0	61.0	61.0

#### 2013 Services

- Quality Management Plan inspections completed, maximum risk occupancy (level 4): 1,665\*
- Quality Management Plan inspections completed, high risk occupancy (level 3): 4,805\*
- Number of investigated fires: 438\*
- Number of file searches/false alarm/miscellaneous jobs: 6,223\*
- Number of business license inspections: 439\*
- Number of development plan reviews: 240\*
- Fire hydrant service agreement cost for 2013 services is \$10,400,000.

\* January 1 - June 30, 2013 Services

#### Changes in Services for 2014

Core services in 2014 will remain consistent with previous years.



# Branch — Fire Rescue Services



## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Technical Services

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

This program is responsible for evaluating incoming emergency calls for Fire Rescue response, dispatching resources, providing emergency response communications support during emergency events, providing public safety technology and delivering mapping services. Technical Services also manages Fire Rescue's accreditation and environmental programs.

#### Cost Drivers

- Number of emergency incident response call events managed.
- 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.

#### Service Standards

The Fire Rescue Master Plan, City Policy C523A, outlines service level standards and targets.

Fire Rescue Master Plan Principle 1.1: Edmonton Fire Rescue Services shall have fire response service level targets that guide the effective and efficient allocation of resources.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	7,651	8,967	9,032	8,776
Subtotal	7,651	8,967	9,032	8,776
Intra-municipal Recoveries	-	(3)	(3)	-
Net Operating Requirement	\$ 7,651	\$ 8,964	\$ 9,029	\$ 8,776
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		2.0	2.0	2.0
Union		50.0	50.0	50.0
Temporary		-	-	-
Full - Time Equivalents		53.0	53.0	53.0

#### 2013 Services

- 90 second or less call evaluation and dispatch time for fire rescue events, 90% of the time: 95.9%\*
- Will manage in excess of 37,000 emergency calls for Fire Rescue response.
- Maintenance of branch environmental management systems in accordance to the ISO 14001 standard.
- Management of annual compliance reporting process to maintain international accreditation through Center for Public Safety Excellence.
- Management of public safety technology assets, including portable and mobile radios across all fire stations and frontline apparatus units.

\* January 1 - June 30, 2013 Services

#### Changes in Services for 2014

Core services in 2014 will remain consistent with previous years.



## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Training and Logistics

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Training is responsible for the recruitment and training of new firefighters, as well as maintaining certifications, occupational skills and ongoing career development. Logistics coordinates 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.
- Number of fire stations, facilities, apparatus fleet and inventory, personal protective equipment, safety equipment and supplies to be logistically managed.

#### Service Standards

Fire Rescue Master Plan Principle 2.1: Fire Rescue Services shall implement inclusive recruitment practices that reach out to the entire community and utilize hiring standards that attract and select the best and most qualified candidates.

Fire Rescue Master Plan Principle 2.2: Fire Rescue Services shall ensure personnel possess required core competencies, maintained and upgraded through ongoing training, education and certification.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 398	\$ 75	\$ 100	\$ 101
Expenditure & Transfers	20,740	19,162	20,340	20,364
Subtotal	20,342	19,087	20,240	20,263
Intra-municipal Recoveries	(60)	(3)	(3)	(3)
Net Operating Requirement	\$ 20,282	\$ 19,084	\$ 20,237	\$ 20,260
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		3.0	2.0	2.0
Union		32.0	32.0	32.0
Temporary		-	-	-
Full - Time Equivalents		36.0	35.0	35.0

#### 2013 Services

- Over 60 training programs delivered, including: recruit and promotional classes, apparatus operations, driver training and core competency courses. Over 90,000 hours of practical, classroom and e-Learning training received by firefighters.
- Managed, in partnership with Fleet Services, over 100 Fire Rescue apparatus units. Managed, in partnership with Project Management & Material Services, facility needs for 28 fire stations. Managed the personal protective equipment, safety equipment and supply needs of over 1,000 firefighters.
- Fleet Services cost for 2013 services is \$9,445,000.

#### Changes in Services for 2014

Core services in 2014 will remain consistent with previous years.

# Branch — Fire Rescue Services



FUNDED

## Program - Fire Rescue Operations

### Operating Impacts of Capital - Lewis Farms fire station

#### Results to be Achieved

This service package improves the livability of Edmontonians by providing services for a safe city through protecting property, people and the environment and minimizing impact of fires. It also helps sustain Edmonton's environment by minimizing impacts of hazardous material breaches on air, land and water systems.

Specific performance measures expected to improve as a result of funding this service package include fire and first medical response times to Lewis Farms and its surrounding community, full first alarm response times on a city-wide basis and the percent of hazardous material recovered at events involving chemical spills and releases.

With the Lewis Farms fire station operational, Fire Rescue's capacity for first unit fire and medical event response will improve in this community and surrounding area. First unit service will be provided to a level or standard of other populated areas of the City and keep current units within their primary area of response coverage. In addition, the ninth ladder unit will support city-wide coverage as a responder to full first alarm fire events.

#### Description

This service package identifies the on-going funding required to operate and maintain the new Lewis Farms fire station facility. This service package also identifies operating cost impacts due to increased demand on existing services, driven by population and physical growth of the City. FTEs required are outlined as:

- 25.0 FTEs to staff a pumper truck crew, effective September, 2015.
- 15.0 FTEs to staff a ladder truck crew, effective September, 2014.
- 5.0 FTEs to staff additional District Chiefs for a fifth fire district, effective September, 2014.

#### Background

The Lewis Farms fire station capital project was approved by City Council in December, 2011. The Fire Rescue Master Plan outlines fire response service level targets (Principle 1.1) and the strategic station based deployment model (Principle 1.3). Edmonton Fire Rescue Services has been operating with:

- a) eight ladder units since 2005; in recent years there has been noticeable increasing numbers of low-rise and high-rise properties throughout the city, including residential suburbs;
- b) four fire districts since 1993; six fire stations have opened since. The District Chief's span of staff control is diminished with each fire station they are responsible for and firefighter safety can be compromised due to the District Chief's role as Safety Officer and Incident Command at fire events.

#### Options

Fire Rescue is the only service provider for front-line firefighter response to a range of emergency events, including: all fire events, motor vehicle collisions, technical rescues, industrial rescues, river response calls, static ice calls, citizen assist calls, animal rescues. Fire Rescue also provides first emergency response to life threatening medical events in support of Alberta Health Services and as outlined in the Chain of Survival.

#### Implications of Not Funding

Not funding staffing for the new Lewis Farms fire station will negate the opening of this facility. Other implications of not funding this service package, together with additional variables such as population and physical growth, will impact service delivery levels and increase the level of risk.

Fire Rescue Services works towards the City Council endorsed service level target of eight minute or less response time for the deployment of a full first alarm assignment, 90% of the time. This service level has been declining. As at June 30, the year to date service level for 2013 is 77%, a decrease from 80% in 2012, 86% in 2011 and 88% in 2010.

Incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 766	-	766	6.5	\$ 902	-	902	8.3	\$ -	-	-	-
Annualization	1,825	-	1,825	13.5	1,804	-	1,804	16.7	-	-	-	-
<b>Total</b>	<b>\$ 2,591</b>	<b>-</b>	<b>2,591</b>	<b>20.0</b>	<b>\$ 2,706</b>	<b>-</b>	<b>2,706</b>	<b>25.0</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Branch — Neighbourhoods, Parks, and Community Recreation

## Introduction

Neighbourhoods, Parks and Community Recreation works directly with citizens in the neighbourhoods in which they live to promote a culture of civic engagement, build great neighbourhoods, enhance family and community capacity, coordinate service delivery, operate and maintain parks, enhance the urban forest, and invest in revitalization initiatives.

Neighbourhoods, Parks and Community Recreation plays a key role in supporting The Way We Live plan. In 2013, the Branch continued to work with Edmontonians to create great neighbourhoods (implemented revitalization strategies in McCauley, Central McDougall / Queen Mary Park, Jasper Place, and Alberta Avenue), managed vibrant communities (managed 920 parks) and sustainable parks (oversaw 9,512 ha of park space and natural areas), provided services to 4,700+ citizens to connect them to resources and to build capacity, and lead inclusive community recreation programs (ran 172 Green Shack playground programs).



The work of the Branch is delivered by four program areas:

**Neighbourhoods, Parks and Community Recreation Districts** maintains parks and open spaces throughout the year to keep the city attractive and active. The program uses technology and best practices to enhance the quality of green spaces while respecting the environment. The City is committed to clean, well maintained park and recreational spaces. Regular maintenance keeps these spaces safe and offers opportunities to exercise, fitness, and leisure to improve quality of life for Edmontonians. The program also supports community building by offering organizational development, information and referral, and parkland development services to neighbourhood community groups and organizations. The program ensures that recreational opportunities are available at the neighbourhood and community level by supporting community-run programs, and filling gaps where communities are unable to offer recreational programming.

**Forestry, Beautification and Environmental Management** maintains and enhances the urban forest by monitoring and caring for inventoried assets using best management arboriculture standards, and fosters citizen stewardship through public education and participatory programs. The program also coordinates beautification initiatives such as Communities in Bloom that foster civic pride, and coordinates the ISO 14001 certified Environmental Management System that ensures environmental standards are maintained.

**Family and Community Support** works collaboratively with key community partners to develop and deliver preventive social services that build individual, family and community capacity. It aims to build caring, inclusive and safe communities where people are connected to the resources they need to thrive and realize their potential. This is accomplished through assessment and Short Term Counselling, Community Building Social Work, Domestic Violence Intervention Teams, Elder Abuse Intervention team, Family Violence/Community Development, and Neighbourhood Empowerment Teams.

Community-led and City-supported, **Great Neighbourhoods** improves the livability of Edmonton's neighbourhoods by working with communities to create a vision, and through revitalization strategy implementation and activities invests and creates infrastructure and services for those communities. Building a great city one neighbourhood at a time, Great Neighbourhoods provides support for the neighbourhood renewal program by guiding neighbourhood redevelopment and physical improvement that creates the space for communities to congregate, to do business, to be safe, and to enjoy. The program is ideally placed to serve as the central coordinator for city services, ensuring the effective connection in a given neighbourhood of transportation, drainage, bylaw enforcement, land-use planning and other services. The program also makes Edmonton's mature neighbourhoods more sustainable through its work with the Edmonton Community Sustainability Coalition (ELEVATE). Together, creative solutions are found to share resources, break down barriers, and build partnerships. Great Neighbourhoods is also the City's liaison with the Edmonton Federation of Community Leagues which enhances the City's ability to work within a neighbourhood to affect change.



# Branch — Neighbourhoods, Parks, and Community Recreation

## Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 1,930	\$ 1,586	\$ 1,612	\$ 26	1.6
Grants	2,617	1,512	1,490	(22)	(1.5)
Transfer from Reserves	451	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>4,998</b>	<b>3,098</b>	<b>3,102</b>	<b>4</b>	<b>0.1</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	36,194	39,232	40,997	1,765	4.5
Materials, Goods & Supplies	5,552	5,516	6,519	1,003	18.2
External Services	3,934	3,316	3,540	224	6.8
Fleet Services	7,335	7,420	8,392	972	13.1
Intra-municipal Services	1,252	1,145	1,219	74	6.5
Utilities & Other Charges	2,441	2,363	2,813	450	19.0
Transfer to Capital	-	-	1,000	1,000	100.0
Transfer to Reserves	1,102	-	-	-	-
Subtotal	57,810	58,992	64,480	5,488	9.3
Intra-municipal Recoveries	(2,982)	(1,801)	(1,905)	(104)	5.8
<b>Total Expenditure &amp; Transfers</b>	<b>54,828</b>	<b>57,191</b>	<b>62,575</b>	<b>5,384</b>	<b>9.4</b>
<b>Net Operating Requirement</b>	<b>\$ 49,830</b>	<b>\$ 54,093</b>	<b>\$ 59,473</b>	<b>\$ 5,380</b>	<b>9.9</b>
<b>Full-time Equivalents</b>	570.8	590.6	614.5	23.9	

## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. \$26

Increase is due to rate increases for picnic, sports fields rentals and community programming.

#### Grants (\$22)

The decrease is to align the budget for the provincial grant revenue for Domestic Violence Intervention Team with actual amount to be received.



# Branch — Neighbourhoods, Parks, and Community Recreation

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## Budget Changes for 2014 (\$000)

### Expenditures & Transfers - Changes

#### Personnel \$1,765

Increase is due to \$1,204 of operating costs for new capital construction and contributed parklands, \$275 for Green Shack program and \$286 from movements within salary ranges, benefit increases and other personnel adjustments.

#### Material, Goods & Supplies \$1,003

Increase in materials is primarily due to operating costs for new capital construction and contributed parklands

#### External Services \$224

Increase in contract work is primarily due to operating costs for new capital construction and contributed parklands.

#### Fleet Services \$972

Increase of \$713 for future replacement of the fleet and an increase of \$194 for maintaining fleet. An increase of \$65 is attributed to a fuel cost increase. The increase over 2013 is related to growth equipment and fleet replacement.

#### Intra-municipal Services \$74

Increase is primarily due to increased charges for staffing support and corporate security.

#### Utilities & Other Charges \$450

Increase in utilities is due to inflation and operating costs for new capital construction and contributed parkland.

#### Transfer to Capital \$1,000

Increase of \$1,000 for fleet purchases.

#### Intra-Municipal Recoveries (\$104)

Increase is due to higher volumes of tree removals, tree replacements, pruning and ground maintenance.

### Full-time Equivalents - Changes

Increase in FTEs are the result of increased operating costs for new capital construction 15.1, contributed parkland 4.0 and Green Shack program 7.0 offset by other personnel adjustments of (2.2). Of the new FTEs, 7.0 are permanent and 19.1 are temporary positions.

# Branch — Neighbourhoods, Parks, and Community Recreation

## Approved 2014 Budget – Program Summary

(\$000)

### Program Name - Neighbourhoods, Parks and Community Recreation Districts

Link to 10-Year Strategic Goals



### Results to be Achieved

This program ensures functional, safe, clean public spaces and parks throughout the city, offers community building through organizational development and community based recreation programs, and works to maintain high citizen satisfaction with parks and green spaces maintenance as well as registered programs.

### Cost Drivers

Number of programs  
Number of parks  
Park usage

### Service Standards

The program will maintain 47.1 ha of turf per FTE, conduct 5-18 annual cut cycles for turf (varied by inventory type), adhere to ISO 14001 standards, offer subsidy of 75% for low cost summer programs, and manage 874 parks.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 1,546	\$ 1,272	\$ 1,309	\$ 1,328
Expenditure & Transfers	36,653	35,511	38,990	43,315
Subtotal	35,107	34,239	37,681	41,987
Intra-municipal Recoveries	(579)	(283)	(281)	(301)
Net Operating Requirement	\$ 34,528	\$ 33,956	\$ 37,400	\$ 41,686
Management		6.0	6.0	5.0
Professional/Technical/Union Exempt		2.0	2.0	2.0
Union		186.1	193.7	197.7
Temporary		217.2	225.4	243.4
Full - Time Equivalents		411.3	427.1	448.1

### 2013 Services

This program maintained 4,260 ha of turf, 1,577,990 sq.m. of flowers and shrub beds, 1,661 sports fields and 405 playgrounds. Community Recreation Coordinators worked in partnership with 156 community leagues to offer community based recreation programs through 293 summer camps. It coordinated, supported and consulted with over 500 community groups and agencies on neighbourhood projects and effectively managed 41 off-leash areas. The program also provided a multi-disciplinary, ecological approach to the management of plant health problems and serviced amenity buildings and washroom access including snow removal around parking lots and facilities. It additionally increased maintenance of turf, horticulture, sportsfields, playgrounds, parking and trail assets in response to the increased new capital projects and contributed assets.

### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. Maintenance of turf, horticulture, sportsfields, playgrounds, parking and trail assets will increase due to new capital projects and contributed assets that will require implementation and maintenance. With the elimination of funding for the provincial Summer Temporary Employment Program (STEP), the first priority for the Green Shack program will be the high-needs communities.



# Branch — Neighbourhoods, Parks, and Community Recreation

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Forestry, Beautification and Environmental Management

Link to 10-Year Strategic Goals



### Results to be Achieved

The program improves Edmonton's neighbourhoods by protecting, maintaining and planting a sustainable forest, coordinating beautification initiatives, and upholding environmental regulations with the aim of achieving 100% of the tree pruning target and to achieve a 20% urban tree canopy.

### Cost Drivers

Number of hectares  
Tree Canopy  
Number of annuals and perennials

### Service Standards

The program oversees the ISO 14001 certified Environmental Management System, establishes, implements and maintains the Urban Forest Management Plan with the aim to achieve a 20% urban canopy, and ensures an average of 50-year lifespan for trees, supported by Corporate Tree Policy # C456A, and Urban Parks Management Plan, that adhere to the Corporate Health Promotion Program.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 885	\$ 298	\$ 277	\$ 284
Expenditure & Transfers	12,358	10,808	11,373	12,473
Subtotal	11,473	10,510	11,096	12,189
Intra-municipal Recoveries	(2,403)	(1,410)	(1,520)	(1,604)
Net Operating Requirement	\$ 9,070	\$ 9,100	\$ 9,576	\$ 10,585
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		3.0	3.0	3.0
Union		56.5	60.0	63.0
Temporary		26.7	27.2	27.1
Full - Time Equivalents		87.2	91.2	94.1

### 2013 Services

The program ensured the safety and health of the urban forest and optimization of assets and their life cycle - 49,475 trees were pruned. It encouraged grassroots beautification of the city - managed and maintained 309,000 ornamental trees. The program also managed natural environments and greening of the city - over 16,000 trees were planted towards the 20% urban canopy target. Furthermore, it evaluated and implemented workplace health and wellness initiatives and increased forestry services, including greening operations due to new capital projects and contributed assets. As well, it upgraded and planted 4 existing parks to standard and supported local Communities in Bloom program with over 2100 front yards in bloom nominations. It created conditions to ensure a 50-year lifespan for trees, through a positive Tree Health Assessment. The program also, developed and launched an enhanced tree planting initiative - Root for Trees.

### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. The program will continue the implementation of the Root for Trees initiative and development of a City-wide greening plan. Forestry services, including greening operations (pruning, watering, fertilizing, nursery), will increase due to new capital projects and contributed assets that will require implementation and maintenance.

# Branch — Neighbourhoods, Parks, and Community Recreation

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Family and Community Support

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The program collaborates with key community partners to help develop and deliver preventive social services that build individual, family and community capacity, resulting in 85% of community groups reporting increased capacity. The program builds caring, inclusive, and safe communities, contributing to 95% of citizens feeling safe.

#### Cost Drivers

Growth in the number of people served  
Number and complexity of social issues

#### Service Standards

The program assesses and delivers appropriate preventive social services city-wide to individuals, families and communities, in collaboration with other funders, agencies and government bodies. This includes partnerships aimed at delivering collaborative services with Edmonton Police Services and other partners involving the Domestic Violence Intervention Team (DVIT), Neighbourhood Empowerment Teams (NET), and Elder Abuse Intervention Team.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 2,560	\$ 1,512	\$ 1,512	\$ 1,490
Expenditure & Transfers	6,003	5,261	5,386	5,428
Subtotal	3,443	3,749	3,874	3,938
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 3,443	\$ 3,749	\$ 3,874	\$ 3,938
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		1.0	3.0	3.0
Union		50.0	48.0	48.0
Temporary		0.3	0.3	0.3
Full - Time Equivalents		52.3	52.3	52.3

#### 2013 Services

NET reduced property and violent crime indicators at targeted locations. DVIT, in partnership with EPS, responded to over 800 individuals involved in high risk domestic violence situations. The program also provided services to 4,700+ citizens to connect them to resources and to build capacity to address problems. The Elder Abuse Intervention Team educated 400 professionals, improved public awareness and worked directly with 190 seniors. Community Development for the Prevention of Family Violence educated 250 professionals on family violence prevention. Community Building social workers partnered with more than 110 networks and mobilized more than 2,200 community contacts to improve services to vulnerable populations. The Empower U community program (financial literacy and asset building) has expanded, leveraging matched savings of over \$145K and training over 115 facilitators.

#### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. The program will continue to respond to increasing need for services for emerging at risk populations with increasingly complex community and social needs and will continue to collaborate with the Capital Region Housing Corporation to develop programming and activity strategies for the Capital Region Housing Corporation's residential City leased tenant centres. It will strengthen and expand community partnerships to respond to increasing demand.

# Branch — Neighbourhoods, Parks, and Community Recreation

## Approved 2014 Budget – Program Summary

(\$000)

### Program Name - Great Neighbourhoods

Link to 10-Year Strategic Goals



### Results to be Achieved

The program improves the livability of Edmonton's neighbourhoods by making physical and social infrastructure improvements, builds community capacity in Edmonton's high-need neighbourhoods, coordinates the effective and efficient delivery of City services and, through partnerships, improves the sustainability of Edmonton's mature neighbourhoods.

### Cost Drivers

Number of people and neighbourhoods served  
Number of projects

### Service Standards

The program oversees 4 neighbourhood revitalizations, works with communities to support walkability, and acts as the City's Liaison to Edmonton Federation of Community Leagues (EFCL) in implementing the Partnership Agreement and the Tri-Partite License Agreement. It also implements the Great Neighbourhoods Framework and Great Neighbourhoods Corporate Capital Program. The outcome of this work is an increased corporate collaboration and coordination in service delivery and capital projects.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 7	\$ -	\$ -	\$ -
Expenditure & Transfers	2,796	2,837	3,243	3,264
Subtotal	2,789	2,837	3,243	3,264
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 2,789	\$ 2,837	\$ 3,243	\$ 3,264
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		8.0	8.0	8.0
Union		11.0	11.0	11.0
Temporary		-	-	-
Full - Time Equivalents		20.0	20.0	20.0

### 2013 Services

This program led the implementation of 4 Council-approved revitalization initiatives including the investment of \$350,000 in over 60 community led projects. It invested \$23 million in neighbourhood revitalization projects and \$2 million in neighbourhood improvements coordinated with Transportation and Drainage. It coordinated 6 corporate projects including McCauley Top 5 Strategies, Kinder Morgan Vegetation Management, Mid-City Trailer Park, and Corporate Approach to Wayfinding, involving 14 City branches. It developed 8 community walking maps. It provided Corporate strategic advice and support to City Departments engaging Edmonton Federation of Community Leagues (EFCL). The program also worked with its partners to implement the ELEVATE governance model and recommendations.

### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. The program will enhance the livability of Edmonton's neighbourhoods by continuing to collaborate to advance the neighborhood agenda for Edmonton, both internally and with external partners such as the Edmonton Community Sustainability Coalition and EFCL.

# Branch — Neighbourhoods, Parks, and Community Recreation

## Program - Neighbourhoods, Parks and Community Recreation Districts Operating Impacts of Capital 2014

FUNDED

### Results to be Achieved

This service package allows for the maintenance and operations of new and renewed park inventory, turf lifecycle maintenance, tree planting and naturalization, landscaping, facility snow removal, community development, River Valley renewal, and the operational costs of the Council approved Outdoor Aquatic Strategy, as well as William Hawrelak Park Lake redevelopment. Maintenance is required for previously approved capital projects that are now coming on-line. This initiative aligns with the Council goal of Improving Edmonton's Livability and ensuring Edmonton is an attractive and safe city.

### Description

This service package identifies the on-going funding required to operate and maintain the 2014, Council approved, capital profiles with significant parks projects requiring ongoing maintenance of these new assets. In addition, this funding will also provide for the required cycles of mowing and trimming in parks and roadways inventories. 15.1 FTEs (6.0 permanent and 9.1 temporary) are required to manage and maintain the increase in the amount of turf, horticulture, sportsfields, playgrounds, parking, and trail assets. These approved projects include:

Meadows and Clareview Recreation Facilities and Abbottsfield Recreation Centre  
Park renewal and pavilions for Borden Park, Castledowns Park, John Fry Park, Millwoods Park, and Callingwood Park.  
Tree Planting and Naturalization  
Utilities and Access Renewal  
Neighbourhood Parks and Outdoor Aquatic Strategy and Amenities – New and Renewal  
District and City Parks and Outdoor Aquatic Amenities – New and Renewal

### Operational Equipment:

This request will enable Neighbourhood, Parks and Community Recreation Branch to purchase vehicles and equipment and move away from the practice of renting vehicles and equipment or retaining them beyond their life cycle.

### Background

Operating impacts of capital are based on historical cost analysis that assigns operating costs based on service level, type of maintenance standard, design standards and historical trends. These estimates range between 1% to 4% of total capital cost. In addition, adjustments are needed to help maintain service levels and avoid the erosion of existing park maintenance cycle as Edmonton has moved from 8 years of drought growing conditions to good growing conditions and heavy rainfall for the past three years. For example, July, 2012 had the heaviest rainfall conditions ever recorded.

### Options

This is a response to the approved capital projects that will ensure the operation of park space and community development/programming is delivered to Edmontonians upon completion of capital construction and to ensure assets and public safety are protected. Operations activities, such as turf, and sports field maintenance or residential boulevard tree maintenance impact Edmontonians' appreciation of parks immediately.

### Implications of Not Funding

If this program is not funded, the City of Edmonton will be unable to avoid the erosion of existing park maintenance cycles that ensure park infrastructure is maintained to acceptable levels. Public expectations will not be met, as existing systems and processes will not be kept up to date to facilitate continued stewardship of the parks system in an efficient and effective manner.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	3,358	-	3,358	15.1	\$ (47)		(47)	9.3	\$ 427		427	4.3
Annualization	615	-	615	5.1	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,973</b>	<b>-</b>	<b>3,973</b>	<b>20.2</b>	<b>\$ (47)</b>	<b>-</b>	<b>(47)</b>	<b>9.3</b>	<b>\$ 427</b>	<b>-</b>	<b>427</b>	<b>4.3</b>

# Branch — Neighbourhoods, Parks, and Community Recreation

## Program - Neighbourhoods, Parks and Community Recreation Districts Operating Impacts of Contributed Assets 2014

FUNDED

### Results to be Achieved

This service package allows for the maintenance and operations of previously approved developer projects and other civic department and community projects that are now coming on-line. This initiative aligns with the Council goal of Improving Edmonton's Livability and ensuring Edmonton is an attractive and safe city.

### Description

This service package identifies the on-going funding required to operate and maintain the 2014 assets transferred from developers, other civic departments and community projects to the City with significant parks projects requiring ongoing maintenance of these new assets. In addition, this funding will also provide for the required cycles of mowing and trimming in parks, roadways inventories and trees. 4.0 FTEs (1.0 permanent and 3.0 temporary) are required to manage and maintain the increase in the amount of turf, horticulture, sportsfields, playgrounds and water features, park furniture and fixtures, trail and tree assets.

### Background

The impacts of assets contributed from developers are based on cost analysis that assigns operating costs based on service level, type of maintenance standard, design standards and historical trends. The contributed impact is estimated each year using a formula that approximates a 3% increase on the previous year's growth and takes into account actual inventories that are FAC'd and entered into the inventory system.

### Options

This is a response to the growth in parklands that will ensure the operation of park space and community development/programming is delivered to Edmontonians upon completion of contributed assets from developers and other partners and to ensure assets and public safety are protected. Operations activities, such as turf, and sports field maintenance or residential boulevard tree maintenance impact Edmontonians' appreciation of parks immediately.

### Implications of Not Funding

If this program is not funded, the City of Edmonton will be unable to avoid the erosion of existing park maintenance cycles that ensure park infrastructure is maintained to acceptable levels. Public expectations will not be met, as existing systems and processes will not be kept up to date to facilitate continued stewardship of the parks system in an efficient and effective manner.

Incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 379		379	4.0	\$ 390	-	390	4.1	\$ 402	-	402	4.2
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 379</b>	<b>-</b>	<b>379</b>	<b>4.0</b>	<b>\$ 390</b>	<b>-</b>	<b>390</b>	<b>4.1</b>	<b>\$ 402</b>	<b>-</b>	<b>402</b>	<b>4.2</b>

# Branch — Neighbourhoods, Parks, and Community Recreation

## Program - Neighbourhoods, Parks and Community Recreation Districts Green Shack Program

FUNDED

### Results to be Achieved

This service package will ensure the continuation of the Green Shack program which provides children throughout the city with access to quality, safe summer recreation opportunities. The new funding will extend the City's ability to hire summer students to operate the program across the city, especially in neighbourhoods with high needs and where families may not have access to other opportunities. This initiative aligns with the Council goal of Improving Edmonton's Livability and ensuring Edmonton is a safe and inclusive city.

### Description

The Green Shack program has been delivered through a cost sharing partnership between the City and community leagues and other community organizations (\$575). Community organizations relied heavily on receiving Provincial Summer Temporary Employment (STEP) grants for their portion. In 2013 the Province eliminated the STEP program and withdrew \$275 of the funding to the City's community partners. Community reaction was very negative and the Province provided one-time funding of \$150 to help sustain Green Shacks in 2013. With less funding available, City staff worked with communities to consolidate Green Shack programs and maximize efficiency wherever possible. With community organizations now unable to access Provincial funding, this service package would enable the City to sustain this critical program, focusing on the communities that need it most. \$275 would be used to offset the costs of roughly 137 part time staff during the summer (9 weeks of employment) - equivalent to 7.0 FTEs, providing the additional advantage of supporting Edmonton students to continue their education.

### Background

Community groups have indicated that they do not expect to be able to fill this funding gap in the future. In addition, a survey conducted by InterCity Forum on Social Policy identified some of the impacts on the organizations that relied on the STEP. According to the findings, about half of the organizations were planning to hire fewer summer students, and a third were planning not to hire students because of the ending of the STEP. In addition, more than one third of the organizations reported they would offer fewer free summer programs for vulnerable groups.

### Options

Administration will continue to actively work to mitigate the impacts of the Provincial grant withdrawal through continued collaboration with community partners and advocating the Provincial Government for an alternative funding model. However, since service organizations' funding is typically not provided for city-wide projects but for more area specific initiatives, a smaller scale version of the Green Shack program may be offered to a limited number of neighbourhoods.

### Implications of Not Funding

Without additional government funding, the Green Shack programs would need to be further modified. As a result, with program level reductions fewer children in vulnerable neighbourhoods will have access to free summer programs. Lower level of summer programming will lead to decreased opportunities for child and youth development. When asked how satisfied participants were with the program they expressed a high satisfaction rate (2012 -94%, 2011-95%, 2010-98%). Reducing this program could in effect deprive some citizens of a service that they highly value.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 275		275	7.0	\$ -	-	-	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 275</b>	<b>-</b>	<b>275</b>	<b>7.0</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Branch — Project Management and Maintenance Services

## Introduction

Project Management and Maintenance Services enhances the liveability of the city for all Edmontonians by supporting other departments, boards and authorities in the delivery of their capital projects by managing design and construction of buildings, facilities, attractions, parks and open spaces, maintaining the existing assets, and stewarding corporate project management knowledge and processes.

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

**Buildings Design and Construction (BDC)** represents the City and public interests in the design, construction and rehabilitation of civic facilities such as recreation centres, fire and police stations, libraries and transit facilities. Utilizing project management best practices, projects are delivered to meet the immediate and long term needs of the City while adhering to legislative requirements and City Policies. The program is a service provider to other departments, boards and authorities (e.g. Libraries, Police) by providing corporate oversight during the management of buildings and facility projects through various project phases. BDC is also used by the corporation as a resource for technical input.

**Landscape Design and Construction (LDC)** administer parks and open space projects on behalf of the City to meet the immediate and long term livability needs of citizens. This is accomplished through the use of in-house project management, design and construction resources for small and mid sized projects, supplemented with external design consultant and contractors for larger projects. The program is a service provider to other departments by providing corporate oversight while delivering parks and public green projects. LDC utilizes both external design consultants and construction contractors, and in-house design & construction resources to deliver projects.

**Facility Maintenance Services (FMS)** proactively maintains close to 900 City owned facilities including buildings, park spray decks, splash pads and river valley pedestrian bridges. Using life cycle analysis from planning to condition assessment, the goal is to maximize the life of the facility while minimizing disruption to the public. This includes energy management supporting the goals identified in the City's environmental strategic plan. The group also provides custodial services through internal and contracted resources for numerous client departments. This area also includes the Corporate Centre for Project Management, which provides a centralized, shared service for all civic employees on matters related to capital project management. Their services include: providing and continuously improving and standardizing corporate project management practices, coordinating corporate project management training and development, and stewarding corporate project management knowledge.



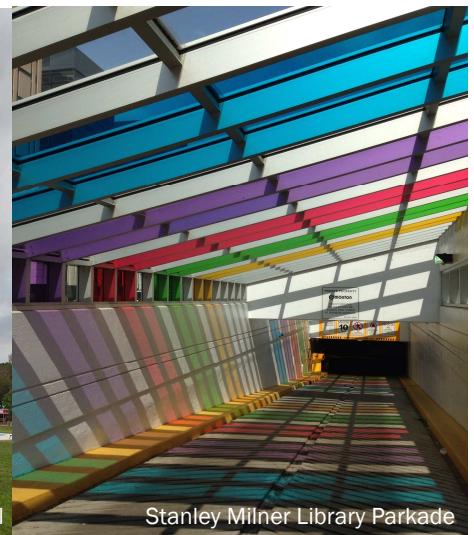
Clareview Community Recreation Centre



Jasper Place Library



Queen Elizabeth Outdoor Pool



Stanley Milner Library Parkade



## Branch — Project Management and Maintenance Services

### Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 626	\$ 492	\$ 481	\$ (11)	(2.2)
<b>Total Revenue &amp; Transfers</b>	<u>626</u>	<u>492</u>	<u>481</u>	<u>(11)</u>	<u>(2.2)</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	41,563	45,879	47,494	1,615	3.5
Materials, Goods & Supplies	6,879	6,680	7,190	510	7.6
External Services	30,810	26,299	32,442	6,143	23.4
Fleet Services	2,485	2,989	3,042	53	1.8
Intra-municipal Services	3,996	3,874	4,403	529	13.7
Utilities & Other Charges	781	1,052	1,045	(7)	(1)
Subtotal	86,514	86,773	95,616	8,843	10.2
Intra-municipal Recoveries	(42,629)	(38,000)	(41,700)	(3,700)	9.7
<b>Total Expenditure &amp; Transfers</b>	<u>43,885</u>	<u>48,773</u>	<u>53,916</u>	<u>5,143</u>	<u>10.5</u>
<b>Net Operating Requirement</b>	<b>\$ 43,259</b>	<b>\$ 48,281</b>	<b>\$ 53,435</b>	<b>\$ 5,154</b>	<b>10.7</b>
<b>Full-time Equivalents</b>	490.5	511.7	526.2	14.5	

# Branch — Project Management and Maintenance Services

## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. \$(11)

Reduction is due to correction of miscellaneous revenues (donations) which are no longer generated by the Landscape Design and Construction program area.

### Expenditures & Transfers - Changes

#### Personnel \$1,615

Increase of \$942 for operating costs for maintenance of new facilities (including tradesman, custodial and administrative staff) and \$673 from movement within salary ranges and changes in benefits.

#### Material, Goods & Supplies \$510

Increase relates to additional \$230 for supplies to meet increased demand for custodial services and \$290 for new facility life cycle maintenance requirements (including material and vehicle leases).

#### External Services \$6,143

Increase of \$2,365 relates to operating costs for contracted maintenance on new facilities, \$2,495 increase for contracted facility maintenance and custodial services (recoverable) and \$1,275 increase from re-negotiation of existing facility maintenance contracts.

#### Fleet Services \$53

An increase of \$53 is attributed to a fuel cost increase.

#### Intra-municipal Services \$529

Increase is primarily due to \$471 increased services/costs associated with PMMS facilities and offices as well as an increased cost for space rent and utilities.

#### Utilities & Other Charges \$(7)

Savings to reflect actual usage.

#### Intra-municipal recoveries \$(3,700)

Increase is due to growth in requirement for existing Facility Maintenance Services \$(2,059), for Facility Maintenance on new facilities - \$(782) - (Transit \$(542), Fire \$(74), Libraries \$(108) and Waste Management \$(58)) and \$(859) increase in anticipated recoveries from capital projects.

### Full-time Equivalents - Changes

Increase in FTEs is due to operating costs associated with maintenance of new facilities, resulting in an additional 38.0 permanent positions of which 23.5 are annualized.

# Branch — Project Management and Maintenance Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Building Design and Construction

Link to 10-Year Strategic Goals



### Results to be Achieved

Building Design and Construction (BDC) will manage \$533 million in capital projects, targeting construction that is on time, on budget and eligible for LEED Silver designation (projects greater than \$1 million). Through these efforts, the program is working to help ensure Edmonton is a well-designed, attractive city.

### Cost Drivers

Number of Capital Projects- City of Edmonton and Partner groups  
Size of Capital Projects- City of Edmonton and Partner groups

### Service Standards

BDC's main goal is to manage the delivery of client projects on-time and on-budget, while protecting the City's and the public's interests. This is accomplished by managing risks at the project and corporate levels, adhering to project management best practices, ensuring that legislative requirements and City policies are met, and ensuring that the clients and key stakeholders needs are addressed.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 1	\$ -	\$ -	\$ -
Expenditure & Transfers	7,890	8,444	8,393	8,680
Subtotal	7,889	8,444	8,393	8,680
Intra-municipal Recoveries	(7,182)	(7,400)	(7,590)	(7,654)
Net Operating Requirement	\$ 707	\$ 1,044	\$ 803	\$ 1,026
Management		4.0	4.0	3.0
Professional/Technical/Union Exempt		18.0	17.0	17.0
Union		32.0	32.0	32.0
Temporary		-	-	-
Full - Time Equivalents		54.0	53.0	52.0

### 2013 Services

This program managed the design and construction of approximately \$193 million of new buildings, facilities, and attractions, and the rehabilitation of existing infrastructure. Major projects include: Meadows and Clareview Recreation Centres & Libraries, Jasper Place & Highlands Libraries, Valley Zoo Entry & Wander, Heritage Valley Fire Station, SW Police Station and various roof replacements. It also managed various building demolitions and hazardous material abatement as required by client departments, developed conceptual and feasibility studies, and provided technical input and support to the corporation.

### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. Utilizing existing resources, the program will manage the design and construction of new buildings, facilities, attractions, and the rehabilitation of existing infrastructure. Major projects for 2014 include: Meadows and Clareview Recreational Centres, Libraries (Meadows, Clareview, Mill Woods), Kennedale Traffic Operations Building, Kennedale Eco Station, and Mill Woods Seniors Centre and Multicultural Facility.

# Branch — Project Management and Maintenance Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Landscape Design and Construction

Link to 10-Year Strategic Goals



### Results to be Achieved

Landscape Design and Construction (LDC) will manage \$30.5 million in capital projects; targeting on time, and on budget. Through these efforts, the program is working to help ensure Edmonton is a well-designed, attractive city.

### Cost Drivers

Number of Capital Projects- City of Edmonton and Partner groups  
Size of Capital Projects- City of Edmonton and Partner groups

### Service Standards

LDC's main goal is to manage the delivery of client projects on-time and on-budget, while protecting the City's and the public's interests. This is accomplished by managing risks at the project and corporate levels, adhering to project management, design and construction best practices, ensuring that legislative requirements and City policies/standards are met, and meeting client and key stakeholder needs.

### Resources

(\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ 11	\$ 11	\$ -
Expenditure & Transfers	9,511	9,987	10,611	10,587
Subtotal	9,511	9,976	10,600	10,587
Intra-municipal Recoveries	(6,198)	(7,001)	(7,467)	(7,824)
Net Operating Requirement	\$ 3,313	\$ 2,975	\$ 3,133	\$ 2,763
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		5.0	7.0	7.0
Union		62.0	61.0	61.0
Temporary		19.5	18.5	18.5
Full - Time Equivalents		87.5	87.5	87.5

### 2013 Services

The program managed the design and construction of over 200 parks and public green space projects with a value of approximately \$30.5 million. Major projects include:

- New Park Construction: Multi-Sport Tournament Site, Eaux Claires, Meadows.
- Park Renewal: John Fry, Mill Woods, Borden, Callingwood District Parks.
- Playground Conservation: repair of playground equipment at 11 playground sites.

### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. Utilizing existing resources, the program will continue to manage the design and construction of parks and public green space projects, and adopt and implement the Project Management Reference Guide to support concept, detail design and construction of green space.

# Branch — Project Management and Maintenance Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Facility Maintenance Services

Link to 10-Year Strategic Goals



#### Results to be Achieved

Facility Maintenance Services (FMS) seeks to improve the average asset condition as measured by the Facility Condition Index (FCI), maintain Maintenance funding as a percentage of replacement value of buildings in the target range of 2 to 4%, and impact citizen's perception of facility cleanliness.

#### Cost Drivers

Number of assets  
Number of Programs

#### Service Standards

This program provides maintenance services for all City buildings including boards, authorities and external clients (AHS), and operates on a partial cost recovery model. Maintenance trades: approximately 34% of all work is cost recovery and 43% of all maintenance activity is delivered by external contractors. Custodial: cost recovery of approximately 58% from EPL, EPS etc. and 64% of custodial work is delivered by external contractors.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 625	\$ 335	\$ 481	\$ 481
Expenditure & Transfers	69,113	61,705	67,769	76,349
Subtotal	68,488	61,370	67,288	75,868
Intra-municipal Recoveries	(29,249)	(22,647)	(22,943)	(26,222)
Net Operating Requirement	\$ 39,239	\$ 38,723	\$ 44,345	\$ 49,646
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		12.0	12.0	13.0
Union		325.6	348.6	363.1
Temporary		9.4	8.6	8.6
Full - Time Equivalents		349.0	371.2	386.7

#### 2013 Services

This program operated buildings and facilities infrastructure and provided custodial services for 896 buildings/facilities worth over \$5.1B. It also planned and implemented preventive and corrective maintenance; planned capital renewal and performed smaller renovation projects; hosted a Project Management conference; and created project management documentation classification for all City projects. The program responded to changes in legislation and safety regulations regarding the implementation of a Fire Door Inspection and Repair Program and initiated an Arc Flash Evaluation and Labeling Program for all existing city-owned buildings.

#### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. The program will support operations and maintenance of new buildings to be completed during 2014. Utilizing existing resources, the program will adopt and implement the Project Management Reference Guide.

# Branch — Project Management and Maintenance Services

## Branch - Project Management and Maintenance Services Program - Facility Maintenance Services Operating Impacts of Capital

FUNDED

### Results to be Achieved

In 2014, over \$319 million in new facilities are expected to be brought into service. Custodial and regular maintenance services must be provided to these facilities to ensure the efficient operations of City programs and to provide the public with a positive and safe experience in the various programs and services that are offered. These new facilities contain a variety of building components which must be inspected and serviced in accordance with regulatory and warranty requirements.

### Description

This service package is for the maintenance and custodial activities at new City of Edmonton facilities. The package is based upon a maximum of a 2% allowance for the maintenance of typical public facilities and adjusted downward for minor facilities as appropriate. Custodial services are based on applying current standards of service. A full year's cost of facility maintenance and custodial services for these new facilities is projected at \$8.9 million. As some of the buildings will not be in service until part way through the year, \$3.6 million and 38.0 FTE's are required in 2014. The staffing complement includes 19 trades staff and 19 custodial staff requiring 9 vans and 3 trucks.

### Background

The major 2014 new facilities include Meadows Recreational Centre and Library, Clareview Recreational Centre and Library and Kennedale Traffic Operations Building. Changes in the Enterprise Facility Policy requires maintenance for Blatchford Hangar, Carousel Building and Selkirk Hotel maintenance services to be part of this budget. As confirmed in the City Auditor's report, planned maintenance is generally less costly than corrective maintenance.

### Options

The only option is to reduce the level of service provided which will result in increased life cycle costs, and reduction in availability of facilities for use by the public and City staff.

### Implications of Not Funding

If the package is not approved, planned maintenance in other facilities will need to be reduced to provide the budget required to keep warranties valid, ensure facilities functionality, and provide appropriate levels of safety for public and city personnel. This reduction will increase the risk of unplanned maintenance and erode the progress made to date on increasing the reinvestment in capital.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	3,596		3,596	14.5	-		-	-	\$ -	-	-	-
Annualization	5,346	-	5,346	23.5	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 8,942</b>	<b>-</b>	<b>8,942</b>	<b>38.0</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Corporate Expenditures & Revenues

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## Overview

Corporate Expenditures & 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. The four corporate program areas are:

- **Capital Project Financing.** This program includes corporate revenues directed specifically to capital (investment earnings, Ed Tel Endowment dividend and Gold Bar Transfer fees), 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 South LRT (SLRT) grant revenues and debt charges and revenues and debt servicing costs relating to local improvements.
- **Corporate Expenditures.** This program includes expenses pertaining to Council and corporate contingencies, risk management insurance claims/recoveries, and support for city activities and partnerships.
- **Corporate Revenues.** This program includes revenues of a corporate nature used to partially offset the corporate tax levy requirements. The revenues are from sources such as EPCOR dividends and franchise fees, gas franchise fees, tax penalties, tax certificates, tag and fine revenue, other dividends/contributions and amounts drawn from corporate reserves.
- **Taxation Expenditures.** This program includes expenses related to property tax levies such as appeals, bad debts and loss on the sale of tax properties sold. The expenses are partially offset by supplementary taxes levied during the year.





# Program—Capital Project Financing

## Approved 2014 Budget Summary

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
SLRT Grant Revenues	\$ 43,605	\$ 43,605	\$ 43,605	\$ -	-
Investment Earnings	26,300	22,843	24,860	2,017	8.8
Ed Tel Endowment Fund Dividend	27,712	21,461	24,700	3,239	15.1
Local Improvement Revenues	9,095	9,472	9,967	495	5.2
Gold Bar Transfer Fees	12,250	10,000	6,400	(3,600)	(36.0)
Transfer from Reserves/Surplus	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>118,962</u>	<u>107,381</u>	<u>109,532</u>	<u>2,151</u>	<u>2.0</u>
<b>Expenditure &amp; Transfers</b>					
Transfer to Capital -					
PAYG Funding	72,430	80,101	78,863	(1,238)	(1.5)
Tax-supported Debt Charges	54,532	64,807	76,789	11,982	18.5
SLRT Debt Charges	44,570	44,555	44,547	(8)	(0.0)
Local Improvement Debt Charges	8,948	9,565	9,819	254	2.7
Net Transfer to LRT Reserve	4,153	4,160	4,168	8	0.2
Investment Related Expenses	1,534	1,250	1,250	-	-
Transfer to Reserves	4,690	-	148	148	-
Subtotal	190,857	204,438	215,584	11,146	5.5
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>190,857</u>	<u>204,438</u>	<u>215,584</u>	<u>11,146</u>	<u>5.5</u>
<b>Net Operating Requirement</b>	<b>\$ 71,895</b>	<b>\$ 97,057</b>	<b>\$ 106,052</b>	<b>\$ 8,995</b>	<b>9.27</b>
<b>Full-time Equivalents</b>	-	-	-	-	-

## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

In June 2009 Council approved a strategy to redirect more volatile revenue streams of investment earnings, Gold Bar transfer fees and Ed Tel Endowment Fund dividend, to fund capital on a pay as you go basis. Further details are provided in Supplementary Information.

### Gold Bar Transfer Fees \$(3,600)

Gold Bar Transfer fees are set by the master agreement with EPCOR. In accordance with the agreement, the 2014 fee is lower by \$3,600 to \$6,400.

# Program—Capital Project Financing

## Revenue & Transfers - Changes (Con't)

### Ed Tel Endowment Fund Dividend \$3,239

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. In 2013, the Fund market value at June 30, 2012 was more than 10% below the Inflation Adjusted Principal, therefore, according to the Bylaw, the 2013 Annual Dividend was reduced by 25% from the prior year. The Fund value at June 30, 2013 was within the value corridor, triggering a regular dividend for 2014.

### Investment Earnings \$2,017

Increase in earnings is due to higher fund balances in the working capital funds over the prior year, resulting in increased earnings.

## Expenditures & Transfers - Changes

### PAYG Funding \$(1,238)

Decrease is due to lower Gold Bar transfer fee and less excess tax-levy collected in advance of debt servicing related to the Southeast to West LRT Land, Walterdale Bridge, and EPS Northwest Campus projects, which is allocated to fund PAYG. This is partially offset by increases to the Ed Tel Endowment dividend and investment earnings.

### Tax-supported Debt Charges \$11,982

The increase is due to approved borrowing relating to ongoing projects including the Multi-Purpose Recreation Centre's and Valley Zoo, as well as new debt funded projects approved in the 2012-14 capital budget. The budget anticipates a slight interest rate increase for new debt.

## Supplementary Information

### Local Improvements

Timing differences exist within any year between the local improvement revenues coming from the local improvement tax and the related debt servicing expenditures. However, over time these revenues and expenditures generally offset each other.

### Investment Earnings

Investment earnings are expected to generate \$49.6 million in 2014, including the investment income distribution from the Ed Tel Endowment Fund. The budget is based on a longer term expectation for rates which are subject to ongoing market influences. Investment earnings are directed to capital through PAYG capital funding, which is consistent with the budget strategy to shift the volatility of certain revenue streams to capital.

### Tax-supported Debt Charges

The 2014 Budget includes debt servicing for existing tax-supported debt as well as new debt borrowed in the year to fund approved capital expenditures for Southeast to West LRT Land, EPS Northwest Campus, and the Walterdale Bridge.

# Program—Capital Project Financing

## Supplementary Information (continued)

### SLRT Grant Revenues and SLRT Debt Charges

The Federal gas tax rebates (NDCC - New Deal for Cities and Communities) are directed to fund the SLRT debt charges, with any shortfall funded from the LRT Reserve.

#### SLRT Grant Revenues and Debt Charges Reconciliation

\$ 43,605	SLRT Grant Revenues
(44,547)	SLRT Debt Charges
5,110	Tax allocation for LRT (annual strategy initiated in 2006)
(4,168)	Net transfer to LRT Reserve
<b>\$ -</b>	Net Operating Requirement

### Pay-As-You-Go (PAYG) Funding

In June 2009 Council approved a strategy to redirect more volatile revenue streams of investment earnings, Gold Bar transfer fees and Ed Tel Endowment Fund dividend, to fund capital on a pay as you go basis.

#### PAYG Capital Funding Source Details

\$ 24,860	Investment Earnings
(1,250)	Investment Earnings expenses and interest allocation to reserves
6,400	EPCOR Gold Bar Transfer Fees
24,700	Ed Tel Endowment Fund Dividend
5,855	Tax-supported debt funding strategy allocation for PAYG Capital
7,424	Excess tax-levy allocated to PAYG Capital (1)
19,300	Excess Provincial residential education tax-levy (2)
(8,426)	Adjustment to PAYG funding (3)
<b>\$ 78,863</b>	Earnings Available

(1) From 2012 to 2014, the difference between the tax-levy raised to fund the Southeast to West LRT Land, Walterdale Bridge, and EPS Northwest Campus projects and the forecasted debt servicing is to be allocated to fund capital on a PAYG basis.

(2) The excess provincial residential tax-levy of \$19.3 million collected in 2013 was redirected to fund PAYG capital on an on-going basis.

(3) The adjustment to PAYG funding includes budget amounts to fund expenditures that have been transferred from capital to operating.

### Gold Bar Transfer Fees

As per the Master Agreement the transfer fee of \$75 million is to be paid over 7 years as follows:

\$ 16,500	2009
15,250	2010
14,500	2011
12,250	2012
10,000	2013
6,400	2014
100	2015
<b>\$ 75,000</b>	Gold Bar Transfer Fees

# Program—Corporate Expenditures

## Approved 2014 Budget Summary

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
External Debt Recovery	\$ 768	\$ 768	\$ 768	\$ -	-
Risk Management	447	277	378	101	36.5
<b>Total Revenue &amp; Transfers</b>	<u>1,215</u>	<u>1,045</u>	<u>1,146</u>	<u>101</u>	<u>9.7</u>
<b>Expenditure &amp; Transfers</b>					
Financial strategies	3,293	10,836	28,621	17,785	164.1
Risk Management	6,523	7,135	7,149	14	0.2
Northlands Subsidy for Rexall Place	2,569	2,618	2,689	71	2.7
Income Replacement & Supplementary Management					
Pension	1,822	1,035	1,457	422	40.8
External Debt	779	779	778	(1)	(0.1)
Management Initiatives	410	704	704	-	-
Council Contingency	335	700	1,450	750	107.1
Sundry	(888)	400	400	-	-
Waste RE - Solutions Edmonton	-	755	332	(423)	(56.0)
Edmonton Indy Car Race	1,833	-	-	-	-
Senior Homeowners Grant	1,327	1,070	-	(1,070)	(100.0)
Art Gallery of Alberta	1,057	-	-	-	-
Transfer to Reserves	1,802	-	-	-	-
Subtotal	<u>20,862</u>	<u>26,032</u>	<u>43,580</u>	<u>17,548</u>	<u>67.4</u>
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>20,862</u>	<u>26,032</u>	<u>43,580</u>	<u>17,548</u>	<u>67.4</u>
					-
<b>Net Operating Requirement</b>	<b>\$ 19,647</b>	<b>\$ 24,987</b>	<b>\$ 42,434</b>	<b>\$ 17,447</b>	<b>69.82</b>
<b>Full-time Equivalents</b>	-	-	-	-	-

# Program—Corporate Expenditures

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## Budget Changes for 2014 (\$000)

### Expenditures & Transfers - Changes

#### Senior Homeowners Grant \$(1,070)

This City program is being replaced by a similar program administered by the Province of Alberta. Starting in 2013, the Province of Alberta, in conjunction with the City of Edmonton, introduced the Seniors' Deferral Program. This program allows seniors to defer the full value of their property taxes by placing it against the equity in their home. Before the introduction of this provincial program, the City of Edmonton provided an annual property tax rebate through the Senior Homeowners Grant to low-income seniors based on the incremental tax increase from the prior year.

#### Council Contingency \$750

Increase due to additional funding related to the SPCA building demolition of \$750.

## 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.

### External Debt Recovery and External Debt

Includes payments to be received for funding provided to external parties (Edmonton Soccer Centre), and debt payments made with respect to that financing. Net operating requirement of \$10 is the result of an agreement to allow the repayment of the funding over a longer time frame than the term of the debt servicing requirement.

### Financial Strategies

The 2014 budget for financial strategies provides flexibility for unknown amounts. This budget will be redistributed to the appropriate programs as factors become known.

# Program—Corporate Revenues

## Approved 2014 Budget Summary

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
EPCOR Dividends	\$ 141,021	\$ 141,021	\$ 141,021	\$ -	-
EPCOR Franchise Fees	66,924	70,290	73,045	2,755	3.9
Gas Franchise Fees	50,483	53,634	56,468	2,834	5.3
Tax Penalties & Certificates	11,805	10,280	11,410	1,130	11.0
Tag/Fine Revenue	7,925	10,965	10,965	-	-
Business Licensing	9,998	9,930	9,930	-	-
Sanitary Franchise Fee	6,740	7,704	8,389	685	8.9
Central Management Charges	2,136	3,186	3,703	517	16.2
Land Enterprise Dividends	3,397	4,585	1,315	(3,270)	(71.3)
Other Revenues	1,704	877	1,156	279	31.8
Drainage Dividends	2,050	-	-	-	-
Reserves & Surplus	3,827	-	80	80	100.0
<b>Total Revenue &amp; Transfers</b>	<u>308,010</u>	<u>312,472</u>	<u>317,482</u>	<u>5,010</u>	<u>1.6</u>
<b>Expenditure &amp; Transfers</b>					
Transfer to Reserves	-	-	-	-	-
Subtotal	-	-	-	-	-
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Operating Requirement (Contribution)</b>	<b>\$ (308,010)</b>	<b>\$ (312,472)</b>	<b>\$ (317,482)</b>	<b>\$ (5,010)</b>	<b>1.6</b>
<b>Full-time Equivalents</b>	-	-	-	-	-

## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### EPCOR Franchise Fees \$2,755

Increase is due to volume and inflationary increases over the prior year. The increase in franchise fees is comprised of \$1,841 for power, \$555 for wastewater treatment and \$359 for water services.

#### Gas Franchise Fees \$2,834

Increase in gas franchise fees is due to a projected volume increase and growth in 2014.

# Program—Corporate Revenues

## Revenue & Transfers - Changes (Con't)

### Tax Penalties & Certificates \$1,130

The increase in tax penalties arises from increased rates in 2013 and an increased amount of overdue accounts.

### Sanitary Franchise Fee \$685

The increase is due to greater Sanitary net income anticipated for 2014 over the prior year. The fee is based on 8% of qualifying revenues as determined by Council through the approved Drainage Services Utility Fiscal Policy (C304C). The increase in Sanitary net income is resulting from recommended increases in customer rates in the utility's Annual Rate Filing, which is to be approved by Council through the Drainage Services 2014 proposed budget.

### Central Management Charges \$517

Increase is primarily due to additional amount of \$414 charged to Current Planning. These are centrally incurred administrative charges to support enterprise, utility, and Current Planning activities.

### Land Enterprise Dividends \$(3,270)

The decreased dividend is due to Land Enterprises 2013 projected year-end position being lower than 2012. The decline in position arises from decreased sales activity during 2013 as the enterprise continues to purchase and hold land for future development or sale. Land Enterprise operates on a continuous cycle with respect to its land development and sale activities. Inventory and sales levels fluctuate dependant on the availability of land inventory and the demand for redeveloped land in the market.

## Supplementary Information

### EPCOR Dividends

The annual EPCOR Dividend has been calculated using the 2005 base of \$122,669 indexed annually for the CPI of 5 major Canadian banks as at October 1. However, going forward the EPCOR dividend has been maintained for 2014 at the 2012 value of \$141,021.

### EPCOR Franchise Fees

The 2014 Budget includes franchise fees received from EPCOR for power, water and wastewater treatment.

#### EPCOR Franchise Fees Distribution by Source

\$ 54,910	Power
12,934	Water
5,201	Wastewater Treatment
<b>\$ 73,045</b>	<b>EPCOR Franchise Fees</b>



# Program—Corporate Revenues

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## **Other Revenues**

The 2014 Budget of \$1,157 includes sundry revenue of \$700, loan administration fees of \$222 and \$235 in credit card rebates.

## **Land Enterprise and Drainage Dividends**

The Land Enterprise Dividend Policy (C516B) approves an annual dividend to the City based on 25% of the prior year actual net income of the land development activity of Land Enterprise. The Land Enterprise dividend amount will be finalized based on the actual 2013 year-end position.

According to the Drainage Services Utility Fiscal Policy (C304C) amended in 2011, the Drainage Utility is exempt from paying the City a dividend starting in 2013.

# Program—Taxation Expenditures

## Approved 2014 Budget Summary

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Supplementary Tax	\$ 4,235	\$ 4,300	\$ 6,900	\$ 2,600	60.5
<b>Total Revenue &amp; Transfers</b>	<u>4,235</u>	<u>4,300</u>	<u>6,900</u>	<u>2,600</u>	60.5
<b>Expenditure &amp; Transfers</b>					
Realty tax appeals & adjustments	6,944	8,499	6,600	(1,899)	(22.3)
Uncollectible & Loss on tax sale	<u>1,104</u>	<u>1,678</u>	<u>1,000</u>	<u>(678)</u>	(40.4)
Subtotal	8,048	10,177	7,600	(2,577)	(25.3)
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>8,048</u>	<u>10,177</u>	<u>7,600</u>	<u>(2,577)</u>	(25.3)
<b>Net Operating Requirement</b>	<b>\$ 3,813</b>	<b>\$ 5,877</b>	<b>\$ 700</b>	<b>\$ (5,177)</b>	<b>(88.1)</b>
<b>Full-time Equivalents</b>	-	-	-	-	-

## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### Supplementary Tax \$2,600

Projected 2013 revenue is \$5,300 (as at August 31, 2013) due to an increase in building starts over the prior year. The trend is expected to continue into 2014 resulting in increased revenue.

### Expenditures & Transfers - Changes

#### Realty tax appeals & adjustments \$(1,899)

Decrease due to fewer appeals expected and lower success rates estimated for appellants compared to the prior year.

#### Uncollectible Tax & Loss on Tax Sale \$(678)

The decrease is due to outstanding accounts being resolved in 2013, reducing the amount of penalties and accounts that are estimated to be uncollectible. This City is making a continuous effort to reduce the amount of uncollectible tax accounts year over year.

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## 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.

# Department — Corporate Services

## Introduction

Corporate Services is an integral component of the City's major initiatives and the success of day-to-day municipal operations. Through partnerships, innovation, leadership and excellence in service delivery, the department provides efficient and effective support to the organization's front line departments, enhancing their ability to deliver programs and services to Edmonton's diverse population.

The budget presented in this overview will enable Corporate Services to build from the current level of service across all major activities. The Department was able to accomplish this through managing cost impacts related to our services, implementing innovative programs to reduce expenditures without affecting client areas, and developing strategies to minimize budget fluctuations year over year. The resulting budget increase for Corporate Services is 0.4%.

Over the past number of years, the Department has been able to improve services while creating efficiencies for the City of Edmonton. Client areas are benefiting from budget reductions related to the implementation of the Voice Over Internet Protocol (VOIP) telephone system and the shift to Google for desktop productivity software, while the rebate that the organization received from Workers Compensation insurance was greater than previous years resulting from the success of occupational health and safety programs. Corporate Services will continue to seek out new and innovative approaches to service delivery in 2014 by

working with vendors to reduce costs and create additional value for the corporation, finding more effective and efficient means of service delivery, and strategic investments through infrastructure will reduce ongoing operational costs.

The complexity, demands and scope of municipal services provided grows with the City. Through innovations and efficiencies, Corporate Services continues to deliver its vision of Creating Success for the City of Edmonton.

**Partnerships.** Corporate Services participates and is engaged as a valued partner in the delivery of services to citizens.

**Innovations.** The City leverages the diverse experience and skill sets across multiple stakeholders to bring forward innovative solutions for the organization.

**Leadership.** Individuals and the collective organization recognize and take advantage of opportunities that add value to the delivery of services to citizens.

**Excellence.** Corporate Services delivers valued services in an efficient manner to enhance the capacity of the organization.

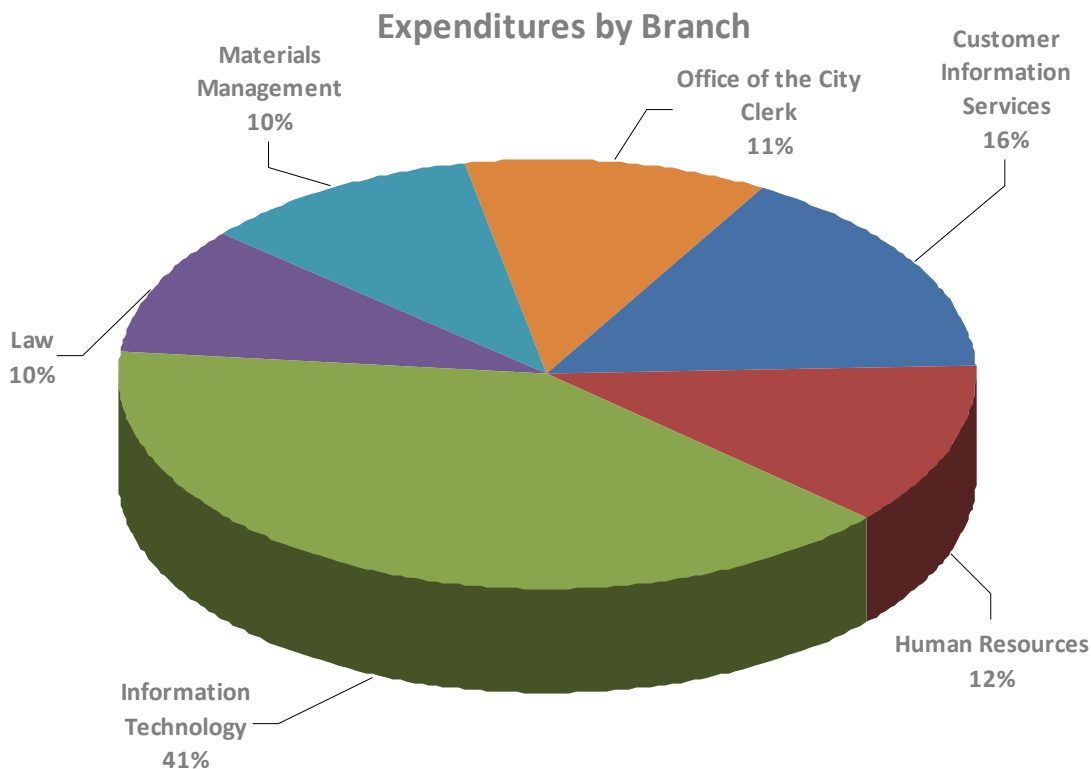
BRANCHES AND PROGRAMS						
Customer Information Services	Human Resources	Information Technology	Law	Materials Management	Office of the City Clerk	Fleet Services
311	HR Client Support and Services	Application Services	Corporate Security	Corporate Mail Services and Digital Print Centre	Elections and Census	Fleet Operations
Corporate Web Office	Payroll, Benefits and Pension Administration	Corporate IT Services	Legal Services	Procurement	Governance, Tribunals, Corporate Records and Administration	Municipal Fleet Maintenance
Inside Information Program Management	Recruitment and Staff Support Services	Infrastructure Services	Risk Management	Supply Chain Management		Transit Fleet Maintenance

# Department — Corporate Services

## Approved 2014 Budget – Department Summary by Branch (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Customer Information Services	\$ -	\$ -	\$ -	\$ -	-
Human Resources	16	-	-	-	-
Information Technology	1	-	-	-	-
Law	66	-	-	-	-
Materials Management	395	293	293	-	-
Office of the City Clerk	1,268	833	833	-	-
<b>Total Revenue &amp; Transfers</b>	<u>1,746</u>	<u>1,126</u>	<u>1,126</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
Customer Information Services	12,767	15,095	15,388	293	1.9
Human Resources	10,082	11,232	11,503	271	2.4
Information Technology	36,221	38,598	37,961	(637)	(1.7)
Law	8,119	9,189	9,335	146	1.6
Materials Management	9,618	9,514	9,782	268	2.8
Office of the City Clerk	10,624	10,578	10,571	(7)	(0.1)
<b>Total Expenditure &amp; Transfers</b>	<u>87,431</u>	<u>94,206</u>	<u>94,540</u>	<u>334</u>	<u>0.4</u>
<b>Net Operating Requirement</b>	<b>\$ 85,685</b>	<b>\$ 93,080</b>	<b>\$ 93,414</b>	<b>\$ 334</b>	<b>0.4</b>

Fleet Services is presented as a separate budget.



# Department — Corporate Services

## Approved 2014 Budget – Department Summary by Category (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 1,490	\$ 1,126	\$ 1,126	\$ -	-
Grants	256	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>1,746</u>	<u>1,126</u>	<u>1,126</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	87,339	99,897	101,283	1,386	1.4
Materials, Goods & Supplies	15,605	15,088	14,811	(277)	(1.8)
External Services	14,128	10,253	12,716	2,463	24.0
Fleet Services	101	186	145	(41)	(21.9)
Intra-municipal Services	2,113	1,567	1,513	(54)	(3.5)
Utilities & Other Charges	4,951	5,799	5,445	(354)	(6.1)
Transfer to Reserves	-	-	-	-	-
Subtotal	124,237	132,790	135,913	3,123	2.4
Intra-municipal Recoveries	(36,806)	(38,584)	(41,373)	(2,789)	7.2
<b>Total Expenditure &amp; Transfers</b>	<u>87,431</u>	<u>94,206</u>	<u>94,540</u>	<u>334</u>	<u>0.4</u>
<b>Net Operating Requirement</b>	<b>\$ 85,685</b>	<b>\$ 93,080</b>	<b>\$ 93,414</b>	<b>\$ 334</b>	<b>0.4</b>
<b>Full-time Equivalents</b>	1,001.9	1,020.6	1,021.6		

Budget details are provided at the Branch level

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# Branch — Customer Information Services

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## Introduction

Customer Information Services (CIS) offers a range of customer service options to both the citizens and City of Edmonton employees with an emphasis on efficient and cost-effective service delivered with a focus on customer satisfaction. The 311 Contact Centre provides citizens with 24-hour information and access to City of Edmonton programs and services. The Inside Information contact centre provides a single point of contact for employee service requests and information including IT procurement, human resource enquiries and information technology services. The Corporate Web Office maintains design and usability standards for the City's external and internal websites.

The City's website features convenient online self-service options including program registration, individualized transit trip planning, bylaw ticket payment, license renewals, tax inquiries, reporting potholes and snow concerns. Recent improvements to the site have focused on improving accessibility and ease of use.

In 2013, demand for City services through 311 remained high. Continuous improvement efforts have focused on end to end business processes enabling 311 to continue to meet service standards.



## In 2013 ...

- 311 answered over 2.1 million contacts for a wide variety of City programs and services
- 311 provided citizens with transit information over 1.1 million times
- 311 responded to over 250,000 contacts for program registrations and for information on City attractions and recreation facilities
- The Edmonton.ca website reached 11 million visits
- Citizens looking for transit information accessed edmonton.ca to use Trip Planner 4 million times
- The Web Office updated the City's web pages over 22,000 times this year to ensure the visitors to the site received the most up to date information
- Inside Information helped over 11,000 employees get the services they needed for their job

## Branch — Customer Information Services

### Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ -	\$ -	\$ -	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	13,037	14,948	15,261	313	2.1
Materials, Goods & Supplies	464	516	509	(7)	(1.4)
External Services	442	781	781	-	-
Fleet Services	-	-	-	-	-
Intra-municipal Services	460	455	413	(42)	(9.2)
Utilities & Other Charges	341	317	306	(11)	(3.5)
Transfer to Reserves	-	-	-	-	-
Subtotal	14,744	17,017	17,270	253	1.5
Intra-municipal Recoveries	(1,977)	(1,922)	(1,882)	40	(2.1)
<b>Total Expenditure &amp; Transfers</b>	<b>12,767</b>	<b>15,095</b>	<b>15,388</b>	<b>293</b>	<b>1.9</b>
<b>Net Operating Requirement</b>	<b>\$ 12,767</b>	<b>\$ 15,095</b>	<b>\$ 15,388</b>	<b>\$ 293</b>	<b>1.9</b>
<b>Full-time Equivalents</b>	205.6	205.6	205.6	-	-

# Branch — Customer Information Services

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## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

No changes to Revenue & Transfers.

### Expenditures & Transfers - Changes

#### Personnel \$313

Movement toward job rate and changes in benefits is \$313.

#### Material, Goods & Supplies (\$7)

The reduction is attributable to IT desktop support savings.

#### Intra-municipal Services (\$42)

\$39 for building maintenance services has been reduced from this budget to align with historical trends and parking has decreased by \$3.

#### Utilities & Other Charges (\$11)

The reduction in Utilities is attributable to reduced telecom costs.

#### Intra-municipal Recoveries \$40

Shared Service recoveries increased by \$9 from Drainage Services, \$34 from Waste Management Service, and \$8 from Current Planning, while decreasing by \$50 from Fleet Services. Recoveries from Capital also decreased by \$40 as the Capital Profile for the 311 project expired in 2013.

### Full-time Equivalents - Changes

No changes to Full-time Equivalents.

# Branch — Customer Information Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - 311

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

311 provides citizens with a single point of contact for City of Edmonton information, programs, and services 24-hours a day, every day of the year. 311 agents offer personalized services for citizens including program registrations, transit trip planning, and inspection bookings.

#### Cost Drivers

Number of calls and emails to 311.  
Program additions and changes in the scope of services offered through the City.

#### Service Standards

Provide helpful and timely assistance, information and services to citizens through responsive service.

Average speed to answer a call: less than 25 seconds.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	9,403	9,624	10,461	10,718
Subtotal	9,403	9,624	10,461	10,718
Intra-municipal Recoveries	(1,785)	(1,785)	(1,651)	(1,653)
Net Operating Requirement	\$ 7,618	\$ 7,839	\$ 8,810	\$ 9,065
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		2.0	3.0	3.0
Union		146.0	145.1	145.1
Temporary		-	1.0	1.0
Full - Time Equivalents		149.0	150.1	150.1

#### 2013 Services

311 receives requests via calls to the contact centre, via email, or in person at the City Hall Welcome Centre.

311 will handle 2.15 million contacts.

311 will achieve an average speed to answer a call of less than 25 seconds.

#### Changes in Services for 2014

The completion of major projects like the Meadows Recreation Centre, the Clareview Recreation Centre, and the NAIT LRT line are expected to increase demand for 311 services.

Service reviews and continuous improvement initiatives will continue to ensure 311 maintains the quality level callers expect. Projected volume: 2.26 million contacts in 2014.

# Branch — Customer Information Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Corporate Web Office

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The Corporate Web Office is responsible for the governance, publishing and continuous improvement of all City websites. The office oversees the design, structure and content for the City's websites including the City's main website, edmonton.ca, which provides citizens with access to City of Edmonton information 24 hours per day, 7 days a week.

#### Cost Drivers

The number of web pages on the web site and the number of updates to those web pages.  
Program additions and changes in the scope of services offered through the City.

#### Service Standards

Provide accurate, timely and helpful information through City of Edmonton's website.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	1,025	1,057	916	925
Subtotal	1,025	1,057	916	925
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 1,025	\$ 1,057	\$ 916	\$ 925
Management		-	-	-
Professional/Technical/Union Exempt		1.0	1.0	1.0
Union		7.6	6.6	6.6
Temporary		-	-	-
Full - Time Equivalents		8.6	7.6	7.6

#### 2013 Services

The Corporate Web Office partnered with City of Edmonton department's business areas in the design and development of web content for the City's services and programs.

Edmonton.ca will have been visited 11 million times.

The Corporate Web Office will have published 20,000 updates to the 8,000+ web pages on the City's web sites.

#### Changes in Services for 2014

Current trends and city growth show an increasing demand for web content.

Projected volume for edmonton.ca: 12 million visits.

Continuous improvement initiatives focused on ease of use for the City's web sites.

# Branch — Customer Information Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Inside Information

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Inside Information, the employee contact centre, provides employees with information and services needed to carry out their job requirements. From obtaining an identification card to fixing a computer issue, Inside Information provides services to City employees.

#### Cost Drivers

Number of city employees, turnover rate, and temporary staff ratio.  
Number of calls, emails, and in-person visits to Inside Information.  
Program additions and changes in the scope of services offered through the City.

#### Service Standards

Provide employees with information and services effectively and efficiently in order for them to carry out their job requirements.  
Average speed to answer a call: less than 25 seconds.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	2,607	2,974	2,982	2,946
Subtotal	2,607	2,974	2,982	2,946
Intra-municipal Recoveries	(192)	(192)	(193)	(193)
Net Operating Requirement	\$ 2,415	\$ 2,782	\$ 2,789	\$ 2,753
Management		-	-	-
Professional/Technical/Union Exempt		4.0	4.0	4.0
Union		30.5	30.4	30.4
Temporary		-	-	-
Full - Time Equivalents		34.5	34.4	34.4

#### 2013 Services

The Inside Information contact centre provides employees with a single point of contact for employee service. Inside Information will have handled 180,000 employee service requests. Front Counter service includes creating Corporate ID Cards and City Driver Permits as well as handling request for physical access to city owned facilities via access cards. The front counter will have handled 14,000 service requests in 2013. The IT Help Desk service provides employees with help for their computer problems, and a place to request new computer hardware and software required to perform their job responsibilities. The Help Desk will have handled 50,000 request in 2013.

#### Changes in Services for 2014

Increases in staffing across the corporation for 2014 will increase demand for Inside Information Services. Service review and continuous improvement initiatives will ensure we maintain the quality and service levels staff expect.

# Branch — Customer Information Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Program Management

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Program Management for Corporate Services provides leadership for department operations and Council communications, coordinates the Shared Services program and leads the implementation of cultural change for the corporation. Program Management is included in the CIS Overview for budget purposes.

#### Cost Drivers

Number of Council/Committee reports.

Number of cultural leadership and ambassador sessions.

Number of major initiatives within the department, preparation of the operating and capital budgets.

#### Service Standards

Create Success for the City of Edmonton through the provision of Shared Services to client areas through partnerships, innovation, leadership and excellence.

Provide valued and timely information to Council to support direction setting and decision making.

Enhance the knowledge of corporate Leadership Principles to build the capacity of our resources.

Deliver ten Culture Ambassador and Liaison training sessions per year.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	1,708	2,945	2,658	2,680
Subtotal	1,708	2,945	2,658	2,680
Intra-municipal Recoveries	-	(235)	(78)	(35)
Net Operating Requirement	\$ 1,708	\$ 2,710	\$ 2,580	\$ 2,645
Management		2.0	1.0	1.0
Professional/Technical/Union Exempt		4.0	5.0	6.0
Union		6.0	5.0	5.0
Temporary		1.5	2.5	1.5
Full - Time Equivalents		13.5	13.5	13.5

#### 2013 Services

Coordinated the business planning and budget cycle for 2014-16.

Delivered the 2014 Shared Services cost allocations to support a comprehensive understanding of the full cost of municipal services.

Developed and communicated a vision for culture and implemented Leadership Expectation and Principles.

Expanded the Culture Ambassador program by engaging new ambassadors and liaisons across the corporation and created a culture of knowledge sharing among peers to enhance the tools and capacity of the cultural transformation.

#### Changes in Services for 2014

Develop and implement measures to assess the advancement of the cultural transformation for the City of Edmonton, and identify key areas of focus for the next phase of the culture initiative.

Coordinate the Corporate Services 2015-17 planning and budget cycle, and support the shift to a four year Capital Budget and Council term.



# Branch — Human Resources

## Introduction

An organization's ability to deliver services to citizens is highly dependent on the capacity of its workforce. Changing demographics will result in increasing numbers of retirees and local economic data indicates a tightening of the labour market. It is within this external context that partnering with client areas on developing sustainable workforce solutions is critical.

Human Resources strives to excel in providing HR Services, Solutions, and Strategies. The Human Resource Branch supports advancing the new culture initiative and assists its workforce requirements for today and the future. The Branch efforts are focused on assisting the organization in achieving four primary outcomes:

- Talent – attract, develop and retain a diverse, engaged and skilled workforce to achieve business outcomes
- Leadership – performance oriented leadership today and into the future
- Performance – advance corporate culture and improve performance at the individual, team and organizational level
- Service – continuously improve HR service and support based on an operational excellence business approach

To achieve the four outcomes the Human Resources Branch offers a group of core services each playing a role to support clients in meeting their workforce requirements.

- Payroll, benefits, and pension administration ensure all legislative and contractual requirements are adhered to and that over 11,000 employees are paid on time.
- Recruitment works with clients to create and implement strategies for attracting and hiring a diverse, skilled, and engaged workforce and manages internal and external short-term clerical support to departments.
- HR Strategy and Program Development researches and develops corporate organizational effectiveness programs, delivers training administration and logistical support, offers strategic HR consultant services, and develops, analyses and communicates oversight reports to managers and supervisors.
- Compensation and Classification develops and manages compensation and classification strategies to ensure the City is competitive in the labour market.
- Labour Relations negotiates collective agreements, supports managers on performance management issues, and provides advice and assistance on investigations, discipline, alternative dispute resolution and attendance management.
- Employee Safety and Wellness develops, delivers, and adjudicates strategies, programs, and services to prevent injury and illness, manage short term disability, support and accommodate employees, and support the Corporate Health and Safety Steering Committee.



City of Edmonton Jobs Page on Facebook  
Category: Government: Social Media  
Recognition: Standard of Excellence

## Branch — Human Resources

### Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 7	\$ -	\$ -	\$ -	-
Grants	9	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>16</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	12,360	16,011	16,089	78	0.5
Materials, Goods & Supplies	811	782	773	(9)	(1.2)
External Services	1,024	1,092	1,349	257	23.6
Fleet Services	-	-	-	-	-
Intra-municipal Services	419	270	242	(28)	(10.4)
Utilities & Other Charges	442	492	483	(9)	(1.8)
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>15,056</u>	<u>18,647</u>	<u>18,936</u>	<u>289</u>	<u>1.5</u>
Intra-municipal Recoveries	<u>(4,974)</u>	<u>(7,415)</u>	<u>(7,433)</u>	<u>(18)</u>	<u>0.2</u>
<b>Total Expenditure &amp; Transfers</b>	<u>10,082</u>	<u>11,232</u>	<u>11,503</u>	<u>271</u>	<u>2.4</u>
<b>Net Operating Requirement</b>	<b>\$ 10,066</b>	<b>\$ 11,232</b>	<b>\$ 11,503</b>	<b>\$ 271</b>	<b>2.4</b>
<b>Full-time Equivalents</b>	158.5	156.5	156.5	-	

# Branch — Human Resources

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## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

No changes in Revenue & Transfers.

### Expenditures & Transfers - Changes

#### Personnel \$78

Movement toward job rate and changes in benefits is \$78.

#### Material, Goods & Supplies (\$9)

The reduction is \$5 of desktop support savings, and \$4 of printing cost savings.

#### External Services \$257

The \$257 increase is due to a renegotiated contract resulting in a \$125 increase for medical services (Doctor, Nurses and Laboratories) and Employee and Family Assistance Services, an additional \$120 associated with Labour Relations and Compensation support related to collective bargaining and employee investigations, and \$100 for increased HR web presence and social media recruitment. This is offset with a decrease of \$88 related to efficiencies in bi weekly pay statement printing and in-sourcing of training and general services.

#### Intra-municipal Services (\$28)

The reduction is due to decreases in \$15 for parking charges, \$9 for building maintenance costs, and \$4 for custodial services.

#### Utilities & Other Charges (\$9)

The reduction in utilities is attributable to reduced telecom costs.

#### Intra-municipal Recoveries (\$18)

The \$18 increase to Intra-Municipal Recoveries is attributable to a rise in demand for staff support services.

### Full-time Equivalents - Changes

No changes to Full-time Equivalents.

# Branch — Human Resources

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - HR Client Support and Services

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

This program area provides consulting and services focused on the active workforce. This includes Labour Relations, Compensation, Disability Management, Occupational Safety and Health Services, developing specialized solutions for business areas and supporting culture change through program development, research and management reporting tools.

#### Cost Drivers

Demand for training, development and program services.  
Support needs for cultural transformation activities.  
Focus on attraction, retention and knowledge development and transfer strategies.

#### Service Standards

Negotiate collective agreements within Council approved mandate. Annual Client Satisfaction Survey that compiles feedback on Shared Services to ensure services are meeting the business needs of the organization. External Safety Audit conducted every three years that keeps the City's safety standards current and in compliance with provincial regulations.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 7	\$ -	\$ -	\$ -
Expenditure & Transfers	9,104	10,140	10,713	10,887
Subtotal	9,097	10,140	10,713	10,887
Intra-municipal Recoveries	(4,262)	(4,587)	(4,936)	(3,796)
Net Operating Requirement	\$ 4,835	\$ 5,553	\$ 5,777	\$ 7,091
Management		4.0	5.0	5.0
Professional/Technical/Union Exempt		64.0	62.0	62.0
Union		5.0	5.0	6.0
Temporary		-	-	-
Full - Time Equivalents		73.0	72.0	73.0

#### 2013 Services

Launch a new Supervisory Training Program and Supervisor Portal aimed at ensuring supervisors have the tools to be successful.

Launch a new performance management process across the City ensuring leadership principles are a key element of the reviews.

Focus on supporting return-to-work programs and accommodations across the City so returning employees are back to work faster.

Conduct the 2013 External Corporate Safety Audit and develop appropriate action plans to address the findings.

#### Changes in Services for 2014

Union Negotiations - Begin bargaining.

Continued focus on the Supervisory Training Program and Supervisor Portal aimed at ensuring supervisors have the tools to be successful.

Advanced Reporting - Implement an advanced reporting solution that will enhance current reporting and expand oversight reporting to the supervisor level.

# Branch — Human Resources

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Payroll, Benefits and Pension Administration

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Payroll, Benefits and Pension Administration ensures all employees are paid, benefit coverage is in place and pension plans are administered within accordance with collective agreements, legislation and policies. The section also manages the maintenance and retention of employee records.

#### Cost Drivers

Number of employees is primary driver.  
Turnover, churn rate, new and retiring employees impact service level demands.  
Changing legislation and financial regulation influences work volumes.

#### Service Standards

Manage the production of bi-weekly payroll 100% of the time for all employees (over 11,000). Complete all statutory filing of documents on time. Administer employee benefit and pension programs remitting the appropriate amounts to third parties. Manage employee records to the corporate standard.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	3,082	2,801	2,941	2,956
Subtotal	3,082	2,801	2,941	2,956
Intra-municipal Recoveries	(626)	(626)	(626)	(1,159)
Net Operating Requirement	\$ 2,456	\$ 2,175	\$ 2,315	\$ 1,797
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		5.0	2.0	2.0
Union		30.0	32.0	32.0
Temporary		-	-	-
Full - Time Equivalents		36.0	35.0	35.0

#### 2013 Services

Continue to provide the same services to an expanding employee base.  
Provide on-line employee access to pay advices and reduce their printing for those who have access to City owned computers implement any changes required under proposed pension reform.

#### Changes in Services for 2014

Continue to provide the same services to an expanding employee base.  
Implement On-line New Employee On Boarding service to streamline administrative work and improve employee experience.  
Implement any changes required under Pension Reform as proposed by the Province.  
Continue to expand on-line employee access to payroll advices reducing the use of paper.

# Branch — Human Resources

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Recruitment and Staff Support Services

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Recruitment section's focus is on attraction and retention of a talented, diverse, productive and engaged workforce. They lead in developing relationships with external organizations to source potential employees. The area also provides a fee for service program for temporary administrative staff to the entire organization.

#### Cost Drivers

External economic and labour market influences on worker mobility.  
Growth in City employee base and resulting service demands.  
Need to compete in market through innovative attraction and sourcing strategies.

#### Service Standards

Support Hiring Managers recruitment process and on boarding utilizing Performance Based Hiring. Time to fill target of 52 days –currently achieving 53.6 days. Manage over 90,000 applications a year.  
Train Hiring Managers through a formal certification process, ongoing training, and coaching to ensure they are skilled in Performance-Based practices.  
Outreach Programs are delivered to ensure that the City's workforce is reflective of the community.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 9	\$ -	\$ -	\$ -
Expenditure & Transfers	2,870	3,062	4,992	5,093
Subtotal	2,861	3,062	4,992	5,093
Intra-municipal Recoveries	(86)	(86)	(1,853)	(2,478)
Net Operating Requirement	\$ 2,775	\$ 2,976	\$ 3,139	\$ 2,615
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		28.0	29.0	29.0
Union		4.0	3.0	2.0
Temporary		16.5	16.5	16.5
Full - Time Equivalents		49.5	49.5	48.5

#### 2013 Services

Expand social media recruitment activities to support employment brand and candidate sourcing.  
Continue to provide recruitment support and temporary administrative staff support services to clients.  
Target diverse communities in Edmonton to facilitate connections between internal departments and communities to provide meaningful information about career opportunities and to overcome hiring challenges.

#### Changes in Services for 2014

Continue to target diverse communities in Edmonton to facilitate connections between departments and communities to overcome hiring challenges.  
Conduct a Recruitment Process Review focused on multi-incumbent positions.  
Design and implement consistent, efficient and effective seasonal hiring workflow, processes and procedures.

# Branch — Information Technology

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## Introduction

Technology is reshaping the way people and organizations do business and more importantly the way Edmontonians live their lives. As these changes occur, the Information and Technology Branch is working to develop innovative and sustainable technology solutions to meet the expectations of citizens and City staff. By helping bring the City's priorities to life through technology, the organization is advancing the strategic plan, The Way Ahead.

### **A new strategic direction - the Corporate IM/IT Strategy**

The organization has created a new strategic direction for information and technology in the City, the Corporate Information Management / Information Technology (IM/IT) Strategy. This strategy will be the roadmap that guides the City in IT investment decisions and creates an IT organization that is a client-focused strategic partner who is action oriented and nimble. This includes establishing a governance model that prioritizes technology investments based on the value they add.

### **Using information technology to help run the City**

Partnerships between the IT Branch and business areas have made it possible to support the ongoing maintenance, improvement, and expansion of services provided to Edmontonians by:

- Maximizing the value and utilization of the City's existing information and technology assets, while strategically delivering new tools that enable employees to collaborate and work from anywhere, anytime, with any device. For example, inspectors across the City can now use various mobile applications and devices to complete inspections to property, developments, sidewalk and road conditions, and fire code standards. The Workspace Edmonton initiative utilizes Google collaboration tools and provides accessibility to emails, calendars and documents.
- Finding efficiencies and cost savings for the organization totalling \$956,000 for 2014, including: insourcing and automation of desktop services, implementation of new cost savings solutions such as Voice over Internet Protocol (VoIP) phones and a new Storage Area Network (SAN) solution.
- Providing value to employees and citizens through the implementation of enterprise solutions in partnership with business areas, including: geospatial systems, human resource systems, a new budget system, assessment and taxation solutions, recreation facility booking and program registration solutions, and solutions that provide citizens online access to information and services.
- Providing reliable stewardship and support to over 140 applications, over 500 servers and six enterprise-wide application systems that enable the City to provide efficient and effective services to Edmontonians, including access to: interactive maps to find City facilities, street cleaning and constructions schedules, property assessment reports and waste pickup schedules; DATS bus scheduling; public WiFi in a growing number of City facilities; and Council meeting minutes and videos.



## Branch — Information Technology

### Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 1	\$ -	\$ -	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	35,790	39,318	40,057	739	1.9
Materials, Goods & Supplies	11,405	12,048	11,613	(435)	(3.6)
External Services	7,507	4,671	6,079	1,408	30.1
Fleet Services	-	-	1	1	-
Intra-municipal Services	216	247	181	(66)	(26.7)
Utilities & Other Charges	2,752	3,490	3,277	(213)	(6.1)
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>57,670</u>	<u>59,774</u>	<u>61,208</u>	<u>1,434</u>	<u>2.4</u>
Intra-municipal Recoveries	<u>(21,449)</u>	<u>(21,176)</u>	<u>(23,247)</u>	<u>(2,071)</u>	<u>9.8</u>
<b>Total Expenditure &amp; Transfers</b>	<u>36,221</u>	<u>38,598</u>	<u>37,961</u>	<u>(637)</u>	<u>(1.7)</u>
<b>Net Operating Requirement</b>	<b>\$ 36,220</b>	<b>\$ 38,598</b>	<b>\$ 37,961</b>	<b>\$ (637)</b>	<b>(1.7)</b>
<b>Full-time Equivalents</b>	337.4	350.4	351.4	1.0	

# Branch — Information Technology

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## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

No Revenue & Transfer changes.

### Expenditures & Transfers - Changes

#### Personnel \$739

Movement toward job rate and changes in benefits is \$634. Salary adjustments to support Team Foundation and Adobe initiatives is \$242. There is also a \$137 reduction of salary costs due to a redundant position.

#### Material, Goods & Supplies (\$435)

The Storage Area Network (SAN) implementation has resulted in a \$250 reduction in hardware and software maintenance costs. An additional \$535 has been reallocated to external services. This is offset with a \$350 increase for POSSE licensing.

#### External Services \$1,408

There is a \$1,000 historical adjustment to better align to actual expenditure, which is recoverable and identified in Intra-municipal Recoveries. There is also a \$533 reallocation from Materials Goods and Services and a \$169 increase to support efficiency initiatives. This is offset with a \$295 reduction in consulting costs for Workspace Edmonton.

#### Fleet Services \$1

This reflects increased fuel costs.

#### Intra-municipal Services (\$66)

This reflects a decrease in building maintenance costs.

#### Utilities & Other Charges (\$213)

Utility decreases include \$133 for telecom costs and \$150 for space rent costs. Event funding has also been increased by \$70.

#### Intra-municipal Recoveries (\$2,071)

Shared Service recoveries increased by \$609 from Drainage Services, \$234 from Waste Management Service, and \$471 from Current Planning, while decreasing by \$148 from Fleet Services. There is also an increase in consulting recoveries of \$995 identified in external services and a reduction of internal charges for GeoEdmonton of \$90.

### Full-time Equivalents - Changes

There is an increase of two FTEs to support the Team Foundation Server and Adobe initiatives, and there was a reduction of one FTE for management rationalization.

# Branch — Information Technology

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Application Services

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Partnering with business areas, identify IT needs and develop strategic & operational IT plans. Deliver support for 146 applications, including 6 enterprise-wide, to deliver services to citizens. Manage applications/assets over \$287 million. Provide application knowledge management & IT service fulfillment services to city business areas.

#### Cost Drivers

Meeting needs of City branches/departments through IT services; Demand for access to information/services through multiple channels & devices; Demand for data analytics for informed decision-making; openness/transparency of government services (e.g. social media); Tailored business-focused solutions, while able to consolidate/leverage City-wide solutions; Maintaining internal expertise.

#### Service Standards

Meeting IT industry service standards (as outlined in COBIT) measured by success in the following: Meeting stakeholder needs, addressing the governance and management of IT from an enterprise-wide and end-to-end perspective, applying a single integrated framework for information and technology, enabling a holistic approach across processes, structures and people, and making a clear distinction between governance and management.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	33,853	33,009	34,699	36,353
Subtotal	33,853	33,009	34,699	36,353
Intra-municipal Recoveries	(12,591)	(9,662)	(12,293)	(13,806)
Net Operating Requirement	\$ 21,262	\$ 23,347	\$ 22,406	\$ 22,547
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		10.0	10.0	10.0
Union		183.2	185.2	186.2
Temporary		-	-	-
Full - Time Equivalents		194.2	196.2	197.2

#### 2013 Services

Client relationship management and advisory services ensure alignment with individual IT strategies for branches and the development of the proper business solution.

Delivery of approximately 90 IT projects at any given time during 2013 (upgrades, new functionalities for business areas), which support business initiatives across the corporation.

Application management services provide maintenance, enhancement, end-user training and upgrades of existing business applications.

#### Changes in Services for 2014

Implement Corporate IM/IT Strategy, resulting in governance changes and examination of how applications support services are located and delivered in the City's business areas, as part of an examination of the total corporate investment in Information Management and IT; Implement a transparent IT investment governance framework throughout the city that will place accountability for IT investments within business areas and align IT service delivery to the approved investment plan.

# Branch — Information Technology

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Corporate IT Services

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The City strives to balance and integrate the need to innovate and improve business delivery while optimizing cost, value, risk, security and availability of information. IT is strategically partnering with the business to deliver effective, efficient and innovative uses of technology that will bring the Way Ahead to life.

#### Cost Drivers

Meeting needs of City branches/departments through IT services; Demand for access to information/services through multiple channels & devices; Demand for data analytics for informed decision-making; openness/transparency of government services (e.g. social media); Tailored business-focused solutions, while able to consolidate/leverage City-wide solutions; Maintaining internal expertise.

#### Service Standards

Meeting IT industry service standards (as outlined in COBIT) measured by success in the following: Meeting stakeholder needs, addressing the governance and management of IT from an enterprise-wide and end-to-end perspective, applying a single integrated framework for information and technology, enabling a holistic approach across processes, structures and people, and making a clear distinction between governance and management.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	11,459	11,174	12,268	12,265
Subtotal	11,459	11,174	12,268	12,265
Intra-municipal Recoveries	(4,262)	(3,271)	(4,346)	(4,659)
Net Operating Requirement	\$ 7,197	\$ 7,903	\$ 7,922	\$ 7,606
Management		4.5	4.5	4.5
Professional/Technical/Union Exempt		8.0	8.0	7.0
Union		30.5	30.5	30.5
Temporary		-	-	-
Full - Time Equivalents		43.0	43.0	42.0

#### 2013 Services

IT strategic planning and governance service ensures alignment between the City's IT strategic direction and technology initiatives, by delivering IT strategies for individual branches.

A new enterprise architecture framework was initiated in alignment the Corporate IM/IT Strategy and city-wide IT architecture principles were approved.

Security and risk assurance service provides corporate management of IT security, including information security and standards compliance.

Technology innovation and strategic initiatives service provides leadership to proactively determine directional industry shifts.

#### Changes in Services for 2014

Implement a transparent IT investment governance framework throughout the city that will place accountability for IT investments within business areas and align IT service delivery to the approved investment plan; Increase activity with external technology innovation opportunities including academic research & business development; Implement Corporate IM/IT Strategy, resulting in governance changes and examination of how applications support services are located/delivered in business areas.

# Branch — Information Technology

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Infrastructure Services

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Provide sustainable, energy-efficient and innovative IT infrastructure solutions that adapt to the City's evolving needs and assist the City in achieving strategic outcomes. Manage information technology infrastructure for the City assets worth over \$48 million.

#### Cost Drivers

Meeting needs of City branches/departments through IT services; Demand for access to information/services through multiple channels & devices; Demand for data analytics for informed decision-making; openness/transparency of government services (e.g. social media); Tailored business-focused solutions, while able to consolidate/leverage City-wide solutions; Maintaining internal expertise.

#### Service Standards

Meeting IT industry service standards (as outlined in COBIT) measured by success in the following: Meeting stakeholder needs, addressing the governance and management of IT from an enterprise-wide and end-to-end perspective, applying a single integrated framework for information and technology, enabling a holistic approach across processes, structures and people, and making a clear distinction between governance and management.

#### Resources

(\$000)

	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	12,358	12,050	12,807	12,591
Subtotal	12,358	12,050	12,807	12,591
Intra-municipal Recoveries	(4,596)	(3,527)	(4,537)	(4,783)
Net Operating Requirement	\$ 7,762	\$ 8,523	\$ 8,270	\$ 7,808
Management		0.5	0.5	0.5
Professional/Technical/Union Exempt		8.0	8.0	8.0
Union		91.7	102.7	103.7
Temporary		-	-	-
Full - Time Equivalents		100.2	111.2	112.2

#### 2013 Services

Primary and secondary data centre facilities management.

Data network and Internet management and planning.

Management and planning of services hosting environment (data centre based services: 500 servers, 1.2 petabytes of internally-stored information).

Management and planning of database environment.

Support and planning of desktop lifecycle management.

Management and planning of communication and collaboration tools and mobility and telephone services.

Procurement and management of IT assets and contracts.

#### Changes in Services for 2014

Implement COBIT5 IT and payment card industry standards; Insource desktop deployment & support services; Outsourcing agreement for IT goods procurement; Desktop infrastructure upgrade; Establish mechanisms for virtualization of infrastructure services, cloud-computing, Software as a Service, and enterprise datawarehousing; Implement transparent IT investment governance framework.

# Branch — Information Technology

## Program - Application Maintenance & Support Operating Impacts from Capital

FUNDED

### Results to be Achieved

This service package is required to provide on-going operational maintenance and support for Adobe Livecycle which went into production in 2012 and for Team Foundation Server that is planned for implementation in 2013. On-going support is required for these NEW application systems:

1. Adobe Livecycle (went into production 2012)
2. Team Foundation Server (planned for production)

### Description

This service package includes 2 additional permanent FTEs in 2014 to provide upgrades, configuration, maintenance (break/fix), infrastructure and end user support for the new applications Adobe Livecycle and Team Foundation Server that went into production in 2012/2013. This estimate is based on analysis and research with the ITB Enterprise Architecture team and on recommendations from the Vendors.

### Background

Adobe Live Cycle is an enterprise document and forms platform that both captures and processes information. It allows for the delivery of communications, as well as protects and tracks the documents and forms. Adobe Live Cycle facilitates mobility by allowing access to forms by any user equipped with a desktop, laptop, tablet or smart phone. Team Foundation Server (TFS) allows IT development teams to ensure security and control of software code that is developed in house and provide proper management and control of Corporate owned IP (Intellectual Property).

### Options

This service package is important in order to sustain the solutions that have been / are being implemented. One option would be to provide the support through contract resources.

### Implications of Not Funding

This service package will allow administration to ensure the new applications are sustainable and available for the users (Corporate Services, Financial Services, Transportation) for the foreseeable future. Not funding this service package puts these applications at risk for substantial downtime, as well as not being on Vendor current versions.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 242	-	242	2.0	\$ -	-	-	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 242</b>	<b>-</b>	<b>242</b>	<b>2.0</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Branch — Law

## Introduction

As an internal service provider, the Branch leverages close working relationships with our clients, ongoing engagement in projects, and expertise in municipal law and governance to provide valued advice and support throughout the organization. Complemented with a strong alignment to Council's strategic objectives, the Law Branch ensures that the City's interests are protected and that employees and citizens are safe as they access municipal infrastructure and services.

Supporting projects that include the Blatchford redevelopment, the Downtown Arena, and the LRT expansion, management across the organization indicated a 94.7% satisfaction rate with Branch services in the *2013 Shared Services Client Satisfaction Survey*.

Legal Services initiates legal action, prosecutes bylaws, and provides a legal defence against claims, challenges and lawsuits, including successfully defending the court challenges dealing with the closing of the City Centre Airport.

Enjoying the safety and security of person, place, and community is an objective identified in *The Way We Live*. Security Advisors carry out security design assessments on all new public facilities, such as the Clareview Recreation Centre, while performing facility security audits on the City's existing amenities.



Through ongoing assessments of facilities and projects, the Risk Management team works with front-line services to take appropriate measures to protect City assets and reduce the cost of insurance for the corporation.

The Law Branch also supports the Office of the City Auditor in investigations.

The core services of the Law Branch include:

- providing legal opinions and risk assessments
- reviewing and drafting contracts and bylaws
- representing the City's legal position before the courts, boards and other tribunals
- prosecuting bylaws
- adjusting claims and purchasing insurance
- tracking bonds and letters of credit
- investigating employee misconduct
- providing personal security awareness programs to employees
- conducting security and risk control inspections of City facilities and consulting on security improvements
- monitoring alarms and providing uniformed security guards as required



## Branch — Law

### Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 66	\$ -	\$ -	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>66</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	8,367	10,174	10,325	151	1.5
Materials, Goods & Supplies	421	298	290	(8)	(2.7)
External Services	2,020	1,522	2,021	499	32.8
Fleet Services	-	-	-	-	-
Intra-municipal Services	192	248	252	4	1.5
Utilities & Other Charges	268	232	227	(5)	(2.2)
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>11,268</u>	<u>12,474</u>	<u>13,115</u>	<u>641</u>	<u>5.1</u>
Intra-municipal Recoveries	<u>(3,149)</u>	<u>(3,285)</u>	<u>(3,780)</u>	<u>(495)</u>	<u>15.1</u>
<b>Total Expenditure &amp; Transfers</b>	<u>8,119</u>	<u>9,189</u>	<u>9,335</u>	<u>146</u>	<u>1.6</u>
<b>Net Operating Requirement</b>	<b>\$ 8,053</b>	<b>\$ 9,189</b>	<b>\$ 9,335</b>	<b>\$ 146</b>	<b>1.6</b>
<b>Full-time Equivalents</b>	80.3	87.0	87.0	-	-

# Branch — Law

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## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

No changes to Revenue & Transfers.

### Expenditures & Transfers - Changes

#### Personnel \$151

Movement towards job rate and changes in benefits is \$151.

#### Material, Goods & Supplies (\$8)

Attributable to a \$6 reduction for printing costs and a \$2 reduction for computer costs.

#### External Services \$499

There is a \$424 increase for additional security contract costs due to the increase in volume for security calls, with offsetting Intra-municipal Recoveries. An increase of \$75 for inflationary costs for municipal buildings security.

#### Intra-municipal Services \$4

Parking charges are increasing by \$4.

#### Utilities & Other Charges (\$5)

The reduction in Utilities is attributable to reduced telecom costs.

#### Intra-municipal Recoveries (\$495)

Shared Service recoveries increased by \$35 from Drainage Services, \$16 from Waste Management Service, \$22 from Current Planning, and \$3 from Fleet Services. Recoveries for the increase of volume for security calls amounted to \$424.

### Full-time Equivalents - Changes

No changes to Full-time Equivalents.

# Branch — Law

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Corporate Security

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

To mitigate security risks of Corporate assets and to contribute to the improved livability and the citizens of Edmonton. We will continue to proactively manage security risks through various security principles to reduce the number, and severity, of security incidents at the City of Edmonton.

#### Cost Drivers

- The number of facilities and employees to protect.
- The number of Special Events to secure.
- Changes in policies that require Corporate Security involvement.
- Demand for guard services.

#### Service Standards

Corporate Security Monitoring and Dispatch Center (CSMDC) monitor an average of 1,000 security, maintenance and life safety alarms per day for the City of Edmonton. Risks related to building damage, employee safety and environment are significantly reduced by this level of service. Other proactive internal security services include Security Audits, Penetration Tests, Security Awareness Training, Physical Security Planning, Event Security, Executive Protection and security guard administration.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 66	\$ -	\$ -	\$ -
Expenditure & Transfers	2,879	2,493	2,581	3,077
Subtotal	2,813	2,493	2,581	3,077
Intra-municipal Recoveries	(1,528)	(813)	(778)	(1,197)
Net Operating Requirement	\$ 1,285	\$ 1,680	\$ 1,803	\$ 1,880
Management		-	-	-
Professional/Technical/Union Exempt		6.0	8.0	8.0
Union		3.0	2.0	2.0
Temporary		-	-	-
Full - Time Equivalents		9.0	10.0	10.0

#### 2013 Services

Physical Security - planning for city facilities, special events, security audits and administration of the COE Guard contract. Personnel Security – Security Awareness Seminars and Executive VIP Protection. Investigations – Internal/External, Law Enforcement Interface and workplace substance abuse/violence. Security Planning and Liaison – Emergency planning, work stoppage plans, floor plan reviews, security system proposals and community security and crime prevention program liaisons. Specific examples related to these services in 2013 include security input for Community Downtown Arena, Executive Protection relating to the Civic Election, security advice for LRT expansion, OH&S Working Alone Pilot Project, security for Idle No More Protests and implementation of the Corporate Security Strategic Deployment Initiative (CSSDI) which data mines security intelligence with real time information.

#### Changes in Services for 2014

There will be no changes in services for 2014.

# Branch — Law

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Legal Services

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

Provide legal advice to the Corporation to assist it in achieving its goals and objectives. Represent the City before the courts and other tribunals to safeguard the City's legal interests and financial position.

#### Cost Drivers

The complexity and number of city projects.

#### Service Standards

Legal Services provides legal advice to all levels of the Corporation to ensure that all City programs and objectives are achieved in full compliance with the law. In addition, our lawyers defend lawsuits commenced against the City, initiate lawsuits to protect the City's interests, prosecute bylaw offences, deal with the expropriation of land required for major City projects and protect the City's tax base in hearings at the Assessment Review Board.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	6,785	7,455	8,259	8,360
Subtotal	6,785	7,455	8,259	8,360
Intra-municipal Recoveries	(1,439)	(1,782)	(2,368)	(2,430)
Net Operating Requirement	\$ 5,346	\$ 5,673	\$ 5,891	\$ 5,930
Management		3.0	3.0	3.0
Professional/Technical/Union Exempt		38.1	41.8	41.8
Union		13.2	13.2	13.2
Temporary		-	1.0	1.0
Full - Time Equivalents		54.3	59.0	59.0

#### 2013 Services

Continued to provide legal advice and services relating to the Downtown arena project.  
Continued to provide legal advice and services relating to the Blatchford Redevelopment initiative.  
Continued to provide legal advice and services related to LRT expansion.  
Continued to represent the City's interests before the courts and administrative tribunals.

#### Changes in Services for 2014

There will be no changes to Legal Services in the 2014. Service levels could be compromised if there are significant requests for legal assistance with Annexation applications and other redevelopment initiatives in the Downtown core.

# Branch — Law

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Risk Management

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Provides insurance for the Corporation as a whole and project specific insurance for client areas as required. Undertakes risk analysis reviews to enable our clients to achieve their business objectives. Does risk control inspections on City facilities. Investigates and resolves claims made by and against the Corporation.

#### Cost Drivers

Availability (and affordability) of insurance for the Corporation.  
Severe weather events are increasing the City's exposure to risk.

#### Service Standards

Risk Management assists client areas with risk analysis to help achieve their business goals. This service will continue to be provided in a timely fashion with the best risk advice that is available. Claims will be adjudicated in an equitable manner taking both the perspectives of the Corporation and citizens into account. Insurance needs will be evaluated annually with insurance procured which is effective both from a cost and coverage perspective.

#### Resources

(\$000)

	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	1,604	1,514	1,633	1,679
Subtotal	1,604	1,514	1,633	1,679
Intra-municipal Recoveries	(181)	(164)	(140)	(153)
Net Operating Requirement	\$ 1,423	\$ 1,350	\$ 1,493	\$ 1,526
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		1.0	1.0	1.0
Union		15.0	16.0	16.0
Temporary		-	-	-
Full - Time Equivalents		17.0	18.0	18.0

#### 2013 Services

Commenced development of a Corporate wide incident management system to promote efficiency  
Provided project specific insurance as required (City construction projects, LRT construction, Drainage design and construction projects outside of Edmonton, etc.)  
Continued risk control inspections on City owned buildings  
Continue to provide insurance and risk advice on the Downtown Arena project, the Blatchford redevelopment project, Quarters redevelopment project

#### Changes in Services for 2014

There will be no change in services for 2014. Service levels could be compromised if a change in frequency of demands for risk analysis occurs.

# Branch — Materials Management

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## Introduction

Materials Management Branch is the supply chain management and tendering authority for the City of Edmonton. Materials Management is responsible for a full range of services including procurement, inventory management and distribution, mail processing, and full service corporate printing services.

Materials Management supports the entire organization and is an essential contributor toward the achievement of City Council's vision and the delivery of valued services to citizens. As the scope and complexity of City projects and services continues to grow, Materials Management remains committed to evolving its service offerings to stay aligned with leading practice in order to meet the changing needs of City departments.

In 2013, Materials Management developed a branch strategic plan that will guide our efforts over the next five years in order to achieve our mission “to be recognized as a valued business partner that is essential to the success of our clients and the City”.

This plan is founded on four key goals for Materials Management:

- Creating value for the City
- Delivering service excellence
- Enhancing strategic relationships
- Engaging & empowering employees

Within each of these, a number of supporting goals have been established that inform our annual business planning and our innovation and continuous improvement efforts.

In all areas of the Branch, process and technology improvements are underway to improve efficiency and effectiveness. In 2013, The City of Edmonton was among a select group and the only government agency in Canada to receive the National Purchasing Institute's Achievement of Excellence in Procurement Award. This award recognizes excellence in a number of areas including innovation, professionalism, and leadership. With award criteria changing each year to reflect current leading practices, this award demonstrates that Materials Management continues to be at the forefront of public procurement organizations. This is the 14th consecutive year that the City has received this award.

In 2013, Materials Management ...

- Managed nearly \$1 Billion in spending on a wide range of goods, services, technology and construction
- Supported many significant procurement projects including the Waltherdale Bridge replacement, the 41st Ave/QE II Highway Interchange, Mill Woods Library & Senior Centre and procurement planning for the Valley Line LRT
- Increased access to City opportunities for small and local businesses through leading Selling to the City sessions
- Continued to roll out the Sustainable Purchasing Policy by embedding sustainable purchasing criteria into additional product and service categories and demonstrated leadership to the 17-member Canadian Municipal Sustainable Purchasing Collaboration

# Branch — Materials Management

## Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 395	\$ 293	\$ 293	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>395</u>	<u>293</u>	<u>293</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	11,444	12,177	12,464	287	2.4
Materials, Goods & Supplies	2,193	1,044	1,237	193	18.5
External Services	839	526	526	-	-
Fleet Services	88	173	127	(46)	(26.5)
Intra-municipal Services	40	56	145	89	159.5
Utilities & Other Charges	272	325	314	(11)	(3.4)
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>14,876</u>	<u>14,301</u>	<u>14,813</u>	<u>512</u>	<u>3.6</u>
Intra-municipal Recoveries	<u>(5,258)</u>	<u>(4,787)</u>	<u>(5,031)</u>	<u>(244)</u>	<u>5.1</u>
<b>Total Expenditure &amp; Transfers</b>	<u>9,618</u>	<u>9,514</u>	<u>9,782</u>	<u>268</u>	<u>2.8</u>
<b>Net Operating Requirement</b>	<b>\$ 9,223</b>	<b>\$ 9,221</b>	<b>\$ 9,489</b>	<b>\$ 268</b>	<b>2.9</b>
<b>Full-time Equivalents</b>	149.0	149.0	149.0	-	-



# Branch — Materials Management

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## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

No changes to Revenue & Transfers.

### Expenditures & Transfers - Changes

#### Personnel \$287

Movement towards job rate and changes in benefits are \$287.

#### Material, Goods & Supplies \$193

There is a \$200 adjustment to increase inventory write down allowance offset with a \$4 reduction for printing costs and a \$3 reduction for computer costs.

#### Fleet Services (\$46)

A historical adjustment has reduced Fleet Services cost \$46.

#### Intra-municipal Services \$89

The Inter-municipal Charges changes are: Building maintenance \$43, custodial services \$42 and \$4 for facility use.

#### Utilities & Other Charges (\$11)

The reduction in Utilities is attributable to reduced power costs of \$8 and telecom costs of \$3.

#### Intra-municipal Recoveries (\$244)

Shared Service recoveries increased by \$116 from Drainage Services, \$23 from Waste Management Service, \$5 from Current Planning, and \$100 from Fleet Services.

### Full-time Equivalents - Changes

No changes to Full-time Equivalents.

# Branch — Materials Management

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Corporate Mail Services and Digital Print Centre

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The Digital Print Centre (DPC) provides all City departments with a full range of professional print services, which include colour and black & white production printing, inserting and finishing services. Corporate Mail Services is responsible for the timely metering and distribution of inter-office and Canada Post mail for City departments.

#### Cost Drivers

Frequency, mail volumes, and number of delivery locations for Corporate Mail Services.  
Number of print orders and volumes, complexity of job for Digital Print Centre.

#### Service Standards

The DPC combines leading edge printing technology with knowledgeable staff to provide quality, best value print services. DPC provides in-house print and mail services to the City at a lower cost than the marketplace. Annually, Mail Services handles over nine million pieces of mail, while the DPC prints over 11 million images and insertions. With a dedicated focus on the City, DPC provides confidential, dedicated, and timely print and mail services to the City.

#### Resources

(\$000)

	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 50	\$ 57	\$ 57	\$ 57
Expenditure & Transfers	1,680	2,083	2,131	2,236
Subtotal	1,630	2,026	2,074	2,179
Intra-municipal Recoveries	(1,121)	(961)	(1,084)	(1,029)
Net Operating Requirement	\$ 509	\$ 1,065	\$ 990	\$ 1,150
Management		-	-	-
Professional/Technical/Union Exempt		-	1.0	1.0
Union		19.0	19.0	19.0
Temporary		-	-	-
Full - Time Equivalents		19.0	20.0	20.0

#### 2013 Services

Color and black & white production printing.

Wide format printing.

Inserting and finishing services.

Metering and distribution of all inter-office and Canada Post mail.

Consistently positive client satisfaction scores for both services (81% for mail services, 75% for DPC).

#### Changes in Services for 2014

Continue to expand DPC service offerings in areas that provide value for the City (eg. Photo enforcement ticket printing).

Expanded mail routes to service new City facilities (eg. Clareview and Meadows recreations centres).

# Branch — Materials Management

## Approved 2014 Budget – Program Summary

(\$000)

### Program Name - Procurement

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

Materials Management Branch is the delegated tendering authority for the City of Edmonton. The Branch provides a full range of professional procurement services, including procurement planning and advisory services, Tender/Request for Proposal management, contract negotiation and purchase order/contract preparation.

#### Cost Drivers

Service demand from City departments and Edmonton Police Service (both operating and capital), complexity and time-sensitivity of projects.

#### Service Standards

Works with business areas and at the enterprise level to achieve best value for money from the City's expenditures. Ensures that the City is protected from procurement risks. Continues to implement the sustainable purchasing policy in a growing number of tenders and contracts. Works closely with suppliers and industry associations to position the City as a customer of choice. Provides the City with the capacity to deliver all programs and services.

#### Resources

(\$000)

	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 5	\$ -	\$ -	\$ -
Expenditure & Transfers	4,137	3,891	4,229	4,241
Subtotal	4,132	3,891	4,229	4,241
Intra-municipal Recoveries	(937)	(1,108)	(991)	(1,073)
Net Operating Requirement	\$ 3,195	\$ 2,783	\$ 3,238	\$ 3,168
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		4.0	4.0	4.0
Union		38.0	37.0	37.0
Temporary		-	-	-
Full - Time Equivalents		43.0	42.0	42.0

#### 2013 Services

Procurement planning and advisory services.  
Tender / Request for Proposal management.  
Contract negotiation.  
Purchase order / contract preparation.  
Corporate procurement policy and program development.

#### Changes in Services for 2014

Service demand is expected to remain at 2013 levels.  
Continue looking for ways to increase competitive tendering.  
Supplier performance evaluation program will be fully implemented for Design & Construction contracts.  
Eliminating hard copy construction tender documents and plans through an electronic plans room.  
Continue to investigate and introduce new procurement approaches to stay aligned with best practices.

# Branch — Materials Management

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Supply Chain Management

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

Materials Management is responsible for delivering inventory management and distribution services that support City operations. The Supply Chain Management section consists of warehousing / stores operations, parts management and distribution, customs, surplus disposal services and emergency logistics.

#### Cost Drivers

Demand for stocked parts, equipment and consumable items required by all City departments.

#### Service Standards

Provides the City the capacity to deliver the full range of citizen services.

Materials Management provides industry leading parts management and centralized warehousing services, which reduces inventory management costs and allows expertise to be developed, enabling departments to focus on their core services.

Manage over 57,000 active stock items.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 340	\$ 236	\$ 236	\$ 236
Expenditure & Transfers	9,059	7,753	7,940	8,336
Subtotal	8,719	7,517	7,704	8,100
Intra-municipal Recoveries	(3,200)	(3,172)	(2,711)	(2,929)
Net Operating Requirement	\$ 5,519	\$ 4,345	\$ 4,993	\$ 5,171
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		20.0	2.0	2.0
Union		66.0	84.0	84.0
Temporary		-	-	-
Full - Time Equivalents		87.0	87.0	87.0

#### 2013 Services

Operation of warehouses and stores (central and departmental).

Parts management and distribution.

Surplus and disposal services.

Emergency logistics.

#### Changes in Services for 2014

Continuing to roll out inventory forecasting and supply chain automation.

Continuing to work with key clients to improve demand planning so that the right items are available when needed to support efficient City operations.

Fine tune the new municipal parts hub that reduces inventory costs by centralizing lower usage parts that were previously stocked in multiple garages.

# Branch — Office of the City Clerk

## Introduction

The Office of the City Clerk is the primary contact regarding City Council processes and decisions, and ensures that Council business and decisions comply with legislation. It provides non-partisan legislative advice and resources to elected officials, procedural advice and support to City Administration, and facilitates the access and involvement of the public.

The office manages the quasi-judicial process for tribunal hearings, civic agency meetings, and civic agency appointments. The City Clerk is the Returning Officer for municipal elections and the office conducts municipal elections and the municipal census.

The office manages the corporate records program and is the clearing house for Freedom of Information and Protection of Privacy requests for the corporation. It also supports administrative and financial functions for the elected officials.

With a commitment to openness and transparency, the office helps to build strong local government by connecting citizens to their local leadership and by removing potential barriers to citizen participation in the democratic process. Citizens have the opportunity to:

- Appeal a property assessment or development that impacts them
- Speak before Council or submit correspondence to Council
- Attend City Council or Committee meetings in person or watch proceedings via live streaming video
- Access Council decisions electronically or in person
- Request access to information (public records)
- Cast a vote in municipal elections
- Participate in the biennial census



## In 2013 the Office of the City Clerk . . .

- Conducted the 2013 civic election
- Updated the Council orientation program
- Continued the records management system (Cit-e File) implementation in tandem with Workspace Edmonton
- Implemented an automated/integrated Council report process (SIRE II) throughout the corporation
- Completed the consultation phase of the review of Civic Agency policies and reports to Council
- Participated in corporate discussions on the potential provincial review of the *Municipal Government Act*
- Set up a Tribunal web site independent from the City of Edmonton web site

## In 2014 the Office of the City Clerk will . . .

- Finalize the five-year strategic plan for the Branch
- Actively contribute to the corporate initiative on Information Management (e.g. records management, electronic records management systems, compliance with FOIP)
- Continue to enhance opportunities for public engagement through various social media, enhanced website tools and interactions, and a more effective council correspondence process
- Continue participation in the provincial review of the *Municipal Government Act* and Big City Charter
- Review impact of four-year Council terms in relation to Committee structure and other processes

## Branch — Office of the City Clerk

### Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 1,021	\$ 833	\$ 833	\$ -	-
Grants	247	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>1,268</u>	<u>833</u>	<u>833</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	6,341	7,270	7,089	(181)	(2.5)
Materials, Goods & Supplies	311	400	389	(11)	(2.8)
External Services	2,297	1,661	1,958	297	17.9
Fleet Services	13	13	16	3	24.3
Intra-municipal Services	787	291	281	(10)	(3.5)
Utilities & Other Charges	875	943	838	(105)	(11.1)
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>10,624</u>	<u>10,578</u>	<u>10,571</u>	<u>(7)</u>	<u>(0.1)</u>
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>10,624</u>	<u>10,578</u>	<u>10,571</u>	<u>(7)</u>	<u>(0.1)</u>
<b>Net Operating Requirement</b>	<b>\$ 9,356</b>	<b>\$ 9,745</b>	<b>\$ 9,738</b>	<b>\$ (7)</b>	<b>(0.1)</b>
<b>Full-time Equivalents</b>	71.1	72.1	72.1	-	-

# Branch — Office of the City Clerk

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## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

No Revenue & Transfer changes.

### Expenditures & Transfers - Changes

#### Personnel (\$181)

Movement within the job rates and benefits are \$169, offset by \$350 in savings related to the implementation of the four year Municipal Election and two year Census cycle.

#### Material, Goods & Supplies (\$11)

The reduction is due to savings in copier lease and desktop support.

#### External Services \$297

Increases are primarily related to additional costs associated with tribunal board operations to align with historical requirements.

#### Fleet Services \$3

Due to increase in fuel.

#### Intra-municipal Services (\$10)

Due to a decrease in building maintenance fees.

#### Utilities & Other Charges (\$105)

The decrease is related primarily to the implementation of the four year Municipal Election and two year Census cycle.

### Full-time Equivalents - Changes

No changes to Full-time Equivalents.



# Branch — Office of the City Clerk

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Elections and Census

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

A biennial municipal census is scheduled for 2014. The census is the official count of population living in dwelling units in the City of Edmonton. In years when a census is not conducted, the budget is used for business-related planning and as funding for future elections or censuses. A ward boundary review will be initiated by September of 2014.

#### Cost Drivers

- Municipal Census Policy C520B, Ward Boundary Policy C469A and Bylaw 15142
- City population growth

#### Service Standards

Current, reliable census data is used by the City to plan and provide services and to maximize per capita grant funding from provincial and federal sources. Businesses and community organizations use the census data for marketing and planning purposes; basing decisions on regularly updated demographics results in more appropriate, proactive use of revenue and resources. The Ward Boundary Review report includes use of the current census data to produce up-to-date measures for planning.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 588	\$ 213	\$ 213	\$ 213
Expenditure & Transfers	2,861	3,078	2,559	2,093
Subtotal	2,273	2,865	2,346	1,880
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 2,273	\$ 2,865	\$ 2,346	\$ 1,880
Management		-	1.0	1.0
Professional/Technical/Union Exempt		1.0	1.0	1.0
Union		2.0	2.0	2.0
Temporary		5.0	5.0	5.0
Full - Time Equivalents		8.0	9.0	9.0

#### 2013 Services

The 2013 municipal election was planned and conducted in accordance with provincial and municipal legislation to ensure citizens had the opportunity to vote and to ensure production of timely and accurate voting results.

#### Changes in Services for 2014

In the past, collection of census data has been obtained through door-to-door canvassing of neighbourhoods. In 2014, respondents will have the option of completing their census via the online application. Online completion will enable residents absent from their homes to complete the census. Fewer canvassers are required, which will result in personnel cost savings.

# Branch — Office of the City Clerk

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Governance, Tribunals, Corporate Records, and Administration

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Office of the City Clerk supports democratic governance by managing Council meetings, providing for public input and access to decisions, supporting quasi-judicial bodies and civic agencies, developing a corporate records program, managing Freedom of Information and Protection of Privacy requests, and providing support to Councillors' offices.

#### Cost Drivers

Legislative requirements (provincial legislation and city bylaws).  
Numbers of Council meetings, tribunals appeals, corporate records generated, and public requests for information.

#### Service Standards

The Office of the City Clerk's mandate is to meet legislative requirements 100% of the time. The Office is dedicated to understanding the needs of the community and corporation, and to providing high quality, responsive services to customers in a professional manner. Council's strategic roadmap to a well managed city guides the work and standards of the Office of the City Clerk.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 681	\$ 876	\$ 619	\$ 620
Expenditure & Transfers	7,763	7,834	8,019	8,478
Subtotal	7,082	6,958	7,400	7,858
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 7,082	\$ 6,958	\$ 7,400	\$ 7,858
Management		4.0	3.0	3.0
Professional/Technical/Union Exempt		20.2	20.2	20.2
Union		38.9	39.9	39.9
Temporary		-	-	-
Full - Time Equivalents		63.1	63.1	63.1

#### 2013 Services

Manage more than 140 Council and Committee meetings and process more than 700 citizen requests to speak. Administer some 3,000 complaints or appeals to tribunals, and at least 300 Freedom of Information and Protection of Privacy requests. Provide support for 60 civic agencies and 13 Business Revitalization Zones. Continue implementation of corporate file management program and manage storage and retrieval services for some 80,000 cubic feet of records. Provide support to Councillors' offices, including processing more than 5,000 pieces of Council correspondence.

#### Changes in Services for 2014

Continue to enhance opportunities for public engagement through various social media, enhanced website tools and interactions, and a more effective council correspondence process. Actively contribute to the corporate initiative on Information Management (e.g., records management, electronic records management systems, compliance with Freedom of Information and Protection of Privacy Act). Continue participation in the provincial review of the Municipal Government Act and Big City Charter.

# Branch — Office of the City Clerk

**Program - Governance, Tribunals, Corporate Records, and Administration  
Federation of Canadian Municipalities (FCM)**

**FUNDED**

## Results to be Achieved

This service package is to fund The Federation of Canadian Municipalities Annual Conference and Trade Show, which will be held in Edmonton in 2015. The outcome of the FCM is to bring a national voice to municipal government. This service package aligns with Council's Goals: Improve Edmonton's Livability and Diversify Edmonton's Economy.

## Description

The Federation of Canadian Municipalities Conference and Trade Show is being hosted in Edmonton from June 5, 2015 - June 8, 2015. This major conference is attended by representatives of municipalities across the country. It is anticipated that funding will be provided by the City of Edmonton and major corporate sponsorships. This is a request for one-time funding.

## Background

The FCM has been the national voice of municipal government since 1901. Members include Canada's largest cities, small urban and rural communities and 21 provincial and territorial municipal associations. The FCM represents the interests of municipalities on policy and program matters that fall within federal jurisdiction. Federal policy and programs affect every one of Council's goals. This conference is held in a different Canadian location each year. The conference was last held in Edmonton in 2004.

## Options

The City of Edmonton has committed to this conference.

## Implications of Not Funding

If the initiative is not funded, Edmonton's image and reputation could be negatively affected. There is an expectation that this conference will be held in a different Canadian location each year and that Edmonton will be an active participant.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 37	-	37	-	\$ 672	438	234	-	\$ (709)	(438)	(271)	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 37</b>	<b>-</b>	<b>37</b>	<b>-</b>	<b>\$ 672</b>	<b>438</b>	<b>234</b>	<b>-</b>	<b>\$ (709)</b>	<b>(438)</b>	<b>(271)</b>	<b>-</b>

# Branch — Fleet Services

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## Introduction

The City of Edmonton's Fleet Services is one of the largest integrated municipal fleet operations in Canada. Fleet Services ensures that over 4,700 City vehicles, transit buses and essential City operations equipment are well maintained, safe, and reliable for use on a daily basis. Managing a fleet and associated infrastructure that is valued at over \$600 million, Fleet Services is the City's experts in vehicle and equipment procurement, maintenance, fleet engineering, fabrication services, fuel management and fleet safety. Fleet Services also serves two external clients, EPCOR and Alberta Health Services, in the maintenance and management of their fleets.

Recognized by industry peers for Outstanding Achievement in Public Service Fleet Management and Excellence in Public Fleet Safety – Fleet Services' staff are knowledgeable, proficient and proud of the work they do. They continue to develop innovative solutions, providing complex mechanical, fabrication and engineering services for the City and external clients. In 2013, the City of Edmonton was recognized with a ranking of the top 20 of North America's 100 Best Fleets.

In 2014, Fleet Services has a budget increase of 3.9%. This increase includes planned escalation in the capital Mid-Life Refurbishment Strategy and increases in fuel and maintenance due to growth and inflationary cost impacts.

### The work of the Branch is delivered by three programs:

**Municipal Fleet Maintenance** is responsible for the preventative maintenance, repairs, custom fabrication and seasonal maintenance on all City vehicles and equipment in facilities across the City. Municipal Fleet Operations is also responsible for fleet management of two external clients, EPCOR and Alberta Health Services. Municipal Fleet 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. Municipal Fleet Maintenance is also responsible for the custom fabrication of equipment such as sanders and dump trucks, as well as various City projects including the Churchill Square Christmas tree holder, fencing at municipal cemeteries and custom safety gates.

**Transit Fleet Maintenance** is responsible for preventative maintenance, repairs and daily cleaning of City of Edmonton buses. Transit Fleet Maintenance ensures that every day, the bus fleet is safe, reliable and clean for citizens on their daily commute and transportation needs. Transit Fleet Maintenance also completes the Mid-life Refurbishment Strategy which extends the lifecycle of a bus from 12 years to 20 years by replacing the engine and updating the interior and exterior of buses. This program ensures that buses have the lowest cost of ownership over their lifetime and increases service reliability. Transit Fleet Maintenance continually looks for new technology and efficiencies and has partnered with Edmonton Transit in the pilot of Compressed Natural Gas powered buses.

**Fleet Operations** is responsible for ensuring the City's fleet and equipment needs are addressed through capital planning, engineering, procurement, client and vendor relationships, training, fuel management and project and process performance. Working with City departments and branches to meet their service needs, Fleet Operations increases efficiencies by incorporating technology and processes that enhance operations, creates long-term plans for future growth, builds upon client relationships and provides performance and budget monitoring. Fleet Operations is also responsible for the City's Fleet Safety section which manages the training and certification of all city drivers, investigates accidents with City vehicles and makes recommendations to enhance fleet safety. Fleet Operations continues work to mitigate increased fuel costs through Fuel Sense training and is developing guidelines for idling and warming up of vehicles as well as testing technology that will automatically limit idle time.



## Branch — Fleet Services

### Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
External Maintenance Revenue	\$ 8,069	\$ 8,983	\$ 7,878	\$ (1,105)	(12.3)
External Fuel Revenue	2,638	2,674	2,827	153	5.7
Intra-municipal Maintenance Recoveries	128,773	135,450	142,400	6,950	5.1
Intra-municipal Fuel Recoveries	37,354	38,892	40,102	1,209	3.1
<b>Total Revenue &amp; Transfers</b>	<u>176,834</u>	<u>185,999</u>	<u>193,206</u>	<u>7,207</u>	<u>3.9</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	63,693	67,798	68,604	806	1.2
Materials, Goods & Supplies	33,678	32,041	35,201	3,160	9.9
External Services	6,563	6,947	7,605	658	9.5
Fuel	38,358	40,546	41,847	1,301	3.2
Intra-municipal Services	9,352	9,090	9,368	278	3.1
Utilities & Other Charges	24,288	28,201	25,959	(2,242)	(8.0)
Transfer to Reserves	1,804	1,376	4,622	3,246	235.9
<b>Total Expenditure &amp; Transfers</b>	<u>177,736</u>	<u>185,999</u>	<u>193,206</u>	<u>7,207</u>	<u>3.9</u>
<b>Net Income / (Loss)</b>	<b>\$ (902)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Full-time Equivalents</b>	723.0	732.0	736.0	4.0	

### Fleet Services - Breakdown of Expenditure Budget by Service

(\$000)

Service	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
Fuel	41,565	42,928	1,363	3.3
Maintenance	108,174	111,507	3,333	3.1
Reserve Contribution	22,699	22,742	43	0.2
Charges to Capital Budget	13,561	16,029	2,468	18.2
<b>Total Expenditures &amp; Transfers</b>	<u>185,999</u>	<u>193,206</u>	<u>7,207</u>	<u>3.9</u>

# Branch — Fleet Services

## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### External Maintenance Revenue (\$1,105)

Due to fleet renewal and downsizing, demand for maintenance services from EPCOR and Alberta Health Services have decreased resulting in a \$1,105 revenue reduction.

#### External Fuel Revenue \$153

\$153 relates to an increase in fuel prices and projected volumes used by EPCOR. All fuel recoveries are fully offset in fuel expenditures.

#### Intra-municipal Maintenance Recoveries \$6,950

\$4,397 of the recovery increase is directly related to Transit bus parts escalation and additional refurbishments planned in 2014. \$2,182 of this is funded by Bus Mid-Life Refurbishment Strategy, capital project 09-66-1281. The remainder is due to inflationary increases.

#### Intra-municipal Fuel Recoveries \$1,209

Reflects both increased client fuel demand of \$246 and increased fuel prices of \$963.

### Expenditures & Transfers - Changes

#### Personnel \$806

Movement toward job rate and changes in benefits for a total of \$806, of that an increase of \$340 is related to additional personnel for the Bus Mid-Life Refurbishment Strategy.

#### Materials, Goods & Supplies \$3,160

Increased parts costs of \$3,194 is due to parts escalation and additional mid-life refurbishments. There is an offsetting savings of \$344 related to bus fleet efficiencies. The remainder is due to municipal fleet growth and inflation.

#### External Services \$658

An increase of \$870 is related to additional mid-life refurbishments. There is an offsetting decrease of \$293 related to in-house resourcing instead of third party contractors. The remainder is due to municipal fleet growth and inflation.

#### Fuel \$1,301

Reflects both increased client fuel demand of \$1008 and increased fuel prices of \$293.

#### Intra-municipal Services \$278

The increase reflects additional internal services allocations.

#### Utilities & Other Charges (\$2,242)

The decrease is primarily due to the amortization of the municipal fleet being \$2,731 less for 2014. This decrease is fully offset by a transfer to the City Fleet Replacement Fund.

#### Transfer to Reserves \$3,246

This increase is to ensure that there is adequate funding in place for future replacement of the municipal fleet. It represents requirements in excess of amortization, which is not sufficient to fund replacement of the current fleet.

### Full-time Equivalents - Changes

The Bus Mid-Life Refurbishment Strategy has approved funding within the approved 2012-2014 capital plan and requires operational budget approval for 4 FTEs.



# Branch — Fleet Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Fleet Operations

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Fleet Operations is responsible for ensuring the City's fleet and equipment needs are addressed through capital planning, engineering, procurement, client and vendor relationships, training, fuel management and project and process performance. Fleet Operations is also responsible for Fleet Safety and certification of all City drivers.

#### Cost Drivers

Increase in fuel prices, kilometres travelled and vendor contracts.  
Change in technology and legislative requirements.  
Increased client operations and service levels.

#### Service Standards

Fleet Operations works to achieve service standards defined in client Service Level Agreements and contracts, develop and ensure systems/processes are constantly improved, establish and monitor preventative maintenance plans, inspect components, investigate in-service failures, mitigate risks, maintain facilities, provide training, manage Fleet Safety and ensure the City adheres to all government regulations regarding fleet vehicles and equipment, fuel dispensing sites and maintenance facilities.

#### Resources

(\$000)

	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 176,835	\$ 177,513	\$ 185,999	\$ 193,206
Expenditure & Transfers	82,053	83,933	86,355	89,193
Net Income (Loss)	<u>\$ 94,782</u>	<u>\$ 93,580</u>	<u>\$ 99,644</u>	<u>\$ 104,013</u>
Management		3.0	2.0	2.0
Professional/Technical/Union Exempt		22.0	26.0	26.0
Union		84.0	85.0	85.0
Temporary		-	-	-
Full - Time Equivalents		<u>109.0</u>	<u>113.0</u>	<u>113.0</u>

#### 2013 Services

Managed the procurement of over 390 replacement and growth fleet units.  
Recovered warrantable costs of up to \$1.1M internally and externally by year end.  
Standardized fleet replacement and procurement procedures, implemented improved tool management.  
Upgraded the fleet information system resulting in improved alignment of business processes.  
Provided lifecycle analysis to ensure vehicles are utilized and replaced at optimal times.  
Delivered over 1,900 personnel days of training to fleet staff.  
Reduced collisions by 10% by implementing proactive strategies in collision management.  
Hosted a National Fleet Maintenance Forum to collaborate with Fleet professionals.

#### Changes in Services for 2014

Develop guidelines and test technology to reduce fuel consumption and limit idle time.  
Enhance vendor contracts to increase service levels to meet client needs.  
Improve billing and reporting services to address client needs for planning and resourcing.  
Continue to work on fleet engineered analysis, investigations and studies to increase planned work.  
Long-term planning for fleet operations based on fuel site repairs, capital growth and service demands.



# Branch — Fleet Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Municipal Fleet Maintenance

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Municipal Fleet Maintenance is responsible for the preventative maintenance, repairs, custom fabrication and seasonal maintenance on all City vehicles and equipment in facilities across the City. Municipal Fleet Maintenance is also responsible for the maintenance, inspections and repairs for two external clients, EPCOR and Alberta Health Services.

#### Cost Drivers

Increase in fuel prices, cost of parts and materials as well as increased use of vehicles and equipment.  
Competitive labour market.  
Change in client operations and service levels as well as the size and complexity of the fleet.

#### Service Standards

Vehicles and equipment are maintained in compliance with legislated safety programs, the manufacturer's warranty and maintenance recommendations. Maintenance programs are supplemented with historical repair records to build preventative maintenance packages for each unit. The program provides a full range of fleet services that include road and emergency services, preventative maintenance, fabrication technologies and accident repairs.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	43,977	42,233	46,389	47,313
Net Income (Loss)	<u>\$ (43,977)</u>	<u>\$ (42,233)</u>	<u>\$ (46,389)</u>	<u>\$ (47,313)</u>
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		10.0	10.0	10.0
Union		221.0	224.0	224.0
Temporary		6.0	6.0	6.0
Full - Time Equivalents		<u>238.0</u>	<u>241.0</u>	<u>241.0</u>

#### 2013 Services

Maintained and serviced a complex fleet with over 105 different vehicle and equipment types.  
Completed seasonal maintenance on equipment including sanders, mowers and sidewalk plows.  
Partnered with Edmonton Waste Management to remediate the fuel site at the EWMC.  
Worked with IT to create the Workspace Edmonton mobile learning centre from a former DATS bus.  
Ensured 90% fleet availability (YTD), exceeding the 85% target.  
Supported Calgary Flood Operations with 3 Fleet Services technicians and 2 service trucks.  
Continued work to reduce equipment downtime through production line management.  
Managed contracts for maintenance with two external clients, EPCOR and AHS.

#### Changes in Services for 2014

Continue to minimize workforce fluctuations with the Apprenticeship Program.  
Implement the tire service agreement to improve tire services for the City and external client vehicles.  
Continue to implement efficiencies in facilities to reduce vehicle downtime.  
Meet demand growth through increased efficiencies and overtime management.  
Forecast and develop long-term shop and facility capabilities based on projected client needs.

# Branch — Fleet Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Transit Fleet Maintenance

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

Transit Fleet Maintenance is responsible for preventative maintenance, repairs, fueling and daily cleaning of all City of Edmonton buses. Every day, Transit Fleet Maintenance ensures that the bus fleet is safe, reliable and clean for citizens on their daily commute and transportation needs.

#### Cost Drivers

Increase in fuel prices, parts and material costs, service level growth and fleet usage.  
Competitive labour market.  
Change in technology and parts complexity.

#### Service Standards

Buses are maintained in compliance with legislated safety programs, manufacturer's warranty and scheduled maintenance recommendations. Maintenance programs are supplemented with historical repair records to build preventative maintenance packages for each unit. Provides a full range of services that include road and emergency services at an average response time of 30 minutes, body work, repairs, cleaning, fueling and servicing as well as the Bus Mid-Life Refurbishment Strategy.

#### Resources

(\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	51,707	51,311	53,255	56,700
Net Income (Loss)	<u>\$ (51,707)</u>	<u>\$ (51,311)</u>	<u>\$ (53,255)</u>	<u>\$ (56,700)</u>
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		9.0	9.0	9.0
Union		360.0	362.0	366.0
Temporary		6.0	6.0	6.0
Full - Time Equivalents		<u>376.0</u>	<u>378.0</u>	<u>382.0</u>

#### 2013 Services

Refurbished 47 buses, up from 38 buses in 2012 through the Mid-Life Refurbishment Strategy.  
Successfully piloted two Compressed Natural Gas buses for use and performance with ETS .  
Supported Edmonton Transit's Smart Bus program to enhance use of new technology on 20 buses.  
Piloted a remote tire air pressure and heat monitoring system for improved safety and maintenance.  
Reduced overtime by 17% in 2013, down 2,424 hours from 2012.  
Worked with Human Resources to fill positions in a timely manner.  
Supported Calgary Flood Operations with equipment and vehicle preparation.  
Met fleet availability targets and managed the increased demand due to fleet usage.

#### Changes in Services for 2014

Increase and support the use of Smart Bus technology in the bus fleet.  
Support activities related to Edmonton Transit System's Transit Review findings.  
Continue the bus Mid-Life Refurbishment Strategy to extend bus useful life by 8 - 10 years.  
Meet demand growth through increased efficiencies and overtime management.  
Develop a long-term facility and capacity management plan for a 10 – 20 year outlook.

# Branch — Fleet Services

## Transit Maintenance ETS Bus Mid-Life Refurbishments

FUNDED

### Results to be Achieved

This package works to support The Way Ahead, The Way We Move and Edmonton Transit System's Strategic goal of Shifting Edmonton's Transportation Mode. The Bus Mid-life Refurbishment Strategy will allow Fleet Services to:

- Extend the design life of 40 FT and 60 FT buses from 12 years to 20 years,
- Reduce fuel consumption and emission releases of buses with replacement engines,
- Optimize the capital investment by ensuring buses have the lowest cost of ownership over their lifetime and
- Meet the growing needs of Edmonton Transit and citizens for transit operations.

### Description

The Bus Mid-Life Refurbishment Strategy is funded through capital project 09-66-1281, which is scheduled to escalate by \$2.182M in 2014 to accommodate the additional buses requiring a midlife refurbishment. In order to meet this operational requirement, Transit Fleet Maintenance is proposing to hire additional mechanics with the remainder of the work to be completed through our existing external vendors. This package includes:

- 1) Heavy Duty Mechanics - 4 full-time permanent FTEs (\$418K)
- 2) Vendor budget increase - additional vendor requirements (\$1,134K)
- 3) Parts - additional part requirements for the additional buses in 2014 (\$630K)

This refurbishment strategy has approved funding within the approved 2012-2014 capital plan and requires operational budget approval for new FTEs and operational expenditures which are offset by the capital budget.

### Background

Edmonton Transit has seen an increase of over 30% in ridership over the last 5 years. In 2013, Edmonton Transit added 5,075 hours of service along with a pilot route to Edmonton International Airport. Fleet Services has previously met the increased demand using existing resources while maintenance costs have remained at an average of 18% of the total Transit Operations costs each year. In 2013, a review of work processes and FTE requirements was completed. It was identified that in order to meet the increased demand for the Bus Midlife Refurbishment Strategy, that an additional four (4) Heavy-Duty Mechanics are required.

### Options

Fleet Services has reviewed the options of leveraging both internal and external resources to ensure the most effective and efficient use of resources for this strategy. Funding the Bus Midlife Refurbishment Strategy with internal resources is the most cost effective and time efficient process to ensure buses are available and meet Edmonton Transit's fleet availability needs. The Bus Midlife Refurbishment Strategy results in an average net capital re-investment cost of \$180K per bus over its lifetime.

### Implications of Not Funding

Implications of not funding include extending buses beyond their planned midlife refurbishment cycle and will result in the decreased service reliability with older buses, increased maintenance costs, more frequent on-road breakdowns and reduced customer confidence in the Edmonton Transit System.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 2,182	2,182	-	4.0	\$ 1,535	1,535	-	-	\$ (47)	(47)	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,182</b>	<b>2,182</b>	<b>-</b>	<b>4.0</b>	<b>\$ 1,535</b>	<b>1,535</b>	<b>-</b>	<b>-</b>	<b>\$ (47)</b>	<b>(47)</b>	<b>-</b>	<b>-</b>

# Department — Financial Services and Utilities

## Introduction

Financial Services is undergoing an organizational change with budget of the former Client Financial Services and Corporate Accounting and Treasury Branches combined temporarily under Financial Services—Corporate Strategic Planning. The responsibilities have not fundamentally changed, but the functional alignment has been strengthened. The structure going forward will see these two areas of responsibility as separate branches with budget allocated on a program basis. The timing of the change to the branch structure and the submission deadline for budget did not allow for these changes to be reflected in this budget document. However, as a result of the functional review, the staff complement for these two areas combined has been reduced by 6 FTEs.

Financial Services and Utilities is a strong grouping of corporate services: Corporate Strategic Planning, Financial Services, and Assessment and Taxation with two significant operating areas: Drainage and Waste Management Services. The department plays a pivotal role in ensuring the long-term financial sustainability of the City.

Corporate Strategic Planning provides leadership and drives the integration and coordination of the City's strategic planning with an emphasis on ensuring the achievement of Council approved Strategic Goals and Outcomes. The alignment between planning and outcome achievement is focused through the performance measurement process lead by this Branch. Corporate Strategic Planning also plays a lead role in the evolution

and continued implementation of City infrastructure strategy through the development and use of a variety of innovative infrastructure asset management tools and by leading the capital budget process for the organization.

Financial Services ensures the organization is financially sound, accountable and transparent in managing public funds. Financial Services monitors the ever changing economic environment that the City operates in and supports the business of the City through development of financial strategies and recommendations to address challenges or to take advantage of opportunities in planning to effectively fund services, programs, and infrastructure.

Assessment and Taxation is responsible for the fair and transparent market value assessment of all property in the City. The resulting taxation funds over 55% of the City's budget.

The Sanitary and Stormwater Drainage Utilities oversee a network of sanitary, stormwater and combined sewers for the conveyance of wastewater and rainfall runoff from 240,000 customers. Drainage Design and Construction falls under the leadership of the Drainage Services branch, but at this time is not accounted for within the utilities' budgets. The Waste Management Services Utility provides for the collection, processing and disposal of refuse and recyclables from 324,000 homes.

The City utilities are fully funded through rates and program revenues and the utility budgets are presented separately.

BRANCHES AND PROGRAMS				
Assessment and Taxation	Corporate Strategic Planning	Financial Services	Drainage Services	Waste Management Services
Assessment Operations	Corporate Strategic Planning	Client Operations	Sanitary Drainage Utility*	Waste Management Utility*
Taxation	Performance Measurement	Corporate Accounting and Reporting	Stormwater Drainage Utility*	
	Infrastructure and Capital Planning and Budgeting	Operating Budget and Reporting	Drainage Design and Construction	
	Business Process Improvement	Investments		
	Chief Economist	Treasury Management		

\* The approved budgets for the three Utilities are presented in a separate Utility Budget binder.

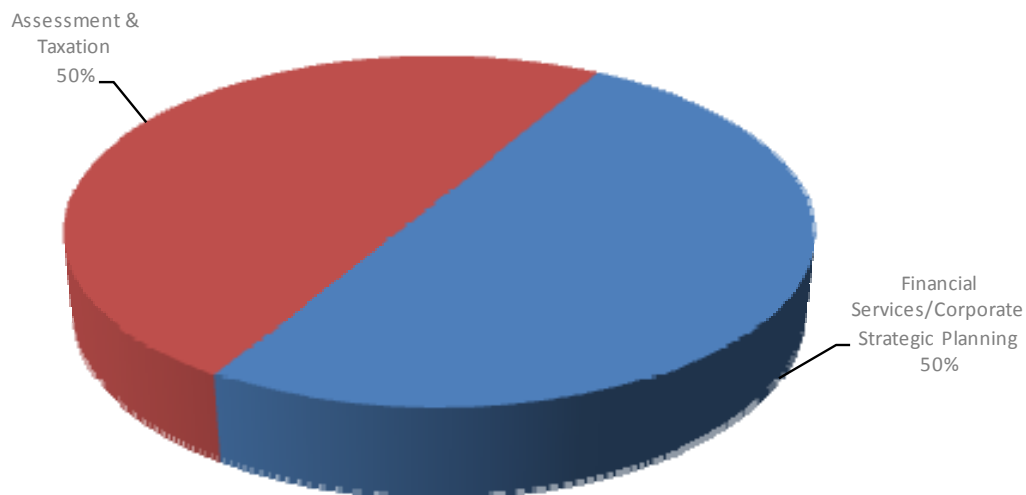
# Department — Financial Services and Utilities

## Approved 2014 Budget—Department Summary by Branch (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Financial Services/Corporate	\$ 1,358	\$ 1,217	1,446	\$ 229	18.8
Strategic Planning					
Assessment & Taxation	16	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>1,374</u>	<u>1,217</u>	<u>1,446</u>	<u>229</u>	<u>18.8</u>
<b>Expenditure &amp; Transfers</b>					
Financial Services/Corporate	19,073	22,036	22,747	711	3.2
Strategic Planning					
Assessment & Taxation	19,009	20,755	21,057	302	1.5
<b>Total Expenditure &amp; Transfers</b>	<u>38,082</u>	<u>42,791</u>	<u>43,804</u>	<u>1,013</u>	<u>2.4</u>
<b>Net Operating Requirement</b>	<b>\$ 36,708</b>	<b>\$ 41,574</b>	<b>\$ 42,358</b>	<b>\$ 784</b>	<b>1.9</b>

\* The department summary does not include the Utilities or Drainage Design and Construction.

## Expenditures by Branch



## Department — Financial Services and Utilities

### Approved 2014 Budget—Department Summary by Category (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 1,358	\$ 1,217	1,446	\$ 229	18.8
Grants	16	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>1,374</u>	<u>1,217</u>	<u>1,446</u>	<u>229</u>	18.8
<b>Expenditure &amp; Transfers</b>					
Personnel	39,807	44,462	45,168	706	1.6
Materials, Goods & Supplies	1,262	1,564	2,193	629	40.2
External Services	343	2,051	2,269	218	10.6
Fleet Services	-	-	-	-	-
Intra-municipal Services	940	1,006	1,054	48	4.8
Utilities & Other Charges	965	1,325	1,191	(134)	(10.1)
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>43,317</u>	<u>50,408</u>	<u>51,875</u>	<u>1,467</u>	2.9
Intra-municipal Recoveries	<u>(5,235)</u>	<u>(7,617)</u>	<u>(8,071)</u>	<u>(454)</u>	6.0
<b>Total Expenditure &amp; Transfers</b>	<u>38,082</u>	<u>42,791</u>	<u>43,804</u>	<u>1,013</u>	2.4
<b>Net Operating Requirement</b>	<b>\$ 36,708</b>	<b>\$ 41,574</b>	<b>\$ 42,358</b>	<b>\$ 784</b>	<b>1.9</b>
<b>Full-time Equivalents</b>	470.6	464.5	458.5	(6.0)	

Budget details are provided at the Branch level

\* The department summary does not include the Utilities or Drainage Design and Construction.

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# Branch — Assessment and Taxation

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## Introduction

The objective of the Assessment and Taxation Branch is to ensure fair and transparent application of provincially legislated assessment and taxation functions critical to meeting the approved taxation requirements to fund City programs, services and the provincial education requisition.

Assessment and Taxation prepares annual market value assessments for all properties, including amended and supplementary assessments, and defends assessment complaints/appeals. It is responsible for taxation billing and collection for municipal and provincial education taxes, including administration of a monthly payment program.

Overall, Alberta's system is touted as a world leader in its approach to assessment. The Assessment and Taxation Branch values a continuous improvement model and is identifying areas of further legislative improvement.

This year the Branch engaged in a dialogue with the Province regarding assessment practices with an aim to improve underlying provincial legislation governing the City of Edmonton. Municipal recommendations have been forwarded to produce efficiencies and provide for greater municipal flexibility. These recommendations are currently being reviewed by the Province.

A Municipal Government Act (MGA) review is going forward as the Province develops issue papers for public discussion. The Branch anticipates providing more detailed input once public consultations begin in early 2014. Assessment and Taxation is working in close conjunction with both Intergovernmental and External Affairs, and the Law Branch to ensure Edmonton's interests are advanced.

With the provincial government promising sustained attention to MGA revisions over the coming years, the Branch hopes to make several amendments that will improve the fairness, transparency, efficiency and stability of the assessment and taxation system in Alberta.

### Highlights for 2014 include:

- Working with the Province through the MGA review process
- Ensuring movement forward on issues important to the City of Edmonton
- Implementation of "Pictometry" mapping software



# Branch — Assessment and Taxation

## Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ -	\$ -	\$ -	\$ -	-
Grants	16	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	15,908	17,162	17,512	350	2.0
Materials, Goods & Supplies	619	675	649	(26)	(3.9)
External Services	1,197	1,797	1,798	1	0.1
Fleet Services	-	-	-	-	-
Intra-municipal Services	892	673	657	(16)	(2.3)
Utilities & Other Charges	393	448	440	(8)	(1.8)
Transfer to Reserves	-	-	-	-	-
Subtotal	19,009	20,755	21,057	302	1.5
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>19,009</b>	<b>20,755</b>	<b>21,057</b>	<b>302</b>	<b>1.5</b>
<b>Net Operating Requirement</b>	<b>\$ 18,993</b>	<b>\$ 20,755</b>	<b>\$ 21,057</b>	<b>\$ 302</b>	<b>1.5</b>
<b>Full-time Equivalents</b>	187.2	189.2	189.2	-	-

## Budget Changes for 2014

### Expenditures & Transfers - Changes

#### Personnel \$350

Movement toward job rate is \$237 and changes in benefits of \$113.

#### Material, Goods & Supplies (\$26)

Decrease in copier maintenance and desktop support cost.

#### External Services \$1

Increase relates to legal services inflation.

#### Intra-municipal Services (\$16)

Decrease in on-demand building maintenance; human resources and custodial services offset by increase in parking cost.

#### Utilities & Other Charges (\$8)

Reductions in printing and telephone charges.

### Full-time Equivalents - Changes

There are no changes in FTEs.

# Branch — Assessment and Taxation

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Assessment

Link to 10-Year Strategic Goals



#### Results to be Achieved

Effectively prepare, communicate and defend annual market value assessments. Report assessment information to the Province for the purposes of equalized assessment and audit requirements. To meet or exceed legislated provincial valuation standards.

#### Cost Drivers

Costs are driven by the volume of accounts, Assessment Review Board complaints and inquiries.

#### Service Standards

Assessment is regulated by Part 9 of the Municipal Government Act (MGA). The branch prepares assessment for over 340,000 properties annually. This year, it handled 1,938 Assessment Review Board (ARB) complaints and over 5,000 inquiries.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	16,602	17,163	18,180	18,603
Subtotal	16,602	17,163	18,180	18,603
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 16,602	\$ 17,163	\$ 18,180	\$ 18,603
Management		3.0	3.0	3.0
Professional/Technical/Union Exempt		8.0	8.0	8.0
Union		136.7	139.7	139.7
Temporary		2.5	2.5	2.5
Full - Time Equivalents		150.2	153.2	153.2

#### 2013 Services

- provide fair and accurate valuations for property and business owners
- ensure valuations meet or exceed provincially legislated standards
- defend assessment complaints at the ARB and appeals through the provincial court system
- regularly report assessment information to the Province for audit, equalization, education requisition and other purposes
- respond to inquiries related to assessment
- provide amended and supplemental assessment notices as required
- resolve valuation issues prior to, or during the assessment review period to reduce ARB complaints

#### Changes in Services for 2014

No planned changes in services for 2014.

# Branch — Assessment and Taxation

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Tax



#### Link to 10-Year Strategic Goals

#### Results to be Achieved

Ensure City meets budget targets via tax collection and enforcement. Administers monthly payment program and maintains accurate property ownership information and records.

#### Cost Drivers

Costs are driven by the volume of accounts and inquiries.

#### Service Standards

Taxation is regulated by Part 10 of the Municipal Government Act (MGA). In 2013, it handled over 100,000 enquiries via phone, fax, e-mail and walk-ins.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 16	\$ -	\$ -	\$ -
Expenditure & Transfers	2,407	2,647	2,575	2,454
Subtotal	2,391	2,647	2,575	2,454
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 2,391	\$ 2,647	\$ 2,575	\$ 2,454
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		2.0	2.0	2.0
Union		34.0	33.0	33.0
Temporary				
Full - Time Equivalents		37.0	36.0	36.0

#### 2013 Services

- provide accurate and timely annual, amended and supplementary tax notices
- manage the collection of property and BRZ taxes according to legislative provisions
- assists in the preparation of the City's Long Range Financial Plan
- administer the Monthly Tax Payment Program and other Council approved programs
- respond to inquiries related to taxation

#### Changes in Services for 2014

No planned changes in services for 2014.

# Branches — Financial Services/Corporate Strategic Planning

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## Introduction

Financial Services provides financial leadership to ensure the organization is financially sound, accountable and transparent in managing public funds. This is accomplished through sound fiscal policy, strategic financial advice and guidance and effective and efficient processes. Financial Services is responsible for cash management, payables, receivables and treasury functions, manages an investment portfolio in excess of \$2 billion, and leads the corporation's operating budget process.

Corporate Strategic Planning provides leadership and drives the integration and coordination of the City's strategic planning with an emphasis on ensuring the achievement of Council approved Strategic Goals and Outcomes. The alignment between planning and outcome achievement is focused through the performance measurement process lead by this Branch. Corporate Strategic Planning also plays a lead role in the evolution and continued implementation of City infrastructure strategy through the development and use of a variety of innovative infrastructure asset management tools and by leading the capital budget process for the organization.

This area monitors the ever changing economic environment that the City operates in and supports the business of the City through development of financial strategies and recommendations to address challenges or to take advantage of opportunities in planning to effectively fund services, programs, and infrastructure.

### Highlights for 2014 include:

- Continue the organizational transformation of Financial Services to increase efficiency in transactional processing and allow focus on financial analytics to support better business decision making
- Continue to develop and implement the Capital & Operating Budget System (COBS)
- Continue to evolve the performance management system that with an emphasis on productivity measurement
- Finalize the development of The Way We Finance and the Long Range Financial Plan model
- Continue to move toward integration of The Ways, business planning, results-based budgeting, and results reporting



# Branches — Financial Services/Corporate Strategic Planning

## Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 1,358	\$ 1,217	1,446	\$ 229	18.8
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>1,358</u>	<u>1,217</u>	<u>1,446</u>	<u>229</u>	18.8
<b>Expenditure &amp; Transfers</b>					
Personnel	23,899	27,300	27,655	355	1.3
Materials, Goods & Supplies	643	889	1,544	655	73.6
External Services	(854)	254	471	217	85.5
Fleet Services	-	-	-	-	-
Intra-municipal Services	48	333	396	63	19.1
Utilities & Other Charges	<b>572</b>	877	751	(126)	(14.3)
Transfer to Reserves	-	-	-	-	-
Subtotal	24,308	29,653	30,818	1,165	3.9
Intra-municipal Recoveries	(5,235)	(7,617)	(8,071)	(454)	6.0
<b>Total Expenditure &amp; Transfers</b>	<u>19,073</u>	<u>22,036</u>	<u>22,747</u>	<u>711</u>	3.2
<b>Net Operating Requirement</b>	<b>\$ 17,715</b>	<b>\$ 20,819</b>	<b>\$ 21,301</b>	<b>\$ 482</b>	<b>2.3</b>
<b>Full-time Equivalents</b>	283.4	275.3	269.3	(6.0)	

# Branches — Financial Services/Corporate Strategic Planning

## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. \$229

The increase includes \$220 for the City's shared revenue for the new commercial credit card agreement with Scotiabank and \$9 in other charges.

### Expenditures & Transfers - Changes

#### Personnel \$355

Movement toward job rate is \$172 and changes in benefits of \$183.

#### Material, Goods & Supplies \$655

Includes the \$750K service package to address the increased costs of maintaining PCI (Payment Card Industry) requirements at the 311 Call Centre for their credit card payment handling and CLASS system that is hosted by external service provider. This is offset by decreases in computer desktop support and equipment maintenance.

#### External Services \$217

The Operating impact of the Capital and Operating Budget System and iNovah (Cashier System Replacement) accounts for the increase in services of \$312 to provide ongoing support for the project. \$33 was due to inflation in various small contracts in Treasury section. The decrease in consulting and external printing offset the impact.

#### Intra-municipal Services \$63

Increase relates to inflation in printing services and parking charges.

#### Utilities & Other Charges (\$126)

Reductions due to business decisions in assigning telephones, training and utilities charges.

#### Intra-municipal Recoveries (\$454)

Increase in Shared Services recoveries from utilities and enterprise, reflecting annual analysis and allocation of Financial Services support.

### Full-time Equivalents - Changes

Net reduction of 6 FTE resulted based on the reduction of 8 FTEs from internal re-organization within Treasury, while the operating impact of the Capital and Operating Budget System (COBS) accounts for 2 additional FTEs.



# Branches — Financial Services/Corporate Strategic Planning

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Client Operations

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Provide financial oversight and advice to contribute to long term financial sustainability of the City. Identify business challenges and opportunities to support client business decisions and service needs.

#### Cost Drivers

Costs are driven primarily by personnel.

#### Service Standards

Meet accounting and reporting requirements in accordance with Generally Accepted Accounting Principles, Municipal Government Act, financial policies and directives. Encourage transparency and accountability to the public and corporation along with development of business cases to facilitate effective and informed decision making. Provide advice and contribution to client businesses to ensure that financial implications are identified and aligned with strategic priorities.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 12	\$ -	\$ 8	\$ 8
Expenditure & Transfers	12,805	13,795	14,995	14,970
Subtotal	12,793	13,795	14,987	14,962
Intra-municipal Recoveries	(5,235)	(5,831)	(7,484)	(8,037)
Net Operating Requirement	\$ 7,558	\$ 7,964	\$ 7,503	\$ 6,925
Management		7.0	7.0	6.0
Professional/Technical/Union Exempt		12.0	13.0	14.0
Union		114.4	114.5	114.5
Temporary		1.0	1.0	1.0
Full - Time Equivalents		134.4	135.5	135.5

#### 2013 Services

- Make a positive contribution to client businesses by active participation in planning, budget and financial cycle reporting
- Provide financial support in understanding key financial implications of initiatives
- Increase awareness of financial responsibility and strong governance
- Ensure implementation and compliance of financial policies, procedures and controls

#### Changes in Services for 2014

Continue to implement the centralization of financial service functions over the next 36 months for increased efficiency and effectiveness.

# Branches — Financial Services/Corporate Strategic Planning

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Corporate Accounting & Reporting



#### Link to 10-Year Strategic Goals

#### Results to be Achieved

Corporate Accounting is responsible for annual financial reports and compiling inputs for the City's annual budgets and reports according to legislated requirements, and facilitating external audit processes. It is also responsible for quarterly performance reporting to Council.

#### Cost Drivers

Costs are driven primarily by personnel and external services.

#### Service Standards

Financial reports (annual, tax, audit) must be in compliance with PSAB and CICA standards, requirements and timelines. Reports ensure that the City is accountable and transparent. They serve Council and Committees' needs for accurate and timely information for decision-making. This program is involved with debt and funding strategies which contribute to City's financial sustainability. Ensure compliance of debenture borrowing through Alberta Capital Finance Authority.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 256	\$ 256	\$ 263	\$ 279
Expenditure & Transfers	2,923	3,105	3,349	3,515
Subtotal	2,667	2,849	3,086	3,236
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 2,667	\$ 2,849	\$ 3,086	\$ 3,236
Management		1.0	1.0	2.0
Professional/Technical/Union Exempt		7.0	7.0	8.0
Union		14.0	14.0	14.0
Temporary		0.8	0.8	0.8
Full - Time Equivalents		22.8	22.8	24.8

#### 2013 Services

- This program will continue to incorporate any changes to public sector accounting standards to ensure compliance
- Play an integral role in the evolution of enhanced financial processes such as the general ledger optimization initiative

#### Changes in Services for 2014

No planned changes in services for 2014.

# Branches — Financial Services/Corporate Strategic Planning

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Corporate Strategy, Budget and Infrastructure



#### Link to 10-Year Strategic Goals

#### Results to be Achieved

Facilitate achievement of Council's vision by delivering budgets, plans and models that reflect the six 10-year goals and performance measures targets supported by sound asset management practices and effective grant administration.

#### Cost Drivers

Costs are driven primarily by personnel and external services.

#### Service Standards

Services include corporate stewardship of an annual budget including the integration of strategic planning, performance management, reporting and education to contribute to the accountability to citizens and timely information for Council's decision making. Other services include grant administration in compliance with contribution agreements, and advanced infrastructure management tools, processes, and practices to ensure that limited resources are wisely invested.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	2,973	3,218	3,964	4,202
Subtotal	2,973	3,218	3,964	4,202
Intra-municipal Recoveries	-	-	(133.0)	(34.0)
Net Operating Requirement	\$ 2,973	\$ 3,218	\$ 3,831	\$ 4,168
Management		3.0	3.0	3.0
Professional/Technical/Union Exempt		13.0	12.0	14.0
Union		7.0	7.0	8.0
Temporary		-	1.0	-
Full - Time Equivalents		23.0	23.0	25.0

#### 2013 Services

- Enhance the decision making process by continuing to roll out the corporate planning framework
- Continue work on The Way We Finance and a full roll out of the corporate performance measurement and citizen dashboard
- Implement the Operating and Capital Budget System, priority based budgeting, and the corporate performance measurement system
- Pilot productivity measurement in the department and implement on corporate-wide basis in 2014
- Continue enhancement of infrastructure management tools, work with other orders of government to secure and administer grants
- Provide information and analytics to Council to assist in decision making

#### Changes in Services for 2014

Develop and implement a multi year planning and budget process, including a 4-year capital budget and updated 10-Year Capital Investment Agenda

# Branches — Financial Services/Corporate Strategic Planning

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Financial Process Improvement



#### Link to 10-Year Strategic Goals

#### Results to be Achieved

Business Process Improvement is responsible for managing continuous business improvement initiatives within the department.

#### Cost Drivers

Costs are driven primarily by personnel and external services.

#### Service Standards

Continuous business improvement initiatives are put forward by business units and a Statement of Work and Schedule are mutually agreed upon. Processes and findings are documented and recommendations and support are provided to the manager for implementation.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 3	\$ -	\$ -	\$ -
Expenditure & Transfers	1,327	1,977	1,962	1,895
Subtotal	1,324	1,977	1,962	1,895
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 1,324	\$ 1,977	\$ 1,962	\$ 1,895
Management		1.0	2.0	3.0
Professional/Technical/Union Exempt		8.0	10.0	7.0
Union		3.0	5.0	5.0
Temporary		-	-	-
Full - Time Equivalents		12.0	17.0	15.0

#### 2013 Services

- This program will initiate the Financial Services Transformation
- This program will evaluate continuous business improvement opportunities
- This program will facilitate the implementation of the Capital & Operating Budget System (COBS)
- This program will facilitate the implementation of the SAP Fit/Gap recommendations

#### Changes in Services for 2014

No planned changes in services for 2014.

# Branches — Financial Services/Corporate Strategic Planning

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Investments Management



#### Link to 10-Year Strategic Goals

#### Results to be Achieved

The City's investment portfolio is governed by the Municipal Government Act and its investment regulations. Council has approved the Investment Policy and the Ed Tel Endowment Fund Bylaw. The City establishes an asset allocation policy for each of its investment funds to meet objectives in both the short and long term.

#### Cost Drivers

Costs are driven primarily by personnel.

#### Service Standards

This program adheres to good governance and industry best practice by supporting Council and Corporate Leadership Team. Annual earnings and dividends from City investments flow to the Capital Budget to provide additional revenue and diversify the revenue base. Investment Policy & Procedures provide the asset allocation policies, investment principles and guidelines, and risk management controls. Investment results are presented to City Council through the Investment Committee.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 45	\$ 45	\$ 30	\$ 15
Expenditure & Transfers	(1,440)	(1,589)	(904)	(890)
Subtotal	(1,485)	(1,634)	(934)	(905)
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ (1,485)	\$ (1,634)	\$ (934)	\$ (905)
Management				
Professional/Technical/Union Exempt		3.0	3.0	3.0
Union		2.0	2.0	2.0
Temporary		-	-	-
Full - Time Equivalents		5.0	5.0	5.0

#### 2013 Services

- Asset allocation studies are planned for 2013 to review the Policy Asset Mix of each fund
- The analysis will review and assess its objectives, time horizon and risk tolerance
- In the long term, the asset mix should allow the fund to meet its stated investment objectives
- Continually monitor and evaluate the effectiveness of the investments program

#### Changes in Services for 2014

Depending upon the results of the completed asset allocation studies in 2013, some revisions to the Investment Policy and Procedures may be required.

# Branches — Financial Services/Corporate Strategic Planning

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Treasury Management



#### Link to 10-Year Strategic Goals

#### Results to be Achieved

Oversight & control of the City's cash handling/processing operations, accounts payable/receivable, collections, bulk coin, cash control, remittance processing, Bylaw Ticket administration, ensuring compliance with, & amendments to City policy/directives.

#### Cost Drivers

Increasing volumes in treasury operations, bylaw ticket administration, updates for city services, projects. There are also increasing administrative costs resulting from legislative and contractual amendments such as Payment Card Industry (PCI).

#### Service Standards

All cash handling sites use up to date using approved procedures and equipment, spot checks & integrity tests for compliance. Ensure compliance with Payment Card Industry (PCI). Efficient & effective processing of accounts payable/receivable. Same day processing for remittances, bulk coin within 1 day.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 1,042	\$ 1,116	\$ 916	\$ 1,144
Expenditure & Transfers	5,720	6,425	6,341	7,126
Subtotal	4,678	5,309	5,425	5,982
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 4,678	\$ 5,309	\$ 5,425	\$ 5,982
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		5.0	5.0	7.0
Union		83.0	66.0	56.0
Temporary		-	-	-
Full - Time Equivalents		89.0	72.0	64.0

#### 2013 Services

- Focus on spot checks, integrity testing for cash handling compliance, & improvements to the Cash Handling Handbook.
- Ongoing PCI compliance program development/program manager is established
- Increase efficiency & effectiveness of accounts payable/receivable through roll out of completed process, governance and oversight reviews

#### Changes in Services for 2014

- Establish ongoing Payment Card Industry compliance program once fully compliant
- Processing of Photo Enforcement tickets will be passed to Office of Traffic Safety
- Implement the consolidation of accounts payable/receivable functions in Financial Services as part of the ongoing Financial Services organizational review

# Branches — Financial Services/Corporate Strategic Planning

Program - Treasury Management and Budget Office

FUNDED

Title -Operating impact on Capital Project (COBS and iNovah)

## Results to be Achieved

This initiative directly supports Council's goal of financial sustainability. It protects, manages and optimizes the technology resources of two important financial applications: iNovah, which is used to manage our cash collection at cashier sites and TeamBudget, which is being implemented this year in the COBS Project to manage our capital and operating budget processes, to ensure that they are sustainable. These applications support financial decision-making with timely and accurate information.

## Description

This service package includes 2 additional Information Technology Branch permanent FTEs in 2014 to provide on-going Information Technology operational support for upgrades, configuration, maintenance (break/fix) and end user support for the iNovah and TeamBudget (COBS Project) applications that went into production in 2012/2013. It also includes the annual software maintenance fees for TeamBudget which is required to keep the application at vendor-supported levels.

## Background

The iNovah application is used to record cash collection at various city cashier locations. Cash collection sites have increased from 21 to 39 as a result of implementing 18 Library locations. The TeamBudget application that is being implemented in the COBS Project is used to record the operating and capital budgets and support the budget processes. This application has a high degree of integration with SAP for financial data & PeopleSoft for payroll and benefits data.

## Options

This service package is required to sustain the applications that have been / are being implemented. One option would be to provide the operational and maintenance support through contract resources.

## Implications of Not Funding

This service package will allow administration to ensure the new applications are sustainable and available for the users for the foreseeable future. Not funding this service package puts these applications at risk for substantial downtime, impacting citizen-facing services as well as the operating and capital budget processes used by administration and council.

Incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 312	-	312	2.0	\$ -	-	-	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 312</b>	<b>-</b>	<b>312</b>	<b>2.0</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Branches — Financial Services/Corporate Strategic Planning

## Program - Treasury Management

FUNDED

### Title - PCI (Payment Card Industry) Compliance for 311 and CLASS

#### Results to be Achieved

This service package is required to:

1. maintain PCI compliance at the 311 Call Centre for their credit card payment handling,
  2. maintain PCI compliance for the Community Services CLASS application hosting at an external Service Provider.
- This initiative directly supports Council's goal of financial sustainability and governance.

#### Description

This service package includes:

1. the on-going maintenance cost of the PCI solution at 311 to maintain PCI compliance,
2. the on-going maintenance cost of hosting CLASS at an external PCI compliant Service Provider.

Note: the requested amounts are preliminary estimates at the present time. Actual amounts will be different based on the result of RFP's.

#### Background

In order to continue to accept credit cards, and in accordance with the merchant agreement with TD bank, the City must achieve and maintain PCI compliance. 311 accepts credit card over the telephone for course registrations in CLASS and Community Services accepts credit card through the City website for online course registration (eReg). The City's network infrastructure was not designed to comply with PCI Data Security Standards (PCI DSS). Therefore, the City cannot achieve PCI compliance if it hosts these two payment channels on the City's current network. The City needs to remain PCI compliant and report our compliance status to the bank annually.

#### Options

The City could invest capital and operating funds into its network infrastructure to make it comply with PCI at an estimated cost of \$3.8 million in capital investment and ongoing costs of 839K annually to update/secure the City network in accordance with PCI DSS while keeping the business processes unchanged. We are recommending an alternative strategy that involves effecting business process changes to minimize the scope for compliance (therefore, reducing the security risks) and invest on IT infrastructure only for the items that business process changes alone can not achieve compliance. This strategy has significantly reduced the initial compliance cost as well as the on-going maintenance cost. In addition to the cost reduction of this strategy an additional benefit is that it keeps the credit card data off the City's network altogether, reducing the City's risk of having a PCI data breach.

#### Implications of Not Funding

This service package will allow the City to comply with the PCI DSS in order to fulfill its contractual obligation and mitigate the risk of a data breach. If this service package is not funded, the City will not be able to maintain PCI compliance, which will result in a violation of the contract with the bank and increase the City's risk for a data breach. The bank may elect to disallow the City from accepting credit cards if they feel the City is moving backwards on PCI compliance or if they feel that the risk is too great for a data breach given the City's timelines and plan for achieving PCI compliance. If there is a data breach, the City may face substantial fine, remediation cost, legal cost, potential loss of the ability of accepting credit cards, and significant damage of its reputation to the public.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 750		750	-			-	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 750</b>	<b>-</b>	<b>750</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>

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# Branch — Drainage Design and Construction

## Introduction

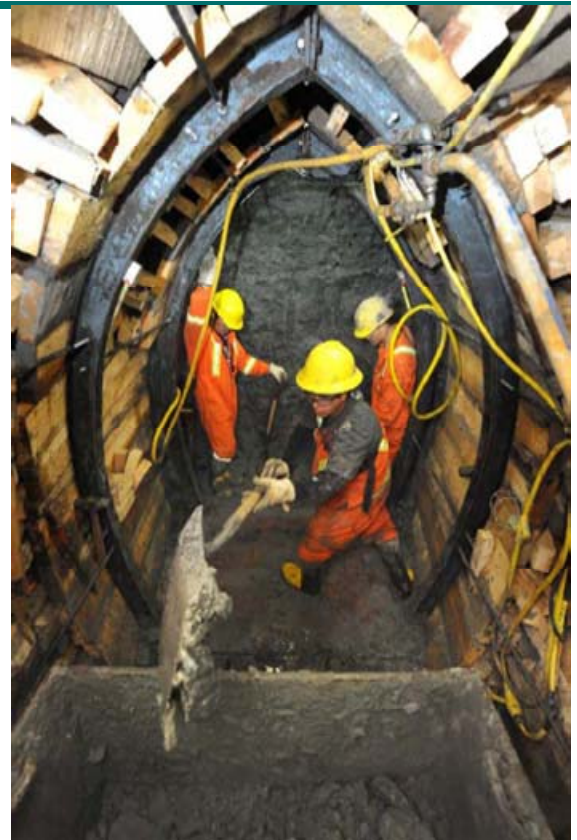
**Vision:** *To become Western Canada's recognized leader in underground infrastructure design and construction.*

**Mission:** *To help build great communities by providing safe, sustainable underground infrastructure.*

Drainage Design and Construction, a section of the Drainage Services branch, provides underground infrastructure construction to the City of Edmonton. Also, the section leverages its reputation as a supplier of well designed, well managed, and well constructed tunneling projects to provide primary and sub-contractor services to local construction firms and private developers.

Drainage Design and Construction's competitive advantage comes from its 100 years of tunneling experience and its continuous incorporation of new trenchless technologies that improve project time and cost efficiency.

The section is divided into three teams: Client Services, Design Services, and Construction Services.



### **Client Services**

This team is the main point of contact with internal and external clients and works collaboratively with the Design Services and Construction Services teams to deliver quality projects on time and on budget. Client Services also provides surveying, inspection, and project support activities.

### **Design Services**

The Design Services team designs the city's underground infrastructure to meet the requirements of standards needed to ensure safety and longevity of infrastructure design. Design Services includes concept, preliminary and detailed design, cost estimation, drafting, review/update of engineering design standards and creation/maintenance of the approved materials and product list.

### **Construction Services**

The Construction Services team provides open cut, tunnel, and small diameter trenchless construction expertise. Open cut construction involves sensitive trenching work in developed urban areas where significant probability of conflict with other existing utilities exists. Tunneling utilizes a fleet of Tunnel Boring Machines and traditional hand tunneling methods to install infrastructure. Small diameter trenchless work involves using various emerging technologies including pilot tube micro tunneling, pipe bursting, and pipe ramming.

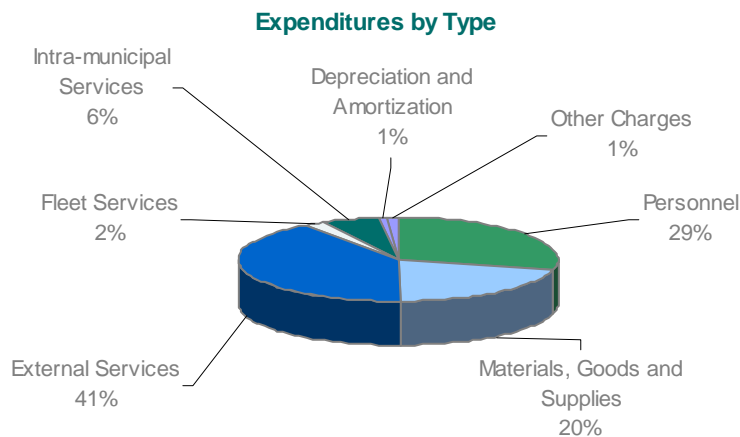
### **Highlights for 2014 include:**

- Continue transformation of the section to improve on processes, organizational structure, management capacity, and technology
- Increase construction capacity to meet the needs of the Drainage Services capital program
- Continued delivery of flood prevention program to address city wide system requirements

# Branch — Drainage Design and Construction

## Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenues</b>					
<b>Total Revenues</b>	<b>\$ 122,073</b>	<b>\$ 113,804</b>	<b>\$ 127,202</b>	<b>\$ 13,398</b>	11.8
<b>Expenditures</b>					
Personnel	30,532	38,139	36,794	(1,345)	(3.5)
Materials, Goods and Supplies	17,256	21,816	25,643	3,827	17.5
External Services	57,927	41,625	51,362	9,737	23.4
Fleet Services	2,346	2,482	2,436	(46)	(1.9)
Intra-municipal Services	7,098	5,601	7,355	1,754	31.3
Depreciation and Amortization	1,072	1,027	1,047	20	1.9
Other Charges	1,304	1,456	1,269	(187)	(12.8)
<b>Total Expenditures</b>	<b>117,535</b>	<b>112,146</b>	<b>125,906</b>	<b>13,760</b>	12.3
<b>Net Income Before Other</b>	<b>\$ 4,538</b>	<b>\$ 1,658</b>	<b>\$ 1,296</b>	<b>\$ (362)</b>	<b>(21.8)</b>
<b>Other</b>					
Provision for Capital Reserve	3,841	992	992	-	-
<b>Total Other</b>	<b>3,841</b>	<b>992</b>	<b>992</b>	<b>-</b>	<b>-</b>
<b>Net Income before Dividends</b>	<b>\$ 697</b>	<b>\$ 666</b>	<b>\$ 304</b>	<b>\$ (362)</b>	<b>(54.4)</b>
<b>Dividends</b>					
Dividend to the City of Edmonton	-	167	76	(91)	(54.5)
<b>Total Other</b>	<b>-</b>	<b>167</b>	<b>76</b>	<b>(91)</b>	<b>(54.5)</b>
<b>Net Income</b>	<b>\$ 697</b>	<b>\$ 499</b>	<b>\$ 228</b>	<b>\$ (271)</b>	<b>(54.3)</b>
<b>Full-time Equivalents</b>	365.0	365.0	365.0	-	



# Branch — Drainage Design and Construction

## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

#### Revenues \$13,398

The increase reflects overall higher project volume and is related to an increase in internal Other City Department work and in Drainage Services capital plan in 2014 relative to 2013. This will be offset by a decrease in external work. No profit is earned on internal Other City Department or Drainage capital work. Decrease in net position due to less external project volume.

### Expenditures & Transfers - Changes

#### Personnel (\$1,345)

The decrease is resulting from more accurate information with the implementation of the Capital and Operating Budgeting System (COBS)

#### Material, Goods and Supplies \$3,827

The increase reflects higher project volume.

#### External Services \$9,737

The increase reflects higher project volume.

#### Fleet Services (\$46)

The decrease in Fleet Services is attributed to Drainage Design & Construction now purchasing vehicles through the capital program instead of leasing through Fleet Services. As the vehicles leased through Fleet Services are replaced by purchased vehicles, Fleet Services charges will continue to decline.

#### Intra-municipal Services \$1,754

The increase is primarily attributed to adjustments in the shared service allocation to Drainage Design & Construction. In previous years Drainage Design & Construction has had a discounted allocation of shared service costs. In 2014 they will pay 100% of their share of shared service costs.

#### Depreciation and Amortization \$20

The increase reflects an adjustment in equipment usage based on an increase in project volume.

#### Other Charges (\$187)

The decrease is attributed to lower insurance premium costs relating to external project volume.

#### Provision for Capital Reserve \$0

Equipment reserve requirements will not change from 2013. The reserve is funded to meet Drainage Design & Construction equipment replacement needs.

#### Dividend to City of Edmonton (\$91)

The proposed 2014 budget includes a 25% dividend payment based upon budgeted 2014 net income before dividends. The actual dividend is calculated using actual net income.

### Full-time Equivalents - Changes

No additional FTE's requested in the 2014 budget. Labour requirements are a product of project volume which can fluctuate depending on the timing of project work and tenders that are awarded. As such, the use of temporary FTE's will be used to manage the workload as necessary.

# Branch — Drainage Design and Construction

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Drainage Design and Construction

[Link to 10-Year Strategic Goals](#)



### Results to be Achieved

The primary responsibility of Drainage Design and Construction is to design and construct sanitary and stormwater drainage infrastructure in support of the Drainage Services Utility. It also provides underground infrastructure design, construction, and project management services to other City of Edmonton departments and external clients.

### Cost Drivers

Cost depends on size of project, market conditions and capacity.

### Service Standards

Design and construction of new sanitary and stormwater drainage infrastructure. Rehabilitation and replacement of existing drainage infrastructure systems. Project management, design and construction services to internal and external clients.

### Resources

(\$000)

	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 122,073	\$ 110,659	\$ 113,804	\$ 127,202
Expenditure & Transfers	121,376	109,370	113,305	126,974
Net Income	\$ 697	\$ 1,289	\$ 499	\$ 228
Management		4.0	4.0	5.0
Professional/Technical/Union Exempt		28.7	28.7	34.0
Union		332.3	332.3	326.0
Temporary		-	-	-
Full - Time Equivalents		365.0	365.0	365.0

### 2013 Services

- Expansion: construct new infrastructure to support drainage infrastructure system growth
  - Flood Prevention: implement projects to reduce flood risk
  - Neighbourhood Renewal: renew existing drainage infrastructure
  - Environmental Protection: install infrastructure to enhance environmental protection
- \*\*Infrastructure includes pipes, tunnels, storm water management facilities and pump stations

### Changes in Services for 2014

- Pursue more integrated services delivery model with Drainage Services
- Anticipate project requirements for Expanded Flood Prevention program

# Branch — Drainage Design and Construction

## Pro-forma Income Statement (\$000)

	2014	2015	2016	2017	2018
<b>Revenues</b>					
<b>Total Revenues</b>	<b>\$ 127,202</b>	<b>\$ 142,986</b>	<b>\$ 129,639</b>	<b>\$ 123,234</b>	<b>\$ 133,606</b>
<b>Expenditures</b>					
Personnel	36,794	37,645	38,525	39,435	40,378
Materials, Goods and Supplies	25,643	30,824	25,828	23,508	26,488
External Services	51,362	60,629	51,744	46,897	53,042
Fleet Services	2,436	2,328	2,228	2,134	2,046
Intra-municipal Services	7,355	7,417	7,478	7,539	7,600
Depreciation and Amortization	1,047	1,174	1,063	1,009	1,092
Other Charges	1,269	1,425	1,291	1,227	1,331
<b>Total Expenditures</b>	<b>125,906</b>	<b>141,442</b>	<b>128,157</b>	<b>121,749</b>	<b>131,977</b>
<b>Net Income Before Other</b>	<b>\$ 1,296</b>	<b>\$ 1,544</b>	<b>\$ 1,482</b>	<b>\$ 1,485</b>	<b>\$ 1,629</b>
<b>Other</b>					
Provision for Capital Reserve	992	1,047	936	882	965
<b>Total Other</b>	<b>992</b>	<b>1,047</b>	<b>936</b>	<b>882</b>	<b>965</b>
<b>Net Income before Dividends and Transfers</b>	<b>\$ 304</b>	<b>\$ 497</b>	<b>\$ 546</b>	<b>\$ 603</b>	<b>\$ 664</b>
<b>Dividends and Transfers</b>					
Dividend to the City of Edmonton	76	111	122	134	147
<b>Total Other</b>	<b>76</b>	<b>111</b>	<b>122</b>	<b>134</b>	<b>147</b>
<b>Net Income</b>	<b>\$ 228</b>	<b>\$ 386</b>	<b>\$ 424</b>	<b>\$ 469</b>	<b>\$ 517</b>



# Department — Mayor and Councillor Offices

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## Introduction

The Municipal Government Act gives Council the responsibility for developing and evaluating the policies and programs of the municipality and for making sure that the powers, duties and functions of the municipality are appropriately carried out.

The purposes of the municipality are to provide good government, facilities and other services that in the opinion of Council are necessary or desirable for all or part of the municipality; and to develop and maintain safe and viable communities.

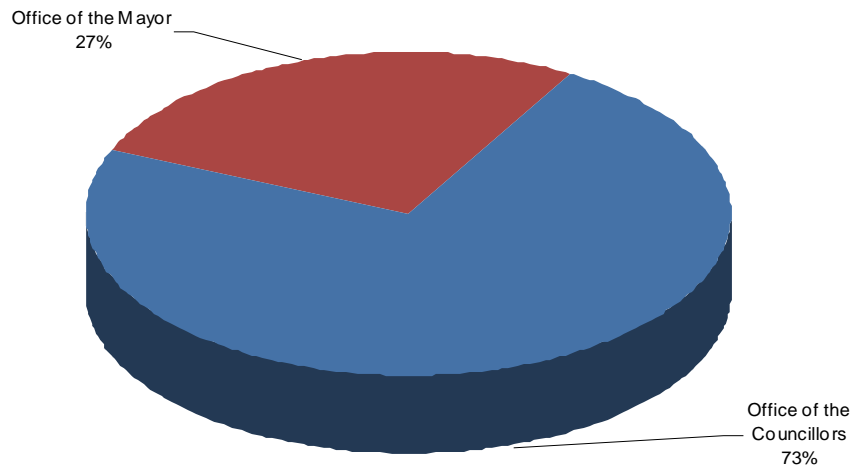


# Department — Mayor and Councillor Offices

## Approved 2014 Budget - Department Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Office of the Councillors	\$ -	\$ -	\$ -	\$ -	-
Office of the Mayor	19	-	-	-	-
	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>19</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
Office of the Councillors	3,192	3,574	3,766	192	5.4
Office of the Mayor	1,307	1,378	1,392	14	1.0
	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>4,499</u>	<u>4,952</u>	<u>5,158</u>	<u>206</u>	<u>4.2</u>
<b>Net Operating Requirement</b>	<b>\$ 4,480</b>	<b>\$ 4,952</b>	<b>\$ 5,158</b>	<b>\$ 206</b>	<b>4.2</b>

## Expenditures by Branch



# Department — Mayor and Councillor Offices

## Approved 2014 Budget - Department Summary by Category (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 19	\$ -	\$ -	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>19</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	3,837	4,183	4,400	217	5.2
Materials, Goods & Supplies	57	70	67	(3)	(4.3)
External Services	256	260	260	-	-
Fleet Services	-	-	-	-	-
Intra-municipal Services	117	129	123	(6)	(4.7)
Utilities & Other Charges	232	310	308	(2)	(0.6)
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>4,499</u>	<u>4,952</u>	<u>5,158</u>	<u>206</u>	<u>4.2</u>
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>4,499</u>	<u>4,952</u>	<u>5,158</u>	<u>206</u>	<u>4.2</u>
<b>Net Operating Requirement</b>	<b>\$ 4,480</b>	<b>\$ 4,952</b>	<b>\$ 5,158</b>	<b>\$ 206</b>	<b>4.2</b>
<b>Full-time Equivalents</b>	45.0	49.0	49.0	-	

# Department — Mayor and Councillor Offices

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## Budget Changes for 2014 (\$000)

### Expenditures & Transfers - Changes

#### Personnel \$217

Service Package for full-time research/constituency assistants \$200, movement toward job rate and changes in benefits \$17.

#### Material, Goods & Supplies \$(3)

Due to savings in copier lease and desktop support.

#### External Services \$

No change.

#### Intra-municipal Services (\$6)

Due to decrease in parking.

#### Utilities & Other Charges \$(2)

Due to reduced telecom costs.

### Full-time Equivalent - Changes

No change.

# Department — Mayor and Councillor Offices

## Office of the Councillors

FUNDED

### Full-time Research/Constituency Assistants

#### Results to be Achieved

This package will provide budget for Councillors to hire a full time-research assistant.

This aligns with Council's 10 year goal Transforming Edmonton Through Organizational Excellence by delivering valued, quality, cost-effective services to its citizens.

#### Description

In general, staff support for Councillors has evolved from one full-time executive assistant per office to include one part-time research assistant. Demands on Councillors' Offices continue to increase. The number of constituent and community concerns, initiatives, ward size, hours spent in meetings and attendance at events all contribute to a challenging schedule. In order for Councillors to govern effectively and efficiently additional office support is required.

#### Background

Currently the cumulative budgeted amount for Research Assistants is \$303,048, which funds these positions at 60% of full-time capacity, exclusive of benefits. This service package is required to increase the funding to 100%. There is not adequate existing budget to hire a full time research position.

#### Options

Full-time employment is desirable in order to attract and retain qualified staff.

#### Implications of Not Funding

Not funding this package could limit the amount or quality of service the Councillors' Office could provide.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 200	-	200	-	\$ -	-	-	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 200</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 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. We also administer the City of Edmonton's Fraud and Misconduct Hotline and coordinate fraud investigation activities within City Programs.

The OCA submits an Annual Work Plan to Audit Committee for approval. The approved Annual Work Plan defines 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, thereby focusing its efforts in the areas deemed most significant to the City achieving its objectives. Our office'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 also incorporated in our 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 that are held in a public forum.



## Governance and Accountability

The City's 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 our audit reports, Annual Work Plans and Annual Reports.

While we are independent from the City's Administration, we are also committed to effective communication with all of our stakeholders. We have an operational style that focuses on effective relationships with City Council and the Administration. This approach has significantly improved our effectiveness. Audit reports generate energy and encourage Administration to implement our recommendations and enhance City operations.

The OCA works very hard at understanding the issues and concerns facing the operations of the areas we audit. This has led to 100% of our audit recommendations being accepted by the Administration over the past 10 years. We also continue to research best practices, maintain open communications with our stakeholders and keep abreast of emerging issues to provide a value-added service to the City of Edmonton and the citizens of Edmonton.

In closing, as an independent audit office reporting on the efficiency, effectiveness and economy of City operations, we recognize the financial constraints under which the City operates. As in the past years, we again submit a cost containment budget for 2014.

# Office of the City Auditor

## Approved 2014 Budget Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
	\$ -	\$ -	\$ -	\$ -	-
<b>Total Revenue &amp; Transfers</b>	-	-	-	-	-
<b>Expenditure &amp; Transfers</b>					
Personnel	1,706	1,981	2,017	36	1.8
Materials, Goods & Supplies	81	37	33	(4)	(10.8)
External Services	100	44	44	-	-
Intra-municipal Services	47	46	47	1	2.2
Utilities & Other Charges	51	57	54	(3)	(5.3)
<b>Total Expenditure &amp; Transfers</b>	<u>1,985</u>	<u>2,165</u>	<u>2,195</u>	<u>30</u>	<u>1.4</u>
<b>Net Operating Requirement</b>	<b>\$ 1,985</b>	<b>\$ 2,165</b>	<b>\$ 2,195</b>	<b>\$ 30</b>	<b>1.4</b>
<b>Full-time Equivalents</b>	14.0	14.0	14.0	-	

## Budget Changes for 2014

(\$000)

### Expenditures & Transfers - Changes

#### Personnel \$36

Movement toward job rate and changes in benefits is \$36.

#### Material, Goods & Supplies (\$4)

There is a decrease of \$1 from Corporate Strategies related to copier savings. The additional decrease of \$3 relates to getting the budget in line with actual historical costs.

#### Intra-municipal Services \$1

This increase of \$1 relates to inflation on parking costs.

#### Utilities & Other Charges (\$3)

This decrease of \$3 relates to getting the budget in line with actual historical costs.



# Office of the City Auditor

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Office of the City Auditor

[Link to 10-Year Strategic Goals](#)



### 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.

### Service Standards

The OCA follows the International Standards for the Professional Practice of Internal Auditing (Standards), established by the Institute of Internal Auditors (IIA). These Standards require due professional care in conducting audits, professionally qualified staff, independence, adequate supervision and planning of audit work, reporting of audit results, and periodic review of the office's activities by outside professionals.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	1,985	2,152	2,165	2,195
Subtotal	1,985	2,152	2,165	2,195
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 1,985	\$ 2,152	\$ 2,165	\$ 2,195
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		12.0	12.0	12.0
Union		-	-	-
Temporary		-	-	-
Full - Time Equivalent		14.0	14.0	14.0

### 2013 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.

Value-for-money, investigations, proactive projects, follow-up reviews, governance and leadership activities & emerging issues.

### Changes in Services for 2014

The OCA's 2014 budget provides for a level of service similar to 2013. 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.

# Department — Office of the City Manager

## Introduction

The City Manager is the Chief Administration Officer for the City of Edmonton as defined by the Government of Alberta Municipal Government Act and the City Administration Bylaw.

The Office of the City Manager provides overall corporate and strategic direction to the Corporation of the City of Edmonton. Corporate Communications and Intergovernmental and External Affairs are part of Office of the City Manager, along with an administration section.

Corporate Communications Branch is responsible for ensuring the City of Edmonton image, reputation and brand are maintained and enhanced. The two-way communications between Edmontonians and City staff who deliver services is strategically planned and supported by Corporate Communications. The Branch is responsible for media relations, on-line communications planning, public involvement, crisis management, advertising and publications.

Intergovernmental and External Affairs Branch develops, implements and supports strategies and initiatives to assist the City of Edmonton in fostering relationships with and influencing other orders of government and external stakeholders. The Branch is also responsible for attracting major events to Edmonton.

Increasing the City of Edmonton workforce capacity continues to be a priority of the City Manager. This includes:

- working as a corporation by acting as “one city”;
- having clear roles and responsibilities;
- focusing on citizens and their experiences with City services;
- continuing to strengthen accountability and transparency;
- setting and monitoring performance measures that measure progress on implementing the six *Ways* plans; and
- engaging employees in the goal of fostering innovation to deliver more responsive, cost-effective services, and enhancing the confidence and trust of Edmontonians.

## Branches and Programs

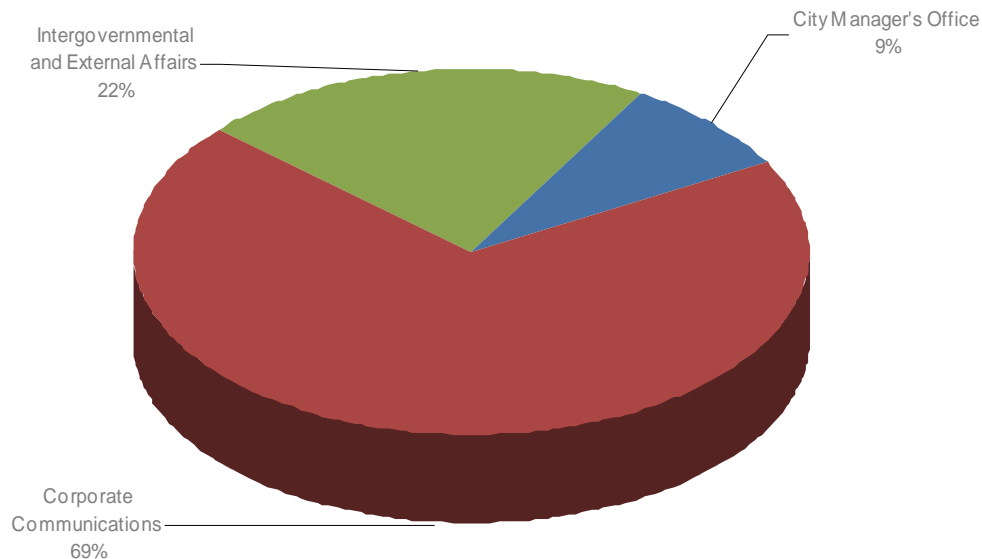
Corporate Communications	Intergovernmental and External Affairs	City Manager’s Office
Public Communications	Intergovernmental Affairs	City Manager
Internal Communications	Events/External	
City Image, Reputation and Marketing		

# Department — Office of the City Manager

## Approved 2014 Budget – Department Summary by Branch (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
City Manager's Office	\$ -	\$ -	\$ -	\$ -	-
Corporate Communications	13	15	15	-	-
Intergov't and External Affairs	-	-	-	-	-
	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>13</u>	<u>15</u>	<u>15</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
City Manager's Office	1,073	1,111	1,132	21	1.9
Corporate Communications	6,739	9,378	9,040	(338)	(3.6)
Intergov't and External Affairs	1,513	2,847	2,796	(51)	(1.8)
	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>9,325</u>	<u>13,336</u>	<u>12,968</u>	<u>(368)</u>	<u>(2.8)</u>
<b>Net Operating Requirement</b>	<b>\$ 9,312</b>	<b>\$ 13,321</b>	<b>\$ 12,953</b>	<b>\$ (368)</b>	<b>(2.8)</b>

### Expenditures by Branch



# Department — Office of the City Manager

## Approved 2014 Budget – Department Summary by Category (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 13	\$ 15	\$ 15	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>13</u>	<u>15</u>	<u>15</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	7,956	9,466	9,761	295	3.1
Materials, Goods & Supplies	194	173	167	(6)	(3.5)
External Services	1,994	4,551	4,551	-	-
Fleet Services	-	-	-	-	-
Intra-municipal Services	111	127	118	(9)	(7.1)
Utilities & Other Charges	331	389	388	(1)	(0.3)
Transfer to Reserves	-	-	-	-	-
Subtotal	10,586	14,706	14,985	279	1.9
Intra-municipal Recoveries	(1,261)	(1,370)	(2,017)	(647)	47.2
<b>Total Expenditure &amp; Transfers</b>	<u>9,325</u>	<u>13,336</u>	<u>12,968</u>	<u>(368)</u>	<u>(2.8)</u>
<b>Net Operating Requirement</b>	<b>\$ 9,312</b>	<b>\$ 13,321</b>	<b>\$ 12,953</b>	<b>\$ (368)</b>	<b>(2.8)</b>
<b>Full-time Equivalents</b>	77.8	86.4	86.4	-	

Budget details are provided at the Branch level

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## Branch — City Manager’s Office

### Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ -	\$ -	\$ -	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	887	942	971	29	3.1
Materials, Goods & Supplies	30	19	17	(2)	(10.5)
External Services	55	39	39	-	-
Fleet Services	-	-	-	-	-
Intra-municipal Services	15	38	32	(6)	(15.8)
Utilities & Other Charges	86	73	73	-	-
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>1,073</u>	<u>1,111</u>	<u>1,132</u>	<u>21</u>	<u>1.9</u>
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>1,073</u>	<u>1,111</u>	<u>1,132</u>	<u>21</u>	<u>1.9</u>
<b>Net Operating Requirement</b>	<b>\$ 1,073</b>	<b>\$ 1,111</b>	<b>\$ 1,132</b>	<b>\$ 21</b>	<b>1.9</b>
<b>Full-time Equivalents</b>	6.0	5.0	5.0	-	



# Branch — City Manager's Office

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## Budget Changes for 2014 (\$000)

### Expenditures & Transfers - Changes

#### Personnel \$29

Movement toward job rate and changes in benefits \$29.

#### Material, Goods & Supplies \$(2)

Due to savings in copier lease.

#### External Services \$

No change.

#### Intra-municipal Services \$(6)

Due to an estimated decrease in building maintenance activity.

#### Utilities & Other Charges \$

No change.

### Full-time Equivalent - Changes

No change.

# Branch—Corporate Communications

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## Introduction

Corporate Communications Branch supports City departments and business units to inform and connect Edmontonians on municipal matters and civic services. Since its inception, Corporate Communications has continued to evolve to implement new tools, programs and corporate communications best practices to keep pace with new client demands, evolving technology and changing priorities.

As a Branch, Corporate Communications aims to:

- Be client-driven, corporately aligned and citizen-focused;
- Foster citizen engagement and broader awareness and understanding of City programs and services;
- Measurably improve Edmonton's image and reputation; and
- Become an employer of choice and attract and retain professional staff.

In 2012, the Corporate Communications Branch was restructured into three distinct service sections in an effort to deliver communications products and services in a more focused, strategic and effective way.

The Public Communications Section is citizen-focused and responsible for tactical communications support to departments in their delivery of programs and services to citizens. The Internal Communications Section aims to communicate and engage City employees, ensuring they have the information and resources they need to do their jobs successfully. The Image, Reputation and Marketing Section is responsible for developing and implementing plans, programs and messaging to promote Edmonton to the country and the world. This section also manages the communication requirements around some of Edmonton's most transformational projects like the downtown arena and Blatchford Development.

Corporate Communications helps the City of Edmonton speak with a unified voice and with a citizen-perspective about the long-term vision of the City, our goals and objectives, and most importantly, the portfolio of City programs and services available to Edmontonians.

Whether it's online, in print, in social media or mainstream media, the Branch connects citizens with information on policy decisions, taxation, road upgrades, new developments, transit schedules, attractions, recreation opportunities, events and public involvement opportunities.

Everything the City does, every program it offers, every service it provides, Corporate Communications helps inform and promote.

Working with our community, businesses and industry partners, the Branch coordinates a range of activities to showcase Edmonton to the world, including proactive global media relations, promotion of national and international arts, cultural and sporting events.

Through advertisements, publications, promotions and events, Corporate Communications helps build awareness for activities and opportunities for Edmontonians to be engaged in their community. Crisis and issues management helps provide effective resolution for the benefit of all residents.

In 2011, the latest year for complete results, the City had 216 national news stories with positive coverage of Edmonton, with an estimated reach of almost 98 million people.

Public demand and expectation for timely and accurate information will continue to increase. Fed by technology and social media, this will result in increased demand on staff and resources to be both proactive and responsive to the needs of civic leaders, citizens and the media. The Branch will continue to review processes and service levels standards to address any potential gap between customer expectations and the Branch's ability to deliver prompt and effective services.

In 2012, Corporate Communications reviewed the City's public involvement process and as a result strengthened the mandate of the Public Engagement Office (PEO). On behalf of the City of Edmonton, the PEO will lead the public engagement processes and initiatives of major city shaping projects such as the Arena, City Centre Redevelopment, and LRT. The Office will also coordinate department or city-wide public involvement activities.

Working with the Centre for Public Involvement, a research partnership with the University of Alberta, the PEO will also develop ongoing engagement opportunities by leveraging new technologies, to gain better input from Edmontonians on their priorities for the city.

# Branch — Corporate Communications

## Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 13	\$ 15	\$ 15	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>13</u>	<u>15</u>	<u>15</u>	<u>-</u>	<u>-</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	5,942	7,237	7,554	317	4.4
Materials, Goods & Supplies	143	76	73	(3)	(3.9)
External Services	1,682	3,193	3,193	-	-
Fleet Services	-	-	-	-	-
Intra-municipal Services	85	79	75	(4)	(5.1)
Utilities & Other Charges	148	163	162	(1)	(0.6)
Transfer to Reserves	-	-	-	-	-
Subtotal	8,000	10,748	11,057	309	2.9
Intra-municipal Recoveries	(1,261)	(1,370)	(2,017)	(647)	47.2
<b>Total Expenditure &amp; Transfers</b>	<u>6,739</u>	<u>9,378</u>	<u>9,040</u>	<u>(338)</u>	<u>(3.6)</u>
<b>Net Operating Requirement</b>	<b>\$ 6,726</b>	<b>\$ 9,363</b>	<b>\$ 9,025</b>	<b>\$ (338)</b>	<b>(3.6)</b>
<b>Full-time Equivalents</b>	63.8	73.4	73.4	-	

# Branch — Corporate Communications

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## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. \$

No change.

### Expenditures & Transfers - Changes

#### Personnel \$317

Movement toward job rate and changes in benefits \$215; funding for a position to support Current Planning \$102.

#### Material, Goods & Supplies \$(3)

Due to savings in copier lease and desktop support.

#### External Services \$

No change.

#### Intra-municipal Services \$(4)

Due to a decrease in building maintenance and custodial costs.

#### Utilities & Other Charges \$(1)

Due to reduced telecom costs.

#### Intra-municipal Recoveries \$(647)

The Intra-municipal Recoveries changes relate to:

Shared Services increased recoveries from Drainage (\$185), Waste (\$56), Current Planning (\$362) and Fleet (\$28). Changes to costing of direct staff recoveries (\$16).

### Full-time Equivalents - Changes

No change.

# Branch — Corporate Communications

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Public Communications

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

All business units speak with a unified voice, representing One City with clear strategies and a positive reputation. Transparency of City business, openness and responsiveness in interacting with residents. Meaningful engagement in which citizens feel heard. Satisfaction with timely, accurate and relevant information on City services.

#### Cost Drivers

Operating impacts of capital: additional resources are needed to communicate about new recreation facilities and transit service expansion. New projects: additional public engagement is required for transformational projects. New services or enhanced standards: additional resources for services such as the new Current Planning model, Elevate, WinterCity, and enhanced Roads Maintenance.

#### Service Standards

Communications Policy, Media Relations Directive and Public Engagement Policy guide strategies to ensure residents have access to clear, timely, accurate and responsive information about services, new programs, initiatives or issues. Multiple methods effectively inform and engage Edmontonians and organizations, using mainstream media, public engagement, multi-media production, publications, advertising, social media, special events, external displays, and crisis communications.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	3,978	3,827	4,064	4,253
Subtotal	3,978	3,827	4,064	4,253
Intra-municipal Recoveries	(1,261)	(1,055)	(1,370)	(2,017)
Net Operating Requirement	\$ 2,717	\$ 2,772	\$ 2,694	\$ 2,236
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		4.0	4.0	4.0
Union		27.0	33.0	33.0
Temporary		-	-	-
Full - Time Equivalents		32.0	38.0	38.0

#### 2013 Services

Based on the previous complete calendar years, estimated output in 2013:

- 50 strategic communications plans for major issues and programs
- 30 proactive issue briefing message documents for City Council and City managers
- 990 media releases, 2,300 media queries answered or interviews coordinated, producing 3,000 media stories in local print, TV and radio with 80% carrying balanced coverage of City messages
- 200 national and international media coverage of pitched stories with positive coverage of Edmonton
- 50 special events or media conferences
- 200 publications on programs or services
- 500 public engagement events

#### Changes in Services for 2014

New crisis communications plan for all hazards emergencies. Enhanced Public Engagement Office role in coordinating engagement across the City, research consultation, and delivering ongoing (non-project-based) engagement. Enhanced oversight of social media to extend citizen engagement opportunities, improve issues management and benefit overall public relations. Realigned functions to provide more support to high-profile public relations activities such as road maintenance and growth planning.

# Branch — Corporate Communications

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Internal Communications

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Internal communications delivers employee engagement and a productive corporate culture. A strategy to improve the effectiveness of communication channels, create more engaging messages, dialogue with employees through social media, and use marketing tactics will be measured by the results of the 2014 Engagement and Diversity survey.

#### Cost Drivers

Employee programs' communication needs, as met by Internal Communications staff, is the bulk of this program's cost. Human Resources and Corporate Culture programs have a strong need for employee communication. There is also a need to communicate organizational news to employees and a growing need from programs (other than Human Resources and Culture) to communicate internally.

#### Service Standards

Corporate Communications Strategy, internal communications policy, Corporate Culture actions plans, Corporate Culture Communications Strategy, and service level (roles and responsibilities) agreements with department clients.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	1,884	1,793	2,049	2,141
Subtotal	1,884	1,793	2,049	2,141
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 1,884	\$ 1,793	\$ 2,049	\$ 2,141
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		6.0	7.0	7.0
Union		5.8	6.8	6.8
Temporary		-	-	-
Full - Time Equivalents		13.8	15.8	15.8

#### 2013 Services

Services include:

- Corporate-wide employee communications,
- Communications support for Corporate Services Department,
- Communications support for the City Manager's Office, and
- Communications strategy for the Corporate Culture initiative.

In 2013 (as of September 20), major services included redesign of employee intranet; Corporate Culture communications strategy, brand and materials; planning and support for employee awards and events; 71 articles published for employee news, 14 Managers Online articles and 20 blog posts.

#### Changes in Services for 2014

More involvement with the employee intranet and management of employee social media, more internal communications consulting provided to departments, and further fulfillment of the Corporate Culture communications strategy, as well as support to branches on their culture action plans.

# Branch — Corporate Communications

## Approved 2014 Budget – Program Summary

(\$000)

### Program Name - Image, Reputation and Marketing

Link to 10-Year Strategic Goals



#### Results to be Achieved

This portfolio plays a major role in the protection and enhancement of the City of Edmonton's reputation, contributing to the City's overall image. We will achieve this through strategic communications support, coordinated marketing, strong external relations and continuing to make City Hall accessible to citizens and visitors.

#### Cost Drivers

Increasing demand for communications, marketing and protocol support and service to client areas within the portfolio; successful attraction and hosting of major national and international events (i.e. 2014 ITU Grand Final, 2014 & 2015 FIFA events, 2015 FCM conference, etc.); increased efforts to build relationships both internal and external to Edmonton that support reputation enhancement.

#### Service Standards

This portfolio within the Corporate Communications Branch is working collaboratively with EEDC and Make Something Edmonton (Mayor's Task Force on Image and Reputation) to define a plan and responsibilities associated with advancing the city's brand locally and externally. As well, this portfolio is also tasked with advancing the City of Edmonton's corporate brand, bridging efforts between the Public and Internal Communications portfolios.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 13	\$ 75	\$ 15	\$ 15
Expenditure & Transfers	2,138	2,316	4,635	4,663
Subtotal	2,125	2,241	4,620	4,648
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 2,125	\$ 2,241	\$ 4,620	\$ 4,648
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		2.0	2.0	2.0
Union		15.0	16.6	16.6
Temporary		-	-	-
Full - Time Equivalents		18.0	19.6	19.6

#### 2013 Services

- Portfolio introduced in late 2012, structure being set up including recruiting leaders
- Provide strategic support for events, transformational projects and other high profile initiatives
- Development of strategy for third-party, external awards that the City of Edmonton can pursue
- Updated Longwoods study
- Ad Services placed: 1756 ads as of September 21, 2013
- Council Services produced: 719 briefs, 140 speeches, 501 certificates, 120 proclamations, and 155 messages
- City Hall: 536 students in City Hall School, more than 4,000 people toured, hosted 576 events, 40 protocol items at Council, coordinated protocol visits and military liaison activities

#### Changes in Services for 2014

- Development and implementation of numerous plans: Marketing, External Awards, City Hall Client Services, Reputation Unit
- Increased focus of collaborative, one city approach on high profile projects and initiatives
- Increase support for major international events including 2014 ITU Grand Final and FIFA events
- Develop Creative Services Agency to improve coordination and ensure use of City's brand is consistent



# Branch—Intergovernmental and External Affairs

## Introduction

Through two primary service areas – Intergovernmental Affairs and Events/External – the Intergovernmental and External Affairs Branch develops and implements strategies and initiatives to assist the City in fostering relationships with and influencing other orders of government and external stakeholders to achieve Edmonton’s long term strategic goals.

The Intergovernmental Affairs Section participates in and delivers ongoing support for working groups and other related intergovernmental, regional and inter-municipal forums on priorities and issues of corporate significance. This Section also participates in and delivers ongoing support for issues relating to the provincial and federal governments; and the City’s role in key intergovernmental organizations including the Capital Region Board (CRB), Alberta Urban Municipalities Association (AUMA), and the Federation of Canadian Municipalities (FCM).

This Branch communicates and fosters understanding of intergovernmental and inter-municipal issues and trends across the corporation while undertaking initiatives that support the advancement of the broader municipal agenda, including: the development of a Big City Charter, review of the Municipal Government Act, and multi-jurisdictional priorities such as affordable housing, urban Aboriginal, and municipal infrastructure - including public transportation.

This Branch is also responsible for Events Attraction. Through this Section, the City proactively seeks major national and international events that attract people, international attention, and economic benefits to the city, while working to enhance our national and international reputation overall. Upcoming events secured through bids coordinated in this office include the 2014 International Triathlon Union Grand Final, the 2014 Canadian Sport Tourism Alliance Congress, the 2014 FIFA Women’s U20 World Cup, the 2015 Pan American Junior Athletics Championships, the World Heavy Oil Congress in 2015 and the 2015 FIFA Women’s World Cup. Also in 2014, this Section will continue implementation of the City’s long-term strategic events strategy and growth of Edmonton Events – a partnership with the Edmonton Economic Development Corporation (EEDC) to promote and attract events to Edmonton on the increasingly competitive international stage.

The External Affairs Section of this Branch works to enhance our relationships and coordination with important partners in the city, such as: Alberta Health Services; post-secondary institutions including NAIT, NorQuest, Grant MacEwan University, and the University of Alberta; and the local school boards.



## Branch — Intergovernmental and External Affairs

### Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ -	\$ -	\$ -	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	1,127	1,287	1,236	(51)	(4.0)
Materials, Goods & Supplies	21	78	77	(1)	(1.3)
External Services	257	1,319	1,319	-	-
Fleet Services	-	-	-	-	-
Intra-municipal Services	11	10	11	1	10.0
Utilities & Other Charges	97	153	153	-	-
Transfer to Reserves	-	-	-	-	-
Subtotal	1,513	2,847	2,796	(51)	(1.8)
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>1,513</b>	<b>2,847</b>	<b>2,796</b>	<b>(51)</b>	<b>(1.8)</b>
<b>Net Operating Requirement</b>	<b>\$ 1,513</b>	<b>\$ 2,847</b>	<b>\$ 2,796</b>	<b>\$ (51)</b>	<b>(1.8)</b>
<b>Full-time Equivalents</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>-</b>	<b>-</b>

# Branch — Intergovernmental and External Affairs

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## Budget Changes for 2014

(\$000)

### Expenditures & Transfers - Changes

#### Personnel \$(51)

This is due to Personnel Efficiencies Budget Strategy \$(60), partially offset by movement toward job rate and changes in benefits \$9.

#### Material, Goods & Supplies \$(1)

Due to savings in copier lease.

#### External Services \$

No change.

#### Intra-municipal Services \$1

Due to an increase in parking.

#### Utilities & Other Charges \$

No change.

### Full-time Equivalents - Changes

No change.

# Branch — Intergovernmental and External Affairs

## Approved 2014 Budget – Program Summary

### Program Name - Intergovernmental Affairs

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

This Branch communicates regularly, proactively, and positively with policy-makers to foster understanding and alignment of priorities and positions, while working to ensure the interests of Edmontonians are protected during decision-making by other orders of government and major external organizations.

#### Cost Drivers

- Council direction

#### Service Standards

Intergovernmental Affairs works to transform Edmonton through organizational excellence. Intergovernmental challenges, such as advancing and building momentum on a municipal agenda, are subject to multiple variables outside of municipal control such as shifting priorities of other orders of government. Strategic engagement with external and municipal organizations and other orders of government requires ongoing coordination and issues management in order to support a one city view.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	989	1,207	1,218	1,167
Subtotal	989	1,207	1,218	1,167
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 989	\$ 1,207	\$ 1,218	\$ 1,167
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		6.0	6.0	6.0
Union		-	-	-
Temporary		-	-	-
Full - Time Equivalents		7.0	7.0	7.0

#### 2013 Services

- Coordinate and facilitate relationships and partnerships with other orders of government, municipal organizations and key external stakeholders to address intergovernmental priorities and issues.
- Monitor and analyze intergovernmental and inter-municipal issues and trends.
- Provide corporate support and leadership on intergovernmental issues and opportunities to support the City's priorities.
- Specific projects of note: co-lead in the City's Municipal Government Act review; worked with the Government of Alberta and the City of Calgary to develop a Big City Charter; initiated a nationwide Urban Aboriginal working group; provide support for City departments involved in the annexation process currently underway; and advancing City interests at the Capital Region Board.

#### Changes in Services for 2014

- Continue delivery of services provided in 2013 to support Council and City departments
- Ongoing support for implementation of The Ways
- Continue integration of the City's Leadership Principles

# Branch — Intergovernmental and External Affairs

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Events / External

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Through internal and external partnerships, provide enhanced support for positioning Edmonton as a host city of choice for national and international sport, cultural and other events to raise Edmonton's international profile, support economic development, achieve Edmonton's long-term strategic goals and build residents' pride in their community.

#### Cost Drivers

- Growth opportunities generated
- Council direction, in particular the implementation of the strategies supporting The Way We Prosper

#### Service Standards

Events/External supports the goals of The Way We Prosper through development and implementation of strategies to enhance Edmonton's image nationally and internationally. Attracting high profile events is a highly competitive business necessitating investment by leading cities. In return, hosting events gains exposure and brings visitors to the city; results in direct economic benefit; has broad media and internet reach; and often the development of new facilities, while enhancing quality of life Edmontonians.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	524	519	1,629	1,630
Subtotal	524	519	1,629	1,630
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 524	\$ 519	\$ 1,629	\$ 1,630
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		-	-	-
Union		-	-	-
Temporary		-	-	-
Full - Time Equivalents		1.0	1.0	1.0

#### 2013 Services

- Implementation of the long-term events strategy, and launch of Edmonton Events in collaboration with the Edmonton Economic Development Corporation to guide the City of Edmonton in identifying, attracting, and hosting major international events.
- Strengthened community support of major events through alignment with the City's strategic interests.
- Successfully bid on major national and international events including: FIFA 2014/15, International Triathlon Union Grande Final 2014, Canadian Sport Tourism Alliance Congress 2014, Canadian Olympic Committee Celebration of Excellence 2014, Pan American Junior Athletics Championships 2014, World Heavy Oil Congress 2015.

#### Changes in Services for 2014

- Continued implementation of long-term events strategy
- Position Edmonton as an events destination nationally and internationally
- Continued growth in relationships with external stakeholders
- Continuing to look to add winter events as opportunities for Edmonton



# Department — Sustainable Development

## Introduction

Sustainable Development helps set the stage on which the City and our many external stakeholders and partners build a vibrant, growing and attractive place to live and work.

The department plans, promotes and energizes change that moves Edmonton towards the liveable, prosperous and sustainable city described in the 30-year vision, *The Way Ahead*.

Our land use strategies and regulations promote smart growth for a population expected to grow by almost 50% in the next 30 years. Bold initiatives promote economic growth and Edmonton's global reputation. Parkland assembly, broad and inclusive housing choices, mature community revitalization and innovative new neighbourhoods go hand in hand with marquee

transformative projects such as the Downtown Arena and Entertainment District to build Edmonton's stature locally and globally.

The department's strategic framework ties priority roadmaps and business planning at all levels to the long-term strategic goals outlined for Edmonton in *The Way Ahead*, and in the three directional plans the department stewards: *The Way We Grow*, *The Way We Prosper* and *The Way We Green*. Significant contributions are also made to goals within the other three plans: *The Way We Finance*, *The Way We Live* and *The Way We Move*.

Initiatives, outcomes and measures of success are fully aligned with these plans. They are grouped around four key areas: customers and stakeholders, financial stewardship, internal processes and organizational capacity, all with the over-riding aim to provide excellent service today and strong foundations for tomorrow.



### BRANCHES AND PROGRAMS

Corporate Properties	Current Planning	Housing and Economic Sustainability	Urban Planning and Environment	Vehicle for Hire	Land Enterprise
Leasing and Property Management Real Estate Services	Customer Services and Operations Safety Codes, Permits and Inspections Development Permits Land Development Services Business Licensing	Housing Services Economic Sustainability Urban Renewal * Quarters CRL	Land Use and Environmental Policy Parks Planning and Biodiversity Urban Design and Area Planning	Vehicle for Hire	Land Development Blatchford Community Land for Municipal Purposes * Belvedere CRL

Sustainable Development is also responsible for Transformational Projects which involves successful initiation, execution and delivery of major projects that will have a significant ongoing and transformative impact on the City.

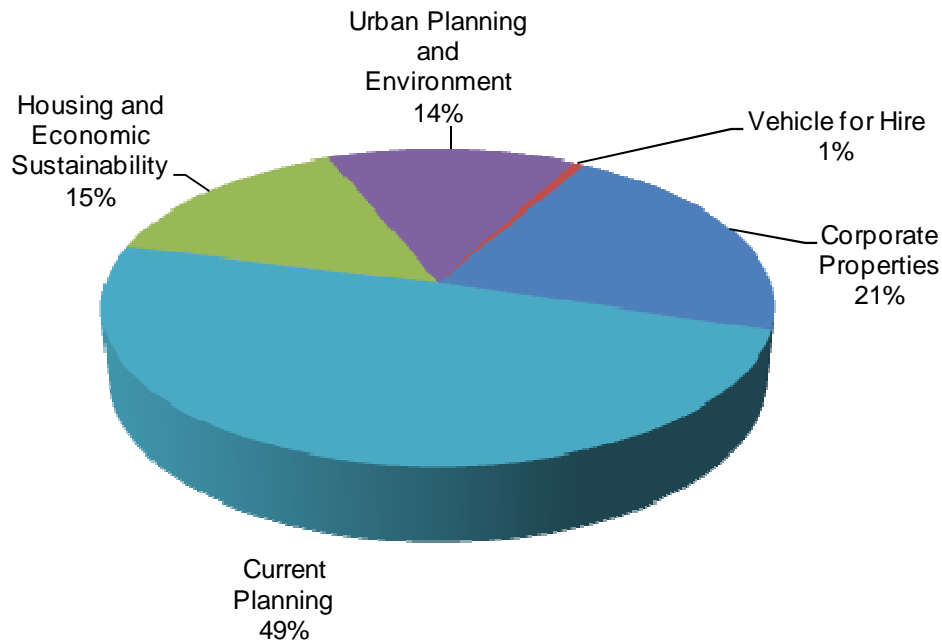
\* Financial information and budget related to Community Revitalization Levies are included in the CRL section of the budget document.

# Department — Sustainable Development

## Approved 2014 Budget – Department Summary by Branch (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Corporate Properties	\$ 13,203	\$ 13,381	\$ 12,964	(417)	(3.1)
Current Planning	47,901	48,101	63,504	15,403	32.0
Housing and Economic Sustainability	19,408	19,473	9,020	(10,453)	(53.7)
Urban Planning and Environment	966	1,767	2,305	538	30.4
Vehicle for Hire	1,469	864	867	3	0.3
<b>Total Revenue &amp; Transfers</b>	<b>82,947</b>	<b>83,586</b>	<b>88,660</b>	<b>5,074</b>	<b>6.1</b>
<b>Expenditure &amp; Transfers</b>					
Corporate Properties	27,222	28,048	27,669	(379)	(1.4)
Current Planning	47,901	48,101	63,504	15,403	32.0
Housing and Economic Sustainability	30,541	29,369	19,444	(9,925)	(33.8)
Urban Planning and Environment	18,246	16,121	17,836	1,715	10.6
Vehicle for Hire	1,469	864	867	3	0.3
<b>Total Expenditure &amp; Transfers</b>	<b>125,379</b>	<b>122,503</b>	<b>129,320</b>	<b>6,817</b>	<b>5.6</b>
<b>Net Operating Requirement</b>	<b>\$ 42,432</b>	<b>\$ 38,917</b>	<b>\$ 40,660</b>	<b>\$ 1,743</b>	<b>4.5</b>

### Expenditures by Branch





# Department — Sustainable Development

## Approved 2014 Budget – Department Summary by Category (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Permits, etc.	\$ 63,964	\$ 60,371	\$ 73,441	\$ 13,070	21.6
Grants	13,411	14,085	6,482	(7,603)	(54.0)
Transfer from Reserves	5,572	9,130	8,737	(393)	(4.3)
<b>Total Revenue &amp; Transfers</b>	<u>82,947</u>	<u>83,586</u>	<u>88,660</u>	<u>5,074</u>	6.1
<b>Expenditure &amp; Transfers</b>					
Personnel	45,853	53,857	59,345	5,488	10.2
Materials, Goods & Supplies	2,943	1,705	2,373	668	39.2
External Services	14,200	10,020	12,636	2,616	26.1
Fleet Services	61	89	94	5	5.6
Intra-municipal Services	10,126	19,556	22,253	2,697	13.8
Grants, Utilities & Other Charges	57,049	55,356	51,215	(4,141)	(7.5)
Transfer to Reserves	12,758	4,520	5,035	515	11.4
Subtotal	142,990	145,103	152,951	7,848	5.4
Intra-municipal Recoveries	(17,611)	(22,600)	(23,631)	(1,031)	4.6
<b>Total Expenditure &amp; Transfers</b>	<u>125,379</u>	<u>122,503</u>	<u>129,320</u>	<u>6,817</u>	5.6
<b>Net Operating Requirement</b>	<b>\$ 42,432</b>	<b>\$ 38,917</b>	<b>\$ 40,660</b>	<b>\$ 1,743</b>	<b>4.5</b>
<b>Full-time Equivalent</b>	495.0	559.0	595.0	36.0	

Budget details are provided at the Branch level

# Branch — Corporate Properties

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## Introduction

**Mandate:** Corporate Properties' primary responsibilities include securing property needed for municipal projects in a timely and cost-effective manner, planning for and providing accommodation, and managing the City's land and building inventory to maximize use. The Branch's land acquisition functions include purchasing and expropriating land for all corporate capital projects, including all transformational projects, such as Blatchford and LRT.

The Branch oversees the development of surplus land holdings to create opportunities for residential, commercial and industrial development. The Branch works in conjunction with the local school boards to plan for and manage the disposition of surplus school sites.

Corporate Properties supports communities through the administration of non-profit leasing agreements. It also supports the City's financial sustainability through land management operations, leasing and parking operations. The Branch has the corporate responsibility to manage civic staff accommodation needs.

Provision of appropriate space, buildings and facilities for civic users, the timely acquisition and sale of properties for and by the Administration, and the development of sites for municipal uses and for sale is the prime focus of the Corporate Properties branch, with the mission to provide exemplary stewardship of the City's land and building assets through innovation, leadership and service.

While the work of this branch addresses all six City goals, Corporate Properties services are integral to Ensuring Edmonton's Financial Sustainability (The Way We Finance).



# Branch — Corporate Properties

## Approved 2014 Budget - Branch Summary - Corporate Properties (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 13,200	\$ 13,381	\$ 12,834	\$ (547)	(4.1)
Grants	3	-	-	-	-
Transfer from Reserves	-	-	130	130	
<b>Total Revenue &amp; Transfers</b>	<u>13,203</u>	<u>13,381</u>	<u>12,964</u>	<u>(417)</u>	<u>(3.1)</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	7,691	8,275	8,726	451	5.5
Materials, Goods & Supplies	550	362	339	(23)	(6.4)
External Services	5,376	4,402	4,110	(292)	(6.6)
Fleet Services	16	44	44	-	-
Intra-municipal Services	2,180	2,414	2,781	367	15.2
Utilities & Other Charges	27,023	28,548	29,117	569	2.0
Transfer to Reserves	7	10	-	(10)	(100.0)
Subtotal	42,843	44,055	45,117	1,062	2.4
Intra-municipal Recoveries	(15,621)	(16,007)	(17,448)	(1,441)	9.0
<b>Total Expenditure &amp; Transfers</b>	<u>27,222</u>	<u>28,048</u>	<u>27,669</u>	<u>(379)</u>	<u>(1.4)</u>
<b>Net Operating Requirement</b>	<b>\$ 14,019</b>	<b>\$ 14,667</b>	<b>\$ 14,705</b>	<b>\$ 38</b>	<b>0.3</b>
<b>Full-time Equivalents</b>	82.5	83.5	84.5	1.0	



# Branch — Corporate Properties

## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. \$(547)

Reduction primarily due to lease terminations of \$303, internal transfer of revenue properties of \$523 offset by parking revenue increases of \$279.

#### Transfer from Reserves \$130

Increase is to fund the additional administrative support for the Surplus School Program out of the proceeds related to the First Place Program. Future program requirements will be assessed on a go forward basis to ensure sustainable support is in place.

### Expenditures & Transfers - Changes

#### Personnel \$ 451

Increase of \$63 due to movement towards job rate and changes in benefits. Increase of \$253 for realignment of resources to fund transformational growth projects recovered from Land Enterprise and Current Planning. Increase of \$130 for one FTE funded through reserve transfer.

#### Material, Goods & Supplies \$(23)

Decrease relates to budget reduction strategies for Printer, VOIP, and Desktop support and other adjustments.

#### External Services \$(292)

Net decrease mainly due to \$393 Budget Reduction Strategy offset by increase due to \$101 re-alignment of cost in the budget with historical actual costs.

#### Intra-municipal Services \$367

Increase is for staff relocation and renovation for space utilization for various City Departments. Corporate Security charge increases and reallocation of cost to reflect historical spending for Corporate Security.

#### Utilities & Other Charges \$569

Increase of \$1,190 for external lease and operating cost, offset by property tax savings of \$520 related to lease terminations for various commercial properties. The balance is a reduction related to re-alignment of utility budget.

#### Transfer to Reserves \$(10)

Reduction of parking revenue transfer to Telus Field Reserve due to Edmonton Capitals ceased operation.

#### Intra-municipal Recoveries \$(1,441)

Increase of \$930 in departmental recoveries for space lease and related operating costs. Recoveries of \$253 from Current Planning and Land Enterprise for growth related to transformational projects and business planning for land development. Increase of \$152 for staff parking provided by city departments. Balance of the increase related to budget realignment.

### Full-time Equivalents - Changes

Increase of 1 FTE for Surplus School Program funded by proceeds from prior year sales of pilot project for First Place Program. No impact on Tax Levy.

# Branch — Corporate Properties

## Approved 2014 Budget - Program Summary

### Program Name - Leasing & Property Management

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

To provide efficient leasing, property management, off-street parking administration and accommodation planning for civic owned and leased facilities, maximizing revenues where applicable and ensuring that the City's interests are protected as both a landlord and tenant.

#### Cost Drivers

Escalating rental costs and associated operating costs.  
Growing inventory of owned/leased space.  
Utility rates.

#### Service Standards

Leasing residential and commercial properties acquired for future municipal use on an interim basis; partnering with non-profit groups through the provision of nominal leases. Planning space requirements, providing and administering accommodation services for civic staff. Establishing downtown parking rates for heated/underground parking facilities.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 13,195	\$ 13,386	\$ 13,381	\$ 12,834
Expenditure & Transfers	36,728	38,368	38,053	39,214
Subtotal	23,533	24,982	24,672	26,380
Intra-municipal Recoveries	(14,020)	(13,848)	(14,130)	(15,365)
Net Operating Requirement	\$ 9,513	\$ 11,134	\$ 10,542	\$ 11,015
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		8.0	8.0	8.0
Union		34.0	34.0	34.0
Temporary		1.0	1.0	1.0
Full - Time Equivalents		44.0	44.0	44.0

#### 2013 Services

Managing city owned space leased to the public (450 leases) and the non-profit lease program (103 leases). Leasing and property management of a portfolio of 2.2 million square feet of leased/owned office space. Management of the City's owned/leased off-street parking operations with a total of over 3,200 parking spaces. Improving civic use space utilization, resulting in a reduction of space costs per person.

#### Changes in Services for 2014

Continue with the programs to improve civic space utilization with a target of 170 square feet of useable space per employee.

# Branch — Corporate Properties

## Approved 2014 Budget - Program Summary

### Program Name - Real Estate Services

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

Program is responsible for overseeing functions critical to the stewardship of municipal resources, including the acquisition of land required for all corporate capital projects, appraisal services and the land inventory. Oversees the corporate process to determine if Surplus School Sites should be acquired for civic purposes and the redevelopment of these sites under the First Place Program.

#### Cost Drivers

Increasing personnel costs and dependence of external services associated with increased volumes of work.

#### Service Standards

Acquire land required for approved municipal projects on time and within budget for the project.  
 Redevelopment of three surplus school sites per year under the First Place Program.  
 Timely and fair expropriation of land in accordance with the provisions outlined in the *Expropriation Act*, RSA 2000, c E-13.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 7	\$ -	\$ -	\$ 130
Expenditure & Transfers	6,209	5,898	6,003	5,903
Subtotal	6,202	5,898	6,003	5,773
Intra-municipal Recoveries	(1,695)	(1,743)	(1,877)	(2,083)
Net Operating Requirement	\$ 4,507	\$ 4,155	\$ 4,126	\$ 3,690
Management		2.0	2.0	2.0
Exempt		10.0	10.0	10.0
Union		26.5	26.5	27.5
Temporary		1.0	1.0	1.0
Full - Time Equivalents		39.5	39.5	40.5

#### 2013 Services

Administration of corporate land inventory of over 9,000 properties.  
 Completed 400 - 450 land appraisals and reviewed 100 plus independent appraisal reports.  
 Prepared and registered 600 plus agreements to protect City interests upon subdivision of developer's lands and transfer of City lands to private parties.

#### Changes in Services for 2014

One FTE increases capacity dedicated to Surplus School Sites program and to support maintaining existing service levels.



# Branch — Corporate Properties

## Branch - Corporate Properties Program - Leasing and Property Management Downtown Space Growth

**FUNDED**

### Results to be Achieved

Civic staff are located according to operational requirements, which improves efficiency and collaboration among teams. Corporate Properties has the flexibility to respond to required moves of civic staff on a timely basis.

### Description

This package provides for additional resources to support costs associated with moving groups or teams as required to support operational efficiency. This package will allow for additional resources to address changes in civic accommodation, which are required to address program changes, consolidate Branches, and co-locate closely integrated teams. Changes or adjustments to programs or service levels may create the need to relocate staff members. The package supports these changes by allowing additional resources to purchase furniture or lease small additional amounts of space as required.

### Background

Over the past few years, growth in new FTEs and temporary positions and the prioritization of locating office staff downtown, has created pressure on existing leased space. Efforts to consolidate Departments and work groups has also lead to the need for space that can house different groups on a temporary basis while renovations are underway to alleviate project backlogs.

### Options

This is the only program capable of delivering this requirement. Staff could be accommodated by renovating existing leased space to accommodate additional workstations. Additionally, staff could be located in any open or available vacant space, with less emphasis placed on locating staff in contiguous Branches, sections or work units (where feasible).

### Implications of Not Funding

If this package were unfunded, some Downtown staff could experience discomfort and lost productivity associated with cramped working conditions. Departments may need to delay hiring until appropriate accommodations can be made.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 600	-	600	-	\$ (200)	-	(200)	-	\$ (200)	-	(200)	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 600</b>	<b>-</b>	<b>600</b>	<b>-</b>	<b>\$ (200)</b>	<b>-</b>	<b>(200)</b>	<b>-</b>	<b>\$ (200)</b>	<b>-</b>	<b>(200)</b>	<b>-</b>



# Branch — Current Planning

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## Introduction

This branch promotes the efficient use of land to create a safe, healthy, attractive, vibrant and sustainable community, through development plans and approvals aligned with the City's vision for growth.

Current Planning advances Edmonton's social and economic growth through the coordination of planning and development, building application approvals, licensing and safety code compliance. The expert guidance and advice of branch staff support application and approvals processes that are increasingly convenient and transparent for the City's clients.

The branch operates on a business model that sees all fees for service applied to the cost of delivering service. It is a model that contributes to long-term financial sustainability for the branch, as well as enhanced, accountable service levels for clients. One example in 2013 has been establishment of a business advisory committee led by Edmonton Chamber of Commerce to reduce the impact of "red tape" on service delivery.

Implementation of our business model has allowed for a number of service enhancements in 2013, including the new Residential Compliance Team, expansion of the expedited development permit system, development of a customer liaison team, and customer service centre renovations that have streamlined the in-person customer experience.

Key contribution to *The Way Ahead* is through outcomes under *The Way We Grow*, *The Way We Prosper* and *The Way We Finance*, though the work of the branch also strongly supports livability and sustainability goals outlined in other Ways plans.



**SERVICE STARTS HERE PROGRAM EXEMPLIFIES BRANCH MANDATE**

## Branch — Current Planning

### Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Permits, etc.	\$ 47,889	\$ 45,351	\$ 58,959	\$ 13,608	30.0
Grants	12	-	-	-	-
Transfer from Reserves	-	2,750	4,545	1,795	65.3
<b>Total Revenue &amp; Transfers</b>	<b>47,901</b>	<b>48,101</b>	<b>63,504</b>	<b>15,403</b>	<b>32.0</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	22,831	27,990	32,406	4,416	15.8
Materials, Goods & Supplies	1,688	842	1,529	687	81.6
External Services	4,251	2,206	4,374	2,168	98.3
Fleet Services	19	12	12	-	-
Intra-municipal Services	7,261	16,457	18,807	2,350	14.3
Rebates, Utilities & Other Charges	5,344	912	6,137	5,225	572.9
Transfer to Reserves	7,220	941	1,500	559	59.4
Subtotal	48,614	49,360	64,765	15,405	31.2
Intra-municipal Recoveries	(713)	(1,259)	(1,261)	(2)	0.2
<b>Total Expenditure &amp; Transfers</b>	<b>47,901</b>	<b>48,101</b>	<b>63,504</b>	<b>15,403</b>	<b>32.0</b>
<b>Net Operating Requirement</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>259.5</b>	<b>311.5</b>	<b>343.5</b>	<b>32.0</b>	

Note: 2012 actual results have been restated to reflect the 2013 organizational structure of Current Planning.

### Cost Recovery Support For Other Departments

The branch operates on a cost-recovery business model that sees 100% of technical and corporate support costs related to the delivery of its services covered by revenues from those services. The result is an offset of tax levy requirements for various City branches that assist with branch service delivery. In 2014, Current Planning will cover \$18.8 million in personnel (99.0 FTEs for technical support and 12.0 FTEs for corporate support) and non-personnel costs outside of the branch which support development-related processes.

# Branch — Current Planning

## Approved 2014 Budget – Branch Summary (\$000)

### Revenue & Transfers - Changes

#### **User Fees, Permits, etc. \$13,608**

Increase of \$12,424 based on projected volume changes. This is in line with current growth projections and past trends. In addition to this, a contract extension for electrical inspections and a correction to historical volumes results in an increase of \$894. Recoveries from the Revolving Industrial Servicing Fund program increase revenue by \$290 to cover related debt servicing costs. In addition, the branch collects \$9.9 million of Business Licensing revenue that is reflected in Corporate Programs.

There is an overall 0% change in revenue due to rate changes. Fees are being aligned with the costs of delivering services. Generally, fees for planning applications will increase by 4%. Fees for building permits will not change except for larger projects which will see up to a 16.4% decrease. Business Licensing fees are proposed to increase at the rate of inflation.

#### **Transfer from Reserves \$1,795**

Increase of \$4,545 relating to transfers from the Revolving Industrial Servicing Fund Reserve to fund projected rebates and related debt servicing costs. During 2013 budget deliberations, City Council directed \$2,500 in cost recoveries to be drawn from the Current Planning Reserve. Transfer from reserves will decrease by \$2,500 in 2014 as this transfer will be covered by increased revenues. The remainder of the change is due to an adjustment to align with actual historical results.

### Expenditures & Transfers - Changes

#### **Personnel \$4,416**

Movement toward job rate, changes in benefits, and salary and wage costs results in an increase of \$1,663. Increased service volumes (14.0 FTEs), implementation of service enhancements (5.0 FTEs), and implementation of new business systems and eRecords (13.0 FTEs) account for \$2,716. The remainder of the change is due to overtime to manage seasonal variations in application volumes.

#### **Material, Goods & Supplies \$687**

\$500 to fund remodelling costs to address growth and optimize space efficiencies. Increased costs associated with office operations account for the remaining difference.

#### **External Services \$2,168**

A contract extension for electrical inspections and a correction to actual historical volumes results in an increase of \$1,214, which is partially offset by increased revenues. Contract work for remodelling to address growth and optimize space efficiencies is \$500. Specialized business and technical services are required for \$500. The remainder of the change is due to advertising and external printing to meet statutory requirements.

#### **Intra-municipal Services \$2,350**

Expansion of the full cost recovery model recognizes Transportation Services costs related to development activity increasing by \$719. In response to dramatic increases in service demands, the branch has expanded. Support costs have correspondingly increased. Increased staffing levels have necessitated additional space rent costs of \$554. Other increases include Central Management \$472, IT Support \$471 and Communications \$377. The remainder of the change is due to adjustments to reflect actual service usage including HR, Finance, Law, CIS and Community Services.

# Branch — Current Planning

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## **Rebates, Utilities & Other Charges \$5,225**

In September 2013, Council directed a rebate payment from the Revolving Industrial Servicing Fund, accounting for a \$4,000 increase. Principal and interest payments related to borrowing for the Revolving Industrial Service Fund account for an increase of \$835. There is also a budget adjustment for \$284 based on historical trends for bank charges. Bank charges are expected to increase dramatically in coming years as Current Planning moves toward more online fee payments. The remainder of the change is aligning budget with actual results for various items including employee development, employee recognition and enabling growth costs.

## **Transfer to Reserves \$559**

Budgeted transfers to Current Planning Reserve will increase by \$559 as a result of volume increases. The projected balance of the Current Planning Reserve is well below the targeted balance of \$46,503.

## **Intra-municipal Recoveries (\$2)**

Inflationary increase for service provided to Vehicle for Hire for support from the Current Planning Service Centre.

## **Full-time Equivalents - Changes**

An additional 32.0 FTEs are required in 2014 to address service volume demands, system enhancements, business systems and eRecords.

## **Bylaws Requiring Approval**

In order to generate the revenues in the proposed 2014 budget, City Council must approve the Bylaw Amendments and fee changes contained in the following bylaws:

- Bylaw 15894 - Safety Codes Permit Bylaw
- Bylaw 12513 - City Streets Development Control
- Bylaw 13138 - Business Licence Bylaw

# Branch — Current Planning

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Customer Services & Operations

[Link to 10-Year Strategic Goals](#)



### Results to be Achieved

This program leads development, implementation and performance management of the branch business model and is responsible for the customer service centre and records management. The team works to efficiently move applications through each stage of the City's process, from initial contact to final records management.

### Cost Drivers

The primary cost drivers include the number of applications, infrastructure support, business model management and service enhancement initiatives.

### Service Standards

The team oversees branch operations and business model implementation, including financial management, business system improvements, resource management, customer relations, facility development, performance analysis, and strategic coordination.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 47,113	\$ 37,554	\$ 47,159	\$ 57,665
Expenditure & Transfers	25,606	18,254	26,232	34,283
Subtotal	(21,507)	(19,300)	(20,927)	(23,382)
Intra-municipal Recoveries	(713)	(224)	(1,259)	(1,261)
Net Operating Requirement	\$ (22,220)	\$ (19,524)	\$ (22,186)	\$ (24,643)
Management		1.0	2.0	3.0
Professional/Technical/Union Exempt		10.0	15.0	38.0
Union		52.0	74.0	74.0
Temporary		3.2	3.2	11.2
Full - Time Equivalents		66.2	94.2	126.2

Note: 2012 results have been restated to reflect the 2013 organizational structure of Current Planning.

Overall, the Current Planning Branch is full cost recovery. Total branch revenues (excluding Business Licensing) are shown in the Customer Services & Operations Program. The additional 32.0 FTEs in 2014 will be allocated from Customer Services & Operations to other program areas throughout the corporation based on service demands in order to address volume increases.

### 2013 Services

Assists customers to obtain licences, permits, land use approvals, and pay municipal fees; process permits, licences, compliance certificates, encroachment agreements, file searches, parking passes and parking permits; provide 311 support and manage library and records management; business model refinement and implementation, business system improvements and implementation, performance measurement and reporting; resource management; financial management, facilities oversight, branch administration.

The Service Centre also provides support to the City's 311 Contact Centre. An estimated 55,000 clients walk in, 50,000 clients call in and 80,000 payment transactions are processed, totalling over \$90 million annually.

### Changes in Services for 2014

Overall changes for 2014 are driven by increased volumes and improved efficiencies.

Improved efficiencies through: eRecords project initiation to manage records digitally; implementation of business systems including eServices, ePlan, eForms, and eShare; Community Relations team creation to improve customer services.

# Branch — Current Planning

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Safety Codes, Permits & Inspections

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

This program delivers inspections and monitors that projects conform to approved drawings and safety code requirements; reviews and issues building permits for structural/mechanical building plans; completes inspections, and investigates complaints related to safety code requirements.

#### Cost Drivers

The primary driver is volume - the number of applications and inspections completed.

#### Service Standards

Building permit and inspection services monitors that building projects conform to approved drawings and safety code requirements.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	9,941	7,615	8,067	9,478
Subtotal	9,941	7,615	8,067	9,478
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 9,941	\$ 7,615	\$ 8,067	\$ 9,478
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		4.0	4.0	4.0
Union		55.0	58.0	58.0
Temporary		-	-	-
Full - Time Equivalents		60.0	63.0	63.0

Overall, the Current Planning Branch is full cost recovery. Revenues to cover the costs are shown in the Customer Services & Operations Program.

#### 2013 Services

Examine drawings for compliance with codes; issue permits for residential and commercial projects; provide advice to contractors and professionals on major projects; complete inspections to monitor compliance with approved plans; issue occupancy stickers and investigate complaints from customers.

In 2013, an estimated 50,000 permit issue requests and 100,000 inspections will be completed.

#### Changes in Services for 2014

Overall changes for 2014 are driven by increased volumes and improved efficiencies.

Improved efficiencies through: further implementation of the Quality Management Plan (QMP) to implement more transparent application, inspection, and completion requirements for safety code permits; online applications and plan circulations.

Additional FTEs will be allocated from Customer Services & Operations to other program areas based on service demands in order to address volume increases.

# Branch — Current Planning

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Development Permits

[Link to 10-Year Strategic Goals](#)



### Results to be Achieved

Reviews and issues development permits and compliance certificates, carries out development compliance, and prepares amendments to the Zoning Bylaw.

### Cost Drivers

The primary driver is volume - the number of applications and inspections required.

### Service Standards

This service reviews and issues development permits for new construction, renovations, new businesses, changes to building use, and monitors that conditions of permits are met. It amends and maintains Zoning Bylaws, implements new policies and develops zoning regulations.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 12	\$ -	\$ -	\$ -
Expenditure & Transfers	5,584	5,013	6,366	7,090
Subtotal	5,572	5,013	6,366	7,090
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 5,572	\$ 5,013	\$ 6,366	\$ 7,090
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		3.0	5.0	5.0
Union		52.0	67.0	67.0
Temporary		-	-	-
Full - Time Equivalents		56.0	73.0	73.0

Note: 2012 results have been restated to reflect the 2013 organizational structure of Current Planning.

Overall, the Current Planning Branch is full cost recovery. Revenues to cover the costs are shown in the Customer Services & Operations Program.

### 2013 Services

Review and approve development permit applications, provide advice to current and potential applicants. Carry out development negotiations with prospective applicants. Compliance of zoning regulations and development approvals, maintenance of zoning bylaws. Coordination of approvals with Urban Planning and Environment, Transportation, Parks, Drainage and Other City interests.

It is estimated that the team will handle 19,000 development permit applications in 2013.

### Changes in Services for 2014

Overall changes for 2014 are driven by increased volumes and improved efficiencies.

Improved efficiencies through: Expedited development permits program expansion; Zoning Bylaw refinement; Residential Compliance Team; online applications and plan circulations.

Additional FTEs will be allocated from Customer Services & Operations to other program areas based on service demands in order to address volume increases.



# Branch — Current Planning

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Land Development Services

Link to 10-Year Strategic Goals



### Results to be Achieved

The program provides a range of planning services, including coordination and advancement of raw land development between the City and the development industry and planning for future uses. This leads to the construction of municipal infrastructure and ultimately, fully serviced residential, commercial and industrial lots.

### Cost Drivers

The primary drivers are volume - the number of applications and inspections required and associated public consultations.

### Service Standards

Determines the way neighbourhoods are planned, transformed, and grow over time.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 274	\$ -	\$ -	\$ 4,835
Expenditure & Transfers	6,981	6,896	7,753	12,910
Subtotal	6,707	6,896	7,753	8,075
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 6,707	\$ 6,896	\$ 7,753	\$ 8,075
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		15.0	19.0	19.0
Union		48.0	48.0	48.0
Temporary		3.3	3.3	3.3
Full - Time Equivalents		68.3	72.3	72.3

Overall, the Current Planning Branch is full cost recovery. Revenues to cover the costs are shown in the Customer Services & Operations Program.

### 2013 Services

Current planning applications (LDAs), including ASPs, NSPs, plan amendments, rezoning, road closures and subdivisions; subdivision application review and processing, rezoning bylaw coordination and administration, naming and addressing; prepare and negotiate servicing agreements on behalf of the City and utilities; uphold, track and administer terms and conditions of all servicing agreements.

This program also administers the Revolving Industrial Servicing Fund Program, so all financial transactions relating to the program are reflected in these figures.

Estimated 2013 levels: 300 Bylaw resolutions to Council; 200 subdivisions approved; 200 projects coordinated through development.

### Changes in Services for 2014

Overall changes for 2014 are driven by increased volumes and improved efficiencies.

Improved efficiencies through: Servicing Agreements streamlining; LDA Triage for technical reviews; Winter City Design Guidelines development; Revolving Industrial Servicing Fund administration; online applications and plan circulations.

Additional FTEs will be allocated from Customer Services & Operations to other program areas based on service demands in order to address volume increases.

# Branch — Current Planning

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Business Licensing

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

The City requires all business owners have a business licence to promote health, safety and community standards are maintained for all citizens. The Business Licensing Program implements policy development and procedural changes in accordance with Business Licensing Bylaw 13138.

#### Cost Drivers

The primary driver is volume - the number of applications and public consultations conducted to further advance the bylaw.

#### Service Standards

The Current Planning Branch monitors that any individual or company providing goods or services in Edmonton has the correct business licence for their operation. The branch also monitors that businesses and practitioners have the correct agency approvals, permits and verify the land use zoning for the type of business operation. This results in approximately 32,000 licences issued annually.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 502	\$ 826	\$ 942	\$ 1,004
Expenditure & Transfers	502	826	942	1,004
Subtotal	-	-	-	-
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ -	\$ -	\$ -	\$ -
Management		-	-	-
Professional/Technical/Union Exempt		1.0	1.0	1.0
Union		7.0	7.0	7.0
Temporary		1.0	1.0	1.0
Full - Time Equivalent		9.0	9.0	9.0

Business licensing keeps enough revenue to cover its program costs. Additional revenue of \$9.9 million is budgeted in Corporate Programs.

#### 2013 Services

Business licensing applications, reviews and approvals; Licensing Bylaw administration, maintenance and compliance; ongoing collaboration with community stakeholders for licensing of body rub centres and practitioners.

#### Changes in Services for 2014

Overall changes for 2014 are driven by increased volumes and improved efficiencies.

Improved efficiencies through: improved customer service from online applications and circulations.

Additional FTEs will be allocated from Customer Services & Operations to other program areas based on service demands in order to address volume increases.

# Branch — Current Planning

## Program - Customer Services and Operations Increased Service Volumes

FUNDED

### Results to be Achieved

Increased capacity to meet service demands; positions will be filled in response to growth in service demands and will be funded by increased revenues. In the event revenues do not meet projected levels some positions may not be filled.

### Description

The Current Planning Business Model (approved by Council in 2010) recommends a total of 42 positions (14.0 in 2014, 12.0 in 2015, 16.0 in 2016) over 3 years to continue implementation. Increased costs will be covered from an increase in revenue collected from fees. Positions will be allocated to address safety codes, customer service, planning, development, and development coordination. These positions may also be used to support other City business areas who provide technical input into applications such as transportation and parks.

### Background

The Current Planning Branch monitors service volumes and service delivery standards across multiple years to provide insight into the operational demands. This informs the volume demands, service enhancements and business systems investments. According to the *Economic Outlook 2012-2013* as produced by the Office of the Chief Economist, Appendix 1 - Key Indicators for the City of Edmonton, Building Permits are projected to increase by 3.1%, 2.5%, and 2.9% in 2013, 2014, and 2015 respectively.

### Options

Ongoing ability to meet the service demands is critical to support ongoing development. The Current Planning Branch provides the overall coordination for City of Edmonton in providing these services as the City fulfills its obligations related to municipal bylaws, the MGA, Provincial standards, and business needs.

### Implications of Not Funding

The current staffing levels cannot maintain service levels based on the projected volume of applications. Not funding this request will result in longer service timelines and ongoing dependence on overtime for basic service delivery.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,400	1,400	-	14.0	\$ 1,200	1,200	-	12.0	\$ 1,600	1,600	-	16.0
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,400</b>	<b>1,400</b>	<b>-</b>	<b>14.0</b>	<b>\$ 1,200</b>	<b>1,200</b>	<b>-</b>	<b>12.0</b>	<b>\$ 1,600</b>	<b>1,600</b>	<b>-</b>	<b>16.0</b>

# Branch — Current Planning

## Program - Customer Services and Operations Service Enhancements

FUNDED

### Results to be Achieved

Development and implementation of enhanced service delivery will improve application timelines and services for individual residents, contractors and the development industry. Planning applications are a key component of economic activity in the city. Improved service will enhance the overall business environment and contribute to the City maintaining its competitiveness in the region and beyond.

### Description

The Current Planning Business Model (approved by Council in 2010) recommends a total of 10 positions over three years (5.0 in 2014, 3.0 in 2015, 2.0 in 2016) to continue implementation of service enhancements. Increased costs will be covered from an increase in revenue collected from fees. Positions will be allocated to address development, implementation and detailed performance reporting related to service delivery.

### Background

The Current Planning Branch monitors service volumes and service delivery standards across multiple years to provide insight into the operational demands. This informs the volume demands, service enhancements and business systems investments.

### Options

Ongoing ability to meet the service demands is critical to facilitate strong economic development. The Current Planning Branch coordinates planning approval processes for the City of Edmonton in order to fulfill its obligations related to the municipal bylaws, the MGA, Provincial standards and business needs.

### Implications of Not Funding

Not funding will inhibit the development of new, more efficient and enhanced methods of service delivery.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 500	500	-	5.0	\$ 300	300	-	3.0	\$ 200	200	-	2.0
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 500</b>	<b>500</b>	<b>-</b>	<b>5.0</b>	<b>\$ 300</b>	<b>300</b>	<b>-</b>	<b>3.0</b>	<b>\$ 200</b>	<b>200</b>	<b>-</b>	<b>2.0</b>

# Branch — Current Planning

## Program - Customer Services and Operations Business Systems and eRecords

FUNDED

### Results to be Achieved

Ongoing refinement, configuration and sustainment of business systems and processes, and management of the Current Planning Records Vault. Results include: 1) Cost Reduction - Reduce time and money spent managing high service volumes and associated records; 2) Payment Card Industry (PCI) Compliance - enhance online transactions and records review to monitor compliance; 3) Seamless Service - Improve internal access to records and information required for job performance and customer service; 4) Innovation - Meet industry standards in service delivery and records management.

### Description

The Current Planning Branch maintains records of all planning, building, and licensing approvals for the City of Edmonton. Currently, over 300,000 paper records exist in the branch offices and in off-site storage facility. Seven permanent and eight temporary positions over two years (5.0 permanent and 8.0 five year temporary in 2014, 2.0 permanent in 2015) are required to complete records inventory, PCI compliance, scanning, uploading and destruction of paper records, and to continue business systems implementation. Increased costs will be covered from an increase in revenue collected from fees. Positions will be allocated to operationalize and maintain business systems and processes to enable the efficient operational use of technology investments and ongoing adoption of electronic services.

### Background

The Current Planning Branch has reviewed its records vault for risks and inefficiencies. The conversion of records and updating of databases will improve business efficiency and reduce overall costs associated with records management. Approval is required to optimize business system investments and to reduce the City's risk of exposure to PCI or FOIP liabilities.

### Options

1. Implement new records management system over a longer period of time - this approach will be less efficient and delay a number of service enhancements.
2. Maintain records in paper files - not converting files will prevent the implementation of a number of business process efficiencies and resulting in higher overall operating costs in the long term.

### Implications of Not Funding

Not funding this will result in continued use of outdated processes and inefficient use of the technology and process redesigns undertaken in the Current Planning Future State project. Further, there is risk associated with improper storage and retention of personal information.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 900	900	-	13.0	\$ 200	200	-	2.0	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 900</b>	<b>900</b>	<b>-</b>	<b>13.0</b>	<b>\$ 200</b>	<b>200</b>	<b>-</b>	<b>2.0</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Branch — Housing and Economic Sustainability

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## Introduction

The Housing and Economic Sustainability Branch advances positive community outcomes aligned with *The Way Ahead* in three areas of responsibility: delivery of safe and attainable housing; promotion of economic development goals outlined in *The Way We Prosper*, and continued progress under Council's vision of urban renewal.

The need for attainable housing choices, available at market and non-market rates, is addressed through efforts to manage programs, policies and initiatives such as the highly-successful Cornerstones initiative, secondary suites, repurposing of surplus school sites, Housing Opportunities Program for Edmonton and the Landlord and Tenants Advisory Board.

Economic programs are focused on doing business a different way, creating a new service delivery model that puts a premium on the City's partnership role with the provincial government and Edmonton Economic Development Corporation. Initiatives are designed to promote business attraction, foreign investment, industrial land sales, small-to-medium-size business and community economic development and positive relationships with our business stakeholders.

Urban renewal is advanced through ambitious action plans to implement and manage Community Revitalization Levy Zones designed to finance improvements that will accelerate developer investment and the outcomes supporting Council's vision for Edmonton. The branch involves itself in the marketplace to catalyze renewal projects, working with community stakeholders and serving as leader in many projects.

Key contribution to *The Way Ahead* is to outcomes under *The Way We Live*, *The Way We Grow* and *The Way We Prosper*, though the work of the branch also strongly supports financial and sustainability goals outlined in other Ways plans.



**Urban renewal initiatives promote safe and affordable living**

# Branch — Housing and Economic Sustainability

## Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees	\$ 874	\$ 358	\$ 358	\$ -	-
Grants	13,344	14,077	6,474	(7,603)	(54.0)
Transfer from Reserves	5,190	5,038	2,188	(2,850)	(56.6)
<b>Total Revenue &amp; Transfers</b>	<b>19,408</b>	<b>19,473</b>	<b>9,020</b>	<b>(10,453)</b>	<b>(53.7)</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	3,244	4,451	4,518	67	1.5
Materials, Goods & Supplies	124	190	188	(2)	(1.1)
External Services	1,515	759	717	(42)	(5.5)
Fleet Services	-	-	-	-	-
Intra-municipal Services	108	236	214	(22)	(9.3)
Utilities & Other Charges	1,463	1,500	1,494	(6)	(0.4)
Grants	20,608	20,586	10,325	(10,261)	(49.8)
Transfer to Reserves	3,756	2,535	2,535	-	-
Subtotal	30,818	30,257	19,991	(10,266)	(33.9)
Intra-municipal Recoveries	(277)	(888)	(547)	341	(38.4)
<b>Total Expenditure &amp; Transfers</b>	<b>30,541</b>	<b>29,369</b>	<b>19,444</b>	<b>(9,925)</b>	<b>(33.8)</b>
<b>Net Operating Requirement</b>	<b>\$ 11,133</b>	<b>\$ 9,896</b>	<b>\$ 10,424</b>	<b>\$ 528</b>	<b>5.3</b>
<b>Full-time Equivalents</b>	<b>36.0</b>	<b>43.0</b>	<b>43.0</b>	<b>-</b>	

### Notes:

- 2012 actual results have been restated to reflect the 2013 organizational structure of Housing & Economic Sustainability.
- During the 2012 budget deliberations, Council approved Operating Amendment 34 which states "That Administration prepare the 2013 - 2017 Operating Budgets with funding for Cornerstones II Implementation from the Budget surplus, if any." Funding of 3.5 million for Cornerstones II will be brought forward for Council's approval if the corporation has a 2013 operating surplus.



# Branch — Housing and Economic Sustainability

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## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### Grants (\$7,603)

Decrease in application of Provincial funding as Cornerstones I program approaching completion, offset in grant expenditures.

#### Transfer from Reserves (\$2,850)

Decrease in City funding as Cornerstones I program approaching completion, offset in grant expenditures (\$2,400). Delay in Façade Improvement Program participants claims due to their construction delays resulting in lower draw from reserve (\$700). Increase in Development Incentive Program participants resulting in reserve funding as a key source of financing \$250.

### Expenditures & Transfers - Changes

#### Personnel \$67

Movement toward job rate and changes in benefits \$127, partially offset by efficiencies of (\$60).

#### Material, Goods & Supplies (\$2)

Reduction due to corporate productivity enhancements.

#### External Services (\$42)

Decrease in consulting costs as part of Functional Review of Housing Inspectors resulting in efficiencies.

#### Intra-municipal Services (\$22)

Decrease in requirement for parking related to the Functional Review of Housing Inspectors.

#### Utilities & Other Charges (\$6)

Reduction due to corporate productivity enhancements.

#### Grants (\$10,261)

Decrease as Cornerstones I program approaching completion, offset in Grant Revenue and Transfers from Reserve (\$10,000). Delay in Façade Improvement Program participants' claims (\$700). Increase in Development Incentive Program participants \$250. Remainder due to increase Social Housing Program.

#### Intra-municipal Recoveries \$341

Safety Code Officers and Housing Inspectors have been organized to create the Residential Compliance Team (RCT). In support of this, existing Current Planning Branch funding has been realigned at the Corporate level. No tax levy impact.

# Branch — Housing and Economic Sustainability

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Housing Services

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The program addresses the need for safe and attainable housing through policy development, advocacy, and planning and implementing the City's housing programs, including Cornerstones, Seniors housing and First Place Program initiatives. The Landlord and Tenant Advisory Board provides advice and information on tenancy issues.

#### Cost Drivers

- Rental market dynamics - declining vacancy rates and increasing rental rates creates increased demand for additional non-market housing units
- Increasing construction costs

#### Service Standards

The program is responsible for housing policy development, effective planning and implementation of City housing programs, transparent review of Cornerstones funding applications, and ongoing research and monitoring of housing market conditions. The programs helps to achieve various policies identified in The Ways plans, including the direction to provide long-term affordable housing in all areas of the city.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 19,406	\$ 34,791	\$ 18,483	\$ 8,480
Expenditure & Transfers	27,511	43,321	25,266	15,370
Subtotal	8,105	8,530	6,783	6,890
Intra-municipal Recoveries	(277)	(1,400)	(411)	-
Net Operating Requirement	\$ 7,828	\$ 7,130	\$ 6,372	\$ 6,890
Management		3.0	2.0	2.0
Professional/Technical/Union Exempt		6.0	6.0	6.0
Union		19.0	16.0	16.0
Temporary		1.0	1.0	1.0
Full - Time Equivalents		29.0	25.0	25.0

#### 2013 Services

- Oversight and Administration of the Cornerstones I and Cornerstones II affordable housing grant programs
- Oversight and Administration of the Cornerstones I and Cornerstones II affordable housing grant programs
- Support for First Place Program and Seniors housing programs
- Policy, planning, research and advocacy services related to housing issues in Edmonton

#### Changes in Services for 2014

Enhanced efficiency for Cornerstones II grant programs through the development of new strategies for achieving the same amount of affordable housing units using substantially less City funding.

# Branch — Housing and Economic Sustainability

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Economic Sustainability

[Link to 10-Year Strategic Goals](#)



### Results to be Achieved

The program manages the economic development responsibilities of City Administration, including industrial land development, small enterprise development (BRZ program), and community economic development. Oversees implementation of The Way We Prosper Economic Development plan in conjunction with the EEDC and other partners.

### Cost Drivers

- Increased number of partnerships and program deliveries (in collaboration with EEDC)
- Increased support to business services and attraction, retention and expansion of business
- Growth in local economic development service areas

### Service Standards

The program (along with EEDC) is responsible for implementing the Council-approved economic development plan, The Way We Prosper. To ensure our stakeholders achieve the expected quality of service, the program is the first point of contact for Business Revitalization Zones and associated incentive programs. To support the goal of a diverse and vibrant industrial economic base, the program also supports key industrial marketing strategies.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ 990	\$ 540
Expenditure & Transfers	746	477	3,802	3,415
Subtotal	746	477	2,812	2,875
Intra-municipal Recoveries	-	-	(477)	(547)
Net Operating Requirement	\$ 746	\$ 477	\$ 2,335	\$ 2,328
Management		3.0	1.0	1.0
Professional/Technical/Union Exempt		-	7.0	7.0
Union		1.0	4.0	4.0
Temporary		-	1.0	1.0
Full - Time Equivalents		4.0	13.0	13.0

### 2013 Services

- Oversees and supports the Business Revitalization Zone program
- Markets and attracts investment for industrial land development
- Maintains partnership and working relationship between City Administration and the Edmonton Economic Development Corporation

### Changes in Services for 2014

- None

# Branch — Housing and Economic Sustainability

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Urban Renewal

[Link to 10-Year Strategic Goals](#)



### Results to be Achieved

The Urban Renewal program supports Council's vision for a vibrant and inclusive city core that attracts investment and promotes a high quality urban lifestyle that changes the face of downtown Edmonton.

### Cost Drivers

- Increasing demand for input and collaboration with internal and external stakeholders

### Service Standards

Oversee implementation of the Capital City Downtown Plan and creation of a new Downtown Community Revitalization Levy (CRL); build positive relationships with stakeholders in areas surrounding the CRL Zones; implement Responsible Hospitality Edmonton strategy to create safe and vibrant spaces for social activity.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 2	\$ -	\$ -	\$ -
Expenditure & Transfers	2,561	2,781	1,189	1,206
Subtotal	2,559	2,781	1,189	1,206
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 2,559	\$ 2,781	\$ 1,189	\$ 1,206
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		-	2.0	2.0
Union		2.0	2.0	2.0
Temporary		-	-	-
Full - Time Equivalents		3.0	5.0	5.0

### 2013 Services

- Implementation of the Capital City Downtown, the Quarters Downtown, and Boyle Renaissance plan
- Administration of the Quarters Downtown and future Downtown Community Revitalization Plans
- Responsible Hospitality Edmonton, including the Public Safety Compliance Team

### Changes in Services for 2014

- None

# Branch: Urban Planning and Environment

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## Introduction

The Urban Planning and Environment Branch participates in the continuum of land use and environmental planning that starts with pursuing long range city building objectives and ends with day-to-day project and program implementation. Overall, the work of the Branch strongly supports the economic, social, environmental and financial sustainability of the city.

Urban Planning and Environment undertakes land use and environmental planning at a regional, city-wide and area/issue specific scale, inclusive of regional planning and annexation, guiding and influencing the city's built form, public realm, and environmental resiliency, advancing infill development, promoting complete communities, and facilitating access to the river valley, natural areas, and parkland.

The Branch develops, maintains and leads implementation of *The Way We Grow* and *The Way We Green* to support Council's 10 year goals by delivering land use and environmental policy, plans, guidelines and programs; undertaking urban design projects and reviews; evaluating and developing plans for parkland; coordinating capital projects for parkland and the river valley; and promoting biodiversity throughout the city.



**LAYING FOUNDATIONS FOR A SUSTAINABLE AND LIVEABLE CITY**

# Branch — Urban Planning and Environment

## Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Permits, etc.	\$ 538	\$ 417	\$ 423	\$ 6	1.4
Grants	46	8	8	-	-
Transfer from Reserves	382	1,342	1,874	532	39.6
<b>Total Revenue &amp; Transfers</b>	<u>966</u>	<u>1,767</u>	<u>2,305</u>	<u>538</u>	<u>30.4</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	11,688	12,597	13,158	561	4.5
Materials, Goods & Supplies	559	299	305	6	2.0
External Services	3,021	2,617	3,388	771	29.5
Fleet Services	6	14	8	(6)	(42.9)
Intra-municipal Services	374	254	234	(20)	(7.9)
Grants, Utilities & Other Charges	2,312	3,786	4,118	332	8.8
Transfer to Reserves	1,286	1,000	1,000	-	-
Subtotal	19,246	20,567	22,211	1,644	8.0
Intra-municipal Recoveries	(1,000)	(4,446)	(4,375)	71	(1.6)
<b>Total Expenditure &amp; Transfers</b>	<u>18,246</u>	<u>16,121</u>	<u>17,836</u>	<u>1,715</u>	<u>10.6</u>
<b>Net Operating Requirement</b>	<b>\$ 17,280</b>	<b>\$ 14,354</b>	<b>\$ 15,531</b>	<b>\$ 1,177</b>	<b>8.2</b>
<b>Full-time Equivalent</b>	112.0	115.0	118.0	3.0	

# Branch — Urban Planning and Environment

## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

**User Fees, Permits, etc. \$6**

Inflationary rate increase on inspection fees.

**Transfer from Reserves \$532**

Increase in transfer from Natural Areas Reserve for new debt charges for 2013 Natural Areas land acquisitions.

### Expenditures & Transfers - Changes

**Personnel \$561**

Movement toward job rate and changes in benefits increased by \$259. Additional 3.0 FTEs associated with the Annexation service package increases costs by \$302.

**Material, Goods & Supplies \$6**

Increase for computer and material costs associated with the Annexation service package. Decrease from Corporate Strategies related to copier and desktop support savings.

**External Services \$771**

Increase in consulting, contract work, advertising, printing and land titles costs associated with the Annexation service package.

**Fleet Services (\$6)**

Decrease to bring budget in line with historical results.

**Intra-municipal Services (\$20)**

Decrease to bring budget in line with historical results.

**Grants, Utilities & Other Charges \$332**

Increase of \$532 for new debt charges on borrowings for 2013 Natural Areas land purchases and decrease of \$214 in CO2RE Incentive Program. The remaining increase is comprised of a number of small changes.

**Intra-municipal Recoveries \$71**

Decrease in charges to capital to bring the budget in line with historical results.

### Full-time Equivalents - Changes

Annexation service package adds 3.0 FTEs in 2014.



# Branch — Urban Planning and Environment

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Land Use and Environmental Policy



#### Link to 10-Year Strategic Goals

#### Results to be Achieved

Through the implementation of *The Way We Grow and Green*, advance towards a sustainable urban form, integrate land uses and transportation systems, promote healthy, liveable communities, manage our resources base, and support our economy; and promote/support a healthy ecosystem, connections with nature and overall resilience and sustainability.

#### Cost Drivers

- Volume of land development applications
- Policy and project initiatives/implementation
- Expert consultants
- Community consultation

#### Service Standards

- Leading/coordinating implementation and monitoring of *The Way We Grow and Green*
- Monitoring and forecasting development growth; and advancing inter-municipal and industrial planning
- Managing incentive/consultation programs to promote sustainability and a healthy environment
- Reviewing land development applications to ensure alignment with corporate land use and environmental policy and requirements

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 8	\$ -	\$ -	\$ -
Expenditure & Transfers	9,341	9,269	8,950	9,815
Subtotal	9,333	9,269	8,950	9,815
Intra-municipal Recoveries	(942)	(1,180)	(3,964)	(3,964)
Net Operating Requirement	\$ 8,391	\$ 8,089	\$ 4,986	\$ 5,851
Management		5.0	5.0	5.0
Professional/Technical/Union Exempt		16.0	16.0	16.0
Union		29.0	30.0	33.0
Temporary		3.3	3.3	3.3
Full - Time Equivalents		53.3	54.3	57.3

#### 2013 Services

- Reviewed over 600 land development applications
- Conducted over 60 community and employee sustainability engagement activities
- Advanced development of Energy Transition Plan and implementation of Green Building Plan
- Overhauled the Contaminated Sites Grant Program
- Formed the Edmonton Food Council
- Initiated Annexation

#### Changes in Services for 2014

- Advance Annexation initiative and more robust regional planning
- 30% reduction in CO2RE incentive funding to accelerate local market transformation to more sustainable products, services and infrastructure and citizen behaviour

# Branch — Urban Planning and Environment

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Parks Planning and Biodiversity



[Link to 10-Year Strategic Goals](#)

#### Results to be Achieved

Acquire and develop manicured parks and preserve/conservate natural areas to ensure a diverse range of recreational, social, environmental and educational opportunities for the citizens of Edmonton.

#### Cost Drivers

- Volume of land development applications
- Policy and project initiatives/implementation
- Expert consultants
- Public engagement

#### Service Standards

- Review and evaluate land development applications and engineering drawings
- Inspect developer-contributed assets and developer-funded park development
- Develop and maintain policy for parkland and natural areas; and coordinate programs for biodiversity conservation, maintenance and restoration
- Manage parkland and natural areas acquisition and parkland reserves

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 913	\$ 417	\$ 759	\$ 1,297
Expenditure & Transfers	4,477	4,269	4,759	5,398
Subtotal	3,564	3,852	4,000	4,101
Intra-municipal Recoveries	-	(163)	(163)	(92)
Net Operating Requirement	\$ 3,564	\$ 3,689	\$ 3,837	\$ 4,009
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		7.0	7.0	7.0
Union		17.0	19.0	19.0
Temporary		-	-	-
Full - Time Equivalents		25.0	27.0	27.0

#### 2013 Services

- Implementation of Wetland Strategy
- Implementation of privately funded park development
- Ecological land classification mapping
- Completed the Edmonton Bio Kit
- Development of Biodiversity Plan and communication strategy

#### Changes in Services for 2014

- Service streamlining, relating to introduction of digital plans reviews and other innovations to manage increased land development applications
- Initiate review of the Urban Parks Management Plan

# Branch — Urban Planning and Environment

## Approved 2014 Budget – Program Summary

(\$000)

### Program Name - Urban Design and Area Planning

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

An attractive, compact, efficiently designed city comprised of complete neighbourhoods with a range of housing choice and amenities and functional non-residential areas, all with good quality public realm.

#### Cost Drivers

- Volume of land development applications
- Policy and project initiatives/implementation
- Expert consultants
- Public engagement

#### Service Standards

- Transit Oriented and Neighbourhood Redevelopment planning and implementation
- City-wide and neighbourhood level urban design program
- Community planning strategies and the Heritage Building Program
- Repurposing the former Rossdale Generating Station and guiding the redevelopment of West Rossdale
- Management of capital projects supporting connectivity within the river valley

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 45	\$ 1,000	\$ 1,008	\$ 1,008
Expenditure & Transfers	5,428	7,567	6,858	6,998
Subtotal	5,383	6,567	5,850	5,990
Intra-municipal Recoveries	(58)	(371)	(319)	(319)
Net Operating Requirement	\$ 5,325	\$ 6,196	\$ 5,531	\$ 5,671
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		6.0	6.0	6.0
Union		23.0	23.0	23.0
Temporary		2.7	2.7	2.7
Full - Time Equivalents		33.7	33.7	33.7

#### 2013 Services

- Reviewed over 300 land development applications
- Completed conceptual and detailed design for 10 streetscaping improvement projects
- Completed New Neighbourhood Design Guidelines
- Completed two TOD plans (Belgravia/McKernan and Mill Woods) and one land use plan (109 Street)
- Initiated conceptual and detailed design for 17 connective capital projects within the river valley

#### Changes in Services for 2014

- Advance the Sustainable Neighbourhood Framework for increased alignment between Great Neighbourhoods and area redevelopment planning

# Branch — Urban Planning and Environment

## Program - Land Use and Environmental Policy Annexation

FUNDED

### Results to be Achieved

This service package will fund staff, contract and services requirements to proceed with the annexation of a proposed 156 square kilometres area of Leduc County, including the Edmonton International Airport. Two notices of intent to annex portions of Leduc County were filed with the Municipal Government Board (MGB) in March 2013. The annexation process can take from two to five years to execute. This service package will supplement base budget resources of Sustainable Development and the other City departments that will play roles in the annexation (i.e. legal, transportation and drainage engineering, land use planning, finance and taxation and geo-spatial information).

### Description

Three permanent positions funded, two at a Planner II and one at a Planner I level, are required for the annexation process team. External consultant services for land appraisals and compensation, mediation and negotiation, legal agreements, public engagement and land requirement forecasting as well as expert testimony at the MGB are also required. These resources will enable execution and completion of the annexation process and will establish internal capacity to pursue additional annexations when appropriate. This is a change to current services as Edmonton has not annexed land since 1982.

### Background

City Council approved the filing of notices of intent to prepare two annexation proposals for submission to the MGB based on assessments of future land requirements and development options to sustain the growth of Edmonton and the Capital Region in the mid and longer term future. To identify the required resources, Administration conducted an extensive evaluation of the scope of work including reviewing legislation, regulatory requirements and processes, documentation of recent annexations and discussions with other municipalities, the foremost being the City of Calgary, and external experts having recent experience with the provincially regulated annexation process.

### Options

This initiative represents one of the leading priorities of Sustainable Development specifically and the City in general. Annexation is a Provincially regulated process involving two or more municipalities. All City departments will be involved either throughout or at some point in the process and will take responsibility for administering the annexed area. This initiative requires a negotiating team lead by a member of City Council and one or more Council members supported by City Administration; these roles are primarily internal functions. External experts are required for certain functions because annexation is a specialized field requiring expert knowledge leading up to third party testimony at the MGB. The internal and external combination of roles and skills is required to complete a successful annexation.

### Implications of Not Funding

If the annexation initiative is not adequately funded the annexation process that follows the filing in March 2013 of two notices of intent to apply to the Municipal Government Board to annex land in Leduc County and a roadway within the boundary of the Town of Beaumont may be substantially extended. There will be an increased risk of rejection or reduction of the annexation proposal by the Municipal Government Board, the Minister of Municipal Affairs or the Provincial Cabinet. If funding is not approved the mitigation strategy would be to sharply reduce the extent of the annexation proposal or to withdraw it.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,110	-	1,110	3.0	\$ 22	-	22	-	\$ 23	-	23	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,110</b>	<b>-</b>	<b>1,110</b>	<b>3.0</b>	<b>\$ 22</b>	<b>-</b>	<b>22</b>	<b>-</b>	<b>\$ 23</b>	<b>-</b>	<b>23</b>	<b>-</b>

# Branch — Vehicle for Hire

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## Introduction

Vehicle for Hire is administered by the Current Planning Branch. This section administers regulations governing vehicles, drivers and business operations to promote a safe and respected industry.

The program promotes the safe and orderly provision of vehicle-for-hire services in Edmonton through driver licensing, driver screening, vehicle inspections and compliance activities.

Council approved an additional enforcement officer for 2013, which has facilitated our focus for on-road compliance activities and increased liaisons with the industry.

Public involvement engages industry stakeholders and the public to provide input on issues that arise.

Key contribution to *The Way Ahead* is through outcomes under *The Way We Move*, though the work of the section also strongly supports livability and sustainability goals outlined in other Ways plans.



PROMOTING A SAFE AND RESPECTED INDUSTRY

## Branch — Vehicle for Hire

### Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Permits, etc. (Note 1)	\$ 1,463	\$ 864	\$ 867	\$ 3	0.3
Grants	6	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>1,469</b>	<b>864</b>	<b>867</b>	<b>3</b>	<b>0.3</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	399	544	537	(7)	(1.3)
Materials, Goods & Supplies	22	12	12	-	-
External Services	37	36	47	11	30.6
Fleet Services	20	19	30	11	57.9
Intra-municipal Services	203	195	217	22	11.3
Grants, Utilities & Other Charges	299	24	24	-	-
Transfer to Reserves	489	34	-	(34)	(100.0)
Subtotal	1,469	864	867	3	0.3
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>1,469</b>	<b>864</b>	<b>867</b>	<b>3</b>	<b>0.3</b>
<b>Net Operating Requirement</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Full-time Equivalents</b>	5.0	6.0	6.0	-	-

Note 1: Additional revenue and expenditures in 2012 are a result of a one-time grant program.

# Branch — Vehicle for Hire

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## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### User Fees, Permits, etc. \$3

Increase in volume to align with actual results.

### Expenditures & Transfers - Changes

#### Personnel (\$7)

Change within the salary ranges and changes in benefits account for the decrease.

#### External Services \$11

Increase is due to contract work for a taxi availability study as directed by Council.

#### Fleet Services \$11

Increased Fleet costs resulting from additional on road compliance activities.

#### Intra-municipal Services \$22

Increase in staff support costs required for plate renewal.

#### Transfer to Reserves (\$34)

Increased costs for contract work, fleet services and staff support resulted in a decrease in funds available to be transferred to reserve.

### Full-time Equivalents - Changes

No anticipated changes in the number of FTEs for 2014.

## Bylaws Requiring Approval

Vehicle for Hire fees are contained in Schedule B of Bylaw 14700 - Vehicle for Hire Bylaw.



# Branch — Vehicle for Hire

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Vehicle For Hire

[Link to 10-Year Strategic Goals](#)



### Results to be Achieved

Taxis, limousines, shuttle businesses, vehicles and drivers must be properly licensed to legally operate in the City. This is governed by the Vehicle for Hire Bylaw (14700). The program monitors that all related businesses, vehicles and drivers are licensed and adhere to all bylaws and regulations.

### Cost Drivers

The most significant cost driver is volume, the greater the number of vehicles, drivers and businesses operating in Edmonton, the greater the costs, such as inspection and on-road compliance.

### Service Standards

The Vehicle for Hire program supports safe transportation both for the passengers and for those involved in the industry by regulating, licensing and inspecting all taxis, limousines and shuttles in the City and by ensuring all drivers are properly licensed.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 1,469	\$ 1,224	\$ 864	\$ 867
Expenditure & Transfers	1,469	1,224	864	867
Subtotal	-	-	-	-
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ -	\$ -	\$ -	\$ -
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		-	-	-
Union		4.0	5.0	5.0
Temporary		-	-	-
Full - Time Equivalents		5.0	6.0	6.0

### 2013 Services

- Vehicle for Hire governance
- Taxi brokerage, limousine and shuttle business licensing
- Vehicle registration, licensing and inspections
- Driver licensing
- Increased on-road presence and compliance will continue to be a priority

### Changes in Services for 2014

The program will have a new industry advisory group which will provide streamlined advice to Administration.

# Land Enterprise

## Introduction

**Mandate:** Land Services through the Land Enterprise area plays a critical role in supporting efforts to transform Edmonton through their involvement in projects including the Blatchford (City Centre Airport) redevelopment, Oxford and Goodridge Corners residential development, and Rampart industrial development, which each advance multiple Council-approved objectives. These objectives include those outlined in The Way We Grow, The Way We Green, The Way We Live, The Way We Finance and The Way We Prosper. These are achieved through their involvement in innovative land developments, marketing of developed land to the public, development and marketing of the City's industrial land and the generation of revenue for the City of Edmonton.



Land Development operates on a continuous cycle with respect to its land development activities. Land for development is acquired, it is serviced and sold in a manner consistent with private sector land development processes and with the objectives outlined in “The Ways”. Retained profits fund ongoing servicing and acquisition of land for further development, when justified. When a new development project is considered, a strategy is developed which addresses, among other things, a staging plan and schedule, sustainability, servicing, financing requirements and marketability. Land Enterprise also works to create opportunities for neighbouring developers by front-ending

costs to encourage development to happen sooner, construction of a storm water pond as part of the Schonsee development is a recent example of this. Activities within the Land Enterprise operation includes acquisition of lands for municipal purposes, reviews of all properties within the municipal operations portfolio which have been deemed surplus to Civic requirements in order to maximize value or benefit to the City through sale, long term lease or exchange.

Blatchford Development envisages a world-leading, family oriented, sustainable community of up to 30,000 citizens in the heart of Edmonton, on the City Centre Airport lands. This program will initiate the implementation of the ARP with the goal of starting construction in the first stages of 2014.

The Land for Municipal Purposes program acquires land for municipal capital projects and is supported through the Corporate Properties Real Estate services with appraisals, acquisition and planning - size of program is based on approved capital budget program.



While the work of Land Enterprise addresses all six City goals, Land Enterprise services are integral to Ensuring Edmonton's Financial Sustainability (The Way We Finance).

# Land Enterprise

## Approved 2014 Budget - Branch Summary (\$000)

Land Enterprise	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Land Sales Residential	\$ 2,958	\$ 14,899	\$ 17,693	\$ 2,794	18.8
Land Sales Industrial	41,274	14,085	49,302	35,217	250.0
Blatchford Revenue	4,227	2,876	1,329	(1,547)	(53.8)
Other Revenue	205	100	100	-	-
<b>Total Revenue &amp; Transfers</b>	<b>48,664</b>	<b>31,960</b>	<b>68,424</b>	<b>36,464</b>	<b>114.1</b>
<b>Expenditure &amp; Transfers</b>					
Cost of Land Sold - Residential	1,961	11,679	13,197	1,518	13.0
Cost of Land Sold - Industrial	12,035	8,251	41,835	33,584	407.0
Cost of Land - For Municipal Use	24,855	86,375	79,635	(6,740)	(7.8)
Personnel	1,778	2,341	2,379	38	1.6
Materials, Goods & Supplies	11	55	42	(13)	(24.0)
External Services	6,774	2,227	2,364	137	6.2
Intra-municipal Services	577	2,601	2,914	314	12.1
Utilities & Other Charges	742	989	549	(440)	(44.5)
Transfer to Reserves	2,434	1,375	-	(1,375)	(100.0)
Subtotal	51,167	115,892	142,915	27,023	23.3
Intra-municipal Recoveries	(23,512)	(86,375)	(79,635)	6,740	(7.8)
<b>Total Expenditure &amp; Transfers</b>	<b>27,656</b>	<b>29,517</b>	<b>63,280</b>	<b>33,763</b>	<b>114.4</b>
<b>Net Income (Loss)</b>	<b>\$ 21,008</b>	<b>\$ 2,443</b>	<b>\$ 5,144</b>	<b>\$ 2,701</b>	<b>110.5</b>
<b>Full Time Equivalents</b>	<b>23.5</b>	<b>23.0</b>	<b>23.0</b>	<b>-</b>	

Note: Belvedere Community Revitalization Levy Requirements are captured in the CRL section of the budget.



# Land Enterprise

## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

**Land Sales Residential** \$ 2,794

Increase due to developed residential lots available and ready for market in Schnosee and Laurel.

**Land Sales Industrial** \$ 35,217

Increase due to more available serviced industrial land inventory in Ellerslie, Maple Ridge, Place laRue, Rampart and Goodridge Corner.

**Blatchford Revenue** \$ (1,547)

Decrease due to a decline in lease revenue at Blatchford resulting from expropriation of property rights and termination of leases to implement Area Redevelopment Plan.

### Expenditures & Transfers - Changes

**Cost of Land Sold - Residential** \$ 1,518

The increase is due to higher residential sale projections for 2014.

**Cost of Land Sold - Industrial** \$ 33,584

The increase is due to increase in industrial land sale projections.

**Cost of Land - For Municipal Use** \$ (6,740)

The increase is due to planned land acquisitions for approved City projects including LRT and finalization of expropriations related to transportation projects.

**Personnel** \$ 38

The increase is due to movements within salary ranges and changes in benefits.

**Material, Goods & Supplies** \$ (13)

The decrease is due to realignment of budget.

**External Services** \$ 137

An increase of \$337 is expected for sales commissions related to increased industrial land sales offset by a \$200 decrease in advertising for Blatchford project office.

**Intra-municipal Services** \$ 314

Increase of \$194 is related to reallocation of budget and increases for internal corporate support services. Increase of \$120 is due to increased demand for business planning needs for land development.

**Utilities & Other Charges** \$ (440)

The decrease is due to reduction in utilities related to expropriated properties at Blatchford.

**Transfer to Reserves** \$ (1,375)

The decrease is due to a decline in net property income related to property lease revenue resulting from expropriation of property rights at Blatchford .

# Land Enterprise

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Land Development

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

Development and redevelopment of land for residential, commercial and industrial purposes in a manner consistent with the goals, objectives and policies of "The Ways". Industrial and commercial land development supports the business development goals while residential development projects support various housing and environmental objectives.

#### Cost Drivers

Construction price index increases (cost of land, consulting and capital infrastructure servicing).  
Increased public engagement.  
Volatile market conditions and demands for specific development products.  
Competition with private sector developers and surrounding municipalities.

#### Service Standards

New development projects are analyzed through a proforma that considers staging plans, scheduling, servicing, financial expenditure requirements, marketability and the financial return to Land Enterprise Fund and dividend returned to the City. The City works to establish opportunities for other developers through initial investments and development projects. This program also supports the redevelopment of surplus school sites.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 44,437	\$ 39,624	\$ 29,084	\$ 67,095
Expenditure & Transfers	19,064	24,060	23,825	59,605
Subtotal	25,373	15,564	5,259	7,490
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 25,373	\$ 15,564	\$ 5,259	\$ 7,490
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		1.0	1.0	1.0
Union		13.0	13.0	13.0
Temporary		-	-	-
Full - Time Equivalents		15.0	15.0	15.0

#### 2013 Services

Land Development Services, including project management, planning, design and engineering.

#### Changes in Services for 2014

Additional stages of residential and commercial/industrial land development.  
New land development projects for 2014 include Goodridge Corners (residential and commercial/industrial), Laurel (residential) and Maple Ridge (commercial/industrial).



# Land Enterprise

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Blatchford Community Development

Link to 10-Year Strategic Goals



### 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

Development concept consulting services  
Legal support for expropriation and land acquisitions.

### Service Standards

Implementation of the Council-approved Blatchford redevelopment plan.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 4,227	\$ 4,000	\$ 2,876	\$ 1,329
Expenditure & Transfers	8,592	8,031	5,692	3,676
Subtotal	(4,365)	(4,031)	(2,816)	(2,346)
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ (4,365)	\$ (4,031)	\$ (2,816)	\$ (2,346)
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		4.5	4.0	4.0
Union		3.0	3.0	3.0
Temporary		-	-	-
Full - Time Equivalents		8.5	8.0	8.0

### 2013 Services

Detailed design, planning and project management services to support ongoing redevelopment.  
Financial forecasting and modelling.  
Internal and external project communication and liaison with stakeholders.  
Ongoing land assembly through expropriation.  
Detailed financial forecasting and modelling to ensure capital costs are accurately provided and projected.

### Changes in Services for 2014

Construction phase of the redevelopment project scheduled to commence in 2014.  
Increased public engagement.  
Future business case will be presented to Council for approval.

# Land Enterprise

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Land for Municipal Purposes

Link to 10-Year Strategic Goals



### Results to be Achieved

The Land for Municipal Purposes program is a flow-through account for land acquisition, that is required for the various City Council-approved municipal projects where departments have funded capital profiles, for example land acquisition for LRT flows through this program.

### Cost Drivers

Increasing values for land and higher expropriation costs.  
Short time-lines to acquire needed lands drives up costs.

### Service Standards

The Property Acquisition section strives to acquire land required for approved municipal projects on time and within budget through negotiated purchases or the use of expropriation where supported by City Council.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	24,855	75,000	86,375	79,635
Subtotal	24,855	75,000	86,375	79,635
Intra-municipal Recoveries	(24,855)	(75,000)	(86,375)	(79,635)
Net Operating Requirement	\$ (0)	\$ -	\$ -	\$ -
Management		-	-	-
Professional/Technical/Union Exempt		-	-	-
Union		-	-	-
Temporary		-	-	-
Full - Time Equivalents		-	-	-

### 2013 Services

Required land purchases for City Council approved projects.  
Required land expropriation for City Council approved projects.

### Changes in Services for 2014

Increased volume of work due to larger number of complex files but have less overall dollar value.



# Land Enterprise

## Pro-Forma Income Statement - Consolidated Land Enterprise (\$000)

	2014 Projection	2015 Projection	2016 Projection	2017 Projection	2018 Projection
<b>Revenues</b>					
Land Sales	\$ 66,995	\$ 58,602	\$ 58,389	\$ 66,915	\$ 56,437
Cost of Land Sold	55,032	46,735	35,795	59,843	38,591
Gross Margin	11,963	11,867	22,594	7,071	17,846
1 Gross Margin %	18%	20%	39%	11%	32%
3 Blatchford Revenue	1,329	1,329	1,329	1,329	1,329
Other Revenue	100	100	100	102	104
<b>Net Revenues</b>	<b>13,392</b>	<b>13,297</b>	<b>24,023</b>	<b>8,503</b>	<b>19,280</b>
<b>Expenditures</b>					
3 Cost Of Land Transferred - City Use	79,635	31,414	21,212	42,993	31,245
Personnel	2,379	2,409	2,463	2,513	2,563
Materials, Goods & Supplies	42	42	42	42	43
External Services	2,364	2,790	2,449	2,481	2,513
Intra-municipal Services	2,914	2,914	2,562	2,614	2,666
Utilities & Other Charges	549	549	549	363	274
<b>Subtotal</b>	<b>87,883</b>	<b>40,118</b>	<b>29,277</b>	<b>51,006</b>	<b>39,304</b>
3 Intra-Municipal Recoveries - Land Transfer	(79,635)	(31,414)	(21,212)	(42,993)	(31,245)
<b>Net Expenditures</b>	<b>8,248</b>	<b>8,704</b>	<b>8,065</b>	<b>8,013</b>	<b>8,059</b>
<b>Net Income</b>	<b>5,144</b>	<b>4,592</b>	<b>15,958</b>	<b>491</b>	<b>11,221</b>
Retained Earnings, Beginning of Year	152,258	156,088	158,807	173,030	169,031
4 Dividends Payable to General Government	(1,315)	(1,873)	(1,736)	(4,490)	(586)
<b>Retained Earnings, End of Year</b>	<b>\$ 156,088</b>	<b>\$ 158,807</b>	<b>\$ 173,030</b>	<b>\$ 169,031</b>	<b>\$ 179,666</b>

Note: Pro-forma Income Statements exclude activities related to Belvedere CRL. These are reported in the CRL section of the Budget document.

## Explanatory Notes

- Gross margin for external land sales has been restated to reflect revised development activities and is expected to average 23% over the proforma period. Margins fluctuate depending on timing of land development and projected sales including absorption and market trends. The cost of land sold excludes carrying charges and opportunity costs.
- In July 2010, the City of Edmonton signed an agreement with Edmonton Regional Airports Authority for a partial surrender of the airport lease. As a result of this agreement, the City of Edmonton has assumed some of the lease agreements and will be responsible for the City Centre Airport operating revenues and expenses. The anticipated lease revenues and user fees and the operating expenses are included in the budget figures. In October 2012, City Council has approved the commencement of the expropriation process to acquire the remaining property rights within Blatchford development area. Council voted September 18, 2013 for Edmonton Regional Airport Authorities to take all necessary steps for closure of the Edmonton City Center Airport, effective November, 30, 2013. The projected revenues and expenditures do not reflect any land development costs or associated sales and are anticipated to change once the strategies and development plans are finalized.
- Land acquisition and transfer of land for City use is based on current information for approved capital projects in the Capital Budget System, expected settlement of expropriations, and repayment of strategic land acquisition for other City departments.
- Dividend payable to the City of Edmonton is based on 25% of the net income of land development activities of the preceding year excluding any net income or net loss from Belvedere CRL, Blatchford and municipal land transfers.

# Land Enterprise

## Pro-Forma Balance Sheets - Consolidated Land Enterprise (\$'000)

	2014 Projection	2015 Projection	2016 Projection	2017 Projection	2018 Projection
<b>Financial Assets</b>					
Accounts Receivable	\$ 2,373	\$ 1,902	\$ 2,096	\$ 2,605	\$ 2,280
1 Land for Resale	205,231	222,393	224,704	225,467	229,718
<b>Total Assets</b>	<b>207,604</b>	<b>224,295</b>	<b>226,800</b>	<b>228,073</b>	<b>231,998</b>
<b>Liabilities</b>					
2 Accounts Payable and Accrued Liabilities	27,656	18,096	8,099	13,185	9,934
3 Due to the City of Edmonton	166,269	166,034	147,796	127,093	114,991
<b>Total Liabilities</b>	<b>193,925</b>	<b>184,130</b>	<b>155,895</b>	<b>140,278</b>	<b>124,924</b>
<b>Net Financial Assets (Net Debt)</b>	<b>13,679</b>	<b>40,165</b>	<b>70,905</b>	<b>87,794</b>	<b>107,074</b>
<b>Non Financial Assets</b>	<b>142,409</b>	<b>118,642</b>	<b>102,125</b>	<b>81,237</b>	<b>72,592</b>
<b>Equity</b>					
4 Retained Earnings - Unrestricted	162,433	167,503	183,727	181,583	194,022
5 Retained Earnings - Blatchford Deficit	(6,345)	(8,695)	(10,697)	(12,552)	(14,356)
<b>Total Retained Earnings</b>	<b>\$ 156,088</b>	<b>\$ 158,807</b>	<b>\$ 173,030</b>	<b>\$ 169,031</b>	<b>\$ 179,666</b>

Note: Proforma Balance Sheets exclude activities related to Belvedere CRL. These are reported in the CRL section of the Budget document.

## Explanatory Notes

- Land for resale includes the original acquisition cost of undeveloped land plus any servicing costs that are incurred. Through the capital budget, City Council approves funding for servicing of residential and industrial land. 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.
- Accounts Payable and Accrued Liabilities is primarily an estimate related to outstanding development costs for work completed by a year end.
- Due to the City Edmonton reflects a cash shortfall position. Land Enterprise is expected to experience a modest improvement in its cash position over the next few years. The balance is comprised of strategic land purchases for City departments where capital funding is not in place to pay for land, expropriations for property rights as approved by council and cash required for the investment and land servicing cycle related to industrial and residential land development.
- Unrestricted retained earnings represent the accumulated profits from the land development operations of Land Enterprise. Retained earnings is invested in land inventory.
- Retained earnings restricted for Blatchford represent the cumulative net position related to the Project office. The cumulative shortfall will be funded by Land Enterprise's retained earnings. Amounts related to initial approved investments, including leasehold interests, are reflected in the asset balances.

# Department — Transportation Services

## Introduction

Transportation encompasses more than moving people, goods and services on Edmonton roads, bridges, rails, buses, sidewalks and light rail transit. It is essential infrastructure that shapes our urban form, impacts our economic well-being and is a primary contributor to our city's environmental, financial and social sustainability.

Transportation Services manages the planning, design, construction, operation, and maintenance of the transportation system, including vital support functions that make up the comprehensive city-wide transportation network. The Department affects every citizen through its responsible stewardship of these valuable assets.

*The Way We Move*, the City's Transportation Master Plan, guides development of a transportation system in conjunction with Council's Vision for a 21st century city. This results in a balance between meeting the future demands of a diverse and growing population with the current costs of renewing and rehabilitating our aging

infrastructure. The arterial renewal program continues to reconstruct and rehabilitate key corridors to re-establish structural integrity and provide a safe and comfortable ride for citizens. In 2013, major work was carried out on projects such as Central LRT Station Repairs, widening 34 Avenue and streetscaping 108 Street, and maintenance programs where staff worked diligently to fill a record breaking 600,000 potholes.

The City has continued its dedication to promoting a mode shift and providing enhanced transportation choices for citizens through continued LRT expansion, the implementation of innovative projects such as the first phases of Implementing Complete Streets Policy and Guidelines, and EPark, the automated parking meter pilot program.

Transportation Services represents a significant proportion of the City's tax-supported operations. Approximately one-third of the City's employees are part of the Transportation Services workforce. Annual operating costs of the transportation system represent approximately one-quarter of the City's tax-supported operations.



## BRANCHES AND PROGRAMS

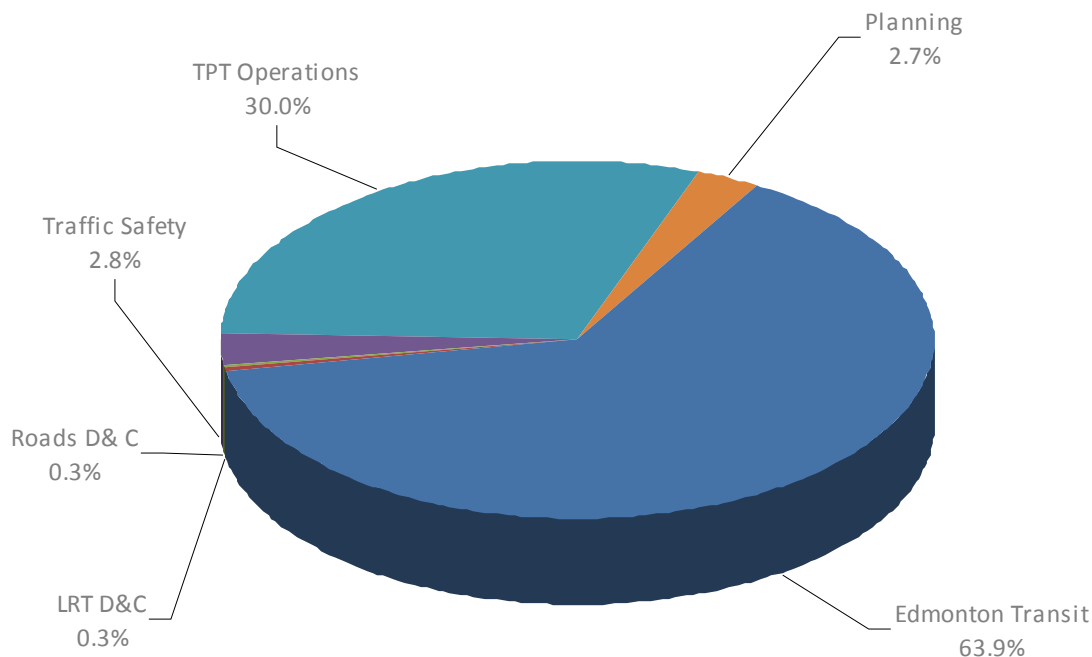
Edmonton Transit	Transportation Operations	Transportation Planning	Roads Design and Construction	LRT Design and Construction	Traffic Safety and Automated Enforcement
Bus and LRT	Roadway Maintenance	Transportation Planning	Arterial Roads	LRT Design and Construction	Traffic Safety and Automated Enforcement
Disabled Adult Transit Service (DATS)	Snow and Ice Control	Development Services	Neighbourhood Renewal		
	Engineering Services		Special Projects		
	Traffic Operations				

# Department — Transportation Services

## Approved 2014 Budget – Department Summary by Branch (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Edmonton Transit	\$ 120,991	\$ 129,499	\$ 134,138	\$ 4,639	3.6
LRT Design & Construction	858	30	967	937	3,123.3
Roads Design & Construction	-	-	-	-	-
Traffic Safety	20,684	30,100	30,100	-	-
Transportation Operations	18,496	13,817	13,467	(350)	(2.5)
Transportation Planning	1,171	709	69	(640)	(90.3)
<b>Total Revenue &amp; Transfers</b>	<u>162,200</u>	<u>174,155</u>	<u>178,741</u>	<u>4,586</u>	<u>2.6</u>
<b>Expenditure &amp; Transfers</b>					
Edmonton Transit	296,330	308,761	323,022	14,261	4.6
LRT Design & Construction	1,570	707	1,648	941	133.1
Roads Design & Construction	1,362	1,435	1,412	(23)	(1.6)
Traffic Safety	11,040	14,400	14,400	-	-
Transportation Operations	142,101	148,783	151,670	2,887	1.9
Transportation Planning	15,998	14,594	13,503	(1,091)	(7.5)
<b>Total Expenditure &amp; Transfers</b>	<u>468,401</u>	<u>488,680</u>	<u>505,655</u>	<u>16,975</u>	<u>3.5</u>
<b>Net Operating Requirement</b>	<b>\$ 306,201</b>	<b>\$ 314,525</b>	<b>\$ 326,914</b>	<b>\$ 12,389</b>	<b>3.9</b>

### Expenditures by Branch



# Department — Transportation Services

## Approved 2014 Budget – Department Summary by Category (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 159,415	\$ 174,155	\$ 178,741	\$ 4,586	2.6
Grants	2,785	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>162,200</u>	<u>174,155</u>	<u>178,741</u>	<u>4,586</u>	2.6
<b>Expenditure &amp; Transfers</b>					
Personnel	266,972	285,697	293,789	8,092	2.8
Materials, Goods & Supplies	41,298	41,383	41,660	277	0.7
External Services	60,861	58,875	61,458	1,033	1.7
Fleet Services	110,655	110,110	114,625	4,515	4.1
Intra-municipal Services	24,468	26,660	27,489	2,379	9.5
Utilities & Other Charges	20,903	22,652	24,410	1,758	7.8
Transfer to Reserves	1,519	580	2,342	1,762	303.8
Subtotal	526,676	545,957	565,773	19,816	3.6
Intra-municipal Recoveries	(58,275)	(57,277)	(60,118)	(2,841)	5.0
<b>Total Expenditure &amp; Transfers</b>	<u>468,401</u>	<u>488,680</u>	<u>505,655</u>	<u>16,975</u>	3.5
<b>Net Operating Requirement</b>	<b>\$ 306,201</b>	<b>\$ 314,525</b>	<b>\$ 326,914</b>	<b>\$ 12,389</b>	<b>3.9</b>
<b>Full-time Equivalents</b>	3,301.9	3,381.9	3,415.4	33.5	

Budget details are provided at the Branch level.

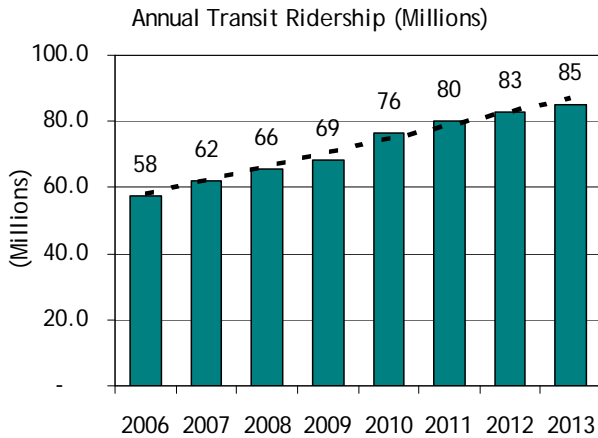




# Branch — Edmonton Transit

## Introduction

Edmonton Transit System (ETS) plays a critical role in connecting people, businesses and citizens within Edmonton and the Capital Region. Edmonton Transit offers a customer focused, affordable, safe, reliable service, while supporting economic development and improving the quality of life by linking people and places. ETS is responsible for planning bus routes and schedules, providing transit security, and offering ongoing customer service support. The Branch also manages bus and LRT operators and maintains LRT facilities and transit related equipment.



There are a number of bus and LRT projects currently underway to improve travel options and help manage congestion throughout the city. In 2014, Edmonton Transit will begin operations on the NLRT Line which will extend LRT service from downtown to NAIT. Three additional stations will be added (MacEwan, Kingsway/Royal Alexandra Hospital, and NAIT), as well as 3.5 km of track. In addition to expansion, Edmonton Transit is working to increase efficiencies by leveraging technology and implementing innovative projects such as the first phase of SMART Bus and the SMART Fare system. In 2013, Edmonton Transit continued to re-invest service hours by converting low demand service routes to high demand routes.

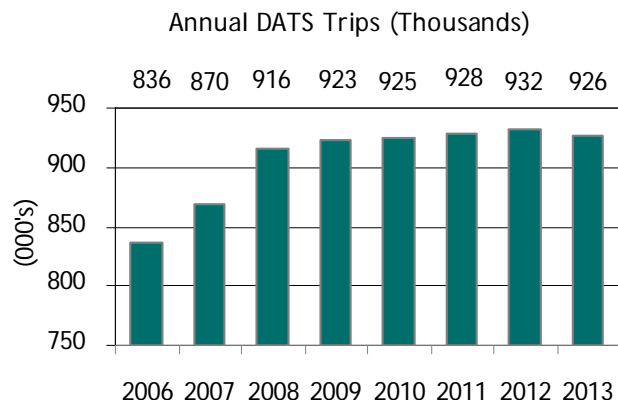
While the city's population has grown by 13.4%, ridership over the last 8 years has risen by 48% and is projected to reach 85 million by the end of 2013. This trend confirms Transit's on-going success towards achieving *The Way We Move*: by providing a comprehensive public transportation system that supports a sustainable, liveable city where more citizens use public transit as their preferred mode of transportation.

To meet growing ridership demands, over 2.0 million service hours are provided annually. Bus operations utilizes 948 buses on 186 regular bus routes and 220

school routes that travel to 26 Transit Centres. LRT operations has 94 Light Rail Vehicles (LRVs) that operate between 15 LRT stations. ETS also operates the Disabled Adult Transit Service (DATS), which delivers approximately 926,000 trips annually using 172 vehicles (including contractor vehicles).

ETS recognizes the importance of maintaining a public transit system that is fully accessible by Edmontonians by providing low floor and kneeling buses, community buses, and accessible LRT. In addition, public transit services are complemented by DATS which offers door-to-door service for adults who cannot use the conventional service due to physical or cognitive disabilities. Wheelchair lift equipped vans, mini-vans and passenger vans are used to provide DATS service to more than 10,000 registrants. DATS has implemented a new computerized trip planner which has resulted in increased efficiency. DATS is delivering more trips and driving fewer kilometers per trip delivered.

The decrease in DATS trips from 2012 to 2013 is due to the efforts of the section to successfully transition clients to regular bus and LRT service. This was accomplished with a focus on customer training, and updated eligibility criteria focused on abilities to use ETS.





## Branch — Edmonton Transit

### Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 120,991	\$ 129,499	\$ 134,138	\$ 4,639	3.6
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>120,991</b>	<b>129,499</b>	<b>134,138</b>	<b>4,639</b>	<b>3.6</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	172,791	184,541	191,397	6,856	3.7
Materials, Goods & Supplies	5,481	7,304	7,705	401	5.5
External Services	20,293	22,308	23,888	1,580	7.1
Fleet Services	84,458	82,312	85,394	3,082	3.7
Intra-municipal Services	8,059	6,732	8,126	1,394	20.7
Utilities & Other Charges	7,952	8,663	9,795	1,132	13.1
Transfer to Reserves	-	-	-	-	-
Subtotal	299,034	311,860	326,305	14,445	4.6
Intra-municipal Recoveries	(2,704)	(3,099)	(3,283)	(184)	5.9
<b>Total Expenditure &amp; Transfers</b>	<b>296,330</b>	<b>308,761</b>	<b>323,022</b>	<b>14,261</b>	<b>4.6</b>
<b>Net Operating Requirement</b>	<b>\$ 175,339</b>	<b>\$ 179,262</b>	<b>\$ 188,884</b>	<b>\$ 9,622</b>	<b>5.4</b>
<b>Full-time Equivalents</b>	<b>2,267.1</b>	<b>2,289.5</b>	<b>2,323.0</b>	<b>33.5</b>	

### Budget Changes for 2014

(\$000)

#### Revenue & Transfers - Changes

##### User Fees, Fines, Permits, etc. \$4,639

There is an increase in revenue of \$4,455 due to expected ridership growth and additional off-peak service. Advertising revenues will generate an additional \$488. Regional Service increased rates account for \$67 due to increased contracted rates. Developer agreement expirations result in a reduction of revenue of \$371.

#### Expenditures & Transfers - Changes

##### Personnel \$6,856

An increase of \$2,800 is required for staffing to accommodate the implementation of the new NLRT line and \$687 for new off-peak service. Changes in benefits account for \$3,056. Various service adjustments including regional and developer service account for \$313.

## Branch — Edmonton Transit

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### **Materials, Goods & Supplies \$401**

There is an increase for NLRT of \$656, offset by \$255 of savings.

### **External Services \$1,580**

An increase of \$1,406 is needed for the NLRT. Other costs account for the remaining amount.

### **Fleet Services \$3,082**

There is an increase of \$16 for future replacement of the fleet and an increase of \$2,273 for maintaining the fleet. An increase of \$629 is attributed to a fuel cost increase. In addition, there is an increase of \$363 for increase off-peak service and a reduction of \$199 for bus requirements as a result of the NLRT line.

### **Intra-municipal Services \$1,394**

There are increased custodial costs of \$1,349 to accommodate growth and increased service levels. Increased custodial and building maintenance costs for the NLRT facilities account for \$310. These are offset by slightly lower costs in other areas of \$265.

### **Utilities & Other Charges \$1,132**

New utilities charges related to the NLRT are \$758. There is a rate adjustment for utility costs in the amount of \$374.

### **Intra-municipal Recoveries (\$184)**

An increase in accident recoveries of \$241 is partially offset by \$57 of various items.

## **Full-time Equivalents - Changes**

The NLRT requires an additional 26.4 FTEs while reducing 3.8 FTEs in 2014 and 1.8 FTEs in 2015 for NLRT related bus service savings. An additional 9.5 FTE are needed for additional off-peak bus service and 1.4 FTE is required to accommodate the added developer service contracts.

# Branch — Edmonton Transit

## Approved 2014 Budget – Program Summary

### Program Name - Bus and LRT

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The Bus and LRT program is a cornerstone of Edmonton's transportation system by providing transportation options to Edmontonians while supporting other sustainable transportation options (walking, cycling, etc).

#### Cost Drivers

- Increase to service hours Bus & LRT
- Increase in infrastructure to maintain
- The aging of existing infrastructure
- Increases in distance travelled to provide public transit service
- The aging of existing fleet
- Collective bargaining settlements

#### Service Standards

Edmonton Transit System provides transit service based on established Transit Service Standards (Policy C-539). The service standards provides parameters for the level of service to be provided, route performance measures are used to identify potentially under-performing and over-performing routes and guidelines are used for the implementation of new services.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 118,639	\$ 118,587	\$ 127,093	\$ 131,732
Expenditure & Transfers	271,328	274,629	282,537	296,803
Subtotal	152,689	156,042	155,444	165,071
Intra-municipal Recoveries	(2,133)	(1,260)	(2,357)	(2,589)
Net Operating Requirement	\$ 150,556	\$ 154,782	\$ 153,087	\$ 162,482
Management		6.0	6.0	6.0
Professional/Technical/Union Exempt*		117.0	124.0	126.0
Union		1,943.0	1,945.0	1,975.5
Temporary		15.3	26.8	27.8
Full - Time Equivalents		2,081.3	2,101.8	2,135.3

#### 2013 Services

- Bus operations to provide 2,140,313 service hours across the Capital Region on 948 buses
- Incremental bus service hours included 3 new neighbourhoods and a pilot project to the Airport
- LRT operations to provide approximately 67,000 LRV service hours across 15 LRT stations
- Implemented Phase 1 of the SMART Bus technology which included new tools and practices to manage on-road operations and improve service delivery

#### Changes in Services for 2014

- Expansion of the Metro line which includes additional 3 LRT Stations (MacEwan, Kingsway/Royal Alex and NAIT) and approximately 31,094 LRT service hours being added
- Continue with the implementation of SMART Bus, SMART Fare, and technological advances to improve efficiencies and service delivery

\* Note: For 2014 this breaks down to 50.0 Supervisors & 76.0 Non-Supervisors (Inspectors & Engineers)

# Branch — Edmonton Transit

## Approved 2014 Budget – Program Summary

### Program Name - DATS

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

DATS provides shared-ride specialized transit services to physically or cognitively disabled Edmontonians, 16 years or older, who are unable to use conventional transit service.

#### Cost Drivers

- The aging of existing fleet
- Increase in infrastructure to maintain
- Collective bargaining settlements
- Contract costs

#### Service Standards

DATS service accommodates 98% of trip requests through its scheduling process. Customers are given a 30 minute pick-up window and actual on-time performance is over 94%, with a service standard of 91%. Assortment of vehicles (lift vans, mini-vans, accessible mini-vans and wheelchair accessible taxis) are assigned to provide DATS service.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 2,352	\$ 2,291	\$ 2,406	\$ 2,406
Expenditure & Transfers	27,706	28,941	29,323	29,502
Subtotal	25,354	26,650	26,917	27,096
Intra-municipal Recoveries	(571)	(825)	(742)	(694)
Net Operating Requirement	\$ 24,783	\$ 25,825	\$ 26,175	\$ 26,402
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt*		5.0	5.0	5.0
Union		166.7	168.6	170.8
Temporary		13.1	13.1	10.9
Full - Time Equivalents		185.8	187.7	187.7

#### 2013 Services

- Projection of over 926,000 DATS trips across the City of Edmonton
- Introduced the DATS eligibility process to reflect the full accessibility of Bus and LRT service

#### Changes in Services for 2014

- There are no significant operational changes anticipated

\* Note: 5.0 are all supervisors

# Branch — Edmonton Transit

## Program - Bus & LRT 2014 NLRT Extension

FUNDED

### Results to be Achieved

This service package is to fund positions required to operate and maintain the LRT extension to NAIT. The line is planned to be in operation in June 2014. The project was approved by Council and supports initiatives in the *Way We Move* to increase use of public transit and provide safe, well-maintained LRT infrastructure.

### Description

The service package includes the resources required to operate and maintain the NAIT to Health Sciences/Jubilee line. The budget includes various contracted maintenance and repair services (communication systems, traction power, train control systems, building management systems, stations cleaning and building maintenance), staff to provide vehicle operation, utility costs for operating the line (traction power and station utilities), as well as maintenance and daily servicing of the trains.

### Background

Council approved the extension of the LRT line to NAIT. The budget request is required to perform the maintenance and operational functions to operate the line. Three additional stations will be added (MacEwan, Kingsway/Royal Alex, and NAIT) as well as 3.5 km of line. The line will operate from NAIT to Health Sciences/Jubilee Stations on a 10 minutes peak service. It is the first phase of a line that will extend to St. Albert and serve the City Centre Redevelopment Transit Oriented Development project. It will provide direct service between hospitals, key commercial and educational institutions, and improve accessibility with more frequent service in the downtown core.

### Options

The additional operating and maintenance requirements (hours of service, number of LRT vehicles, stations, track, signals and utility requirements) were originally calculated to service the line that will operate from NAIT to Health Sciences/Jubilee Station. The budget operating impacts and staff requirements were calculated based on the current LRT operational experience. As an extension of the current service, this service is not proposed to be offered by an external service provider.

### Implications of Not Funding

If the service package is not approved, the LRT service will not be able to go into service as there will be no one to operate and maintain the line, stations and trains. Public confidence and credibility would be seriously eroded if the line was to not go into service after a significant investment of taxpayer, federal and provincial funding. This service package has been reduced from its original projected need. The risks associated with the reductions are overloading of trains and adherence to schedule during peak hours. The mitigation strategy would be to supplement bus service into the area.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 5,955	-	5,955	26.4	\$ 2,586	-	2,586	18.9	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 5,955</b>	<b>-</b>	<b>5,955</b>	<b>26.4</b>	<b>\$ 2,586</b>	<b>-</b>	<b>2,586</b>	<b>18.9</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Branch — Edmonton Transit

## Program - Bus & LRT Off-Peak Service

FUNDED

### Results to be Achieved

An affordable, reliable & complete transit system is a key component to the overall transportation system in the City, as documented in the Transportation Master Plan.

### Description

This package provides funding for the introduction of weekday midday, early evening and late night Off Peak Service to developing neighbourhoods where population warrants for the introduction of service are achieved (as per the Transit Service Standards - Policy C539). (9,971 hours in 2014, Annualized in 2015 for 20,529 hours). Costs include Operators wages, overtime, allowances, benefits, FTE's and training (9.5 FTE's in 2014 and 14.1 FTE's in 2015), Fuel and Maintenance. These costs will be partially offset by revenue. Service will be implemented in September 2014, and the remaining will be annualized in 2015.

### Background

Service is warranted in accordance with Transit Service Standards (Policy C539).

### Options

### Implications of Not Funding

If funding is not approved, there will be no access to transit service in identified developing areas during Off-Peak time periods. An affordable, reliable & complete transit system.

incremental (\$'000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,050	137	913	9.5		-	-		\$ -	-	-	-
Annualization	1,915	378	1,537	14.1	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,965</b>	<b>515</b>	<b>2,450</b>	<b>23.6</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Branch — LRT Design and Construction

## Introduction

The LRT Design and Construction Branch is responsible for effectively and efficiently delivering LRT capital projects. The work of this Branch is guided by Transportation Planning initiatives as outlined in *The Way We Move*, which sets up a framework for how the City will respond to its future transportation needs. By expanding the LRT network, the City of Edmonton can provide improved mobility choices for citizens, link to a larger number of destinations, integrate with active modes of transportation, while simultaneously managing traffic congestion.



In keeping with the LRT Network Plan and various corridor concept plans, LRT Design and Construction makes LRT expansion in the City of Edmonton a reality through the delivery of project management and technical services. Efficient administration of these projects ensure funding agreements with other levels of government can be reached and honoured.

The following LRT lines are at various stages of planning, design or construction within the City of Edmonton:

- North LRT to NAIT
- Northwest LRT extension from NAIT to Northwest City limits
- Northeast LRT to Gorman
- South LRT to Heritage Valley
- Southeast to West LRT

The Branch manages the preliminary and detailed design process; including track, roadway, structure and station plans, electrical traction power, roadway traffic, train

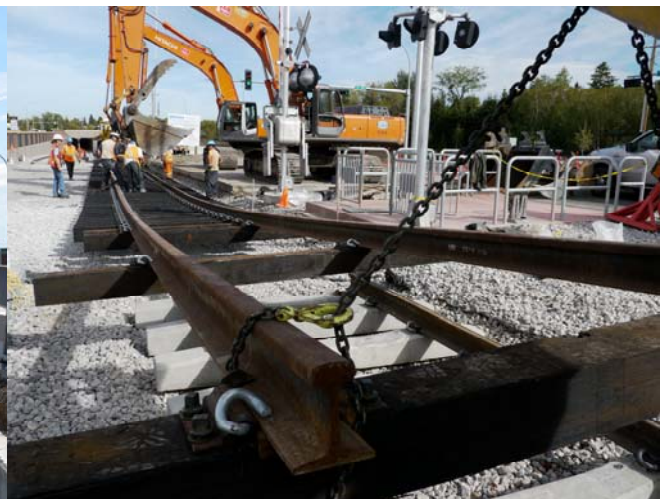
control systems, environmental, geotechnical, drainage, and utility coordination.

The maximum value for the City of Edmonton is attained through the effective assessment of an appropriate delivery method; from traditional design, bid, build to alternative procurement and delivery approaches.

Project management services include cost estimating, on-location resident engineering and inspection services for construction project controls and performance tracking.

The Branch is also involved in system commissioning and coordination of testing procedures that are performed prior to revenue service.

Public consultation remains ongoing throughout the design and implementation stages of new LRT development to ensure there is appropriate communication with all key stakeholders and citizens.





# Branch — LRT Design and Construction

## Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 858	\$ 30	\$ 967	\$ 937	3,123.3
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>858</b>	<b>30</b>	<b>967</b>	<b>937</b>	<b>3,123.3</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	2,099	2,025	2,045	20	1.0
Materials, Goods & Supplies	56	100	100	-	-
External Services	61	505	505	-	-
Fleet Services	-	-	-	-	-
Intra-municipal Services	1,030	816	556	(260)	(31.9)
Utilities & Other Charges	94	105	280	175	166.7
Transfer to Capital	858	30	967	937	3,123.3
Subtotal	4,198	3,581	4,453	872	24.4
Intra-municipal Recoveries	(2,628)	(2,874)	(2,805)	69	(2.4)
<b>Total Expenditure &amp; Transfers</b>	<b>1,570</b>	<b>707</b>	<b>1,648</b>	<b>941</b>	<b>133.1</b>
<b>Net Operating Requirement</b>	<b>\$ 712</b>	<b>\$ 677</b>	<b>\$ 681</b>	<b>\$ 4</b>	<b>0.6</b>
<b>Full-time Equivalents</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>	<b>-</b>	

## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. \$937

An increase of \$937 is due to rental revenue from properties purchased for the Southeast to West LRT project. This revenue is temporary in nature until the LRT construction starts. This revenue is transferred to capital as a funding source for Southeast to West LRT project.

### Expenditures & Transfers - Changes

#### Personnel \$20

Movement towards the job rate and changes in benefits is \$20.

#### Intra-municipal Services (\$260)

Charges for City-owned building space rent and accommodation decreased by \$175. The remainder of the decrease accounts for reductions in utility allocations, custodial and building maintenance charges.

## Branch — LRT Design and Construction

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### **Utilities & Other Charges \$175**

An increase of \$175 is for externally leased property space rent.

### **Transfer to Capital \$937**

An increase of \$937 is due to the increase in temporary rental revenue transferred to capital to fund the Southeast to West LRT project.

### **Intra-municipal Recoveries \$69**

Recoveries from capital have decreased by \$69 primarily due to a decrease in intra-municipal services.

### **Full-time Equivalents - Changes**

There is no FTE change for 2014 approved budget.

# Branch — LRT Design and Construction

## Approved 2014 Budget – Program Summary

### Program Name - LRT Design and Construction

[Link to 10-Year Strategic Goals](#)



### Results to be Achieved

The LRT Design and Construction group makes LRT expansion a reality in the most efficient and effective way possible. LRT will provide citizens with convenient and affordable transportation options.

### Cost Drivers

- Schedule of LRT construction approved by City Council
- Status of LRT plans and designs

### Service Standards

LRT Design and Construction engineering and project management services are delivered using the most appropriate procurement methods to ensure the effective application of capital funding. Services ensure that projects honour funding agreements with other levels of government, and that the scope is within the project parameters approved by City Council. Communication and public involvement programs keep citizens and stakeholders informed to meet their expectations to the extent possible.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 858	\$ 30	\$ 30	\$ 967
Expenditure & Transfers	4,198	3,085	3,581	4,453
Subtotal	3,340	3,055	3,551	3,486
Intra-municipal Recoveries	(2,628)	(2,390)	(2,874)	(2,805)
Net Operating Requirement	\$ 712	\$ 665	\$ 677	\$ 681
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		9.0	9.0	9.0
Union		4.0	4.0	4.0
Temporary		1.0	1.0	1.0
Full - Time Equivalents		16.0	16.0	16.0

### 2013 Services

- Provided design, administrative support and construction project management for the North LRT to NAIT line
- Provided engineering design services for the Northwest LRT extension from NAIT to Northwest City limits
- Continued to provide preliminary design services for the Southeast to West LRT
- Provided commissioning and testing procedures of North LRT prior to public use and revenue service
- Enforce and monitor contractor compliance with Enviso requirements, City environmental regulations as well as City construction standards

### Changes in Services for 2014

- Develop a Public-Private Partnership (P3) procurement process and contract documents for Valley Line - Stage 1 - from Mill Woods Town Centre to Centre West which is part of Southeast to West LRT project.
- Provide engineering support to rail and LRT related projects such as Cultural Campus Pedway, Fort Edmonton re-rail, and Airport Development

# Branch — Roads Design and Construction

## Introduction

The Roads Design and Construction Branch provides services that maintain the roadway system within the City of Edmonton. This Branch is responsible for managing the effective delivery of a high quality and full suite of capital projects on time and within budget. A high level of technical and management expertise is utilized to implement industry best practices and lead project excellence.

The Branch coordinates and administers the roadway related improvements for the City of Edmonton. As construction activities proceed, public involvement ensures ongoing communications with key stakeholders.



The Branch provides design services ranging from preliminary designs to detailed construction drawings for contractors to build the necessary infrastructure. The Branch's project management services lead the project from initial cost estimates right through to completion of construction.

Experienced on-location resident engineering and inspection services are provided to keep projects on budget and to manage contractor performance.

Maximum value for the City of Edmonton is attained through assessing the most effective delivery method; from traditional design, bid, build to alternative procurement and delivery approaches.

Typical roadway projects include but are not limited to:

- Arterial Roads construction and rehabilitation
- Neighbourhood renewal
- Freeway interchanges
- Bridge rehabilitation and reconstruction
- Active transportation facility construction
- Improvements to street lighting, alleys, curb and gutter and sidewalks
- Streetscape projects

Construction contract administration is performed through the preparation of contract documents, public tendering, quality monitoring and warranty tracking.



# Branch — Roads Design and Construction

## Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ -	\$ -	\$ -	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	10,984	12,493	12,485	(8)	(0.1)
Materials, Goods & Supplies	327	387	387	-	-
External Services	531	139	139	-	-
Fleet Services	13	12	14	2	16.7
Intra-municipal Services	2,297	1,680	1,673	(7)	(0.4)
Utilities & Other Charges	302	490	415	(75)	(15.3)
Transfer to Reserves	-	-	-	-	-
Subtotal	14,454	15,201	15,113	(88)	(0.6)
Intra-municipal Recoveries	(13,092)	(13,766)	(13,701)	65	(0.5)
<b>Total Expenditure &amp; Transfers</b>	<b>1,362</b>	<b>1,435</b>	<b>1,412</b>	<b>(23)</b>	<b>(1.6)</b>
<b>Net Operating Requirement</b>	<b>\$ 1,362</b>	<b>\$ 1,435</b>	<b>\$ 1,412</b>	<b>\$ (23)</b>	<b>(1.6)</b>
<b>Full-time Equivalents</b>	<b>109.0</b>	<b>109.0</b>	<b>109.0</b>	<b>-</b>	<b>-</b>

## Budget Changes for 2014

(\$000)

### Expenditures & Transfers - Changes

#### Personnel (\$8)

Movement toward job rate and changes in benefits is \$8.

#### Fleet Services \$2

There is an increase of \$1 for future replacement of the fleet. An increase of \$1 is attributed to a fuel cost increase.

#### Intra-municipal Services (\$7)

Charges for space rent, Corporate Centre for Project Management, building maintenance, custodial and Corporate Services decreased by \$7.

#### Utilities & Other Charges (\$75)

A decrease of \$75 is for centralization of training costs to the Office of the General Manager.

# Branch — Roads Design and Construction

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## **Intra-municipal Recoveries \$65**

Intra-municipal recoveries from capital have correspondingly decreased by \$65 due to reductions in overall expenditures.

## **Full-time Equivalent - Changes**

There is no FTE change for the 2014 approved budget.

# Branch — Roads Design and Construction

## Approved 2014 Budget – Program Summary

### Program Name - Arterial Roads

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The Arterial Roads group provides detailed design and project management services for all arterial roadway projects ranging from the construction, maintenance or rehabilitation of arterials roads to ensure the continued effective and efficient movement of people, as well as goods and services.

#### Cost Drivers

- Changes in budget allocated for arterial road renewal and/or growth projects

#### Service Standards

Arterial roads are assessed for surface distress and ride comfort every two years, and structural integrity every five years. An Infrastructure Management System (RIMS) evaluates asset deterioration to assist prioritizing the roads for rehabilitation by the most cost-effective method. Streetscape projects along arterials are coordinated with the Great Neighbourhoods capital program. The group coordinates new arterial roadway construction with developers as outlined in Arterial Roads for Development Policy C507.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	6,088	6,225	6,070	5,911
Subtotal	6,088	6,225	6,070	5,911
Intra-municipal Recoveries	(5,581)	(5,689)	(5,548)	(5,415)
Net Operating Requirement	\$ 507	\$ 536	\$ 522	\$ 496
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		18.0	18.0	18.0
Union		11.0	11.0	11.0
Temporary		-	-	-
Full - Time Equivalents		31.0	31.0	31.0

#### 2013 Services

- Provided project management and engineering design services to ensure effective administration of arterial roadway contracts
- Completed preliminary designs to detailed construction drawings for arterial capital projects
- Completed major projects such as Central Station Repairs, 108 Street Streetscape, and widenings of 34 Avenue (34 Street to 48 Street) and 153 Avenue (Manning Drive to 50 Street)
- Enforced and monitored contractor compliance with Enviso requirements
- Provided construction inspection to ensure constructed roadways comply with city standards and specifications

#### Changes in Services for 2014

- Continue to provide current levels of service and support for new and continuing arterial roadway projects
- Continue work on arterial roadway projects such as Guardian Road / Lewis Estates Boulevard Widening, 63 Avenue Underpass Reconstruction and Stony Plain Road Streetscape



# Branch — Roads Design and Construction

## Approved 2014 Budget – Program Summary

### Program Name - Neighbourhood Renewal

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The Neighbourhood Renewal Program provides a cost-effective approach to ensure the City's neighbourhoods are maintained in a sustainable way. Renewing Edmonton's neighbourhood infrastructure enhances the livability for citizens and enhances the pride they have in their community.

#### Cost Drivers

- Inventory of neighbourhoods
- Condition ratings of neighbourhoods' roadways and associated infrastructure
- Changes in standards/policy for managing deteriorating infrastructure

#### Service Standards

This program implements various renewal techniques that will improve sidewalk and roadway conditions and increase the service life of neighbourhood infrastructure. RIMS is applied to manage the growing renewal needs. The program coordinates with the Great Neighbourhoods Capital Program and the Drainage Neighbourhood Renewal Program. Roadway and associated infrastructure improvements are assessed for local improvements as per the Local Improvements Policy C433D.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	5,277	6,821	6,763	6,859
Subtotal	5,277	6,821	6,763	6,859
Intra-municipal Recoveries	(4,648)	(6,158)	(6,087)	(6,177)
Net Operating Requirement	\$ 629	\$ 663	\$ 676	\$ 682
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		23.0	23.0	23.0
Union		15.0	15.0	15.0
Temporary		21.0	21.0	21.0
Full - Time Equivalents		60.0	60.0	60.0

#### 2013 Services

- Provided design, project management and on-site construction inspection for neighbourhoods that have been prioritized for renewals
- Coordinated reconstruction of roadways: North Glenora, Grovenor, Delton, Argyll and Hazeldean
- Coordinated renewal consisting of roadway overlay in Aldergrove, Bannerman, Belmean, Brander Gardens, Keheewin, Lago Lindo, Laurier Heights (east of 139 Street), and Pollard Meadows

#### Changes in Services for 2014

- Continue to provide current levels of service and support for new and continuing projects
- Coordinate reconstruction of roadways in Cromdale, Glenora, and Laurier Heights (west of 139 Street)
- Coordinate renewal consisting of roadway overlay in Dechene, Evansdale, Newton, Ormsby Place (east of 187A Street), Ramsey Heights, and Sweetgrass

# Branch — Roads Design and Construction

## Approved 2014 Budget – Program Summary

### Program Name - Special Projects

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The Special Projects program delivers design, project management, on-location engineering, inspection and contract administration for special projects in the road right-of-way, focusing on bridges and interchanges.

#### Cost Drivers

- Changes in capital budget for special roadway projects

#### Service Standards

Special Projects is accountable for delivering the appropriate quality and scope of capital projects on time and on budget. The group provides technical and management expertise to implement industry best practices and lead project excellence.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	3,089	2,247	2,368	2,343
Subtotal	3,089	2,247	2,368	2,343
Intra-municipal Recoveries	(2,863)	(2,022)	(2,131)	(2,109)
Net Operating Requirement	\$ 226	\$ 225	\$ 237	\$ 234
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		11.0	11.0	11.0
Union		6.0	6.0	6.0
Temporary		-	-	-
Full - Time Equivalents		18.0	18.0	18.0

#### 2013 Services

- Provided design and construction project management services for special projects in the roadway right-of-way
- Coordinated construction of sidewalks, bus stops, curb ramps, and cycling infrastructure
- Provided project management services for Northeast Anthony Henday Drive Connectors
- Coordinated Bridge Rehabilitation Program including bridge assessments, design and construction of various locations including the Waltherdale Bridge replacement and the 102 Ave/Groat Road Bridge replacement
- Provided project management services for the 41 Avenue and QEII Highway interchange

#### Changes in Services for 2014

- Continue to provide current levels of service and support for new and continuing special roadway projects

# Branch — Traffic Safety and Automated Enforcement

## Introduction

The Office of Traffic Safety (OTS) makes Edmonton's roads and communities safer through education, engineering, enforcement and evaluation. Traffic safety is important for the citizens and a major priority for the City of Edmonton. A safe transportation system contributes to a strong sense of community and the liveability of our city.

The Office of Traffic Safety evaluates traffic data to support effective management and enforcement of local traffic. Collision data is reviewed and analyzed to create recommendations for speed management initiatives and community safety programs.



Intersections are high-risk locations for collisions. Risky behaviour like speeding and running red lights have serious consequences, including collision, injury, and death. OTS delivers programs that reduce speeding, deter risky driver behaviour at intersections and reduce collisions, especially ones that involve injury.

The Office of Traffic Safety installs and manages intersection safety cameras at high-collision intersections. OTS also contracts Photo Radar Operators, who are appointed Peace Officers, to conduct photo radar enforcement at various locations throughout the city.

By working closely with the Edmonton Police Service, the Office of Traffic Safety is able to reduce speeding, reduce impaired driving, and increase seat belt use.

The Office of Traffic Safety also collaborates with external organizations such as the Edmonton Federation of Community Leagues, Edmonton Public School Board and Edmonton Catholic School District to provide education and to involve Edmontonians in traffic safety initiatives within their community.



# Branch — Traffic Safety and Automated Enforcement

## Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 20,684	\$ 30,100	\$ 30,100	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>20,684</b>	<b>30,100</b>	<b>30,100</b>	<b>-</b>	<b>-</b>
<b>Expenditure &amp; Transfers</b>					
Automated Enforcement Expenditures					
Automated Enforcement Operations	7,779	4,796	5,121	325	6.8
Ticket Processing - PETS	302	1,550	1,200	(350)	(22.6)
Ticket Processing - IT Support	111	111	222	111	100.0
Ticket Processing - Printing	-	54	54	-	-
Traffic Safety - Operating					
OTS Analysis & Research	2,622	2,653	2,567	(86)	(3.2)
Traffic Safety - Transportation	226	1,344	1,344	-	-
Traffic Management Center - IT Support	-	111	111	-	-
Capital Funding					
Integrated Speed Equipment	-	2,377	3,477	1,100	46.3
Prior Year's Capital Repayment	-	1,404	304	(1,100)	(78.3)
Subtotal	11,040	14,400	14,400	-	-
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>11,040</b>	<b>14,400</b>	<b>14,400</b>	<b>-</b>	<b>-</b>
<b>Net Operating Requirement *</b>	<b>\$ (9,644)</b>	<b>\$ (15,700)</b>	<b>\$ (15,700)</b>	<b>\$ -</b>	<b>-</b>
<b>Full-time Equivalents</b>	-	-	-	-	-

\* Note: \$15,700 is the amount transferred to Edmonton Police Service (EPS) providing a funding source for traffic safety initiatives. This transfer is part of EPS's total tax levy requirement.

## Budget Changes for 2014

(\$000)

### Expenditures & Transfers - Changes

#### Automated Enforcement Expenditures \$86

An increase of \$250 in Automated Enforcement Operations for software contract to maintain Photo Enforcement Ticketing System (PETS), an increase of \$65 for Peace Officers' contract according to the existing agreement and an increase of \$10 primarily due to intra-departmental charges such as building maintenance.

An increase of \$111 in Ticket Processing - IT Support due to additional software maintenance support required for PETS.

A reduction of \$350 in Ticket Processing - PETS primarily for decreases in personnel costs, furniture and office machinery purchases.

# Branch — Traffic Safety and Automated Enforcement

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## **Traffic Safety Operating (\$86)**

There is an increase of \$31 primarily for future replacement of the fleet. A decrease of \$76 is attributed to a fuel cost reduction. The remaining decrease of \$41 is primarily due to lower utility costs.

## **Capital Funding**

Integrated Speed Equipment (intersection safety cameras and photo laser cameras and photo radar vehicles) capital expenditures for 2014 are expected to be higher by \$1,100. Placement of intersection safety camera equipment is based on detailed analysis of safety factors. The repayment of the prior years' Integrated Speed Equipment capital expenditures is expected to decrease by \$1,100 (balance at the end of 2012 is \$10,739).

## **Full-time Equivalent - Changes**

There are no FTE changes for 2014 approved budget.

There are 52 FTEs to support the Traffic Safety and Automated Enforcement program from the following branches:

Transportation Operations, Transportation Services Department:

Photo Enforcement Operations 22 FTEs, includes Ticket Processing - PETS 9 FTEs

OTS Analysis & Research 14 FTEs

Traffic Safety - Transportation 10 FTEs

Transportation Planning, Transportation Services Department:

Traffic Safety - Transportation 2 FTEs

Materials Management, Corporate Services Department:

Ticket Processing - Printing 1 FTE

Information Technology, Corporate Services Department:

Ticket Processing - IT Support: 2 FTEs

Traffic Management Center - IT Support: 1 FTE

# Branch — Traffic Safety and Automated Enforcement

## Approved 2014 Budget – Program Summary

### Program Name - Traffic Safety and Automated Enforcement

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The Office of Traffic Safety strives to make Edmonton's roads and communities safer through education, engineering, enforcement and evaluation. A safe transportation system contributes to a strong sense of community and the liveability of our city.

#### Cost Drivers

- Driver behaviour
- Equipment performance and use of technology
- Specialized knowledge

#### Service Standards

The Office of Traffic Safety works to continually improve the safety of the roadways as outlined in the Traffic Safety Strategy and the Implementation of Safety Measures Around Schools Policy C514. The Traffic Safety Strategy focuses on reducing traffic collisions, increasing seat belt wearing rate, and reducing the incidence of impaired driving. Automated enforcement equipment is used to deter dangerous driving, coordinated with the Edmonton Police Service to enforce traffic laws and bylaws.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 20,684	\$ 32,400	\$ 30,100	\$ 30,100
Expenditure & Transfers	11,040	16,700	14,400	14,400
Subtotal	(9,644)	(15,700)	(15,700)	(15,700)
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ (9,644)	\$ (15,700)	\$ (15,700)	\$ (15,700)
Management		-	-	-
Professional/Technical/Union Exempt		-	-	-
Union		-	-	-
Temporary		-	-	-
Full - Time Equivalents *		-	-	-

#### 2013 Services

- Performed traffic safety reviews and collision data analysis
- Reviewed speed management initiatives and community safety programs
- Managed all various photo enforcement technologies and aspects of equipment purchase, certification, deployment, maintenance and violation processing
- Collaborated with Edmonton Police Services to address traffic safety through education, engineering and enforcement programs
- Promoted traffic safety, increase levels of awareness and provide education through the organization of events

#### Changes in Services for 2014

- Enhance management and control of the program as a whole including all aspects of Automated Enforcement Violations as recommended by the City Auditors in their report of August 29, 2013
- Influence positive driver behaviour through advertising and public education
- Continue with current enforcement strategies

\*Note: 52.0 FTEs supporting this program are part of various branches. The details for these FTEs are included on a prior page.



# Branch — Transportation Operations

## Introduction

Transportation Operations enables the effective operation of the existing transportation network. It ensures that thousands of pedestrians, motorists and cyclists can move safely and efficiently in the city. Branch activities support a wide range of services including operating the traffic signal network, snow and ice control, maintaining streetlighting and performing roadway maintenance.

## Roadway Maintenance

Roadway Maintenance works to preserve and increase the service life of our roadway assets. This group is responsible for spring clean-up and the street cleaning campaign, as well as providing roadway infrastructure maintenance and repairs such as pothole filling, patch paving, and sidewalk repair. The group is also responsible for microsurfacing roadways as part of neighbourhood renewal program.



## Snow and Ice Control

Transportation Operations is committed to providing effective snow and ice control that make it possible for all modes; pedestrians, bicyclists, transit users, automobiles and goods movement vehicles to commute and travel safely in all seasons. A priority system is applied to roadways and sidewalks in order to keep traffic flowing smoothly during any given snow event. This group is also responsible for managing snow storage and sand recycling facilities.

## Engineering Services

The Engineering Services section provides engineering expertise in several specialized areas to support all City departments as well as other municipalities and external agencies such as EPCOR. The section's areas of expertise include geotechnical and environmental engineering, landslide and erosion repair, and materials engineering.

This group provides construction materials research and testing, construction quality assurance, pavement structural design and analysis and construction survey services. Environmental management programs include noise and vibration monitoring, contaminated site remediation, monitoring and reporting of meltwater from snow storage facilities and the aggregate recycling program.



## Traffic Operations

Traffic Operations designs and manages Edmonton's traffic signals and streetlights to optimize traffic flow for all road users with emphasis on transit and goods movement. The group manages maintenance of signals, signage and streetlight infrastructure in coordination with EPCOR. The Traffic Management Centre operates traffic signals, traffic cameras, message signs, and other technology to move traffic safely and efficiently through the City.

Traffic operations manages traffic control and traffic bylaws. This group is responsible for traffic signing and on-street traffic control including temporary approvals and detours for construction projects or special events. Traffic Control also manages on-street parking, parking meters and the bylaws regarding parking, traffic and speed.





# Branch — Transportation Operations

## Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 9,350	\$ 6,599	\$ 6,599	\$ -	-
Parking Meters	6,361	7,218	6,868	(350)	(4.8)
Grants	2,785	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>18,496</b>	<b>13,817</b>	<b>13,467</b>	<b>(350)</b>	<b>(2.5)</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	69,408	74,026	75,217	1,191	1.6
Materials, Goods & Supplies	34,892	32,988	32,867	(121)	(0.4)
External Services	36,682	33,171	34,682	1,511	4.6
Fleet Services	26,127	27,740	29,162	1,422	5.1
Intra-municipal Services	2,077	2,808	2,496	(312)	(11.1)
Utilities & Other Charges	11,331	12,105	12,560	455	3.8
Transfer to Reserves	655	550	1,375	825	150.0
Subtotal	181,172	183,388	188,359	4,971	2.7
Intra-municipal Recoveries	(39,071)	(34,605)	(36,689)	(2,084)	6.0
<b>Total Expenditure &amp; Transfers</b>	<b>142,101</b>	<b>148,783</b>	<b>151,670</b>	<b>2,887</b>	<b>1.9</b>
<b>Net Operating Requirement</b>	<b>\$ 123,605</b>	<b>\$ 134,966</b>	<b>\$ 138,203</b>	<b>\$ 3,237</b>	<b>2.4</b>
<b>Full-time Equivalents</b>	<b>793.1</b>	<b>852.8</b>	<b>852.8</b>	<b>-</b>	

### Budget Changes for 2014

(\$000)

#### Revenue & Transfers - Changes

##### User Fees, Fines, Permits, etc. \$(350)

A \$350 reduction in parking meter revenue is due to a change in GST legislation whereby parking meter revenue now requires GST remittance

#### Expenditures & Transfers - Changes

##### Personnel \$1,191

Movement towards job rate and changes in benefits for \$1,191.

##### Materials, Goods & Supplies \$(121)

An increase of \$496 is for hired equipment in Roadway Maintenance program. A decrease of \$490 is due to curb ramp program and auxiliary structures (replacement of wooden stairs in River Valley) being completed and no longer to be recovered from capital. The remaining decrease of \$127 is primarily due to a reduction in costs for furniture, office machinery and desktop support.

# Branch — Transportation Operations

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## **External Services \$1,511**

An increase of \$1,100 for the plastics paving contract will be recovered from capital. An increase of \$312 is for contracting roadway sand waste disposal due to capacity limitations at the Waste Management Center landfill. An increase of \$144 is for the inventory growth from contributed assets impacting streetlight and signals maintenance. The remaining decrease of \$45 is for various cost reductions.

## **Fleet Services \$1,422**

There is an increase of \$288 for future replacement of the fleet and an increase of \$797 for maintaining the fleet. An increase of \$337 is attributed to a fuel cost increase. The major cost driver is inflation and increased fleet usage.

## **Intra-municipal Services \$(312)**

A decrease of \$312 is due to the Waste Management Center's review of accepting roadway sand waste due to landfill capacity limitations.

## **Utilities & Other Charges \$455**

An increase of \$207 is due to changes in utility rates. An increase of \$197 is for the inventory growth from contributed assets impacting streetlight and signals maintenance. The remaining \$51 is primarily due to higher insurance claim costs related to System Damages to assets such as light posts and traffic signs.

## **Transfer to Reserves \$825**

There is an increase of \$825 in transfer to Aggregate Reserve due to rate increases for asphalt and sand products in order to fund the replacement of aging aggregate plant equipment.

## **Intra-municipal Recoveries \$(2,084)**

An increase in recoveries for capital work of \$1,100 for the plastics paving contract, \$993 for grind & overlay and detour work, and \$750 for testing on soil, concrete, asphalt and aggregate products. A reduction in recoveries from capital of \$490 is for the curb ramp program and auxiliary structures completion. The remaining decrease of \$269 is for changes in various intra-municipal recoveries.

## **Full-time Equivalent - Changes**

There is no FTE change for the 2014 approved budget.

# Branch — Transportation Operations

## Approved 2014 Budget – Program Summary

### Program Name - Roadway Maintenance

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Maintenance of the transportation system means keeping roads, sidewalks and public spaces in good repair, clean and free from litter. A transportation system that is well-maintained in all seasons promotes economic vitality and a positive city image.

#### Cost Drivers

- Increasing roadway inventory
- Decreasing roadway condition
- Severity of winter season affecting spring roadway cleaning and pothole maintenance

#### Service Standards

Roadways are cleaned in adherence to Roadway Cleaning Policy C550 which sets spring and summer roadway cleaning standards. The Risk-Based Infrastructure Management System (RIMS) assesses asset deterioration and uses a risk based approach to allocate the available infrastructure funding to the growing renewal needs. The Roadway Maintenance group strives to manage the roads, sidewalks and active mode infrastructure to minimize total life cycle costs, yet sustain levels of service and safety.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 5,900	\$ 5,502	\$ 2,387	\$ 2,387
Expenditure & Transfers	64,816	67,305	66,513	66,579
Subtotal	58,916	61,803	64,126	64,192
Intra-municipal Recoveries	(9,529)	(6,077)	(6,908)	(7,053)
Net Operating Requirement	\$ 49,387	\$ 55,726	\$ 57,218	\$ 57,139
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		14.7	15.0	15.0
Union		260.0	300.7	300.7
Temporary		29.3	29.2	29.2
Full - Time Equivalents		305.0	345.9	345.9

#### 2013 Services

- Executed the spring street sweeping campaign between April 22 until June 17
- Recovered two thirds of the applied winter abrasive material during street sweeping program to recycle for future winter season use
- Completed repairs and maintenance to roadways and roadway infrastructure to maintain safe conditions and preserve the asset value of the roadway network
- Filled over 600,000 potholes
- Microsurfaced roadways in Athelon and Rideau Park to increase service life of infrastructure

#### Changes in Services for 2014

- Maintain current levels of service on the growing roadway and active transportation network with no increase in resources through ongoing efficiency reviews.
- Microsurface roadways in Killarney and York to increase service life of infrastructure

# Branch — Transportation Operations

## Approved 2014 Budget – Program Summary

### Program Name - Snow and Ice Control

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The Snow and Ice Control program ensures that the transportation network is maintained to allow all users to travel safely during the winter season. Effective snow and ice control minimizes economic loss to the community, protects the environment and facilitates the movement of emergency vehicles.

#### Cost Drivers

- Changes to the service standards
- Increases to the roadway inventory
- Fluctuations in winter conditions

#### Service Standards

Services are delivered in accordance with the Snow and Ice Control Policy C409G. Freeways and major roadways are sanded regularly and plowed within 36 hours of a snowfall. Collectors and major transit routes are sanded regularly and plowed within 48 hours. Local roadways are bladed to a level snowpack starting within 48 hours and completed within 5 days.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 104	\$ 13	\$ 13	\$ 13
Expenditure & Transfers	55,599	53,526	53,548	55,016
Subtotal	55,495	53,513	53,535	55,003
Intra-municipal Recoveries	(2,969)	(3,843)	(1,669)	(1,779)
Net Operating Requirement	\$ 52,526	\$ 49,670	\$ 51,866	\$ 53,224
Management *		-	-	-
Professional/Technical/Union Exempt *		-	-	-
Union		174.5	174.3	174.3
Temporary		30.0	27.0	27.0
Full - Time Equivalents		204.5	201.3	201.3

#### 2013 Services

- Managed snow and ice program as per the Snow and Ice Control Policy C409G
- Sanded roadways as per service standard
- Plowed roadways as per service standard
- Bladed all residential roadways within 5 days to a 5 cm snow pack
- Plowed snow from shared use paths and sidewalks adjacent to City owned land within 48 hours
- Removed snow as required from roadways according to priority
- Reused sand recovered during spring street sweeping campaign
- Managed 5 snow storage sites

#### Changes in Services for 2014

- Maintain current levels of service on the growing roadway and active transportation network
- \* Note: Management and Professional/Technical/Union Exempt FTEs for Snow and Ice Control are included in Roadway Maintenance

# Branch — Transportation Operations

## Approved 2014 Budget – Program Summary

### Program Name - Engineering Services

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

Engineering Services provides geo-environmental and pavement engineering, construction materials testing and research, geomatic services and aggregate materials processing services. This work is done primarily to support Transportation's roadway construction and maintenance programs, but is also routinely performed for other civic departments.

#### Cost Drivers

- Increases in the number and scale of capital roadway construction and maintenance programs
- Increases in the number and complexity of private development applications
- Increases in the quantity of city infrastructure requiring protection, maintenance or construction

#### Service Standards

This group ensures that the materials and construction techniques being delivered to the City meet contractual requirements and that civic, provincial and federal regulations and environmental management standards are achieved. The group is responsible for the production of low cost and high quality recycled aggregate products for use on City roadway construction and maintenance projects.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 1,333	\$ 552	\$ 567	\$ 567
Expenditure & Transfers	9,663	10,506	10,620	11,674
Subtotal	8,330	9,954	10,053	11,107
Intra-municipal Recoveries	(7,332)	(7,952)	(8,135)	(8,953)
Net Operating Requirement	\$ 998	\$ 2,002	\$ 1,918	\$ 2,154
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		15.0	15.0	15.0
Union		61.2	69.0	69.0
Temporary		12.1	12.2	12.2
Full - Time Equivalents		90.3	98.2	98.2

#### 2013 Services

- Provided field and laboratory testing for quality assurance of the construction materials and techniques
- Provided pavement engineering design and roadway rehabilitation expertise
- Provided construction surveying and geomatic services for Transportation Services
- Provided environmental engineering and contaminated site remediation expertise
- Monitored melt water discharges and groundwater related to the City's snow storage facilities
- Provided monitoring for vibrations, noise, groundwater and slope movement instrumentation
- Managed two major landslide repair projects for Transportation Services and Community Services
- Managed the Aggregate Materials Processing Program

#### Changes in Services for 2014

- No changes in services are planned for 2014

# Branch — Transportation Operations

## Approved 2014 Budget – Program Summary

### Program Name - Traffic Operations

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Traffic Operations provides the services that allow for the safe and efficient direction of all roadway users. The program provides traffic control management, right-of-way management, streetlight and signal maintenance, road and base mapping, road markings, on-street parking, as well as development and compliance of the City's traffic bylaws.

#### Cost Drivers

- Contract costs with EPCOR
- Inventory and condition of traffic signals, signs, pavement markings and street lights
- City land development, demand for underground locates, construction industry trends and utility rates

#### Service Standards

Traffic Operations ensures the safe and efficient operation of streetlights, signs, traffic signals, on-street parking meters, and citywide pavement markings. Adherence to the Street Lighting Renewal Policy C564 provides safe levels of residential lighting while minimizing light pollution, power consumption and greenhouse gas generation. This group ensures traffic infrastructure is implemented and maintained to civic, provincial and federal standards and regulations.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 11,159	\$ 10,394	\$ 10,850	\$ 10,500
Expenditure & Transfers	51,094	49,671	52,707	55,090
Subtotal	39,935	39,277	41,857	44,590
Intra-municipal Recoveries	(19,241)	(16,010)	(17,893)	(18,904)
Net Operating Requirement	\$ 20,694	\$ 23,267	\$ 23,964	\$ 25,686
Management		4.0	4.0	4.0
Professional/Technical/Union Exempt		40.0	39.0	39.0
Union		140.1	155.1	155.1
Temporary		9.2	9.3	9.3
Full - Time Equivalents		193.3	207.4	207.4

#### 2013 Services

- Operated and maintained over 99,000 streetlights, 140,000 signs, 1,100 traffic signals and 3,300 on-street parking meters
- Assessed and optimized the roadway networks traffic signal timings to accommodate all modes
- Installed, operated, managed and maintained traffic signals, traffic signs, markings and streetlight infrastructure to City standards
- Managed traffic routes and volumes for temporary traffic disruptions and special events with signs, detours, barricades and signal timings to promote efficient flow of vehicles, pedestrians and transit
- Provided on-street parking meters and residential parking programs
- Installed LED streetlights to promote environmental stewardship and energy cost savings

#### Changes in Services for 2014

- Manage GeoEdmonton partnership alliance
- Implement Light Efficient Community Policy
- Enhance parking services citywide
- Continue to provide current services on the increasing inventory of roadway streetlights, signs and signals

# Branch — Transportation Operations

## Program - Traffic Operations

FUNDED

### Streetlight Signals Inventory Growth - Impact of Contributed Assets

#### Results to be Achieved

Well-designed and well-maintained signals infrastructure provides personal safety for residents as well as traffic safety and efficiency for motorists. This package promotes effective mobility, improved livability, and financial sustainability through well-maintained assets.

#### Description

This service package identifies the additional resources required to maintain the inventory increases to the traffic signal system. Traffic signals require surveillance and periodic maintenance to ensure they operate properly 24 hours a day. An additional 17 signals have been added to the City's inventory as a result of residential and commercial developments. The City's signal maintenance and repair program is currently a contracted service performed by EPCOR under the Transportation Electrical Services Agreement.

#### Background

The City of Edmonton continues to grow and expand with the development of new neighbourhoods and commercial developments. Additional traffic signals are required to control and maintain the flow of traffic in new developments. The signals are provided by private developers and then transferred to the City to operate and maintain.

#### Options

This service package allows for inventory growth while maintaining the current service level. The service is currently a contracted service performed by EPCOR.

#### Implications of Not Funding

Traffic signals control the flow of traffic and are considered a high priority for repair (24 hr response and repair). Adequate resources are required to ensure that traffic signals are maintained regularly and repaired immediately for efficient traffic flow in and around the City. Not funding the program will increase the risk of not having adequate resources to maintain signals effectively and efficiently.

Incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 237	-	237	-	\$ 5	-	5	-	\$ 5	-	5	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 237</b>	<b>-</b>	<b>237</b>	<b>-</b>	<b>\$ 5</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>\$ 5</b>	<b>-</b>	<b>5</b>	<b>-</b>



# Branch — Transportation Operations

## Program - Traffic Operations

FUNDED

### Streetlight Maintenance Inventory Growth - Impact of Contributed Assets

#### Results to be Achieved

Well-designed and well-maintained street light infrastructure provides personal safety for residents as well as traffic safety and efficiency for motorists. This package promotes effective mobility, improved livability, and financial sustainability through well-maintained assets.

#### Description

This service package identifies the additional resources required to maintain a sustainable streetlight system. An additional 1000+ streetlights have been added to the City's inventory as a result of residential and commercial developments.

#### Background

The City of Edmonton continues to grow and expand with the development of new neighbourhoods and commercial developments. Private developers install new streetlighting in new neighbourhoods in accordance to the City's standards and specifications. A new neighbourhood will have approximately 200 streetlights, which are then added to the City's maintenance and repair programs.

#### Options

This service package allows for inventory growth while maintaining the current service level. The City's streetlight maintenance and repair program is currently a contracted service performed by EPCOR under the Transportation Electrical Services Agreement.

#### Implications of Not Funding

Not funding this service package would result in reduced levels of service. Funding is necessary to operate and maintain assets to maximize asset life, mitigate risks of failure, and maintain traffic and pedestrian safety.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 104	-	104	-	\$ 2	-	2	-	\$ 2	-	2	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 104</b>	<b>-</b>	<b>104</b>	<b>-</b>	<b>\$ 2</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>\$ 2</b>	<b>-</b>	<b>2</b>	<b>-</b>



# Branch — Transportation Planning

## Introduction

Transportation Planning includes both long-term and short-term planning activities for all modes of transportation in Edmonton. The development and implementation of strategic plans and policies guide Department actions in order to achieve the overall vision as described in *The Way We Move*. By providing high quality planning upfront, the Branch ensures long-term implementation of successful projects and effective application of available funding. Public consultation and engagement is another key aspect of all transportation planning initiatives.



## Development Planning and Engineering

Development Planning and Engineering reviews and approves the transportation components of land use plans and engineering designs for new growth areas, which carries into inspection and acceptance of the roadway construction carried out by private development. This team also supports economic development and responsible growth by the private sector.

## Facility and Capital Planning

Facility and Capital Planning develops and coordinates concept plans and initial designs for roadway widening, new roadway links, freeways, LRT, and transit improvements within the City. The section is a key link in the life of a transportation project - helping to take it from policy, through inception and concept planning, to design, construction and implementation.



## Sustainable Transportation

Sustainable Transportation works to encourage and support sustainable transportation options such as cycling, walking, and carpooling, including developing concept plans for active transportation infrastructure. Active modes (walking and cycling) are the most cost effective method of human transport. The group also manages and implements programs that address the transportation system's impact on the community such as Community Traffic Management Plans to address speeding and traffic shortcutting issues.

## Policy Implementation and Evaluation

The Policy Implementation and Evaluation Group manages the creation of *The Way We Move*, the City's Transportation Master Plan, its companion documents; the Implementation Plan and Progress Measures, as well as supporting plans and policy. As a basis for transportation decision making, this group monitors the current use of the transportation network by collecting data on traffic and public transit use and also develops transportation forecasting models predicting the long range projections of transportation information.



## Public Engagement

The Public Engagement section manages public involvement, social marketing, public education, and web initiatives for all Transportation projects and programs.

This area plays a key role in the development and coordination of all public involvement aspects of the Transportation projects and works to encourage mode-shift behaviour changes. Their work minimizes risks by engaging stakeholder in projects as they develop.

# Branch — Transportation Planning

## Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 1,171	\$ 709	\$ 69	\$ (640)	(90.3)
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>1,171</b>	<b>709</b>	<b>69</b>	<b>(640)</b>	<b>(90.3)</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	11,690	12,612	12,645	33	0.3
Materials, Goods & Supplies	542	604	601	(3)	(0.5)
External Services	2,992	2,752	2,244	(508)	(18.5)
Fleet Services	57	46	55	9	19.6
Intra-municipal Services	267	224	238	14	6.3
Utilities & Other Charges	1,224	1,289	1,360	71	5.5
Transfer to Reserves	6	-	-	-	-
Subtotal	16,778	17,527	17,143	(384)	(2.2)
Intra-municipal Recoveries	(780)	(2,933)	(3,640)	(707)	24.1
<b>Total Expenditure &amp; Transfers</b>	<b>15,998</b>	<b>14,594</b>	<b>13,503</b>	<b>(1,091)</b>	<b>(7.5)</b>
<b>Net Operating Requirement</b>	<b>\$ 14,827</b>	<b>\$ 13,885</b>	<b>\$ 13,434</b>	<b>\$ (451)</b>	<b>(3.2)</b>
<b>Full-time Equivalents*</b>	116.7	114.6	114.6	-	

\*Note: Includes the Office of the General Manager

## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. (\$640)

A decrease of \$600 is due to the transfer of inspection revenue to Current Planning. This reduction is offset by increased recoveries from Current Planning for services provided in the area of land development application review, engineering drawing review, and development construction inspection. A reduction in volume in curb crossing inspection revenue and salvage revenue accounts for the balance.

### Expenditures & Transfers - Changes

#### Personnel \$33

Movement towards job rate and changes in benefits is \$33.

#### Materials, Goods & Supplies (\$3)

A decrease of \$3 in desktop support cost.

# Branch — Transportation Planning

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## **External Services (\$508)**

A reduction of \$500 consulting costs is due to efficiency review. This reduction represents approximately 20% reduction in consulting services budget. Reduction in printing costs accounts for the balance.

## **Fleet Services \$9**

There is an increase of \$7 for future replacement of the fleet and a decrease of \$3 for maintaining the fleet. An increase of \$5 is attributed to a fuel cost increase.

## **Intra-municipal Services \$14**

Charges for custodial service, building maintenance, material management, and parking increased by \$14.

## **Utilities & Other Charges \$71**

There is an increase of \$75 due to centralization of training costs in the Office of the General Manager from the Road Design and Construction Branch. A decrease in phone charge accounts for the balance.

## **Intra-municipal Recoveries (\$707)**

An increase in recoveries of \$682 from Current Planning for services provided in the area of land development application review, engineering drawing review, and development construction inspection. An increase of \$25 from Transportation Operations for monitoring services provided.

## **Full-time Equivalent - Changes**

There is no FTE change for the 2014 approved budget.

# Branch — Transportation Planning

## Approved 2014 Budget – Program Summary

### Program Name - Transportation Planning

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

Transportation Planning develops long-term plans and policies to guide efficient and effective use by all modes of transportation. Through key planning initiatives set out in *The Way We Move*, the group implements the vision and the Strategic Goals for the transportation system. This program area also includes the Office of the General Manager.

#### Cost Drivers

- Increase in the number of corporate strategic initiatives/ transformative projects
- Increases in level of effort for concept plans and levels of rigor needed for project management
- Increases in public consultation and education and awareness for various projects

#### Service Standards

Transportation Planning guides Transportation Services' actions in order to achieve the overall Vision of *The Way We Move*. The group works to provide sustainable transportation options for citizens with the implementation of the Active Transportation Policy. The branch also supports design and construction groups with concept plans for the network. To ensure Transportation Services are responsible to citizen opinions, public consultation is integrated into transportation planning initiatives.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 203	\$ 31	\$ 31	\$ 11
Expenditure & Transfers	12,361	11,738	12,681	12,277
Subtotal	12,158	11,707	12,650	12,266
Intra-municipal Recoveries	(664)	(655)	(625)	(892)
Net Operating Requirement	\$ 11,494	\$ 11,052	\$ 12,025	\$ 11,374
Management		5.0	5.0	5.0
Professional/Technical/Union Exempt		31.0	33.0	33.0
Union		35.0	32.0	32.0
Temporary		3.0	3.0	3.0
Full - Time Equivalents		74.0	73.0	73.0

#### 2013 Services

- Completed concept plans for the Northwest LRT line, Yellowhead Trail and 149 Street and 215 Street
- Implemented social marketing programs to promote active transportation infrastructure
- Developed strategic plans, policies, procedures to achieve The Way We Move's strategic goals
- Completed the development of the Complete Streets Guidelines and associated policy
- Provided monitoring of the current transportation system and demand forecasting for long-term growth scenarios to provide guidance to decision making and information for the entire department
- Improved accessibility with the installation of curb ramps, and accessible bus stops
- Completed the installation of 20 km of new on-street bicycle infrastructure

#### Changes in Services for 2014

- Reductions in consulting services impacts ability to augment staff resources



# Branch — Transportation Planning

## Approved 2014 Budget – Program Summary

### Program Name - Development Services



#### Link to 10-Year Strategic Goals

#### Results to be Achieved

Development Planning and Engineering reviews and approves the transportation components of land use plans and engineering designs for new growth areas and redevelopments in areas of existing infrastructure. This group carries out inspection and acceptance of all roadway construction completed in support of private development.

#### Cost Drivers

- Increases in the number of land development circulations
- The need to meet industry's requirements

#### Service Standards

The group supports other departments with ongoing reviews of infrastructure put in place by the City and developers. The group ensures that well-planned projects are being implemented and that all development has appropriate access and mobility considerations. Expertise from this group integrates transit and transportation infrastructure with land use in coordination with Sustainable Development.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 968	\$ 673	\$ 678	\$ 58
Expenditure & Transfers	4,417	4,751	4,846	4,866
Subtotal	3,449	4,078	4,168	4,808
Intra-municipal Recoveries	(116)	(254)	(2,308)	(2,748)
Net Operating Requirement	\$ 3,333	\$ 3,824	\$ 1,860	\$ 2,060
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		16.0	17.0	17.0
Union		23.6	23.6	23.6
Temporary		2.1	-	-
Full - Time Equivalents		42.7	41.6	41.6

#### 2013 Services

- Implemented the Arterial Roadway Assessments Bylaw
- Reviewed and provided input and approval of the transportation and servicing components of Neighbourhood Structure Plans, Area Structure Plans, Zoning Amendments, Subdivision Applications, Development Permits and Road Closures
- Reviewed engineering drawings, arterial roadway drawings and redline drawing submissions submitted by developers
- Inspected recently constructed developments and issued Construction Completion Certifications and Final Acceptance Certification to developments in compliance with city standards

#### Changes in Services for 2014

- Current Planning Branch increased requirements





# Community Revitalization Levy

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## Introduction

A Community Revitalization Levy (CRL) is the funding source the City can use to dedicate future property tax revenue in a specific area to pay for a new public facility or new infrastructure. A CRL can be used to fund public projects designed to encourage new development and revitalize a specific part of the city. A new public project or investment in infrastructure encourages private sector investment that otherwise would not occur. The resulting new development generates tax revenue that would otherwise not occur, and raises property values within the area.

This source of financing was made available by an amendment of the Municipal Government Act. This legislation provides a mechanism whereby the baseline assessment for the properties within the Plan area will be frozen as at December 31 of the year the CRL bylaw is approved by the Province. Thereafter, any increase in the incremental value of the properties in the Plan Area forms the CRL Levy (both municipal and school), through which the capital investment made by the City of Edmonton in the project may be repaid. This levy is not an additional tax on property owners within the Plan area, rather it is dedicating the future amounts above the base line for the repayment of the costs of redevelopment projects for up to 20 years.

The City borrows money to pay for the construction of CRL projects. Once built, projects funded by the CRL spark new developments, and property values rise on existing developments. The City then uses the growth in taxes from new developments and increased property values within the CRL zone to pay back the borrowed funds for the CRL projects.

City Council and the Province have approved the Belvedere (Station Pointe) and the Quarters Community Revitalization Levies.

The Quarters Downtown CRL was approved in 2011. Infrastructure improvements are currently in progress and private-sector investment is already starting to appear.

The Belvedere CRL was approved in 2012. Infrastructure improvements are currently in progress which will bring new transit-oriented housing to this area of Fort Road.

Sustainable Development is responsible for the advancement of urban renewal initiatives through the implementation of Council approved revitalization plans including Quarters CRL and Belvedere CRL. These CRL's provide funding to invest in public infrastructure to attract private sector investment.



LAYING FOUNDATIONS FOR A SUSTAINABLE AND LIVEABLE CITY

# The Quarters Community Revitalization Levy

## Approved 2014 Budget (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Community Revitalization Levy	\$ 487	\$ 918	\$ 1,415	\$ 497	54.1
Transfer from Reserves	1,453	-	1,558	1,558	-
<b>Total Revenue &amp; Transfers</b>	<b>1,940</b>	<b>918</b>	<b>2,973</b>	<b>2,055</b>	<b>223.9</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	332	515	666	151	29.3
Materials, Goods & Supplies	11	21	21	-	-
External Services	325	68	58	(10)	(14.7)
Intra-municipal Services	263	3	3	-	-
Debt, Utilities & Other Charges	74	10	1,847	1,837	18,370.0
Grants	1,577	409	520	111	27.1
Subtotal	2,582	1,026	3,115	2,089	203.6
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>2,582</b>	<b>1,026</b>	<b>3,115</b>	<b>2,089</b>	<b>203.6</b>
<b>Net Operating Requirement</b>	<b>\$ 642</b>	<b>\$ 108</b>	<b>\$ 142</b>	<b>\$ 34</b>	<b>31.5</b>
<b>Full-time Equivalents</b>	5.0	5.0	5.0	-	

City Council approved Bylaw 15800, Schedule "A" - The Quarters Downtown Community Revitalization Levy (CRL) Plan on June 20, 2011. The Quarters CRL will provide funding for public infrastructure needed to attract private investment, redevelopment and revitalization of the defined area. Council approved \$56 million in funding for The Quarters. Capital costs for The Quarters will be financed through Borrowing Bylaw 15977 which was approved by Council in January 2012. 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 was set on December 31, 2011. Funds generated from both the Municipal and Provincial Tax Levy within the CRL boundary will be used to cover all costs of the CRL. The Quarters CRL will remain in place for up to a maximum of 20 years from 2012 to 2031.

Infrastructure improvements in the Quarters CRL are in progress and private-sector investment is starting to appear.

The Quarters CRL is projected to be in a positive annual cash position in 2017 with prior years' deficits plus base tax levy repaid by 2020.

# The Quarters Community Revitalization Levy

## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

#### **Community Revitalization Levy (CRL) \$497**

Increase Community Revitalization Levy (CRL) revenue generated from planned new development in The Quarters.

#### **Transfer from Reserves \$1,558**

Increase in draw from The Quarters CRL Reserve to fund projected 2014 revenue shortfall. This will be recovered from future years' CRL revenue.

### Expenditures & Transfers - Changes

#### **Personnel \$151**

Realignment of existing positions, movement toward job rate and changes in benefits.

#### **External Services (\$10)**

Decrease is comprised of a numbers of small changes.

#### **Debt, Utilities & Other Charges \$1,837**

Increase in projected debt servicing costs related to construction.

#### **Grants \$111**

Increase due to timing of % For Art payments.

# The Quarters Community Revitalization Levy

## Approved 2014 Budget – Program Summary

(\$000)

### Program Name - The Quarters CRL

[Link to 10-Year Strategic Goals](#)



### Results to be Achieved

The Quarters Downtown CRL funds investments in municipal infrastructure improvements that will attract private investment, redevelopment and revitalization to the area.

### Cost Drivers

- Increasing demand for input and collaboration with internal and external stakeholders
- Increasing property values and construction cost escalation
- Fragmented land ownership and ageing infrastructure

### Service Standards

Sound management and strategic implementation of The Quarters Downtown CRL Plan: advancing construction of Phase I; facilitating acquisition, remediation, and redevelopment of lands within The Quarters Downtown; coordinating implementation of infrastructure projects/private developments; collaborate with community partners to achieve the goal of building a safe, vibrant, engaged community and providing timely responses to Council inquiries.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 1,940	\$ 478	\$ 918	\$ 2,971
Expenditure & Transfers	2,582	1,120	1,026	3,113
Subtotal	642	642	108	142
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 642	\$ 642	\$ 108	\$ 142
Management		-	-	-
Professional/Technical/Union Exempt		2.0	2.0	2.0
Union		3.0	3.0	3.0
Temporary		-	-	-
Full - Time Equivalents		5.0	5.0	5.0

### 2013 Services

- Oversee infrastructure improvements, including: completion of detailed design of the Armature (96 Street), construction of streetscape improvements on 96 street, and new water main and shallow storm on 96 street
- Support delivery of public events to attract people to The Quarters, including: co-sponsoring the Edmonton Chinatown Conference, the Heritage Chinatown Nightmarket, and the Boyle Plaza 'What the Truck?' Food Truck Stop
- Development coordination and support for the advancement of projects in the Quarters, including Boyle Renaissance Phase 1 & 2, Five Corners, Artists Urban Village, York Hotel site, and the Quarters Hotel

### Changes in Services for 2014

- None

# The Quarters Community Revitalization Levy

## Financial Information - Quarters CRL (\$000)

	Project Total	Actual 2012	----- Projected -----					2018 to 2031
		2012	2013	2014	2015	2016	2017	
<b>Revenues</b>								
CRL Revenue	\$ 149,402	\$ 487	\$ 599	\$ 1,415	\$ 2,305	\$ 3,951	\$ 5,156	\$ 135,489
1 Base Tax Levy	\$ 710	142	142	142	142	142	-	-
<b>Total Revenues</b>	<b>150,112</b>	<b>629</b>	<b>741</b>	<b>1,557</b>	<b>2,447</b>	<b>4,093</b>	<b>5,156</b>	<b>135,489</b>
<b>Expenditures</b>								
Debt Servicing	69,117	77	1,036	1,837	3,197	3,936	3,936	55,098
4 Non-Capital Items	3,854	1,971	1,363	520	-	-	-	-
1 Administrative Costs	3,807	533	970	758	768	778	-	-
<b>Total Expenditures</b>	<b>76,778</b>	<b>2,581</b>	<b>3,369</b>	<b>3,115</b>	<b>3,965</b>	<b>4,714</b>	<b>3,936</b>	<b>55,098</b>
2 <b>Net Income (Deficit)</b>	<b>73,334</b>	<b>(1,952)</b>	<b>(2,628)</b>	<b>(1,558)</b>	<b>(1,518)</b>	<b>(621)</b>	<b>1,220</b>	<b>80,391</b>
<b>Cumulative Net Income (Deficit), End of Year</b>								
	<b>\$ 73,334</b>	<b>\$ (1,952)</b>	<b>\$ (4,580)</b>	<b>\$ (6,138)</b>	<b>\$ (7,656)</b>	<b>\$ (8,277)</b>	<b>\$ (7,057)</b>	<b>\$ 73,334</b>

	Project Total	Actual 2012	----- Projected -----		
		2012	2013	2014	2015
<b>Project Costs - Capital Profile 11-17-0407 (Phase I)</b>					
3 Infrastructure Improvements	\$ 52,146	\$ 12,821	\$ 7,359	\$ 21,009	\$ 10,957
4 Non Capital Items	3,854	1,971	1,363	520	-
	<b>\$ 56,000</b>	<b>\$ 14,792</b>	<b>\$ 8,722</b>	<b>\$ 21,529</b>	<b>\$ 10,957</b>
<b>Funding</b>					
Debt	\$ 52,146	\$ 12,821	\$ 7,359	\$ 21,009	\$ 10,957
2 FSR	3,854	1,971	1,363	520	-
	<b>\$ 56,000</b>	<b>\$ 14,792</b>	<b>\$ 8,722</b>	<b>\$ 21,529</b>	<b>\$ 10,957</b>

## Explanatory Notes

- 1 In the 2012 Operating budget, Council approved an operating expenditure budget of \$620 for The Quarters project office offset by \$478 in CRL revenue with net tax levy of \$142. 2012 expenditures will be lower than expected due to delays in hiring personnel dedicated to this project. Project office costs are expected to end after 2016.
- 2 The total deficit balance will be funded by the Financial Stabilization Reserve as bridge financing. Any deficit balances plus total Base Tax Levy (\$710) are projected to be repaid by future CRL revenues. In 2017, The Quarters CRL will be in a positive cash position with prior years' deficits plus Base Tax Levy repaid by 2020.
- 3 Future requirements for Phase 2 and Phase 3 capital for The Quarters will be presented to Council in 2014.
- 4 Non Capital Items include expenditures related to municipal incentives, remediation and operating activities for which the City will not be able to borrow.

# Belvedere Community Revitalization Levy

## Approved 2014 Budget (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Land Sales Residential	\$ -	\$ 8,840	\$ 5,200	\$ (3,640)	(41.2)
Belvedere CRL Tax Levy	-	168	347	179	106.4
<b>Total Revenue &amp; Transfers</b>	<b>-</b>	<b>9,008</b>	<b>5,547</b>	<b>(3,461)</b>	<b>(38.4)</b>
<b>Expenditure &amp; Transfers</b>					
Cost of Land Sold - Residential	-	3,998	1,586	(2,412)	(60.3)
Utilities & Other Charges	3,610	2,554	2,745	191	7.5
<b>Total Expenditure &amp; Transfers</b>	<b>3,610</b>	<b>6,552</b>	<b>4,331</b>	<b>(2,221)</b>	<b>(33.9)</b>
<b>Net Income (Loss)</b>	<b>\$ (3,610)</b>	<b>\$ 2,456</b>	<b>\$ 1,216</b>	<b>\$ (1,240)</b>	<b>(50.5)</b>

### Full-time Equivalents

- - - -

Belvedere CRL program includes the revenues from the Belvedere Community Revitalization Levy Bylaw 15932. The Belvedere CRL plan has been approved with a baseline date of December 31, 2012. The levy is equal to the incremental assessed value of property within the community revitalization area. The revenue raised is used for debt servicing costs and other direct costs associated with the redevelopment of property within the CRL area.

The development costs including debt servicing charges are anticipated to exceed the projected revenue in the early years. This shortfall will be bridge-financed by Land Enterprise's retained earnings, and is projected to be repaid by future years CRL revenues. In 2028, Belvedere CRL is expected to be in a positive cash position.

## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

**Land Sales Residential** \$ (3,640)

Decrease due to reduction in projected sale of residential lots.

**Belvedere CRL Tax Levy** \$ 179

Increase due to CRL lift related to natural growth, expected property development and sale of City owned property in the Belvedere CRL zone. The revenue is dedicated to funding the improvements made by the City within the CRL zone.

### Expenditures & Transfers - Changes

**Cost of Land Sold - Residential** \$ (2,412)

The decrease is due to lower residential lot sale projections for 2014.

**Utilities & Other Charges** \$ 191

The increase is due to an increase in debt service costs related to the Belvedere CRL.



# Belvedere Community Revitalization Levy

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Belvedere CRL



#### Link to 10-Year Strategic Goals

#### Results to be Achieved

The City of Edmonton Belvedere Community Revitalization Levy Regulation (AR 57/2010) provides investment funding for the public infrastructure program needed to encourage private sector investment and revitalization of the Fort Road area described in Edmonton's first transit oriented design vision laid out in the Fort Road Urban Design Plan.

#### Cost Drivers

Debt servicing costs, CRL administration

#### Service Standards

Services provided by this program include hardscaping, streetscaping and landscaping and ongoing marketing and sales work for remaining lots in Station Pointe, Edmonton's first transit-oriented community.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ 9,008	\$ 5,547
Expenditure & Transfers	3,160	-	6,552	4,331
Subtotal	(3,160)	-	2,456	1,216
Intra-municipal Recoveries	-	-	-	-
Net Income (Loss)	\$ (3,160)	\$ -	\$ 2,456	\$ 1,216
Management		-	-	-
Professional/Technical/Union Exempt		-	-	-
Union		-	-	-
Temporary		-	-	-
Full - Time Equivalents		-	-	-

#### 2013 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 2014

None.

# Belvedere Community Revitalization Levy

## Financial Information - Belvedere CRL (\$000)

	Project Total	Actual 2005 to 2012	----- Projected -----					2018 to 2032
			2013	2014	2015	2016	2017	
<b>Revenues</b>								
1 Land Sales	\$ 17,720	\$ -	\$ 3,640	\$ 5,200	\$ -	\$ 2,516	\$ 6,364	\$ -
Tax Levy CRL Revenue	39,441	-	180	347	423	500	688	37,303
<b>Total Revenues</b>	<b>57,161</b>	<b>-</b>	<b>3,820</b>	<b>5,547</b>	<b>423</b>	<b>3,015</b>	<b>7,053</b>	<b>37,303</b>
<b>Expenditures</b>								
Cost Of Land Sold	9,265	-	2,412	1,586	-	1,760	3,508	-
2 Debt Servicing	35,973	2,871	1,764	1,929	1,917	1,904	1,882	23,707
Other Costs	1,504	289	105	816	38	38	39	179
<b>Total Expenditures</b>	<b>46,742</b>	<b>3,160</b>	<b>4,281</b>	<b>4,331</b>	<b>1,955</b>	<b>3,702</b>	<b>5,428</b>	<b>23,886</b>
<b>Net Income (Deficit)</b>	<b>10,419</b>	<b>(3,160)</b>	<b>(461)</b>	<b>1,216</b>	<b>(1,531)</b>	<b>(687)</b>	<b>1,624</b>	<b>13,417</b>
3 <b>Cumulative Net Income (Deficit), End of Year</b>	<b>\$ 10,419</b>	<b>\$ (3,160)</b>	<b>\$ (3,621)</b>	<b>\$ (2,405)</b>	<b>\$ (3,936)</b>	<b>\$ (4,622)</b>	<b>\$ (2,998)</b>	<b>\$ 10,419</b>

	Project Total	Actual 2005 to 2012	----- Projected -----	
			2013	2014
<b>Project Costs - Capital Profile 04-16-2100</b>				
Infrastructure Improvements	\$ 23,906	\$ 17,219	\$ 6,687	\$ -
Land Developed	9,265	9,265	-	-
4 Non Capital Items	1,079	394	-	685
	<b>\$ 34,250</b>	<b>\$ 26,878</b>	<b>\$ 6,687</b>	<b>\$ 685</b>
<b>Funding</b>				
Debt	\$ 33,171	\$ 26,484	\$ 6,687	\$ -
Land Enterprise RE	1,079	394	-	685
	<b>\$ 34,250</b>	<b>\$ 26,878</b>	<b>\$ 6,687</b>	<b>\$ 685</b>

### Explanatory Notes

- The CRL is projected to end by 2030 as there will be sufficient cumulative net income to service the remaining debt payments and other CRL associated costs.
- The development costs including debt servicing charges are anticipated to exceed the projected revenue in the early years. This shortfall will be bridge-financed by Land Enterprise's Retained Earnings, and is projected to be repaid by future years CRL revenues. In 2028, Belvedere CRL is expected to be in a positive cash position.
- Includes project management and incentive program.
- Non Capital Items include expenditures related to municipal incentives and operating activities for which the City will not be able to borrow.

## Introduction

Edmonton Economic Development Corporation (EEDC) was established in 1993 by the City of Edmonton as an independent, not-for-profit corporate entity. EEDC is responsible for providing leadership to the economic growth strategy for Edmonton and the Capital Region, with specific accountability for the following core functions:

- Supporting Industry Growth and Diversification
- Stimulating Entrepreneurism and Innovation
- Marketing the City Image in Target Markets
- Managing the Shaw Conference Centre
- Boosting Tourism, Events and Attraction
- Enriching the Edmonton Research Park

EEDC maintains responsibility for each of the above activities; however, it works in partnership with key stakeholders in the economic development system – specifically, the City of Edmonton, Edmonton International Airport, the post-secondary institutions, the Government of Alberta, regional economic development agencies, Port Alberta, Productivity Alberta, TEC Edmonton, Startup Edmonton, Northlands and the Edmonton Chamber of Commerce – to generate prosperity for industry and heighten the standard of living for Edmontonians.

EEDC’s long-term objective remains the same: *Ensure Edmonton and the Capital Region outperforms every regional jurisdiction in North America consistently over the next 20 years.* As global and domestic economic conditions change, EEDC alters its strategies to ensure Edmonton maintains the most competitive business environment for industry prosperity, while establishing and implementing specific priorities that can advance the economy as a whole.

Over the past year, EEDC has made key changes to the organizational structure with a greater emphasis on

economic development as committed to last year; this will position us to successfully deliver on our commitments in The Way We Prosper.

Globally, we anticipate a continuance of a low-growth environment and our business units have developed strategies that ensures that Edmonton and the Capital Region is ready to compete for a share of that growth. Collectively, our business units are focused on five outcomes:

- Accelerated inflow of new business, investment and people;
- Confident, authentic image/brand that is well marketed in target jurisdictions;
- Competitive business environment that facilitates entrepreneurship, innovation and business expansion;
- Resilient and diversified industry growth and employment opportunities; and
- Informed, networked and engaged business and stakeholder community.

In support of these outcomes and in line with the strategic direction that was laid out last year, EEDC has prepared a balanced budget, which includes a stabilized core funding request of \$14.484 million.

### Service Package Request

As part of economic development, a strong entrepreneurial ecosystem is necessary to maintain and grow the business community. EEDC is requesting ongoing support of \$300,000 to provide an improved level of service for Edmonton’s creative entrepreneurial community by continuing to offer Startup Edmonton services as well as new innovation and entrepreneurship programs. This will be complimentary to the services offered by TEC Edmonton and will maximize benefits to entrepreneurs at various stages.

## OPERATING DIVISIONS

Enterprise Edmonton	Edmonton Tourism	Shaw Conference Centre	Edmonton Research Park
Drives attraction of business, investment and residents to Edmonton; shapes the culture of entrepreneurship in the City; and supports industry and stakeholders with economic analytics.	Drives the sales and marketing that stimulates hospitality, entertainment and retail industries in Edmonton, with a focus on major conferences / events, global image and visitor attraction and spend.	Generates economic impact by selling and hosting conventions, trade shows, and events, and contributes social value for the City.	Manages the physical assets of the Research Park including three incubator facilities as well as being responsible for the development of vacant lands within the park.



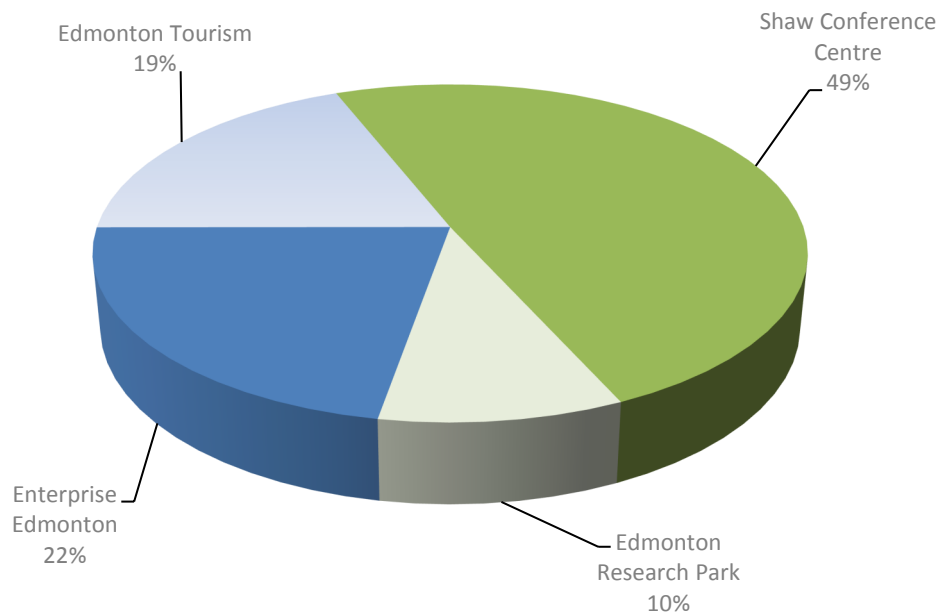
# Department — Edmonton Economic Development Corp.

## Approved 2014 Budget – Department Summary by Branch (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers (Note 1)</b>					
Enterprise Edmonton	\$ 667	\$ 1,100	\$ 900	\$ (200)	(18.2)
Edmonton Tourism	5,157	2,090	2,325	235	11.2
Shaw Conference Centre	13,905	15,077	15,200	123	0.8
Edmonton Research Park	2,227	2,969	2,637	(332)	(11.2)
<b>Total Revenue &amp; Transfers</b>	<u>21,956</u>	<u>21,236</u>	<u>21,062</u>	<u>(174)</u>	<u>(0.8)</u>
<b>Expenditure &amp; Transfers (Note 1)</b>					
Enterprise Edmonton	6,301	7,550	7,890	340	4.5
Edmonton Tourism	9,399	6,342	6,756	414	6.5
Shaw Conference Centre	16,408	17,422	17,500	78	0.4
Edmonton Research Park	3,204	3,528	3,406	(122)	(3.5)
Subtotal	35,312	34,842	35,552	710	2.0
Transfer to / (from) Reserve	(20)	544	294	(250)	(46.0)
<b>Total Expenditure &amp; Transfers</b>	<u>35,292</u>	<u>35,386</u>	<u>35,846</u>	<u>460</u>	<u>1.3</u>
<b>Net Operating Requirement</b>	<b>\$ 13,336</b>	<b>\$ 14,150</b>	<b>\$ 14,784</b>	<b>\$ 634</b>	<b>4.5</b>

Note 1: Prior year numbers are restated as we restructured the Marketing & Stakeholder Relations division to be centralized with the Corporate division.

## Expenditures by Branch



# Department — Edmonton Economic Development Corp.

## Approved 2014 Budget – Department Summary by Category (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers (Note 1)</b>					
Convention Centre Revenue	\$ 13,905	\$ 15,077	\$ 15,200	\$ 123	0.8
ERP Rental Revenue	2,227	2,969	2,637	(332)	(11.2)
Other Revenue	5,824	3,190	3,225	35	1.1
<b>Total Revenue &amp; Transfers</b>	<u>21,956</u>	<u>21,236</u>	<u>21,062</u>	<u>(174)</u>	<u>(0.8)</u>
<b>Expenditure &amp; Transfers (Note 1)</b>					
Personnel and Related	16,133	17,639	17,845	206	1.2
Operating Expenses	15,507	13,393	13,796	403	3.0
Repair & Maintenance	1,362	1,565	1,607	42	2.7
Utilities	1,859	2,004	2,056	52	2.6
Property & Equipment	451	241	248	7	2.9
Subtotal	35,312	34,842	35,552	710	2.0
Transfer to / (from) Reserves	(20)	544	294	(250)	(46.0)
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>35,292</u>	<u>35,386</u>	<u>35,846</u>	<u>460</u>	<u>1.3</u>
<b>Net Operating Requirement</b>	<b>\$ 13,336</b>	<b>\$ 14,150</b>	<b>\$ 14,784</b>	<b>\$ 634</b>	<b>4.5</b>
<b>Full-time Equivalents</b>	272.0	265.0	271.0	6.0	

Note 1: Prior year numbers are restated as we restructured the Marketing & Stakeholder Relations division to be centralized with the Corporate division.

Budget details are provided at the Branch level.

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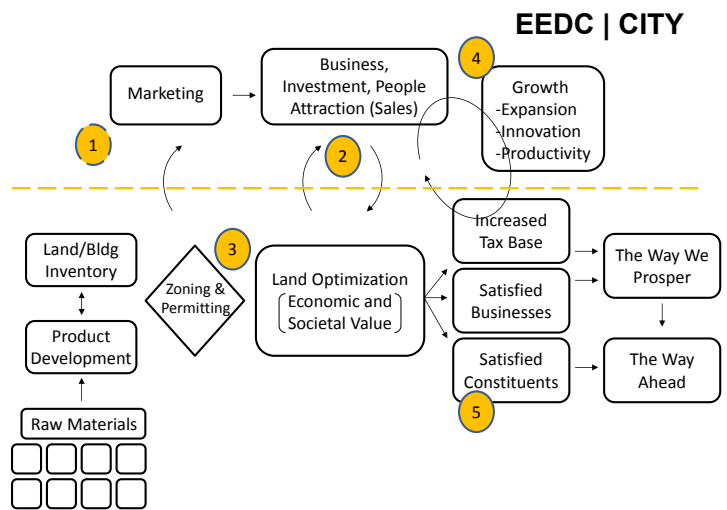
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# Branch — Enterprise Edmonton

## Introduction

The Enterprise Edmonton business unit is responsible for economic development and works closely with the City of Edmonton to deliver on the five goals in The Way We Prosper. Clear roles have been defined for each organization, with Enterprise Edmonton maintaining specific responsibility for Goals 1, 2 and 4 in the diagram below.

In the past year, Enterprise Edmonton has restructured and refocused its attention on serving local businesses through four program offerings: industry development (business retention and expansion), business development (attraction), innovation and entrepreneurship (developing new business) and economic analytics. A key guiding principle for economic development activities is to ensure that the results are cleaner, greener, safer, friendlier, and cheaper. An example of this would be to introduce new innovation to well-established industries.



Enterprise Edmonton has developed a series of strategies over the next three years for the following industry sectors and geographic regions:

- Energy and Engineering
- Hospitality, Entertainment, and Downtown
- Creative Industries
- Manufacturing
- Transportation and Logistics
- Financial Services, Investments, and Real Estate
- Enabling Technologies
- Emerging Market: China & Canada's North
- Adjacent Market: Northern Alberta

Enterprise Edmonton engages regularly with individual businesses and industry at large to identify barriers to growth; a series of advisory services have been developed to address these issues. It is anticipated that there will be broader issues that affect one or more industries / regions and Enterprise Edmonton will be proactive in working with them on addressing these foundational issues.

### Objective

**Work with existing and new industry clusters to strengthen and diversify Edmonton's Gross Domestic Product (GDP).**

The long-term goals and 2014 priority initiatives in support of this objective are as follows:

Long-term Goals	2014 Priority Initiatives
<ol style="list-style-type: none"> <li>1. Implement company-level initiatives that focus on increasing the annual GDP contribution from seven industry clusters</li> <li>2. Attract over \$1 billion of economic activity to Edmonton and the capital region on an annual basis</li> <li>3. Strengthen the entrepreneurial ecosystem and the entrepreneurial community and the priority industry clusters</li> <li>4. Develop integrated and coordinated relationships within the capital region and with northern communities</li> <li>5. Increase Edmonton's profile as an economic and entrepreneurial powerhouse in targeted jurisdictions</li> </ol>	<ul style="list-style-type: none"> <li>• Establish leadership across seven (7) clusters model of economic growth</li> <li>• Establish regional partnerships around logistics, manufacturing &amp; engineering serving the North</li> <li>• Develop and implement an export development program targeted at key jurisdictions</li> <li>• Design a comprehensive and funded entrepreneurship strategy for Edmonton</li> </ul> <p><b>Value:</b> Economic impact target: \$40 million</p>



# Branch — Enterprise Edmonton

## Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Other Revenue	\$ 667	\$ 1,100	\$ 900	\$ (200)	(18.2)
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>667</b>	<b>1,100</b>	<b>900</b>	<b>(200)</b>	<b>(18.2)</b>
<b>Expenditure &amp; Transfers</b>					
Personnel and Related	3,208	4,105	4,097	(8)	(0.2)
Operating Expenses	2,093	2,445	2,793	348	14.2
TEC Edmonoton	1,000	1,000	1,000	-	-
Transfer to Reserves	-	-	-	-	-
Subtotal	6,301	7,550	7,890	340	4.5
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>6,301</b>	<b>7,550</b>	<b>7,890</b>	<b>340</b>	<b>4.5</b>
<b>Net Operating Requirement</b>	<b>\$ 5,634</b>	<b>\$ 6,450</b>	<b>\$ 6,990</b>	<b>\$ 540</b>	<b>8.4</b>
<b>Full-time Equivalents</b>	<b>35.0</b>	<b>37.0</b>	<b>42.0</b>	<b>5.0</b>	

## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

#### Other Revenue \$ (200)

Revenues are budgeted to decrease from 2013 as we modified the objectives of the labor program resulting in lower industry partner funding in 2014.

### Expenditures & Transfers - Changes

#### Personnel and Related \$ (8)

The 2013 budget anticipated hiring more director level positions at higher salaries. Organizational structure was re-evaluated in mid 2013 and rebalanced to include more industry development support positions. The decrease is offset by \$210K increase in funded service package.

#### Operating Expenses \$ 348

Higher program expenses for the innovation, entrepreneurship and Northern Industry clusters. \$90K increase for service package.

### Full-time Equivalents - Changes 5.0

FTE budget increase is to hire industry development support positions for the industry cluster strategies. 3 FTE's from funded service package.

# Branch — Enterprise Edmonton

## Program - Innovation and Entrepreneurship Entrepreneurial Support and Startup Edmonton

FUNDED

### Results to be Achieved

This initiative tightly aligns with Council's Vision for a diversified economy. Specifically, it supports the three-year priority goal to work with both public and private sector partners to improve the favourable business and investment climate for entrepreneurs. In addition, the initiative aligns with - Council Outcome #6.3: The City of Edmonton supports the development and growth of business opportunities in high potential sectors and The Way We Prosper Goal #4: Edmonton: An Environment for Innovation.

### Description

The package is intended to support the entrepreneurial environment through programs and services that foster the germination and growth of new start up ventures, including ongoing support for Startup Edmonton. Startup Edmonton is an entrepreneur-led, non-profit organization that creates interactions between developers, creatives and entrepreneurs to activate startups in the Edmonton community. Its role in the local startup ecosystem lies at the earliest stages, as ideas evolve into action, where startups form and gain initial traction. This program will work in conjunction with TEC Edmonton within the ecosystem to maximize benefit to entrepreneurs.

### Background

In 2013, City Council approved Startup Edmonton funding under the Sustainable Development branch for one year. With the evolution of The Way We Prosper, funding for innovation and entrepreneurship appropriately sits with EEDC. EEDC will leverage this funding through other EEDC-led initiatives and by focusing on operational improvements to ensure the continued growth and development of entrepreneurial programs including those offered by Startup Edmonton.

### Options

Support for this project will not impact City service levels; however, it will provide an improved level of service for Edmonton's creative entrepreneurial community by continuing to offer Startup Edmonton services as well as new innovation and entrepreneurship programs. Programs and infrastructure will be done in coordination with TEC Edmonton through EEDC's stewardship.

### Implications of Not Funding

Not funding this initiative will limit the programs and activities supporting the entrepreneurial ecosystem, including possible risk to the viability of the Startup Edmonton organization. Possible mitigation may require Startup Edmonton to reduce their physical facilities and narrow their services.

Incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 300	-	300	3.0	\$ 9	-	9	-	\$ 9	-	9	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 300</b>	<b>-</b>	<b>300</b>	<b>3.0</b>	<b>\$ 9</b>	<b>-</b>	<b>9</b>	<b>-</b>	<b>\$ 9</b>	<b>-</b>	<b>9</b>	<b>-</b>

# Branch — Edmonton Tourism

## Introduction

Edmonton Tourism is a destination marketing organization with a mandate to be the trusted marketing expert and resource promoting the city's visitor experience, regionally, nationally and internationally. Edmonton Tourism, with their key stakeholders, must together, deliver exceptional experiences for the visitor – encouraging travellers 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 strategic themes have been identified for Edmonton Tourism: Stakeholder Relationships, Marketing Excellence and Influencing the Destination Experience. These are areas in which they must excel to accomplish their overall objective of Sustainable year-round visitation.

Their 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, they 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's Destination Marketing Fund (DMF) to attract major events and local, national and international customers that can generate economic activity and build our image on a global scale. Sales and marketing activities focus on three distinct target markets:

- Meeting & Business Travel
- Leisure Travel
- Event Attraction

The visitor experience team within Edmonton Tourism focuses on supporting industry partners with training, tools, facilitation and business generation (including operation of the Visitor Information Centres). The tourism industry in Edmonton will build and be recognized as a leader provincially and nationally for its co-operation and cohesion.

## Objective

***Develop a high-performing tourism ecosystem by driving sustainable year-round visitation.***

The long-term goals and 2014 priority initiatives in support of this objective are as follows:

Long-term Goals	2014 Priority Initiatives
<ol style="list-style-type: none"><li>1. Strengthen stakeholder confidence in Edmonton Tourism as the trusted expert and resource</li><li>2. Enhance the calendar of festivals and major events that entice people to make Edmonton top-of-mind for weekend getaways with purpose</li><li>3. Develop tactical sales plans for tourism products that drive activity in our target markets</li><li>4. Engage leaders, players and partners in the tourism industry to increase alignment and enhance marketing leverage</li><li>5. Design and implement measurement and reporting process that creates frequent and open communications with the industry</li></ol>	<ul style="list-style-type: none"><li>• Launch new consumer brand and website</li><li>• Re-establish the regional market as our primary market</li><li>• Scope, develop and implement forward forecasting tool</li><li>• Upgrade and integrate online tools and content that enhances the visitor experience</li></ul> <p><b>Value:</b> Economic impact target: \$60 million</p>

# Branch — Edmonton Tourism

## Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Other Revenue	\$ 5,157	\$ 2,090	\$ 2,325	\$ 235	11.2
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>5,157</u>	<u>2,090</u>	<u>2,325</u>	<u>235</u>	<u>11.2</u>
<b>Expenditure &amp; Transfers</b>					
Personnel and Related	\$ 2,825	\$ 2,961	3,109	148	5.0
Operating Expenses	6,574	3,381	3,647	266	7.9
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>9,399</u>	<u>6,342</u>	<u>6,756</u>	<u>414</u>	<u>6.5</u>
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>9,399</u>	<u>6,342</u>	<u>6,756</u>	<u>414</u>	<u>6.5</u>
<b>Net Operating Requirement</b>	<b>\$ 4,242</b>	<b>\$ 4,252</b>	<b>\$ 4,431</b>	<b>\$ 179</b>	<b>4.2</b>
<b>Full-time Equivalents</b>	<b>33.0</b>	<b>33.0</b>	<b>34.0</b>	<b>1.0</b>	

## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

#### Other Revenue \$ 235

Revenues from Edmonton Destination Marketing Hotels and other industry partners are anticipated to be higher than 2013 to primarily support consumer marketing and product development programs.

### Expenditures & Transfers - Changes

#### Personnel and Related \$ 148

The anticipated increase in personnel expenses is contributed by increased FTE and cost of living increment.

#### Operating Expenses \$ 266

Budget assumed a slight increase on operating and administration expenses of about 1% and remaining increase is a result of additional program expenses flowing from increased external revenue.

### Full-time Equivalents - Changes 1.0

FTE increased to support consumer marketing and product development programs.

# Branch — Shaw Conference Centre

## Introduction

The Shaw Conference Centre (SCC) is Edmonton’s convention centre, a historic meeting place where people gather to learn, innovate, trade, and celebrate. The 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 the 1990s 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, is home to about 700 events each year and hosts half a million guests annually who in turn generate \$50.6 million in spending across the province. SCC’s primary business is focused on attracting national conventions to generate hotel room bookings, and as such works closely with Edmonton Tourism and the downtown hotels. Other revenue consists of local events (meetings, galas, weddings) and the growing category of sports and music events. The Centre is known for its award-winning culinary and service excellence, and for its commitment to sustainability and the local community.



The SCC continues to focus on improving utilization and margins, resulting in lower support from tax levy in the future. In 2013, the SCC embarked on a Lean Productivity model, which will be expanded to other areas in 2014. The SCC will be piloting new client service models in 2014 to connect business visitors to local resources with the end goal to increase their economic impact. Longer-term, we anticipate the need for additional space and will update our expansion plans in preparation of that future.



## Objective

**Position SCC as the convention centre leader in quality and service excellence, that delivers economic and social benefit to the community**

The long-term goals and 2014 priority initiatives in support of this objective are as follows:

Long-term Goals	2014 Priority Initiatives
<ol style="list-style-type: none"> <li>1. Increase profitability and growth</li> <li>2. Enhance operational excellence</li> <li>3. Increase local community value proposition</li> <li>4. Continue to deliver increasing economic impact</li> </ol>	<ul style="list-style-type: none"> <li>• Institute yield management approach (e.g. profit per square foot)</li> <li>• Expansion of Lean Productivity model to other areas at SCC</li> <li>• Pilot new client service models to connect business visitors to local resources</li> <li>• Initial phase for the development of a long-term strategy</li> <li>• Complete phase one of escalator modernization program</li> </ul> <p><b>Value:</b> Economic impact target: \$50 million</p>



## Branch — Shaw Conference Centre

### Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Conference Centre Revenue	\$ 13,905	\$ 15,077	\$ 15,200	\$ 123	0.8
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>13,905</u>	<u>15,077</u>	<u>15,200</u>	<u>123</u>	<u>0.8</u>
<b>Expenditure &amp; Transfers</b>					
Personnel and Related	9,535	10,064	10,114	50	0.5
Operating Expenses	4,668	5,136	5,096	(40)	(0.8)
Repair & Maintenance	801	901	929	28	3.1
Utilities	953	1,080	1,113	33	3.1
Property & Equipment	451	241	248	7	2.9
Transfer to / (from) Reserves	(20)	-	-	-	-
Subtotal	<u>16,388</u>	<u>17,422</u>	<u>17,500</u>	<u>78</u>	<u>0.4</u>
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>16,388</u>	<u>17,422</u>	<u>17,500</u>	<u>78</u>	<u>0.4</u>
<b>Net Operating Requirement</b>	<b>\$ 2,483</b>	<b>\$ 2,345</b>	<b>\$ 2,300</b>	<b>\$ (45)</b>	<b>(1.9)</b>
<b>Full-time Equivalents</b>	197.0	189.0	189.0	-	

# Branch — Shaw Conference Centre

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## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

**Conference Centre Revenue**                   \$     **123**

Revenue projection for 2014 assumed more special entertainment events which generates higher revenue, and slight price increases due to rising costs.

### Expenditures & Transfers - Changes

**Personnel and Related**                   \$     **50**

The budget for 2014 personnel costs includes an increase as per new labour contract offset by reduced over-time costs due to productivity improvements.

**Operating Expenses**                       \$     **(40)**

Budget for 2014 includes higher cost of goods sold due to increase in revenue, but is offset by lower operating costs due to timing of replacement for glassware, utensils, and kitchen incidentals as well as lower administration costs.

**Repair and Maintenance**                 \$     **28**

Slight increase reflects change in preventative maintenance schedule of equipment.

**Utilities**                                     \$     **33**

Changes expected in line with inflation adjustment.

**Property and Equipment**                 \$     **7**

Minor changes.

### Full-time Equivalents - Changes

**0**

None.



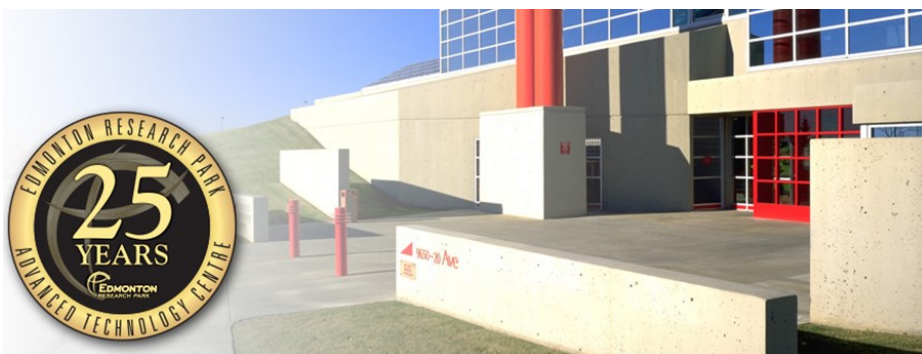
# Branch — Edmonton Research Park

## Introduction

The Edmonton Research Park (ERP) was established in 1980 for companies with new ideas. It offers a variety of facilities and services that accommodate any stage of a company's development, from incubation buildings for startups to vacant sites for larger companies to build their own research and development facilities. Covering 86 Acres, the ERP is currently home to 59 technology-focused businesses. This includes 46 start-up and early growth companies currently housed in three incubators or multi-tenant buildings operated by EEDC (Research Centre 1, Advanced Technology Centre and Biotechnology Business Development Centre). The ERP, and its tenants, are primarily in technology commercialization and innovation specifically in the areas of health and wellness, clean technology, nanotechnology and energy extraction and process support services.

From a survey of its tenants, the results highlighted the significant effect the three incubator buildings had on the Edmonton economy:

- Nearly 150 employees (full and part-time) with over \$5 million in salaries and wages
- \$7.9 million revenues generated
- \$3 million equity capital raised
- \$55 thousand in property taxes
- 96% of respondents rated their incubator experience as either an important or very important part of their company's success



In addition to managing the incubator facilities, the ERP is responsible for the marketing and development of the vacant lands at the Edmonton Research Park. We are focusing on increasing the long-term value derived from these assets to further stimulate our innovation & entrepreneurship priorities.

## Objective

***Stimulate innovation and entrepreneurship in-line with The Way We Prosper***

The long-term goals and 2014 priority initiatives in support of this objective are as follows:

Long-term Goals	2014 Priority Initiatives
<ol style="list-style-type: none"><li>1. Align incubator and entrepreneurial strategies with TEC Edmonton and Start-up Edmonton to gain critical mass and provide appropriate programs and services to accelerate germination and growth</li><li>2. Expand the available inventory of incubator space and increase the rate which companies graduate</li><li>3. Activate the value within Edmonton Research Park lots through targeted lease or development opportunities</li><li>4. Develop a long-term plan for evolution of Edmonton's research park lot supply and activation of Edmonton's surplus lands</li></ol>	<ul style="list-style-type: none"><li>• Investigate and activate a development model to monetize surplus assets to be redeployed toward other innovation priorities</li><li>• Approval and funding of comprehensive entrepreneurship and incubator growth plan</li></ul> <p><b>Value:</b> Economic impact target: \$15 million</p>

## Branch — Edmonton Research Park

### Approved 2014 Budget – Branch Summary

(\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Rental Revenue	\$ 2,227	\$ 2,969	\$ 2,637	\$ (332)	(11.2)
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>2,227</u>	<u>2,969</u>	<u>2,637</u>	<u>(332)</u>	(11.2)
<b>Expenditure &amp; Transfers</b>					
Personnel and Related	565	509	525	16	3.1
Operating Expenses	1,172	1,431	1,260	(171)	(11.9)
Repair & Maintenance	561	664	678	14	2.1
Utilities	906	924	943	19	2.1
Transfer to Reserves	-	544	294	(250)	(46.0)
Subtotal	<u>3,204</u>	<u>4,072</u>	<u>3,700</u>	<u>(372)</u>	(9.1)
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>3,204</u>	<u>4,072</u>	<u>3,700</u>	<u>(372)</u>	(9.1)
<b>Net Operating Requirement</b>	<b>\$ 977</b>	<b>\$ 1,103</b>	<b>\$ 1,063</b>	<b>\$ (40)</b>	<b>(3.6)</b>
<b>Full-time Equivalents</b>	7.0	6.0	6.0	-	

# Branch — Edmonton Research Park

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## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

**Rental Revenue** \$ (332)

The 2013 budget projected leasing the new building in the Research Park all year, while the 2014 budget assumes full occupancy for only half the year.

### Expenditures & Transfers - Changes

**Personnel and Related** \$ 16

Slight increase in personnel cost due to cost of living increase.

**Operating Expenses** \$ (171)

Some efficiencies and more economic options expected around contracted services and other operating expenses.

**Repair and Maintenance** \$ 14

Changes expected in line with inflation adjustment.

**Utilities** \$ 19

Changes expected in line with inflation adjustment.

**Transfer to Reserves** \$ (250)

Transfer to reserves is lowered as one of the properties is expected to remain unoccupied during the first half of the year.

### Full-time Equivalents - Changes 0.0

None.

### Introduction

Great cities are built on a foundation of safety and security. It is the responsibility of the Edmonton Police Service (EPS), working with its partners across the community, to create and maintain this foundation.

EPS is guided by a singular vision: to make Edmonton the safest major city in Canada. Achieving this vision will be challenging, considering Edmonton's steadily expanding population, its booming economy and a constant flow of workers moving through the region.

To keep this year's budget within Administration's guidelines, the EPS has internally reallocated \$6 million to areas of higher importance. Because priorities are continually changing, this process allows the EPS to undertake new initiatives or respond to changing workload pressures within the existing budget. For example, front counters at three community police stations were recently closed to allow the police officers working at those counters to be redeployed to the new on-line crime reporting program. The result was that certain routine calls for service were directed towards a more automated process, and other officers were freed up to maintain patrol duties.

What do Edmontonians actually receive for their investment in policing? While the EPS measures its performance in a number of different ways, all indicators measure progress towards the creation and maintenance of a safe, crime free urban environment and a population that feels secure in their city. When citizens call the EPS (as they did over 820,000 times last year) they can count on calls being answered and evaluated correctly, officers being dispatched promptly, and all parties being dealt with appropriately – 24/7/365. In addition, the legal justice system requires police to provide information necessary for a successful conviction in court through an extensive disclosure process and officer testimony.

Reducing focus on any crime category typically leads to increased crime and social disorder in that same category. Over the past two years, violent crime in Edmonton has decreased through the Violence Reduction Strategy, but property crime has increased during that same period. Homicides have fallen, but sexual assaults and domestic violence calls continue to escalate. This illustrates that all areas of criminal behaviour need to be continually suppressed in order for the goal of a safe city to be realized.

There are many benefits to a safe and secure city: businesses grow, infrastructure is developed and maintained, and families establish themselves. Citizen confidence in the EPS reached an all-time high of 93% in 2012, a clear endorsement of the quality of service provided. Maintaining or improving this level of satisfaction will take commitment, resources, and a clear vision for the organization.

This budget contains 35 additional positions for policing operations, as identified in the EPS Strategic Staffing Plan 2014-2018. It also contains 8 positions to manage prisoner transport to the new Remand Center. Of the operational positions, 31 are sworn police officers and four are civilians in support of operations. The positions will directly address the growing workload facing the EPS: compared to the same time period last year, call volumes are up 9.8%, dispatched calls are up 4.5% and property crimes are up 2.2%. With attrition factored in, the EPS will be recruiting approximately 90 new officers in 2014 - well within the organization's capacity.

Work will continue with our community partners throughout 2014. Partnerships are valuable in that they clarify responsibilities, bolster resources, and allow the EPS to focus on fundamental aspects of policing.

## Department – Police Services

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The EPS has taken a measured approach and has prepared a budget within the guidelines established by the Administration. Significant progress is being made to reduce violence within a challenging criminal environment. This budget serves to maintain the current momentum towards a safer Edmonton.

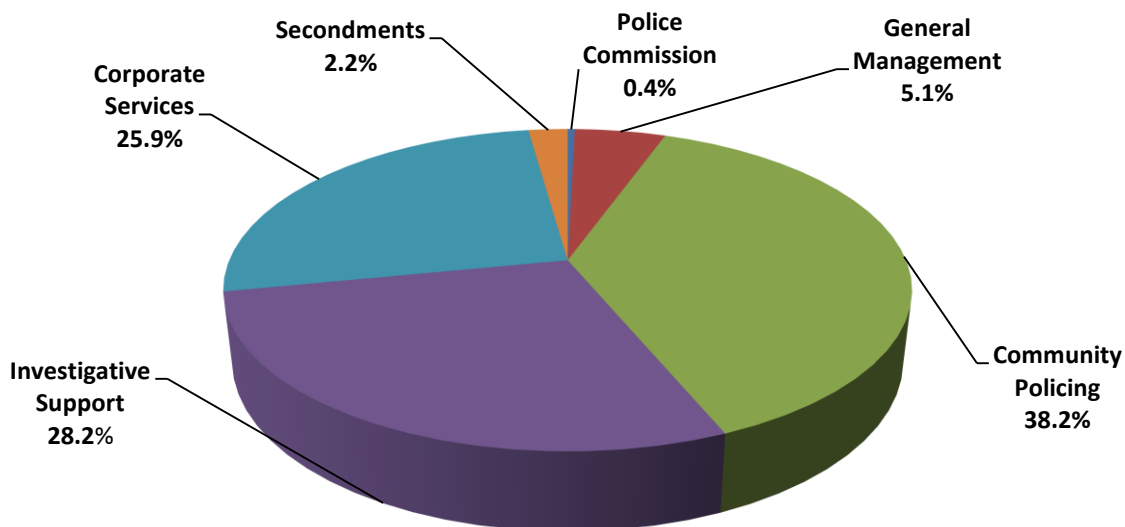


## Department – Police Services

### 2014 Approved Budget - Department Summary by Bureau (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Police Commission	\$ -	\$ -	\$ -	\$ -	-
General Management	(131)	-	6	6	-
Community Policing Bureau	53	2	2	-	-
Investigative Support Bureau	6,844	6,873	6,535	(338)	(4.9)
Corporate Services Bureau	6,328	6,769	6,970	201	3.0
Secondments	8,147	8,218	7,662	(556)	(6.8)
Departmental	40,740	43,625	44,175	550	1.3
<b>Total Revenue &amp; Transfers</b>	<b>61,981</b>	<b>65,487</b>	<b>65,350</b>	<b>(137)</b>	<b>(0.2)</b>
<b>Expenditure &amp; Transfers</b>					
Police Commission	1,435	1,340	1,299	(41)	(3.1)
General Management	15,203	17,356	17,783	427	2.5
Community Policing Bureau	127,499	130,453	133,337	2,884	2.2
Investigative Support Bureau	86,240	97,268	99,018	1,750	1.8
Corporate Services Bureau	84,278	88,902	91,409	2,507	2.8
Secondments	8,218	8,285	7,730	(555)	(6.7)
<b>Total Expenditure &amp; Transfers</b>	<b>322,873</b>	<b>343,604</b>	<b>350,576</b>	<b>6,972</b>	<b>2.0</b>
<b>Net Operating Requirement</b>	<b>\$ 260,892</b>	<b>\$ 278,117</b>	<b>\$ 285,226</b>	<b>\$ 7,109</b>	<b>2.6</b>

### Expenditures by Bureau



## Department – Police Services

### 2014 Approved Budget - Department Summary by Category (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Fines	\$ 15,492	\$ 17,808	\$ 18,308	\$ 500	2.8
Municipal Policing Assistance Grant	12,519	13,080	13,080	-	-
Premiers Initiative Grant (2008 - 2010)	10,500	10,500	10,500	-	-
Secondments	8,147	8,218	7,662	(556)	(6.8)
Other	15,323	15,881	15,800	(81)	(0.5)
<b>Total Revenue &amp; Transfers</b>	<b>61,981</b>	<b>65,487</b>	<b>65,350</b>	<b>(137)</b>	<b>(0.2)</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	263,905	282,196	287,291	5,095	1.8
Materials, Goods & Supplies	15,393	11,354	11,652	298	2.6
External Services	18,360	20,988	20,889	(99)	(0.5)
Fleet Services	6,666	6,726	7,133	407	6.1
Intra-municipal Services	7,945	9,797	10,661	864	8.8
Utilities & Other Charges	8,377	10,335	10,579	244	2.4
Transfer to Reserves	4,395	4,605	4,665	60	1.3
Subtotal	325,041	346,001	352,870	6,869	2.0
Intra-municipal Recoveries	(2,168)	(2,397)	(2,294)	103	(4.3)
<b>Total Expenditure &amp; Transfers</b>	<b>322,873</b>	<b>343,604</b>	<b>350,576</b>	<b>6,972</b>	<b>2.0</b>
<b>Net Operating Requirement</b>	<b>\$ 260,892</b>	<b>\$ 278,117</b>	<b>\$ 285,226</b>	<b>\$ 7,109</b>	<b>2.6</b>
<b>Full-time Equivalents</b>	<b>2,220.5</b>	<b>2,294.5</b>	<b>2,320.5</b>	<b>26.0</b>	<b>1.1</b>

### Budget Changes for 2014 (\$000)

#### Revenue & Transfers - Changes

##### User Fees, Fines, Permits, etc. \$500

Increased revenues for Municipal Bylaw Violations.

##### Secondments (\$556)

A decrease in recoveries due to 4.0 FTE that are no longer required - Alberta Law Enforcement Response Team (ALERT - 3.0) and the National Weapons Enforcement Support Team (NWEST - 1.0).

##### Other (\$81)

A decrease in recoveries to reflect actual experience for Police Information Checks offset by increases in Correspondence fees, tow lot recoveries, freedom of information requests, salvage sales and Alberta Health Services shared radio costs (accounting treatment correction).



## Department – Police Services

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### Expenditures & Transfers - Changes

#### Personnel \$5,095

An increase of 26.0 FTE's (41 positions) and a budget increase to cover the 2013 Edmonton Police Association collective agreement settlement.

#### Material, Goods & Supplies \$298

Increased for the impacts of capital for increased licence and maintenance costs. Also, purchase of radios, computers, and workstations to support 35 new EPS positions.

#### External Services (\$99)

A decrease in towing expenses (partially offset by revenues).

#### Fleet Services \$407

Increased vehicle operating costs to reflect current experience and to support new vehicles.

#### Intra-municipal Services \$864

Increased costs for custodial, maintenance and space rent as identified by other COE departments.

#### Utilities & Other Charges \$244

Increased costs anticipated for the relocation of technological crimes and flight operations. Also, training for the newly formed Aboriginal Relations Unit.

#### Transfer to Reserves \$60

Increased vehicle purchases for new EPS positions.

#### Intra-municipal Recoveries \$103

Accounting treatment correction for revenue received from Alberta Health Services for shared radio services less increased recoveries for Special Event Policing.

### Full-time Equivalents - Changes

An increase of 26.0 FTE's (41 positions):

	<u>Positions</u>	<u>FTE's</u>
Budget Reallocations	2	2.0
Secondments	(4)	(4.0)
Funded Service Packages:		
Prisoner Transport	8	8.0
New Positions	35	20.0
	<u>41</u>	<u>26.0</u>

# Department – Police Services

## 2014 Approved Budget - Edmonton Police Services Program - Prisoner Transport

**FUNDED**

### Results to be Achieved

This service package will allow the EPS to efficiently and economically transport over 15,000 detainees per year from the Downtown Division Detainee Management Unit (DMU) to the new Edmonton Remand Centre, located north of the Anthony Henday Drive at 127 Street. Under the Criminal Code of Canada, the municipality is responsible for the initial transportation of detainees to a provincial remand facility, so this is an obligation the City must fulfil.

This initiative relates to City Council's Goal #4 in The Way We Live Strategic Plan, which speaks to a safe city, social order and crime prevention.

### Description

The move of the Edmonton Remand Centre to a new location in north Edmonton means that detainees need to be transported a significant distance away from the centre of the city. Prisoners are brought first to the DMU for initial processing and a bail hearing, and then transported to the Remand Centre. In 2012, nearly 15,000 prisoners were transported by EPS, a number that will be exceeded in 2013. Eight police officers have been temporarily allocated to provide this service, which began in April 2013.

### Background

Cost analysis of a number of options was conducted to determine which method of transport was the least expensive. Extensive negotiations have taken place with the Province to determine their willingness to support this initiative. Unfortunately, as prisoner transport is a clear responsibility of the municipality, they are not prepared to contribute at this time. Council approved one-time funding of \$1 million in 2013 at its March 20, 2013 meeting. The need for this service will continue until the new DMU on the North West Campus site becomes operational in 2017 or 2018.

### Options

The Province was also asked to consider whether Sheriffs could be contracted to provide this service, but the proposal was declined. Discussions with the Province continue. The use of private sector transportation providers is not an option because prisoner transport must be conducted by armed and sworn peace officers, to maintain a level of community security.

### Implications of Not Funding

If this initiative is not funded, it will be necessary to reassign EPS patrol officers to this role. These officers are based in the Community Patrol Bureau, so their reassignment effectively removes them from responding to calls for assistance from citizens.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,050	-	1,050	8.0	\$ -	-	-	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,050</b>	<b>-</b>	<b>1,050</b>	<b>8.0</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Department – Police Services

### 2014 Approved Budget - Edmonton Police Services Program - Impacts of Capital

FUNDED

#### Results to be Achieved

This package provides funding for a number of additional software licences, to further use computer software that EPS has already purchased. It also provides funding for a limited number of new software packages. As the Service grows and becomes more automated, software licences are required for every new system user.

#### Description

The package includes funding to pay for additional licences for the EPS Learning Management System (LMS), Computer Aided Resource Management System (CARM), the I2 Intelligence Analysis system, the Niche system, and the COGNOS data management system. These licences result from the completion of capital projects.

These initiatives link directly to the discussions on enabling the use of information-based infrastructure and enhancing existing operations, as outlined in The Way Ahead, Edmonton's Strategic Plan.

#### Background

Most software comes with licencing fees; the more users there are on the system, the more an organization pays in annual fees. As EPS increases its use of these computer systems, and as additional employees join the organization or contribute to the data contained within these systems, additional licencing fees must be paid.

#### Options

The obvious option is to not extend the use of these computer programs to any additional employees, and to not purchase any additional new software. However, the initial investment in these systems has already been made and they have proven their value to the organization. Supporting this service package will result in more employees using systems we have already paid for at a minimal extra cost. This maximizes the value of our investment in these systems.

#### Implications of Not Funding

If this package is not supported, additional licences for these computer software programs will not be purchased, and our investment in these programs will not be maximized. Further, alternative and less automated ways will have to be found to accommodate those employees who cannot access the systems.

Incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 100	-	100	-	\$ -	-	-	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>

### 2014 Approved Budget - Edmonton Police Services Program - New Positions

FUNDED

#### Results to be Achieved

The EPS will use assessment growth funds to address pressures in a number of areas across the organization. Collectively, these positions will improve service to citizens, put additional officers on the streets, enable the Service to meet increasing workloads, and help address significant span-of-control issues. The positions are directly related to City Council's Goal #4 of The Way We Live Strategic Plan – to make Edmonton a safe city, and to have in place an emergency infrastructure that adds to a sense of daily safety.

#### Description

Thirty five positions will be added to the EPS:

- Six officers to support a permanent Community Action Team (CAT) in the city. The current ad hoc teams, in partnership with the community, have proven to be very effective at suppressing criminal action in targeted geographic areas, and for dispersing criminal activities. They are a key component of the Violence Reduction Strategy.
- Ten patrol sergeants to provide leadership, experience and additional manpower in all five of the patrol divisions. These sergeants will supervise less experienced constables, and will add to the visible police presence on the streets of this city. These positions will also address current span-of-control issues.
- Two detectives to implement the new EPS Seniors Strategy and to address the volume and complexity of elder abuse files. On average, 2,400 cases are investigated by the Service each year. Of these cases, the existing constable in this unit can only address 75 of the more specialized and complex cases.
- Two Domestic Offender detectives to address one of the most alarming areas of crime in the city; as of August 31, 2013, there were 5,473 cases reported to EPS that involve domestic violence, a 2% increase over the same time period last year. These positions will lead to more timely interventions and a reduction in the risk of escalation and further victimization.
- One Missing Persons sergeant to provide oversight of all high risk cases in the city and quality control on all Missing Persons Unit files. Cases are distributed between the Unit and the various patrol divisions; this position will ensure that all files are handled in a correct and consistent fashion. In 2012, EPS dealt with 3,433 files in this area, an increase of 13.4% from 2011.
- Two Homicide detectives to provide greater investigative capacity in the unit. The detectives will also continue work on some of the 186 unsolved cases for which a reasonable prospect of resolution exists.
- One Disaster and Emergency Operations constable to strengthen the unit that deals with catastrophic events (tornadoes, floods), and to assist with the growing number of major events the city hosts each year. Each major event (cycling, ITU Triathlon, marathons) requires an operational plan and a comprehensive threat assessment.
- Three Investigative Services Education Program staff, to coordinate and instruct the foundational investigative skills courses (interviewing, search warrants, etc.) that all detectives must participate in. Through these courses, the quality of investigations will improve.
- One Early Intervention sergeant to help monitor the physical and mental well-being of police officers. This additional oversight will reduce the number of adverse events that occur to officers, including sick days due to stress. It will also reduce potential liability costs for the City.
- Two Crown Liaison constables to manage investigative requests from the Crown for additional evidence and information relating to specific charge files. These positions will lead to stronger court cases, reduced court preparation time, and higher conviction rates.
- Three Information Management and Approval Centre officers to assist patrol members 24/7 with the preparation of reports. These officers also review all reports for completeness and accuracy. The expected outcome is improved efficiency, consistently higher quality reports, and a reduction in the amount of time front-line officers spend writing.

## Department – Police Services

- One Interview Room Technician to join a team of technicians that keep police interview rooms and the associated technical equipment operational. A police interview can take place at any time, day or night, and must be carefully recorded, as it often forms the basis upon which convictions are made.
- One Infrastructure Network Analyst to respond to the significant demands imposed by an organization that relies on computers for its information management and intelligence processes.

Of these permanent positions, 31 are sworn police officers, and 4 are civilian positions that support operations.

### Background

In 2013, EPS conducted an extensive review of its spending programs and reallocated \$6 million into areas of higher priority. These reallocations, combined with the 2014 assessment funds, will allow the EPS to address its growth needs while staying within the budget guidelines provided by the City.

The positions on this list will augment EPS's ability to respond to a growing number of city and community demands for service. In 2012, the City approved funding for an additional 68 positions to respond to a record homicide rate and related violence. The EPS did not receive additional City funding for positions in 2011 and 2013.

Since 2011 the population has increased by more than 35,000 people. Dispatched calls for service continue to expand at a rapid rate; 157,107 calls in 2012, a 4.2% increase from the year prior. Arrests increase by 9.4 % between 2011 and 2012. In responding to calls and making these arrests, officers logged more than 8 million kilometers in service vehicles.

While each area has its own performance measures, these positions directly or indirectly contribute to making Edmonton a safer city. Every position on this list has been evaluated against a much longer list of organizational requirements. The positions identified here are only the highest priorities.

### Options

The Chief has already redirected funds to higher priority projects, with limited impact on the public.

There is a deterioration of service on Priority 1 (emergency) calls. While the goal is to reach the call within 7 minutes 80% of the time, the actual performance in 2013 has slipped to 70% of the time. This is a direct result of the increasing workloads and the unavailability of officers to respond promptly. An additional organizational goal is to have officers available for directed policing activities 25% of the time; so far this year, the average is 15%.

### Implications of Not Funding

The performance measures used by the EPS – response times, clearance rates, volumes of crimes – are directly impacted by the numbers of employees available to do the job. So too are the levels of service provided to citizens. If this package is not funded, we expect reduced levels of service to citizens and deterioration in our performance measures. In an employee-intensive business like policing, the link between staffing levels and levels of service to customers is a direct one.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 4,448	-	4,448	20.0	\$ -	-	-	-	\$ -	-	-	-
Annualization	1,683	-	1,683	15.0	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 6,131</b>	<b>-</b>	<b>6,131</b>	<b>35.0</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Department – Police Services

## 2014 Approved Budget - Edmonton Police Services

### Program Name - EPS

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

This budget provides funding to support the operations of the Edmonton Police Service. In broad terms, their activities involve the prevention, detection, intervention and suppression of crime across the city. The EPS corporate vision is to make Edmonton the safest major city in Canada.

#### Cost Drivers

Volumes of evaluated and dispatched calls, population growth, square kilometers of city requiring patrol, fuel costs, collective agreement settlements, technology requirements, disclosure requirements (to Crown and defense lawyers), inflation, and response time standards.

#### Service Standards

The EPS takes several factors into account when setting service standards. These include the number of calls for service received, the time it takes to evaluate those calls, the speed in which an officer is dispatched, and the percentage of crimes that are solved (clearance rate). Performance in each of these areas is reported to the Chief on a daily basis. For example, EPS responded to priority one (emergency) calls in 7 minutes or less 77% of the time in 2012. In 2013, the actual performance has slipped to 70% of the time, primarily due to increasing call volumes.

#### Resources

(\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 61,981	\$ 62,013	\$ 65,487	\$ 65,350
Expenditure & Transfers	325,041	324,700	346,001	352,870
Subtotal	263,060	262,687	280,514	287,520
Intra-municipal Recoveries	(2,168)	(2,164)	(2,397)	(2,294)
Net Operating Requirement	\$260,892	\$260,523	\$278,117	\$285,226
Management		54.0	56.0	56.0
Professional/Technical/Union Exempt		46.0	49.0	50.0
Union		2,079.0	2,171.0	2,196.0
Temporary		41.5	18.5	18.5
Full - Time Equivalents		2,220.5	2,294.5	2,320.5

#### 2013 Services

There were 380,005 emergency (911) calls made to police dispatch in 2012; 55,560 of them were forwarded for evaluation and dispatch. The total numbers will be significantly higher in 2013. There were an additional 440,324 non-emergency calls over the same year. Thirty percent of calls involve the mentally ill, homeless, or addicted.

There were 8,341 violent crimes in 2012, including 30 homicides, 864 sexual assaults and 152 robberies. There were 4,004 property crimes. There were 20,558 prosecution packages handed over to the Crown, and 3,293 subpoenas or requests for police officers to testify in court. In total, the clearance rate for the year was 41.2 %.

#### Changes in Services for 2014

Of the 35 operational positions identified in this budget, 31 are sworn members. Look for additional police officers on the streets in 2014, and significantly increased capacity in a number of high risk crime areas, like elder abuse, homicide, domestic offender, missing persons, and disaster operations.



# Edmonton Public Library

## Introduction

Through the direction provided by the Edmonton Public Library Board's vision, mission and strategic goals, EPL strives to meet the needs of its customers and to contribute to the City's vision and strategic direction of improving Edmonton's livability through the Way We Live.

**Mission:** We Share. EPL shares expertise, information, technologies and spaces with Edmontonians for learning, connecting, creating, discovering, enjoying and enriching communities.

**Vision:** EPL is a gathering place for people and ideas, enabling a lifetime of learning, engagement and possibility for every Edmontonian.

**Great Libraries shape great cities.** Libraries are an important element in the economic, social, and cultural well-being of a vibrant society like Edmonton. EPL provides an open, inviting, safe, fun and inclusive public space where everyone is welcome to learn, create, discover and grow.

**EPL transforms lives.** EPL is not only a place for books. It is a place for people. EPL serves a diverse population of over 800,000 of all ages, economic and social backgrounds. Every day thousands of Edmontonians borrow books and digital resources, read the newspaper in their language, take a course, ask a question, use the internet or just visit with others at EPL.

**Unrivalled value.** EPL continues to pursue innovative ways to provide services helping ensure all Edmontonians have equal access to library services and unrivalled value. Service is provided through a network of 17 library branches located throughout the City as well as through the internet. Its key resources are people (442.3 full time equivalent positions), library items for customers to borrow (over 3 million physical and online library items), 9 owned and 8 leased facilities, and a fleet of 7 vehicles. Edmontonians invest \$0.02 for every tax dollar in EPL services.

EPL's innovation in service delivery is recognized across Canada and internationally.

Rendering of the new Mill Woods Branch



## Facts and Figures

- In 2012, EPL was the second most visited place in Edmonton with total visits exceeding 13 million
- EPL is the number one lender of information and entertainment
- Over 6.5 million books, CD's, DVD's, magazines, newspapers, eBooks, audiobooks, streaming music and videos
- Every 3 seconds someone borrows an item from EPL (10 million items borrowed in a year)
- 2 million questions answered in a year
- 1.1 million public computer sessions
- 800,000 digital downloads from EPL
- 142,000 Edmontonians attending library programs beyond the library walls
- Free, easy, convenient and unrestricted access to 465 computers available to the public across all locations
- Community librarians connecting with over 200 community groups to understand customer needs
- 115,000 school children connecting with EPL in securing their own library cards
- 280,000 people attended over 12,000 free programs
- 25,000 copies of Xbox 360, Wii and PlayStation games
- Partnership with Edmonton Immigration Services supports over 1,100 client visits through six settlement practitioners



## Major Services

EPL provides a wide range of services to its customers:

### Library Materials

EPL provides access to:

- Over 6.5 million books, magazines, CD's, DVD's, video games, eBooks, audiobooks, streaming music and videos.
- Over 800 newspapers from 80 countries in 38 languages.
- Over 100 subject databases
- Aboriginal Collections
- Material in 20 world languages.

EPL staff:

- Facilitate the selection, purchase, labeling and cataloguing of materials used by customers along with the maintenance of item records in the library computer system.
- Coordinate access to physical materials including items from other libraries in Alberta, Canada and the United States.

### Services

*Information: Answering Questions and Supporting Research* *Internet and Computer Access*

EPL provides:

- Professionally trained staff to help customers find answers to questions.
- Innovative approaches to information services including instant messaging and chat, mobile texting, email, telephone and in person.

EPL provides:

- 465 computer stations across the library system for customers to access the Internet, email and word-processing services as well as Early Literacy Stations for preschoolers.
- Support and training for computer basics, orientation to the library web site, library catalogue and online resources along with use of eBook readers and other mobile devices.
- Free and unlimited Wi-Fi at all 17 service points.

*Assistive Services*

EPL responds to:

- The diverse needs of persons with disabilities, home bound individuals and older adults through home delivery service, large print books, DAISY books, assistive technologies, descriptive videos and DVDs.

*Meeting Rooms and Reading Space*

EPL provides:

- Meeting rooms and reading spaces for Edmontonians and local community groups through its 17 service points.

### Programs

EPL facilitates/promotes:

- Over 12,000 programs for all ages and interests (baby laptime, preschool storytime, book club discussions, computer training and more).
- Numerous community partnerships offering joint programs such as English Language Conversation Circles and Financial Literacy workshops.
- Settlement services for new Canadians through a partnership with Edmonton Immigrant Services Association (EISA).
- Tours for all ages to orient customers to the resources in its buildings and virtual spaces.

### Community-Led Service Philosophy

EPL is committed to:

- A Community-Led Service Philosophy which ensures library services meet needs by taking services beyond the library walls into the community through 18 community librarians and other library staff. Community librarians dedicate their time to working with over 200 Edmonton community organizations to build connections and meet needs.
- Supporting at-risk Edmontonians through literacy, education and social support by having three outreach workers.

## Performance Measures

In order to assess the performance of EPL, comparisons with other large Canadian urban libraries through the Canadian Urban Libraries Council (CULC) are undertaken on a yearly basis. EPL currently assesses its performance based on three key categories: Output, Process and Input Measures. The following compares 2012 EPL performance to the CULC average.

The Output Measures show that EPL is extremely **well used**, efficiently allocating its resources and services to manage high volumes of activity.

<u>Output Measures</u>	<u>EPL</u>	<u>CULC</u>	<u>% Difference</u>
Materials borrowed per capita	12.8	11.2	+15%
Library material turnover (number of materials checked out relative to the size of the collection)	6.1	4.4	+38%
In-person visits per capita	6.0	5.6	+9%
Questions answered per capita	1.4	0.7	+94%
Use of electronic databases per capita	1.1	0.8	+40%
User Sessions on public computers per capita	1.4	1.1	+31%

The Process Measures show that EPL is **efficient** and reveals how well it uses resources to deliver services.

<u>Process Measures</u>	<u>EPL</u>	<u>CULC</u>	<u>% Difference</u>
Cost per item borrowed	\$3.34	\$4.80	-30%
Staff costs for items borrowed	\$2.02	\$2.99	-32%

The Input Measures show that EPL is **effective** in the allocation of resources to provide service to customers .

<u>Input Measures</u>	<u>EPL</u>	<u>CULC</u>	<u>% Difference</u>
Municipal revenue per capita	\$38.10	\$43.47	-12%
Staff costs as a percentage of operating expenditures	65%	68%	-3%
Internet workstations per 1000 citizens	0.57	0.52	+10%

## 2014 Budget Direction & Approach

On an annual basis, the EPL Board approves guidelines for the development of EPL's budget. This includes assumptions for base level resources, resources needed for new library facilities, and resources for growth, new and/or enhanced services that align with EPL's business plan. For the 2014 Budget, the following guidelines were approved:

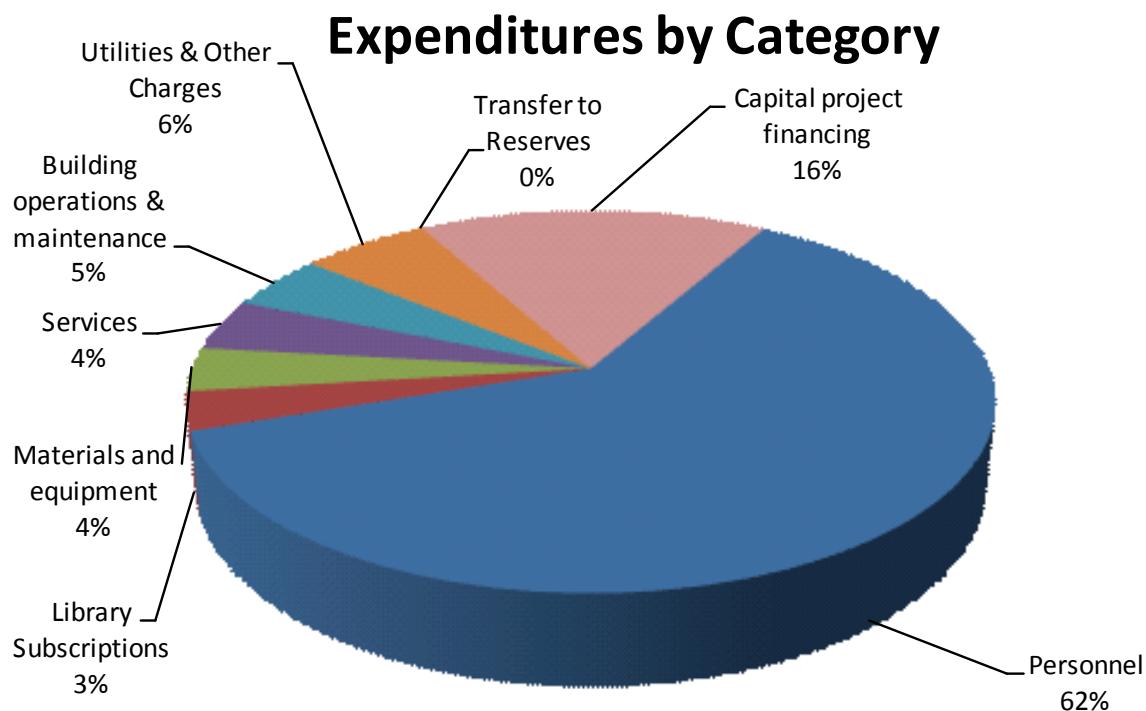
- Follow City Administration guidelines for cost increases on base level resources needed to continue providing services as in 2013.
- Incorporate full year costs for new services and library locations approved in the 2013 budget: Literacy Vans, Welcome Baby in the Community, Makerspace, and Highlands Branch.
- Revenues reflect best estimates for 2014 and include grant funding to the extent the Provincial Government has estimated and communicated to EPL. The Safe Communities Initiative Fund grant funding ends in March 2014; however, resources (i.e. outreach workers) will continue to be included in EPL's budget.
- Include incremental resources needed to operate new library branches opening in 2014. Carefully review project progress to ensure all resource requests are needed in 2014.
- Include new services that align with the Business Plan — implement new eplGo storefront location in under-served high traffic area.

Building on the zero based budgeting process used in EPL's 2013 budget, EPL Administration has reviewed revenues and kept expenditure cost increases to a minimum (i.e. contractual or known costs). The goal is to minimize the impact on tax funding requirements from the City and maximize value in the use of resources in delivering service.

# Edmonton Public Library

## Approved 2014 Budget

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Provincial Grants	\$ 4,572	\$ 4,505	\$ 4,355	\$ (150)	(3.3)
Federal Grants	5	4	4	-	-
General Revenue	2,475	3,641	2,684	(957)	(26.3)
<b>Total Revenue &amp; Transfers</b>	<b>7,052</b>	<b>8,150</b>	<b>7,043</b>	<b>(1,107)</b>	<b>(13.6)</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	28,436	30,412	31,981	1,569	5.2
Library Subscriptions	1,216	1,666	1,698	32	1.9
Materials and Equipment	1,463	1,625	1,925	300	18.5
Services	963	1,973	2,259	286	14.5
Building Operations & Maintenance	2,481	2,410	2,425	15	0.6
Utilities & Other Charges	2,858	2,830	3,162	332	11.7
Transfer to Reserves	1,951	450	-	(450)	(100.0)
Subtotal	39,368	41,366	43,450	2,084	5.0
Capital Project Financing	6,838	7,942	8,557	615	7.7
<b>Total Expenditure &amp; Transfers</b>	<b>46,206</b>	<b>49,308</b>	<b>52,007</b>	<b>2,699</b>	<b>5.5</b>
<b>Net Operating Requirement</b>	<b>\$ 39,154</b>	<b>\$ 41,158</b>	<b>\$ 44,964</b>	<b>\$ 3,806</b>	<b>9.2</b>
<b>Full-time Equivalents</b>	433.9	442.3	468.4	26.1	



# Edmonton Public Library

## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

#### Provincial Grants: \$ (150)

Reduction in provincial grant revenue is a result of the Safe Communities Initiative funding ending on March 31, 2014. EPL's per capita grant will remain at 2013 funding levels and is not expected to increase.

#### General Revenue: \$ (957)

Key elements of change include: reduction of one-time unrestricted donations anticipated for 2013 (\$450), continuation of free registration (membership) fee (\$683), offset by revenue increases in fines, printing, and room rental (\$176).

### Expenditures & Transfers - Changes

#### Personnel: \$ 1,569

Key changes to personnel costs are a result of:

- \$168 in net savings from organizational restructuring and an increase in personnel discounting from 3.0% to 3.5%, offset by salary / wage rate adjustments and benefit cost increases
- annualization of 2013 new services through Makerspace, Literacy Vans, and outreach workers initiative (\$287)
- operating impacts of 3 new libraries (Clareview, Meadows and Mill Woods) opening in 2014 (\$1,345)
- new/enhanced services for one new eplGO storefront location (\$105)

#### Library Subscriptions: \$ 32

- Library subscriptions are higher primarily due to anticipated cost increases in 2014.

#### Materials and Equipment: \$ 300

Key changes to materials and equipment are a result of:

- increases to contractual obligations for information technology equipment maintenance as well as software licenses for EPL's digital literacy and web service program (\$214)
- annualization of 2013 new services for Makerspace (\$47)
- operating impacts of 3 new libraries (Clareview, Meadows and Mill Woods) opening in 2014 (\$35)
- new/enhanced services for one new eplGO storefront location (\$4)

#### Services \$ 286

Key changes to services are a result of:

- increases to City corporate charges for financial systems, advertising/publicity and fund development campaign costs for literacy vans and welcome baby in the community initiatives (\$126)
- annualization of 2013 new services for Makerspace (\$143) and Literacy Vans (\$7)
- operating impacts of 3 new libraries (Clareview, Meadows and Mill Woods) opening in 2014 (\$6)
- new/enhanced services for one new eplGO storefront location (\$4)

#### Building Operations and Maintenance \$ 15

Increase is primarily due to the impact of opening three library branches (\$155) and one new eplGO storefront location (\$2) offset by a reclassification of building rehabilitation and renewal costs to Capital project financing (\$150)

# Edmonton Public Library

## Expenditures & Transfers - Changes

### Utilities and Other Charges \$ 332

Key changes to utilities and other charges are a result of:

- increased external lease, power and water utility costs (\$278)
- operating impacts of 3 new libraries (Clareview, Meadows and Mill Woods) opening in 2014 (\$6)
- new/enhanced services for one new eplGO storefront location (\$48)

### Transfer to Reserves \$ (450)

- Removal of 2013 one-time transfer of unrestricted donations budgeted in 2013.

### Capital Project Financing \$ 615

Capital project financing represents funding set aside for EPL expenditures related to library materials, furniture, equipment and vehicles, information technology desktop renewal, and building rehabilitation and renewal. Key changes to capital project financing are primarily as a result of one time expenditures for new / enhanced services related to one new eplGO storefront location and increases for building rehabilitation and renewal.

## Full-time Equivalent - Changes

Change of 26.1 FTEs is a result of annualization of 2013 new services for Makerspace (1.2 FTE's) and Literacy Vans (1.5 FTE's), operating impacts of 3 new libraries: Clareview (11.6 FTE's), Meadows 8.9 FTE's) and Mill Woods (1.3 FTE's), and new/enhanced services for one new eplGO storefront location (1.6 FTE's)

Rendering of the new Meadows Branch





# Edmonton Public Library

## Approved 2014 Budget - Program Summary

### Edmonton Public Library

[Link to 10-Year Strategic Goals](#)



#### Results to be Achieved

EPL shares everything from staff expertise, entertainment, information, early literacy, digital literacy, English language learning and financial literacy classes, and spaces to build community. Services are provided virtually through our website as well as through a physical network of 17 libraries and two lending machines.

#### Cost Drivers

Key cost drivers: number of customer visits, hours of programming, number of items borrowed from the library collection, questions answered in a year and public internet sessions

#### Service Standards

EPL service delivery standards are established through goals and success measures provided through the EPL Board's Strategic Plan, EPL Business Plan and continuous feedback from customers. EPL's efficiency and effectiveness are assessed against other Canadian Urban Libraries success indicators and EPL continues to exceed the average standards delivered by other libraries.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 7,052	\$ 6,982	\$ 8,150	\$ 7,043
Expenditure & Transfers	46,206	46,136	49,308	52,007
Subtotal	39,154	39,154	41,158	44,964
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 39,154	\$ 39,154	\$ 41,158	\$ 44,964
Management		39.0	45.0	46.7
Professional/Technical/Union Exempt		7.0	9.5	10.5
Union		393.3	387.8	411.2
Full - Time Equivalents		439.3	442.3	468.4

#### 2013 Services

- Second most visited place in Edmonton with total visits exceeding 13 million
- Over 6.5 million books, CD's DVD's, magazines, newspapers, eBooks, audiobooks, streaming music and videos
- 10 million items borrowed
- 2 million questions answered
- 1.1 million public internet sessions
- 800,000 in digital media downloads
- 280,000 attendance at 12,000 free programs
- 142,000 attendance at free programs beyond the library walls

#### Changes in Services for 2014

- Operating costs for two new libraries in Clareview and Meadows and one replacement library in Mill Woods
- New Services: one eplGO Storefront location in an underserved community

# Edmonton Public Library

## Program - Public Library Impact of Capital Projects - Clareview, Meadows and Mill Woods Library Branches

FUNDED

### Results to be Achieved

In 2014, three library facilities will be opened: Clareview Library Branch (new), Meadows Library Branch (new) and Mill Woods Library Branch (replacement of a leased space). This service package highlights the resources needed to allow for the opening and operations of these facilities.

### Description

As part of the EPL capital budget approved by City Council, two new libraries and one replacement library will be opened in 2014. Operating and maintenance costs have been identified over the last 3 years to City Council in forecast information included in EPL's annual budget submissions. The following funding requirements (in \$000) are needed in 2014 to open these facilities:

	<u>2014</u>	<u>2015</u>	<u>2016</u>
<b>Clareview Branch (opening May 2014)</b>			
Personnel	\$ 708	\$ 347	\$ 10
Non-Personnel (note 1)	133	315	9
Rehab and Renewal per City guidelines	219	-	-
<b>Total</b>	<b>1,060</b>	<b>662</b>	<b>19</b>
<i>FTEs</i>	11.6	5.2	-
<b>Meadows Branch (opening July 2014)</b>			
Personnel	\$ 540	\$ 508	\$ 11
Non-Personnel (note 1)	100	340	8
Rehab and Renewal per City guidelines	160	-	-
<b>Total</b>	<b>800</b>	<b>848</b>	<b>19</b>
<i>FTEs</i>	8.9	7.9	-
<b>Millwoods Branch (opening September 2014)</b>			
Personnel	\$ 97	\$ 167	\$ 20
Non-Personnel (note 1)	(30)	35	8
Rehab and Renewal per City guidelines	220	-	-
<b>Total</b>	<b>287</b>	<b>202</b>	<b>28</b>
<i>FTEs</i>	1.3	2.6	-
<b>Total Operating Impacts of Capital</b>	<b>\$ 2,147</b>	<b>\$ 1,712</b>	<b>\$ 66</b>

Note 1: Non-personnel includes materials, equipment, services, utilities, building operations, maintenance and other charges

### Background

The above capital projects were approved by City Council as part of the 2012-2014 capital budget. Operating costs requested for these projects reflect personnel and non-personnel costs required to operate the facilities and provide service to customers. The Clareview and Meadows Library Branches are new libraries and the Mill Woods Library is a new facility replacing a leased space at the Mill Woods Town Centre.

### Options

A business case analysis was undertaken for each of these facilities, at which time alternative strategies were considered. The best alternative, considering qualitative and quantitative factors, was to build new library facilities.

### Implications of Not Funding

If not approved, the new facilities will not be opened as planned and library services will not be provided in these communities. These facilities will be vacant and unused.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	2,147	\$ 15	2,132	21.8	-	\$ -	-	-	-	\$ -	-	-
Annualization	-	-	-	-	1,712	-	1,712	15.7	66	-	66	-
<b>Total</b>	<b>2,147</b>	<b>\$ 15</b>	<b>2,132</b>	<b>21.8</b>	<b>1,712</b>	<b>\$ -</b>	<b>1,712</b>	<b>15.7</b>	<b>66</b>	<b>\$ -</b>	<b>66</b>	<b>-</b>



# Edmonton Public Library

## Program - Public Library Alternative Service Delivery Model - epIGO Service Point (Storefront Model)

FUNDED

### Results to be Achieved

As an alternative way of providing full service facilities, EPL has proposed innovative ways to meet the demands of an ever growing City. Population is anticipated to grow over the next 10+ years and EPL has developed strategies to provide services in under-served communities through non-traditional approaches of providing library services. As one strategy, EPL will be expanding the use of epIGO store front locations in growth communities that are currently under-served. This initiative builds on EPL's current model at the University of Alberta - epIGO location.

### Description

Implementation of epIGO store front library locations (small footprint rental spaces - max 2,000 sq. ft.) in growing areas of the City provides an interim solution to meeting the demands of customers. Services will range according to the needs of the community and may include programming, holds pick-up, limited popular collections, and wireless and internet accessibility. Resources included in this service package are for one location to be implemented in 2014. The funding request includes one-time fit up costs for one leased facility, staffing (3.3 FTE's) and operating costs.

	<u>2014</u>	<u>2015</u>	<u>2016</u>
<b>epIGO</b>			
Operating (6 months in 2014)	\$ 162	\$ 274	\$ 278
One Time	246	-	-
	<u>408</u>	<u>274</u>	<u>278</u>
Incremental Change	<u>\$ 408</u>	<u>\$ (134)</u>	<u>\$ 4</u>

### Background

EPL currently has one site at the University of Alberta Cameron Library, epIGO, that has been in service for the last 4 years. The epIGO location is a small 1,500 square foot library space with popular collections and a holds pick-up service.

### Options

EPL's Business Plan identifies objectives to explore alternative service delivery methods to meet the needs of underserved areas of Edmonton and to provide digital and literacy services when and where customers need them. While the capital plan reflects the addition of branches to growing areas, the Library is unable to secure funding as quickly as required to serve the growing population of Edmonton. Two alternative approaches have been identified in the EPL Business Plan: Lending machines and epIGO small store front locations as interim measures to the construction of new library branches located in growth areas.

### Implications of Not Funding

While EPL's capital plan reflects the addition of branches to growing areas, the Library is unable to secure funding as quickly as required to serve the growing population of Edmonton. As an interim measure, EPL's strategy outlines alternative non-conventional service delivery methods. Not funding these alternative service models, prevents EPL from serving its customers in growing areas where library services are not available.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	408	\$ -	408	1.6	-	\$ -	-	-	-	\$ -	-	-
Annualization	-	-	-	-	(134)	-	(134)	1.7	4	-	4	-
<b>Total</b>	<b>408</b>	<b>\$ -</b>	<b>408</b>	<b>1.6</b>	<b>(134)</b>	<b>\$ -</b>	<b>(134)</b>	<b>1.7</b>	<b>4</b>	<b>\$ -</b>	<b>4</b>	<b>-</b>

# Edmonton Arts Council

## Introduction

The EAC works with the City, its agencies, and the arts community in Edmonton for the benefit of all citizens. The EAC was founded in 1995 and has over 400 members (400 in 2012) including artists, arts and festival organizations, arts patrons and community leaders.

The Edmonton Arts Council (EAC) exists to support and promote the arts community in Edmonton. It is supported in this by the City of Edmonton through a service agreement. That service agreement was renewed in 2011 for a five year term.



Cariwest Festival

## MAJOR SERVICES AND ACTIVITIES

- Provided grants to support the work qualified not-for-profit arts and festival organizations and individuals
- Implementation of recommendations in the EAC Cultural Diversity Audit Final Report
- Monitored and led discussions pertaining to arts and cultural policies for the City of Edmonton
- Implemented programs identified in the *Art of Living*, the City's 10-year cultural plan (2008-2018)
- Administered the City's percent for art program and continued to implement the public art master plan, including conserving the civic art collection
- Initiated and maintained programs that benefit a wide range of citizens and arts activities, including TIX on the Square, the city store, and Churchill Square programming
- Supported and produced, on request by the City, special arts and culture projects
- Participated in civic forums and committees

## Opportunities and Challenges

- Implementation of recommendations in the Art of Living including artist residencies and support for the development of cultural industries in the city
- Opportunity for effective civic investment for arts and festivals, particularly through the Cornerstone Arts Operating process to address needs of large arts organizations with facilities
- Opportunity to create and develop alternative ways to support artists and arts activities especially for youth, culturally diverse, and senior artists
- Opportunity to support emerging opportunities for development of space for arts and culture in the City-EAC and Arts Habitat Association work in developing these opportunities must be maintained
- Arts and culture are activities that are fundamental in meeting many of the goals in the City's Way We Live Plan
- Opportunity to capture the momentum of the Art of Living and its successful implementations to begin work on the next cultural plan for the City
- Opportunity to capture the momentum of the *Master Plan for Public Art* to begin work on updating the plan in order to ensure the continued success of all the public art projects, from community driven to major acquisitions
- Conservation of the existing civic art collection has impacted available funds from new and recent projects. Remediation, repair and maintenance of existing artworks is diminishing funds that are earmarked for conservation of new acquisitions
- Arts facilities in Edmonton are facing major upgrades issues. Significant capital requests for infrastructure improvement and maintenance can be expected within the next 5 to 10 years



Artists painting the En Masse Mural



Everyone is Welcome by Aaron Paquette



# Edmonton Arts Council

## Current Service Level

### City Grants

**27** (37 in 2012) **established Festival Organizations** funded; **16** (12 in 2012) **new/emerging Festival Organizations funded** - this funding supports the operations of eligible festivals within the corporate limits of the City of Edmonton.

**114** (109 in 2012) **Arts Organizations funded** – this funding supports the operations of eligible arts organizations whose activities take place within the corporate limits of the City of Edmonton. Included are the Cornerstone Organizations in Edmonton who also own/operate major art facilities: Citadel Theatre, Winspear Centre/Edmonton Symphony Orchestra and the Art Gallery of Alberta. In 2013, a distinct review and assessment process was undertaken to address the needs and challenges that are unique to these Cornerstone organizations. One of the initial results of this process was \$500,000 one time allocation to the AGA in 2013.

**271** (219 in 2012) **Individual Artists supported** – this funding supports the creation, development, curation, exhibition or production of work in any art form by qualified individual artists resident in the City of Edmonton. The funding includes dedicated support to artists from cultural diverse backgrounds. The funding also supports travel by eligible applicants for qualified purposes.

**26** (25 in 2012) **Arts and Museum Facilities funded** - this funding supports a portion (up to 25%) of annual expenses associated with maintaining clean, well-lighted, heated and secure facilities with significant public access.

**2** (2 in 2012) **Major Parades and 7** (10 in 2011) **One Day Celebrations** funded – this funding supports the operations of eligible organizations that produce major parades or one-day cultural celebrations within the corporate limits of the City of Edmonton.

**8** (12 in 2011) **Community Arts projects** funded – these projects combine professional artists with a distinct community in the city to produce an artwork reflective of the interests of that community.



Councillor Ben Henderson, Poet Laureate Mary Pinkoski, and Councillor Amarjeet Sohi

# Edmonton Arts Council

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## Public Art

**6** (16 in 2012) public art projects from the Percent for Art began; **13** (7 in 2012) were completed; **57** are ongoing and began prior to 2012 to be completed in 2013 or later.

Conservation work was done on **35** (35 in 2012) artworks in the civic collection. A conservation assessment, begun in 2011, of the entire collection is near completion.

The on-line gallery of the City's public art collection is continually updated.

## *Operations for Arts Habitat Association of Edmonton*

### Arts Habitat Association

- managed 2 artist live/work buildings (26 housing units and 3 studios)
- lead the on-going development of Artists Urban Village housing for senior artists and other arts activities
- continues to work, in partnership, on ArtsCommon (formerly Alberta Cycle Building 118 Ave.). In 2012, the building was demolished due to major structural issues. A new business plan is being developed.
- Continues to bring the McLuhan house up to modern building codes while maintaining its historical and architectural integrity. Arts Habitat Association offices were relocated to McLuhan House in 2012.



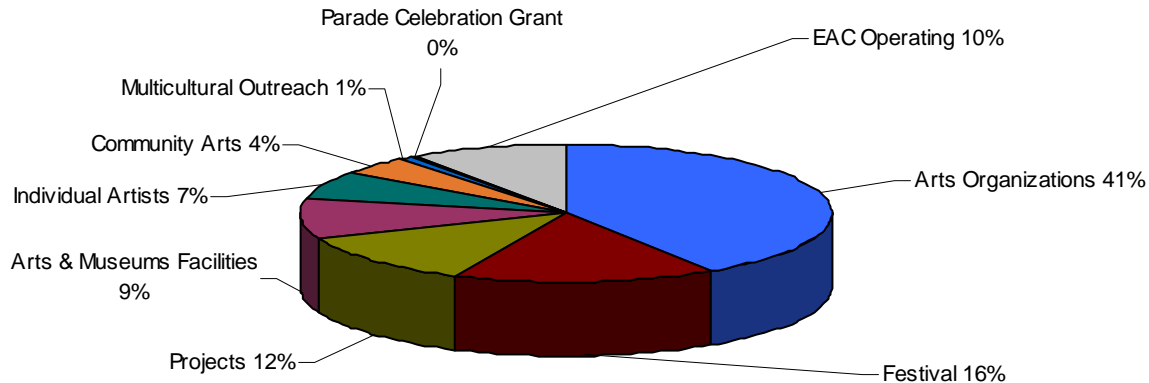
Dancers performing in Lunar New Year celebrations.

# Edmonton Arts Council

## Approved 2014 Budget (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Expenditure &amp; Transfers</b>					
Arts Organizations	3,882	5,210	4,804	(406)	(7.8)
Festival	1,796	1,874	1,910	36	1.9
Projects	768	880	1,403	523	59.4
Arts & Museums Facilities	1,084	1,084	1,106	22	2.0
Individual Artists	761	761	775	14	1.8
Community Arts	483	483	492	9	1.9
Multicultural Outreach	109	109	111	2	1.8
Parade Celebration Grant	59	41	45	4	9.8
EAC Operating	1,103	1,103	1,125	22	2.0
<b>Total Expenditure &amp; Transfers</b>	<b>10,045</b>	<b>11,545</b>	<b>11,771</b>	<b>226</b>	<b>2.0</b>
<b>Net Operating Requirement</b>	<b>\$ 10,045</b>	<b>\$ 11,545</b>	<b>\$ 11,771</b>	<b>\$ 226</b>	<b>2.0</b>

Where the Budget will be Spent



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# Edmonton Combative Sports Commission

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## Introduction

### Governance

Edmonton's Commission advises Council on matters relating to professional Combative Sports and makes recommendations for any change to bylaws and fees. The Commission ensures good industry stewardship and provides regulatory oversight of promoters, contestants and officials.

The Commission also establishes licensing criteria and event standards for the various types of combative sports such as boxing, wrestling and mixed martial arts, under the direction of *Bylaw 15638* (governance) and *Bylaw 15594* (operations).

The ECSC oversees the implementation of rules, regulations, policies and procedures for all aspects of combative sports and events, including appeal and discipline hearings and new promoter screening through its seven volunteer members.



**ECSC**  
**EDMONTON COMBATIVE SPORTS**  
**COMMISSION**

# Edmonton Combative Sports Commission

## Operations

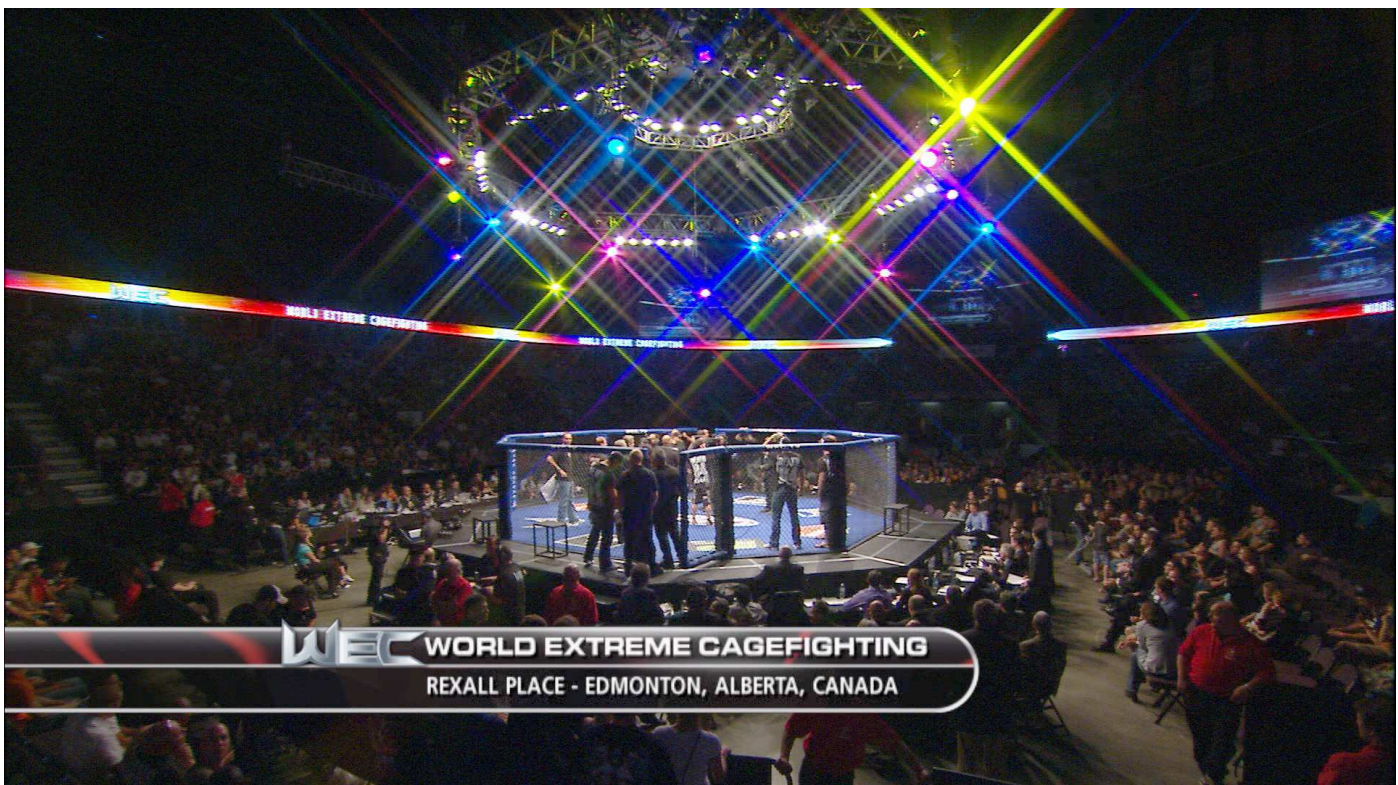
The ECSC manages an officials' pool in excess of 60 event officials including referees, judges, inspectors, timers, scorers and ringside physicians.

The ECSC Executive Director provides pre and post event regulatory review and attends each event to ensure public and contestant safety is maintained.



An Edmonton referee instructs competitors before a bout

The number of combative events in Edmonton has reached 60 professional boxing, mixed martial arts and wrestling events held in venues across the city. The commission continues to train and accredit local officials, maintaining an international officiating standard. Support to industry promoters and technical management of individual sport events remains the top priority. The ECSC is actively pursuing the creation of a provincial sports commission.

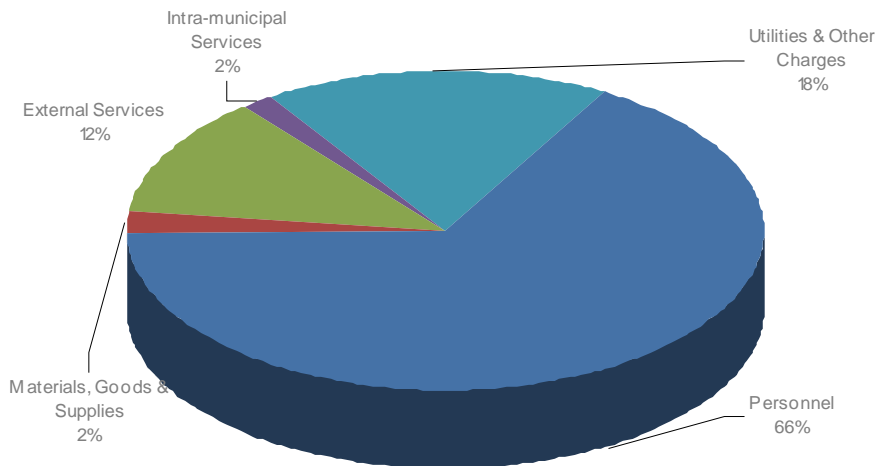


# Edmonton Combative Sports Commission

## Approved 2014 Budget (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 49	\$ 60	\$ 60	\$ -	-
Transfer from Reserves	-	128	128	-	-
<b>Total Revenue &amp; Transfers</b>	<b>49</b>	<b>188</b>	<b>188</b>	<b>-</b>	<b>-</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	185	125	125	-	-
Materials, Goods & Supplies	3	4	4	-	-
External Services	3	23	23	-	-
Fleet Services	-	-	-	-	-
Intra-municipal Services	4	3	3	-	-
Utilities & Other Charges	17	33	33	-	-
Transfer to Reserves	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>212</b>	<b>188</b>	<b>188</b>	<b>-</b>	<b>-</b>
<b>Net Operating Requirement</b>	<b>\$ 163</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>-</b>	<b>-</b>

## Where the Budget will be Spent





# Edmonton Federation of Community Leagues



Above, EFCL hosts the annual media event to kickoff Community League Day. From left, Councillors Gibbons and Iveson, EFCL President Makarechian, and Councillors Henderson and Anderson prepare to see the speed of their ball toss.

## Introduction

### Community Leagues

- Over 80,000 Edmontonians are members of their local community league, making this the largest volunteer organization in North America.
- Community leagues have developed facilities that are worth well over a half billion dollars, including halls (125), playgrounds and spray decks (250), basketball courts (150) outdoor rinks (120), tennis courts (35) and a smattering of skateboard parks and other amenities.
- Having founded and operated most of the minor sports in Edmonton (soccer, hockey, basketball and ringette), leagues still run over 1,000 soccer teams and assist with hundreds of other teams in sports like basketball, baseball and ringette, to name three.
- Leagues work jointly with the City of Edmonton to provide the Green Shack summer camp program for children on over 100 neighborhood sites and offer a wide array of exercise and educational classes for all ages.
- Leagues jointly host thousands of social events each year, providing opportunities for neighbors to connect, form friendships and feel good about where they live.
- Leagues also work with their members on a wide array of local civic issues, from land development to traffic safety and crime prevention.

# Edmonton Federation of Community Leagues

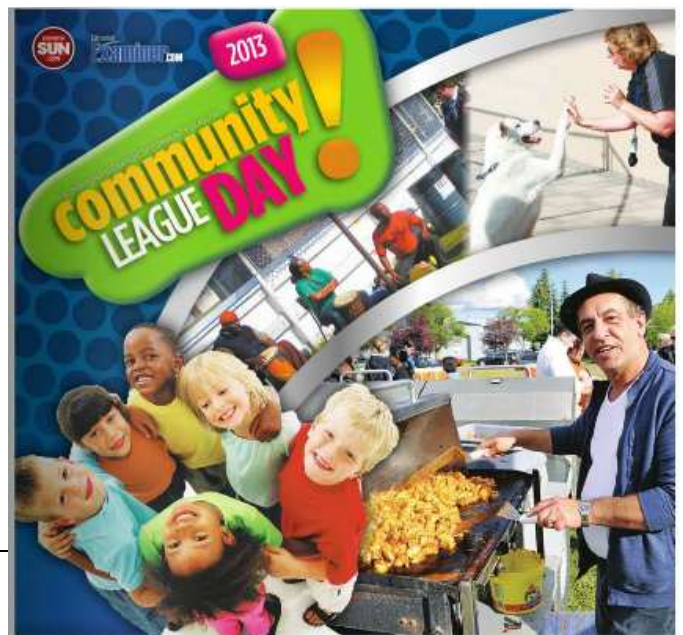
## The EFCL

- Edmonton Federation of Community Leagues' mandate is to foster healthy neighbourhoods by supporting, promoting and coordinating the programs, projects and services of our 156 member community leagues.
- The federation provides services directly to its member leagues and also acts as the representative of the leagues when dealing with government, agencies and businesses.
- Just completing its 92<sup>nd</sup> year in operation, the federation is governed by a board of 12 directors, who are elected by the leagues contained in each of 12 districts.
- The board is responsible for hiring the executive director, who in turn hires the rest of the staff. Other positions at the EFCL are the Communications Director, Marketing Director, Financial Officer (Part-Time), Community Planner, Community Development Officer, Board Development Officer and Office Administrator.
- Approximately 60% of the federation's funding is provided by the City of Edmonton, with the rest coming from membership fees, sponsorships and a bi-yearly casino.
- **City of Edmonton funding to the federation comes in four streams.** Three streams - the Community League Operating Grant, Community League Infrastructure Grant and Emerging Community League Grant - go directly to the leagues and to groups of residents who want to start a new league. The final stream - the EFCL Operating Grant - is provided to the EFCL to help cover the cost of its operations.

## EFCL Programs and Major Services

### For the 156 Community Leagues

- The EFCL provides information and advice to the league executives on a daily basis, helps with their board operations, planning and development matters, book-keeping, accounting, grant applications and communications - including website development.
- The EFCL also helps the leagues expand their membership base by providing workshops and programs that reach out to under-represented sectors, such as young adults, artists and people from different cultural backgrounds.
- The EFCL runs a number of promotions to help raise public awareness about community leagues and their programs and activities. Perhaps the best example of this in 2013 was our **Community League Day** promotion, where we worked with the Edmonton SUN/Examiner to produce an eight-page insert that appeared in over 200,000 newspaper copies. We also held a very successful news conference to kick off the event at Churchill Square. In addition, we hired a videographer to put together a promotional video, using material from eleven community league events. We also worked with corporate partners to put together a box of party supplies and souvenirs for all of the participating leagues and helped advertise the event with bridge banners and selected electronic billboards.
- The EFCL uses its **website** to sell league memberships, advertise hall rentals and promote various league events. This website has just been updated to accommodate mobile devices and provides a wide variety of information on a searchable basis. It also connects leagues to recommended suppliers.
- Last year the federation offered a full-day, board development conference where league executive members were welcome to attend a variety of skill-development workshops. Called **Leagues Alive**, the conference will be held on Nov. 16 this year and will once again include a luncheon with members of Edmonton City Council.





# Edmonton Federation of Community Leagues

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## EFCL Programs and Major Services

### For the 156 Community Leagues -continued

- Last spring the federation also sponsored a **Volunteer Recognition Gala** event for league volunteers, featuring a motivational speaker, videos of key league projects and a fun social mixer for everyone in attendance.
- With support from the City of Edmonton, the federation was able to help seven community leagues install a **solar energy system** on the roof of their hall. This was accompanied by an **energy audit** on their hall and an opportunity to take part in the Taking Action to Manage Energy program offered by the Municipal Climate Change Action Centre. Each of the leagues were eligible for a matching grant of \$6,250 for hall retrofits under this program.
- This year the federation hired a videographer to produce videos of selected league events. These are available to both the league and the federation for promotional purposes.
- As in past years, the EFCL hosted a number of planning workshops for the leagues. This year, topics included the use of vacant school sites, traffic control, cell tower locations, high density family housing and the rejuvenation of older neighborhoods.
- The federation also provided all of the leagues with their membership cards, skate tags, promotional brochures and posters.



Warren Saurer, chair of the Solar Society of Alberta, helps with the installation at Meadowlark hall

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### For the City of Edmonton

- This year the EFCL is doing a major review of its **Civic Engagement Process**, where it works with leagues to review and comment on a wide variety of civic issues. The federation is welcoming the city's input in this review so that we develop a process that works for the city as well as community leagues.
- The EFCL is pleased to report that all the leagues that hold land licenses have now signed a comprehensive **Tri-Party License Agreement** with the City of Edmonton. This agreement outlines how the land is to be used and how disputes are to be settled.
- Work is well underway on the federation's **100<sup>th</sup> Anniversary Project**, which features the development of a plaza and upgrades to a small stream in the southeast corner of Hawrelak Park. It will also include an interpretive walkway where information about the City of Edmonton will be on display. The entire project will be linked to an existing playground and soon-to-be built water play feature, both of which are located nearby. The federation has committed \$100,000 toward this project and the 156 leagues have each agreed to donate \$2,000, in five \$400 installments between 2012 and 2016.
- The EFCL also works hand in hand with the city to coordinate the rental of city pools, arenas and school gymnasiums.
- In 2013 the federation agreed to work with the City of Edmonton on a variety of **Winter City Initiatives**, such as winter festivals, the expansion of ski trails and makeshift snow mountains.
- The EFCL is also a member of a number of city task forces, including those focused on traffic safety, new neighborhood design, complete streets, light efficiency, cell tower siting, trails, routes and paths and various zoning bylaw reviews.

# Edmonton Federation of Community Leagues

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## EFCL Programs and Major Services

### For the General Public

- The EFCL helps the general public connect with Edmonton's community leagues via our website, multi-language brochures and regular postings on Facebook and Twitter, as well as e-mail and in-person contacts at the office.
- This year the federation teamed up with the City of Edmonton to help nominate individuals for the Front Yards in Bloom contest, where participants were awarded for the manner in which they landscaped their yards.
- Members of the public are able to buy a community league membership to any of the 156 leagues through the EFCL's website or in person at the EFCL office.

## Looking Ahead

### The EFCL sees many opportunities to grow the community league movement.

In addition to serving its target market of young families with children, the federation is constantly reaching out to other demographics.

For example, this fall, the federation is teaming up with the Edmonton Seniors Coordinating Council and the City of Edmonton to find new ways to **welcome and engage seniors** in community league activities. The federation is fully aware of the growing number of seniors in our community and the role that leagues can play in helping seniors stay in their homes as long as they want.

A workshop has been set for Oct. 22 to kick off this exercise.

This summer the EFCL launched **Balconies in Bloom** as a way to reach out to individuals, including many single people, who live in apartments and condominiums. Modelled after the successful Fronts Yards in Bloom competition, the program acknowledged people who had put in a special effort to decorate the balcony of their home.

Recognizing the growing cultural diversity of our city, the federation remains fully committed to reaching out to people from various cultural backgrounds through our **cultural inclusion** initiative.

Our first step in this direction was to develop important linkages with a variety of immigrant serving agencies and cultural groups. Now that these are in place, we want to help leagues identify target populations of newcomers in their area and develop strategies for welcoming these people to their league.

In 2012, the federation linked arms with Catholic Social Services to apply for federal funding for this initiative. If successful, the EFCL will have two, full time community outreach workers at its disposal. Each employee will work with six-to-eight leagues on this initiative, which will reach out to aboriginals as well as newcomers to Canada.

Reaching out to newcomers was also a main reason for the federation becoming a sponsor of the **Heritage Days** summer festival. In 2013 we manned a booth and handed out thousands of brochures and promotional materials to festival visitors. We also offered free games for children (i.e. football toss, paper coloring) and a restful spot for adults to relax.





# Edmonton Federation of Community Leagues

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The EFCL is also encouraging leagues to engage local artists. This year the federation is refining the **Living Local Arts and Heritage Program** it jointly offers with the Edmonton Arts Council and Edmonton Heritage Council to make it easier for more leagues to get involved. Leagues are now encouraged to submit a letter of interest, which the EFCL and its partners will use as an opportunity to work with the league on a local heritage project. This could be a history book, a painting, a sculpture, a mural or live performance, to name a few. Leagues can triple their money (up to \$30,000) by linking up with a local artist and historian on a project that helps showcase the character of their neighborhood.



Sculptor Kathryn Ruckman poses by her tribute to the rail on the Hazeldean Greenway. This project was funded by the Living Local Arts & Heritage Program

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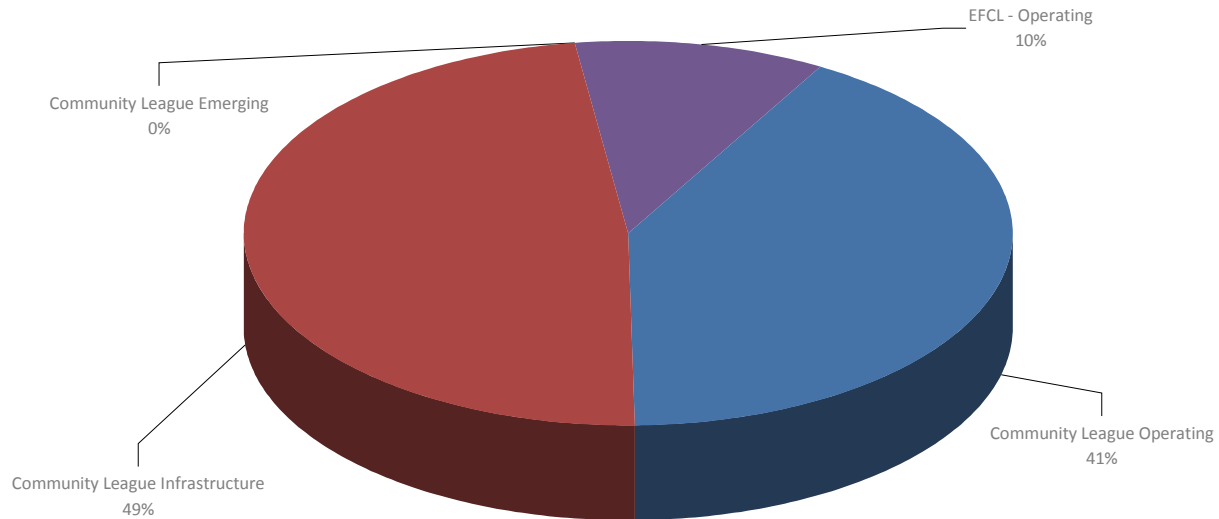
Finally, the federation would like to recognize the assistance it is getting from a **growing list of corporate sponsors**. Long term agreements with Credit Union, the Realtors of Edmonton and Area and Foster Park Baskett were signed this year and negotiations are underway with Edmonton Northlands and Sports International. These along with our major event sponsors are helping the federation expand its operations and broaden its financial base.

# Edmonton Federation of Community Leagues

## Approved 2014 Budget (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Expenditure &amp; Transfers</b>					
Community League Operating	2,384	2,540	2,591	51	2.0
Community League Infrastructure	3,030	3,000	3,000	-	-
Community League Emerging	3	3	3	-	-
EFCL - Operating	583	601	652	51	8.5
<b>Total Expenditure &amp; Transfers</b>	<b>6,000</b>	<b>6,144</b>	<b>6,246</b>	<b>102</b>	<b>1.7</b>
<b>Net Operating Requirement</b>	<b>\$ 6,000</b>	<b>\$ 6,144</b>	<b>\$ 6,246</b>	<b>\$ 102</b>	<b>1.7</b>

## Where the Budget will be Spent



# Edmonton Federation of Community Leagues

FUNDED

## 2014 – 2018 Business Plan and Civic Engagement Strategy

### Results to be Achieved

Completion of the 2014 - 2018 Business Plan will ensure that the federation uses its resources prudently and stays focused on projects and programs that will benefit its member leagues the most. The purpose of the Civic Engagement Review, which is a key component of the Business Plan, is to improve the manner in which the EFCL works with the city on policies which impact the quality of life in neighborhoods. In order to do this, the EFCL will develop strategies to: 1. Enhance our relationship with city council and city staff. 2. Clarify our role in civic engagement. 3. Better engage leagues in civic matters. 4. Set priorities and not overtax our resources. 5. Manage our image and have our input respected.

### Description

The federation intends to hire a consultant, who will help with the development of the business plan and conduct the Civic Engagement Review. The consultant would help the EFCL complete the following tasks: 1. Review its Vision and Mission. 2. Review the degree to which it reached the goals outlined in the 2009 – 2013 business plan. 3. Review its current Civic Engagement Process and those of similar organizations. 4. Develop short, medium and long term goals. 5. Develop an action plan and a list of performance measures. 6. Develop a communication plan for the EFCL and its member leagues. This work would involve consultations with league and stakeholder representatives (including the city). We are asking the city to pay half of the \$80,000 cost and provide staff to help direct it. It is to be launched in January and completed by June 2014.

### Background

The EFCL is well aware that a well-developed business plan is essential to its success. It constantly refers to its current plan, which was developed in 2009 and updated in 2011 and 2012. The federation is also acutely aware that it needs to spend more time analyzing and improving its civic engagement process. Currently, we are significantly overtaxed by the number of issues that are presented to us and the challenges associated with attempting to communicate with 156 member leagues. Individual community leagues experience similar problems, as they attempt to deal with a wide variety of issues and have difficulty reaching all of their members.

### Options

If the federation is unable to undertake this project, it will attempt to do an update its existing business plan (2009-2013) and review its current civic engagement practice with staff resources. This work will be much less comprehensive and will lack outside input from various stakeholders, such as community league, City of Edmonton and partner organization representatives. This may call into question the effectiveness of our review.

### Implications of Not Funding

As noted above, we will try to do this project with existing resources if it is not funded. It will be much less comprehensive and as such less satisfactory to both our organization and our many stakeholders.

Incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 40	-	40	-	\$ (40)	-	(40)	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 40</b>	<b>-</b>	<b>40</b>	<b>-</b>	<b>\$ (40)</b>	<b>-</b>	<b>(40)</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>

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# Fort Edmonton Park

## Introduction

Fort Edmonton Park is Canada's largest living history experience and is a key park of the cultural and recreational makeup 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 historical eras—an 1846 fur trading post as well as 1885, 1905 and 1920, each era is historically represented with original and/or reconstructed buildings. During public hours, period interpreters animate the eras for visitors while the buildings and the various historic modes of transportation enhance the entertainment and educational experience. In addition to the regular season of operations, the Park is available for rentals and special functions both during and outside of normal operating hours. Fort Edmonton Park also hosts a variety of well-subscribed educational programming through registered programs and summer camps.



Fort Edmonton Park is guided by the original Fort Edmonton Park Master Plan approved by City Council in 1968 and subsequently updated in 1988 and 2001. In Fall 2009, the Fort Edmonton Management Company undertook a comprehensive review of Fort Edmonton Park. The Company engaged an international attractions consulting firm to assist in the development of an updated vision for Fort Edmonton Park and to recommend potential capital and program elements that would achieve the vision.

In 2010, City Council approved the 2010 Master Plan Update as a companion document to the previous plan. The update identifies an enhanced vision for Fort Edmonton Park and provides clear direction regarding future capital development, animation and related activities. The enhanced vision, mission and strategic purpose is as follows:

**VISION:** Creating a sense of place where Edmonton's vibrant history comes to life—A World Class living history experience.

**MISSION:** Connect Generations to Edmonton's dynamic history by offering fun, unique immersive experiences.

**STRATEGIC PURPOSE:** Fort Edmonton Park engages you in the fun, wonder and spirit of Edmonton which inspires curiosity, a willingness to try new things, and a chance to unlock the adventurer in all of us.

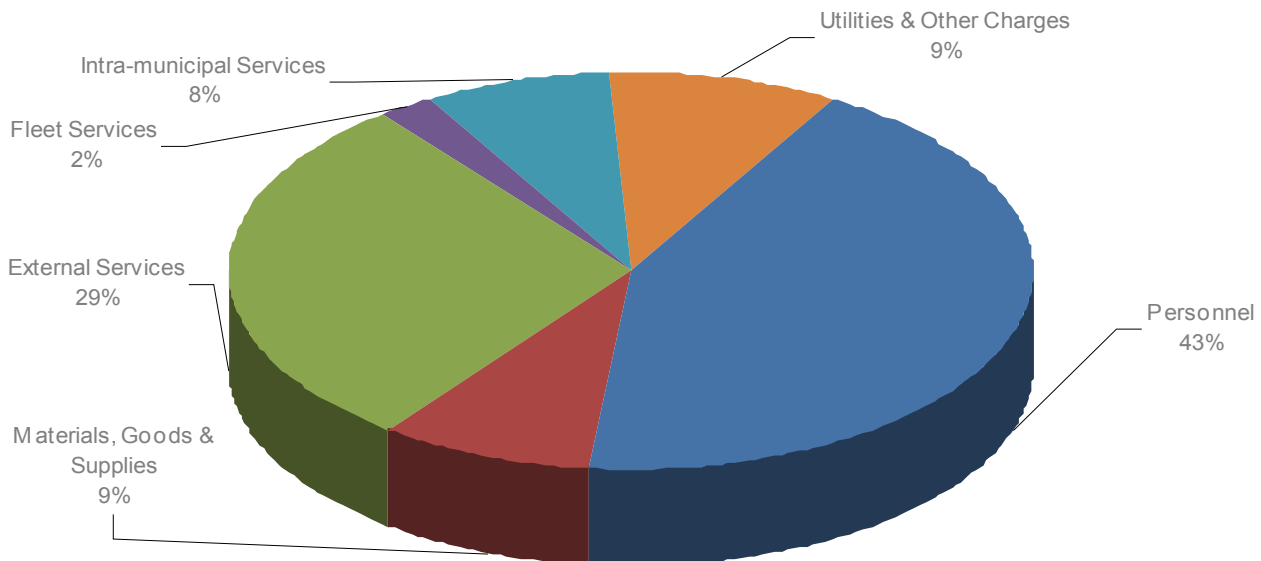


# Fort Edmonton Park

## Approved 2014 Budget (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 2,784	\$ 3,271	\$ 3,271	\$ -	-
Grants	20	-	-	-	-
Transfer from Reserves	49	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>2,853</b>	<b>3,271</b>	<b>3,271</b>	<b>-</b>	<b>-</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	2,333	3,005	3,005	-	-
Materials, Goods & Supplies	520	599	611	12	2.0
External Services	1,966	1,988	2,028	40	2.0
Fleet Services	72	112	146	34	30.2
Intra-municipal Services	395	407	534	127	31.2
Utilities & Other Charges	554	586	628	42	7.2
Transfer to Reserves	5	-	-	-	-
Subtotal	5,845	6,697	6,952	255	3.8
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>5,845</b>	<b>6,697</b>	<b>6,952</b>	<b>255</b>	<b>3.8</b>
<b>Net Operating Requirement</b>	<b>\$ 2,992</b>	<b>\$ 3,426</b>	<b>\$ 3,681</b>	<b>\$ 255</b>	<b>7.4</b>
<b>Full-time Equivalents</b>	55.0	55.0	55.0	-	-

## Where the Budget will be Spent



# Fort Edmonton Park

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## Approved 2014 Budget (\$000)

### Expenditures & Transfers - Changes

#### **Material, Goods & Supplies \$12**

Inflation at the Consumer Price Index.

#### **External Services \$40**

Inflation at the Consumer Price Index.

#### **Fleet Services \$34**

Increase of \$25 for future replacement of the fleet and an increase of \$30 for maintaining the fleet. A decrease of \$21 is attributable to the actual costs of fuel usage.

#### **Intra-municipal Services \$127**

Increase in interdepartmental charges for building maintenance and custodial services.

#### **Utilities & Other Charges \$42**

Increase in utility costs based on projected rates and volumes for 2014.



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# Greater Edmonton Foundation

## 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.

The Foundation works hard to ensure quality affordable housing is provided to senior citizens and currently serves approximately 3,100 individuals. The Foundation manages 10 lodges, 25 apartment buildings and 37 duplex-homes found throughout Edmonton.

We are currently building a second 54-unit apartment complex within our Ottewell property to help house Seniors through the affordable housing program. Ottewell Terrace construction is proceeding on budget and on time. Pictured below is Ottewell Terrace scheduled to open January 2015.

In the April issue of MacLean's magazine, GEF was again recognized as one of the Top 30 Green companies in Canada.

## GEF Vision

Positively influencing seniors' quality of life.

## GEF Mission

"Leaders in friendly, affordable, secure housing and services for seniors."

## GEF Values

**Respect:** We show empathy, appreciation and regard for the dignity, uniqueness and worth of everyone.

**Integrity:** We aspire to the highest standard of ethical and professional conduct.

**Life Enrichment:** We actively engage the mind, body and spirit to promote well being.

**Accountability:** We have high standards; we are responsible for the results achieved.



## Major Services and Activities

### Supportive Living Services

- Currently our residences are fully occupied with 883 units at our nine lodges throughout the City. Supportive living services include three meals a day plus snacks, weekly housekeeping and recreational activities in a communal living environment.
- Ottewell Manor provides services to 38 seniors with mild mental health issues. Rent is charged at \$1,025 month and is subsidized by Alberta Health Services and Alberta Municipal Affairs.

### Low income Housing

- Currently our 2,000 self-contained apartment units are fully occupied with a waiting list of approximately 300 seniors. Rent is charged at 30% of a seniors income.

### Affordable Housing

- Rosslyn Terrace is our affordable housing 50 unit apartment. We are currently fully occupied with a waitlist of approximately 90 seniors. Rent is charged at 15% below market rent.
- Ottewell Terrace is our second affordable housing apartment currently under construction. To date, 80% of the suites have been rented and the waiting list is approximately 60 seniors.

## Strategic Roadmap

The Greater Edmonton Foundation (GEF) has successfully provided housing and services to low income seniors in Edmonton for over 50 years. With over 450 seniors waiting for a place at GEF, the demand for affordable seniors' housing is at an all-time high and continues to grow.

### **GEF's Strategic Business Plan focuses on the following strategic priorities:**

1. Funding received from Alberta Municipal Affairs for the construction of a new 54 unit affordable apartment complex, Ottewell Terrace. The unique layout of the building provides room for a day care facility within the apartment and allows the generations to experience each other. Completion of the building is January 2015.
2. Enhancing resident quality of life and ensure that GEF remains a leading provider of affordable residences for seniors through excellence in operations and service.
3. Continue to secure funding for more affordable housing and supportive living facilities for seniors and address the growing demand for affordable housing.
4. Expand the Building for Life campaign to raise money to support the construction of more affordable seniors housing units in Edmonton.
5. Managing our own financial resources by maintaining a high occupancy level in our buildings and pay down mortgages as they come due.
6. Implement a communication strategy to engage the Edmonton community with GEF, thereby offering opportunity to develop relationships that support the foundation in both awareness and fund development.

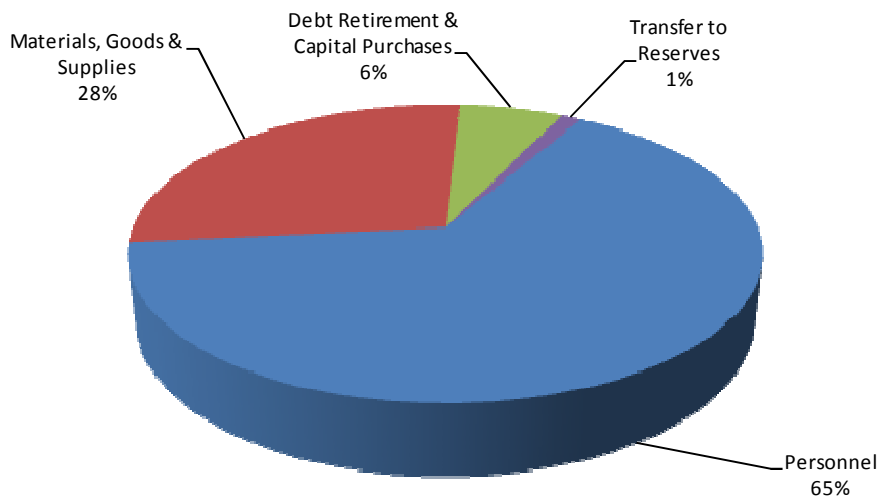


# Greater Edmonton Foundation

## Approved 2014 Budget Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, etc.	\$ 15,909	\$ 17,262	\$ 17,851	\$ 589	3.4
Grants	3,753	3,100	3,638	538	17.4
<b>Total Revenue &amp; Transfers</b>	<b>19,662</b>	<b>20,362</b>	<b>21,489</b>	<b>1,127</b>	<b>5.5</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	13,597	15,463	16,409	946	6.1
Materials, Goods & Supplies	6,512	7,034	6,895	(139)	(2.0)
Debt Retirement & Capital Purchases	2,753	1,241	1,570	329	26.5
Transfer to Reserves	300	324	315	(9)	(2.8)
<b>Total Expenditure &amp; Transfers</b>	<b>23,162</b>	<b>24,062</b>	<b>25,189</b>	<b>1,127</b>	<b>4.7</b>
<b>Net Operating Requirement</b>	<b>\$ 3,500</b>	<b>\$ 3,700</b>	<b>\$ 3,700</b>	<b>\$ -</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>315.0</b>	<b>315.0</b>	<b>324.0</b>	<b>9.0</b>	

### Where the Budget Will Be Spent



# Greater Edmonton Foundation

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## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

#### **User Fees, etc. \$589**

Incorporates increases in rental rates and management fees. Ottewell Terrace rents space to a daycare (September 2014 occupancy) and anticipated revenues for four months would account for \$62. Guest meals and tenant revenues have also increased as the trend to access these services is increasing.

#### **Grants \$538**

The consolidation of Lodge Assistance grant and Special Services grant under Lodge Assistance Program, effective April 1, 2013, widened the eligibility of a resident for the consolidated grant and resulted in the increase of the average annual grant amount from \$297 per eligible resident (2012) to \$346 per eligible resident.

### Expenditures & Transfers - Changes

#### **Personnel \$946**

Personnel costs increased due to adding personnel to support the Capital Maintenance Program, to facilitate the opening and operating of Ottewell Terrace and Ottewell Place restructuring. Additional Site Maintenance position was added as this was more economical than hiring a contractor. Salary increases averaged 3% and LAPP rates are expected to increase employer contribution amount by 0.5%. Benefits have increased due to new positions and annual increases.

#### **Material, Goods & Supplies (\$139)**

Daily food costs increased to \$5.75 per resident (2012) which was the basis for 2014 budget of \$5.95 per resident (3.5% increase). Grounds Maintenance contracts have increased 25% overall. Administration costs increased due to expanding portfolio Information Technology requirements. These increases were offset by significant reduction (30%) in utilities due to new contract (January 1, 2014) for gas and electricity.

#### **Debt Retirement & Capital Purchases \$329**

Debt retirement for Rosslyn Place (2015) and Rosslyn Terrace renewal (2015). Annual capital provision for refurbishment of aging buildings and equipment replacements.

#### **Transfer to Reserves (\$9)**

Rosslyn Terrace reserve was reduced to 3% of revenue.

### Full-time Equivalents - Changes

9 FTEs will be added in 2014: 3 for the Capital Maintenance Program, 3 for Ottewell Terrace and 3 for Ottewell Place.

# Edmonton Heritage Council

## Introduction

The Edmonton Heritage Council (EHC) is a not-for-profit, charitable organization that supports and promotes heritage in Edmonton and the surrounding region.

Created in 2009 as a result of the recommendations of the Art of Living, the EHC is completing its 4th years of operations.

Funding at present comes from a City of Edmonton grant, membership fees and donations. It is directed by a Board of 16 members drawn from the community at large.

The vision of the Edmonton Heritage Council is of a place where heritage is understood and valued by all members of the community as an integral part of life.

The mission of the Edmonton Heritage Council is to support the work of individuals and organizations that:

- research, preserve, protect and present Edmonton's unique heritage
- promote an understanding of how this distinct place and community came to be
- engage with the past in planning for the future.

The work of the Edmonton Heritage Council is linked to City Council and Administration by supporting the Art of Living Recommendations and the Departmental Outcomes of the Community Services.

### Art of Living Heritage Recommendations #s 5, 8,9, 10, 11

- *Heritage Recommendation No.5: Support the City Archives' role in archiving private and community record*
- *Heritage Recommendation No.8: Develop consistent interpretation practices for heritage*
- *Heritage Recommendation 9: Better support for museums and a cohesive plan for the development of all museums in Edmonton*
- *Heritage Recommendation No.10: City support for the development of an Edmonton museum*
- *Heritage Recommendation No.11: Establish a museum operating/ programming grant program as a Community Investment Grant (tied to Recommendation #9)*

### Departmental outcomes for Community Services

Building and enhancing knowledge about Edmonton's people and peoples, organizations and communities through increased research and improved interpretation (resulting in publications, displays, presentations and documentary sources)



EHC's inaugural symposium in 2010, titled "Heritage, Innovation and the Livable City". Left to right, Satya Gupta Das (EHC Director), Mita Das, Gurchuran Singh Bhatia (symposium panelist) and Mrs. Bhatia.

The Board of the EHC is responsible for hiring the Executive Director, who in turn hires the rest of the staff. Other positions at the EHC are the Programs Coordinator, Administrative and Program Assistant and Communications Assistant. A City Museum Strategy Coordinator is also serving as project staff.

The EHC shares some administrative functions with the Edmonton Arts Council with which it also shares office space in the Prince of Wales Armouries Heritage Centre.



# Edmonton Heritage Council

## Programs and Services 2014-2015

### Community Investment Grant Programs

Heritage Community Investment and Living Local: Arts & Heritage Neighbourhood grant programs fund heritage initiatives and local organizations and facilities that present Edmonton's heritage and story.



### Edmonton Museums Strategy

Working with community, heritage and City of Edmonton as partners, EHC is working on an initiative to create a museum about Edmonton, beginning with community programming (exhibitions, interpretive initiatives) as well as planning for a future facility. A related initiative is to bring Edmonton's museum, archives and historical organizations into joint working relationships, to increase program reach and administrative effectiveness.

### Edmonton Maps Heritage (EMH) [www.edmontonheritage.ca](http://www.edmontonheritage.ca)

EMH is a collective and ongoing "mapping" of the city's heritage online; the city's heritage buildings, cultural communities, archaeological sites, and landscapes including links to local museums and archives. This provides access to Edmonton's heritage resources and stories in an interactive, graphic format which is easy to read and understand. Initiated in 2010, with ongoing updates and improvements to its function including user contributions, it is publicly accessible through EHC's website.





# Edmonton Heritage Council

## Programs and Services 2014-2015

### Heritage Symposia

The Council held its second community heritage symposium “City and Memory” in November 2013, featuring keynote speakers and panels on Edmonton’s heritage.

Over 100+ participants discussed Edmonton history and heritage in relation to other civic activity and development, and the place of heritage in city building.



### Historian Laureate

The Historian Laureate program raises the profile of Edmonton’s heritage and history, connecting Edmonton’s history to civic events, developments and occasions. EHC was a partner in selecting the City’s first Historian Laureate in 2010. Historian Ken Tingley was the inaugural historian laureate finishing his term in April 2011. EHC estimated that the first Historian Laureate was heard by 2000+ people in the first term. Shirley Lowe is the 2<sup>nd</sup> Historian Laureate



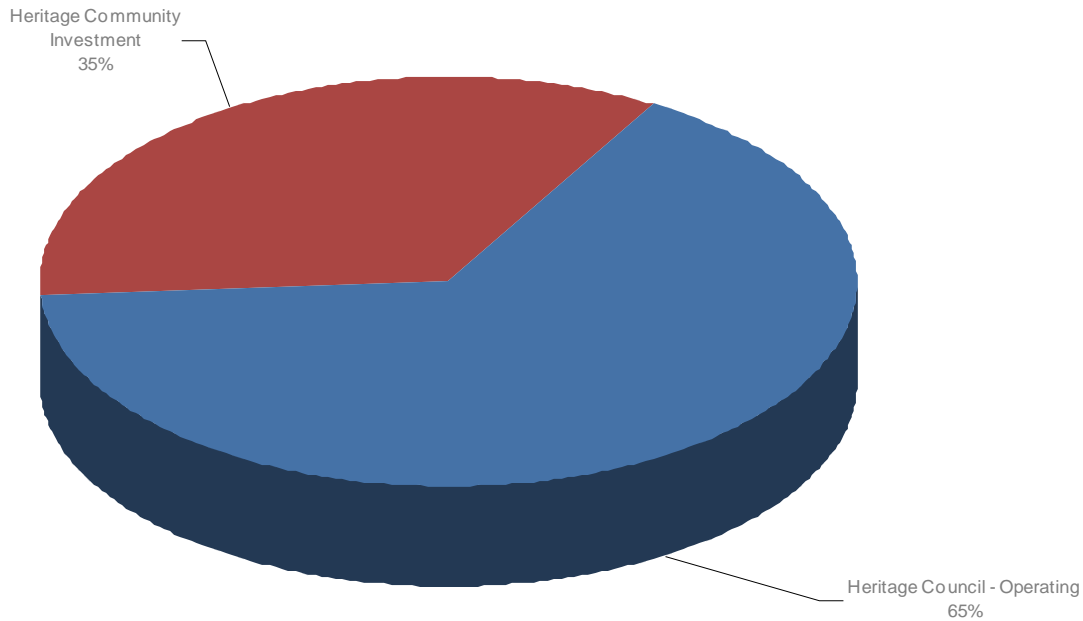
Historian Laureate making a presentation for Free Admission Day

# Edmonton Heritage Council

## Approved 2014 Budget (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Expenditure &amp; Transfers</b>					
Heritage Council - Operating	267	276	532	256	92.8
Heritage Community Investment	-	275	281	6	2.2
<b>Total Expenditure &amp; Transfers</b>	<u>267</u>	<u>551</u>	<u>813</u>	<u>262</u>	<u>47.5</u>
<b>Net Operating Requirement</b>	<b>\$ 267</b>	<b>\$ 551</b>	<b>\$ 813</b>	<b>\$ 262</b>	<b>47.5</b>

## Where the Budget will be Spent



# Edmonton Heritage Council

## Edmonton Heritage Council

FUNDED

## Edmonton Museums Network and City Museum Development

### Results to be Achieved

This service package would provide funding to Edmonton Heritage Council in 2014 for two elements of an Edmonton Museums Strategy: 1) continue the work of the steering committee, organizational structure and programs for an Edmonton city museum (\$150,000) and 2) to support the work of the Edmonton Museums Network for marketing, branding and interpretive projects to strengthen Edmonton's existing museum sector. (\$100,000) - joint interpretation, marketing and development initiatives as key in implementing an overall museums strategy to improve citizen service and benefits from existing Edmonton museums.

### Description

This is to further the comprehensive presentation of Edmonton's story for citizens and visitors to the city. Edmonton is interpreted in fragments at smaller specialized museums, through occasional programs and in a range of publications that do not create an enriched and focussed experience. The aim of these initiatives is to provide these experiences by establishing a city museum and Edmonton museums network. Not funding this service package will stop the momentum that has been created with the subsequent strategy work and community consultation to create viable and achievable strategies for a city museum and Edmonton museums network. This service package is presented in connection with City Council's approval of the Art of Living Implementation Plan (Heritage Recommendations # 9 to develop and overall museums policy and # 10, to support development of a city museum. City Council's priority on the arts and its vision of Edmonton as a recreation and arts city is immediately relevant to these vital strategic projects.

### Background

Funding received in 2013 started the Edmonton Museums Network and discussions among various small and larger facilities about joint marketing and programming initiatives. On the other stream the City Museum Development Steering Committee started work on negotiating with the Alberta Aviation Museum for opportunities with joint use in their expansion, looking at alternative sites and developing specifics from the previously supplied functional program provided by the consultants.

### Options

This initiative is the highest priority of the Edmonton Heritage Council. Their newly operating Grants program is an enhancement to the Edmonton Museums Network. There is no other organization or business already doing this nor does it duplicate any other City programs.

### Implications of Not Funding

Without the Edmonton Museum Network requests for support and funding by museum organizations for operating support and project funding will continue to come forward to City departments (e.g. Community Services), rather than through coordinated and collaborative initiatives related to a city museum and a museums network

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 250	-	250	-	\$ (250)	-	(250)	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 250</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>\$ (250)</b>	<b>-</b>	<b>(250)</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>

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# Edmonton Homeless Commission

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## Introduction

Edmonton's Homeless Commission is a Committee of Council, and oversees implementation of *A Place to Call Home*, Edmonton's 10-year plan to end homelessness by 2019.

The program promotes the development of permanent housing options for all individuals experiencing homelessness, including the development of appropriate emergency shelter and transitional/interim housing options, and supporting programs that endeavour to prevent homelessness.

Support is given to other organizations that help provide permanent housing, and the Commission facilitates collaboration between all orders of government, the community and non-profit groups providing funding and outreach assistance to individuals experiencing homelessness.

Four years into the 10-year plan to end homelessness (April 2013), 1,664 permanent homes have been secured for 2,325 people who had been homeless; more than 350 additional new units have been completed; healthcare savings for 68 clients after one year in the Boyle McCauley Health Centre's Pathways to Housing program were \$45,430 for reduced use of emergency, and \$2.2 million for reduced number of days in hospital.

Key contribution to *The Way Ahead* is to outcomes under *The Way We Live*.



Commission announced strong progress on housing the homeless in 2013

# Edmonton Homeless Commission

## Approved 2014 Budget (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees	\$ -	\$ -	\$ -	\$ -	-
<b>Total Revenue &amp; Transfers</b>	-	-	-	-	-
<b>Expenditure &amp; Transfers</b>					
Personnel	181	268	271	3	1.1
Materials, Goods & Supplies	2	-	-	-	-
External Services	135	335	335	-	-
Intra-municipal Services	1	-	-	-	-
Utilities & Other Charges	202	16	16	-	-
Subtotal	521	619	622	3	0.5
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	521	619	622	3	0.5
<b>Net Operating Requirement</b>	<b>\$ 521</b>	<b>\$ 619</b>	<b>\$ 622</b>	<b>\$ 3</b>	<b>0.5</b>
<b>Full-time Equivalents</b>	2.0	2.0	2.0	-	

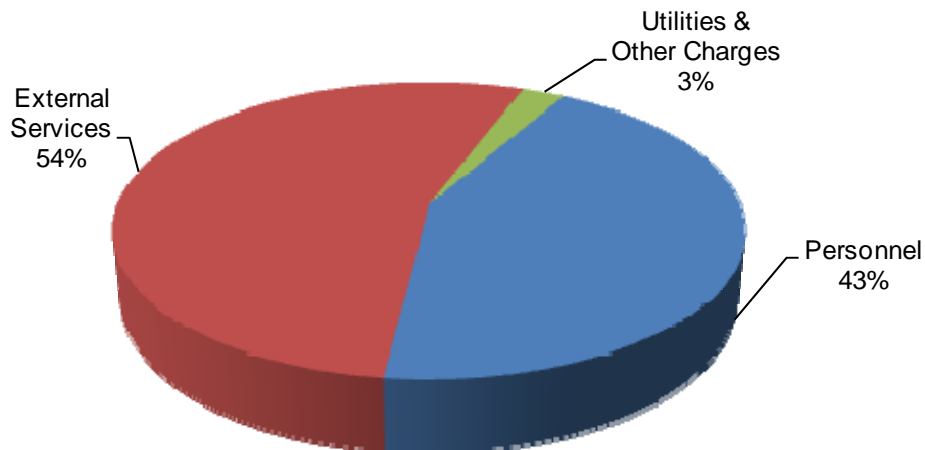
## Budget Changes for 2014 (\$000)

### Expenditures & Transfers - Changes

#### Personnel \$3

Movement toward job rate and changes in benefits is \$3.

## Where the Budget Will Be Spent



# Edmonton Homeless Commission

## Approved 2014 Budget – Program Summary (\$000)

### Edmonton Homeless Commission

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

The Edmonton Homeless Commission, champions the implementation of A Place to Call Home – Edmonton's 10 Year Plan to End Homelessness. Its mission is to end chronic homelessness in Edmonton by 2019.

#### Cost Drivers

- Population growth in the community/in-migration
- Housing vacancy rates & rental rates
- Housing construction costs

#### Service Standards

The 10 Year Plan outlines the goals, strategies and targets to meet the mission of ending chronic homelessness in Edmonton by 2019. The 2014 targets are to: secure 550 units of housing (new and existing), maintain an 85% retention rate for those housed, reduce the average length of stay at an emergency shelter to 21 days, and at minimum, maintain provincial funding at 2013 levels.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	521	597	619	622
Subtotal	521	597	619	622
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 521	\$ 597	\$ 619	\$ 622
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		-	-	-
Union		1.0	1.0	1.0
Temporary		-	-	-
Full - Time Equivalents		2.0	2.0	2.0

#### 2013 Services

- Secured 427 homes for 536 people experiencing homelessness, with an 86% retention rate
- 55 new housing units completed
- Welcome Home, a befriending program, successfully launched Provincial funding increased over 2012 levels

#### Changes in Services for 2014

- Continue to broaden community support for the implementation of the 10 year Plan
- Promote the development of programs (e.g. discharge planning, bridge fund, etc.) that prevent homelessness
- Explore housing and training options for homeless youth. We will explore options to divert inappropriate use of emergency services



# REACH Edmonton

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## Introduction

REACH is a Council for Safe Communities, with the goal of making Edmonton a safer community in one generation by focusing on crime prevention. Founded in June 2010, REACH is membership driven, led by a Board of Directors with more than 200 members, encompassing 83 organizations and more than 120 citizens. Guided by the knowledge that the best solutions come from the grassroots, REACH brings together community groups, agencies, police and organizations to work together to find innovative crime prevention solutions. It is doing so by implementing the nine recommendations in the REACH Report approved by Council in September 2009.

## REACH Initiatives

### 24/7 MAP (Mobile Assistance Program)

- The 24/7 MAP team has been out on the streets of Edmonton, helping vulnerable citizens in crisis since April 30, 2013. The initiative is funded by the City of Edmonton and the Federal Homeless Partnering Strategy. The program is run by the Bissell Centre, with funds administered by REACH Edmonton and Homeward Trust Edmonton.
- 24/7 MAP provides around-the-clock assertive outreach 365 days per year to vulnerable and chronically homeless individuals.
- MAP works closely with emergency services to increase client support and access to services that can address the underlying root causes vulnerability. These causes can include lack of housing, addictions, mental/physical illness, poverty, etc. The program also decreases unnecessary dependence on costly emergency services.
- An advisory committee made of key government and community-based service providers acts as a resource for collaborative problem-solving of systemic challenges. Members of this committee include AHS Addiction and Mental Health, Bent Arrow Traditional Healing Society, City of Edmonton, E4C, EMS, EPS and the Government of Alberta.
- While emergency services will respond to 911 calls, after assessing the situation, 911 Communications Evaluators have the option to refer non-emergency calls for help directly to the 24/7 MAP team.
- The public can access the MAP team by calling 211 in situations where citizens are in need of support, but not emergency medical or police services.
- As of August 31, 2013 the 24/7 MAP team has had 407 crisis contacts and helped 11 people secure stable housing. In addition, the team has had 203 follow-up contacts in which clients are supported to access available programs and services aimed at addressing their unique needs.



# REACH Edmonton

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## **REACH Initiatives (Continued)**

### **WrapEd**

- A successful collaborative proposal was submitted to the National Crime Prevention Centre (Public Safety Canada) to deliver a \$5.2 million gang prevention program for youth in Edmonton.
- Partners on this initiative are the Africa Centre, City of Edmonton, Edmonton Catholic Schools, Edmonton John Howard Society, Edmonton Police Service, Edmonton Public Schools, Native Counselling Services of Alberta, REACH Edmonton and YOUCAN.
- During the creation of this proposal, REACH Edmonton brought these diverse groups together to collaborate in seeking the funding, rather than each group submitting a proposal in competition with the others.
- This approach not only strengthened the case for National Crime Prevention Centre to allocate this money to Edmonton, but built invaluable partnerships and collaborative relationships between various local groups with common goals.

### **Joint Use Summer Access Program**

- The 2013 Joint Use Summer Access Program aimed to provide support and access to schools for emerging Aboriginal, immigrant, refugee and special needs groups running summer programming.
- For the second year running, REACH partnered with the City of Edmonton, Conseil Scolaire-Centre Nord, Edmonton Catholic School District and the Edmonton Public School Board. REACH hired a Community School Support Coordinator to build awareness about the program and assist community groups in navigating the processes to obtain space, funding, and resources while providing support at all stages of summer program planning and implementation.
- A total of 22 groups enquired or applied for the program with 11 groups being allocated space. As a result, about 500 local children from vulnerable communities were able to spend their summer days in engaging, educational programming rather than out on the streets or at home alone.
- The programs delivered focused on engaging the youth in culturally responsive, educational activities. Youth built resilience and were supported in all aspects of healthy development including positive racial and ethnic identities. These programs mediated some of the social and economic barriers facing these children by offering programming at no or low cost, with flexible scheduling and in some cases meals and snacks were provided as well.
- This partnership is another example of REACH Edmonton's ability to bring multiple organizations together to facilitate capacity building and focus on preventative solutions that emphasize healthy human and social development. Partnerships like this work to reduce the risk factors that lead to crime and victimization in vulnerable populations.

### **REACH Aboriginal Leadership Circle (RALC)**

- From Pow Wow protocol to learning skills to become a resilient community leader, RALC programs reach out to Edmonton's Aboriginal Community in a variety of ways. These programs offer Aboriginal youth and their families the opportunity to build stronger community connections and learn both traditional knowledge and practical skills.

# REACH Edmonton

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## REACH Initiatives (Continued)

### REACH Aboriginal Leadership Circle (RALC) (Continued)

- In its three years of operation, with the support of the provincial Safe Communities Initiative Fund (SCIF) 5,693 people were engaged with 351 attending regular programs. Participation grew from 57 people in year one to 179 in year three.
- Participants said they felt more satisfied with themselves because of the program, with two-thirds saying they were skipping school “a lot less” and one self-reported gang member leaving that lifestyle behind.

### REACH Immigrant and Refugee Initiative (RIRI)

- REACH coordinates with RIRI partners in programming, identifying gaps, sharing new knowledge and measuring success. EACH RIRI partner delivers domestic violence programming that reflects its own clients’ needs.
- With 1,700 people engaged in the project and 454 regularly attending programs, RIRI participants, particularly women, say their have had less need to contact police, have seen less conflict at home and some of them have seen an increase in household income. This program was funded by SCIF funding from the province.

### Schools as Community Hubs (SACH)

- At-risk families face many challenges: poverty, language barriers, addictions and other health problems. Knowing where and how to get help can be difficult and often the only connection these families have with the ‘system’ is their children’s school. SACH, another SCIF funded program, responds to this by connecting at-risk children, youth and families from Aboriginal, immigrant and refugee communities to the services and programs they need.
- This innovative, integrated cost-effective model for crime prevention transforms schools into community hubs: places where families can access services and feel a greater sense of connection and belonging in their communities.
- During the three years this program has been operating, 2,152 children and parents were engaged and assisted by SACH programming.



# REACH Edmonton

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## Opportunities and Challenges

**24/7 MAP** – The 24/7 MAP team engages with clients that have a complex set of issues and barriers including homelessness, poverty, chronic illness, serious medical conditions, being new to the country and mental health and addictions. These challenges often result in calls to EPS and EMS. Baseline data provided by EPS indicated that client contact with these individuals took 104.6 minutes of EPS time. Early results show a reduction to 36.8 minutes.

A key component of 24/7 MAP is the housing element and the partnership with Homeward Trust Edmonton. Despite initial success housing 11 individuals, the 24/7 MAP team is reporting an increasing demand for housing and has assessed a total of 89 individuals in need of housing.

24/7 MAP partners are moving forward with innovative social media strategies to increase public awareness that the team is available and can be reached by calling 211. The 24/7 MAP team is anticipating increased call volumes as word continues to spread.

**WrapEd** - With \$5.2 million over five years, this grant from the Federal Government will support programs focused on keeping high-risk youth out of gangs. This funding will also cover the salaries of a quarter-time police liaison and a quarter-time Edmonton Police data analyst.

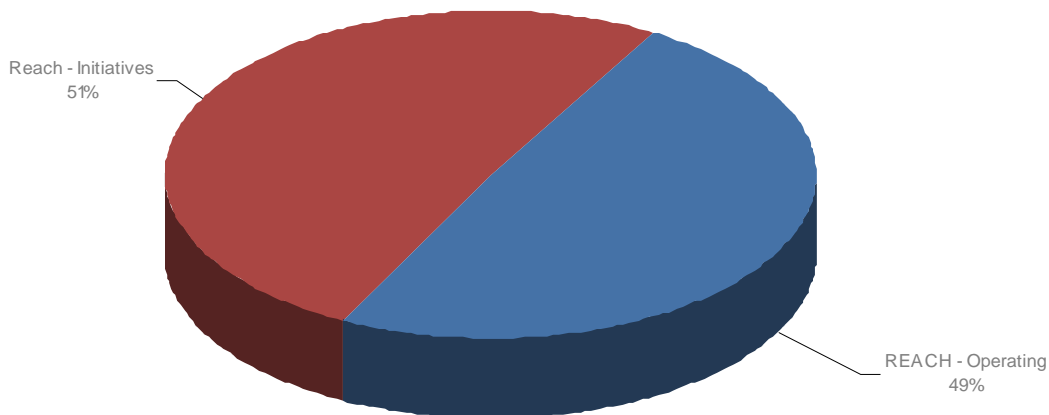
**Schools As Community Hubs (SACH)** – With provincially funded Safe Communities Innovation Fund (SCIF) programs coming to a close in 2013, the REACH Board of Directors decided to contribute to extending the program for an additional year. REACH is continuing to explore a new model for after school programs incorporating shared learnings and best practices from SACH.

# REACH Edmonton

## Approved 2014 Budget (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Expenditure &amp; Transfers</b>					
REACH - Operating	1,276	1,276	1,302	26	2.0
REACH Initiatives	<u>1,316</u>	<u>1,316</u>	<u>1,341</u>	<u>25</u>	1.9
<b>Total Expenditure &amp; Transfers</b>	<u>2,592</u>	<u>2,592</u>	<u>2,643</u>	<u>51</u>	2.0
<b>Net Operating Requirement</b>	<b>\$ 2,592</b>	<b>\$ 2,592</b>	<b>\$ 2,643</b>	<b>\$ 51</b>	<b>2.0</b>

### Where the Budget will be Spent





# Edmonton Space & Science Foundation

## INTRODUCTION

The Edmonton Space & Science Foundation is a non-profit organization, which operates TELUS World of Science – Edmonton, a broad-based and interactive science centre.



## OUR MISSION

To create a positive science and technology culture in our region that inspires and motivates people to learn about, and contribute to science and technology advances that strengthen themselves, their families, and their community.

In delivery of this mission, our priorities are:

- To make opportunities to learn about science and technology accessible to everyone.
- To inspire people to embrace science and technology as a vital component of their education and personal development.

## Edmonton Space & Science Foundation

- To be a catalyst for partnerships and alliances that promotes science and technology in our community.
- To position the Edmonton Space & Science Foundation and TELUS World of Science -Edmonton as the primary external science and technology resource to the formal education system.

### MISSION OUTCOMES

The Edmonton Space & Science Foundation delivers programs and services that reflect the diverse and evolving interests of our community. Particular emphasis is given to making a positive difference in the lives of children, students, families, teachers, as well as employers and their employees. The Foundation strives for results that strengthen our community now and position it for future success. The major community outcomes we wish to contribute to are:

- Increase science and technology literacy (awareness) throughout the community;
- Increase support for science and technology education;
- Increase students' academic performance in the science curriculum;
- Increase the number of individuals who pursue post-secondary; education in science and technology related disciplines;

### OUR VISION

To inspire voyages of life-long discovery.





# Edmonton Space & Science Foundation

## MAJOR SERVICES

Our facility offers five permanent exhibit galleries, one feature exhibit gallery and the following venues to our community and surrounding areas:

- Western Canada's largest multi-purpose, IMAX<sup>®</sup> compliant theatre
- Largest planetarium dome in Canada, the Margaret Zeidler Star Theatre
- Four permanent exhibit galleries
- One feature traveling exhibit gallery
- Observatory
- Gift Shop
- Cafe
- Dow Computer Lab
- TELUS Robotics Lab
- World Class Childhood Development Gallery
- Science demonstration stage and over 33,000 sq.ft. of exhibit galleries.

## PROGRAM DESCRIPTION

As one of Alberta's premiere visitor attractions and since opening our doors in 1984, TELUS World of Science has become a major landmark on our City's skyline.

TELUS World of Science has played a major role in bringing the wonders of science and technology to over 13 million people since opening in 1984. We are the sixth-largest science centre in Canada and the third most visited, the second most visited cultural facility in Alberta, and the seventh most visited attraction in the entire province.

## Edmonton Space & Science Foundation

Albert Einstein said, *“Imagination is everything. It is the preview of life’s coming attractions.”* As a Science center we have an obligation to spark imagination and to make connections to inspire people of all ages. Edmonton needs to continue to become an incubator for the next generation of thought leaders. It is this kind of creative scientific thinking that needs to be inspired and nurtured right here at home. Thought connects ideas, ideas become inspiration, and inspiration drives us to discover.

At TELUS World of Science – Edmonton, we see connections in science everyday in the form of fireworks; the earth-shattering form of fireworks that exists in the eyes of discovery. Watching the sparkle of discovery in the eyes of a seven year old as liquid nitrogen hits ice cream and starts to boil and smoke. Or in the eyes of a hard-to-impress teenager when they migrate from seeing Saturn’s rings from a jpeg image on their computer to an enormous telescope, allowing them to move from one celestial body to another in real-time.

We want to connect and put the frontiers of science into the hands of every Albertan. We want to connect with our province and create a centre of knowledge that will inspire a new generation of thought leaders. We want to create a new society of Albertan’s in-touch with the latest advances in all areas of science, technology, engineering and mathematics (STEM). What we are talking about is a paradigm shift in the way we approach early childhood development, science education and citizen engagement.



## Edmonton Space & Science Foundation

We want to:

- Connect children of all ages with the wonders of science so that it spawns a life-time of curiosity and continuous learning.
- Provide adults with a comfortable environment for evocative conversations on science and technology topics. Our new partnership with the University of Alberta will provide our community an unprecedented opportunity to learn and understand some of the most pressing and complex concerns of our time and allow them a safe space to openly discuss and examine these complex issues, including the ethical and moral impacts on our society.

And, we want to:

- Attract and invite world-class experts in all STEM related fields to share their knowledge with fellow Albertans.
- Reconnect the symbiotic relationship between Science and the Arts in learning and working together
- Amalgamate the seemingly unrelated disciplines in science and demonstrate how they have broader applications when connected and collaborated (ie. the traditional physical sciences connected and collaborated with the social sciences can all contribute to each other).
- Cohere all orders of government with all levels of education and other partner organizations to work together to foster an era of learning, innovation, knowledge, creation, and economic prosperity. The Foundation is committed to volunteerism. It is governed by a volunteer Board of Directors that provides a broad community perspective, and is supported by volunteers that contribute time, talent and skills towards various activities of the organization.

	2011	2012	Projected 2013	Projected 2014
<b>Volunteer Service Hours</b>	17,776	18,469	23,000	23,000
<b>Number of Volunteers</b>	247	273	300	300

# Edmonton Space & Science Foundation

## CURRENT SERVICES

### PERFORMANCE MEASURES

#### Measures of Efficiency & Effectiveness

Financial Performance Measures	2012	Projected 2013	Projected 2014
	79%	83%	82%

#### Customer Performance Measures – Attendance

	2011	2012	Projected 2013	Projected 2014
<b>Attendance Statistics</b>				
IMAX Theatre - Public	87,064	84,440	50,600	124,320
General Admission, including Special Exhibits	182,668	249,332	357,000	273,140
School Programs	169,249	184,732	183,000	186,400
Other	30,615	20,411	25,000	25,000
<b>TOTAL</b>	<b>469,596</b>	<b>538,915</b>	<b>615,600</b>	<b>608,860</b>
<b>Total Annual Members</b>	<b>18,010</b>	<b>20,276</b>	<b>17,000</b>	<b>19,300</b>
<b>Total Annual Member Households</b>	<b>4,617</b>	<b>5,360</b>	<b>4,700</b>	<b>5,300</b>
<b>Number of Communities Served</b>	<b>262</b>	<b>277</b>	<b>277</b>	<b>277</b>

# Edmonton Space & Science Foundation

## Final 2014 Budget - Department Summary by Category (\$000)

	2012 Actual	2013 Projection	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
Imax Theatre - Public	\$ 677	\$ 600	\$ 1,057	\$ 457	76.2
General Facility & Membership	3,038	5,523	4,259	(1,264)	(22.9)
School & Community Programs	1,171	1,267	1,242	(25)	(2.0)
Giftshop	407	616	458	(158)	(25.6)
Development/Fundraising	1,184	1,205	1,277	72	6.0
Food Service, Grants \$ Other Revenue	518	691	772	81	11.7
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>6,995</b>	<b>9,902</b>	<b>9,065</b>	<b>(837)</b>	<b>(8.5)</b>
<b>Expenditure &amp; Transfers</b>					
Salaries, Wages, Benefits	4,519	5,144	5,416	272	5.3
Program Costs (Exhibits, Programs, Royalties)	1,538	3,364	2,871	(493)	(14.7)
Marketing/Development	910	1,056	941	(115)	(10.9)
Building Operations	314	262	283	21	8.0
Office, Administration, Board, Contract	558	843	754	(89)	(10.6)
Utilities	350	409	447	38	9.3
Transfer to Reserves	-	-	-	-	-
Subtotal	8,189	11,078	10,712	(366)	(3.3)
Transfer to Function Renewal Fund	676	750	318	(432)	(57.6)
Intra-municipal Recoveries	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>8,865</b>	<b>11,828</b>	<b>11,030</b>	<b>(798)</b>	<b>(6.7)</b>
<b>Net Operating Requirement</b>	<b>\$ 1,870</b>	<b>\$ 1,926</b>	<b>\$ 1,965</b>	<b>\$ 39</b>	<b>2.0</b>
<b>Full-time Equivalents</b>	<b>80.0</b>	<b>87.0</b>	<b>90.0</b>	<b>3.0</b>	

# Edmonton Space & Science Foundation

## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

<b>Revenue</b>	<b>-\$837</b> Budgeted decrease due to lower anticipated revenues from special exhibits.
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### Expenditures & Transfers - Changes

<b>Salaries, Wages, Benefits</b>	<b>\$272</b> Budgeted increase due to increase in budgeted FTEs and annual staff rate increases.
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<b>Program Costs</b>	<b>-\$493</b> Budgeted decrease due to lower anticipated costs related to special exhibits.
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<b>Marketing</b>	<b>-\$115</b> Decrease due to lower contractual obligations for special exhibits.
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<b>Building Operations</b>	<b>\$21</b> Increase due to additional costs related to LEED (environment).
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<b>Office, Administration, Board, Contract</b>	<b>-\$89</b> CEO recruitment costs are included in 2013.
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<b>Utilities &amp; Other Charges</b>	<b>\$38</b> Budgeted increase due to increased utility and internet costs (bandwidth).
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<b>Transfer to Function Renewal Fund</b>	<b>-\$432</b> This fund is to renew our programs and exhibits.
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### Full-time Equivalents - Changes

The operating budget includes additional FTE's for staffing of the special exhibits.

## City Council

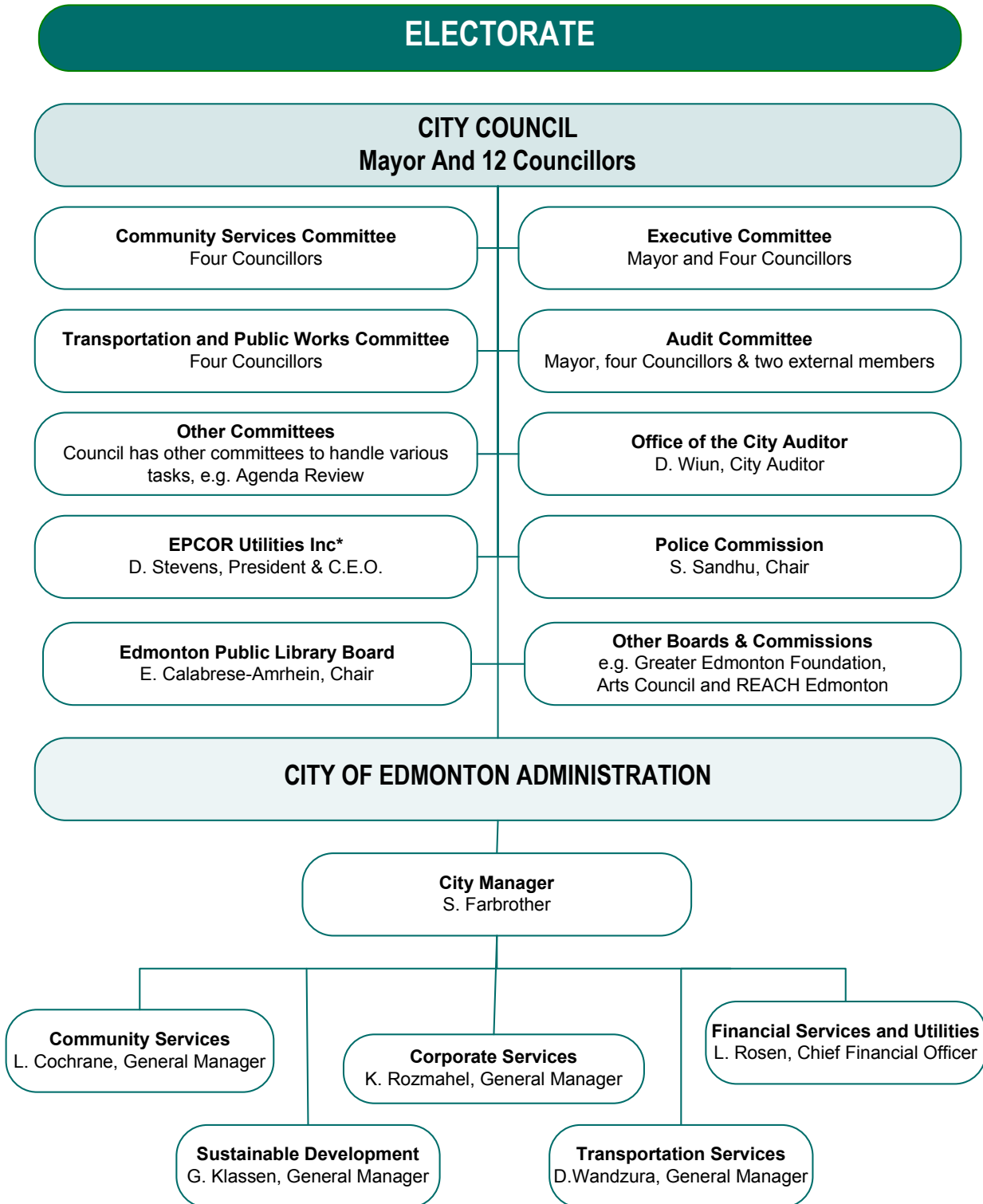
Edmonton's City Council is made up of 13 elected representatives including one Mayor and 12 City Councillors. The mayor is elected by all Edmontonians who vote in the civic election. Councillors are elected by voters in the wards they represent. Edmonton has twelve wards and each ward is represented 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.





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.

### Budget Basis and Regulation

The City of Edmonton prepares its budget in accordance with Canadian public sector standards, using the modified accrual basis for accounting.

The operating budget lays out the revenues and expenses planned for the following year to deliver city services, using a program-based approach focused on service delivery and advancement towards the City's long-term goals. As directed by the *Municipal Government Act*, the City must approve a balanced annual budget.

From year to year, new services may be created when City Council identifies a clear need. Services may be enhanced or reduced to more closely align with goals and outcomes, due to costs or other factors.

There is an established budget adjustment process that provides the City with flexibility to adjust business plans and budgets to respond to changing economic, social, environmental and political circumstances. The adjustment process details are included toward the end of this section.

Non-cash budget for amortization and contributed assets is included in the 2014 budget under the section "Financial Tables".

### Financial Reporting vs. Budgeting Basis

The City of Edmonton prepares its budget on a modified accrual basis while its basis of accounting (used to prepare City financial statements) is full accrual basis. Both are in accordance with Canadian Generally Accepted Accounting Principles for governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

The modified accrual basis of accounting is a hybrid of cash and accrual methods. It recognizes revenues as they become **available** and measurable, and recognizes expenditures generally when the fund liability is incurred.

The full accrual basis of accounting recognizes revenues in the period they are **earned** and become

measurable in, and recognizes expenses when incurred.

These different accounting methods are used due to differing accounting measurement objectives. The Financial statements are measuring the substance of transactions and so include non-cash transactions. The City budget on the other hand is funded on a tax levy basis and is focused on current financial resources and matching budget year revenues with costs.

The two methods treat amortization, contributed assets and the gain/loss on asset disposals differently. Under the modified accrual basis:

- **Amortization** - Not recognized as it is a non-cash expense.
- **Contributed Assets** - Do not affect the budget except in context of associated operating expenses.
- **Gain/Loss on asset disposals** - Captured in the cash flow associated, if any.
- **Reporting Entity**

The following discussion attempts to give a more complete understanding of what is included as part of the City of Edmonton Operating Budget. The following pages will explain these in greater detail:

1. **Tax Levy Supported Operations** - Civic Departments, Boards & Commissions and all Corporate Programs. These are included in the budget.
2. **Enterprises** - Fleet Services, Land Enterprise, Drainage Design & Construction. These are included in the budget and identified separately.
3. **Utilities** - Sanitary Drainage, Stormwater Drainage and Waste Management. The budgets for utilities are brought forward separately and are therefore not included in this budget.
4. **Subsidiaries** - EPCOR is the City's main subsidiary. EPCOR's Board submits its budget directly to Council and accordingly its budget is not included in this document. For budget purposes, only the amount paid by EPCOR to the City of Edmonton is shown.

## 1. TAX-LEVY SUPPORTED OPERATIONS

Tax Supported Operations includes all operating activities provided through Civic Programs, Corporate Programs and Boards & Commissions. These programs are primarily supported by a combination of property taxation, user fees, return on investment, and grants from other orders of government and can be categorized as follows:

### A. Civic Programs

These are the programs delivering services to residents and the support programs. These constitute the majority of this budget document.

### B. Corporate Expenditures & Revenues

The City's Corporate Expenditures & Revenues include revenue sources and corporate costs that are not specific to any department or service delivery program. All Corporate Expenditures & Revenues are included in this budget.

### C. Boards & Commissions (B&Cs)

These are autonomous organizations with separate boards/commissions, related to the City through operating agreements, which usually include financial obligations. Boards and commissions are each governed by an establishing document.

For budget purposes, the B&C's operations are provided to Council. Revenues and expenses are included as tax-levy but identified separately in the City Budget. City Council approves the B&C's – expenses, revenues, and the net operating requirement that is subsidized by the City.

For financial reporting purposes, the B&C's revenues, expenses, assets and liabilities are consolidated with the City of Edmonton's financial statements consistent with any other tax-supported operation. Inter-organizational transactions are eliminated.

The Police Commission, Public Library and Edmonton Economic Development Corporation (EEDC) are explained below. The section "Other" in the Budget document has more detail for all other B&C's:

### i. Edmonton Police Commission

This Commission is the policy-making and oversight body for the Edmonton Police Service. Made up of seven citizens who are appointed by City Council, and two City Councillors, it is responsible for overseeing the Edmonton Police Service, including allocating funds provided in its annual operating budget.

### ii. Edmonton Public Library (EPL)

The EPL operates under authority of the Libraries Act of Alberta. Its operations are administered by the independent Edmonton Public Library Board, made up of nine City Council appointed citizens and one City Councillor. The Board reports to City Council.

### iii. Edmonton Economic Development Corporation (EEDC)

EEDC is a not-for-profit company owned by the City, established under Part 9 of the Companies Act (Alberta) to promote economic development and tourism in Edmonton. It also operates and maintains the Shaw Conference Centre and Edmonton Research Park. Its funding includes an annual City grant.

### iv. Other Boards & Commissions

Other Boards & Commissions that are part of this budget are identified separately in the Document section "Other". However, the City partners with many organizations and though not identified separately, these relationships are reflected in the City departments that support and work with the partner agencies.

- Arts Council
- Edmonton Combative Sports Commission
- Edmonton Federation of Community Leagues
- Fort Edmonton
- Greater Edmonton Foundation
- Heritage Council
- Homeless Commission
- REACH Edmonton
- Space & Science Foundation

## 2. ENTERPRISES

All Enterprises are self-sustaining operations not directly funded by property taxes.

### A. Fleet Services

Fleet Services manages the City's fleet of over 4,700 City vehicles and equipment including transit buses, fire apparatus, police vehicles, waste trucks, snow plows, lawn mowers, roadways equipment, light duty trucks, DATS buses and sewer service trucks. Fleet Services is responsible for the City's vehicle and equipment procurement, maintenance, fleet engineering, fabrication services, fuel management and fleet safety. Fleet services also serves two external clients, EPCOR and Alberta Health Services, in the maintenance and management of their fleets.

Fleet Services operates by charging fixed rates (vehicle replacement fund), variable rates (vehicle maintenance), and directly charging for fuel and other ancillary services. These charges are applied to user departments (mostly tax-supported) for services provided with the ultimate objective being full life-cycle costing of the City's fleet and equipment. Fixed fees are transferred to the Fleet Services Replacement Reserve, with any annual surplus remaining in the Fleet Services accumulated surplus.

### B. 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).

### C. Drainage Design & Construction

Drainage Design and Construction provides sanitary and storm-water drainage system design, construction and

project management services and is the contractor of choice for the Drainage Services Utility.

In 2010, Drainage Design and Construction was financially separated from the Drainage Services Utility because the Section's activities are non-regulated and carry significant fluctuations in volume, business risks and net income depending on the local economy.

## 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. Drainage Services

Drainage Services provides for the management of Sanitary and Stormwater Utility for the residential, commercial, industrial, and institutional customers of Edmonton. The program operates based upon the principles provided in the regulations of the Alberta Utilities Commission (AUC). Utility rates are established to provide for the operating and capital requirements of the drainage systems. Both Utilities are operated as public utilities under a full cost recovery model.

The operations of the Utility are governed by the Drainage Services' Utility Fiscal Policy (C304C).

### B. Waste Management Services

The Waste Management Utility was established under a public utility model in January 2009. Major services (collection, processing and disposal) are delivered as a fully integrated waste management system. The program operates based upon the principles provided in the regulations of the Alberta Utilities Commission (AUC).

The operations of Waste Management Utility are governed by the Waste Management Policy (C527), and the Waste Management Utility Fiscal Policy (C558).

## 4. SUBSIDIARIES

These are companies owned by the City.

EPCOR is the City's main subsidiary. Others like the City of Edmonton Non-Profit Housing Corporation are included within the respective department while Edmonton Economic Development Corporation (EEDC) is covered under Board & Commissions.

### **EPCOR Utilities Inc. (EPCOR)**

EPCOR Utilities Inc. (EPCOR) is a wholly owned subsidiary governed by an independent Board of Directors. Headquartered in Edmonton, EPCOR builds, owns and operates electrical transmission and distribution networks, and water and wastewater treatment facilities and infrastructure in Canada.

The Board submits its budget directly to Council and accordingly its budget is not included in this document. For budget purposes, only the amount paid by EPCOR to the City of Edmonton is shown.

For financial reporting, EPCOR's operational results are reported in the annual financial statements using the modified equity method of accounting. Accounting principles are not adjusted to conform to the City's as a local government and inter-organizational transactions and balances are not eliminated.

## 5. INVESTMENTS, RESERVES & DEBT

### **A. Investments**

The City maintains investments as established under City Policy C212D. A significant portion of these investments is managed within the Ed Tel Endowment Fund, in accordance with City Bylaw 11713. Investment earnings as well as Ed Tel dividends are directed to Capital under the Pay-As-You-Go program, consistent with the budget strategy to shift volatility of certain revenue streams to Capital.

### **B. Reserves**

Reserves give the City of Edmonton financial sustainability and flexibility to address emerging issues. Governed by City Policy C217B, Reserve establishment and transfers to and from these accounts require Council approval through Budget. Tables describing all Reserve funds and Approved budgeted transfers for each individual Reserve have been provided in this document.

### **C. Debt**

Working under debt and debt service cost limits in the MGA as well as the more conservative Debt Management Fiscal Policy (DMFP), debt is used as a financing source for the City's long-term capital plans and strategies to maintain long-term financial affordability, flexibility and sustainability.

The policy also provides for approval of multi-year debt guidelines with a corresponding debt repayment funding strategy, and added flexibility for the use of freed up debt servicing funding once debt is retired.

Debt principal repayments are accounted for as expenditures for budgetary purposes and as reductions on long-term debt liability for financial reporting purposes.

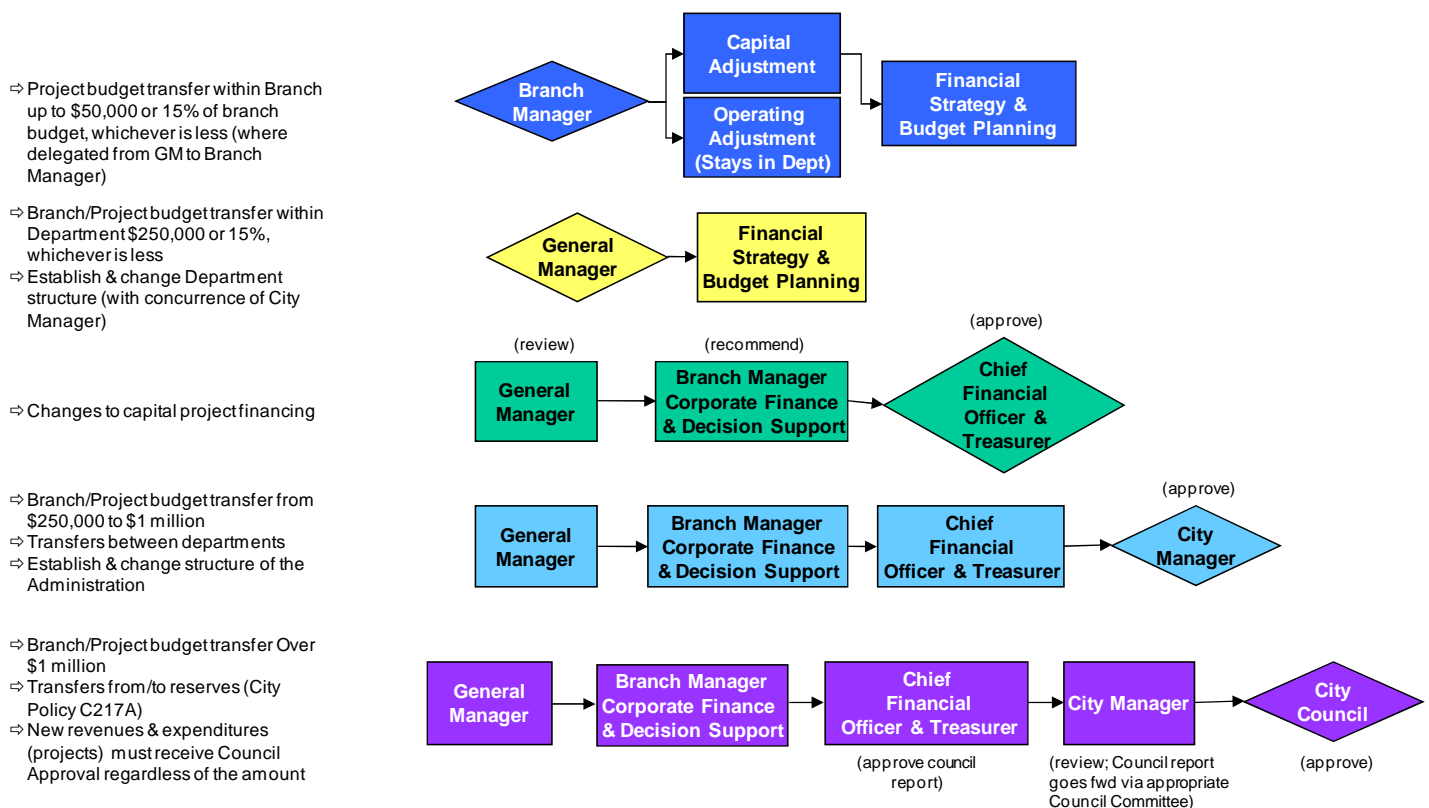
## Process for Budget Amendments

The budget adjustment process provides the City authority to amend the budget after Council has passed the year's budget. It provides flexibility to adjust business plans and budgets to respond to changing circumstances.

Per the Delegation of Authority Bylaw 12005, the City Manager can authorize budget adjustments of up to \$1 million from a budgeted Branch or project to another within civic departments. Department General Managers can authorize budget adjustments of up to the lesser of \$250,000 or 15% of the departmental budget from one budgeted Branch or project to another within the departmental budget. Branch Managers (where delegated by GMs) can authorize Project budget transfers within a branch for up to the lesser of \$50,000 or 15% of the branch budget.

Corporate reorganizations are within the approval authority of the City Manager. Department General Managers can authorize department reorganizations within their approved budgets, with concurrence of the City Manager. The following is a graphical summary of the budget adjustment process:

**Budget Adjustment (BA) Authorization Chart**  
(Branch/Project as defined in the Budget)



**Special Notes:**

⇒ The Library Board and Police Commission have the authority to make adjustments within their total approved budget. Budget adjustments outside this authority go to City Council.

Revised July 9, 2013



From the Operating Budget perspective, the City budgets for Operating funds and Reserve funds. This document contains all the details of the Operating fund and Reserve funds. The Operating fund is captured within the Table “Approved 2014 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 Operating budget fund. A summary of the Operating fund can be found in the section Tables.

There are separate operation budgets within the Operating Fund which are summarized below:

- Tax supported operations
  - Civic/Corporate Expenditures & Revenue
  - Boards and Commissions
- Non-tax supported operations
  - Drainage Design & Construction
  - Fleet Services
  - Land Enterprise
- Investment funds
  - Ed Tel Endowment Fund
  - Sinking Fund Excess Earnings

**Reserves**—Reserve funds are governed by City Policy C217B which states that the establishment and transfers to and from these accounts require Council approval through the Budget.

The City has various types of Reserves to serve a wide variety of purposes as follows:

- Stabilization - funds set aside for emergent, generally unanticipated needs.
- Planned Stabilization - planned transfers to deal with a known stabilization requirement in the future.
- General Operating and Capital - used to fund general operating and capital requirements.
- Specific Purpose - used to fund one-time or unique activities.
- Regulatory/Third Party Requirements - subject to external restrictions.

Transfers can be made to reserves from the operating budget and from other reserves. Transfers can also be made from the reserve to the capital budget, operating budget, and other reserves. One of the largest reserves at the City is the Financial Stabilization Reserve (FSR). One hundred percent of any annual general government operating surplus will be placed in the FSR.

Reserve amounts not used during the year remain in the reserve for future years use.

Certain reserves are interest bearing and accumulate interest on a monthly basis. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned. Interest earnings are intended to be applied to a reserve only if there are external requirements based on legislation or agreements, or if the reserve is intended to fund future capital expenditures. This allows the reserve to accumulate interest at the City’s short-term investment earnings rate to maintain purchasing power over time.



Following is a list of the City of Edmonton reserve funds and a description for each of which have an Approved change to the 2014 reserve balance. The details of the 2014 Approved changes are listed on the following pages.

Reserve Fund Description
<p><b>2% Neighbourhood Renewal</b></p> <p>Approved at the March 11, 2009 City Council meeting, the Neighbourhood Renewal Reserve will contain tax funding dedicated to the Neighbourhood Renewal Program (2%-2009 and 2010 and 1.5%-2011 and 2012) net of annual expenditures, as approved through the annual City budget process. Generally all tax levy funds approved for the year are utilized for neighbourhood renewal expenditures in the year. No interest is applied to this reserve.</p>
<p><b>Affordable Housing</b></p> <p>This reserve was established to assist the Housing Branch in delivering Affordable Housing units as outlined in the Council approved "Road Map" for the Cornerstones Plan implementation. Due to the unpredictable spending pattern of expenditures and involvement of other orders of government, this reserve permits unexpended funds to be retained and applied to support future funding requirements. No interest earnings are applied to this reserve.</p>
<p><b>Aggregate Site Development</b></p> <p>The purpose of this reserve is to cover costs associated with aggregate site preparation; gravel pit equipment replacement; reclaiming and maintaining lands presently used for material recycling; and to purchase land for future site locations. A surcharge is assessed on recycled aggregates (gravel, concrete, asphalt, and sand from snow dumpsites) to cover expenditures for replacement of equipment and site preparation. The net amount of revenues and expenses for the year relating to this program is applied to or drawn from the reserve. Interest earnings are applied to the reserve.</p>
<p><b>Belvedere CRL</b></p> <p>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 Community Revitalization Levy to fund this project. The accumulated net deficit balance is due to timing of debt service payments and approval of the CRL. The deficit will be funded from future CRL revenues and net proceeds from sale of land.</p>
<p><b>City Fleet Replacement Fund</b></p> <p>Approved at the October 14, 2009 City Council Meeting, this reserve is used to fund replacement of fleet vehicles at the end of their life cycle. Funds to replenish the reserve come from an annual fixed charge. No interest earnings are applied to this reserve.</p>
<p><b>Commonwealth Stadium</b></p> <p>Approved in 1995 and established with \$750,000 from the Public Works Department Vehicle Equipment Reserve as a result of the agreement between the City of Edmonton and the Edmonton Eskimo Football Club for the operation of the Commonwealth Stadium on an entrepreneurial basis. Annually \$200,000 of tax-levy funding is allocated to the reserve for development of new revenue, marketing strategies or capital programs. The City's portion of concession earnings are held in this reserve for capital concession capital projects. Effective January 1, 2007, 15% of net concession revenues from city events or co-sponsored events is contributed by the Eskimos annually to the reserve for replacement of Concession equipment. Interest earnings are applied to this reserve.</p>
<p><b>Current Planning Enterprise</b></p> <p>On June 23, 2010, Council approved the Current Planning revised business model. This included the establishment of the Current Planning Reserve. The new business model provides enhanced accountability, full cost recovery and a financial reserve. The reserve is used to provide revenue levelling, stabilize resources across extended periods of time and fund initiatives to enhance planning services. Council approved the Current Planning Reserve Policy C570 in 2012 which provides direction for sound fiscal management of the Current Planning Reserve. No interest is applied to this reserve.</p>
<p><b>Development Incentive Reserve</b></p> <p>This reserve was approved during the 2010 budget deliberations to facilitate the implementation of City Policy C553, Development Fund Program. This reserve captures any unspent funding from the Development Incentive Program until December 31, 2014. The Development Incentive Program is designed to stimulate new infill development or redevelopment of existing buildings for commercial and/or multi-unit residential uses and fill vacant retail and commercial building storefronts with eligible commercial uses. No interest earnings are applied to this reserve.</p>
<p><b>Enterprise Portfolio</b></p> <p>To facilitate the implementation of City Policy C479 - Fiscal Policy for the Enterprise Portfolio by managing revenue fluctuations and fund business development opportunities for all facilities managed by the Community and Recreational Facilities branch. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned.</p>
<p><b>Façade and Storefront Improvement</b></p> <p>This reserve facilitates implementation of City Policy C216A - Retail and Commercial Façade and Storefront Improvement Program. 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>
<p><b>Financial Stabilization - Appropriated</b></p> <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>

Reserve Fund Description
<b>Financial Stabilization - Unappropriated</b>
The FSR was established in 1997 to provide flexibility in addressing financial risks associated with revenue instability and unforeseen costs on a transitional basis, and to ensure the orderly provision of services to citizens. As per policy C217B - Reserve and Equity Accounts, a minimum balance of 5% with a target balance of 8.3% of current general government expenses (excluding non-cash amortization) has been established. The source of funding for the FSR has generally been tax-supported operating surplus. Therefore, it is primarily in positive economic times that the reserve has increased. No interest is applied to this reserve.
<b>Fort Edmonton Train Maintenance</b>
As a condition of an ongoing agreement between the City of Edmonton and the Fort Edmonton Historical Foundation, annually a maximum of \$5,000 from the Fort Edmonton operations is set aside in this reserve to fund major maintenance expenses of the steam railway system within the Park.
<b>Funds in Lieu - Residential</b>
This reserve was approved in 1985 based on Council's direction to separate the residential portion from the commercial/industrial portion in the Parkland Purchase Reserve. Funds received from developers and from the sale of parkland in residential areas is used to purchase and develop parkland in residential areas. The funds are generated as a result of the (up to 10%) parkland dedication required in accordance with the Municipal Government Act (MGA). 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 Council policy to usage within the same neighbourhood. Interest earnings are applied to the reserve. There is no requirement under the MGA or through Council direction that interest earnings be accumulated by neighbourhood, but rather accrue to the reserve in total.
<b>Heritage Conservation</b>
The Heritage Conservation Reserve supports City Policy C450B - Policy to Encourage the Designation and Rehabilitation of Municipal Historic Resources in Edmonton. This policy sets process for the designation of historically significant structures and the payment of required compensation such as grants, tax cancellation, rebate of property taxes, or a payment equal to the value of the amount of taxes payable on the designated historic building and substantial rehabilitation. This reserve also provides funding for maintenance grants, promoting heritage, and special heritage projects including limited demonstrative restoration projects. Annually, an amount is approved in the operating budget for this program and unspent funds are transferred into the reserve at the end of the year. Conversely, if there is a deficit in the program, draws are made on the reserve. No interest earnings are applied to this reserve.
<b>Industrial Servicing Fund</b>
The purpose of this reserve is to facilitate implementation of City Policy C533, Revolving Industrial Servicing Fund. This reserve will be used as a funding source to provide rebates to Front End Developers that undertake construction of cost shareable infrastructure. Front End Developers are eligible for a rebate if they do not recover their shareable front end costs through normal processes, providing they construct End-User Development that increases the taxable property assessment by \$10 million or more (excluding machinery and equipment). The source of funding for this reserve will be 50% of the incremental property tax revenue from these End-User Developments. Interest earnings are applied to the reserve.
<b>Local Improvements Reserve</b>
Approved at the October 31, 2012 City Council meeting, this reserve will accumulate the annual difference between local improvement revenues and debt servicing related to local improvements. The reserve will not earn interest.
<b>LRT</b>
An annual funding level of \$5.0 million is provided from tax levy directed to LRT. This funding is used to cover any deficiency of Federal Fuel Rebate over SLRT debt charges annually with any residual added to the reserve. The reserve is to be made available for funding city-wide LRT expansion.
<b>Motor Vehicle Insurance</b>
The City self-insures the first \$1.0 million of each automobile liability claim with any amount in excess of this self-insured retention 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 sum 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 longer-term Balanced Fund. Its Interest earnings form part of the corporate investment earnings budget.
<b>Natural Areas</b>
Approved March 2, 1999, the Natural Areas reserve was established to facilitate the acquisition and conservation of environmentally sensitive natural areas. Bylaw 15164, approved July 22, 2009 expanded the purpose of the reserve to facilitate the repayment of debt incurred in the purchase of natural areas. The expected sources of funding is \$1 million transferred annually from tax levy through the budget process. Interest earnings are applied to the reserve.
<b>Northlands Capital</b>
As provided by the agreement (January 1, 2004 - December 31, 2013) between the City of Edmonton and Edmonton Northlands, the City is entitled to share in certain operating profits of Rexall Place, under a formula as outlined in the agreement. The profits are to be held in the reserve to assist in funding facility capital improvements as defined in the agreement. Interest is applied to this reserve.
<b>Parkland Reserve</b>
Starting in 1974, this 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.

Reserve Fund Description
<p><b>Perpetual Care</b></p> <p>The Perpetual Care Reserve is used for preservation, improvement, embellishment, and maintenance in perpetuity of the Municipal Cemeteries. 15% of specific cemetery revenue is applied to the reserve at the time revenue is recognized. Interest is applied monthly and is utilized for funding of the cemetery operating program. This reserve is currently being reviewed as part of the Cemeteries Master Plan.</p>
<p><b>Quarters CRL</b></p> <p>City Council approved Bylaw 15800, Schedule "A" - The Quarters Downtown Community Revitalization Levy (CRL) Plan on June 20, 2011. Incremental tax levy increases will be used to cover debt servicing and other project costs. Significant portions of the expenditures cannot be capitalized. The resulting deficit balance is proposed to be financed through the Financial Stabilization Reserve and repaid from future CRL revenues.</p>
<p><b>Reserves For Future Expenditures (Library)</b></p> <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, 2013 Library centennial projects and the Clareview Library Branch. No interest is applied to this reserve.</p>
<p><b>St. Francis Xavier Reserve</b></p> <p>The St. Francis Xavier Reserve was 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. Interest earnings are applied to this Reserve.</p>
<p><b>Tax Supported Debt</b></p> <p>Initially this reserve was 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 changed to accommodate timing differences between debt servicing and receipt of taxes for all City tax-supported debt. A minimum balance of \$1.0 million is to be maintained and any unappropriated balance above this is made available to fund capital projects. The minimum balance is to be used to manage any interest rate or cash flow fluctuations. The inclusion of all tax-supported debt for the City will reduce the impact on operations of the timing differences between debt servicing and receipt of taxes for all City tax-supported debt.</p>
<p><b>Telus Field Capital</b></p> <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.</p>
<p><b>Tree Management</b></p> <p>A requirement of City Policy C456A - Corporate Tree Management. 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>

## Supplementary Information

## Reserve Funds

Following is a list of the City of Edmonton reserve funds and the approved changes to the 2014 reserve balance as at December 5, 2013. The description of the reserves are listed on the preceding pages.

Reserve Fund in Alphabetical Order	2014 Approved Opening Balance	Transfer (to) from Operating Budget	Transfer (to)/from Capital Budget	Interest	2014 Approved Ending Balance
2% Neighbourhood Renewal	-	-	-	-	-
Affordable Housing	11,072	757	-	-	11,829
Aggregate Site Development	10,108	1,375	(600)	14	10,897
Belvedere CRL	(2,993)	1,216	-	-	(1,777)
City Fleet Replacement Fund	18,121	(20,589)	22,601	-	20,133
Commonwealth Stadium	1,534	64	-	-	1,598
Current Planning Enterprise	25,876	1,500	(2,500)	-	24,876
Development Incentive Reserve	1,466	(500)	-	-	966
Enterprise Portfolio	5,981	152	-	-	6,133
Façade and Storefront Improvement	1,668	(40)	-	-	1,628
Financial Stabilization - Appropriated	21,348	(80)	-	-	21,268
Financial Stabilization - Unappropriated	84,216	-	-	-	84,216
Fort Edmonton Train Maintenance	94	-	-	-	94
Funds in Lieu - Residential	8,263	-	(5,703)	133	2,693
Heritage Conservation	3,111	(1,000)	-	-	2,111
Industrial Servicing Fund	(4,319)	(4,545)	-	(43)	(8,907)
Local Improvements Reserve	(116)	148	-	-	32
LRT	22,494	4,168	-	-	26,662
Motor Vehicle Insurance	2,500	-	-	-	2,500
Natural Areas	8,619	126	-	98	8,843
Northlands Capital	1,159	-	-	13	1,172
Parkland Reserve	11,139	-	(4,000)	-	7,139
Perpetual Care	5,421	200	-	-	5,621
Quarters CRL	(3,453)	(1,558)	-	-	(5,011)
Reserves For Future Expenditures (Library)	839	-	(574)	-	265
St. Francis Xavier Reserve	473	-	-	-	473
Tax Supported Debt	7,813	-	-	-	7,813
Telus Field Capital	310	-	-	25	335
Tree Management	2,057	-	-	-	2,057
<b>Total</b>	<b>244,801</b>	<b>(18,606)</b>	<b>9,224</b>	<b>240</b>	<b>235,659</b>

The table below contains the listing of Council Motions that departments were directed to address during the 2013 Budget process and how each motion has been dealt with in the 2014 Approved Operating Budget.

Council Motions	Date	Responsible Department	Net Operating Requirement (000's)	Action
<p><b>1. Councillor's Office Assistants</b></p> <p>That Administration include a funded package in the 2014 operating budget for full-time research/constituency assistants, and include information on updated research on staffing levels and numbers in other similar Councillors' offices in Canada.</p>	<p>July 3, 2013</p> <p>City Council Meeting</p>	<p>Corporate Services/ Financial Services &amp; Utilities</p>	<p>\$200</p>	<p>Put forward as service package</p>
<p><b>2. Make Something Edmonton Initiative</b></p> <p>That Administration continue work with the Edmonton Economic Development Corporation and the City Image and Reputation task force to operationalize the Make Something Edmonton Initiative, and bring back recommendations to continue implementation of the Make Something Edmonton Initiative, including setting up an agency or other entity, and with a service package developed and funding to be requested for allocation in the 2014 budget.</p>	<p>September 9, 2013</p> <p>Executive Committee</p>	<p>Financial Services &amp; Utilities</p>	<p></p>	<p>*Funding for this initiative will be managed within the funding envelope provided to the Corporate Communications Branch for the City, Image and Reputation Initiative during the 2013 budget process. As a result, a service package will not be provided.</p>

\*Note: The City of Edmonton is actively working with the Edmonton Economic Development Corporation and the City Image and Reputation task force to develop a framework to manage the Make Something Edmonton Initiative. The group will come forward to Council with further information when the framework is complete.

<b>Strategic Plan (Council-approved)</b>	
<i>The Way Ahead (2009-2018) Updated 2011</i>	
<b>Corporate Directional Plans (Council-approved)</b>	
<i>The Way We Grow: Municipal Development Plan (approved May 2010)</i>	
<i>The Way We Move: Transportation Master Plan (approved September 2009)</i>	
<i>The Way We Live: Edmonton's People Plan (approved July 2010)</i>	
<i>The Way We Green: Edmonton's Environmental Strategic Plan (approved July 2011)</i>	
<i>The Way We Finance: Edmonton's Financial Sustainability Plan (under development)</i>	
<i>The Way We Prosper: Economic Development Plan (approved March 2013)</i>	
<b>Active Plans Approved By Council</b>	
(does not include ASPs, NSPs, Bylaws, City Policies or Council Initiatives)	
<b>Name of Plan/Owner</b>	<b>Date Approved By Council</b>
<b>Transportation Services</b>	
1 LRT Network Plan	Jun-09
2 Cycle Edmonton: Bicycle Transportation Plan	2009
3 Sidewalk Strategy (PED CONNECTIONS)	2009
4 Pavement Investment Strategy	Mid 1990's
5 Concept Plan for SE LRT	Jan-11
6 Concept Plan for the entire Valley line (SE to W LRT)	Feb-12
7 Concept Plan for the Northwest LRT Concept Plan	May-13
<b>Sustainable Development</b>	
8 Capital Region Housing Plan: Strategy and Implementation Plan, Appendix 5, March 2009	Feb-09
9 CO2RE Strategy (updated)	Oct-02
10 Contaminated Gas Stations Task Force Strategy	Jul-10
11 Edmonton Area Community Plan on Housing and Supports	May-05 , updated Fall 2012
12 Edmonton's Industrial Land Strategy	Aug-02
13 First Place Program	Nov-06
14 Food and Urban Agriculture Strategy	Nov-12
15 Fort Road Old Town Master Plan	Nov-02
16 Natural Areas Acquisition Strategy	Jul-05
17 North Saskatchewan River Valley and Ravine System Redevelopment Plan	1990
18 Quarters Urban Design Plan	Apr-09
19 Ribbon of Green Concept Plan	1990
20 A Plan of Action for the Capital Region River Valley Park	Jul-07
21 Roadways and Parks Naturalization Master Plan	1994
22 West Rosedale Urban Design Plan	Aug-11
23 Urban Parks Management Plan 2006-2016	Jun-06
24 Urban Sustainability Action Plan	Aug-04
<b>Community Services</b>	
25 10-year Arena Capital Development Strategy 2009-2019	Jul-07

<b>Community Services, con't</b>	
26 Art of Living	Sep-08
27 Artificial Turf Plan (2009-2015)	Updated Fall 2012
<b>Name of Plan/Owner</b>	<b>Date Approved By Council</b>
<b>Community Services (continued)</b>	
28 Cemeteries Master Plan	Oct-12
29 Child Friendly Edmonton Strategy	Nov-06
30 Elevate Report - Community Sustainability Task Force	Jun-12
31 Fort Edmonton Park 2010 Master Plan Update	May-10
32 John Janzen Nature Centre Development Plan	Jun-05
33 Joint Use Agreement: Facilities and Lands	Jun-05
34 Long-term Strategy for Funding Operating Costs for Seniors Centers	Jul-07
35 Medium Term Recreation Facility and Sports Field Plan	Jul-07
36 Muttart Conservatory Master Plan and Land Use Plan 2001	Jul-01
37 Neighbourhood Park Development Program Renewal	Updated 2008
38 Neighbourhood Revitalization Framework	Dec-06
39 Outdoor Aquatic Strategy 2008-2017	Jan-08
40 Edmonton Fire Rescue Services Quality Management Plan (QMP)	July-03, updated Aug-10
41 Fire Rescue Master Plan (Update)	Jul-12
42 Queen Elizabeth Park Master Plan	Aug-14
43 Racism-Free Edmonton Action Plan	Sep-08
44 REACH Report	Nov-09
45 Recreation Facility Master Plan 2005-2015	August 2004/5-Year Review/ Updated November 2009
46 Seniors' Center Plan (2011-2021)	May-11
47 Sports Field Strategy 2005-2015	May-05
48 Terwillegar Park Concept Plan (2009)	Feb-09
49 Urban Aboriginal Accord	Aug-05
50 Valley Zoo Master Plan Update 2005	Nov-05
51 Violence Reduction Action Plan	Nov-11
<b>Name of Plan/Owner</b>	<b>Date Approved By Council</b>
<b>Financial Services &amp; Utilities</b>	
52 Combined Sewer Overflow Control Strategy	Mar-00
53 Drainage Services Master Plan 2004-2014	Jan-04
54 Edmonton City Council's Infrastructure Strategy: Building the Capital City from the Infrastructure Up	Jan-06
55 Long Range Financial Plan 2007-2016	2006
56 Sanitary Servicing Strategy	Jul-98
57 Storm Water Quality Control Strategy	Jun-08
58 Waste Management Strategic Plan	1994 Updated 2008
59 Wastewater Treatment and Collection System Operations Plan	2007



## Financial Policies

City Policies are Council statements that set discretionary duties or standards of performance for the City, addressing recurring issues that provide guidelines setting out the level and manner the City will perform duties imposed on itself or those imposed on the City by legislation.

In accordance with the Municipal Government Act (MGA), the City of Edmonton's budget is balanced, with no projection of either a deficit or a surplus. Any year-end surplus remaining after specific projects' carry-forwards are approved by Council is transferred to the Financial Stabilization Reserve.

The following are key financial policies adopted by the City of Edmonton:

### **Business Revitalization Zone** (Policy #: C462B, Adopted March 2007)

The Business Revitalization Zone structure is a mechanism for organizing business interests, resources and opinions within a commercial district comprised of a diversity of business types and numbers. The City encourages and will facilitate the efforts of a business community to improve and promote its economic and physical well-being through the creation of a Business Revitalization Zone Association.

### **Current Planning Reserve** (Policy #: C570, Adopted November 2012)

1. In compliance with this policy, Reserve and Equity Accounts Policy C217B and the Municipal Government Act, the establishment of a Current Planning Reserve and the transfer to and from the reserve requires Council approval through the budget.
2. The Current Planning Reserve will have a minimum balance of 30% with a target balance of 75% of the current budgeted expenditure (excluding any non-cash amortization) of Current Planning Branch. The target will be reviewed and reported to Council on a periodic basis.
3. One hundred percent of any annual Current Planning Branch surplus will be placed in the Current Planning Reserve. One hundred percent of any annual deficit will be drawn from the Current Planning Reserve. In the event that the reserve does not cover the deficit, Administration may request that Council approve tax levy support which will be repaid by future periods planning revenues.
4. In the event of a balance exceeding the target, Administration will develop a strategy to reduce the fund balance over a period not to exceed three years. In the event of a balance below the minimum level, Administration will develop a strategy to achieve the minimum level over a period not to exceed three years starting with the subsequent year operating budget.
5. The Current Planning Reserve balance and policy will be reviewed annually and a recommendation will be brought forward to Council.

### **Debt Management Fiscal Policy** (Policy #: C203C, Adopted July 2008)

1. Debt is an ongoing component of the City's capital financing structure and is integrated into the City's long-term plans and strategies.
2. Debt must be Affordable and Sustainable. The City must maintain Flexibility to issue Debt in response to emerging financing needs.
3. Debt must be structured in a way that is fair and equitable to those who pay and benefit from the underlying assets over time.
4. Debt decisions must contribute to a sustainable and vibrant City by balancing quality of life and financial considerations.
5. The issuance of new Debt must be approved by City Council.
6. Debt must be managed, monitored and reported upon.

### **Drainage Services Utility Fiscal Policy – Sanitary & Land (Stormwater) Utilities** (Policy#: C304C, Adopted June 2011)

1. Each Utility is to be operated in a manner that balances the desire to provide the best service at the lowest cost (public utility) while employing private sector approaches to encourage innovation and customers (private utility).
2. Each Utility will be subject to Local Access Fee, similar to private utilities for the use of public right of ways and in lieu of property taxes. The Local Access Fee will be up to 8% of Qualifying Revenues, as determined by City Council.
3. The Utility is exempt from Dividend payment to the City of Edmonton.
4. Similar to private utilities accounting approach.
5. Where government transfers are not provided for the exclusive use of the Utility, access to government transfers is dependent upon the completion of a business case that take into account the overall needs of the community. The goal is to ensure that any government transfers have been best leveraged to achieve the City's overall priorities.
6. Where the Utility is contemplating the provision of non-regulated services and such services require significant capital investment and/or net operating costs, a business case is to be prepared such that the Utility Committee may make recommendations to City Council regarding the initial and/or ongoing funding of such activities from sources other than Rate Revenue.
7. Each Utility is to contribute towards achieving the City's Strategic Plan.

### **ETS Fare Policy** (C451F, Adopted December 2010)

The Transit Fare Structure shall:

1. Be based on the Corporate Business Plan and the Long Range Financial Plan guidelines.
2. Include regular Bus and LRT fares, Concession fares, DATS fares, Special Event fares, and Charter Rates.
3. The Transit System Fare Policy will be reviewed at least once per Council Term

### **Fiscal Policy for the Enterprise Portfolio – Community Services** (Policy# C479, Updated November 2000)

The enterprise portfolio model was endorsed by City Council on June 24, 1997 as the preferred option for the ownership and management of selected city facilities. The purpose of the enterprise portfolio is to:

1. Generate synergies through economics of scaled and through collaboration (as opposed to competition) among the constituent facilities and lines of business;
2. Achieve effectiveness and efficiencies as a combined portfolio that would be less achievable as separate entities;
3. Create a cap of the tax levy support required for the operation and development of constituent facilities excluding corporate initiatives as defined in City Procedures.
4. Provide flexibility, incentive, and accountability for the portfolio to innovate and to seek new revenue streams, partnerships, and business opportunities within its mandate;
5. Allow for re-investment of any surpluses generated, to achieve the long-term sustainability of the portfolio;
6. Safeguard existing municipal investment in the infrastructure, and optimize accessibility for citizens and users. The enterprise portfolio shall operate as one financial and managerial unit in accordance and compliance with other financial policies.

The purpose of this policy is to: Formalize the fiscal management and operating principles of the Enterprise Portfolio to ensure long-term viability, growth, stability, and entrepreneurial spirit within the municipal environment.

### **Investment Policy** (Policy # C212D, Adopted September 2009)

Section 250 of the Municipal Government Act sets out the approved investment vehicles for all Alberta municipalities; additional Council-approved investment policies exist in The City of Edmonton Investment Policy (#C212D), updated most recently in September 2009. The City of Edmonton will invest, or cause to be invested, funds under its control in permitted capital markets to maximize returns at a prudent level of risk.

### **Land Enterprise Dividend Policy** (Policy #: C516B, Adopted November 2008)

The Land Enterprise will pay an annual dividend to the City of Edmonton based on the actual net income of the land development activity of the Land Enterprise. The Dividend will be based on 25% of actual net income of the land development activity of the Land Enterprise and paid in the second quarter of the following year. City Council will review this policy every three years or more often if material economic changes occur or at Council's discretion.

### **Recreation User Fee** (Policy# C167A, Adopted September 2008)

The City of Edmonton provides a variety of recreation, culture, leisure and sporting opportunities for residents and visitors. While the delivery of recreation services addresses a basic human need and reflects the values of our community and the desire to present Edmonton as a vibrant centre, a user fee policy provides a balanced approach for establishing fees in consideration of the following objectives:

1. Reducing the reliance on property taxes, by recovering an appropriate portion of the costs for various services from the user(s) that primarily benefit from them.
2. Providing a fair and equitable process that encourages accessibility and participation.
3. Ensuring that fees contribute to the public's effective and efficient use of City resources.
4. Identifying the relative pricing provided to various user segments.

Establishing meaningful and realistic goals that provide enough flexibility to meet evolving social values and changing fiscal pressures.

### **Reserve and Equity Accounts** (Policy #: C217B, Adopted October 2009)

1. In compliance with this policy and the Municipal Government Act, the establishment of all Reserve and equity accounts and the transfers to and from these accounts require Council approval through the budget.
2. The financial stabilization Reserve must have a minimum balance of 5% with a target balance of 8.3% of current general government expenses (excluding non-cash amortization.) One hundred percent of any annual general government surplus will be placed in the financial stabilization Reserve. Any balance above the target will be applied evenly to the three subsequent years' operating budgets or applied to significant one-time operating expenses or capital priorities. In the event of a balance below the minimum level, a strategy will be adopted to achieve the minimum level over a period not to exceed three years, including replenishing the Reserve with any unplanned one-time revenues, previously committed one-time contingent funds or appropriated items that are no longer required for their original purpose. Other Reserve and equity account balances will be reassessed and where appropriate, amounts transferred to the financial stabilization Reserve.
3. Reserve and equity account balances will be reviewed on a periodic basis, with recommendations made to City Council.

### **Waste Management Utility Fiscal Policy** (Policy # C558, Adopted June 2011)

1. The Utility is to be operated in a manner that balances the desire to provide the best service at the lowest cost (public utility) while employing private sector approaches to encourage innovation and using a cost structure that sends the proper price signal to the customers (private utility).
2. The Utility is exempt from a Local Access Fee as the Utility does not have exclusive rights to the waste collection and disposal market, nor does it have exclusive use of the roadways.
3. The Utility is exempt from Dividend payment to the City of Edmonton.
4. Similar to private utilities, the Utility will account for the cost of service under a full cost accounting approach.
5. Where government transfers are not provided for the exclusive use of the Utility, access to government transfers is dependent upon the completion of a business case that takes into account the overall needs of the community. The goal is to ensure that any government transfers have been best leveraged to achieve the City's overall priorities.
6. Where the Utility is contemplating the provision of non-regulated services and such services require significant capital investment and/or net operating costs, a business case is to be prepared such that the Utility Committee may make recommendations to City Council regarding the initial and/or ongoing funding of such activities from sources other than Rate Revenue.
7. The Utility is to contribute towards achieving the City's Strategic Plan.

**Accrual Basis-** A method of accounting in which Revenue is recognized in the period realized and expenses are recognized when incurred.

**Amortization-** An expense calculated and recorded for all Tangible Capital Assets annually to account for the decreasing value of the asset over time.

**Annualization-** Represents the financial impact of implementing an approved service package over the full fiscal year.

**Appropriate-** To approve funds for specific purpose or project.

**Assessment-** The valuation of a property for property taxation purposes. Property Taxes are calculated by multiplying the property assessment by the tax rate expressed in terms of mills (thousands). The MGA directs municipalities to prepare assessments every year.

**Assessment Base-** Total value of all assessed properties in the City.

**Assessment Classes-** All assessed properties within the City of Edmonton are divided into:

Residential Property

- single family
- other residential

Non-residential Property

- Farmland
- Machinery and Equipment

**Agencies, Boards & Commissions-** Autonomous organizations with separate boards/commissions, but related to the City through operating agreements, which usually include financial obligations.

**Bond Rating-** The rating given by external rating agencies as an assessment of the City's creditworthiness.

**Branch-** A distinct operating unit within the City, subset of a department.

**Branch Manager-** Head of a City Branch.

**Budget-** A financial plan and a service delivery guide for a given period of time.

**Budget Adjustment-** Amendment to the approved operating and capital budgets. To be made in accordance to the budget adjustment process, as outlined in Bylaw 12005, Delegation of Authority.

**Budget Guidelines-** Overall parameters set by City Council that must be followed in budget preparation.

**Bylaws-** Legislation enacted by City Council under the provisions of the Municipal Government Act.

**Cash Basis-** Accounting method that recognizes revenues and expenses at the time physical cash is actually received or paid out.

**Capital Asset-** A City-owned asset used in operations with an initial useful life exceeding one year.

**Capital Budget-** Provides the statutory approval to expend funds in the undertaking of specified capital improvements or developments and to appropriate the required financing. Approval is granted on a three-year basis for projects beginning the first year of the planned period. The budget is adjusted annually as projects advance and funding sources are confirmed.

**Capital Expenditure-** Cost associated with purchasing, building and significantly improving or maintaining capital assets.

**Capital Financing/Funding-** The funding provided to capital projects through operating budget contributions, reserves, debt, and grants from other orders of government or other sources.

**Capital Investment Agenda-** A 10 Year Capital Long Range Financial Plan.

**Capital Priorities Plan (CPP)-** Represents the City's five year plan for capital investment in existing infrastructure and new growth.

**Capital Project-** Expenditures relating to the acquisition, construction, upgrade or rehabilitation of a City's asset that is prioritized through the Capital Priorities Plan process.

**Census-** An official enumeration of a population—municipal census is held every three years and the national census is every five years.

**Census Metropolitan Area (C.M.A.)-** The threshold as defined by Statistics Canada where census data is being gathered for an agglomeration that has an urban core of 100,000 people.

**City (The)-** Refers to the City of Edmonton

**City Council-** A group of elected representatives with powers given by the Provincial Government to provide good government to a community under the Municipal Government Act (See MGA).

**City Manager-** An individual appointed by City Council to serve as the Chief Administrative Officer of the municipality.

**Civic Programs-** Refers to services provided by City Departments. Excludes Corporate Programs, Neighbourhood Renewal and Boards & Commissions.

**Committed-** Committed fund balances and reserves designates funding that has been earmarked or set-aside for a specific project or operating program.

**Committees-** A group of individuals delegated to perform a specific function or functions.

**Community Revitalization Levy (CRL)-** A community revitalization levy bylaw authorizes the council to impose a levy in respect of the incremental assessed value of property in a community revitalization levy area to raise revenue to be used toward the payment of infrastructure and other costs associated with the redevelopment of property in the community revitalization levy area.

**Consumer Price Index (CPI)-** Reflects the impact of inflation on the purchasing power for goods and services.

**Contributed Assets-** Assets that have been transferred or donated to the City by another entity. These assets provide a future economic benefit controlled by the City.

**Core Infrastructure-** Municipal roads, bridges, public transit vehicles & facilities, water and wastewater systems & facilities, emergency service vehicles & facilities, and infrastructure management systems.

**Corporate Expenditures-** Expenditures which cannot be directly associated with a specific program/

department and therefore are budgeted under the Corporate Program.

**Corporate Leadership Team (CLT)-** Refers to the working team consisting of the City Manager and the Department General Managers.

**Corporate Programs-** Contain revenues and expenditures of a nature which are not tied to a specific service delivery program but do accrue to the entire Corporation.

**Corporate Revenues-** Revenues which cannot be directly associated with a specific program/department and therefore are budgeted under the Corporate Program.

**Cost Impacts-** Cost increases due to inflation, personnel contract settlements, annualization, and historical performance. Represent re-costing of current year's budget in terms of next year's dollars.

**Credit Rating-** See Bond Rating.

**Debenture-** Debt backed by the City's credit and not any other collateral. Consists of a sale of a municipal bond to the Alberta Capital Financing Authority.

**Debt-** An obligation resulting from the borrowing of money. The City of Edmonton categorizes debt as follows:

- **Tax-supported debt** is debt issued to fund capital expenditures, the retirement of which is paid for using tax levy revenues.
- **Self-liquidating debt** is debt issued generally for municipal enterprise operations that is repaid through the fees generated from the operations.

**Debt Service Limit-** The Provincially-legislated borrowing limit by which a municipality may incur. The debt service limit is calculated at 0.35 times of the revenue net of capital government transfers. Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

**Debt Servicing-** Interest and Principal payments related to debentures.



**Deliberations-** Annual process for Council to discuss and consider alternatives before making budget decisions.

**Demographics-** Various statistics used to characterize human populations.

**Department-** City administration is divided into departments, each responsible for a particular aspect of public service and headed by a General Manager. The City currently has 5 Departments — Community Services, Corporate Services, Financial Services & Utilities, Sustainable Development and Transportation Services.

**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.

**Edmonton Socio-Economic Outlook-** A report prepared by the Economic Trends and Research, produced twice a year, with forecasts of major economic and social indicators over the next five years. Civic departments use this forecast in preparing their capital priority plans and operating budgets. They also use it in their strategic and business planning.

**Education Property Tax-** Taxes that fund education in Alberta pooled from all municipalities. Each year the province calculates the amount that every Alberta municipality must contribute towards the public education system. The City then applies its local education tax rate to the assessed value of each property to determine the amount of education taxes each property owner is required to pay for the year.

**Effectiveness-** Is (1) the ratio of standard, estimated or budgeted performance to actual performance expressed as a percentage; (2) the outcome or output received from an approach or program. Ideally it is a quantitative measure which can be used to evaluate the level of performance in relation to some standard, set of criteria, or end objective; (3) the actual accomplishment of delivering acceptable outputs, on time, within the quality requirements specified. It is the ratio of Actual Output (A.O.) divided by Expected

Output (E.O.). *Note: Effectiveness may be stated in terms of outcomes in place of outputs.*

**Efficiency-** Is the relationship between the planned resource requirements, such as labour or machine time, for task(s) and the actual resource time charged to the task(s). It is the ratio of the Resources Expected or forecasted to be Consumed (R.E.C.) divided by Resources Actually Consumed (R.A.C.).

**EPCOR-** Edmonton Power Corporation, a wholly owned subsidiary of the City of Edmonton.

**Expenditures-** Costs associated with the provision of municipal services.

**Franchise Fees-** Fees in lieu of taxes or compensation for exclusive rights, based on an agreement with the holder of a special franchise. e.g. ATCO Gas.

**Full-Time Equivalents (FTEs)-** The hours and associated costs one full-time employee would work in a year, or a combination of positions that provide the same number of hours.

**General Manager-** Head of a City Department.

**Grants-** Funding provided by a senior order of government to the City. The City provides grants to the community as well.

**Inflation-** See CPI or MPI

**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.

**Long Range Financial Plan-** A financial document for the City, setting out financial strategies and goals, as well as projecting capital and operating requirements over the next 10 years.

**Market Value Assessment-** Provincial government legislation requires that properties must be assessed on an annual basis to reflect current market conditions. Starting in 1999, all properties were assessed at market or on the basis of provincial regulations and were taxed on this value by the City of Edmonton.

**Mill Rate-** See property tax.

**Modified Accrual Basis-** A hybrid of cash and accrual methods of Accounting in which Revenues are recognized when earned, measurable and available. Expenditures are recognized when liability is incurred, except for certain liabilities such as debt services (when due), and compensated absences to the extent they affect current outflow.

**Municipal Enterprises-** Refers to activities that do not intend to use tax dollars for operation. They are financially self-funded operations established to provide management and control of major activities of the City. Drainage Design & Construction, Land Enterprise and Fleet Services are Municipal Enterprises.

**Municipal Equity-** The amount calculated as the excess of Total Assets less Total Liabilities and any funding set aside for specific purposes in Reserves.

**Municipal Government Act (MGA)-** Provincial legislation setting out the powers and responsibilities of Alberta municipalities.

**Municipal Price Index (MPI)-** A measure of the average increase in the price of goods and services that the city would purchase over the year.

**Neighbourhood Renewal program-** A part of the Building Great Neighbourhoods initiative which outlines a cost effective, long-term plan to address the needs of

Edmonton's neighbourhoods. The program involves the renewal and rebuilding of roads, sidewalks and streetlights in existing neighbourhoods and collector roadways balancing the rebuild need in some neighbourhoods with a preventative maintenance approach in others.

**Net Operating Requirement-** Revenues and recoveries less expenditures is the net budget required for the year.

**Non-Residential Construction Price Index-** Measures the cost of construction materials and labour used for industrial, and institutional development.

**One-time Items-** Expenditures associated with a limited term (typically one operating period) that will not become an ongoing part of the base budget in future years.

**Operating Budget-** Planned revenues and expenditures that are consumed in the delivery of services during an annual operating cycle (January through December).

**Outcome-** Outputs quantify the amount of work completed, while outcomes (or effectiveness) report the results achieved as expressed in the eyes of the customer, or in the case of the City, Citizens.

**Output-** Goods or services created by inputs. E.g. units produced and hours of service provided.

**Pay-As-You-Go (PAYG)-** A source of funding for capital projects through contributions transferred from the current operating budget.

**Payment-in-Lieu of Taxes-** Payments equivalent to municipal property taxes, made by the federal and provincial governments for Crown-owned properties.

**Performance Measures-** Qualitative or quantitative measures or indicators of progress toward specified outcomes or goals. A means for determining how a program is accomplishing its mission through the delivery of products, services, or processes by measuring quantity, effectiveness, and/or efficiency. City Policies are Council statements that set discretionary duties or standards of performance for the City.

**Policies-** Council statements that set discretionary duties or standards of performance for the City.

**Program-** A stand alone activity or entity at the level below the branch.

**Project-** A single project is a non-routine capital work with a “singular” identity. The location, time and design of a single project are clearly identifiable. A composite project is the grouping of routine capital improvements.

**Property Tax-** Revenue generated through the collection of taxes levied on real property assessment. Authorized by the Municipal Government Act.

**Reserves-** Represent amounts appropriated for designated requirements as established by Council. Part of best practices management used for fund accumulation to replace capital assets and to provide financial flexibility in times of budget shortfall.

**Priority Based Budgeting-** A strategic management tool in which priorities are identified, services ranked based on their alignment to the priorities and resources are allocated accordingly.

**Retained Earnings-** Equity accounts that represent the accumulated surpluses from operations, that are not for general distribution, but rather are used to fund capital projects, leverage debt, or are reinvested in service delivery.

**Revenue-** Funds the City receives and records as income. Major revenue sources are: property tax, user fees, fines, permits, grants from other orders of government, dividends, franchise fees, Ed Tel Endowment fund, and investment earnings.

**Self-liquidating Debentures.** Debt issued by municipal utilities or enterprise operations that is repaid through the rates or fees generated by operations.

**Service-** Delivering a benefit to community members.

**Service Package-** New or enhanced services or increases resulting from growth or impact of Capital, that require funds. The Service Packages require Council approval through the annual budget process.

**Shared Services-** See Intra-Municipal Services.

**Sinking Fund-** The City of Edmonton makes annual

payments into the Sinking Fund as required by each debenture issue. These funds are invested by the Sinking Fund in securities as approved by existing legislation. The annual rate of return required by the issue is allocated to meet the future debt requirements. Earnings in excess of those requirements are maintained within the fund as unappropriated surplus, which may be used as approved by Council.

**Strategic Plan-** 10 Year Plan in which the City establishes its priorities. There are currently six strategic plans (The Ways), which will help the City reach its 30 year Vision.

**Tangible Capital Asset-** Non-financial assets having physical substance that meet all of the following criteria:

- are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- have useful economic lives extending beyond an accounting period;
- were acquired for use on a continuing basis; and
- are not intended for sale in the ordinary course of business.

**Tax Rate-** Municipal property tax revenue is calculated by applying the tax rate to the projected assessment base. The tax rate is expressed in terms of mills. One mill is one thousandth of the assessment base. Additional property tax revenue is generated through an increase in the tax rate and/or growth in the assessment base.

**Tax-Supported Operations-** Civic Departments, Commissions, Boards and Authorities are funded in whole or in part through revenue from property tax, business tax, and payment-in-lieu of taxes.

**Taxation-** Process of applying a tax rate to a property's assessed value to determine the taxes payable by the owner of that property.

**The Ways-** See Strategic Plan

**The Way We Finance (TWWF)-** The Way We Finance is one of six strategic plans setting the course for the City to achieve its 10-year goals and the vision for the City in 2040. The Vision and goals provide a clear focus for City activities and are set out in The Way Ahead, Edmonton's Strategic Plan

**Transfers-** Refers to transfers from and to Reserves.

**Uncommitted-** Uncommitted Operating Fund balances and reserves designates funding that is not earmarked or set aside for a specific capital project or operating program initiative and is available for allocation.

**User Fees-** Payment for a service or facility provided by the City.

**Utility Operations-** Services funded solely by Council-approved rates charged directly to users, which provide a return on equity to The City.

Refers to Drainage Services (include Sanitary Utility and Stormwater Utility) and Waste Management Services where tax dollars are not needed to support the operations. The operations of the Drainage services are governed by Drainage Services' Utility Fiscal Policy (C304C). The operations of the Waste Management Utility are governed by the Waste Management Strategic Plan, the Waste Management Policy (C527), and the Waste Management Utility Fiscal Policy (C558).