



OPERATING BUDGET

EXECUTIVE SUMMARY

THE CITY OF EDMONTON
2019-2022

Approved December 14, 2018

Edmonton



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MESSAGE FROM THE MAYOR

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

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

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

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

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

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

Don Iveson
MAYOR

EDMONTON IN FOCUS

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

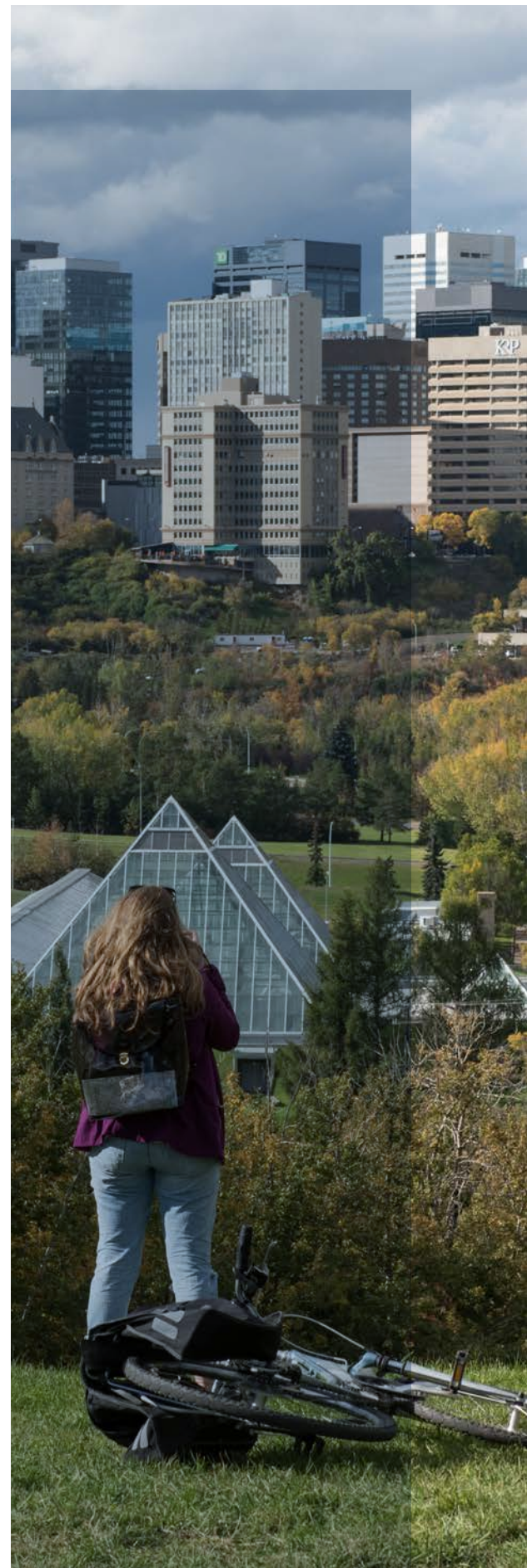
A million people can accomplish incredible things together. But harnessing our city's potential requires leadership and support. Edmonton's City Council has developed a 2050 vision that outlines how Edmonton will grow to the city we aspire to be: a climate resilient city that is healthy, equitable and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

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

Edmonton in 2019 is at the heart of an energetic and creative Metro region that draws people as varied as their interests: business, finance, recreation, culture, social services and health care.

To weave this strong fabric as Edmonton grows, we need to imagine, plan and build for growth. Together, we'll need to build roads and facilities, transport people and deliver emergency services for a city of a million people – and growing. We'll need to protect the investments we've made in our roads and buildings so far. And we'll need to be smart about how we finance, operate and help Edmontonians live the lives they aspire for.

Edmonton is recovering well from the recent economic downturn but we're unlikely to see the kind of rapid expansion that took place during the early 2000s. Edmonton's Real Gross Domestic Product (GDP) growth for 2018 is estimated to be in the range of 2.6 percent, increasing slightly to 2.7 percent in 2019. As a City, it's a reminder that we need to focus on intelligent, cost-effective ways to maintain the high standard of living Edmontonians expect without relying on a booming economy.



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

There are unique strengths in Edmonton. We're not just growing — Edmonton is also one of the youngest cities in Canada, with an average age of 37.7 in 2016. That youthful energy and flexibility comes across in the diversity of our industries, in the entrepreneurial spirit and in the year-round offerings of sports, culture and recreation festivals and events that make this city on latitude 53 a place where it makes sense to build the value of our lives.

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

Key Dates

MAY 29, 2018 Administration provided a high level view of the 2019–2028 Operating Investment Outlook to Council.

NOVEMBER 1, 2018 Proposed 2019–2022 Operating Budget for Civic Programs and Boards and Commissions released to Council and the public electronically via the City of Edmonton website. Printed copies of the budget delivered.

NOVEMBER 7, 2018 Proposed 2019–2022 Operating Budget for Civic Programs and Boards and Commissions presented to Council.

NOVEMBER 15/26/28, 2018 Non-statutory Public Hearings on Proposed 2019–2022 Operating and Capital Budgets.

NOVEMBER 28 TO DECEMBER 14, 2018 Council Budget Deliberations

DECEMBER 14, 2018 Council approved the 2019–2022 Operating and Capital Budgets.

JANUARY, 2019 Assessment notices are mailed to property owners.

SPRING, 2019 Education Tax Requisition from the Province of Alberta. Council approves final tax rate.

MAY, 2019 Property tax notices are mailed.

JUNE 30, 2019 Deadline to pay property taxes.



THE OPERATING BUDGET IN BRIEF

The proposed 2019–2022 Operating Budget, presented to City Council in November 2018, was the starting point for City Council's deliberations. On December 14, 2018, Edmonton City Council approved the Capital and Operating Budgets that highlight residents' priorities for the next four years while taking a realistic approach to a challenging economy.

Edmontonians were a core part of the budget process, with an unprecedented number speaking at the non-statutory budget hearing in November and many others sharing their views through surveys, communication with Councillors and ongoing public engagement.

The 2019–2022 Budget provides a balance between limiting property tax increases while managing expense increases that are required to maintain existing programs and services. The 2019–2022 Budget seeks to fund growth in services and programs to meet the needs of a growing population and advance Council's vision and priorities for Edmontonians, while keeping taxes affordable and user fees reasonable.

The Operating Budget results in a 2.6 percent general property tax increase in each of 2019, 2020, 2021 and 2022. This tax rate is not final until the Government of Alberta sets the Provincial Education Tax in spring 2019. The tax increase approved by Council for 2019 includes increases for the Valley Line LRT, Alley Renewal, Edmonton Police Service and Transit Security.

For an Edmonton home valued at \$397,000, the 2019 budget will provide services for just under seven dollars per day, or \$2,526 per year, an increase of \$65 over 2018.

Though inflation and costs have risen, Administration and Council's shared dedication to finding efficiencies has made it possible to hold the line for existing programs and services. The tax increases reflect program and service enhancements that have been mandated by Council.

Overall, the proposed impact from Edmonton's growth assists in reducing the tax rate increase. This provides the opportunity to offset some of the increases required to maintain services and implement changes to services like increasing safety and security on the transit system.



Dedicated Tax Increases

Within the tax increases of 2.6 percent per year for each of the next four years, Council has directed additional funding to Valley Line South LRT, the Alley Renewal Strategy, Edmonton Police Service and transit safety. The tax increases listed below are part of the overall increases discussed above, rather than additions.

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

In addition, Council approved a dedicated tax increase to fund an Alley Renewal Strategy, based on the successful Neighbourhood Renewal program. A tax increase of 0.3 percent in 2019, 0.4 percent in 2020 and 0.3 percent in 2021 and 2022 has been included. This will then be removed from the budget, as the fund for the strategy will reach the intended annual amount of \$22.3 million by the end of 2022.

Edmonton Police Services (EPS)

At the June 26, 2018 City Council meeting, policy C604 was approved. Through a formula, this policy provides the city and EPS with funding certainty over the term of a multi-year budget.

In total, the approved budget includes a 1.2 percent tax increase for EPS in 2019, a 1 percent increase in 2020, and a 0.9 percent increase in 2021 and 2022.

Change in Services

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

Growth in Services

The physical growth of the city has implications for the operating budget. One benefit to growth is additional revenue from expansion of the assessment base. Growth in the city means growth in the number of properties paying taxes. The projections for the amount of additional taxation revenue related to real growth are significant over the next four years with an increase of \$27.7 million in 2019, \$28.9 million in 2020, \$33.8 million in 2021 and \$35.4 million in 2022.

CITY BUILDING

The Operating Budget isn't just numbers. It's lifeguards and librarians, police and firefighters, and the tools they need to serve us and keep us safe. It's keeping the doors open to the facilities we need and enjoy. It's tending the parks and planting the trees that make Edmonton so beautifully green. It's the people who help residents plan and build for their futures, the amenities that make Edmonton a great place to live and the dreams we all have for the city Edmonton could become.

If the Capital Budget builds Edmonton's future, the Operating Budget brings life to what we build. And it does this by weaving together areas across the City to create a fabric that is unified, comprehensive and far stronger than any one strand.



Building on Council's vision, **Urban Form and Corporate Strategic Development** imagines the City we will become. **Integrated Infrastructure Services** builds that City. **City Operations** maintains Council's investments and operates our City infrastructure for the good of all Edmontonians. **Citizen Services** brings these spaces to life by animating the space and places that we have built through programs and services.

These are the foundations of City building... and City building means building Edmonton's future.

Our other departments and functions support successful, integrated and accountable civic stewardship.

The **Corporate Strategic Development Branch** translates the hopes and dreams of Edmontonians into a City Plan and cascading strategies to stay the course. **Financial and Corporate Services** ensures that the City's resources are properly deployed today and for the future. **Employee Services** creates the conditions for our 14 thousand staff to be successful as they do the important work

of serving almost a million Edmontonians. **Communications and Engagement** is the connective tissue across the entire corporation that tells the City's story and reminds staff of the path they share.

Inspiring this collective work is the vision City Council has built together with Edmontonians, through extensive public engagement and day-to-day connections with residents and the business community.

This is a vision of a **Healthy City**: a neighbourly place with community and personal wellness that embodies and promotes equality for all Edmontonians. **A city of Urban Places**: where neighbourhoods are more vibrant as density increases, where people and businesses thrive and where housing and mobility options are plentiful. A city at the heart of **Regional Prosperity**: growing prosperity for our Metro Region by driving innovation, competitiveness and relevance for our businesses at the local and global level. And a city with **Climate Resilience**: a place with clean air and water, transitioning to a low carbon future and adapting to a changing climate.

HEALTHY CITY

Edmonton is a neighbourly city with community and personal wellness that embodies and promotes equity for all Edmontonians.

URBAN PLACES

Edmonton neighbourhoods are more vibrant as density increases, where people and businesses thrive and where housing and mobility options are plentiful.

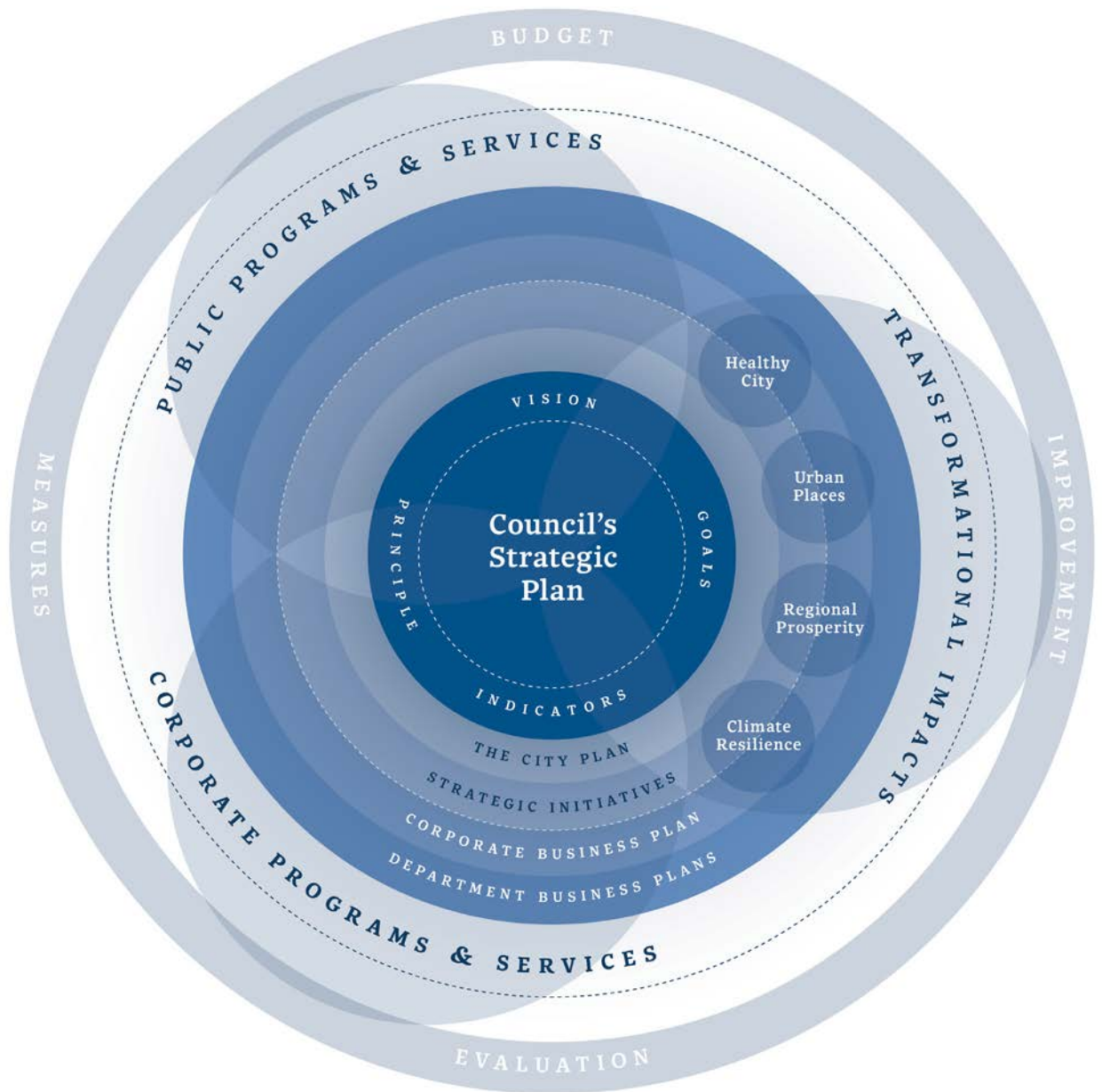
REGIONAL PROSPERITY

Edmonton grows prosperity for our Metro Region by driving innovation, competitiveness and relevance for our businesses at the local and global level.

CLIMATE RESILIENCE

Edmonton is a city transitioning to a low carbon future, has clean air and water and is adapting to a changing climate.

The most important thread, woven through everything that happens at the City of Edmonton, is people. City staff and Council work with Edmontonians in all that we do, and translate that work into the city where we can all live our best lives.



A PART OF EVERY DAY

The City of Edmonton's services, programs and facilities are woven into the lives of residents. From morning to night, activities across Edmonton are supported, enhanced, protected and made easier by City staff. Residents walk, drive and cycle on City roads, enjoy City libraries, recreation centres and parks and interact with the City in countless smaller ways. The 2019–2022 Operating Budget makes those moments possible.

City Governance

Edmonton's City Governance includes the Mayor and 12 Councillors, their support staff, Office of the City Auditor, Office of the City Manager and Office of the City Clerk.

FACT

The City Clerk's Office coordinates all the meetings and more than 20,000 votes of Council each year.

Community Services

Community Services delivers programs, including seniors' services, Indigenous Relations and initiatives for homeless Edmontonians, directly to residents. This area also supports community-led initiatives and agencies such as REACH, Edmonton Federation of Community Leagues, partnerships, boards, and commissions and offers support to attractions such as the Telus World of Science.

FACT

The Street Outreach project has helped make contact with more than 940 people who are homeless, and helped to successfully house nearly 50 individuals.



Community Standards

Community Standards includes the work of peace officers, park rangers, municipal enforcement officers, parking enforcement and animal care and control, which includes mosquito and other pest management.

These teams protect the health, safety and welfare of Edmontonians by promoting compliance with community standards and bylaws.

FACT

Last year, through education programs and clean-up efforts, the City saw a 9.4 percent reduction in litter on city streets and a 43 percent reduction in graffiti vandalism in 20 neighbourhoods with the highest reported incidences.

Economic Development

Economic Development includes the City's economic diversification strategy, Edmonton Economic Development Corporation (EEDC), Edmonton Film Commission and the TEC Edmonton partnership.

FACT

Edmonton Metropolitan Region is home to more than 45,000 businesses, most of which have fewer than 50 employees.

Fire Rescue

Edmonton's Fire Rescue Services provide fire suppression services, medical response, public safety and investigations, fire prevention and education, environmental emergency response, training and dispatch.

FACT

Last year, firefighters responded to more than 50,000 calls related to fires, medical emergencies, motor vehicle accidents, hazardous material incidents, and technical and river rescues.

Neighbourhoods and Parks

Neighbourhoods and Parks delivers community-level recreation programs and social support for communities and families. As well, this area manages playgrounds, neighbourhood parks, neighbourhood summer camps and forestry.

FACT

In 2017, Edmonton's Root for Trees volunteers participated in 150 tree planting events. Together with City staff, they planted more than 90,000 trees and shrubs.

Operational Support

Operational Support includes Fleet Services and the management of Facilities and Landscape Infrastructure. This includes City vehicle maintenance and care for City-owned buildings and their systems, such as plumbing, gas and electric systems.

FACT

In Fleet Services, a team of mechanics, engineers and technicians maintains a fleet of 5,000+ City vehicles in 15 garages.

Planning and Permitting

Planning and Permitting funds urban planning, land management, zoning, building permits and licensing, enforcement of safety codes and site servicing.

FACT

Every year, City teams funded in this category process 30,000+ applications for development permits, zoning and compliance.

Police Services

The Edmonton Police Service (EPS), under the governance of the Edmonton Police Commission (EPC), focuses its efforts on a four-part policing mandate to prevent crime, enforce laws, address matters of public safety and maintain social order.

FACT

Last year, EPS dispatched over 165,000 calls for service, marking an 18.7 percent increase, in total, over the past five years.

Public Library

Edmonton Public Library (EPL) provides digital and physical collections in 21 locations, inter-library loans, reference services and public computers, and presents more than 21,000 programs, classes and workshops annually.

FACT

Each year, Edmontonians visit EPL, both in-person and virtually, more than 15.4 million times, and borrow nearly 12 million items.

Public Transit

Edmonton Transit Service (ETS) moves people by providing customer-focused, safe, reliable and affordable public transit services. It is also responsible for the operations and maintenance of transit facilities and vehicles.

FACT

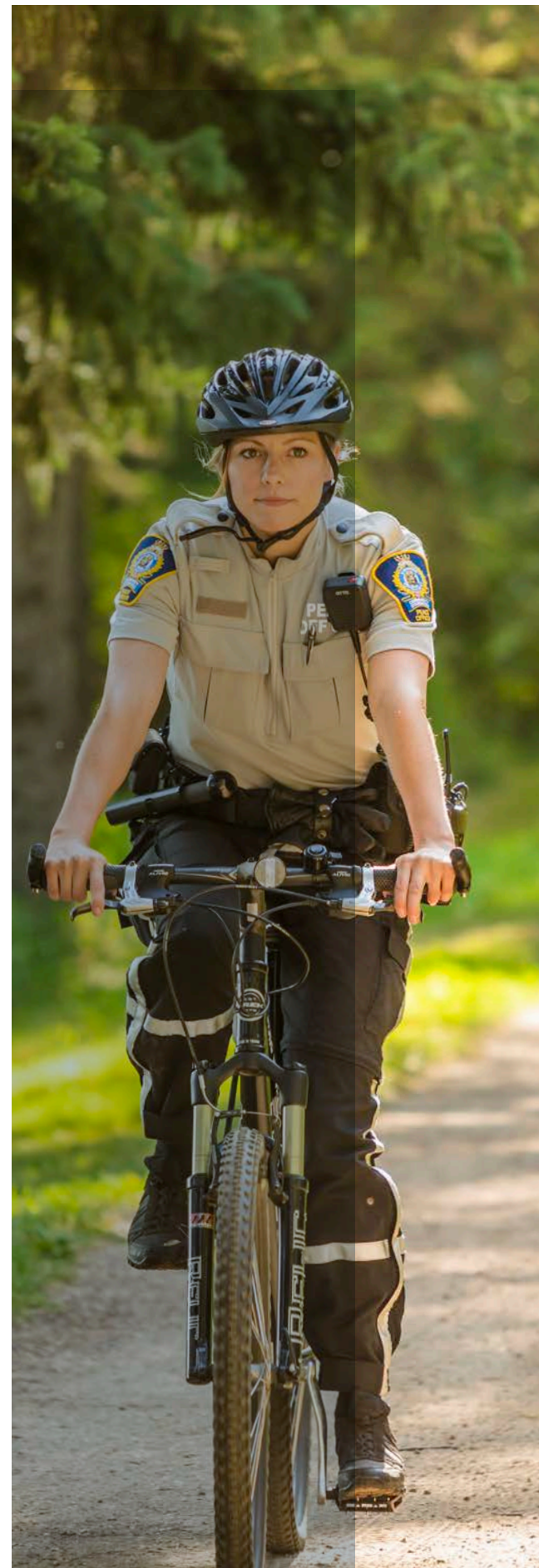
ETS operates 25 transit centres, six garages, 18 LRT stations, 883 conventional buses, 49 community buses, more than 390 routes, 100 DATS vehicles and 94 LRT vehicles. ETS provides over 80 million rides per year.

Recreation Facilities and Attractions

Recreation Facilities provides funding for the programming and staff in Edmonton attractions, recreation centres, community arenas, and outdoor facilities, including outdoor pools and City golf courses. This area also includes the Civic Events team supporting events and festivals.

FACT

The City of Edmonton hosts hundreds of festivals and events each year and welcomes close to 400,000 visitors to its leisure centres every month.





Summer Road Maintenance

Summer road maintenance includes work on pothole repair, design and construction of new roads in the expanding city, and renewal of roads, arterial routes and bridges in established communities.

FACT

In spring 2018, the City swept up sand from 6,878 kilometres of roadways in 33 operational days, a full eight days faster than in 2017.

Traffic Management

Traffic Management includes safety, traffic operations, signals and street lighting.

FACT

In 2017, the City upgraded 27 school areas with new safety features like rapid flashing beacons for pedestrian safety.

Winter Road Maintenance

Winter Road Maintenance funds the City's commitment to providing snow and ice control that makes it possible for commuters, transit users and those moving commercial goods to travel more safely in the winter.

FACT

During winter 2017–2018, the City stored 1.083 million cubic metres of snow at the five snow storage sites.

Communications and Engagement

This area helps tell the story of the City – in person, online, in print, in images – to all Edmontonians, to the news media, and to City of Edmonton team members. Areas of expertise include the Public Engagement team as well as 311 services and the web operations group that updates, builds and supports edmonton.ca.

FACT

In 2017, the City received 34,522 requests through the ease and convenience of the 311 app.

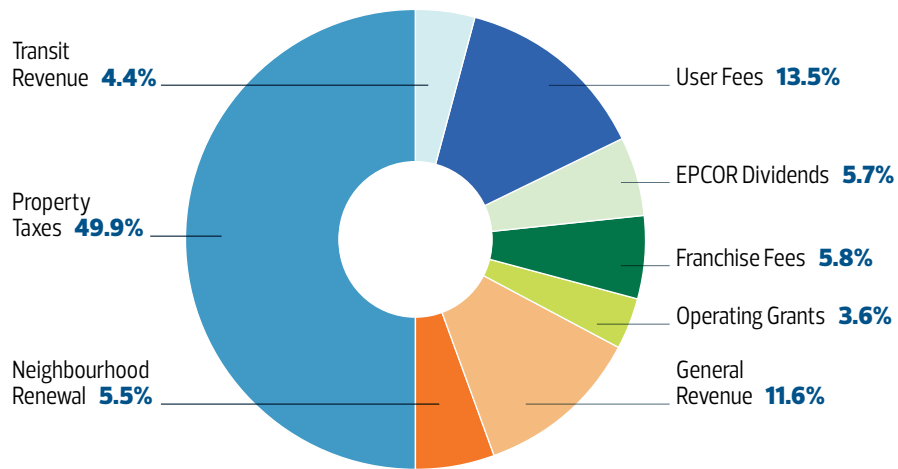
OPERATING BUDGET BY THE NUMBERS

Where the Money Comes From

Taxes collected from residential and commercial properties make up 55.4 percent of the total revenue needed for the approved operating budget, which includes the amounts approved for the Valley Line LRT and the Alley Renewal Strategy (included with Neighbourhood Renewal). Each homeowner pays a share of the total tax required based on the value of their home relative to all other homes, as does each business. At 13.5 percent of the

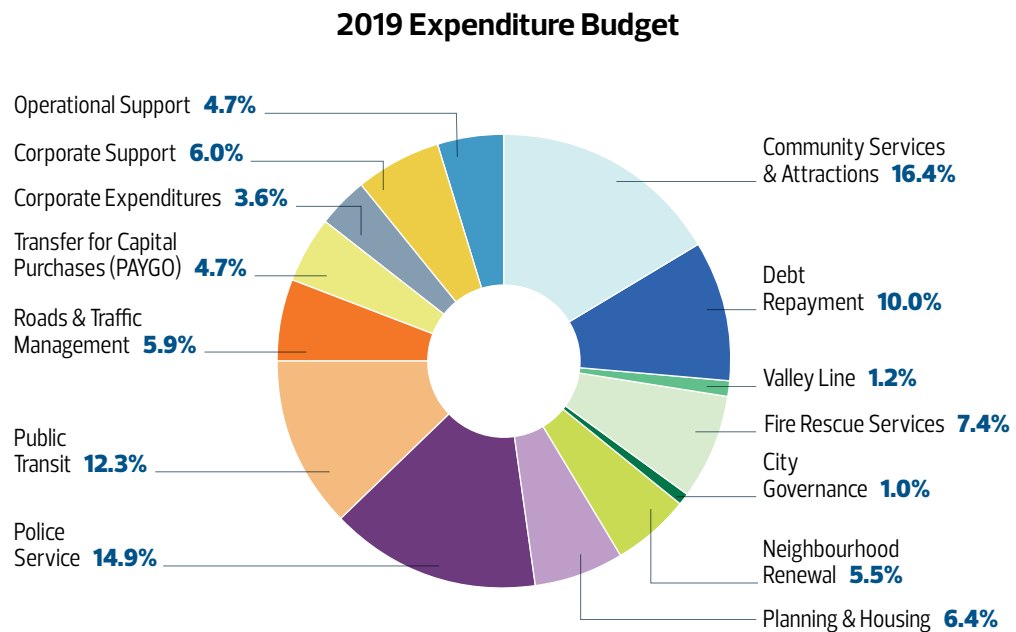
total revenue, user fees form the next most significant portion of revenue collected by the City. This revenue is generated primarily from permits and fees collected for the use of recreation facilities. The percentages shown in the chart below reflect the revenue sources for the approved budget in 2019. The approved budget would result in a similar distribution of revenue sources in 2020, 2021 and 2022.

2019 Revenue Budget



Where the Money is Spent

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

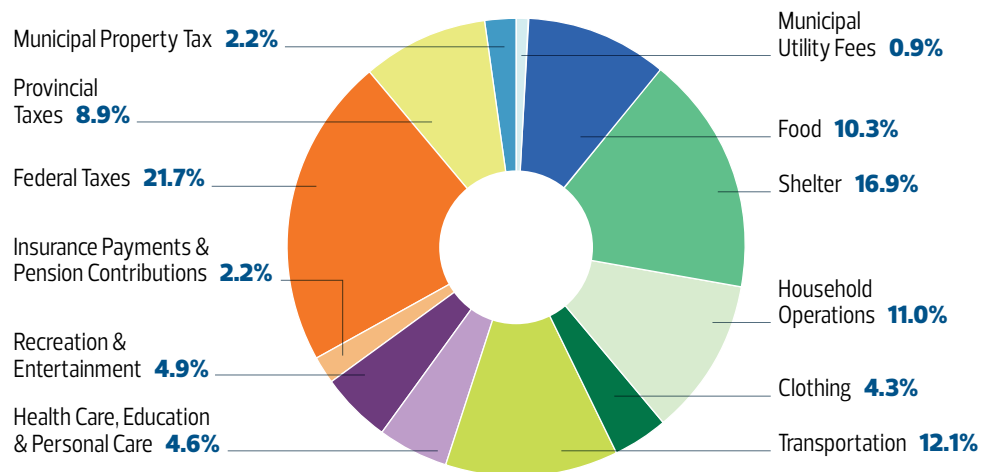


Monthly Household Spending

According to the City's analysis of the most recent Statistics Canada data¹, the average monthly expenditure for a typical Edmonton household² in 2016 was \$8,896. This includes all expenses to live and enjoy life in Edmonton, including: food; shelter; household operations; clothing; transportation; health

care, education, and personal care; recreation and entertainment; insurance payments and pension contributions; and taxes. The average household spent \$2,995 per month on taxes, duties, premiums, levies and fees to all orders of government in Canada, amounting to 34 percent of their monthly expenditure.

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



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

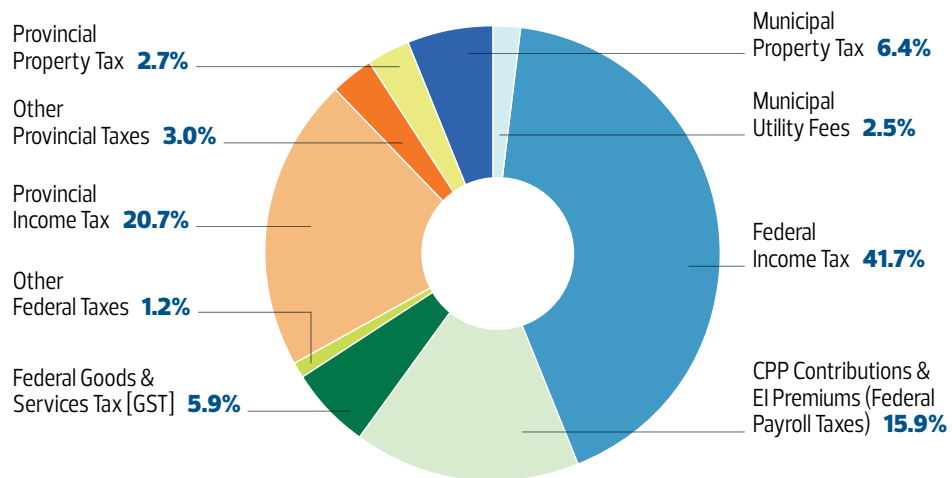
²A typical household is defined here as a dual-income earning, owner-occupied household, with primary earner earning 69 percent of gross household employment income, and the secondary earner earning 31 percent of gross household employment income. This split was determined by Statistics Canada census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

Value For Tax Dollar

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

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

Share of Each Dollar Paid to Government Sector in 2016 for a Typical 2–income, Owner–Occupied Edmonton Household



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

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

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

Typical Homeowner

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

	2018 Budget	2019 Budget	Annual Impact	2020 Budget	Annual Impact	2021 Budget	Annual Impact	2022 Budget	Annual Impact
Municipal Services¹	1,649	1,662	13	1,678	16	1,706	28	1,734	28
Police Services²	525	555	30	579	24	603	24	628	25
Alley Renewal³	246	253	7	263	10	271	8	279	8
Valley Line LRT⁴	41	56	15	72	16	80	8	88	8
Total Property Tax Bill	2,461	2,526	65	2,592	66	2,660	68	2,729	69

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

	2018 Budget	2019 Budget	Annual Impact	2020 Budget	Annual Impact	2021 Budget	Annual Impact	2022 Budget	Annual Impact
Municipal Services¹	415	418	3	422	4	429	7	436	7
Police Services²	133	140	7	147	7	153	6	160	7
Alley Renewal³	62	64	2	66	2	68	2	70	2
Valley Line LRT⁴	10	14	4	18	4	20	2	22	2
Per \$100K of assessment value, residential	620	636	16	653	17	670	17	688	18

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

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

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

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

Property Tax Increases

The following table is a high level summary of the approved changes in the money the City brings in, as well as the expected costs, over the next four years. For each year, it shows the impact on property taxes.

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

	2019–2022 Forecast (000s) Incremental			
	2019	2020	2021	2022
BASE BUDGET				
Revenues				
Transfer from Reserves	5,906	2,577	(1,070)	(2,344)
User Fees, Fines & Permits, etc.	3,529	12,720	7,140	6,731
Corporate Revenues	11,962	10,678	(10,391)	(2,111)
	21,397	25,975	(4,321)	2,276
Expenditures				
Personnel	5,505	2,788	2,730	3,915
Inflation on Fuel & Utilities	8,763	3,705	3,173	4,717
Fleet Charges	4,781	(177)	(422)	650
Other	(1,658)	8,477	(4,357)	(3,378)
Corporate Expenditures	(6,693)	6,249	16,449	30,579
	10,698	21,042	17,573	36,483
Net Base	(10,699)	(4,933)	21,894	34,207
Tax Increase	(0.7)	(0.3)	1.3	1.9
GROWTH FUNDS GROWTH				
Impacts of Capital	(1,656)	5,813	8,582	603
Capital Project Financing	14,707	24,737	22,232	15,299
Annexation	2,000	-	-	-
Assessment Growth Revenue	(27,718)	(28,878)	(33,845)	(35,421)
Net Growth	(12,667)	1,672	(3,031)	(19,519)
Tax Increase	(0.8)	0.1	(0.2)	(1.1)

(CONT'D)	2019–2022 Forecast (000s) Incremental			
	2019	2020	2021	2022
Service Changes				
Cannabis Legalization (net)	(1,271)	340	1,108	(1)
Transit Initiatives	16,928	1,236	5	463
Affordable Housing Investment Program & Campaign	4,050	(210)	-	(90)
Urban Form & Planning Initiatives	2,703	674	(1,897)	(525)
Climate Resilience Initiatives	2,500	3,000	2,500	3,000
Support to Partners	4,047	5,372	(872)	2,050
Other	2,938	3,701	(506)	(241)
Net Service Package Increases	31,895	14,113	338	4,656
Tax Increase	2.0	0.8	0.0	0.3
DEDICATED TAX INCREASES				
Valley Line	9,750	10,300	5,300	5,700
Alley Renewal	4,840	6,760	5,380	5,300
Net Dedicated Tax Increase	14,590	17,060	10,680	11,000
Tax Increase	0.9	1.0	0.6	0.6
Edmonton Police Service (EPS)				
Funding Formula	13,471	15,948	16,304	17,446
Accommodation	3,290	-	-	-
Annexation	2,360	278	-	-
Cannabis	142	-	-	-
Net EPS Increases	19,263	16,226	16,304	17,446
Tax Increase	1.2	1.0	0.9	0.9
Total Incremental Increase	42,382	44,138	46,185	47,790
Tax Increase	2.6	2.6	2.6	2.6

Overall Numbers for the Approved 2019–2022 Operating Budget


The following table shows, at a high level, the approved operating expenditures and operating revenue – including tax revenue – for 2019–2022.

Approved 2019–2022 Budget Summary

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue & Transfers						
Taxation Revenue	1,497,658	1,578,834	1,648,934	1,721,950	1,801,980	1,885,191
User Fees, Fines, Permits, etc.	352,735	384,641	403,322	420,278	426,146	428,314
Franchise Fees	165,787	168,439	173,246	176,733	180,298	183,612
EPCOR Dividends	152,670	166,021	171,000	171,000	171,000	171,000
Transit Revenue	132,009	139,377	132,618	133,719	139,179	142,663
Transfers from Reserves	107,326	196,920	139,783	147,573	150,400	153,786
Other Revenues	72,817	79,807	123,021	117,465	117,410	116,650
Grants	105,414	105,788	106,616	106,775	106,757	106,967
Investment Earnings & Dividends for Capital Financing	77,548	65,268	82,178	75,356	78,313	80,895
Total Revenue & Transfers	2,663,964	2,885,095	2,980,718	3,070,849	3,171,483	3,269,078
Net Expenditures & Transfers						
Personnel	1,484,136	1,544,449	1,589,303	1,607,392	1,630,934	1,650,811
Materials, Goods, and Supplies	200,521	220,481	219,023	220,743	221,609	223,421
External Services	296,183	279,399	278,385	302,422	339,196	349,233
Fleet Services	(29,609)	(37,947)	(31,281)	(31,357)	(31,921)	(31,463)
Intra-municipal Charges	93,650	99,614	100,321	100,980	101,959	102,379
Debt Servicing	211,670	263,410	305,295	323,183	334,394	351,355
Utilities & Other Charges	351,168	422,931	416,287	421,984	441,090	455,175
Transfer to Reserves	275,233	303,226	315,848	338,638	348,457	383,383
Intra-municipal Recoveries	(218,988)	(210,468)	(212,463)	(213,136)	(214,235)	(215,216)
Total Net Expenditures & Transfers	2,663,964	2,885,095	2,980,718	3,070,849	3,171,483	3,269,078
Total Net Operating Requirement	-	-	-	-	-	-

Approved 2019–2022 Budget Summary (CONT'D)

(\$000)	2017 Actual	2018 Adjusted Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Full-time Equivalents						
Boards & Commissions						
Economic Development Corporation	327.0	577.0	586.0	586.0	586.0	586.0
Police Service	2,558.1	2,633.6	2,688.1	2,735.6	2,776.1	2,821.1
Public Library	518.4	521.7	524.9	525.3	525.3	525.3
Other Boards & Commissions	57.0	57.0	56.5	56.5	56.5	56.5
Civic Departments						
Citizen Services	2,801.9	2,847.1	2,857.6	2,854.3	2,891.0	2,892.3
City Operations	4,787.3	4,813.4	4,867.7	4,900.5	4,890.3	4,885.9
Communications & Engagement	335.5	376.2	378.4	374.4	368.4	368.4
Corporate Expenditures & Revenues	-	-	(15.0)	(15.0)	(15.0)	(15.0)
Employee Services	169.9	201.0	203.0	203.0	203.0	203.0
Financial & Corporate Services	1,172.8	1,162.2	1,153.7	1,135.7	1,116.2	1,104.2
Integrated Infrastructure Services	489.8	519.7	528.9	521.8	519.3	519.3
Mayor & Councillor Offices	50.0	50.0	50.0	50.0	50.0	50.0
Office of the City Auditor	16.0	16.0	16.0	16.0	16.0	16.0
Office of the City Manager	77.1	85.1	86.1	86.1	86.1	86.1
Urban Form & Corporate Strategic Development	751.7	702.8	712.0	705.4	696.3	689.7
Total Full-time Equivalents	14,112.5	14,562.8	14,693.9	14,735.6	14,765.5	14,788.8



Information on the 2019–2022
Operating Budget is at:
edmonton.ca/budget

Inquiries may also be directed to:
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Edmonton