

City Council - Agenda

Date: Monday, November 16, 2020

Time: 9:30 a.m. - 5:30 p.m.

Location: Council Chamber, 2nd floor, City Hall

Call to Order: 9:30 a.m. Lunch: Noon - 1:30 p.m.

Recess: 3:30 p.m. - 3:45 p.m.

Adjournment: 5:30 p.m.

Continuation: Wednesday, November 18, 2020

Call to Order: 9:30 a.m. Lunch: Noon - 1:30 p.m. Recess: 3:30 p.m. - 3:45 p.m.

Adjournment: 5:30 p.m.

Continuation: Friday, November 20, 2020

Call to Order: 9:30 a.m. Lunch: Noon - 1:30 p.m. Recess: 3:30 p.m. - 3:45 p.m.

Adjournment: 5:30 p.m.

Deputy Mayor: A. Knack Acting Mayor: B. Esslinger

Please note: In response to the rise in COVID-19 case numbers and the health risks associated with large group gatherings, all public participation at Council and Committee meetings is now being facilitated remotely. You can <u>request to speak</u> up until your item has been dealt with.

City Hall remains closed to the public. You can view in-progress meetings online via the Agenda, <u>Council on the Web</u> or City Council's <u>YouTube Channel</u>.

For additional information, contact the Office of the City Clerk at (780) 496-8178.

Pages

1. Call to Order and Related Business

| | 1.2. | Roll Call | | | |
|----|-------|--|----|--|--|
| | 1.3. | Adoption of Agenda | | | |
| | 1.4. | Adoption of Minutes | 6 | | |
| | | October 28/30, 2020, Special City Council | | | |
| | | November 2/4, 2020, City Council | | | |
| | | November 3/5, 2020, City Council Public Hearing | | | |
| | | November 4, 2020, City Council Public Hearing | | | |
| | 1.5. | Protocol Items | | | |
| 2. | Items | Items for Discussion and Related Business | | | |
| | 2.1. | Select Items for Debate | | | |
| | 2.2. | Vote on Reports not Selected for Debate | | | |
| | 2.3. | Requests to Speak Refer to Summary of Agenda Changes | | | |
| | 2.4. | Requests for Specific Time on Agenda Refer to Summary of Agenda Changes | | | |
| | 2.5. | Vote on Bylaws not Selected for Debate | | | |
| 3. | Coun | cillor Inquiries | | | |
| 4. | Repo | rts to be Dealt with at a Different Meeting | | | |
| | 4.1. | City of Montreal's Financial Assistance Policy Summary To be dealt with at the January 18, 2021, Executive Committee meeting. | | | |
| 5. | Requ | ests to Reschedule Reports | 54 | | |
| | 5.1. | Follow up with EEDC - Tourism and Convention Revised Due Date: November 30, 2020, Executive Committee | | | |
| | 5.2. | Non-Government Organizations - Review of Funding Allocated by Levels of Government for Social Service Functions Revised Due Date: December 7, 2020 | | | |
| | 5.3. | Edmonton Police Commission Scope Proposals Revised Due Date: December 7, 2020 | | | |
| | 5.4. | Ambleside Integrated Infrastructure Services Revised Due Date: Spring 2021 Supplemental Capital Budget Adjustment | | | |
| 6. | Repo | rts | | | |
| | 6.1. | Community and Safety Well-being Proposals Items 6.1, 6.2, 6.3, 6.4, 6.5, 6.6 and 6.7, to be dealt with together. | 56 | | |
| | | Time specific: First item of business, Monday, November 16, 2020. | | | |

| 6.2. | Jurisdictional Scan of Alberta Municipal Experiences in Social Service Demands Items 6.1, 6.2, 6.3, 6.4, 6.5, 6.6 and 6.7, to be dealt with together. | 62 |
|-------|---|-----|
| 6.3. | Analysis of the Delivery of Social Services Type Events by Edmonton Police Service - Responding to Social Disorder & Mental Health Calls for Service Items 6.1, 6.2, 6.3, 6.4, 6.5, 6.6 and 6.7, to be dealt with together. | 144 |
| 6.4. | Progress Report on the City of Edmonton Street Check Report - Report back on implementation of consultant's recommendations Items 6.1, 6.2, 6.3, 6.4, 6.5, 6.6 and 6.7, to be dealt with together. | 176 |
| 6.5. | Dash and Body Camera - Implementation Pathways Items 6.1, 6.2, 6.3, 6.4, 6.5, 6.6 and 6.7, to be dealt with together. | 190 |
| 6.6. | School Resource Officer Program Review Items 6.1, 6.2, 6.3, 6.4, 6.5, 6.6 and 6.7, to be dealt with together. | 376 |
| 6.7. | Analysis on Uniforms, Colours and Training Items 6.1, 6.2, 6.3, 6.4, 6.5, 6.6 and 6.7, to be dealt with together. | 398 |
| 6.8. | Anti-Racism Advisory Committee - Review and Recommendations | 421 |
| 6.9. | Fall 2020 Supplemental Capital Budget Adjustment Time specific: 9:30 a.m., Wednesday, November 18, 2020. | 434 |
| 6.10. | Fall 2020 Supplemental Operating Budget Adjustment - 2019-2022 Operating Budget Items 6.10 and 6.11, to be dealt with together. | 513 |
| 6.11. | Planning and Development Business Model - Proposed Fiscal Strategy Items 6.10 and 6.11, to be dealt with together. | 689 |
| 6.12. | Capital Financial Update - September 30, 2020 Items 6.12 and 6.13, to be dealt with together. | 705 |
| 6.13. | Operating Financial Update - September 30, 2020 Items 6.12 and 6.13, to be dealt with together. | 747 |
| 6.14. | Council and Committee Agenda Item Prioritization and Motion Clean Up Report to be distributed when available | |
| 6.15. | Code of Conduct - Gifts and Benefits Council Services Committee report | 791 |
| 6.16. | Terwillegar Drive Expressway Upgrades - Capital Profile Amendment Executive Committee report | 798 |
| 6.17. | Approval to Commence Expropriation of Interests in Property - Yellowhead Trail Freeway Conversion Program Executive Committee report | 815 |
| 6.18. | Mistatim Stage 17 Revolving Industrial Servicing Fund Extension Executive Committee report | 842 |

| | 6.19. | Maple Ridge Stage 6 Revolving Industrial Servicing Fund Extension Executive Committee report | 848 |
|-----|-------|--|------|
| | 6.20. | LRT Network Expansion and Renewal Update Executive Committee report | 854 |
| | 6.21. | Revised Community Energy Transition Strategy - Accelerated Actions and Draft Strategy Executive Committee report | 871 |
| | 6.22. | Electric Charging Equipment and EV Charging Rebate | 1027 |
| | 6.23. | Riverside Trail Realignment - Environmental Impact Assessment and Site Location Study Urban Planning Committee report | 1028 |
| | 6.24. | Ray Gibbon Drive (A. Knack) Urban Planning Committee report | 1159 |
| 7. | Bylav | vs | |
| | 7.1. | Bylaw 19337 - Amendment to the Pilot Sound Area Structure Plan | 1169 |
| | 7.2. | Charter Bylaw 19338 - Adoption of the Gorman Neighbourhood Structure Plan | 1221 |
| | 7.3. | Bylaw 19469 - Closure of Vehicular Access to Titled Parcels for Valley Line West Executive Committee report | 1309 |
| | 7.4. | Bylaw 19470 - Closure of Vehicular Access to Titled Parcels for Valley Line West Executive Committee report | 1332 |
| | 7.5. | Bylaw 19437 - Closure of Vehicular Access to Titled Parcels for Valley Line West Executive Committee report | 1341 |
| 8. | Motic | ns Pending | 1367 |
| | 8.1. | Not for Profit Housing Providers Accessing City Land Assets - Update (M. Walters) | |
| | 8.2. | Underground High Voltage Transmission Lines - Capital Profile (S. Hamilton) | |
| 9. | Priva | te Reports | |
| | 9.1. | Legal Update Section 27 (legal advice) of the Freedom of Information and Protection of Privacy Act | |
| | 9.2. | Plan to Meet Immediate Housing Need - Progress Report Sections 21 (disclosure harmful to intergovernmental relations), 24 (advice from officials) and 27 (legal advice) of the <i>Freedom of Information and Protection of Privacy Act</i> | |
| | | Report to be distributed when available | |
| 10. | Notic | es of Motion and Motions without Customary Notice | |

| Adjournment | 11 | 1. | Adjournment |
|-------------------------------|----|----|-------------|
|-------------------------------|----|----|-------------|



Special City Council - Minutes

October 28, 2020, 12 p.m. October 30, 2020, 12:30 p.m. Virtual Meeting

Present: D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B.

Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M.

Nickel, A. Paquette, M. Walters

1. Call to Order and Related Business

1.1 Call to Order

Mayor D. Iveson called the meeting to order at 12:07 p.m., Wednesday, October 28, 2020.

1.2 Roll Call

Mayor D. Iveson conducted roll call and confirmed the attendance of all Members of Council.

Councillors M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, S. McKeen, A. Paquette and M. Walters participated electronically.

A. Giesbrecht, City Clerk, was also in attendance.

1.3 Adoption of Agenda

Moved by: M. Nickel Seconded by: A. Knack

That the October 28, 2020, City Council meeting agenda be adopted.

With the unanimous consent of Council, the motion carried.

1.4 Adoption of Minutes

There were no Minutes to be adopted.

1.5 Protocol Items

There were no Protocol Items.

2. Items for Discussion and Related Business

2.1 Select Items for Debate

Item 8.1 was selected for debate.

2.2 Requests to Speak

There were no Requests to Speak.

2.3 Requests for Specific Time on Agenda

There were no requests for any items to be dealt with at a specific time.

2.4 Vote on Bylaws not Selected for Debate

There were no Bylaws scheduled on the agenda.

3. Reports to be Dealt with at a Future Meeting

There were no Reports to be Dealt with at a Different Meeting.

4. Requests to Reschedule Reports

There were no Requests to Reschedule Reports.

5. Reports

There were no Reports.

6. Bylaws

There were no Bylaws.

7. Motions Pending

There were no Motions Pending.

8. Private Reports

Moved by: M. Nickel Seconded by: M. Banga

That Council meet in private pursuant to sections 17 (disclosure harmful to personal privacy), 19 (confidential evaluations), 24 (advice from from officials)

and 25 (disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

With the unanimous consent of Council, the motion carried. Council met in private at 12:11 p.m., Wednesday, October 28, 2020.

Moved by: S. McKeen Seconded by: A. Knack

That Council meet in public.

With the unanimous consent of Council, the motion carried. Council met in public at 1:23 p.m., Wednesday, October 28, 2020.

Moved by: M. Nickel Seconded by: M. Banga

That the Orders of the Day for the October 28, 2020, Special City Council meeting be changed to continue on Friday, October 30, 2020, from 12:30 p.m., to 6:30 p.m., to continue dealing with item 8.1 City Manager Recruitment - Verbal Update.

With the unanimous consent of Council, the motion carried.

Moved by: S. Hamilton Seconded by: A. Knack

That City Council meet in private pursuant to sections 17 (disclosure harmful to personal privacy), 19 (confidential evaluations), 24 (advice from from officials) and 25 (disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

With the unanimous consent of Council, the motion carried. Council met in private at 1:25 p.m., Wednesday, October 28, 2020.

Moved by: B. Henderson Seconded by: D. Iveson

That Council meet in public.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

Council met in public at 6:10 p.m., Friday, October 30, 2020.

8.1 City Manager Recruitment - Verbal Update

Council met in private at 12:11 p.m., Wednesday, October 28, 2020, pursuant to sections 17 (disclosure harmful to personal privacy), 19 (confidential evaluations), 24 (advice from officials) and 25 (disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

In Attendance:

- D. Iveson
- M. Banga
- T. Cartmell
- T. Caterina
- J. Dziadyk
- B. Esslinger
- S. Hamilton
- B. Henderson
- A. Knack
- S. McKeen
- M. Nickel
- A. Paquette
- M. Walters
- A. Giesbrecht, City Clerk
- T. Mullen, Optimum Talent
- T. Boivin, Optimum Talent

Council met in public at 1:23 p.m.

Council met in private at 1:25 p.m., Wednesday, October 28, 2020, pursuant to sections 17 (disclosure harmful to personal privacy), 19 (confidential evaluations), 24 (advice from officials) and 25 (disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

In Attendance:

- D. Iveson
- M. Banga
- T. Cartmell
- T. Caterina
- J. Dziadyk
- B. Esslinger
- S. Hamilton
- B. Henderson
- A. Knack
- S. McKeen
- M. Nickel
- A. Paquette
- M. Walters
- A. Giesbrecht, City Clerk
- T. Mullen, Optimum Talent

Council met in public at 6:10 p.m., Friday, October 30, 2020.

Moved by: B. Henderson Seconded by: S. McKeen

That item 8.1 City Manager Recruitment - Verbal Update, be received for information and remain private pursuant to sections 17 (disclosure harmful to personal privacy), 19 (confidential evaluations), 24 (advice from officials) and 25 (disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

| 9. | Adjournment | | | | | |
|----|---|------------|---|--|--|--|
| | The meeting adjourned at 6:15 p.m., Friday, October 30, 2020. | | | | | |
| | | | | | | |
| | | | | | | |
| | Chair | City Clerk | _ | | | |



City Council Minutes

November 2, 2020 9:30 a.m. Council Chamber, 2nd floor, City Hall

Present: D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B.

Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M.

Nickel, A. Paquette, M. Walters

1. Call to Order and Related Business

1.1 Call to Order

Mayor D. Iveson called the meeting to order at 9:32 a.m., Monday, November 2, 2020, and acknowledged that Council meets on the traditional land of Treaty 6 Territory, and he also acknowledged the diverse Indigenous peoples whose ancestors' footsteps have marked this territory for centuries such as: Cree, Dene, Saulteaux, Blackfoot, Nakota Sioux, as well as Metis and Inuit, and now settlers from around the world.

1.2 Roll Call

Mayor D. Iveson conducted roll call and confirmed the attendance of the following Councillors: M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Henderson, B. Esslinger, S. Hamilton, A. Knack, S. McKeen, M. Nickel, A. Paquette.

Councillors M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Henderson, B. Esslinger, S. McKeen, M. Nickel and A. Paquette participated electronically.

Councillors A. Knack, S. Hamilton and M. Walters participated electronically for a portion of the meeting.

Councillors M. Banga and M. Walters were absent for a portion of the meeting with notice.

A. Laughlin, Interim City Manager; A. Giesbrecht, City Clerk; and S. McKerry, C. Schlamp and M. de Guzman, Office of the City Clerk, were also in attendance.

1.3 Adoption of Agenda

Moved by: B. Esslinger Seconded by: M. Banga

That the November 2/4, 2020, City Council meeting agenda be adopted with the following changes:

Additions:

- 6.5 Considerations for a Fiscal Policy on Revenue Generation Executive Committee report- Attachment 2 to the October 16, 2020,
 Financial and Corporate Services report CR_8018
- 9.3 City Manager Recruitment Update Verbal report -PRIVATE(Sections 17, 19, 24 and 25 of the Freedom of Information and Protection of Privacy Act)

In Favour (12): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Carried (12 to 0)

1.4 Adoption of Minutes

Moved by: A. Knack

Seconded by: S. Hamilton

That the following City Council meeting minutes be adopted:

- October 6/13/19, 2020, City Council Public Hearing
- October 19/21, 2020, City Council
- October 20, 2020, City Council Public Hearing
- October 21, 2020, City Council

In Favour (12): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Carried (12 to 0)

1.5 Protocol Items

George P. Nicholson School (D. Iveson)

Mayor D. Iveson, on behalf of City Council, welcomed the Grade 6 class from George P. Nicholson School in Ward 10, and their teacher, S. Switzer.

TELUS World of Science (B. Esslinger)

Councillor B. Esslinger, on behalf of City Council, congratulated the Science Centre for receiving the Alberta Museums Association 2020 Leadership Award for Education, in recognition of its work in creating safe and supportive spaces for science learning for girls and women.

2. Items for Discussion and Related Business

2.1 Select Items for Debate

The following items were selected for debate: 6.1, 6.2, 6.7, 6.9, 6.11, 9.1, 9.2 and 9.3.

2.2 Vote on Reports not Selected for Debate

The recommendations in the following reports passed without debate:

- 6.3 Changes to the 2020 Council Calendar
- 6.4 Council Committee Annual Reports
- 6.5 Considerations for a Fiscal Policy on Revenue Generation
- 6.6 Canadian Capital Cities Organization Membership Update
- 6.8 Reductions to Small Business Regulations Focusing on Enhancing Service for Business
- 6.10 Edmonton Ski Club Temporary Modular Buildings Environmental Impact Assessment and Site Location Study

2.3 Requests to Speak

There were no Requests to Speak.

2.4 Requests for Specific Time on Agenda

Moved by: A. Knack Seconded by: D. Iveson

That item 9.3 - City Manager Recruitment Update - Verbal report - PRIVATE, be time specific as first item of business at 9:30 a.m., on Wednesday, November 4, 2020.

With the unanimous consent of Council, the motion carried.

2.5 Vote on Bylaws not Selected for Debate

The following bylaw was not selected for debate: 7.1.

3. Councillor Inquiries

There were no Councillor Inquiries.

4. Reports to be Dealt with at a Different Meeting

There were no Reports to be Dealt with at a Different Meeting.

5. Requests to Reschedule Reports

There were no Requests to Reschedule Reports.

6. Reports

Moved by: A. Knack

Seconded by: S. McKeen

That the recommendations in the following reports be passed without debate:

6.3 Changes to the 2020 Council Calendar

- 1. That Agenda Review Committee meetings be scheduled on November 10, 2020 and December 1, 2020, from 9:00 a.m. 9:30 a.m.
- 2. That the November 17, 2020, Agenda Review Committee meeting (9:00 a.m. 9:30 a.m.), be cancelled.
- 3. That an Emergency Advisory Committee meeting be held on November 19, 2020, from 9:30 a.m. noon.
- 4. That the December 4, 2020, Inter-municipal and Regional Development Committee meeting (1:30 p.m. 5:30 p.m.) be cancelled.
- 5. That the December 3, 2020, Utility Committee meeting be rescheduled to December 4, 2020, from 1:30 p.m. 5:30 p.m.

- 6. That a City Council meeting be held on December 3, 2020, from 9:30 a.m. 9:30 p.m., for a non-statutory public hearing on the Fall 2020 Supplemental Budget Adjustments.
- 7. That the orders of the day for the December 7, 2020, City Council meeting be changed to adjourn at 9:30 p.m.
- 8. That the December 9, 2020, City Council meeting (9:30 a.m. noon) be cancelled.
- 9. That the December 10, 2020, City Council continuation meeting (9:30 a.m. 5:30 p.m.) be cancelled.
- 10. That the orders of the day for the December 9/11, 2020, City Council Budget Adjustment meeting be as follows:- December 9, 2020, from 9:30 a.m. 9:30 p.m- December 11, 2020, from 9:30 a.m. 9:30 p.m. (if required)
- 11. That an Emergency Advisory Committee meeting be held on December 10, 2020, from 3:45 p.m. 5:30 p.m.

• 6.4 Council Committee Annual Reports

That a one-time exemption from the requirement for Civic Agencies to report annually to City Council, as set out in section 5(b) of City Policy C575C (Agencies, Boards, Committees and Commissions), be granted for Advisory Committees, as listed in Attachment 1 of the November 2, 2020, Office of the City Clerk report OCC00118 and that the Advisory Committee annual reports originally scheduled for 2020, be presented at the same time as the annual reports in 2021.

• 6.5 Considerations for a Fiscal Policy on Revenue Generation

That Council Policy C624 Fiscal Policy For Revenue Generation, as set out in Attachment 1 of the October 16, 2020, Financial and Corporate Services report CR_8018, be approved.

6.6 Canadian Capital Cities Organization - Membership Update

That the City of Edmonton discontinue its membership with the Canadian Capital Cities Organization.

6.8 Reductions to Small Business Regulations - Focusing on Enhancing Service for Business

That the Mayor, on behalf of City Council, write a letter conveying the October 26, 2020, Urban Form and Corporate Strategic Development report CR_7581, to relevant Government of Alberta ministers, as an update to previous submissions

regarding Red Tape reduction, and reaffirming our shared priority to support investors and the resiliency of our existing businesses through the pandemic and economic downturn.

6.10 Edmonton Ski Club Temporary Modular Buildings - Environmental Impact Assessment and Site Location Study

- That the Edmonton Ski Club Temporary Modular Buildings Environmental Impact Assessment and Site Location Study, as outlined in Attachments 1 and 2 of the October 27, 2020, Integrated Infrastructure Services report IIS00112, be approved.
- That the river valley location of the Temporary Modular Buildings, as outlined in Attachment 2 of the October 27, 2020, Integrated Infrastructure Services report IIS00112, be deemed essential and approved pursuant to Section 3.5.1 of the North Saskatchewan River Valley Area Redevelopment Plan, Bylaw 7188.

In Favour (12): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Carried (12 to 0)

6.1 Joint Dispatch Centre - Exploration

R. Smyth, Deputy City Manager and Chief J. Zatylny, Citizen Services; and Chief D. McFee, Edmonton Police Service, made a presentation and answered questions. A. Laughlin, Interim City Manager; and S. Tout, Edmonton Police Service, answered questions.

Moved by: S. Hamilton Seconded by: J. Dziadyk

Joint Dispatch Centre - Project Charter

That Administration provide the Project Charter related to the Joint Dispatch Centre based on the presentation to Council on November 2, 2020, and return to the January 20, 2021, Community and Public Services Committee meeting.

Due Date: January 20, 2021, Community and Public Services Committee

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Carried (13 to 0)

6.2 Transit Peace Officers - Potential Oversight

R. Smyth, Deputy City Manager and R. Gabruck, Citizen Services, made a presentation and answered questions. K. Scott and J. Simmons, Citizen Services, answered questions.

Moved by: S. Hamilton Seconded by: D. Iveson

Peace Officer Statistics - 2020 Year-end Report

That Administration provide:

1. the annual report on use of force that is submitted to the Solicitor General to Committee in First Quarter of 2021 and,

Due Date: March 24, 2021, Community and Public Services Committee

Peace Officer Statistics - 2021 Interim Report

2. an interim use of force report to Committee in Third Quarter of 2021.

Due Date: August 25, 2021, Community and Public Services Committee

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Carried (13 to 0)

- 6.3 Changes to the 2020 Council Calendar
 - Dealt with as part of item 6. Reports.
- 6.4 Council Committee Annual Reports
 - Dealt with as part of item 6. Reports.
- 6.5 Considerations for a Fiscal Policy on Revenue Generation

Dealt with as part of item 6. Reports.

- 6.6 Canadian Capital Cities Organization Membership UpdateDealt with as part of item 6. Reports.
- 6.7 Use of "Bill 7" Tools Rural Standard Industrial Park Servicing Application of "Bill 7" Property Tax Tools

C. Watt, Financial and Corporate Services, answered questions.

Moved by: D. Iveson

Seconded by: B. Esslinger

Improving Industrial Competitiveness

That Administration explore opportunities and develop a framework and draft policy for how the City of Edmonton could use tax incentive tools (including but not limited to the 'Bill 7' tools) that addresses competitiveness and varying service levels and infrastructure conditions, to attract investment and jobs within our industrial areas, in consultation with regional, economic development and investor stakeholders and report back in Third Quarter of 2021.

Due Date: September 7, 2021

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Carried (13 to 0)

6.8 Reductions to Small Business Regulations - Focusing on Enhancing Service for Business

Dealt with as part of item 6. Reports.

6.9 Zoning Bylaw Omnibus 2020

Moved by: B. Esslinger Seconded by: A. Knack

Bylaw XXXXX - Amendments to Zoning Bylaw 12800

That Administration prepare amendments to Zoning Bylaw 12800, as generally outlined in Attachments 2 and 3 of the October 27, 2020, Urban Form and Corporate Strategic Development report CR _8487, with the exception of section M, and return to a future City Council Public Hearing.

Due Date: To be determined, City Council Public Hearing

In Favour (11): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, and A. Paquette

Opposed (1): M. Nickel

Carried (11 to 1)

6.10 Edmonton Ski Club Temporary Modular Buildings - Environmental Impact Assessment and Site Location Study

Dealt with as part of item 6. Reports.

- 6.11 Smudging Ceremonies
 - R. Smyth, Deputy City Manager, Citizen Services, answered questions.

Moved by: S. Hamilton Seconded by: S. McKeen

That the October 28, 2020, Citizen Services report CR_8126, be received for information.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Carried (13 to 0)

7. Bylaws

7.1 Bylaw 19375 - To authorize the City of Edmonton to undertake, construct and finance Integrated Infrastructure Services Projects, Neighbourhood Renewal Program Reconstruction - Eastwood, Elmwood Park and Yellowhead Corridor East Industrial

Moved by: T. Caterina Seconded by: A. Knack

That Bylaw 19375 be read a second time.

In Favour (12): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Moved by: T. Caterina Seconded by: A. Knack

That Bylaw 19375 be read a third time.

In Favour (12): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Carried (12 to 0)

7.2 Bylaw 19436 - Closure of Vehicular Access to Titled Parcels for Valley Line West

Moved by: A. Knack Seconded by: D. Iveson

That Bylaw 19436 be read a first time.

In Favour (9): D. Iveson, M. Banga, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, and A. Paquette

Opposed (3): T. Cartmell, T. Caterina, and M. Nickel

Carried (9 to 3)

Moved by: A. Knack Seconded by: D. Iveson

That Bylaw 19436 be read a second time.

In Favour (9): D. Iveson, M. Banga, J. Dziadyk, B. Esslinger, S. Hamilton,

B. Henderson, A. Knack, S. McKeen, and A. Paquette

Opposed (3): T. Cartmell, T. Caterina, and M. Nickel

Carried (9 to 3)

Moved by: A. Knack Seconded by: D. Iveson

That Bylaw 19436 be considered for third reading.

In Favour (12): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Carried (12 to 0)

Moved by: A. Knack Seconded by: D. Iveson

That Bylaw 19436 be read a third time.

In Favour (9): D. Iveson, M. Banga, J. Dziadyk, B. Esslinger, S. Hamilton,

B. Henderson, A. Knack, S. McKeen, and A. Paquette

Opposed (3): T. Cartmell, T. Caterina, and M. Nickel

Carried (9 to 3)

8. Motions Pending

8.1 Indigenous Housing (S. McKeen)

Moved by: S. McKeen

Seconded by: A. Paquette

Indigenous Housing

That Administration provide a report to Committee with information on the following:

- The number of affordable and supportive housing units already operated and/or owned by organizations which identify as indigenous.
- A list of proposed housing projects led by indigenous organizations.
- Any work underway or planned by the City of Edmonton to support and expand the supply of indigenous-led affordable and supportive housing units.
- The number of Edmontonians sleeping rough who identify as indigenous.
- A scan of other jurisdictions in Canada and recommendations on ways to foster growth in indigenous housing in Edmonton, led by indigenous organizations.

Due Date: February 3, 2021, Community and Public Services Committee

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Carried (13 to 0)

8.2 Hosting Events and Festivals in the City (A. Knack)

A. Laughlin, Interim City Manager, answered questions.

Moved by: A. Knack

Seconded by: B. Esslinger

Hosting Events and Festivals in the City

That Administration work with festival and event organizers and engage the province to reduce red tape/costs (ex: policing costs due to the *Traffic Safety Act*) for hosting events/festivals in the City of Edmonton.

Due Date: March 24, 2021, Community and Public Services Committee

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Carried (13 to 0)

9. Private Reports

Moved by: M. Walters Seconded by: A. Knack

That Council meet in private pursuant to sections 17 (disclosure harmful to personal privacy) and 24 (advice from officials) of the *Freedom of Information* and *Protection of Privacy Act* for the discussion of items 9.1 and 9.2.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Carried (13 to 0)

Council met in private at 11:34 a.m., Monday, November 2, 2020.

Moved by: M. Walters Seconded by: S. Hamilton

That Council meet in public.

With the unanimous consent of Council, the motion carried.

Council met in public at 1:52 p.m., Monday, November 2, 2020.

Moved by: M. Walters Seconded by: S. Hamilton

That Council meet in private pursuant to section 24 (advice from officials) of the *Freedom of Information and Protection of Privacy Act* for the discussion of item 9.4.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Carried (13 to 0)

Council met in private at 2:21 p.m., Monday, November 2, 2020.

Moved by: S. Hamilton Seconded by: M. Walters

That Council meet in public.

With the unanimous consent of Council, the motion carried.

Council met in public at 2:53 p.m., Monday, November 2, 2020.

Moved by: B. Henderson Seconded by: M. Walters

That Council meet in private pursuant to sections 17 (disclosure harmful to personal privacy), 19 (confidential evaluations), 24 (advice from officials) and 25 (disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act* for the discussion of item 9.3.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Carried (13 to 0)

Council met in private at 3 p.m., Monday, November 2, 2020.

Moved by: S. McKeen Seconded by: M. Walters

That Council meet in public.

Carried

With the unanimous consent of Council, the motion carried.

Council met in public at 11:35 a.m., Wednesday, November 4, 2020.

9.1 Edmonton Regional Airports Authority - Candidate Shortlisting

Council met in private at 11:34 a.m., Monday, November 2, 2020, pursuant to sections 17 (disclosure harmful to personal privacy) and 24 (advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

In Attendance:

- D. Iveson
- M. Banga
- T. Cartmell
- T. Caterina
- J. Dziadyk
- B. Esslinger
- S. Hamilton
- B. Henderson
- A. Knack
- S. McKeen
- M. Nickel
- A. Paquette
- M. Walters
- A. Giesbrecht, City Clerk
- D. Beaudry, Deputy City Clerk
- S. McKerry, Office of the City Clerk (Meeting Clerk)

- M. de Guzman, Office of the City Clerk (Meeting Clerk)
- N. Bashir, Edmonton Regional Airports Authority (Subject matter expert)
- J. Hertz, External Consultant
- J. Bonner, Office of the City Clerk (Subject matter expert)

Council met in public at 1:52 p.m., Monday, November 2, 2020.

Moved by: M. Walters Seconded by: D. Iveson

- 1. That the Edmonton Regional Airports Authority Candidate Shortlist, as set out in the revised Attachment 1 of the November 2, 2020, Office of the City Manager report OCM00071, be approved.
- 2. That the November 2, 2020, Office of the City Manager report OCM00071 remain private pursuant to sections 17 (disclosure harmful to personal privacy) and 24 (advice from officials) of the Freedom of Information and Protection of Privacy Act.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Carried (13 to 0)

9.2 Edmonton Police Commission - Candidate Shortlisting

Council met in private at 11:34 a.m., Monday, November 2, 2020, pursuant to sections 17 (disclosure harmful to personal privacy) and 24 (advice from officials) of the *Freedom of Information and Protection of Privacy Act.*

In Attendance:

- D. Iveson
- M. Banga
- T. Cartmell
- T. Caterina
- J. Dziadyk

- B. Esslinger
- S. Hamilton
- B. Henderson
- A. Knack
- S. McKeen
- M. Nickel
- A. Paquette
- M. Walters
- A. Giesbrecht, City Clerk
- D. Beaudry, Deputy City Clerk
- S. McKerry, Office of the City Clerk (Meeting Clerk)
- M. de Guzman, Office of the City Clerk (Meeting Clerk)
- M. Ruth, Edmonton Police Commission
- A. Wrightsell, Employee Services (Subject matter expert)
- J. Mitchell, Employee Services (Subject matter expert)
- J. Bonner, Office of the City Clerk (Subject matter expert)

Council met in public at 1:52 p.m., Monday, November 2, 2020.

Moved by: S. McKeen Seconded by: S. Hamilton

- 1. That the Edmonton Police Commission Candidate Shortlist, as set out in revised Attachment 1 of the November 2, 2020, Office of the City Manager report OCM00072, be approved.
- 2. That the November 2, 2020, Office of the City Manager report OCM00072 remain private pursuant to sections 17 (disclosure harmful to personal privacy) and 24 (advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

9.3 City Manager Recruitment Update - Verbal report

Council met in private at 3 p.m., Monday, November 2, 2020, pursuant to sections 17 (disclosure harmful to personal privacy), 19 (confidential evaluations), 24 (advice from officials) and 25 (disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

In Attendance:

- D. Iveson
- T. Cartmell
- T. Caterina
- J. Dziadyk
- B. Esslinger
- S. Hamilton
- B. Henderson
- A. Knack
- S. McKeen
- M. Nickel
- A. Paquette
- M. Walters
- A. Giesbrecht, City Clerk
- T. Mullen, Optimum Talent (External consultant)

Council met in public at 11:35 a.m., Wednesday, November 4, 2020.

Moved by: T. Cartmell Seconded by: M. Walters

- 1. That Attachment 1 be added to the November 2, 2020, Office of the City Clerk report OCC00167.
- 2. That the actions outlined in Attachment 1 of the November 2, 2020, Office of the City Clerk report OCC00167, be approved.

3. That the November 2, 2020, Office of the City Clerk report OCC00167, City Manager Recruitment Update - Verbal report remain private pursuant to sections 17 (disclosure harmful to personal privacy), 19 (confidential evaluations), 24 (advice from officials) and 25 (disclosure harmful to economic and other interests of a public body) of the Freedom of Information and Protection of Privacy Act.

In Favour (12): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Carried (12 to 0)

9.4 Camp Pekiwewin Update - Verbal report

Moved by: S. McKeen

Seconded by: B. Henderson

That item 9.4 - Camp Pekiwewin Update - Verbal report - PRIVATE, be added to the agenda.

With the unanimous consent of Council, the motion carried.

Council met in private at 2:21 p.m., Monday, November 2, 2020, pursuant to section 24 (advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

In Attendance:

- D. Iveson
- M. Banga
- T. Cartmell
- T. Caterina
- J. Dziadyk
- B. Esslinger
- S. Hamilton
- B. Henderson
- A. Knack
- S. McKeen

- M. Nickel
- A. Paquette
- M. Walters
- A. Giesbrecht, City Clerk
- S. McKerry, Office of the City Clerk (Meeting Clerk)
- M. de Guzman, Office of the City Clerk (Meeting Clerk)
- A. Laughlin, Interim City Manager
- B. Andriachuk, City Solicitor
- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- J. Meliefste, Acting Deputy City Manager, Integrated Infrastructure Services
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- R. Smyth, Deputy City Manager, Citizen Services
- S. Padbury, Financial and Corporate Services (Subject matter expert)
- M. Laban, Office of the City Manager (Subject matter expert)
- S. Ebrahim, Office of the City Manager (Subject matter expert)
- M. Rogers, Citizen Services (Subject matter expert)
- J. Foord, Citizen Services (Subject matter expert)
- R. Jevne, Citizen Services (Subject matter expert)
- C. Jenner, Citizen Services (Subject matter expert)
- J. Simmons, Citizen Services (Subject matter expert)
- E. Robar, City Operations (Subject matter expert)
- D. Nielsen, Office of the Mayor (Political staff)

Council met in public at 2:53 p.m., Monday, November 2, 2020.

Moved by: S. McKeen Seconded by: M. Banga

- 1. That the November 2, 2020, Office of the City Manager Verbal report on Camp Pekiwewin Update, be received for information.
- 2. That the November 2, 2020, Office of the City Manager Verbal report on Camp Pekiwewin Update remain private pursuant to section 24 (advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Carried (13 to 0)

10. Notices of Motion and Motions without Customary Notice

Tripartite Agreement with the Edmonton Federation of Community Leagues and Community Leagues - Draft Changes (A. Knack)

Councillor A. Knack stated that at the next regular meeting of Community and Public Services Committee, he would move the following:

That Administration provide a draft for changes to the Tripartite agreement with the Edmonton Federation of Community Leagues and community leagues to allow leagues to lease out their halls to for-profit entities, including but not limited to recreation service providers, and return to the Committee meeting on December 2, 2020.

Notice of Motion Given: November 2/4, 2020, City Council

11. Adjournment

| Т | he meetina | adiourned | l at 11:43 | a.m on W | √ednesdav. | , November 4 | ł. 2020. |
|---|------------|-----------|------------|----------|------------|--------------|----------|
| | J | , | | , | , | | , |

| Chair | City Clerk |
|-------|------------|



City Council Public Hearing Minutes

November 3, 2020 1:30 p.m. Council Chamber, 2nd floor, City Hall

Present: D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B.

Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M.

Nickel, A. Paquette, M. Walters

1. Call to Order and Related Business

1.1 Call to Order

Mayor D. Iveson called the meeting to order at 1:32 p.m., Tuesday, November 3, 2020, and acknowledged that Council meets on the traditional land of Treaty 6 Territory, and he also acknowledged the diverse Indigenous peoples whose ancestors' footsteps have marked this territory for centuries such as: Cree, Dene, Saulteaux, Blackfoot, Nakota Sioux, as well as Metis and Inuit, and now settlers from around the world.

1.2 Roll Call

Mayor D. Iveson conducted roll call and confirmed the attendance of all Members of Council.

Councillors M. Banga, T. Caterina, J. Dziadyk, B. Esslinger, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters participated electronically.

Councillors T. Cartmell and S. Hamilton participated electronically for a portion of the meeting.

Councillors M. Banga and M. Walters were absent with notice for a portion of the meeting.

A. Laughlin, Interim City Manager; D. Beaudry, Deputy City Clerk; and M. Barnes, K. Gibson and S. McKerry, Office of the City Clerk, were also in attendance.

1.3 Adoption of Agenda

Moved by: B. Esslinger Seconded by: M. Banga

That the November 3, 2020, City Council Public Hearing agenda be adopted with the following changes:

Replacement Attachment:

 3.2 Charter Bylaw 19434 - To allow for secondary suites and garden suites in conjunction with single detached housing in Griesbach specific residential zones, Griesbach Attachment 1 - Charter Bylaw 19434

Replacement Page:

 3.12 Charter Bylaw 19267 - Adoption of the Edmonton Exhibition Lands Planning Framework Attachment 1 - Charter Bylaw 19267 -Schedule "A"page 3 of 87

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

Moved by: T. Caterina Seconded by: D. Iveson

That the November 3, 2020, City Council Public Hearing continue at 1:30 p.m. on November 5, 2020.

With the unanimous consent of Council, the motion carried.

1.4 Protocol Items

There were no Protocol Items.

2. Explanation of Public Hearing Process

2.1 Call for Persons to Speak

Mayor D. Iveson explained the public hearing process. D. Beaudry, Deputy City Clerk, asked whether there were any persons present to speak to the following bylaws:

Charter Bylaws 19429 and 19434

In favour: M. Neumann, Canada Lands Company; and J. Hutton, Scheffer Andrew Ltd. (to answer questions only).

Charter Bylaw 19289

In favour: K. Davies, Stantec; and J. Killoh, Rohit Group (to answer questions only).

Charter Bylaw 19467

In favour: R. Eidick (to answer questions only).

Bylaw 19384 and Charter Bylaw 19385

In favour: M. Huberman; E. Auton; and J. Sheath (to answer questions only); and M. Figueira.

Opposed: H. Ly; and B. Sangra.

Bylaw 19462 and Charter Bylaw 19463

In favour: A. MacDonald Killins; J. Shen (to answer questions only); R.

Lam; and S. Summers, Stantec.

Opposed: A. Ngo; D. Buchanan; W. Jackson, Garneau Homeowners; M. Rich, Garneau Community League; B. Kropf; R. Yao; and L. Wiebe.

Charter Bylaw 19464

In favour: C. Peters (to answer questions only).

Charter Bylaw 19465

In favour: C. Peters (to answer questions only).

Opposed: J. Faulkner.

Charter Bylaw 19466

In favour: C. Jersak, Situate Inc.; V. Sundar; and D. Noce (to answer questions only).

Charter Bylaw 19267 and Bylaws 19269, 19270, 19271, 19272 and 19273

In favour: J. Gendron; T. Loreman, Concordia University of Edmonton; and J. Komar and C. Donelon, Energy Transition Climate Resilience Committee.

Opposed: S. Mandel; P. Sir, Alberta Basketball Association; and C. Garneau.

Charter Bylaw 19490

In favour: R. Appleyard, Brentwood Community Development Group; S. Gilchrist, Winnifred Stewart Association; K. Knutson, The Mustard Seed; and L. Murphy, The Edmonton Coalition on Housing and Homelessness.

3. Bylaws and Related Reports

Moved by: T. Caterina Seconded by: M. Nickel

That the Public Hearing on Charter Bylaws 19429, 19434, 19289, 19464 and 19466 be closed.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

Moved by: T. Caterina Seconded by: M. Nickel

That Charter Bylaws 19429, 19434, 19289, 19464 and 19466 be read a first time.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

Moved by: T. Caterina Seconded by: M. Nickel

That Charter Bylaws 19429, 19434, 19289, 19464 and 19466 be read a second time.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

Moved by: T. Caterina Seconded by: M. Nickel

That Charter Bylaws 19429, 19434, 19289, 19464 and 19466 be considered for third reading.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

Moved by: T. Caterina Seconded by: M. Nickel

That Charter Bylaws 19429, 19434, 19289, 19464 and 19466 be read a third time.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

3.1 Charter Bylaw 19429 - To amend Section 86 (Secondary Suites) and Section 87 (Garden Suites) of the Zoning Bylaw

Charter Bylaw 19429 received 3 readings. See item 3.

3.2 Charter Bylaw 19434 - To allow for secondary suites and garden suites in conjunction with single detached housing in Griesbach-specific residential zones, Griesbach

Charter Bylaw 19434 received 3 readings. See item 3.

3.3 Charter Bylaw 19289 - To allow for residential and park development, Kinglet Gardens

Charter Bylaw 19289 received 3 readings. See item 3.

3.4 Charter Bylaw 19467 - To allow for cannabis retail sales and liquor stores, Summerside

R. Eidick, answered questions.

R. Heinricks and F. Saeed, Urban Form and Corporate Strategic Development, answered questions.

Mayor D. Iveson asked if there was anyone in attendance who wished to speak to new information. There was no one.

Moved by: M. Banga Seconded by: M. Nickel

That the Public Hearing on Charter Bylaw 19467 be closed.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

Moved by: S. McKeen Seconded by: S. Hamilton

That Charter Bylaw 19467 be read a first time.

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, A. Paquette, and M. Walters

Opposed (2): M. Banga, and M. Nickel

Motion Carried (11 to 2)

Moved by: S. McKeen Seconded by: S. Hamilton

That Charter Bylaw 19467 be read a second time.

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, A. Paquette, and M. Walters

Opposed (2): M. Banga, and M. Nickel

Motion Carried (11 to 2)

Moved by: S. McKeen Seconded by: S. Hamilton

That Charter Bylaw 19467 be considered for third reading.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

Moved by: S. McKeen Seconded by: S. Hamilton

That Charter Bylaw 19467 be read a third time.

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, A. Paquette, and M. Walters

Opposed (2): M. Banga, and M. Nickel

Motion Carried (11 to 2)

Moved by: M. Banga Seconded by: M. Nickel

Improved Access to Commercial Site 6705 Ellerslie Road - Memo

That Administration review the opportunities for improved access to the commercial site, 6705 - Ellerslie Road SW, located south of Ellerslie Road on 66 Street SW and follow up with a memo to Council outlining those future options.

Due Date: Third Quarter 2021

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

3.5 Bylaw 19384 - Amendment to the Hays Ridge Neighbourhood Area Structure Plan

3.6 Charter Bylaw 19385 - To allow for medium rise Multi-unit Housing, Hays Ridge

Bylaw 19384 and Charter Bylaw 19385 were dealt with together.

R. Heinricks, Urban Form and Corporate Strategic Development, made a presentation.

M. Figueira, made a presentation and answered questions. M. Huberman answered questions.

H. Ly; and B. Sangra made presentations and answered questions.

F. Saeed, Urban Form and Corporate Strategic Development, answered questions.

Mayor D. Iveson asked if there was anyone in attendance who wished to speak to new information. There was no one.

Moved by: T. Cartmell Seconded by: M. Nickel

That the Public Hearing on Bylaw 19384 and Charter Bylaw 19385 be closed.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

Moved by: T. Cartmell Seconded by: M. Nickel

That Bylaw 19384 and Charter Bylaw 19385 be read a first time.

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

Moved by: T. Cartmell Seconded by: M. Nickel

That Bylaw 19384 and Charter Bylaw 19385 be read a second time.

(Third readings of Bylaw 19384 and Charter Bylaw 19385 are pending review by the Edmonton Metropolitan Region Board)

Due Date: To be determined, City Council

In Favour (13): D. Iveson, M. Banga, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (13 to 0)

- 3.7 Bylaw 19462 Amendment to the Garneau Area Redevelopment Plan
- 3.8 Charter Bylaw 19463 To allow for a short mid-rise residential building, Garneau

Bylaw 19462 and Charter Bylaw 19463 were dealt with together.

- H. Mikkelsen, Urban Form and Corporate Strategic Development, made a presentation.
- S. Summers, Stantec; A. MacDonald Killins; and R. Lam; made presentations and answered questions. J. Shen answered questions.
- A. Ngo; W. Jackson, Garneau Homeowners; D. Buchanan; M. Rich, Garneau Community League; B. Kropf; and L. Wiebe made presentations and answered questions. R. Yao made a presentation.
- T. Pawlyk, F. Saeed and H. Mikkelsen, Urban Form and Corporate Strategic Development; and J. Inkpen, Office of the City Manager (Legal Services), answered questions.

Mayor D. Iveson asked if there was anyone in attendance who wished to speak to new information. S. Summers, Stantec, made a presentation. R. Lam made a presentation and answered questions.

Mayor D. Iveson asked if there was anyone in attendance who wished to speak to new information. There was no one.

Moved by: B. Henderson Seconded by: S. McKeen

That Bylaw 19462 and Charter Bylaw 19463 be referred to Administration to facilitate additional community engagement regarding proposed built form changes to address:

- Potential setbacks and stepbacks in the front, rear and side
- Potential privacy screening to improve overlook conditions
- Potential additional articulation and breaks in the long Facade facing 86 Avenue NW

and to eliminate additional Area Redevelopment Plan amendments unrelated to the associated rezoning brought forward by Charter Bylaw 19463.

Due Date: February 9, 2021

In Favour (10): D. Iveson, T. Cartmell, T. Caterina, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, A. Paquette, and M. Walters

Opposed (3): M. Banga, J. Dziadyk, and M. Nickel

Motion Carried (10 to 3)

3.9 Charter Bylaw 19464 - To allow for multi-unit housing, McKernanCharter Bylaw 19464 received 3 readings. See item 3.

3.10 Charter Bylaw 19465 - To allow for multi-unit housing, Parkallen

- H. Mikkelsen, Urban Form and Corporate Strategic Development, made a presentation.
- C. Peters answered questions. J. Faulkner made a presentation and answered questions.
- H. Mikkelsen and T. Pawlyk, Urban Form and Corporate Strategic Development, answered questions.

Mayor D. Iveson asked if there was anyone in attendance who wished to speak to new information. J. Faulkner made a presentation.

J. Inkpen, Office of the City Manager (Legal Services), answered questions.

Mayor D. Iveson asked if there was anyone in attendance who wished to speak to new information. There was no one.

Moved by: M. Walters Seconded by: S. McKeen

That the Public Hearing on Charter Bylaw 19465 be closed.

In Favour (12): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (12 to 0)

Moved by: M. Walters Seconded by: S. McKeen

That Charter Bylaw 19465 be read a first time.

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Opposed (1): B. Henderson

Motion Carried (11 to 1)

Moved by: M. Walters Seconded by: S. McKeen

That Charter Bylaw 19465 be read a second time.

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Opposed (1): B. Henderson

Motion Carried (11 to 1)

Moved by: M. Walters Seconded by: S. McKeen That Charter Bylaw 19465 be considered for third reading.

In Favour (12): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (12 to 0)

Moved by: M. Walters Seconded by: S. McKeen

That Charter Bylaw 19465 be read a third time.

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Opposed (1): B. Henderson

Motion Carried (11 to 1)

3.11 Charter Bylaw 19466 - To allow for medium rise Multi-unit Housing, Strathcona

Charter Bylaw 19466 received 3 readings. See item 3.

- 3.12 Charter Bylaw 19267 Adoption of the Edmonton Exhibition Lands Planning Framework
- 3.13 Bylaw 19269 Amendment to the Coliseum Station Area Redevelopment Plan
- 3.14 Bylaw 19270 Amendment to the Cromdale/Virginia Park Area Redevelopment Plan
- 3.15 Bylaw 19271 Amendment to the Montrose/Santa Rosa Area Redevelopment Plan
- 3.16 Bylaw 19272 Amendment to the Parkdale Area Redevelopment Plan
- 3.17 Bylaw 19273 Amendment to the Yellowhead Corridor Area Structure Plan

Charter Bylaw 19267 and Bylaws 19269, 19270, 19271, 19272 and 19273 were dealt with together.

- S. McCabe, Deputy City Manager, and S. Kuiper, Urban Form and Corporate Strategic Development, made a presentation.
- J. Gendron; T. Loreman, Concordia University of Edmonton; J. Komar and C. Donelon, Energy Transition Climate Resilience Committee, made presentations and answered questions.
- S. Mandel; and P. Sir, Alberta Basketball Association, made presentations and answered questions. C. Garneau; and N. Stephens made presentations.
- S. McCabe, Deputy City Manager, and S. Kuiper, Urban Form and Corporate Strategic Development; B. Horton, O2 design; C. Hodgson, Financial and Corporate Services; A. Laughlin, Interim City Manager; and J. Inkpen, Office of the City Manager (Legal Services), answered questions.

Mayor D. Iveson asked if there was anyone in attendance who wished to speak to new information. There was no one.

Amendment

Moved by: B. Henderson Seconded by: A. Knack

That Schedule B of Charter Bylaw 19267 be amended by:

• Deleting Section 4.4.5(a) and replacing it with the following:

"Require that development conform to directives and targets of the Community Energy Transition Strategy."

Adding the following to Section 4.4.6(c):

"And streets" after public space.

Adding a new part:

Section 4.4.6(e):

"Design public spaces for four season use".

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Motion Carried (11 to 0)

Mayor D. Iveson asked if there was anyone in attendance who wished to speak to new information. There was no one.

Moved by: T. Caterina Seconded by: D. Iveson

That the Public Hearing on Charter Bylaw 19267 and Bylaws 19269, 19270, 19271, 19272 and 19273 be closed.

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Motion Carried (11 to 0)

Moved by: T. Caterina Seconded by: D. Iveson

That Charter Bylaw 19267 and Bylaws 19269, 19270, 19271, 19272 and 19273 be read a first time.

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Motion Carried (11 to 0)

Moved by: T. Caterina Seconded by: D. Iveson

That Charter Bylaw 19267 and Bylaws 19269, 19270, 19271, 19272 and 19273 be read a second time.

(Third readings of Charter Bylaw 19267 and Bylaws 19269, 19270, 19271, 19272 and 19273 are pending review by the Edmonton Metropolitan Region Board)

Due Date: To be determined, City Council

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Motion Carried (11 to 0)

Moved by: S. Hamilton Seconded by: T. Caterina

That Administration prepare:

1. A memo to Council outlining legal advice on the agreement between the City of Edmonton, and Edmonton Arena Corporation and Oilers Entertainment Group; and

Potential for Adaptive Re-use of Buildings on Exhibition Lands

2. A report to Committee with respect to the potential for adaptive re-use of all buildings on the site outlining the past actions taken by the City.

Due date: First Quarter 2021, subsequent to 3rd reading

S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development; A. Laughlin, Interim City Manager; C. Hodgson, Financial and Corporate Services; and J. Inkpen, Office of the City Manager (Legal Services), answered questions.

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Motion Carried (11 to 0)

3.18 Charter Bylaw 19490 - Text Amendments to Zoning Bylaw 12800 to enable supportive housing developments

- K. Petrin, Urban Form and Corporate Strategic Development, made a presentation.
- S. Gilchrist, Winnifred Stewart Association; and L. Murphy, The Edmonton Coalition on Housing and Homelessness, made presentations and answered questions. A. Stevenson, Right at Home Housing Society, answered questions.
- K. Petrin and L. Balone, Urban Form and Corporate Strategic Development, answered questions.

Mayor D. Iveson asked if there was anyone in attendance who wished to speak to new information. There was no one.

Moved by: S. McKeen

Seconded by: B. Henderson

That the Public Hearing on Charter Bylaw 19490 be closed.

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Motion Carried (11 to 0)

Moved by: S. McKeen

Seconded by: B. Henderson

That Charter Bylaw 19490 be read a first time.

In Favour (10): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, and A. Paquette

Opposed (1): M. Nickel

Motion Carried (10 to 1)

Moved by: S. McKeen Seconded by: T. Cartmell

That Charter Bylaw 19490 be read a second time.

In Favour (10): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, and A. Paquette

Opposed (1): M. Nickel

Motion Carried (10 to 1)

Moved by: S. McKeen

Seconded by: B. Henderson

That Charter Bylaw 19490 be considered for third reading.

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Motion Carried (11 to 0)

| | Moved by: S. McKeen Seconded by: D. Iveson | | |
|----|---|--------------------------|--|
| | That Charter Bylaw 19490 be read | a third time. | |
| | In Favour (10): D. Iveson, T. Cartn Esslinger, S. Hamilton, B. Henders Paquette | • • | |
| | Opposed (1): M. Nickel | | |
| | | Motion Carried (10 to 1) | |
| 4. | Notices of Motion and Motions without Customary Notice | | |
| | Mayor D. Iveson asked if there were any Notices of Motion. There were none. | | |
| 5. | Adjournment | | |
| | The meeting adjourned at 3:23 p.m., Thursday, November 5, 2020. | | |
| | | | |
| | | | |
| | Chair | City Clerk | |



City Council Public Hearing Minutes

November 4, 2020 1:30 p.m. Council Chamber, 2nd floor, City Hall

Present: D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S.

Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A.

Paquette, M. Walters

1. Call to Order and Related Business

1.1 Call to Order

Mayor D. Iveson called the meeting to order at 1:33 p.m., and acknowledged that Council meets on the traditional land of Treaty 6 Territory, and he also acknowledged the diverse Indigenous peoples whose ancestors' footsteps have marked this territory for centuries such as: Cree, Dene, Saulteaux, Blackfoot, Nakota Sioux, as well as Metis and Inuit, and now settlers from around the world.

1.2 Roll Call

Mayor D. Iveson confirmed the attendance of the following Councillors: T. Cartmell, T. Caterina, J. Dziadyk, B. Henderson, B. Esslinger, S. Hamilton, A. Knack, S. McKeen, M. Nickel, A. Paquette.

Councillors T. Cartmell, T. Caterina, J. Dziadyk, B. Henderson, B. Esslinger, S. Hamilton, A. Knack, S. McKeen, M. Nickel, A. Paquette and M. Walters participated electronically.

Councillor M. Banga was absent with notice.

Councillor M. Walters was absent with notice for a portion of the meeting.

A. Lauglin, Interim City Manager; D. Beaudry, Deputy City Clerk; and K. Gibson and T. Orbell, Office of the City Clerk, were also in attendance.

1.3 Adoption of Agenda

Moved by: B. Esslinger Seconded by: A. Knack

That the November 4/5, 2020, City Council Public Hearing agenda be adopted.

In Favour (11): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, and A. Paquette

Motion Carried (11 to 0)

1.4 Protocol Items

There were no Protocol Items.

2. Explanation of Public Hearing Process

2.1 Call for Persons to Speak

Mayor D. Iveson explained the public hearing process. K. Gibson, Office of the City Clerk, asked whether there were any persons present to speak to the following bylaws:

Charter Bylaw 19282

In favour: S. Kovach, Edmonton Federation of Community Leagues; A. Salvador; and K. Pringle.

Opposed: S. Cunningham; C. Treen; M. Poirier; and C. Gooding.

3. Bylaws and Related Reports

3.1 Charter Bylaw 19282 - 40km/h Default Residential Speed

- G. Cebryk, Deputy City Manager and J. Lamarre, City Operations, made a presentation.
- S. Kovach, Edmonton Federation of Community Leagues, made a presentation and answered questions. A. Salvador made a presentation. K. Pringle made a presentation and answered questions.
- S. Cunningham; C. Treen; M. Poirier; and C. Gooding made presentations.

J. Lamarre, City Operations, answered questions.

Moved by: A. Knack

Seconded by: B. Henderson

That Charter Bylaw 19282 be read a second time.

G. Cebryk, Deputy City Manager, J. Lamarre and B. Simpson, City Operations, answered questions.

Mayor D. Iveson asked if anyone in attendance wished to speak to new information. M. Poirier; C. Gooding; and C. Treen made presentations.

Mayor D. Iveson asked if anyone in attendance wished to speak to new information. There was no one.

Moved by: B. Henderson Seconded by: A. Knack

That the Public Hearing on Charter Bylaw 19282 be closed.

In Favour (12): D. Iveson, T. Cartmell, T. Caterina, J. Dziadyk, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, M. Nickel, A. Paquette, and M. Walters

Motion Carried (12 to 0)

Motion, put:

That Charter Bylaw 19282 be read a second time.

In Favour (9): D. Iveson, T. Caterina, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, A. Paquette, and M. Walters

Opposed (3): T. Cartmell, J. Dziadyk, and M. Nickel

Motion Carried (9 to 3)

Moved by: A. Knack

Seconded by: B. Henderson

That Charter Bylaw 19282 be read a third time.

In Favour (9): D. Iveson, T. Caterina, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, A. Paquette, and M. Walters

Opposed (3): T. Cartmell, J. Dziadyk, and M. Nickel

3.2 Bylaw 19283 - Speed Zones Bylaw Amendment 69

Moved by: B. Henderson Seconded by: B. Esslinger

That Bylaw 19283 be read a second time.

In Favour (10): D. Iveson, T. Cartmell, T. Caterina, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, A. Paquette, and M. Walters

Opposed (2): J. Dziadyk, and M. Nickel

Motion Carried (10 to 2)

Moved by: B. Henderson Seconded by: B. Esslinger

That Bylaw 19283 be read a third time.

In Favour (10): D. Iveson, T. Cartmell, T. Caterina, B. Esslinger, S. Hamilton, B. Henderson, A. Knack, S. McKeen, A. Paquette, and M. Walters

Opposed (2): J. Dziadyk, and M. Nickel

Motion Carried (10 to 2)

4. Notices of Motion and Motions without Customary Notice

Mayor D. Iveson asked whether there were any Notices of Motion. There were none.

5. Adjournment

The meeting adjourned at 3:40 p.m.

| Chair | City Clerk |
|-------|------------|

Requests to Reschedule Reports City Council

November 16, 2020

Recommendation:

That the following revised due dates, be approved:

 Follow up with EEDC - Tourism and Convention Citizen Services - CR_8299

Original Due Date: November 16, 2020

Revised Due Date: November 30, 2020, Executive Committee

- Administration requires additional time to review and finalize recommendations with stakeholders.
- 2. Non-Government Organizations Review of Funding Allocated by Levels of Government for Social Service Functions

Edmonton Police Commission - CR_8440

Original Due Date: November 16, 2020

Revised Due Date: December 7, 2020

- The breadth, depth, and complexity of the work set out in 1(d) has led to unexpected delays in being able to access all needed information for the funding that is provided by different levels of government within the City of Edmonton. In order to provide the most fulsome picture possible, additional time will be needed to collect and collate the information into our report.
- 3. Edmonton Police Commission Scope Proposals Edmonton Police Commission EXT00044

Original Due Date: November 16, 2020

Revised Due Date: December 7, 2020

- The Edmonton Police Commission requires more time to align this report with the review of funding allocation for social service functions.
- 4. Ambleside Integrated Infrastructure Services Integrated Infrastructure Services CR_8348

Original Due Date: November 16, 2020

Revised Due Date: Spring 2021 Supplemental Capital Budget Adjustment

 Administration requires additional time to adjust the Business Case inline with the work being undertaken as part of Reimagine, in particular, work associated with the Reimagine Services initiative.

Recommendation

That the November 16, 2020, Edmonton Police Commission report EXT00042, be received for information.

Previous Council/Committee Action

At the July 6/8, 2020, City Council meeting, the following motion was passed:

4 b. That the Mayor, on behalf of City Council, write a letter to the Edmonton Police Commission, requesting the following:

To invite participation in the work outlined in part 1, including proposals prior to budget, for "smart on community safety and well-being" changes to policy, funding, programs and partnerships.

Executive Summary

This report is intended to summarize the July 6/8 City Council motion into one cohesive narrative. Being smart on community safety and well-being requires an analysis of the cracks in the social ecosystem, highlighted in CR_8348, and realignment of resources toward recovery and wellbeing.

CR_8437 details an analysis of police calls for service, which identifies the need for strategic partnerships and systemic action on social issues. Applying strong leaderships and new potential governance models, identified in EXT00042, with data sharing and end-user service delivery could achieve transformational change toward key challenges affecting Edmontonians.

In order to work smarter and safer while <u>deliberately</u> taking better care of Edmontonians, there are many actions that can be done:

- Mental health experts working in emergency call centers
- Open data sharing and sharing of client histories and shared care plans
- Coordinated hours of operation amongst shelters
- Rules and standards which reflect the reality of service users
- Safe shelters and temporary housing outside of the medical system
- Regulations around housing to ensure a connection to services
- Implement a Recovery-Oriented Systems of Care network
- Ensure outcomes and measures towards a continuum of service

In making these changes, a system alignment toward recovery of care outcomes would be possible. Currently, there appears to be no governing oversight within the social system nor is there human service alignment.

Building an ecosystem for change requires: a recovery-oriented services approach; governance over outcomes and a continuum of service; coordinated partnerships; data driven-decisions; and local solutions focused on bridging gaps between collective resources and services offered.

Report

Virtually all progress to strengthen community safety and well-being relies on collective effort. Whether it is improving equity, addressing disparities, supporting individuals or creating safer conditions, various aspects of a community must be simultaneously addressed through multiple partners. Police play a role as connectors, which is seen through the work done with the health care system, education system, community organizations and other social service agencies. As the world has evolved, the demands on policing and expectations of safety have changed. In the absence of a cohesive strategy, community partners have been left to fill what are perceived as shortcomings within the system.

The Edmonton Police Service (EPS) acknowledges that policing is changing. Police have always played an integral role in communities outside of responding to crime. The current climate is an opportunity to transform how we appropriately direct people to systems that provide the right balance between support and enforcement in our efforts to increase community safety. To achieve the overall vision communities have involves developing new models of community safety and well-being, reimaging governance and accountability, information sharing, taking a user- of -service - driven perspective and finding efficiencies.

In early 2019, the EPS launched Vision 2020 to make the organizational changes necessary in achieving this balance and has implemented 70% of the recommended actions to date. As an organizational improvement initiative, it was designed to change policing through three core approaches: reduce demand for service with a "diversion" approach, use data and analytics to inform decision making, and seek out efficiencies on a continuing basis. As the project nears completion, progress and change in several areas is already being observed. However, to be truly successful in achieving measurable and sustainable improvements, EPS needs cooperation and assistance from many other agencies, governments, and citizens.

In order to work smarter and safer while <u>deliberately</u> taking better care of Edmontonians, there are many actions that can be done:

- Mental health experts working in emergency call centers
- Open data sharing and sharing of client histories and shared care plans

- Coordinated hours of operation amongst shelters
- Rules which reflect the reality of service users
- Safe shelters and temporary housing outside of the medical system
- Regulations around housing to ensure a connection to services
- Implement a Recovery-Oriented Systems of Care network
- Ensure outcomes and measures towards a continuum of service

Police are but one component in an ecosystem of providers that collectively meet the needs of citizens. Society has changed in the wake of COVID-19 and the death of George Floyd, and policing must also change if it is to remain effective. If police need to change, we can safely assume that our partners and other service providers might also benefit from similar changes, all to reflect the way our society has evolved. Consequently, this report is an invitation for all within the social services ecosystem to participate.

All of this is possible, but it requires organizational willingness, a structured approach, partnerships with collective outcomes and measures and a governing body willing to take on oversight and coordination roles. The EPS is already pursuing plans to try and realize the benefits of a coordinated approach. The EPS Strategic Plan 2020-2022 is people-focused, and the organizational restructuring to deliver on this focus (Vision 2020) is well underway. EPS believes that pursuing and scaling certain initiatives can have a significant impact. Examples of such initiatives are the creation of a Community Safety and Well-being Bureau, the exploration of an integrated dispatch center, community debrief project supports such as CARE (a program in the Neighborhood Empowerment Teams) and joint intake partnerships such as Human Centered Liaison Program (HELP and Heavy Users of Service). The EPS requires partnerships that focus on a continuum of care for better outcomes.

There are countless possibilities if all organizations and agencies openly dedicate themselves and their resources toward the simple goal of moving people away from lives of crime, poverty, addiction and/or homelessness.

It is often considered a mark of effective policing when the demand for police service decreases. If we are successfully diverting individuals away from the justice system while simultaneously driving crime rates down, we are breaking the patterns that require significant police resources. In policing, it is often said that we try to work ourselves out of a job every day. This is an approach that could have considerable impact if extended throughout the entire social services ecosystem. This could consist of "safe shelters" outside of the formal medical system, where people in need could be housed for a few hours or days, for safety or health reasons. Or, social agencies, medical professionals and the police sharing care plans for individual clients, so all agencies understand the desired outcome for each person walking through their doors; an expectation that Edmontonians and taxpayers expect.

This aspect of the City Council motion speaks to four areas for change within policy, funding, programs, and partnerships. Relative to these topics;

Policy - starting with the *Criminal Code of Canada* and the provincial *Police Act*, policy clearly defines how EPS activities are to be undertaken. For example, EPS street check reports are carefully controlled through organizational policy, and work has begun in partnership with the Alberta Association of Chiefs of Police and the Provincial Government on a coordinated approach to a Provincial Street Check policy. The policies are regularly reviewed by the agencies that create them and are publicly available. Most significantly, the organization is held accountable on how well it adheres to these policies by several agencies, most notably the EPC. A potential solution is an overarching governing body for all community safety and well-being within the City of Edmonton that would ensure alignment between agencies and organizations. The EPS strongly advocates for a system change in policy or legislation that mandates a continuum of care for better outcomes within the entire social service ecosystem.

Funding - Oversight of financial resources used by the EPS to deliver its services is carefully monitored by the Police Commission. Complex social issues such as addictions, homelessness, domestic violence, criminal justice, trauma and mental health are very much connected. Funding already exists for these services across our City and across the province. This funding should be allocated based on shared outcomes, evidence and consistent key performance metrics. It is imperative that we place resources into solutions that are measurable and have effective outcomes. The EPS would fully support a broad social financial framework for Provincial and Municipal funding in order to provide accountable, wrap-around services for our vulnerable population in Edmonton with outcome measures that look at how many people we can get out of the criminal justice system, unemployment and into education. A possible tool could be one similar to the Charity Intelligence Canada methodology which allows donors to be informed when they donate to charities, and to promote transparency, accountability, and results focus in the charitable sector.

Programs – Programs can be large and immediately recognizable to citizens (for example, responding to calls for service) while others are highly specialized and only benefit specific groups of citizens. The Heavy Users of Service (HuoS) is a partnership between the EPS, Government of Alberta, City of Edmonton, Alberta Health Services, Boyle Street Community Services, Homeward Trust, Bissell Centre, REACH Edmonton, Bent Arrow Traditional Healing Society, Boyle McCauley Health Services, E4C, and the George Spady Society.

Offering a continuum of service, the Human-centered Engagement and Liaison Partnership (HELP) will launch in January 2021. HELP Constables and Navigators will work in collaboration with our partners to focus on vulnerable community members' day-to-day needs and challenges to connect and transition them to better-suited community support service.

Within CR_8348 it is noted that programs provide a direct connection for vulnerable community members to move out of the justice system and into the social, health, and community resources. First responders that work all hours of the day are often expected to find community safety solutions with our vulnerable population; however, once an initial crisis has been stabilized by a first responder, the majority of community programs are not available past normal business hours. In addition, first responders do not have the option of refusing service to someone in crisis and are often left with imperfect solutions due to the lack of availability within social programs. The EPS would fully support a mandated full spectrum approach to programming that ensures people receive the right support at the right time.

Partnerships – The EPS is committed to having strong connections to Edmontonians, and to ensure that the programs it delivers are closely aligned with community needs. The EPS has several partnership arrangements in place, with other civic departments, other policing agencies (Alberta Association of Chiefs of Police), academic institutions (MacEwan University research on crime trends), social agencies (Bent Arrow) and businesses (liquor store theft project though the Community Solutions Accelerator).

The School Resource Officer Program is one example of a community partnership the EPS believes in as we need to invest in our youth. While the Edmonton Public School Board is currently reviewing our program, the Youth Enhancement Deployment (YED) model seeks to support youth outside of school settings and within our community. There is a significant amount of research that examines how educational attainment relates to public safety and crime. Forming secure attachments with police officers who can act as system navigators and provide various forms of support can enable the successful completion of educational goals.

Other examples of police working as an integral partner with the City of Edmonton and/or community partners include; Encampment Response Team (ERT), Child at Risk Response Teams (CARRT), Domestic Abuse High Risk Teams (DAHRT), Neighborhood Empowerment Team (NET), Police and Crisis Team (PACT) and the Senior Protection Partnership (SPP).

A governing body that identifies and prioritizes effective partnerships and a coordinated community safety and well-being framework would reduce redundancies, demand in the system and allow for a fully integrated approach.

Conclusion

Current societal systems that manage safety and care for the disadvantaged within Edmonton need to change, and now is the time to make those changes. We need only look at the number of homeless encampments in our city to see this need. The EPS has already begun moving forward with significant operational changes that help realize this. However, seeing the full effects throughout the entire social services

ecosystem requires a recovery-oriented services approach, governance into outcomes and continuum of service, coordinated partnerships, data driven decisions and local solutions focusing on bridging the gap between financial and human services.

The EPS is committed to ongoing community engagement and invites other care-based agencies and the City of Edmonton to align outcomes for smarter operations towards reduced demand for services. Policing has always had a unique mandate and by bringing together the tools of enforcement and support holistic pathways are possible for people who want to get out of the criminal justice system. If ever there was a time to work together, now is that time.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Edmonton is a Safe City | | | | | | | |
|--|---|--|-----------------------|--|--|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | | |
| Citizens are satisfied and confident in community safety service provided by EPS | Public perceptions of police performance • Ensuring safety of Citizens • Enforcing the laws • Treating people fairly • Being approachable | 83%, average or good job 85%, average or good job 70%, average or good job 79%, average or good job | Monitoring Ongoing | | | | |
| Edmonton is a leading partner in building safe communities | TBD | TBD | TBD | | | | |

Jurisdictional Scan of Alberta Municipal Experiences in Social Service Demands

Recommendation

That the November 16, 2020, Edmonton Police Commission report CR_8438, be received for information.

Previous Council/Committee Action

At the July 6/8, 2020, City Council meeting, the following motion was passed:

1. b. That the Edmonton Police Commission:

Work with Administration and the Mayor to approach other mid-sized and large cities in Alberta to jointly analyze the 'cracks in the system' in Alberta cities that drive higher crime, disorder, and demand for service for reactive community services.

Executive Summary

The Edmonton Police Commission recommends that the Community Safety and Wellbeing Taskforce be asked to further explore opportunities to improve service delivery within the human services ecosystem.

This report outlines the similarities and differences of the systemic issues as well as causes and responses to them for the City of Edmonton as well as Calgary, Lethbridge, Red Deer, Grande Prairie, Medicine Hat, and the Regional Municipality of Wood Buffalo. The report also outlines input from key stakeholders within these regions and identifies the drivers of crime and social disorders. Attachment 1 provides further information on this topic and specific analysis on the perceived 'cracks in the system' at an operational level.

Report

Overview:

The Edmonton Police Commission recognizes that despite the efforts of many of the agencies and organizations currently working within the social services ecosystem,

Jurisdictional Scan of Alberta Municipal Experiences in Social Services Demands

that 'cracks in the system' are still prevalent which impede the ability at an operational level to address the needs of vulnerable individuals.

Key stakeholders within Edmonton as well as Calgary, Grande Prairie, Lethbridge, Red Deer, Medicine Hat, and the Regional Municipality of Wood Buffalo all identified the following drivers of crime and social disorders:

- Mental Health / Trauma
- Addiction
- Homelessness
- Discrimination
- Poverty and Social Inequity
 - o Lack of affordable housing
 - o Income disparity

There is an identified lack of coordination and collaboration between existing service providers and no established continuum of care for high-risk individuals. Most of the program providers focus on programs as opposed to a client-centered approach which would provide wrap-around services for individuals with better outcomes especially for those with complex needs (i.e. two or more co-occurring conditions).

The City has four Situational Tables (multiple organizations that come together to facilitate wrap-around services for individuals) which would suggest that there is duplication of services within the system. These multiple situation tables may be associated with the lack of progress and ability to meet the City's objectives outlined in their Community Wellness Strategic Plan and that the approach within the human service ecosystem is uncoordinated.

These various agencies also do not share a set of priorities or corresponding performance metrics to evaluate the collective outcomes for individuals that they serve and the inability to collect and share date between organizations is perceived as a barrier. There is a lack of specific services within many of these organizations that can address cultural needs for Indigenous peoples as well as New Canadians.

The research shows that the 'cracks in the system' are not due to a lack of resources within the identified regions but relate to the siloed organizations and their operations that result in a fractured and incomplete response to individuals in need. There is inadequate detox and addiction treatment services, mental health support, 24/7 shelter access and affordable housing availability. The resources that are currently available must be reallocated based on the principle of a system-wide continuum of care that can be agreed upon by all relevant service providers in Edmonton.

Conclusion

Multiple strategies exist between various not-for-profit organizations as well as various departments and institutions funded or operated by the City of Edmonton. Presently,

Jurisdictional Scan of Alberta Municipal Experiences in Social Services Demands

there is no overarching strategic plan or applicable service model establishing shared priorities, performance metrics, and continuum of care.

Opportunities

- The City of Edmonton develops a strategic plan that establishes priorities to align funding to service providers which includes governance and accountability mechanisms with timelines and performance metrics. (Note: City could leverage the work already done on the Community Wellness Services for Vulnerable Persons With Complex Needs Plan as a starting point).
- Work with service providers to explore the legalities of FIPPA and PHIA and the ability to share data.
- Increase investment in mobile services that meet people where they are to ensure individuals receive the support they require.
- Reduce the number of Situation Tables in Edmonton to one to reduce duplication of efforts and coordinate under one overarching strategy.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Edmonton is a Safe City | | | | | | |
|---|---|-------------------------------|-----------|--|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | |
| Edmonton is a Safe City | 7.2 Edmontonians' assessment: Safe city | 68% positive survey responses | Increase | | | |
| | 7.3 Edmonton Crime Severity Index | 84.0 | Decrease | | | |
| | | | | | | |

Attachment

1. MNP Report: Environmental Scan and Other Jurisdictional Research Project





Environmental Scan and Other Jurisdictional Research Project

Report of Findings

Prepared for the Edmonton Police Commission

Draft Report - October 20th, 2020

Final Report - October 30th, 2020

Chad Lins, MBA, CPA, CMA Partner, Consulting Services Chad.Lins@mnp.com T: 204.336.6196





Executive Summary

There is a growing recognition across Canada that despite the efforts by numerous organizations/ agencies, 'cracks in the system' are still prevalent. As a result of these cracks, a spectrum of criminality and social disorder incidents are being identified by citizens and, in turn, municipal, provincial, and federal governments. This includes the prevalence of deeply entrenched and complex social issues, such as chronic public intoxication, homelessness, and mental health. The root causes of these issues are well understood by researchers and practitioners, including poverty, addiction, mental health, and intergenerational trauma.

Unfortunately, the historic and ongoing investment and development of siloed organizations and services has resulted in a fractured response that does not provide the services consistently to the majority of individuals in need. In other words, existing organizations are often unable to provide coordinated and appropriate levels of services within a sustainable service delivery model.

Acknowledging that these systemic issues are prevalent in municipalities across Canada, the responses to them or specific causes will vary. Consequently, Edmonton City Council put forward the following motion:

"Approach the large and mid-size cities in Alberta to jointly analyze the 'cracks in the system' in Alberta's cities that drive higher crime, disorder, and demand for service for reactive community services."

Accordingly, MNP has been retained to help better understand the similarities and differences of the systemic issues as well as causes and responses to them in Edmonton as well as Calgary, Lethbridge, Grande Prairie, Red Deer, Medicine Hat, and the Regional Municipality of Wood Buffalo.

Input from key stakeholders in Edmonton as well as from Calgary, Grande Prairie, Lethbridge, Red Deer, Medicine Hat, and the Regional Municipality of Wood Buffalo identified the following drivers of crime and social disorders:

- Mental health and trauma
- Addiction
- Homelessness
- Poverty and social inequality
 - Lack of affordable housing
 - Income disparity limited gainful employment opportunities
 - Services are cost prohibitive for individuals to access
- Discrimination
 - Inequitable access to support services



These issues have been noted as being best described as co-occurring as opposed to being mutually exclusive. Stakeholders in Edmonton and other jurisdictions perceive there to be "cracks in the system" at the strategic and operational level that are impeding the ability to address the needs of vulnerable individuals. Strategically, representatives from Edmonton and the other jurisdictions identified:

- A lack of coordination and cooperation between existing service providers and funders by means of joint teams providing services or shared priorities and corresponding performance metrics;
- Inadequate data collection and analysis of established priorities and applicable performance metrics;
- No established continuum of care for high-risk individuals; and
- Limited preventative/intervention services to either prevent high-risk individuals from becoming engaged in crime as well as services to mitigate the risk of individuals involved in criminality from further harming themselves and/or others.

While, the perceived "cracks in the system" at an operational level are:

- Mental health assessments/diagnosis and ongoing support, especially pertaining to services that can meet people where they are in the community;
- Addiction treatment (i.e. detox) availability in general as well as specific to addressing cultural needs for Indigenous peoples and New Canadians;
- Affordable housing as well as addiction treatment specific housing (e.g. stabilization housing, recovering housing, post-treatment housing, permanent stable housing); and
- Accessibility of 24/7 safe places (i.e. shelters) as well as standards regarding the operation of these spaces (e.g. health and safety).

The strategic and operational "cracks in the system" are perceived to be exacerbated by:

- An increasing proportion of individuals with co-occurring drivers of crime and social disorder;
 and
- A program-focused approach by service providers as opposed to a client-centered approach.

Overall, representatives from Edmonton and other jurisdictions perceive that the current approach by the human service ecosystem in their respective jurisdictions is not consistently leading to desired outcomes. Due to the complexity of the issues being addressed, a multifaceted and coordinated response involving applicable service providers in accordance with the data/evidence within a proper governance structure is perceived to be the optimal solution by the majority of the representatives consulted for this project. Additionally, interviews with stakeholders within Edmonton and other jurisdictions perceive the following opportunities for improvement:

1. Developing a strategic plan at the municipal level that establishes priorities to align funding from all sectors and levels of government including timelines and performance metrics to



gauge success. To this end, the 7 Cities approach to homelessness may serve as a model for how to effectively integrate different levels of government as well as municipal level private and not-for-profit sector partners to achieve shared priorities.

- Data collection, analysis, and governance policies and procedures should be included within an augmenting implementation plan to ensure there is a centralized pool of information for all service providers, funders, and decision makers to reference and use to understand the problems and ongoing efforts to address them.
- 2. Developing educational material for service providers/funders/public sector representatives to explain the legalities of FIPPA and PHIA and the ability to share data. Furthermore, investment into a comprehensive data strategy to collect and analyze performance data in addition to data enabling proactive/preventative assessments of individuals.
- 3. Establishing formal agreements between existing entities providing similar services that includes the adoption of a no wrong door policy. Under this policy, an individual would be referred to the service provider(s) they require no matter whom they initially speak with or contact.
- 4. Investment in mobile services that meet people where they are and help ensure individuals receive the support they require.
- 5. Ensuring that new policies and services are enacted inclusive of the profile of an individual that has no or limited family support, trauma, and mental/physical disabilities that may require multiple forms of support over an extended period of time to stabilize and begin to thrive.
- 6. A preventative approach that provides particular services to individuals based on their needs as assessed by a risk-based analysis utilized proactively by service providers. Determining the proactive supports should be a collaborative approach between the client and service provider.



Table of Contents

| Execu | itive Summary | |
|-------|---|------|
| 1.0 | Introduction | 1 |
| 2.0 | Methodology and Approach | 3 |
| 2.1 | Data Request | 3 |
| 2.2 | Internal and External Stakeholder Interviews and Focus Groups | 3 |
| 2.3 | Data Analysis | 5 |
| 3.0 | Edmonton | 7 |
| 3.1 | Perceived Drivers of Crime and Social Disorder as well as the Cracks in the System | 7 |
| 3.2 | Environmental Scan and Gap Analysis | 15 |
| 3.3 | Summary | 39 |
| 4.0 | Other Jurisdictions | 40 |
| 4.1 | Perceived Drivers of Crime and Social Disorder as well as the Cracks in the System. | . 40 |
| 4.2 | Other Jurisdictional Insights into Strategic and Operational Approaches | . 46 |
| 4.3 | Summary | 53 |
| 5.0 | Key Findings | 55 |
| 5.1 | Other Considerations | 57 |
| Refer | ences | 64 |
| Appe | ndix A – Stakeholder Interview Guide | 66 |
| Appe | ndix B – Other Jurisdictional Situation Tables and Crisis Intervention Teams | 69 |



1.0 Introduction

There is a growing recognition across Canada that despite the efforts by numerous organizations/ agencies, 'cracks in the system' are still prevalent. As a result of these cracks, a spectrum of criminality and social disorder incidents are being identified by citizens and, in turn, municipal, provincial, and federal governments. This includes the prevalence of deeply entrenched and complex social issues, such as chronic public intoxication, homelessness, and mental health. The root causes of these issues are well understood by researchers and practitioners, including poverty, addiction, mental health, and intergenerational trauma.

In recognition of these root causes, novel services such as the 24/7 Crisis Diversion team in Edmonton and the Downtown Outreach Addiction Partnership team in Calgary have been implemented to address gaps in service by providing a needed non-emergency and coordinated response. However, no one service or organization can address the underlying issues causing criminality and social disorder issues. Due to the complexity of these issues, a multifaceted and coordinated response is required that involves multiple organizations and services working towards a similar goal.

Unfortunately, the historic and ongoing investment and development of siloed organizations and services has resulted in a fractured response that does not consistently provide the services needed by vulnerable populations. In other words, existing organizations are often unable to provide coordinated and appropriate levels of services within a sustainable service delivery model.

Acknowledging that these systemic issues are prevalent in municipalities across Canada, the responses to them or specific causes will vary. Consequently, Edmonton City Council put forward the following motion:

"Approach the large and mid-size cities in Alberta to jointly analyze the 'cracks in the system' in Alberta's cities that drive higher crime, disorder, and demand for service for reactive community services."

For the purpose of this project, cracks in the system is best defined as systemic gaps in services that negatively impact the recovery and social mobility of individuals that are over-represented within the justice and/or emergency medical services. With this definition in mind, as well as the motion by city council, the objective of this report is to illuminate the perceived and documented gaps in services that are preventing individuals from receiving the supports they need to improve their wellbeing as well as that of their community. Consequently, MNP has been retained to help better understand the similarities and differences of the systemic issues as well as causes and responses to them in Edmonton as well as Calgary, Lethbridge, Grande Prairie, Red Deer, Medicine Hat, and the Regional Municipality of Wood Buffalo.

Finally, at the time of writing this report, the impacts of COVID-19 are ongoing and continually changing the human service ecosystem within Edmonton as well as municipalities across the globe. Multiple factors, such as preventative measures reducing service capacity of public, private, and not-for-profit service providers as well as financial investment by all three levels of government modifying the



responses to the needs of individuals. Additionally, the environment of the pandemic is impacting individuals in different ways. However, it is unknown how the cracks in the system will ultimately be impacted by the pandemic. With that said, the results of this report will provide insights into the historical and persistent cracks in the system to inform decision makers on how to continue to address these issues in the context of our new normal.



2.0 Methodology and Approach

A mixed methodological approach using both quantitative and qualitative data has been utilized to ensure that the findings of the study are based on multiple lines of evidence. With support and approval by the Edmonton Police Commission (EPC), internal and external data sources were identified regarding operational, organizational, and strategic information and subsequently collected, consolidated, and analyzed by MNP.

2.1 Data Request

The following list encompasses the information collected and analyzed to inform this research project from the City of Edmonton, the Edmonton Police Service, and REACH Edmonton:

- Edmonton Police Service calls for service Geographic Information System (GIS) data collected between January 1st, 2020 and April 4th, 2020 for social disorder incidents defined by the service as:
 - Trouble with person
 - Trouble with intoxicated persons
 - Breach court order
 - Warrant execution
 - Mental health act complaints
 - Eloped mental patient
- Edmonton Police Service Vulnerable Persons Victimization Risk Assessment Matrix
- 24/7 Crisis Diversion Team total calls for service GIS data collected between January 1st, 2020 and April 1st, 2020

The data noted above is only a small subset of available information collected by the Province of Alberta and Edmonton-based community support service providers. Further investigation into the topics of this report should utilize these additional forms of information to provide a more robust understanding of the cracks in the system as well as opportunities for improvement.

2.2 Internal and External Stakeholder Interviews and Focus Groups

In total, there were nine individual/group interviews (Table 1) completed with internal and external stakeholders. The Edmonton Police Commission identified all stakeholder groups to be consulted due



to their significance for the purpose of this study. All interviews and focus groups were conducted between September 7th, 2020 and September 28th, 2020.

To request and verify participation in this study, all potential participants were individually contacted by the EPC by email. A standardized script was utilized by the EPC representatives to inform potential participants about the purpose of this study, why they were being contacted, and what their participation would entail. Furthermore, all potential participants were informed that that their responses would be kept confidential with responses provided in the aggregate and that participation in the study was voluntary.

All interviews were conducted by video conference without recording of any kind. However, interviewers used password-protected laptops to capture input from participants with their consent and subsequently uploaded the electronic file to the secure client file on an MNP server in Winnipeg. All interviews were semi-structured with one interview guide utilized for both internal and external stakeholders (Appendix A).

Table 1: Stakeholder Group and Department/Position Title

| Stakeholder Group | Department/Position Title |
|---------------------------------------|---|
| Elected Officials | City Councillors (three) |
| End Poverty Edmonton | Executive Director |
| REACH Edmonton | Executive Director |
| Homeward Trust | Chief Executive Officer |
| City of Calgary | Chief Bylaw Officer Strategy Lead, Community Action on Mental Health and Addiction Assistant Manager, Strategic Services – Calgary Neighbourhoods |
| City of Red Deer | Municipal Planning Manager RCMP Officer-in-Charge Social Planning Manager |
| City of Lethbridge | Manager of Community and Social Development |
| Regional Municipality of Wood Buffalo | Manager of RCMP Support Services Supervisor of Community Services |



| Stakeholder Group | Department/Position Title |
|------------------------|--|
| City of Medicine Hat | Manager of the Homeless and Housing Development Department |
| City of Grande Prairie | Community Social Development Manager |

2.3 Data Analysis

Triangulation of the multiple types of data collected for this study ensures the findings and recommendations are based on multiple streams of evidence. Recorded interview and focus group data was analyzed for recurring and unique comments to identify patterns and construct themes that illuminate central concepts/experiences. Interview notes were not analyzed using data analysis software (e.g. Nvivio), as the volume of data collected did not warrant its use. Similarly, all reports and other secondary data sources were analyzed for recurring and unique findings to identify patterns and construct themes illuminating central concepts/experiences.

In addition, ArcGIS software was utilized to analyze spatial data provided by the City of Edmonton, Edmonton Police Service (EPS), REACH Edmonton 24/7 Diversion Team, and 2016 Census Data to identify current service providers, service demands, and neighbourhood risk for criminality and social disorder (i.e. Socioeconomic Risk Index). A Socioeconomic Risk Index utilizes census data to analyze underlying risk factors and provide a prediction of criminal and social disorder incidents based on the known risk factors. The Socioeconomic Risk Index is based on evidence showing that the layering and intersection of risk indicators has a compounding effect on communities. Elevated prevalence of a single risk factor does not necessary indicate that a population is at a higher risk of victimization or criminality, but the nexus and combination of factors has a multiplying effect. In total, there are five risk indicators used to develop the Socioeconomic Risk Index (Table 2).

Table 2: Socioeconomic Risk Indicators, Descriptions, and Source

| Risk Indicator | Description | Census Data Used |
|---------------------------|--|---|
| Educational Attainment | Proportion of the population that has not completed secondary education | Number of individuals (25-65 years old) with "no certificate, diploma, or degree" divided by the total population |
| Unemployment | Percentage of the labour force that was unemployed at time of census | Unemployment rate |
| Low Income | Proportion of the population that are expected to be required to spend 20% or more of after-tax income | Prevalence of low income based on the low-income cut-offs, after tax |



| | than average on food, shelter, and clothing | |
|-------------------------|---|---|
| Lone-Parent Families | Proportion of families that are headed by a single parent | Total lone-parent families in private households divided by total number of census families in private households |
| Housing Tenure | Proportion of renters | Total renters divided by total private households by tenure |

Each risk factor is measured as a percentage of the total for each geographic unit. This is calculated for the smallest geographic and population unit with the necessary level of detail, which in this case is the Dissemination Area (DA). Statistics Canada divided the entire country into Dissemination Area's for analysis of Census data. Each DA represents an average population of 400 to 700 people which leads to maintaining relatively stable boundaries between censuses, making them ideal boundaries for longitudinal analysis.

Census Data was processed so that values were represented as a decimal percentage for all five (5) risk indicators. These were summed to give a Total Risk Index value between zero (0) and five (5), with five (5) representing the highest possible level of risk. These values were calculated for every DA within the Edmonton Census Division and that table was linked to the corresponding 2016 Census Boundary Files.



3.0 Edmonton

The objective of this section is to determine the drivers of crime and social disorder in Edmonton and the extent that existing strategies and services are aligned with them. First, the perceived drivers of crime and social disorder as well as "cracks in the system" by key stakeholders will be discussed. Subsequently, secondary research will be provided to support or refute perceptions of key stakeholders. Finally, the results of an environmental scan and spatial analysis will visually represent the extent to which existing strategies and services address the identified drivers of crime and disorder.

3.1 Perceived Drivers of Crime and Social Disorder as well as the Cracks in the System

When discussing 'cracks in the system', internal stakeholders first identified the perceived problems facing communities that drive higher crime, disorder, and demand for reactive community services including:

- Mental health and trauma
- Addiction
- Homelessness
- Poverty and social inequality
 - Lack of affordable housing
 - Income disparity limited gainful employment opportunities
 - Services are cost prohibitive for individuals to access
- Discrimination
 - Inequitable access to support services





The issues identified by internal stakeholders are not perceived to be mutually exclusive but to coexist and compound one another. For example, an individual experiencing homelessness may be struggling to find affordable housing after losing gainful employment and, due to their precarious circumstances, have turned to substance use to self-medicate an undiagnosed case of depression. The co-occurring nature of these issues ultimately illuminate the cracks in the system as service providers are perceived to be failing to consistently and effectively provide coordinated services (i.e. wrap-around) for individuals with 'complex needs' (i.e. two or more co-occurring conditions). Furthermore, support services to meet the individual needs are perceived to be limited in their duration and difficult to provide to individuals for a period substantial enough to be effective. For instance, individuals may be provided with drug treatment services with little to no supportive housing options after completing a treatment program. The cracks in the system are perceived to be most pronounced for individuals that have lifelong conditions such as Fetal Alcohol Syndrome (FAS) and 'complex needs'. Finally, preventative services are perceived to be limited. For instance, there is a perception that there are not enough services available to help high-risk individuals from becoming more involved in criminality or from becoming involved in criminality in the first place.

In general, stakeholders perceive there to be inadequate detox/addiction treatment services, mental health supports including mobile and community-based services, as well as 24/7 shelter services and long-term affordable housing availability. Stakeholders agree, however, that there are enough resources existing within the human services ecosystem in Edmonton from a holistic perspective. In other words, the perceived issue regarding cracks in the system is not due to having inadequate resources invested in solving the problem as much as it is an issue in how those resources are being allocated to different types of services and the lack of coordination and cooperation in providing services to individuals in need.

There is a shared perception by stakeholders that funders are not working together to incentivize the necessary conditions for cooperation between organizations/entities that will address the cracks in the system. Specifically, there are no financial incentives for coordinating the collection and analysis of client and service delivery information nor is there a shared set of priorities and corresponding performance metrics for gauging the effectiveness of the collective human services ecosystem and/or individual service providers. As a result, collecting, sharing, and analyzing data is a perceived barrier to effective coordination and the ability to target preventative efforts to support individuals that are at-risk of becoming addicted to a substance and/or involved in the criminal justice system. To this point, most stakeholders perceive the existing human service ecosystem in Edmonton as confined to helping individuals that are already chronically homeless, experiencing an acute medical need, or the perpetrator/victim of a crime.

Overall, when discussing perceived cracks in the system, internal stakeholders perceived issues that were strategic and operational in nature (Table 3). When discussing both the strategic and operational cracks in the system all stakeholders agreed that the existing human service ecosystem needs a change to better utilize existing resources to achieve better outcomes. Specifically, the existing resources must be reallocated according to a system-wide continuum of care that is agreed upon by all relevant service providers in Edmonton.



Table 3: Summary Table of Perceived Strategic and Operational "Cracks in the System"

| Strategic | Operational |
|--|--|
| A lack of coordination and cooperation between existing service providers and funders by means of joint teams providing services or shared priorities and corresponding performance metrics. | Mental health support and treatment for trauma, especially pertaining to mobile services that can meet people where they are in the community. |
| Inadequate data collection and analysis of established priorities and applicable performance metrics. | Addiction treatment availability in general as well as specific to addressing cultural needs for Indigenous peoples and New Canadians. |
| No established continuum of care (i.e. wrap-around services) for high-risk individuals. | Affordable permanent housing as well as addiction treatment specific housing (e.g. stabilization housing, recovering housing, post-treatment housing, permanent stable housing). |
| Limited preventative/intervention services to either prevent high-risk individuals from becoming engaged in crime as well as services to mitigate the risk of individuals involved in criminality from further harming themselves and/or others. | Accessibility of 24/7 safe places (i.e. shelters) as well as standards regarding the operation of these spaces (e.g. health and safety). |

3.1.1 What the Data Says About the Drivers of Crime/Social Disorder and Cracks in the System

Secondary research corroborates the perceived drivers of crime and social disorder as well as the cracks in the system as outlined in Table 4. Specifically, a comparison of the research on perceived drivers of crime/social disorder and cracks in the system identifies issues regarding, poverty and social inequality, homelessness, mental health, addiction, and discrimination as well as issues regarding a lack of capacity and preventative services.

Table 4: Summary Table of Applicable Reports and Key Findings

| Report Title | Key Findings | |
|---|--|--|
| End Poverty Edmonton – A Profile of Poverty in Edmonton | 1 in 10 metro Edmonton residents live in low income 1 in 5 metro Edmonton homeowners spend more than 30% of their before-tax income on housing The rate of poverty for those identifying as Indigenous is three times that of non-Indigenous populations | |



| Report Title | Key Findings | |
|---|--|--|
| | 42% of those living in low-income identify as a visible minority 9,705 lone parent families are living in low income; of these, 8,460 families are female-led Canadians in the lowest income group are 3 to 4 times more likely than those in the higher income group to report poor to fair mental health | |
| 7 Cities on Housing and Homelessness | An estimated 1,917 individuals in Edmonton are experiencing some form of homelessness with 1,194 being provisionally accommodated, 679 in emergency shelters, 70 unsheltered, and 28 with an unknown housing status. Approximately 74% of individuals experiencing homelessness are male between the ages of 25 and 64 (77%). | |
| Canadian Mental Health Association – Availability of Housing for People with Mental Illness in the City of Edmonton: Supported and Non- Supported | Housing has been a priority in Alberta for more than 15 years In 2004, the Alberta Mental Health Board released a Provincial Mental Health Plan identifying safe and supportive housing among the top priorities for expanding access to services and supports. The 2004 plan led to the development of the Roadmap for the Future: Capital Health Plan for Regional Mental Health Program Delivery 2005 to 2008 that identified the following gaps in housing availability for individuals with mental health conditions: Lack of affordable housing for patients discharged from hospital Lack of affordable housing in general for people living with mental illness Lack of supportive housing and living options for clients with severe and persistent mental illness In 2005, the Edmonton Joint Planning Committee on Housing released a similar plan entitled the Edmonton Community Plan on Housing and Support Services 2005-2009 that stated "significantly more housing and support services are required at all levels to address homelessness and affordable housing issues and to prevent homelessness among those at risk. It also (recognized that) efforts should be concentrated to increase the supply of housing and services that provide longer-term solutions." | |



| Report Title | Key Findings |
|--------------|---|
| | In 2009, the Alberta government approved a 10-year strategic plan to end homelessness by 2019 taking a Housing First Approach with a client-centered service model. |
| | In 2009, the following gaps in housing availability were identified: |
| | Housing for people with a dual diagnosis, this is, housing that provides treatment for addictions (substance use and gambling) and treatment or supports that address the mental health needs of tenants. Currently, there are only two housing options in Edmonton for people with a dual diagnosis: McDougall House/AADAC and Cunningham Place. |
| | Housing for people with concurrent disorders, providing treatment for a variety of needs associated with more than one diagnosis, including brain injuries, physical disabilities, developmental disabilities and mental illness. |
| | Transitional housing that allows for a gradual decrease in support until the tenant's life skills and community living skills reach a point where the tenant is able to live independently. Such supports might include initial and ongoing assessment of skills and stability, assistance in finding appropriate long-term housing and assistance with moving. Currently, there are only two housing options in Edmonton that are specifically designated as transitional housing: YMCA and House Next Door. |
| | Housing provided by Alberta Health Services for people under 65 years of age living with mental illness or brain injury. Currently, Alberta Health Services housing supports only those over 65 years of age. |
| | Structured housing for young adults (ages 18 to 25). |
| | More housing options for people who require support in between custodial care (full support) and independent support. |
| | More long-term housing for women in rural settings. Currently, Gunn Centre is for men only. |
| | More housing that provides minimal supports, such as cleaning and cooking, that will help to develop these skill sets. |
| | Structured supportive housing for people with chronic mental illness when they are discharged from hospital. |
| | More housing located close to amenities and mental health services (e.g. shopping centres, grocery stores, doctors, groups, etc.). |



| Report Title | Key Findings | |
|--|---|--|
| | More affordable housing that is located in safe areas of the city for people under the age of 65 with low incomes. | |
| Edmonton Police Service – Vulnerable Persons Victimization Risk Assessment Matrix | | |
| | most salient indicator of being a victim of a crime is previous victimization (e.g. sexual assault repeat victimization is 67%; domestic violence repeat victimization is 44%; while, assault repeat victimization is 11%). | |



| Report Title | Key Findings |
|--|---|
| | Residence – Individuals residing in low socioeconomic neighbourhoods are more likely to be involved in crime (victim or perpetrator) compared to individuals from high socioeconomic neighbourhoods. |
| Government of Alberta – Gap Analysis of Public Mental Health and Addictions Programs | Existing services do not provide sufficient care to meet the needs of Alberta adults. Services are mainly operated on a reactive, acute-care model that requires Albertans to seek care at physician offices and specialty clinics. System resources are heavily invested in providing inpatient, residential, and crisis services. There is wide variation in the costs of providing acute inpatient care for different conditions. System resources are heavily invested in providing care for adults. Programs and services require assistance for continuous improvement. System resources are heavily invested in providing care for mental health problems and may be under-invested in addiction services. Supportive services for people with addiction and mental health problems are not well-integrated into addiction and mental health care. Neither Alberta Health Services nor the Government of Alberta uses standardized nomenclature to define specialty addiction and mental health programs and services. |

3.1.1.1 Key Findings Over Time: A Note of the Historical Prevalence of Crime and Social Disorder

Many of the findings discussed above speak to a longer standing trend of rising rates of homelessness, addiction, mental health, and social inequity in Alberta's communities. For example, while the recent opioid crisis has exponentially increased the number of deaths as a result of drug overdose – approximately 40 percent – addictions issues have impacted Albertans for decades. Another example, specific to Edmonton, is demonstrated by the increasing rate of homelessness since the 1990s, as documented by Homeward Trust below:

¹ Hospitalizations and Emergency Department Visits Due to Opioid Poisoning in Canada (2016). Canadian Centre on Substance Abuse.



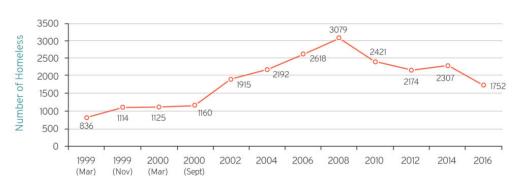


Figure 1: Count of Edmonton's Homeless Population 1999-2016

Count date (in October since 2002)

Furthermore, the misalignment between the intersectionality of vulnerable persons and the services available to them is also not new. A number of Canadian and global studies have acknowledged these challenges since the early 2000s. For instance, a study of drug overdoses in major Canadian cities, in which Edmonton was included, documented the importance of understanding and acting on this intersectionality of social issues predominantly facing those dealing with discrimination, poverty, homelessness, and mental health and addictions²:

"This study underlines the important role of housing — and social determinants in general — in determining the health of marginalized populations. Housing and other forms of social support may help to reduce health risks for illicit drug users, including the risk of overdose... [services and supports] must take into account the fact that many treatment episodes for illicit drug users are suddenly or prematurely terminated, which leaves no opportunity for transition measures. Systematic provision to drug users of overdose resources and response training... may be one way to address these response gaps... Interventions are more likely to be effective if they can be directed to some of these specific causal factors [vulnerability indicators]."³

Both provincially and locally, leaders have focused on tackling these challenges to varying degrees. Most notably, these efforts have shifted in recent years from 'managing' social disorder and crime to 'ending' these issues. In doing so, increased attention and awareness of the intersectional nature of issues such as mental health and trauma, addictions, homelessness, discrimination, and poverty and inequality has resulted in more of a focus on integrated service delivery.

² Determinants of overdose incidents among illicit opioid users in 5 Canadian cities (2004). Canadian Medical Association Journal.

³ Ibid.



3.2 Environmental Scan and Gap Analysis

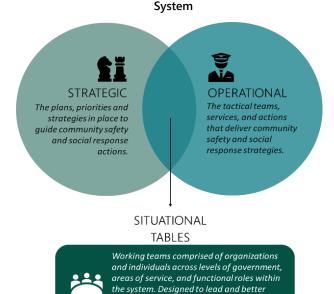
The purpose of this Section is to identify existing service providers in Edmonton and assess the degree of alignment between the services provided and the underlying problems that illuminate the cracks in the system identified in Section 3.1. To this end, Subsection 3.2.1 will summarize existing strategies to address the perceived underlying problems within Edmonton. Subsequently, Subsection 3.2.2 will provide a graphic depiction of the existing service providers with a corresponding discussion of the results of the spatial analysis and how well these services align with the needs of neighbourhoods in Edmonton based on crime and social disorder calls for service and Statistics Canada's socioeconomic risk index for criminality. Key findings will be discussed in Subsection 3.3.

3.2.1 Ongoing Efforts to Address the Drivers of Crime and Disorder in Edmonton

Stakeholder input and secondary research has identified multiple ongoing efforts to address the drivers of crime and social disorder in Edmonton.

To better understand the various ongoing efforts, they have been separated into strategic and operational categories linked by interdisciplinary working teams, often referred to as Situation Tables (Figure 2). Each of these three categories are detailed below and analyzed against each of the five key drivers of crime and social disorder:

- Mental health and trauma
- Addiction
- Homelessness
- Poverty and social inequality
 - Lack of affordable housing
 - Income disparity limited gainful employment opportunities
 - Services are cost prohibitive for individuals to access
- Discrimination
 - Inequitable access to support services



strategies.

enable community safety and social response

Figure 2: Multi-Tiered Community Safety & Wellbeing



3.2.1.1 Active Strategies in Edmonton

Multiple strategies exist between various not-for-profit organizations as well as various departments and institutions funded or operated by the City of Edmonton. Presently, there is no overarching strategic plan or applicable service model establishing shared priorities, performance metrics, and continuum of care. Since the coordination of complex services requires the existence of a strategic plan and service model, the perception amongst stakeholders of an uncoordinated system appears to be valid.

With that said, there is evidence of efforts made in the development of an overarching strategic plan and service model. Specifically, the Community Wellness Services for Vulnerable Persons with Complex Needs Plan (CWSP) developed in 2016⁴ provides the framework to address the drivers of crime and social disorder identified by stakeholders interviewed for this project. The approach provides an overarching model for coordinating existing organizations to provide ongoing, wrap-around services for individuals in need. Highlights from the approach include:

- Providing culturally appropriate and wrap-around services to end poverty
- Ensuring individuals receive coordinated, seamless, and tailored services to meet their needs
- Prevent and address homelessness and improve housing stability by integrating personal financial and health supports with housing
- Enhance the delivery of primary care
- Support Indigenous community members to be able to fully participate in Alberta's economy and society
- Ensure individuals involved with the justice system, including those with mental health and addiction issues, have access to appropriate and timely supports

However, there is no governance or accountability mechanisms established within the plan. Furthermore, there are minimal details regarding support by the community and existing service providers for the plan. At the time of writing this report, there appears to be no further actions taken by the City of Edmonton regarding this plan. A Community Safety and Wellbeing Task Force has been established with a mandate to "…initiate an inclusive, relationship-based process to create actionable recommendations for Council regarding the future of community safety and well-being in Edmonton". Furthermore, the City of Edmonton Family and Community Support Services Program is a joint provincial/municipal program working towards aligning preventative social services in the province.

To realize the benefits of aligned efforts, there would be value in aligning the efforts of the Community Safety and Wellbeing Task Force with that of the Family and Community Support Services Program under a comprehensive strategy (e.g. CWSB).

⁴ Community Wellness Services for Vulnerable Persons with Complex Needs (2016). City of Edmonton.



3.2.1.2 Active Situation Tables in Edmonton

Briefly, a Situational Table was originally implemented as Hub Table in Prince Albert, Saskatchewan to facilitate a structured approach in providing wrap-around services for individuals that are most in need. Due to their interdisciplinary composition, involving multiple organizations, these tables serve to best leverage resources and unify organizational objectives on a single mandate. Situational Tables walk the line between strategic and operations, bringing strategies and plans to life while also beyond the typical scope of an operational program or service, which are limited in jurisdiction and resources, to serve community needs in a more cohesive manner.

Generally, a major municipality or region will have one situational table to operate effectively and efficiently. Although, the presence of four Situation Tables in Edmonton with closely aligned objectives and membership suggest a duplication of efforts amongst existing organizations within the human service ecosystem of Edmonton. Multiple situation tables may be associated with the governance and accountability issues that are suggested by the lack of progress to achieving the objectives identified by the Community Wellness Strategic Plan identified above. Moreover, multiple Situational Tables with a lack of an overarching strategy or approach does speak to the perception by stakeholders of an uncoordinated human service ecosystem in Edmonton.

Table 5: Summary of Existing Situational Tables in Edmonton

| Edmonton Situational Tables | Key Partners | Description / Members | Objectives |
|-----------------------------------|---|---|--|
| Community Action Team (CAT) | EPS Bent Arrow Metis Child and Family Services REACH Edmonton SAGE Senior's Association Crime Stoppers SNUG Today Centre CEASE ASSIST 24/7 Crisis Diversion Community Supervision Unit | • Mobile EPS unit that works with local community supports and organizations to "disrupt the precursors of crime in distressed communities through prevention, intervention and suppression techniques".5 | To "reduce the frequency and severity of violence, as well as the fears and perceptions of violence". 5 |

⁵ Community Action Team (Synopsis) (2015). Government of Canada.



| Edmonton Situational Tables | Key Partners | Description / Members | Objectives |
|---|--|---|---|
| | Neighbourhood WatchSportcentral | | |
| EPS Heavy Users of Service (HUoS) | AHS (EMS, Addictions and Mental Health, Home Care) Bent Arrow Bissell Centre Boyle McCauley Health Services Boyle Street Community Services City of Edmonton E4C George Spady Society Government of Alberts, Community and Social Services Homeward Trust REACH Edmonton | Established in 2013 as part of EPS Violence Reduction Strategy Collaboration of 16 community stakeholders who believed a new and unique harmonization was necessary to address Edmonton's most at-risk citizens. | HUoS clients have access to the appropriate services and supports they need. Prevent HUoS clients from "falling through the cracks" as a result of ongoing encounters with the criminal justice system. |
| Neighbourhood Empowerment Team (NET) | City of Edmonton EPS The Family Centre United Way | Main purpose is to "identify recurring situations which affect the perceptions or realities of a community's safety and which would benefit from proactive and preventative interventions."6 | • To "identify and implement innovative strategies and work with community to address factors which are contributing to the situation, ultimately working toward a resolution of the incidents which are creating or contributing to the issue."6 |
| REACH Council for Safe Communities (Formerly the | City of EdmontonCity CouncilVarious organizations, community groups, | Community-based coordinating council working to make | Works with organizations, agencies, community groups and individual Edmontonians to realize |

⁶ Neighbourhood Empowerment Team (NET) (n.d.). City of Edmonton.



| Edmonton Situational Tables | Key Partners | Description / Members | Objectives |
|--|---|--|--|
| Mayor's Task Force on Community Safety) | agencies, and individualsPrivate sectorInter-governmental representatives | Edmonton a safer city in one generation. | their innovative ideas for crime prevention." ⁷ |

3.2.1.3 Existing Front-Line Service Providers

In accordance with the perceived drivers of crime and social disorder, Table 6 provides a summary of existing front-line service providers in Edmonton by the perceived drivers of crime and social disorder. The list of front-line service providers in Table 6 has been compiled based on input from stakeholders in Edmonton as well as additional online research. Generally, there appears to be a high degree of alignment between existing services and the drivers of crime and social disorder. However, this is not a comprehensive outline of all the social services available in Edmonton. For these, comprehensive maps and listings of services available in Edmonton have been developed by LinkYEG, Help Seekers, 211 United Way Edmonton, as well as Mapping and Planning Support, Alberta Capital Region. With that said, the community services identified in Table 6 illustrate the service offerings available to individuals to help understand the cracks in the system from a client perspective for the purpose of this report.

⁷ REACH Edmonton Council for Safe Communities (n.d.). City of Edmonton.



Table 6: Existing Front-Line Service Providers in Edmonton by Driver of Crime and Social Disorder

| Driver | Organization | Services Provided |
|-----------------------------|--|--|
| | The Family Centre | A variety of services are available including counselling, family support workers, and translation/interpretation services |
| | Canadian Mental Health Association | A range of services are provided including online/phone distress support, service navigation assistance, educational and training workshops, peer and grief support, as well as low income housing options for individuals with mental illness |
| Mental Health and Trauma | Metis, Child and Family Services Society – SNUG | Provides immediate intervention for women, men, trans-gendered who are involved in the sex trade and who need safety planning, community resources support, and guidance for exiting the sex trade Services include: Basic needs assistance Counselling Advocacy Addictions guidance Safety planning Emotional support Referrals to community services |
| | Police and Crisis Team (PACT)/ Youth PACT | A response to incidents involving individuals and families experiencing mental health concerns, addiction or psychosocial crisis when there is a danger to themselves and/or the public |
| | Centre to End All Sexual Exploitation (CEASE) | Support services for those involved the sex trade, including sex trade workers, sex buyers, and impacted families and communities Services for sex-trade workers: Counselling and trauma recovery Financial literacy, matched savings, and success coaching Bursaries for going back to school |



| Driver | Organization | Services Provided |
|-------------------------------|------------------------------|--|
| | | Advocacy and court support for victims of crime Services for sex buyers: Sex Trade Offender Program (STOP) for those charged with S. 286.1.1 CC (Formerly 'john school') Help for sexual addiction (community resources and referrals) Public education Referrals General support programs for men |
| | Pride Centre of Edmonton | Provides drop-in counselling services as well information sessions and referral services |
| | Momentum Walk-In Counselling | Provides assessment services to address the issue presented by the patient as well as referral services to address the issue |
| | The Today Centre | Co-located organizations that connect those suffering or fleeing family violence with community supports and services. Provides short-term safety planning, emotional support, risk assessment and triage. |
| | YWCA Edmonton | Service provider and advocate for women and children. Programs and services include Counselling and mentorship Disabilities support Family violence safe haven Youth programs Sexual wellness and education Pregnancy support |
| Poverty and Social Inequality | United Way | Poverty reduction and support services for children and families Provides basic needs and uplift supports (education and financial management programs) |



| Driver | Organization | Services Provided |
|--------|--|---|
| | Bent Arrow Traditional Healing Services | Provides a range of services including: Elder support as well as Sweat Lodge Ceremonies and POW-WOW practice Employment assistance for youth and adults Youth mentorship and family activity/supports Senior programming Support for Indigenous individuals that have recently moved to Edmonton Affordable housing for youth, adults, and families |
| | ASSIST Community Services Centre | Provides diversified services to Canadian immigrants and their families, helping them to integrate into mainstream society and actively contribute Services include: Family and youth programs English language courses Career and employment counselling Legal aid Administrative and immigration documentation support (healthcare, social benefits, etc.) Mental health intake and referral Community networking and support groups Housing and transportation supports |
| | YMCA Edmonton | Supporting healthy development and social inclusion in communities Provides several social and recreational services, including youth programs and childcare, community counselling and education, and employment and housing supports |
| | Old Strathcona Youth Society | Organization supporting youth through: Employment support Arts and cultural activities Harm reduction resources |



| Driver | Organization | Services Provided |
|--------|---|--|
| | | Housing referrals and basic needs provision |
| | Jasper Place Wellness Community Centre | Provides services to individuals experiencing homelessness including: Food and educational programs about how to cook Organizing and facilitating community events and services based on members' expressed needs Community-based healthcare for complex needs including addiction treatment Employment opportunities at businesses operated by the organization Affordable housing and education for community members on topics such as renters' rights and tenant agreements |
| | Native Counselling Services | Provides services for Indigenous individuals including: Affordable housing Family support Court and justice involvement support Educational |
| | Metis, Child and Family Services Society | Collaborates provincial child and family services and programs and provides supplemental services for: Pregnancy support and care Family counselling, conflict resolution, and family violence supports Youth at risk SNUG (see below); Harm reduction related to sex work (collaboration between Edmonton Police Services, Metis, Child and Family Services, Edmonton Food Bank, Women's Emergency Accommodation Centre and Alberta Health Services) |
| | e4c | Services and supports offered by e4c include: Food provision services Homeless outreach |



| Driver | Organization | Services Provided |
|-----------|------------------|--|
| | | Emergency shelter After school programs (including educational programming for children) Service navigation Job training, like skill development courses |
| | Bissell Centre | Provides services and programs to those experiencing poverty including: Homeless outreach Affordable housing Financial and tax education and support Mental health support Employment readiness Victim services Fetal alcohol syndrome supports |
| | The Mustard Seed | Provides various services for individuals experiencing homelessness that include: Food service and food hampers Community-based activities (e.g. Women's Lunch Circle and Collective Kitchen) Service navigation assistance for social support systems Employment assistance Affordable housing units Christian spiritual care |
| Addiction | Hope Mission | Provides a range of services including: Meals and meal programs Youth after school programs and summer camp Detox Emergency shelter for youth and adults Short-term residential accommodations |



| Driver | Organization | Services Provided |
|--------|--|--|
| | | Long-term affordable housing units for New Canadians and individuals with addiction issues Addiction treatment Christian spiritual care |
| | George Spady Centre | Shelter for men and women that are intoxicated Basic need services (e.g. showers, clothing, food) Safe Consumption Site with access to addiction counsellors |
| | iHuman Youth Society | Team of addictions, mental health, and social work experts that supports Indigenous youth impacted by the negative outcomes associated with poverty, intergenerational trauma, addiction, mental health, abuse, racism, discrimination, and exploitation Provides "Caring" (social and health supports) and "Creative" (arts programming) services |
| | Addiction Recovery and Community Health (ARCH) Team – Royal Alexandra Hospital | The Addiction Recovery and Community Health (ARCH) Team strives to improve health outcomes and health care access for patients with substance abuse disorders. The ARCH Team delivers specialty consult services to emergency department patients and hospital inpatients at the Royal Alexandra Hospital including: Complex withdrawal management Treatment and recovery planning Counselling, peer, and psychosocial supports Overdose prevention Referrals to wraparound addiction recovery supports Linkage to primary and community-based care Connections to housing, healthcare coverage, income supports and identification Other health promotion interventions |
| | Boyle McCauley Health Centre | Medical services for community members and individuals experiencing homelessness including a Safe Consumption Site |



| Driver | Organization | Services Provided |
|--------------|---|--|
| | Pride Centre of Edmonton | SMART Recovery program to support individuals to change self-defeating mental and emotional habits and achieving long-term goals |
| | Edmonton John Howard Society | Provides youth and adults with counselling, drug treatment, court services, and residential treatment programs |
| | Elizabeth Fry Society | Provides women with counselling, court, and life skill support services |
| | Access 24/7 – Alberta Health Services | Access 24/7 provides a range of urgent and non-urgent addiction and mental health services including service navigation, screening, assessment, referral, consultation, crisis intervention, outreach and short-term stabilization. This service is a single point of access for adults. |
| | Salvation Army | Up to two years of affordable housing |
| | Boyle Street Community Services | Community services supporting individuals suffering from homelessness, addiction, and poverty in several centres across Edmonton |
| | A Safe Place | Up to 21 days of shelter for women and their children experiencing domestic abuse |
| | Lurana Shelter Society | Up to 21 days of shelter for women and their children experiencing domestic abuse |
| Homelessness | WIN House Edmonton | Shelter and supportive services for women and children experiencing domestic abuse |
| | e4c - Women's Emergency Accommodation Centre | Shelter and affordable housing for Individuals identifying as women including their children |
| | Wings of Providence Edmonton | Second stage women's shelter for women and their children that have left an abusive relationship for up to six months |
| | Youth Empowerment and Support Services | Short-term shelter and basic need services for youth that are experiencing homelessness |



| Driver | Organization | Services Provided |
|--------|--|---|
| | Catholic Social Services – Safe House, Valeda, and La Salle House | Provides short-term shelter for: Youth experiencing homelessness that are involved in the sex industry Pregnant women and women with children that are 12-months or younger |
| | Sage Seniors Safe House | Up to 60 days of short-term shelter for seniors that have experienced abuse |
| | Edmonton John Howard Society | Provides short-term shelter for youth experiencing homelessness |
| | Elizabeth Fry Society | Rental subsidy program for women |
| | Homeward Trust | Coordinates funding to provide affordable housing and shelter for individuals in need Homeward Trust maintains a list of individuals experiencing homelessness and/or at-risk of becoming homeless that is shared amongst community partners |



As vulnerable individuals often have complex needs, demographic and service attributes were cross-referenced to understand the total services, programs, and supports available to clients of different demographic groups and needs. This creates a more realistic picture of which services are available to specific demographics suffering from one or many of the vulnerability indicators listed above. Specifically, the following information regarding identified service providers was utilized:

- a. Demographics Served: whether the organization offers programs, services, or supports to the following demographics:
 - i. Families (women and children)8,
 - ii. Youth,
 - iii. Women (unattached),
 - iv. Men,
 - v. Seniors, and,
 - vi. LGBTQ2+.

The categories listed above are not mutually exclusive. If an organization offers services for women and men of all sexual orientations and identities (LGBTQ2+), then the organization is categorized and counted as having services for all three demographics

- b. Services Available: whether the organization offers programs, services, or supports for key community safety and wellbeing needs and priorities. Specifically, for those facing challenges related to:
 - i. Mental health⁹,
 - ii. Addiction,
 - iii. Poverty & social inequality, and,
 - iv. Homelessness.

Like demographics, the categories listed above (referred to as 'vulnerability indicators') are not mutually exclusive. Organizations that offer homelessness, addiction, and mental health services would be categorized as providing all three. This is particularly important for considering the complex, often compounded, needs of vulnerable populations.

Figure 3 provides the results of the analysis and illuminates the limited services available to individuals with complex needs. Furthermore, the figure shows that there are less resources available for youth and LGBTQ2+ community members. However, this analysis only considers supportive services identified

⁸ Note the term 'families' is applied only to women and children in this analysis not because it is the only type of family in need, but because family services available are predominantly geared toward women and children, particularly those facing family violence.

⁹ Note that mental health services were considered to include clinical, counselling, and intervention supports.



through a limited environmental scan completed for this project. Additionally, this analysis does not consider the demand side (i.e. needs assessment) for the support services. Therefore, the figure should not be interpreted to represent a complete picture of the human services ecosystem within Edmonton. However, the figure helps to illustrate difficulties faced by individuals from vulnerable populations within the city based on potential 'vulnerability indicators' and demographics.

Overall, these findings support the perception that there are a multitude of services available in Edmonton to meet the needs of vulnerable persons. However, individuals with complex needs as well as individuals from particular demographics appear to have comparatively limited options. With that said, additional factors that may impact a client's access to services, such as location, time of day, and day of the week, have not been considered in this report as they will be outlined in more detail within an augmenting report completed by Help Seeker. In alignment with the objective of this report, a more indepth spatial analysis regarding the location of incidents and underlying environmental factors will be discussed further in Subsection 3.2.2.



Figure 3: Summary of Identified Organizations Providing Support Services in Edmonton Separated by Vulnerability Indicator (i.e. Driver of Crime and Social Disorder)

SERVICES AVAILABLE IF CLIENT HAS >1 VULNERABILITY INDICATOR

It is widely understood that those struggling with addictions, mental health issues, family violence, trauma, homelessness, and other related challenges often suffer from more than one affliction. While often more vulnerable, these individuals have fewer community supports and services, as their condition(s) limit their eligibility, accessibility, or admittance to many services.

SERVICE PROVIDERS AVAILABLE FOR MULTI-VULNERABILITY INDICATORS **Families** Youth Women Men LGBTQ2+ Seniors 2 vulnerability Indicators 13 11 10 12* 9 6 10 Indicators 5 11 10 9 **11*** 9 5 9* 9 *Note that certain homeless and mental health services are only available to individuals

SERVICES AVAILABLE IF CLIENT HAS 1 VULNERABILITY INDICATOR

| # SERVICE PROVIDERS AVAILABLE FOR SINGLE VULNERABILITY INDICATORS | | | | | | |
|---|----------|-----------|-------|-----|---------|---------|
| | Families | Youth | Women | Men | LGBTQ2+ | Seniors |
| Mental Health | | | | | | |
| 29 | 18 | <i>25</i> | 24 | 16 | 19 | 13 |
| Poverty | | | | | | |
| 24 | 14 | 19 | 19 | 17 | 18 | 15 |
| Homelessness | | | | | | |
| 21 | 10 | 16 | 17 | 16 | 16 | 15 |
| Addiction Services & Supports | _ | | 40 | | | |
| 14 | 6 | 14 | 12 | 11 | 11 | 9 |
| | | | | | | |





3.2.2 Visualization of Active Service Providers

In this subsection, there will be multiple maps presented to provide insights into where crime and social disorder incidents are occurring in Edmonton as well as support service locations and a risk index to identify the degree of risk for criminality by census track including:

- Figure 4 Contextual map of Edmonton that serves as the backdrop for all other maps
- Figure 5 Results of the Socioeconomic Risk Index analysis identifying high risk areas in Edmonton for crime and social disorder incidents
- Figure 6 –EPS social disorder calls for service between January 1st, 2020 and April 1st, 2020. The breakdown of the frequency of calls for service by type includes:
 - Trouble with person 8.892
 - Warrant execution 4,284
 - Trouble with intoxicated persons 4,168
 - Mental health act complaints 2,239
 - Breach court order 1,085
 - Eloped mental patient 100
- Figure 7 REACH Edmonton 24/7 Diversion Team calls for service between January 1st, 2020 and April 1st, 2020. The breakdown of the frequency of calls for service by type includes:
 - Multiple factors 2,488
 - Basic Needs
 - Economic 200
 - Homelessness 1,058
 - Substance Use
 - Intoxication 294
 - Addiction 14
 - Health
 - Physical health 144
 - Mental health 47
 - Medication 9
 - Violence
 - Domestic abuse 11
 - Sexual exploitation 3
 - Other 167
 - Covid-19 14
- Figure 8 Overlapping map with EPS and Diversion Team calls for service as well as the Socioeconomic Risk Index
- Figure 9 Overlapping map of support services identified for this report and the Socioeconomic Risk Index



The results of the spatial analysis are:

- 1. Downtown and North Edmonton have the most moderate to high-risk areas of town for crime and social disorder according to the Socioeconomic Risk Index.
- 2. Calls for service for both the EPS and 24/7 Diversion Team are concentrated in Downtown Edmonton as well as around high-risk areas identified by the Socioeconomic Risk Index.
- 3. The majority of calls for service by the 24/7 Diversion Team are for multiple factors (e.g. a call involving issues regarding physical health, intoxication, and addiction); while, the majority of EPS social disorder calls are for incidents involving individuals involved in breaking social norms or perceived to be acting suspicious (i.e. trouble with person).
- 4. Support services identified in this report are concentrated within Downtown Edmonton in accordance with the Socioeconomic Risk Index.

Overall, crime and social disorder are concentrated amongst the areas in Edmonton with the highest Socioeconomic Risk Index. This finding supports the stakeholder perception that these incidents are the result of underlying issues that include environmental factors of neighbourhoods within Edmonton. Additionally, support services appear to be concentrated within the highest risk areas based on the Socioeconomic Risk Index. However, there are high-risk areas within Edmonton that are not covered by existing community services. Although the level of demand for services and what types of services are required for these areas is unknown, the result does speak to a possible need for mobile support services as mentioned by stakeholders in Edmonton.



Figure 4: Contextual Map of Edmonton

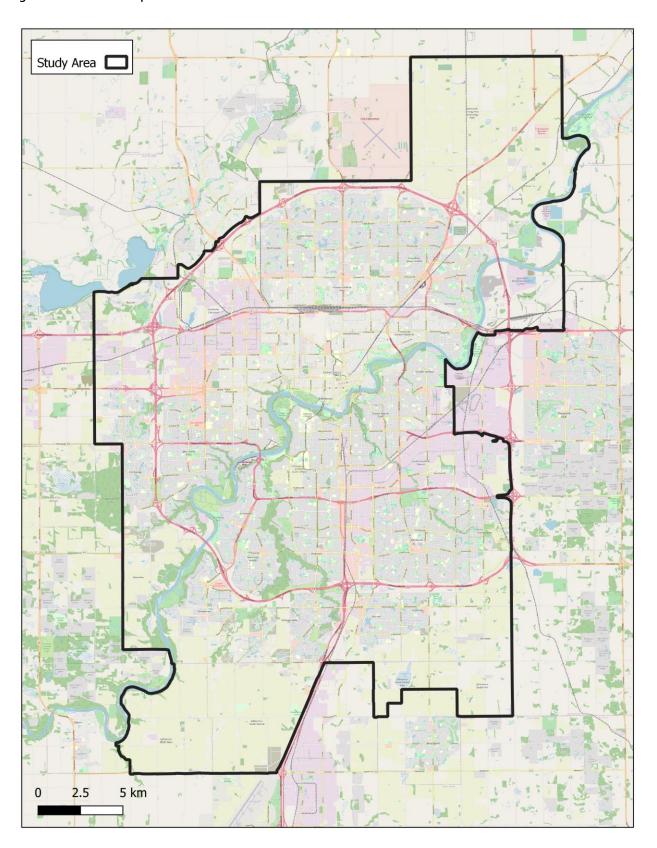




Figure 5: Socioeconomic Risk Index by Census Tracks in Edmonton

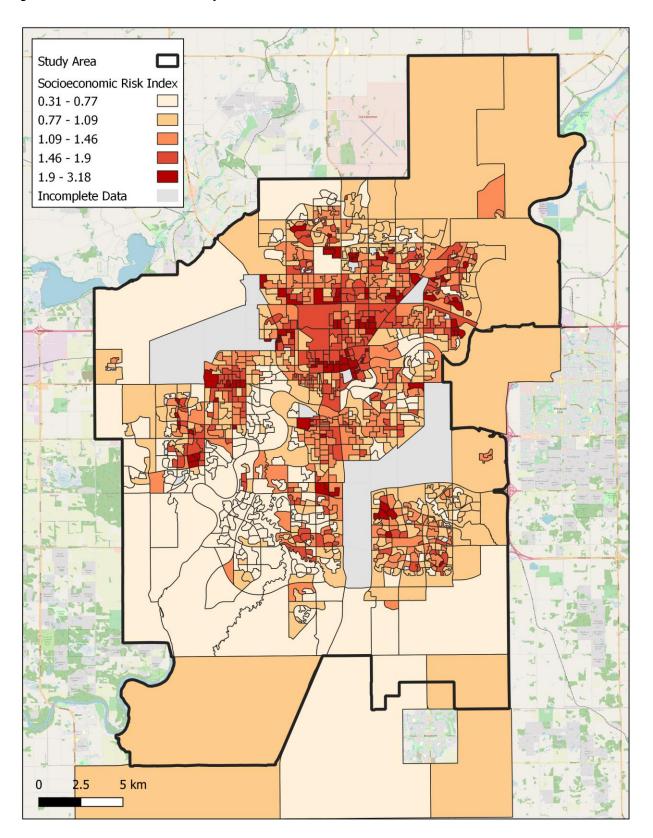




Figure 6: Edmonton Police Service Social Disorder Calls for Service between January 1st, 2020 and April 1st, 2020

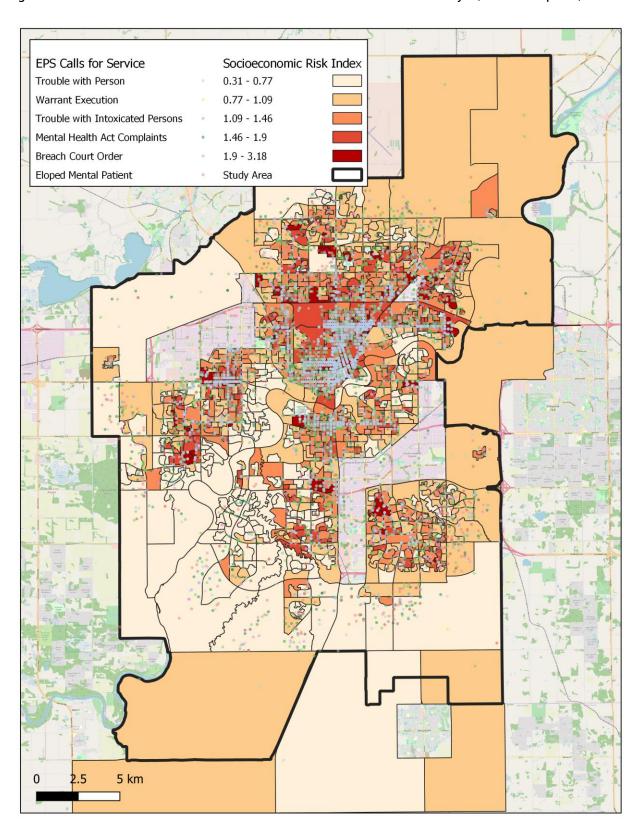




Figure 7: REACH Edmonton - 24/7 Diversion Team Calls for Service between January 1st, 2020 and April 1st, 2020

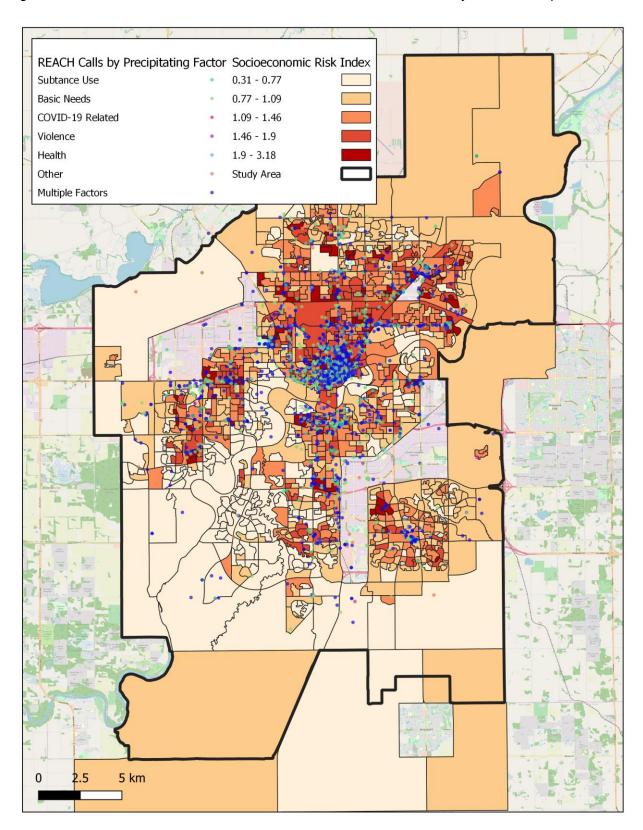




Figure 8: Edmonton Police Service Social Disorder Calls for Service and REACH Edmonton – 24/7 Diversion Team Calls for Service Combined Map

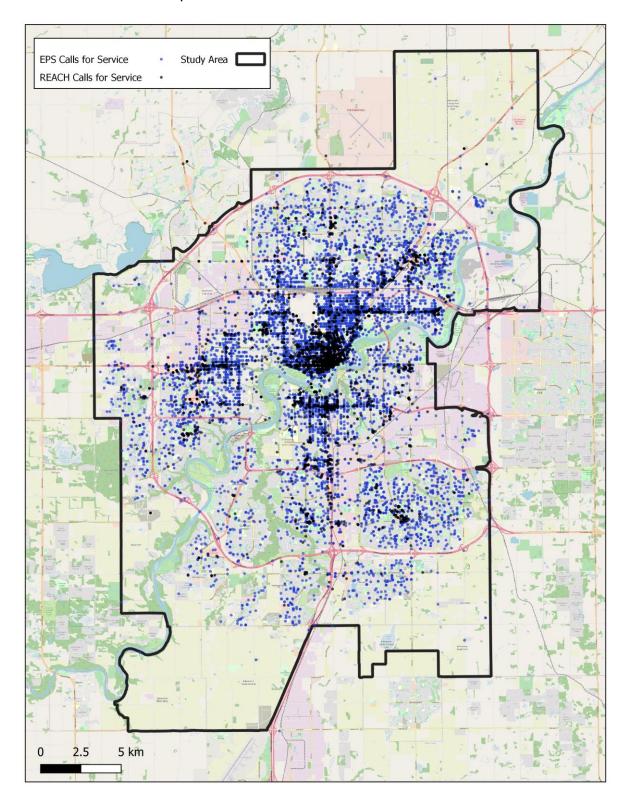
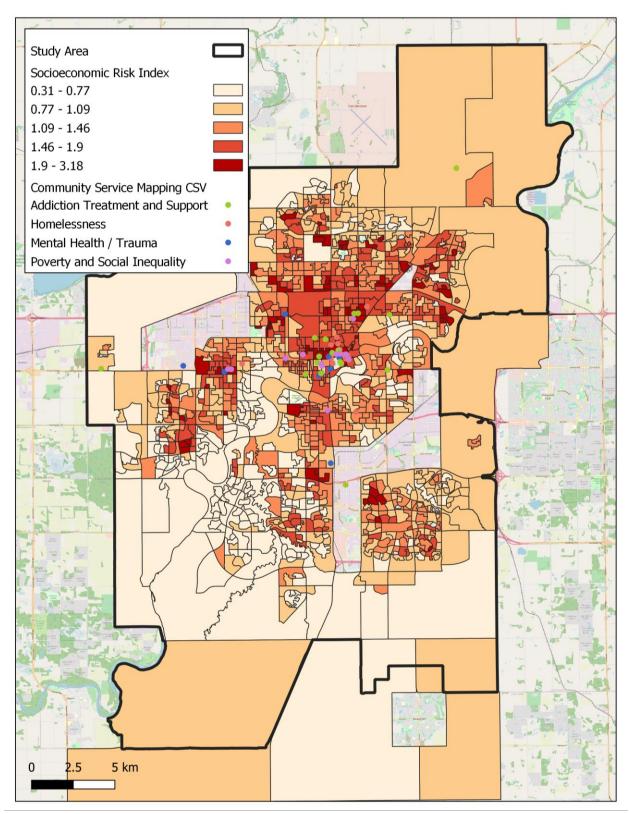




Figure 9: Community Services in Edmonton Identified in this Report Overlapped with the Socioeconomic Risk Index





3.3 Summary

The perceptions of the drivers of crime and social disorder by stakeholders is aligned with the data collected and analyzed for this project. Similarly, the perceived cracks in the system are in alignment with the available data collected and analyzed for this project (Table 2). A lack of coordination by funders as well as narrowly defined services that are unable to support individuals with co-occurring vulnerability indicators were perceived to be two core issues negatively impacting the delivery of services for individuals in need. With that said, there are multiple opportunities for improvement that have been noted and will be discussed further in Section 5.



4.0 Other Jurisdictions

The purpose of this section is first to identify the similarities and differences of the perceived drivers of crime and social disorder as well as the 'cracks in the system' between Edmonton and Calgary, Grande Prairie, Lethbridge, Rural Municipality of Wood Buffalo, Red Deer, and Medicine Hat. Second, the approaches implemented by other jurisdictions to address the cracks in the system will be discussed with a focus on identifying lessons learned that are relevant/applicable to Edmonton.

4.1 Perceived Drivers of Crime and Social Disorder as well as the Cracks in the System

Overall, the majority of the municipalities perceived similar issues to be driving crime and social disorder including:

- Mental health and trauma
- Addiction
- Homelessness
- Inadequate ongoing support for vulnerable populations diagnosed with a physical/mental disability; especially pertaining to individuals with complex needs
- Poverty and social inequality
 - Lack of affordable housing
 - o Income disparity limited gainful employment opportunities
 - Services are cost prohibitive for individuals to access
- Discrimination of individuals negatively impacting their access to supportive services
- Geographic isolation of the community

In general, the other municipalities perceive these issues to be interconnected and require a coordinated, multifaceted response to establish an effective and sustainable response. Unfortunately, most of the other jurisdictional representatives perceive that they are not meeting the needs of their respective vulnerable populations currently with siloed responses by existing service providers. There is consensus however, amongst other jurisdictional representatives that enough resources exist within their respective jurisdictions to address the drivers of crime and social disorder. Furthermore, there is a perception that appropriate responses exist within their respective jurisdictions (e.g. situational tables, PACT teams, shelters, outreach workers, etc.), albeit without the capacity to meet the demand. For instance, Red Deer has a Situation Table in place to handle six cases annually when there are more than 60 individuals on a waiting list.



Essentially, the resources required to address the drivers of crime and social disorder are sufficient as well as the appropriate responses but, the lack of service provider and funder coordination to allocate the available resources to meet the needs of vulnerable individuals is creating the existing cracks in the system. Overall, other jurisdictional representatives perceive a lack of coordination by service providers and funders due to a lack of shared priorities, data collection, performance metrics, informed by a comprehensive strategy/plan that is overseen by an effective governance structure.

Some other jurisdictional representatives perceive there to be an issue with the utilization of a programfocused operating model as opposed to a client-focused operating model. Municipal representatives identified this as leading to challenges in the current service delivery model and consequently causing gaps in service. For example, having services available between normal business hours of 9:00 am to 5:00 pm, Monday to Friday is a program-focused challenge. Another example that was mentioned by municipal representatives is a requirement for clients to visit the service provider's office(s) to receive service. In general, a program-focused approach is perceived to be a detriment to addressing mental health, addiction, and homelessness due to the clientele's living circumstances and level of need. Generally, vulnerable individuals experiencing a crisis or addressing multiple high-risk factors will require support 24/7 as opposed to only between 9:00 am and 5:00 pm. Moreover, vulnerable individuals are less likely to have access to reliable transportation to move from location to location to receive the support services they require. Additionally, some vulnerable individuals do not feel comfortable receiving support services or entering clinical settings, for instance, due to previous bad experiences or personal feelings of shame or quilt. Consequently, other jurisdictional representatives perceive that there is a gap in service from not providing multiple forms of supportive services that meet the needs of clients. Without receiving the support where and when it is needed, vulnerable individuals are more likely to have exacerbated conditions ultimately requiring more emergency services with a positive outcome becoming less probable.

Most other jurisdictional representatives perceive that there is a growing number of vulnerable individuals within their communities that are not receiving the services they require due to an increasing proportion of them having 'complex needs' (i.e. two or more conditions). For example, an individual may be diagnosed with Fetal Alcohol Syndrome and struggling with a substance abuse problem. Due to these two conditions, the individual is deemed to have complex needs by primary service providers. Unfortunately, most service providers are perceived to be limited or unable to provide the support required to help individuals with complex needs. As a result, supportive services are perceived to be more difficult to access. One other jurisdictional representative summarized this issue by stating the current human service ecosystem has been organized to help an individual that has simply fallen on hard times by means of a job loss that may still have access to family supports. Although, the profile of individuals that require supportive services are individuals with limited family supports, job prospects, or financial resources. Furthermore, these individuals are more than likely dealing with trauma and physical/mental health conditions that may prevent them from obtaining gainful employment or require ongoing supportive services to ensure they remain healthy.



Ultimately, the gap between the needs of clients and the services being provided illuminate the cracks in the system that are similar in other jurisdictions as they are in Edmonton. Specifically, the perceived strategically significant cracks, included:

- Duplicated and overlapping services
- Inadequate data collection and analysis of established priorities and applicable performance metrics
- No established continuum of care for high-risk individuals
- Limited preventative services to mitigate the risk of individuals further harming themselves and/or others
- Precarious funding (i.e. year to year grants and donations)

A unique strategic issue identified by some other jurisdictional representatives is the perceived limited ability to expand existing services to meet the demands and/or continue effective services. For example, a community may have a PACT team, although there are not enough staff members on the team to provide 24/7 coverage to meet the needs in the community. Additionally, other jurisdictional representatives noted that not-for-profit organizations are perceived to have to invest a significant amount of time into re-applying for funding annually as well as seek out new funding sources. Consequently, it is perceived that uncertain funding negatively impacts the ability for organizations to act on a long-term strategic plan, while the inability to allocate funding to services that are in demand negatively impacts the ability to provide direct services to individuals in need. Due to these factors, the coordination of funding is perceived to be an important feature of an improved system by other jurisdictional stakeholders to address the perceived cracks in the system.

The perceived gaps pertaining to the operation of service providers and the existing human service ecosystem included a lack of:

- Mental health assessments/diagnosis and ongoing support, especially pertaining to services that can meet people where they are in the community
- Addiction treatment (i.e. detox) availability in general as well as specific to addressing cultural needs for Indigenous peoples and New Canadians
- Affordable housing as well as addiction treatment specific housing (i.e. stabilization housing, recovering housing, and post-treatment housing)
- Accessibility of 24/7 safe places (i.e. shelters) as well as standards regarding the operation of these spaces (e.g. health and safety)

Finally, some other jurisdictional representatives perceive that members from vulnerable populations may not have access to equitable services based on their needs. For instance, limited services are perceived to be available that consider individuals' cultural and/or sexual orientations. Consequently, individuals risk factors may be exacerbated as opposed to mitigated by existing service providers that do not account for the experiences and realities of these individuals.



Similar perceptions regarding the drivers of crime and social disorder as well as cracks in the system between Edmonton and the other jurisdictions suggest these issues are not exclusive to Edmonton as they are experienced across Alberta. To this point, Subsection 4.1.1. will discuss research findings from other jurisdictions that further support the similarities between the other jurisdictions included in this report and Edmonton.

4.1.1 What the Data Says about the Cracks in the System

The publicly available information and reports from other jurisdictions support the perceived drivers of crime and social disorder as well as the cracks in the system as outlined in Table 7. For instance, limited mental health supports, affordable housing, gainful employment opportunities, and siloed service delivery are noted as key findings in reports completed by other jurisdictions. Due to the degree of similarity between the drivers of crime and social disorder as well as cracks in the system between other jurisdictions and Edmonton, there appears to be a clear set of issues to prioritize for all municipalities. In other words, these issues are not unique to Edmonton as they are common to major metropolitan areas within Alberta.

To address these complex issues, other jurisdictional reports support a coordinated and multifaceted strategic approach as well targeted operational services that will be discussed further in Section 4.2 below.

Table 7: Summary Table of Applicable Reports and Key Findings

| Jurisdiction | Report Title | Key Findings |
|-------------------------|--|--|
| Red Deer | Red Deer 2018 Poverty Snapshot | 1 in 10 people in Red Deer live in poverty 15.4% of children in Red Deer between the ages of 0 and 5 live in poverty compared to the provincial average of 13.5% Almost 5,000 households in Red Deer experience food insecurity – more than 2/3 are employed 38% of households and 13% of renters in Red Deer spend more than 30% of their income on shelter Over 40% of the potential work force in Red Deer work only part-time or part of the year in positions that likely do not include benefits Due to the high cost of housing 4,680 households in Red Deer are at risk of homelessness |
| City of Medicine Hat | Medicine Hat's Vital Conversations Exploring Issues, | 1 in 10 Medicine Hat families live in poverty In 2017, the Medicine Hat Police Service responded to 1,260 calls related to mental health or addictions |



| Jurisdiction | Report Title | Key Findings |
|---|---|---|
| | Opportunities, and Solutions (2018) | There are 478 households representing 821 individuals on the waitlist for social and affordable housing – 290 are adults and 531 are children In 2017, an average of 1,120 Medicine Hat residents have collected Employment Insurance |
| Regional Municipality of Wood Buffalo (RMWB) | Housing Needs Assessment (2019) | High average income levels in the community drive up housing costs and limit the availability of affordable housing units Approximately 20% of the population of RMWB earns below the average household income and are affected by housing affordability, accessibility, and liveability Community engagement reported a number of issues with overcrowding and disrepair of dwellings Housing options in high-service, high-mobility areas are limited, making essential travel (work, school, groceries, etc.) more challenging Senior and Indigenous community members were found to be the most vulnerable to housing challenges Better data is needed to capture the volume and type of needs of homeless individuals not necessarily captured by census data (upon which this report is based) |
| Calgary | Mental Health & Addictions Strategy – Phase 1 Full Report: What We Heard (2019) | Lack of inter-organization service provision and collaboration results in competition for funding, fragmented service delivery, and limited data and information sharing (impacting both the ability to support an individual in need and the ability and willingness of an individual to disclose their challenges). Siloed service provision of mental health and addictions support often does not meet intersectional needs of individuals, both in terms of demographic (i.e. age, cultural affiliation, sexual orientation, family structure, etc.) and need (mental health, addiction, homelessness, etc.), limiting program eligibility and access. "Medical practitioners won't serve/admit [for mental health services] when its 'addictions related'." |



| Jurisdiction | Report Title | Key Findings |
|----------------|---|--|
| | | If eligible, often supported in only certain areas of need. "The [formal medicine] piece is 5 percent of someone's life; there's housing, food security, income, meaningful activity, and all the other psychosocial time and space in someone's life that needs to be considered." "System" entry is timely and burdensome. Long waitlists discourage individuals in need, who often cannot or will not wait for help. More 24/7 services are needed to address community needs. System transitions (e.g. youth to adult, jail to community, etc.) are poor and often result in individuals falling through the cracks. Greater collaboration and follow-up are needed between system service providers. |
| Grande Prairie | Interviews with People Without Homes (2014) | Finding and maintaining affordable housing is a challenge for low-income and vulnerable populations. Housing support services have limited daytime, weekday hours and exclusive eligibility. Individuals reported struggle with, for example, "needing to be single" or "suffering from mental health issues" to qualify for funding, and when they did, were not able to access daytime-only services. Lengthy wait times for support services and appointment-style supports are not conducive to supporting vulnerable populations. Those in mental health or addictions crisis often do not attempt to seek support once turned away. |
| Lethbridge | Needs Assessment Report (2019) | Housing affordability is a growing concern, with 21% of renters "paying more than half their income in shelter costs". Homelessness has grown 97% since 2006; 73% of homeless individuals are Indigenous, primarily coming to Lethbridge seeking access to services and supports, housing, and emergency shelters. Supervised consumption sites also reported a majority Indigenous client base, with 55% of clientele being homeless Indigenous individuals, making the |



| Jurisdiction | Report Title | Key Findings | |
|--------------|--------------|---|--|
| | | Indigenous population disproportionately represented in the vulnerable community. Mental health surveys indicate an overall score approximately 10% lower than the provincial average. Mental health, addictions support, and crisis response were noted as "dominant social issues" by the community. | |

4.2 Other Jurisdictional Insights into Strategic and Operational Approaches

Representatives consulted from other jurisdictions provided a shared perspective that no individual service is trained or resourced to address the complex issues driving crime and social disorder alone. Furthermore, all jurisdictions expressed a shared perspective that emergency and supportive services are most valuable when they address the symptoms as well as the underlying problems causing them. With this shared understanding all municipalities perceive that collaborative initiatives are the most effective means of addressing crime and social disorder since the right people are able to provide the right service at the right time.

To this end, all municipalities have either implemented or will be implementing a Situation Table, Crisis Intervention Team and/or PACT teams. Subsection 4.2.2 will provide a general description of these initiatives, followed by applicable research/evaluation results regarding the effectiveness, and finally an overview of the initiative by jurisdiction. Subsection 4.2.1 will discuss the innovative strategic planning approaches that have been utilized in Red Deer and Lethbridge and are applicable to Edmonton.

4.2.1 Innovative Strategic Planning Approaches

Increasingly, community safety is understood by researchers, government decision makers, and citizens as being more than police presence and enforcement in a community. Moreover, community safety is not simply the fusion of enforcement of laws/by-laws and crime prevention tactics but is best understood as the mutually reinforcing concepts of education, prevention, intervention, and enforcement. Based on secondary research and an iterative public consultation, the City of Red Deer Community Safety Strategy defines the four components of community safety as¹⁰:

• Education: Initiatives designed to increase awareness, understanding, accountability, and action.

¹⁰ City of Red Deer. (2016). Community Safety Strategy.



- Prevention: Proactive initiatives designed to encourage safety and reduce harmful behaviours.
- Intervention: Initiatives designed to respond to existing harmful behaviours.
- Enforcement: Actions designed to respond to criminal activity and minimize the effects of crime.

These four components (i.e. focus areas) identified in Red Deer provide a holistic means of identifying and organizing the existing services within a community to improve community safety. The purpose of which is to identify strategic partnerships within the public, private, and not-for-profit sectors and shared performance measures to improve the safety of all residents.

Building on this understanding of community safety and focus areas, a new concept of community safety and wellbeing has started to be utilized that goes a step further than typical definitions of community safety. Specifically, community safety and wellbeing is a concept based on the understanding that:

- Broader human service system effectiveness is achieved through collaborative development of pragmatic solutions, evidence-based innovations and shared community outcomes.
- The elevation of particular risk factors leads to increases in vulnerability and harm which, if not mitigated, cycles back to re-elevate risk.
- Multi-sector collaboration of human services should be designed to address risk and vulnerability before harm occurs. When harm occurs, collaboration should be used to mitigate the impact of that harm and further elevations in risk.

Due to the scale and scope of community safety and wellbeing plans, an appropriate governance structure is required to ensure effective implementation and sustainability of the plan. To this point, the City of Lethbridge has identified the importance of a Collective Impact Framework. As outlined in the *Stanford Social Innovation Review*, a 'Collective Impact Framework' is the commitment of a group of people or organizations from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. The five conditions necessary for successful collective impact include a:

- 1. Common Agenda: A shared understanding of the client and what they need based on facts, data, and information. Additionally, all organizations involved must have a shared vision and direction.
- 2. Mutually Reinforcing Activities: Holistic service integration with no overlap or self-interest.
- 3. Shared Measurement: Shared performance measures and rigours reporting on a shared definition of success.
- 4. Consistent and Open Communication: All partnering organizations must be open and willing to share data and information and ensure ongoing, integrated planning.
- 5. Backbone Support: Overarching and accepted governance model, reliable funding, and strategically applicable partnering organizations with well-defined roles and responsibilities.



Fundamentally, Collective Impact is a means leveraging existing services to address complex issues with the tactful development of additional services or organizations as required. Both the City of Red Deer and Lethbridge specified the implementation of a Centre of Responsibility as an institution that facilitates strategic community-government relationships utilizing evidence-based crime prevention to optimize available resources in diagnosing, mobilizing, implementing, and evaluating crime prevention policies and programs. The purpose of a Centre of Responsibility is to be the impetus for strategic investments and efforts to reduce victimization and improve community safety by facilitating public, private, and not-for-profit organizations. In most cases, the primary function of the Centre of Responsibility is to develop and sustain a strategic community safety plan through the following, cyclical and iterative process:

- 1. Collecting and analyzing data to define the problem(s) and determine the risk factors causing the problem(s).
- 2. Facilitate the collective action from available resources to solve the identified problem(s) in accordance with evidence-based practices.
- 3. Provide continuous oversight for the implementation of the determined solution.
- 4. Evaluate the implemented solution to provide feedback information for decision makers to establish success of the solution.

Over the past 20 years, there has been an increasing number of Community Safety Centres of Responsibilities across Canada that vary in their design and governance structure, however, predominately have the following characteristics:

- Administered directly by the municipality or region, or by an entity that maintains a direct funding and/or reporting relationship to the municipal or regional government for which it serves.
- Administered, at least partially, by paid employees.
- Primarily dedicated to supporting community efforts to address community safety through the office's direct or indirect provision of services.
- Administratively exclusive with no direct reporting relationship with the police service.
- Services a population of 50,000 or more.

Secondary research into existing Centres of Responsibility in Canada indicate a spectrum related to the degree of separation between the Centre of Responsibility and the local government. One end of the spectrum illustrates not-for-profit organizations that are accountable to a Board of Directors, while the other end of the spectrum demonstrates organizations that are accountable to their local government and governed by a municipally appointed board or council. REACH Edmonton has been working towards establishing itself as a 'back bone' organization under a Collective Impact Framework and as such may be best suited to assume the governance responsibilities associated with a community safety and wellbeing strategy implemented by the City of Edmonton.



4.2.2 Trends in Operational Approaches

4.2.2.1 Situational Tables

Situation tables are perceived to be effective in addressing chronic individuals that require intensive and ongoing support. Referred to by different names depending on the jurisdiction, Situational Tables are working groups involving multiple agencies from health, justice, education, and not-for-profit sectors that coordinate their services to ensure the highest-risk individuals receive the support they require. Specifically, participating representatives share information and data on a regular basis to ensure strategic coordination of services to reduce crime and disorder in the municipality. For example, individuals that are coming into contact with police, paramedic, or emergency hospital staff on a daily basis. Once identified, the team will work together to stabilize the individual by providing wrap-around services from their respective organizations.

4.2.2.2 Research/Evidence on Situational Tables

As of 2019, there are approximately 115 communities across Canada that have implemented a situational table in some form¹¹. One of the most comprehensive evaluations of situation tables concluded that¹².

- The Hub has broken down long-standing institutional silos. Human service agencies are now sharing limited but necessary information, and frontline professionals are more often collaborating around the needs of their shared clients.
- Clients are, for the most part, responding positively to collaborative interventions that are based upon voluntary offerings of support.
- Clients of Hub agencies are not only gaining quicker access to services before harm even occurs, but they are gaining access to services that they were never able to reach (or successfully engage) before their case was brought to the Hub.
- Risk in most Hub discussions is being lowered from acutely elevated to a more manageable level of risk. This lowers the severity and probability of harm to a significant interest of the individual, the family and the community.

Without the completion of a formal impact evaluation, the specific benefits and challenges of a Situational Table cannot be definitively stated. Although, preliminary results are promising with anecdotal support provided for them from the respective jurisdictions involved in this project.

¹¹ Corley, Cal & Teare, Gary. (2019). The Hub model: It's time for an independent summative evaluation. Journal of Community Safety and Well-Being.

¹² Nilson, Chad. (2014). Risk-Driven Collaborative Intervention: A Preliminary Impact Assessment of Community Mobilization Prince Alberta's Hub Model.



4.2.2.3 Overview of Situational Tables in Other Jurisdictions

Table 8: Situation Tables by Jurisdiction and Driver of Crime and Social Disorder

| Other Jurisdictional Situational Tables Overview | | | | | | |
|--|-----------------------------------|--------------|-----------|---------------|----------------|--|
| Key Theme | Poverty & Social Inequality | Homelessness | Addiction | Mental Health | Discrimination | |
| Calgary | ✓ | ✓ | • | • | • | |
| Regional Municipality of Wood Buffalo | • | • | • | • | • | |
| Lethbridge | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Medicine Hat | ✓ | • | • | ✓ | ✓ | |
| Grande Prairie | ✓ | ✓ | ✓ | ✓ | • | |
| Red Deer Situational Table has not been established at the time of writing this report | | | | | | |

^{✓ =} Active Situation Table

4.2.2.4 Crisis Intervention Teams

These teams support emergency services by responding to social disorder incidents involving addictions and homelessness. These teams generally have training to provide medical assistance as well as social service navigation for individuals in need. Depending on the jurisdiction, these teams may provide referral services for shelters, detoxification, addiction treatment services, health needs, crisis counselling, advocacy and basic needs like food, housing and clothing.

[•] Situational Table has been proposed or stated as being implemented in the near future



4.2.2.5 Research/Evidence on Crisis Intervention Teams

Based on publicly available information, the most comprehensive information about Crisis Intervention Teams from the other jurisdictions was a 2013 review of the Calgary Downtown Outreach Addictions Partnership (DOAP) Team¹³. The review included data between 2005 and 2013. At that time, the DOAP had completed over 16,853 transports with 10,741 being to shelters, 3,064 to a hospital/medical appointment, and 1,124 to alcohol/drug detoxification facilities. Of the 16,853 transports, the DOAP team helped 650 unique individuals on average per month. Furthermore, 2,228 referrals came to the DOAP team from emergency medical services. Lastly, the review included a social return on investment (SROI) analysis of the program and found that for every \$1.00 invested, there is at least a \$9.43 of social value returned. In 2018, the DOAP team conducted over 20,700 transports with an average of 89 transports daily. 14% of the calls received by the DOAP team in 2018 came from emergency services, while 23% came from health care providers. Although the findings are limited, they do show promising results in cases where these teams are implemented effectively.

4.2.2.6 Overview of Crisis Intervention Teams in Other Jurisdictions

Table 9: Crisis Intervention Teams by Jurisdiction and Driver of Crime and Social Disorder

| | Other Jurisdictional Crisis Diversion Overview | | | | | |
|---|--|--------------|------------------|------------------|----------------|--|
| Key Theme | Poverty & Social Inequality | Homelessness | Addiction | Mental Health | Discrimination | |
| Edmonton | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Calgary | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Red Deer | • | • | ✓ | ✓ | ✓ | |
| Regional Municipality of Wood Buffalo | • | • | AHS/CMHA Only | AHS/CMHA Only | • | |
| Lethbridge | • | ✓ | ✓ | ✓ | • | |
| Medicine Hat | • | • | AHS/CMHA Only | AHS/CMHA Only | • | |
| Grande Prairie | • | • | AHS/CMHA Only | AHS/CMHA Only | • | |

^{✓ =} Active Situation Table

• Situational Table has been proposed or stated as being implemented in the near future

¹³ Alpha House. (2013). The Downtown Outreach Addiction Partnership Team (DOAP) Program: The Calgary Alpha House Society.



The crisis diversion teams listed above are supplemented by resources at the provincial and federal level as well providing the following services:

Federal: Canadian Mental Health Association (in partnership with the Canadian Alliance on Mental Health and Mental Illness and Mental Health works) provides:

- Local mental health services and programs;
- Crisis intervention resources:
- Education and training;
- Mobile addictions outreach;

- Intensive case management;
- Housing for the mentally ill;
- Resource centres; and,
- Disabilities support.

Provincial: Alberta Health Services (in partnership with several non-profits) provides:

- Addiction helpline;
- Mental health helpline;
- Regional housing for the mentally ill; and,
- Traditional addiction and mental health.

For this reason, while some municipalities may appear to have limited or no crisis intervention supports available to those in need, many critical supports are still provided by organizations beyond municipal borders. Reliance on these provincial and federal resources is more common in less populated cities, where local services may otherwise be unsupported.

4.2.2.7 Police and Crisis Teams

These teams provide a joint mental health/police team available for response to mental health crises; an integrated intervention model which ensures proper determination of care and referral. The team is called to assist in situations in the community where mental health and/or concurrent mental health and addictions issues contribute to the individual's crisis to decrease potential escalation of the situation and/or criminal charges.

4.2.2.8 Research/Evidence on Police and Crisis Teams

A 2011 evaluation including an SROI analysis of the PACT team implemented in Grande Prairie found that a total of 817 calls were responded to between May 2010 and May 2011 with only 49 (i.e. 17%) being directed to the hospital ¹⁴. The majority of individuals were assessed and connected with community mental health services. The key benefits of the program included:

- Decreased demand on emergency services for mental health crisis
- Decreased time spent by the RCMP waiting at the hospital for a mental health assessment

¹⁴ Government of Alberta. (2015). Safe Communities Innovation Fund Pilot Project Executive Summaries.



- Increased likelihood of admission to the appropriate mental health service
- Increased understanding of mental health issues for RCMP members

Finally, the results of an SROI found that there is a rate of return of between \$3.26 and \$3.86 of social value created for every dollar invested in the program. Similar teams have been implemented across Canada with similar results. Consequently, these teams are important measures for addressing the drivers of crime and social disorder identified in this report.

Table 10: Existing of a Police and Crisis Team by Jurisdiction

| Jurisdiction | PACT Team |
|--------------------------------------|-----------|
| Edmonton | ✓ |
| Calgary | ✓ |
| Red Deer | ✓ |
| Medicine Hat | ✓ |
| Grande Prairie | ✓ |
| Lethbridge | ✓ |
| Reginal Municipality of Wood Buffalo | ✓ |

4.3 Summary

Overall, there is a shared perception and research supporting the drivers of crime and social disorder as well as the cracks in the system in Edmonton. Similarly, the existing services/programs in other jurisdictions are materially alike to the ones in Edmonton with the primary distinction being the scale and scope of available resources. For instance, Edmonton has an established and successful 24/7 Diversion Team that other jurisdictions are modelling similar programs after. Other similarities in service/programs include:

- Situational Tables
- PACT teams
- Mobile addiction and mental health services

Based on these results, it appears that these issues are similar across the province with similar approaches being implemented to address them. With that said, the strategic approaches identified by the City of Red Deer and Lethbridge provide insights into evidence-based options for implementing and acting upon a plan to help vulnerable populations in Edmonton. Specifically, the concept of



community safety and wellbeing embedded within a Collective Impact Framework with a Centre of Responsibility providing governance and accountability that would enable the holistic factors necessary to effectively and efficiently implement a comprehensive strategy.



5.0 Key Findings

Based on the input provided by internal stakeholders and those from other jurisdictions, the drivers of crime and social disorder are:

- Mental health and trauma
- Addiction
- Homelessness
- Poverty and social inequality
 - Lack of affordable housing
 - Income disparity limited gainful employment opportunities
 - Services are cost prohibitive for individuals to access
- Discrimination
 - Inequitable access to support services

These issues have been noted as being best described as co-occurring as opposed to being mutually exclusive. Stakeholders in Edmonton and other jurisdictions perceive there to be cracks in the system at the strategic and operational level that are impeding the ability to address the needs of vulnerable individuals. Strategically, representatives from Edmonton and the other jurisdictions identified:

- A lack of coordination and cooperation between existing service providers and funders by means of joint teams providing services or shared priorities and corresponding performance metrics;
- Inadequate data collection and analysis of established priorities and applicable performance metrics;
- No established continuum of care for high-risk individuals; and
- Limited preventative/intervention services to either prevent high-risk individuals from becoming engaged in crime as well as services to mitigate the risk of individuals involved in criminality from further harming themselves and/or others.

The perceived cracks in the system at an operational level are:

- Mental health assessments/diagnosis and ongoing support, especially pertaining to services that can meet people where they are in the community;
- Addiction treatment (i.e. detox) availability in general and specific to addressing cultural needs for Indigenous peoples and New Canadians;



- Affordable housing and addiction treatment specific housing (e.g. stabilization housing, recovering housing, post-treatment housing, permanent stable housing); and
- Accessibility of 24/7 safe places (i.e. shelters) and standards regarding the operation of these spaces (e.g. health and safety).

The strategic and operational cracks in the system are perceived to be exacerbated by:

- An increasing proportion of individuals with co-occurring drivers of crime and social disorder;
 and
- A program-focused approach by service providers as opposed to a client-centered approach.

Overall, representatives from Edmonton and other jurisdictions perceive that the current approach by the human service ecosystem in their respective jurisdictions is not consistently leading to desired outcomes. Due to the complexity of the issues being addressed, a multifaceted and coordinated response involving applicable service providers in accordance with the data/evidence within a proper governance structure is perceived to be the optimal solution by the majority of the representatives consulted for this project.

The findings of this report indicate that municipalities are addressing similar problems and have similar cracks in the system. Furthermore, similar approaches to address these issues have been or are being implemented by the municipalities consulted for this project. Consequently, there is a significant opportunity for municipalities to work together and advocate for collaboration with federal and provincial ministries ultimately aligning the allocation of funding to provide short-term and long-term support for individuals in need. However, further discussion is required regarding governance and accountability to ensure the sustainability of improvements is realized. With that said, the following are perceived opportunities for improvements that may be considered by the City of Edmonton based on stakeholder input:

- 1. Developing a strategic plan at the municipal level that establishes priorities to align funding from all sectors and levels of government including timelines and performance metrics to gauge success. To this end, the 7 Cities approach to homelessness may serve as a model for how to effectively integrate different levels of government as well as municipal level private and not-for-profit sector partners to achieve shared priorities.
 - Data collection, analysis, and governance policies and procedures should be included
 within an augmenting implementation plan to ensure there is a centralized pool of
 information for all service providers, funders, and decision makers to reference and use
 to understand the problems and ongoing efforts to address them.
- 2. Developing educational material for service providers/funders/public sector representatives to explain the legalities of *Freedom of Information and Protection of Privacy Act* (FIPPA) and *Personal Health Information Act* (PHIA) and the ability to share data. Furthermore, investment into a comprehensive data strategy to collect and analyze performance data in addition to data enabling proactive/preventative assessments of individuals.



- 3. Establishing formal agreements between existing entities providing similar services that includes the adoption of a no wrong door policy. Under this policy, an individual would be referred to the service provider(s) they require no matter whom they initially speak with or contact.
- 4. Investment in mobile services that meet people where they are and help ensure individuals receive the support they require.
- 5. Ensuring that new policies and services are enacted inclusive of the profile of an individual that has no or limited family support, trauma, and mental/physical disabilities that may require multiple forms of support over an extended period of time to stabilize and begin to thrive.
- 6. A preventative approach that provides tailored services to individuals based on their needs as assessed by a risk-based analysis utilized proactively by service providers. Determining the proactive supports should be a collaborative approach between the client and service provider.

In consideration of the six opportunities for improvement, one recurring perception of representatives from Edmonton and other jurisdictions is that enforcement tactics must be understood as only one of multiple options on a spectrum to address crime and social disorder. Specifically, the over-reliance or inappropriate application of enforcement tactics may disproportionately criminalize individuals from vulnerable populations. For example, issuing a ticket for riding a bike on the sidewalk or riding public transportation without paying. There is an understanding by stakeholders that these types of laws serve a purpose and are necessary. However, the enforcement of these infractions for vulnerable individuals may ultimately end up further marginalizing an individual. For instance, an individual issued a ticket for riding public transportation without paying may not pay the fine and may not appear in court. As a result, an arrest warrant for the individual is issued that possible results in jail time.

Another possible barrier established by issuing tickets to vulnerable individuals is that unpaid fines will remain on file with Alberta Services. Consequently, when that individual begins to stabilize, they may have unpaid fines to pay before receiving supportive services that they may otherwise be eligible for to help them on their path of recovery. Ultimately, this issue raises important questions when addressing cracks in the system regarding human services pertaining to the spectrum of options available as well as the roles and responsibility of each organization within the ecosystem. Multiple tools and resources are required and will only work optimally when they are allocated and utilized within a data-informed and strategic framework.

5.1 Other Considerations

A mixed perception is evident based on the input from stakeholders in Edmonton and other jurisdictions regarding family breakdowns including domestic violence. Specifically, family breakdowns including domestic violence were identified by some other jurisdictional and Edmonton representatives as an issue that may be a cause or symptom of the drivers of crime and social disorder identified and discussed in this report. For instance, domestic violence is perceived to be linked with trauma and subsequently negative mental health conditions as well as homelessness. Furthermore, there is a perception that a lack of family support may exacerbate an individual's mental health conditions and



addiction issues. With that said, sourcing data to substantiate family breakdowns including domestic violence is difficult to identify due to varying methodologies and definitions.

Publicly available data from the Edmonton Police Service shows that police-reported cases of criminal and non-criminal domestic violence in Edmonton averages 8,144 occurrences annually¹⁵. Furthermore, the 2017 report entitled *A Place to Call Home* completed in Edmonton identified marital breakdown as a risk factor for homelessness. The *2019 Profile of Poverty in Edmonton* report shows that there are 9,705 lone parent families living in low income, which are both risk factors for criminality. Based on the input from stakeholders and the data mentioned above, supports to prevent family breakdowns and reduce domestic violence may be aligned with preventative efforts within a holistic plan to improve community safety and wellbeing in Edmonton. Although, further research and discussions would be warranted on this specific topic to augment the findings of this report.

Finally, there is a perception amongst some stakeholders in Edmonton and from other jurisdictions that the drivers of crime and cracks in the system are in part the result of uncoordinated provincial priorities between ministries and/or misaligned efforts between municipal level governments and organizations and the province. To this point, a comparison of Alberta's provincial priorities against those of the City of Edmonton for the key themes discussed in this report is shown below (Table 11). Upon review, it is clear that both levels of government are in support of an integrated, cohesive system, pertaining to all the drivers of crime and social disorder identified within this report. However, looking more closely, there appears to be limited approaches/priorities between both provincial and municipal governments regarding transition between different components or organizations within the system (e.g. from shelter to housing, detox centres to recovery programs, etc.). Moreover, while both levels of government have begun to develop priorities around the long-term support and sustained ability to lift clients out of the system, the primary focus remains on responding to immediate social disorder and crime. In order to truly adopt a 'system' approach, provincial and municipal priorities should integrate supports and services that address both immediate and longer-term needs of vulnerable persons.

Further investigation is required, although this high-level analysis appears to suggest that there are areas of opportunity to improve intergovernmental planning and communication, knowledge and data sharing, as well as shared methods to track and understand success.

¹⁵ Retrieved from Edmonton Police Service Dashboard - https://dashboard.edmonton.ca/en/stat/goals/fzxw-8pb7/gaiq-592d/knmj-pyjr



Table 11: Social Issue Priorities: Edmonton and Alberta

| Area | Alberta's Priorities | Edmonton's Priorities | Areas of Alignment | Areas for Improved Coordination |
|--------------------------------------|--|---|--|---|
| Mental Health, Trauma, and Addiction | Act in partnership: create an integrated system Improved coordination of services between hospitals, treatment facilities, and the community; between government departments and service sectors (e.g. education, justice, and health); between professionals; and between areas of the province. Act on access: enhance the role of primary health care Strengthen primary health care, the 'health home team' with whom Albertans have a long-term relationship, to have a stronger role in addiction and mental health sector navigation, coordination, and continuity. Act early: focus on prevention and early intervention Prevention and early intervention so fewer Albertans require addiction and mental health services and have access to more addiction and mental health supports at home and in their communities. | A common agenda and cross-sector leadership. Caregivers' ability to navigate the system. Accessing the full continuum of care: from promoting positive mental health to intervening with support for addiction and mental illness. Service Delivery Seamless navigation for individuals, their families and caregivers. Comprehensive mental health and addiction supports. Professional development. Evidence Foundation Consistent use of evidence-based strategies. Disseminate findings (broadly share and communicate findings). Evaluate the shared impact of changes in system integration and service delivery. Edmonton and Area Community Mental Health Action Plan (2016) | ✓ Focusing on integrated service provision and navigation amongst types of services and service providers. ✓ Emphasizing improved communication, knowledge sharing, and coordination between service providers. ✓ Ensuring mental health and addiction services are inclusive of a suite of primary health care services, community resources, and other supports. ✓ Acknowledging and engaging the 'care network' of community groups, families, and other caregivers important to the support experience. | Seeking to better integrate elements of the system framework (policy, funding, etc.) required to provide seamless service provision and transition for the vulnerable. Developing measures to understand and evaluate the effectiveness of system integration efforts over time. |



| Area | Alberta's Priorities | Edmonton's Priorities | Areas of Alignment | Areas for Improved Coordination |
|-----------------------------------|---|--|---|---|
| | Act on system enhancements, legislation and standards Better integration of governance, funding, and policy across services and sectors to support more seamless access to, and transition between services. Valuing Mental Health: Next Steps (Alberta Health, 2017) | | | |
| Homelessness & Affordable Housing | Investing now and for the future Increase the supply of affordable housing. Improve and maintain the condition of existing affordable housing. Providing integrated housing and supports Enhance integration with community support services. Enabling successful transitions and ageing in the community Enable transition through the continuum of housing and supports. Support the desire of Albertans to age in their community. Modernizing processes to focus on fairness and flexibility Modernize the regulatory framework to support equitable treatment and continued housing stability. Improve system access and navigation. | End chronic and episodic homelessness Enhance the focus of crisis response services and facilities on permanent housing outcomes. Continue to evolve Housing First programs for maximum impact. Develop permanent supportive housing and affordable housing across neighbourhoods. Prevent future homelessness Enhance homelessness prevention and diversion measures. Increase access to mental health, addiction, trauma, and Indigenous wellness supports. Increase coordination between systems to mitigate homelessness risk. Increase public education and awareness about homelessness. | ✓ Focusing on permanent housing solutions. ✓ Ensuring housing supports are accompanied by complementary community resources (mental health, addiction, etc.). ✓ Increasing community understanding and awareness of homelessness challenges and experiences. ✓ Enhancing coordination and connectivity between services facilitate better transitions. | Responding to immediate housing needs and crises. Ensuring housing supports in the long-term, not just regarding the physical condition of homes, but the experience, capabilities, and supports of supported individual(s) from all backgrounds (homeless, low-income, seniors). Developing measures to understand and evaluate the effectiveness of housing programs and efforts at a |



| Area | Alberta's Priorities | Edmonton's Priorities | Areas of Alignment | Areas for Improved Coordination |
|---|--|---|--|---|
| | Promote enhanced understanding of and coordinated response to rural and urban community needs. Creating sustainable systems Support operational and environmental sustainability of affordable housing projects. Partner with other governments to support a sustainable system and meet the housing and support needs of Albertans. Improve knowledge of the housing and support needs of Albertans. Alberta's Provincial Affordable Housing Strategy Summary (2017) **Note that in addition to the above, the Government of Alberta provides funding for the 7 Cities on Housing and Homelessness' Housing First Program to support municipal-level homelessness priorities. | Continue to integrate lived experience voices in plan implementation. Expand coordinated access across the homeless-serving system. Integrate research, information, and performance management at the system level. Enhance policy, funding, and resource alignment and accountabilities. A Place to Call Home: Edmonton's Updated Plan to Prevent and End Homelessness (2017) | | system level over time. |
| Poverty, Social Inequality & Discrimination | Albertans are safe and have timely and consistent access to supports to meet their basic needs Provide financial benefits to eligible Albertans. Work with civil society organizations to improve access to supports to create positive outcomes for people affected by homelessness, domestic and sexual violence, disabilities and unemployment. | Drive actions that lead to Indigenous Edmontonians enjoying prosperous lives, being proud of their history and culture and connected to the larger community. Justice for all Pave the way towards ensuring Edmontonians have full access to resources and opportunities to exercise their rights and responsibilities as citizens. | ✓ Acknowledging and providing support for persons marginalized or victimized as a result of their race, gender, culture, beliefs, sexual orientation, disability, or age. ✓ Developing strategies to help all community | Providing marginalized persons the information and resources needed to understand their rights. Engaging stakeholders to better understand and be part of the solution to end inequalities and |



| Area | Alberta's Priorities | Edmonton's Priorities | Areas of Alignment | Areas for Improved Coordination |
|------|--|--|--|------------------------------------|
| | Ensure programs are fiscally sustainable. Albertans participate in their communities through employment and other opportunities to reach their individual potential Help vulnerable Albertans improve their lives and futures. Support initiatives that connect Albertans to employment and community participation opportunities. Alberta's communities provide a sense of belonging and foster resiliency Collaborate with civil society organizations, municipalities, Indigenous communities and other governments to create more inclusive communities. Community and Social Services Business Plan 2020-2023 **Note that the Government of Alberta issued a discussion paper to develop a poverty reduction strategy¹6 and conducted public engagement¹7 in 2013, but a plan has yet to be developed. | Build an Edmonton where one's future is not limited by one's race, gender, sexual orientation, disability, age, and where one was born or where one lives. Move people out of poverty Implement a comprehensive and diverse suite of actions that is designed to enable low-income Edmontonians to: Have income and assets to meet their basic needs. Access to services in a timely manner and appropriate to their needs and capacities. Have resources to protect them from disruptive events. Invest in a poverty-free future Secure a better future of our children and youth by advancing an integrated early learning and care strategy at the strategic level and providing a suite of relevant and holistic supports in school. Enabling low-income Edmontonians to have the capacity to participate in the local economy | members meet their basic needs. Providing supports to enable lowincome individuals to participate in the local economy. | discrimination in the community. |

¹⁶ Together We Raise Tomorrow: Alberta's Poverty Reduction Strategy, Discussion Paper (2013). Government of Alberta.

¹⁷ Together We Raise Tomorrow: Alberta's Poverty Reduction Strategy, Results of the Public Engagement on Poverty Reduction (2013). Government of Alberta.



| Area | Alberta's Priorities | Edmonton's Priorities | Areas of Alignment | Areas for Improved Coordination |
|------|----------------------|---|--------------------|------------------------------------|
| | | Change the conversation: build the movement | | |
| | | Harness our community's collective energy in order to demand social change | | |
| | | End Poverty in a Generation: A roadmap to Guide Our Journey (2016) | | |
| | | **Note that in addition to the priorities listed above, the City of Edmonton and its community partners have several additional strategies relating to issues of social inequality and discrimination. The above includes the most pertinent information to this context. | | |



References

- End Poverty Edmonton. (2018). A Profile of Poverty in Edmonton.
 https://static1.squarespace.com/static/5d02aedc004fc3000119590a/t/5dcb20dbfc539615b0c3eee
 a/1573593310969/PovertyProfile2019 FINAL-%5Bweb%5D.pdf
- 7 Cities on Housing & Homelessness. (2018). 2018 Alberta Point-in-Time Homeless Count Technical Report. https://docs.wixstatic.com/ugd/ff2744 5d899dceff12471c835fddf4e5d119fc.pdf
- Cameron Wilde, T., Wolfe, Jody., Wang, Jian., & Ohinmaa, Arto. (2014). Gap Analysis of Public Mental Health and Addictions Programs (GAP – MAP) Final Report. https://alberta.cmha.ca/wp-content/uploads/2014/12/GAP-MAP-Report-2014.pdf
- Canadian Mental Health Association. (n.d.). Availability of Housing for People with Mental Illness in the City of Edmonton: Supported and Non-Supported. file:///C:/Users/ryan.catte/Downloads/CMHA-ER%20Housing%20research%20report.pdf
- City of Edmonton. (2016). Community Wellness Services for Vulnerable Persons with Complex Needs Plan. https://www.edmonton.ca/city_government/documents/PDF/CWS-VulnerablePersons.pdf
- City of Calgary. (n.d.). Centre City Safety Impact Team. <a href="https://www.calgary.ca/pda/pd/centre-city/centre-city-safety-impact-team.html#:~:text=The%20Centre%20City%20Safety%20Impact,Livery%20Transport%20%26%20Business%20Licensing%2C%20Corporate
- City of Edmonton. (2015). Community Action Team (Details). https://www.publicsafety.gc.ca/cnt/cntrng-crm/plcng/cnmcs-plcng/ndx/dtls-en.aspx?n=462
- City of Edmonton. (n.d.). Neighbourhood Empowerment Team.
 https://www.edmonton.ca/residential_neighbourhoods/fire_safety/neighbourhood-empowerment-team.aspx
- City of Edmonton. (n.d.). REACH Edmonton Council for Safe Communities.
 https://www.edmonton.ca/city_government/city_organization/reach-edmonton-council-for-safe-communities.aspx
- City of Edmonton and Homeward Trust. (2017). A Place to Call Home: Edmonton's Updated Plan to Prevent and End Homelessness
- Regional Municipality of Wood Buffalo. (2019). Wood Buffalo Housing Needs Assessment.
 https://wbhousing.ca/wp-content/uploads/2019/05/2019-05-03-Housing-Needs-Assessment-Regional-Municipality-of-Wood-Buffalo8488.pdf
- City of Calgary. (2019). Mental Health and Addictions Strategy Phase 1 Full Report: What We Heard.



- file:///C:/Users/ryan.catte/Downloads/Mental%20Health%20&%20Addiction%20Strategy%20Phase%201%20Engagement%20What%20we%20Heard%20Report.pdf
- City of Grande Prairie. (2014). Interviews with People Without Homes. https://www.cityofgp.com/sites/default/files/docs/csd/2015-2019 city of gp five year plan to end homelessness.pdf
- City of Grande Prairie. (2018). Everyone Counts: 2018 Point in Time Count. https://www.cityofgp.com/sites/default/files/docs/csd/2018 pit homeless count report 1.pdf
- City of Lethbridge. (2019). Lethbridge Community Wellbeing and Safety Strategy: Overview and Learnings. https://www.lethbridge.ca/living-here/Our-Community/Documents/Lethbridge%20Overview%20and%20Learnings.pdf
- City of Lethbridge. (2019). Community Wellbeing: Executive Summary Need Assessment Report. https://www.lethbridge.ca/living-here/Our-Community/Documents/Lethbridge%20Community%20Wellbeing%20Executive%20Summary.p
 df
- Community Foundation of Southeastern Alberta Medicine Hat's Vital Conversations: Exploring Issues, Opportunities, and Solutions (2019)
- City of Red Deer. (2016) Community Safety Strategy.
 https://www.reddeer.ca/media/reddeerca/about-red-deer/social-well-being-and-community-initiatives/Community-Safety-Strategy.pdf
- City of Red Deer. (2018). Poverty Snapshot. https://www.reddeer.ca/media/reddeerca/about-red-deer/social-well-being-and-community-initiatives/Poverty-Cycle-Snapshot.pdf
- Corley, Cal & Teare, Gary. (2019). The Hub model: It's time for an independent summative evaluation. Journal of Community Safety and Well-Being.
- Nilson, Chad. (2014). Risk-Driven Collaborative Intervention: A Preliminary Impact Assessment of Community Mobilization Prince Alberta's Hub Model
- Government of Alberta. (2015). Safe Communities Innovation Fund Pilot Project Executive Summaries. https://open.alberta.ca/dataset/448d377f-0c0c-4c5e-856b-06b71988e70f/resource/d1e85e85-5cc7-4ab6-b5c8-7bb519ea97f3/download/2015-safe-communities-innovation-fund-pilot-project-executive-summaries.pdf
- Alpha House. (2013). The Downtown Outreach Addiction Partnership Team (DOAP) Program:
 The Calgary Alpha House Society.
 https://homelesshub.ca/sites/default/files/attachments/DOAP%20Executive%20Summary%20-%205%20pages%20Final.pdf



Appendix A – Stakeholder Interview Guide

Introduction

MNP has been engaged by the Edmonton Police Commission to complete an environmental scan of human services / social safety net ecosystem in Alberta. The purpose of the project is to establish a high-level understanding of the "cracks in the system" that drive higher crime, disorder, and demand for service for reactive community services (e.g. police and emergency medical services) in Edmonton and 6 other municipalities in Alberta.

As part of our data collection activities, we are interviewing key external stakeholders identified by the City of Edmonton and Edmonton Police Commission to gather feedback on what are the perceived issues causing an increasing demand in reactive community services in Edmonton as well as the strengths and weaknesses of the existing response to crime/disorder.

The results of these interviews, research and data analysis will inform a final report to the City of Edmonton identifying current cracks or gaps in the system and potential opportunities for policy/process changes to improve service to community members.

Who is MNP?

MNP is one of the largest professional accounting, consulting and business advisory firms in Canada. National in scope and local in focus, MNP has proudly served individuals and public and private companies for more than 65 years. Our team provides a variety of professional consulting services, including evaluations and reviews, strategies and planning, public participation, technology consulting and economics and research services. For more information, visit www.mnp.ca.

| Participant's Name: | | |
|-------------------------------|--|--|
| Participant's Position/Title: | | |
| Date of Interview | | |
| Interviewed by: | | |
| | | |



Interview Questions

| | Ten Questions |
|----|---|
| 1. | Please describe your organization/service. |
| 2 | Please describe your role. |
| 3 | Please describe the human services / social safety net ecosystem in your community? |
| | a. Emergency services |
| | b. Community/Social services |
| | c. What are, if any, of the 'cracks in the system' that are driving higher crime, disorder, and demand for service for reactive community services? |
| 4 | . With regards to the current service model in your community addressing crime/disorder issues |
| | a. What is working well i.e. what are the strengths of the model? |
| | b. What are, if any, challenges / gaps? |
| 5 | Based on your professional experience and position, do you believe demand for reactive community services (e.g. police and emergency medical services) are increasing? Please explain why or why not. |
| 6 | Do you believe the current service model should be modified or changed in any way? Please explain why or why not. |
| 7. | Do you believe there are services that are not being offered and should be? Or if there are existing services that should be enhanced? Please explain why or why not. |
| 8 | Are there specific opportunities for policy or process changes within the system that would enable better service to the community? |
| | |

this project?

9. Is there anything else that you believe MNP should consider or be aware of in their analysis for



10. Based on our conversation today, would you have any available data, reports/studies, and/or evaluations that would help illuminate some key points that you made during our interview? Or would help provide pertinent information to the City of Edmonton to help inform the final report?

Thank you for your time and participation



Appendix B – Other Jurisdictional Situation Tables and Crisis Intervention Teams

| Situation Tables | | |
|--|--|--|
| Jurisdiction | Description / Members | Objectives |
| Calgary Centre City Safety Impact Team | Working committee consisting of Calgary Police Service, Calgary Fire Department, Alberta Health Services, Animal & Bylaw Services, Calgary Transit Safety & Security, Calgary Parking Authority, Alberta Gaming & Liquor Commission, Livery Transport & Business Licensing, Corporate Security and Land Use Planning & Policy's Centre City Implementation | "Strategically address safety issues in our Centre City to create a livable, thriving and caring community" 18 |
| Red Deer Centre of Responsibility "Hub" Model ¹⁹ (Not Yet Active) | A "unified [(combination of front-line people from community agencies and government systems)] way of utilizing and mobilizing those systems and resources already in place" (rather than a service delivery model). | Mitigates risk within 24-48 hours and connect individuals and families to services. Focused on data sharing for the purpose of immediate intervention of high-risk individuals and families Role is to divert people from the justice system (enforcement) via intervention Address specific situations regarding clients facing elevated levels of risk; |

Edmonton Police Commission | Environmental Scan and Other Jurisdictional Research Project

¹⁸ City of Calgary. (n.d.). Centre City Safety Impact Team 19 City of Red Deer. (2016). Community Safety Strategy



| Situation Tables | | |
|--|--|--|
| | | develop immediate, coordinated and integrated responses through the mobilization of resources |
| Regional Municipality of Wood Buffalo | N/A | N/A |
| Lethbridge Executive Leaders Coalition on Opioid Use ²⁰ | Community response team stood up to implement a "comprehensive strategy includes Prevention, Early Intervention, Harm Reduction, Treatment and Rehabilitation" for vulnerable populations in Lethbridge. Members include: Alberta Health Services Alberta Justice and Solicitor General Canadian Mental Health Association City of Lethbridge Holy Spirit Catholic Schools Lethbridge Fire and Emergency Services Lethbridge Police Service Lethbridge Police Service Lethbridge School District #51 Sik-Ooh-Kotoki Friendship Centre Social Housing in Action University of Lethbridge | Deliver a "coordinated community approach to effectively address the growing issue of opioid abuse in Lethbridge." |

 $^{^{20}}$ City of Lethbridge. (n.d.). Coalition Member Organizations



Situation Tables

Medicine Hat Southeastern Alberta Sexual Assault Response Committee (SARC)²¹

- Non-profit organization of "collaborative, action-focused response to family violence and bullying which reduces the incidence and impacts of family violence, so families are supported to live free of violence".
- Provide school education programs,
 First Responder Training, counselling services, and awareness campaigns for survivors of sexual assault and related trauma.
- There are over 50 partnering agencies:
 - Medicine Hat Police Services
 - o RCMP
 - Alberta Health Services
 - Cantara Safe House (Brooks)
 - o Child and Family Services
 - Association of Alberta
 Sexual Assault Services

 To develop a coordinated response to vulnerable population and those suffering from addictions based on "local needs and resources."

Grande Prairie Grande Prairie Community Opioid Response Task Force²²

- The purpose of the Task Force is to coordinate community efforts in responding to the opioid crisis.
- Members:
 - School district representatives,
 - o Health care representatives,
 - o RCMP,
 - Social services organizations,
 - o Community members
 - Individuals with lived experience City of Grande Prairie

²¹ City of Medicine Hat. (n.d.). Southeastern Alberta Sexual Assault Response Committee

²² City of Grande Prairie. (n.d.). Grande Prairie Community Opioid Response Task Force



| Crisis Intervention Teams | | | |
|---|---|--|--|
| Jurisdiction | Mandate | Objective | |
| Calgary Downtown Outreach Addictions Program (DOAP)23 | Assists vulnerable individuals in the community to get to a safe place" "Helps link those who come into contact with individuals that have substance abuse issues with the appropriate social service agency" Provides an alternative to 911 response to intoxicated persons who require assistance. | "Provides referral services for shelters, detoxification, addiction treatment services, health needs, crisis counselling, advocacy and basic needs like food, housing and clothing." Supports emergency services (EMS, Fire, etc.). | |
| Red Deer Diversion Services (AHS) | "Links clients to long term local community-based services in order to address mental health, addiction, social, physical, education, life skills, and/or spiritual health needs. Provides short-term treatment by utilizing a number of different treatment modalities such as Cognitive Behavioral Therapy (CBT), Brief Solution Focused Therapy, and other treatment modalities as available in line with staff education and experience."²⁴ | Provide individuals suffering mental health or addictions issues treatment and support to prevent their entry into the criminal justice system. | |
| Lethbridge Mobile Crisis Intervention Team ²⁵ | To provide services to all ages experiencing urgent/emergent mental health problems, often with related addictions issues. "Provides service 7 days a week to defuse crisis situations and offer assessment, intervention, referrals | Coordination of treatment and community support services following emergency/crisis presentation. Consultation with police, emergency medical staff, agencies and individuals for referrals to appropriate support systems | |

²³ City of Calgary. (n.d.). Vulnerable Persons in Calgary

²⁴ Alberta Health Services. (n.d.). Addiction and Mental Health - Diversion Services

 $^{^{\}rm 25}$ Canadian Mental Health Association. (2015). Crisis Intervention Team



| | Crisis Intervention Teams | | |
|--|---|--|--|
| | and links to community agencies for ongoing, longer-term support." | Improvement of access to services and support systems through cooperation and collaboration among other services agencies Provision of education in-service to agencies and the public on various mental health and crisis related issues | |
| Medicine Hat Addiction Crisis Team (Disbanded March 2020) | To connect individuals facing addiction challenges with treatment and support services²⁶ "Provides outreach services to high-risk, street-involved individuals with substance abuse problems as well as supports their families"²⁷ | Team no longer active. | |
| Grande Prairie | • N/A | • N/A | |
| Regional Municipality of Wood Buffalo | • N/A | • N/A | |

²⁶ Alberta Health Services. (2107). Police and Crisis Team

 $^{^{27}}$ Alberta Health Services. (n.d.). Mental Health Diversion Services.









Analysis of the Delivery of Social Services Type by Edmonton Police Service

Responding to Social Disorder & Mental Health Calls for Service

Recommendation

That the November 16, 2020, Edmonton Police Commission report CR_8437, be received for information.

Previous Council/Committee Action

At the July 6/8, 2020, City Council meeting, the following motion was passed:

1. a. That the Edmonton Police Commission:

Work with Administration to bring forward analysis on how many calls for service are driven by mental health, addictions, homelessness or other social and public health factors; and how many calls could be better responded to by partners through interagency partnerships without police intervention.

Executive Summary

A combination of mental health and social disorder calls for service data has been compiled to respond to the City Council motion around the potential of defining how many calls could be better addressed by partner agencies. Social disorder calls were analyzed, as this category generally encompass calls related to addictions, homelessness, or other social and public health factors.

When a call for assistance is received by the EPS Police Communications Branch, it is triaged. When a requirement for a police officer response is identified, it is prioritized based on risk to persons and property, the recency of the event and is categorized based on the circumstances gathered from the caller. **Unfortunately, the details** gathered at the time of a call are not always clear or complete due to the limited perspective of the caller and the dynamic nature of the event.

Each call is evaluated on its own merit and circumstances to determine what the police response will be. Utilizing data from January 1 – December 31, 2019, the Edmonton Police Service (EPS) received 385,034 calls for assistance to its Emergency Communications Branch.

It is imperative to note that **192,513** (or **50%**) of the **385,034** phone calls to police were triaged upon receipt and did not require dispatch of the police. Those included referrals to other emergency service providers and community safety and social service partners. Included in the 50% that are forwarded to other agencies, are circumstances that are related to homelessness or addictions that do not require police attendance.

The remaining 192,521 (or 50%) phone calls for assistance resulted in the dispatch of EPS officers in a first response capacity and are considered "calls for service". This report analyzes these remaining calls for service.

It is common for initial calls for assistance to be emotionally charged and evolving with little, fragmented or incomplete information being shared. It is also characteristic for information to be received from multiple sources. Because of the unknowns and the potential volatility of these situations, a police officer first response is required. As a result, escalation in risks and violence must be continually assessed by both the dispatch centre and the police officers involved. As well, police officers are prepared with the equipment, training and have the necessary authorities under legislation including (but not limited to) the Mental Health Act and the Criminal Code of Canada that other interagency partners **do not** have.

Understanding social disorder and mental health calls:

Of the 192,521 calls that resulted in the dispatch of EPS officers in a first response capacity, 48,810 (25%) were **initially** classified as social disorder and 8,259 were **initially** classified as mental health for a total of 57,069 calls.

On-going assessment of the dynamics and situational specifics of these social disorder and mental health generated calls for assistance from the public necessitated reprioritization for immediate / urgent police officer first response in 540 cases. That is, 1-2 cases a day are escalating to dangerous and dynamic situations. There are only so many decisions that can be made based on the information received, and it would be a risk to transfer them to other agencies without initial police involvement. If

it was clear that the police should not respond it would have been triaged out with the first 50% of the calls received. It is important that police are involved and are not replaced in the initial triage of the call to ensure the safety of any partnership agencies and the public.

In many cases, police are called by other emergency services and community/social service providers to ensure the safety of their responders. For 4,798 calls for service in 2019, EPS was initially deemed not required; however, the changing dynamics, situational specifics and escalation of risks and violence necessitated dispatch for immediate police response. It is important to note that many of our partner agencies have staging protocols that govern their engagement in certain circumstances until police have investigated and the situation is deemed safe; it is after this determination that the partner agencies will engage.

Looking at this from the rear-view mirror, or hind-sight, crime is entangled with social disorder calls 38% of the time. The challenge we are confronted with is how, with only initial reporter information during a stressful situation, do the police disentangle the crime from the social disorder calls for service in a timely manner. The summation of all of this is that only after first response can police ensure the situation is safe and appropriate for referral or hand off to a community service partner. To attempt this referral without police first response, exposes our partners and public to elevated risk 38% of the time.

Report

Background

Definitions

Social disorder calls for service categories include (but are not limited to):

- Trouble with Person(s)
- Trouble not known
- Trouble with Intoxicated person(s)
- Check on Welfare
- Suspicious Person
- Noise Complaint Bylaw
- Mental Health Complaints

Police "intervention" refers to the active engagement of a police officer to improve a situation, with the intent to obtain a positive outcome for the offender, victim, and/or community.

Police "attendance" refers to the presence of a police officer, at the request of a service provider, social agency, or member of the public to provide support in the event a situation escalates

Background

On an annual basis, the EPS responds to a wide spectrum of calls for service including (but not limited to); gang violence, homicide, sexual assault, intimate partner violence, break and enters, mischief, traffic violations and social disorder.

Calls for service can be generated by the public through a 9-1-1 call, a call to the non-emergency line, or a walk-in at a police station. Police officers can also initiate calls for service.

It is important to note that information provided by the initial complainant does not always reflect the complete picture of the situation officers encounter upon initial arrival at the scene. When a call for front-line response is dispatched, it is not precise in determining the severity of the situation and/or the potential for a situation to escalate. Simply because it is categorized as a social disorder call, it does not mean that police attendance is not required, as indicated in the social disorder definition above.

Police operate 24/7, 365 days a year, including all statutory holidays and can respond in person to individuals requiring assistance. This is not the case for many community service agencies who may be in a position to assist. Although there are crisis lines available 24/7, it is imperative to remember that they are not able to respond in person to intervene if the situation escalated to a high-risk event, such as a suicidal person situation. It is first responders that respond initially, as they ensure a situation is safe for further partnership agencies to assist.

Calls for Service

EPS received 385,034 calls for assistance in 2019. 192,513 (50%) of these calls were triaged, and the remaining 192,521 (50%) resulted in the dispatch of police officers. A statistical analysis has been conducted on these 192,521 remaining calls that were

dispatched, as well as the statistics related to both social disorder and mental health calls for service. The following is an explanation of the dynamic nature of calls for police service, including qualitative information to inform the statistics provided. A clear takeaway from this analysis was that the call for service initial information provided does not necessarily reflect the situation upon initial assessment.

Mental health and social disorder data presented in this report highlight the dynamic nature of calls for service and their associated risks.

- 40% (24,000) of all social disorder calls warranted police investigation. Of this 24,000.
 - o 3.077 involved violent and non-violent crimes
 - o 1278 individual victims of violent crimes were identified and supported
- 4,798 calls were received from other first responders and other agencies, because these other agencies were contacted first. 40% of those calls included violent and non-violent crime and required police involvement
- based on the availability of initial information, 45% of the total mental health related calls were not able to be accurately categorized at the outset of call evaluation

Calls for Service – Social Disorder

Of the calls for service, just over 25% were **initially** related to social disorder concerns (48,810). (Attachment 1 Social Disorder Calls for Service and Associated Crimes 2019, Infographic).

The largest sub-category of social disorder calls was those evaluated and dispatched as 'trouble with person' events (14,824) for which there is a broad scope of potential issues.

After an initial assessment by the responding officer, the social disorder calls were often found to be incorrectly identified by the reporting source:

- 11% of the calls for service (6,457) were determined **not** to be social disorder calls
- 27% of social disorder calls were originally reported as a crime but required police attendance to diffuse and assess the situation to make the determination that the reported crime was a social disorder call.

Although most of the calls for service were given an appropriate categorization by call evaluators, upon review or receipt of new information nearly 1% of calls were upgraded to a higher response priority for patrol response, due to level of risk. (Attachment 2, Police Priority Level Classification).

At the conclusion of the analysis of the calls for service it was determined that 33% (64,219) of the total calls for service involved some form of social disorder, but nearly 40% (~24,000 or 65 / day) of those required a police investigation. Of those, 3,077 (~13%) involved related violent or non-violent crimes. Of the volume of social disorder calls for service through investigation were identified as violent crime and not social disorder calls at all. The top 5 types were sexual assault, assault bodily harm / assault with a weapon, uttering threats, assault and aggravated assault. Approximately 5 per day (1937) of those initially classified as social disorder were non-violent crime.

Calls for Service – Mental Health

8,259 of the calls for police service were related to mental health concerns. (Attachment 3, Mental Health Related Calls for Service and Associated Crimes 2019, Infographic). Over half of those calls were initially categorized as active suicide attempts, requiring police involvement for safety concerns and ability to utilize legislative authorities, such as apprehension under the Mental Health Act.

Although most of the calls for service were given an appropriate categorization by call evaluators, upon review or the receipt of new information just over 1% of those calls were upgraded to a higher response priority for patrol due to level of risk.

In 2019, over 45% of the total mental health related calls for service had to be reclassified at the outset of the call evaluation based on the information received. After an initial assessment, approximately 2,500 calls that began as mental health related calls (~25% of annual calls) were determined not to be primarily mental health related. Conversely, roughly 1800 calls (~20% of annual calls) were determined to be mental health related after having been evaluated and dispatched as a different call type. These changing classifications highlight the dynamics of the types of calls our police officers attend and the requirement to be appropriately trained, equipped and flexible in those situations.

This finding represents a significant reclassification rate if the EPS were to stop responding to any mental health related calls for service without them first having been

evaluated by other mobile mental health response options. Further, over half of the calls initially evaluated and dispatched as active suicide attempts, were re-classified upon the initial investigation, with the bulk of those being reclassified as 'mental health act complaints.' Without having police attend the event and make preliminary assessments safely and with the authority, there would be no way in determining if the subject's life was imminently at risk.

When Mental Health Act calls are reported, someone has called for emergent help. These calls are filled with high emotion, they are evolving and are unpredictable. 95% of Mental Health Act calls for service are suicide attempts or complaints of a person's mental health. The other 5% of mental health related calls are for deaths by suicide, persons with mental health warrants, and general calls for assisting sick persons. Police are granted the authority to arrest the individual and take them to a facility for medical intervention, with or without a warrant, if necessary.

It is the police that have the authority and resources to respond in an expedient manner, such as higher rates of speeds in marked police vehicles. Additionally, they are able to obtain information in emergent situations, such as pinging a phone of a suicidal person to locate them prior to them causing harm to themselves. As an example, in the summer of 2020 police were able to bring a female to safety after she had threatened suicide and was located on the top of the High-Level Bridge. EPS Crisis Negotiators were used and convinced her to comply with a safety harness to be put on her during a high angle rescue conducted by Tactical Section. This is just one of numerous examples where police have the equipment and training available that other agencies do not have. Attached are 3 examples of the effort and resources that EPS members commit to mental health crisis situations with the goal of a safe resolution for everyone. (Attachment 4, Incident Summaries of Time and Resources)

It is worth noting that of the 10,100 mental health calls for service, 1841 were reclassified as mental health calls at the end of the investigation. Often, there are mental health concerns which present themselves during criminal investigations or police interventions in the community. There are also additional calls for service each year which are not identified as being mental health related, yet mental health concerns are a secondary driver to the situation, such as in a homicide.

The EPS also examined how many mental health calls intersected with criminal investigations. In 2019, only 2% of calls which were deemed mental health related also resulted in criminal investigations and charges (164 of the 7,990 calls). The most

common violent crime was assault, with sexual assault, and assault with a weapon or causing bodily harm also significant contributors to the 70 violent crimes investigated. In those 70 violent crime investigations, 94 victims were identified. Of the non-violent crimes, the most common charge was breach of recognizance (~37%), with mischief also being a driver of charges.

Over and above that crime, your police officers were victims of violent crime totaling 93 charges, including assault, assault causing bodily harm, assault with a weapon and attempts to disarm a police officer.

Situations that police respond to are dynamic and unknown. From 2000 – 2017 police used force that resulted in the death of 13 individuals in response to a weapon that was a risk to officer's lives. 5 of these individuals had shot at police. Interestingly, 38% of the calls that police were responding to were social disorder calls. To ensure compliance with ASIRT, 2018 – 2020 data has not been included in this assessment. (Attachment 5 – Lethal Force Encounters Graph)

Supporting our Community Partners

The EPS received 4798 calls from other first responder agencies and other social service organizations. Calls from Emergency Medical Services accounted for nearly half of those calls, with 'other agencies' such as Children's Services or mobile mental health teams accounting for another 30% of those calls. These calls represent the event for which the EPS does not receive directly from concerned community members, but to which we are still called because of the support we offer to other emergency and social services in the community. Events of this nature of supporting other agencies represented approximately 13 calls per day for front-line EPS members.

Challenges with Agencies Responding Independently

If calls for service were identified and reassigned to social agencies as a more direct referral response, this does not necessarily eliminate the need for police to attend those calls. The assumption that police demand would be reduced by the exact number of call types reassigned to other social agencies is false, as it is quite likely social agencies would still engage the EPS for assistance or to respond.

The absence of a criminal investigation does not mean that the EPS does not have a role to play with calls involving mental health, social disorder, and other social issues – such as problem properties being addressed by city bylaw officers, child protection

matters being investigated by Children's Services, or mental health concerns being assessed by AHS' mobile mental health teams. In these instances, police attendance is still required; however, it is possible that the time spent at a location and engaging with the subject may be reduced.

Factors Impacting Agency Response

Based on an analysis of dispatched calls to the front line, trends with social disorder and mental health calls for service were identified. A significant gap has been identified regarding the availability, based on timing, of most social agencies compared to when social disorder calls or mental health calls are received. Although there are other issues previously mentioned, the lack of availability during the times required is one more reason that it is not feasible to have other agencies respond in replace of the police. They simply are not as available.

In the analysis, it was learned that the highest number of social disorder calls occurred between 3:00PM and midnight, with mental health calls for service peaking between 2:00PM and 10:00PM. Social disorder calls peaked from Friday – Sundays. (Attachment 6, 2019 Dispatched Calls by Month).

After police have responded to the call for service, there are various factors that impact social agency and services ability to respond to assist as an immediate follow-up including (but not limited to); very few services are available 24/7, closure on public holidays, and general operating hours between 08:00 – 16:00. Agencies also have the prerogative to respond / not respond to requests originating from the community or police officers. There are several examples where EPS officers were trying to find another agency to assist individuals and were turned away for a variety of different reasons. As a result, the EPS remained responsible and accountable for them. (Attachment 7, Available Community Service Providers Map)

EPS Partnership Programs

The Police and Crisis Team (PACT) work in partnership with Alberta Health Services (AHS), on multi-disciplinary teams consisting of police officers and mental health practitioners. In 2019, the teams recorded over 5,100 interactions on calls which involved mental health related concerns.

As a result of having a mental health practitioner in the field with immediate support of a police officer, only 7% of their interactions resulted in a subject being apprehended under the Mental Health Act for their own safety. The resources available to the mental health practitioners are much broader than the police officer's ability to apprehend

based on the specific criteria detailed in the Mental Health Act. Of the 3564 distinct people PACT units dealt with in 2019, only 34 of them (1%) accounted for 7% that were apprehended under the Mental Health Act; this uneven concentration of resource draw explains why having specialized programs to ensure continuity of services is important to successful interventions. EPS, as a result of Vision 2020, expanded PACT by two additional Constables.

With 24,399 unique individual persons associated to 24,321 social disorder occurrences, ~1% of those individuals (233) accounted for 27% (6547) of those occurrences (Attachment 1, Social Disorder Calls for Service and Associated Crimes 2019, Infographic). Those few individuals also accounted for the majority of crimes generated from the social disorder related calls for service.

In 2019, EPS referred 720 calls to REACH's 24/7 Crisis Diversion¹ to ensure vulnerable community members were provided immediate safety in non-emergency crisis situations. Of calls responded to by 24/7 Crisis Diversion, 304 calls required the support of either EPS or EMS² because the individuals either escalated in their behaviour or required medical assistance beyond what 24/7 Crisis Diversion could provide.

Summary

Social disorder and mental health are a very broad category and are intertwined, and they are often times simultaneous. It is not an isolated event to be strictly related, or strictly unrelated to homelessness, mental health, addictions, or social factors. If that was the case, it is triaged out in the first 50% of calls that are not dispatched as a call for service. By further attempting to deter calls for service without police attendance there is a risk that presents itself to those responding and to the public.

As it has been identified, disorder related calls need coordinated intervention. This report clearly outlines the importance of working in partnership, and not one in replace of the other "to promote safety and security for all Edmontonians, including those at risk, by meeting existing needs and working with others to address underlying social and economic barriers to a safe city."³

Corporate Outcomes and Performance Management

¹ 24/7 Crisis Diversion Team, Annual Report 2019, Civitas Consulting

² 24/7 Crisis Diversion Team, Annual Report 2019, Civitas Consulting

³ City of Edmonton, The Way Ahead, Corporate Outcomes

| Corporate Outcome(s): Edmonton is a safe city | | | |
|--|---|---|--------------------|
| Outcome(s) | Measure(s) | Result(s) | Target(s) |
| . Citizens are satisfied and confident in community safety service provided by EPS | Public perceptions of police performance | 83%, average or good job 85%, average or good job 70%, average or good job 79%, average or good job | Monitoring only |
| EPS engages with public and partner agencies to prevent crime | Public perceptions of police performance • Recommendation s for improved service | Top 5 recommendations 1. More visible police presence 2. Improve officer behaviour 3. More officers 4. Faster, more efficient response to calls 5. Improved communication with public | Monitoring Only |
| EPS provides efficient service | Public perceptions of police performance | 58%, somewhat or strongly agreeing | Monitoring only |

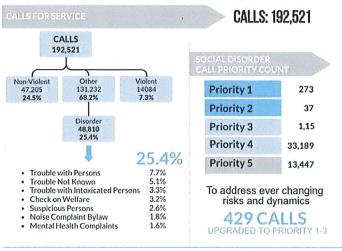
- 1. Social Disorder Calls for Service and Associated Crimes 2019
- 2. Police Priority Level Classification
- 3. Mental Health Related Calls for Service and Associated Crimes 2019
- 4. Incident Summaries of Time and Resources

Analysis of the Delivery of Social Services Type Events by Edmonton Police Service

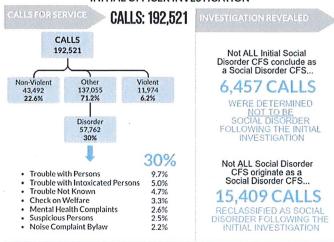
- 5. Lethal Force Encounters
- 6. 2019 Call for Service Trend Analysis, Dispatched Calls by Month, Day, and Time
- 7. 2019 Daytime Community Service Providers



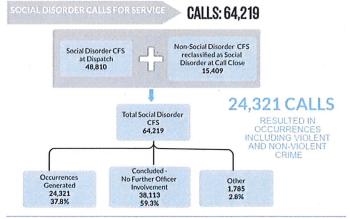
INITIAL COMPLAINANT INFORMATION



INITIAL OFFICER INVESTIGATION



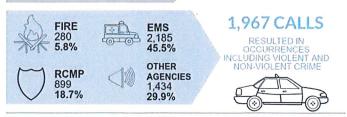
RESULTS AT CONCLUSION OF INVESTIGATION



EPS ASSISTANCE FOR SAFETY AND SUPPORT OF PARTNERS

ARTNER AGENCIES CALLING FOR HELP

CALLS: 4,798





Produced by
Business Intelligence Production Section (BIPS)
Page dul 56 du 121367



24,321 SOCIAL DISORDER OCCURRENCES INCLUDE VIOLENT AND NON-VIOLENT CRIME

VIOLENT & NON VIOLENT CRIME

OCCURRENCES: 3,077

20.7%



VIOLENT CRIME 1,140 4.69%



NON-VIOLENT CRIME 1,937 7.96% TOP 5

• Assault

• Assault - Bh/Weapon

• Utter Threats

• Sexual Assault

• Assault - Aggravated

TOP 5

24.4%

10.6%

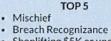
6.1%

3.7%





Occurrences Requiring Use of Force 238 7.7%



Breach Recognizance
Shoplifting \$5K or under
Possession - Meth
Breach of Probation
4.0%



VIOLENCE AGAINST EDMONTON OFFICERS

SOCIAL DISORDER OCCURRENCES

OCCURRENCES: 24,321



VIOLENCE AGAINST POLICE OFFICERS

54 OCCURRENCES



93

Total Charges for Assaulting Police

| Charge | # of Charges |
|---|--------------|
| ASSAULT A PEACE OFFICER | 57 |
| ASSAULT PEACE OFFICER/BODILY HARM | 3 |
| ASSAULT WITH INTENT TO RESIST LAWFUL ARREST | 4 |
| ASSAULT-PEACE OFFICER WHILE CARRYING WEAPON | 2 |
| DISARM OR ATTEMPT TO DISARM A PEACE OFFICER | 4 |
| OBSTRUCTING A PEACE OFFICER | 5 |
| RESISTING A PEACE OFFICER | 18 |
| TOTAL | 93 |

DISPROPORTIONATELY HIGH INVOLVEMENT IN OCCURRENCES

SOCIAL DISORDER OCCURRENCES

OCCURRENCES: 24,321

UNIQUE INDIVIDUALS INDENTIFIED 24,399

Accused, Arrested, Charged, Subject, Suspect or Suspect Charged



TOP 1% 233 TOTAL INVOLVEMENT IN 2019

> 6,547 OCCURRENCES

VIOLENT CRIME

NON-VIOLENT CRIME 2,615



Date: June 17, 2020

Produced by

Business Intelligence Production Section (BIPS)

Page 157 of 1367



24,321 SOCIAL DISORDER OCCURRENCES INCLUDE VIOLENT AND NON-VIOLENT CRIME

OCCURRENCES: 3,077



VIOLENT CRIME 1,140 4.69%



NON-VIOLENT CRIME 1.937 7.96%

TOP 5 Assault 35.4% Assault - Bh/Weapon 24.4% **Utter Threats** 10.6% Sexual Assault 6.1% Assault - Aggravated 3.7%



Occurrences Requiring Use of Force 238



 Mischief 20.7% Breach Recognizance 17.2% Shoplifting \$5K or under 6.9% · Possession - Meth 5.5% 4.0% · Breach of Probation

TOP 5

Victims Identified 1,278

VIOLENCE AGAINST EDMONTON OFFICERS

OCCURRENCES: 24,321



54 **OCCURRENCES**



Total Charges for Assaulting Police

| Charge | # of Charges |
|---|--------------|
| ASSAULT A PEACE OFFICER | 57 |
| ASSAULT PEACE OFFICER/BODILY HARM | 3 |
| ASSAULT WITH INTENT TO RESIST LAWFUL ARREST | 4 |
| ASSAULT-PEACE OFFICER WHILE CARRYING WEAPON | 2 |
| DISARM OR ATTEMPT TO DISARM A PEACE OFFICER | 4 |
| OBSTRUCTING A PEACE OFFICER | 5 |
| RESISTING A PEACE OFFICER | 18 |
| TOTAL | 93 |

DISPROPORTIONATELY HIGH INVOLVEMENT IN OCCURRENCES

OCCURRENCES: 24,321

Accused, Arrested, Charged, Subject, Suspect or Suspect Charged



TOP 1% 233

IN 2019

6.547 **OCCURRENCES** VIOLENT CRIME 486

NON-VIOLENT CRIME 2,615



Date: June 17, 2020

Produced by

Business Intelligence Production Section (BIPS)

Page 158 of 1367

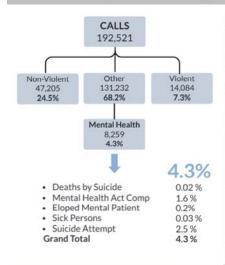
Police Priority Level Classification Attachment 2

| Priority | | Response Time Performance Target | |
|----------|--|--|--|
| Code | Definition/Example | (80% of the time) | |
| 0 | Officer in Distress / Officer Needs Assistance | | |
| 1 | In Progress Person At Risk - Response will likely prevent or reduce harm to a person | Dispatch Time + Travel Time ≤ 7 minutes | |
| | e.g., assault with a weapon in progress | | |
| | In Progress Property At Risk - Immediate response | | |
| 2 | will likely prevent or reduce the further loss of property | Dispatch Time + Travel Time ≤ 12 minutes | |
| | e.g., a neighbor observing an auto theft in progress | | |
| | Just Occurred - Immediate response will increase the | | |
| 3 | likelihood of locating a suspect | Dispatch Time + Travel Time ≤ 17 minutes | |
| | e.g., mischief that occurred very recently | | |
| | The Nature of the Occurrence is Time Sensitive | | |
| 4 | e.g., a shoplifter is in-custody with security and is cooperative | Dispatch Time + Travel Time ≤ 40 minutes | |
| | General Service - The nature of the offence is not time sensitive | | |
| 5 | e.g., a business finds that they were vandalized the night before (i.e., the absence of <i>in progress</i> or <i>just occurred</i>) | Dispatch Time + Travel Time ≤ 180 minutes | |
| 6 | The Occurrence is Minor in Nature (eg.) Bylaw | | |
| | Hold Event - A P5 general service call placed on hold | | |
| 7 | until the EPS and the caller are both available to make contact. e.g., a business vandalism right before the business closes, which is put on-hold until next morning | | |
| 9 | Broadcast - Information only | | |



INITIAL COMPLAINANT INFORMATION

CALLS: 192,521



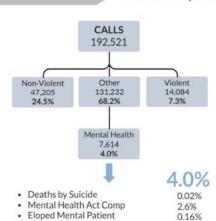
| Priority 1 | 184 |
|------------|------|
| Priority 2 | 7 |
| Priority 3 | 595 |
| Priority 4 | 6751 |
| Priority 5 | 712 |

To address ever changing risks and dynamics 111 CALLS

UPGRADED TO PRIORITY 1-3

INITIAL OFFICER INVESTIGATION

CALLS: 192.521



Not ALL Initial Mental Health CFS conclude as a Mental Health CFS...

2,486 CALLS

WERE DETERMINED NOT TO BE MENTAL HEALTH FOLLOWING THE INITIAL INVESTIGATION

> Not ALL Mental Health CFS originate as a Mental Health CFS...

1,841 CALL

RECLASSIFIED AS MENTAL HEALTH FOLLOWING THE INITIAL INVESTIGATION

RESULTS AT CONCLUSION OF INVESTIGATION

0.05%

1.1%

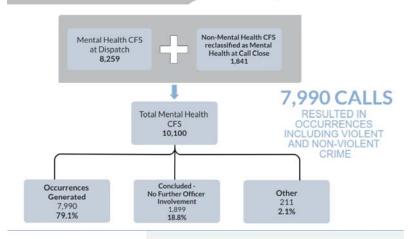
4.0%

Sick Persons

Grand Total

Suicide Attempt

CALLS: 10,100





Page 160 of 1367

Date Produced: June 24, 2020

:

Page 2



7,990 MENTAL HEALTH RELATED OCCURRENCES INCLUDE VIOLENT AND NON-VIOLENT CRIME

VIOLENT & NON VIOLENT CRIME

OCCURRENCES: 164



VIOLENT CRIME 70 0.9%



| | TOP 5 | |
|---|---------------------|-------|
| ٠ | Assault | 34.3% |
| • | Sexual Assault | 18.6% |
| ٠ | Assault - Bh/Weapon | 14.3% |
| • | Assault - Police | 8.6% |

· Utter Threats to Per/Prop 7.1%

| TOP 5 | |
|---------------------------|-------|
| Breach Recognizance | 37.2% |
| Mischief | 13.8% |
| Possession - Meth | 7.4% |
| Breach of Probation | 5.3% |
| Shoplifting \$5K or under | 5.3% |



Occurrences Requiring Use of Force 11.6%



VIOLENCE AGAINST EDMONTON OFFICERS

MENTAL HEALTH RELATED **OCCURRENCES**



OCCURRENCES: 7,990



Total Charges for Assaulting Police

CHARGE

- Assault a Peace Officer
- Disarm or Attempt to Disarm a Peace Officer
- Resisting a Peace Officer

2 2

8

PACT DIVISION

INTERACTIONS

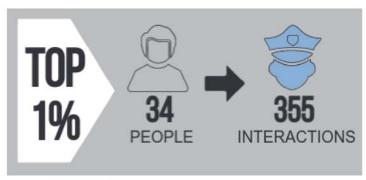
TOTAL INTERACTIONS 5,126

NUMBER OF



DISTINCT PEOPLE 3,564

INTERACTIONS: 5,126



ONLY of interactions result in the individual being apprehended



Produced by

Business Intelligence Production Section (BIPS)

Date Produced: June 24, 2020

Page 161 of 1367

Incident Summaries of Time and Resources

The following incident summaries are representative of the time and the effort invested by the police to professionally resolve critical incidents. When information is reported that a person is a risk to themselves or others, and the subjects fail to cooperate with the police upon contact to verify their well-being, the police are mandated to ensure the safety of the public including the persons believed to be in crisis. Initial reported information must be assessed and validated. Lawful purpose for police attendance must be established. Specialty resources including mental health professionals are utilized as required, to provide the best options or tactics to safely resolve the incident for all parties, or until a determination is made that the subject is not an imminent threat to themselves or others.

Situation #1

At 1725 hours, EPS responded to a 3'rd party report of a suicidal adult who had made suicidal statements. Members approached the residence and attempted to communicate with the subject without success. Investigations revealed that the subject was on judicial conditions as a result of domestic violence including no contact with his spouse or the location.

Phone contact was established but the subject refused to come out. Members located the spouse prior to their return to the residence. It was confirmed that the subject was alone inside the residence and was arrestable for breaching conditions plus there was significant concern of harming self or others. Some form of drug impairment was apparent.

By 2043 hours, negotiations were not progressing. The subject became agitated. A full critical incident response resulted with a mission to have the subject come out in order to ensure welfare and deal with the criminal elements. Several negotiation strategies were implemented in consultation with the mental health professional on scene. At 0045 hours, the subject finally came out without any force being required.

Situation #2

At 1652 hours, police attended a location to apprehend an adult subject on a Form 8 Mental Health Order. Service had been attempted two days earlier, but the attempt was aborted when the subject would not let them into the residence. On this date, police were permitted entry into the residence, but the subject had barricaded the door to the basement. Information surfaced that the subject had unlawfully confined their spouse the preceding weekend. Verbal contact through a door was made with the subject; however, the subject refused to exit. A Police and Crisis Team responded. They had history of the subject and had been trying to connect with him for two weeks to no avail. They were concerned for the subject's well-being for allegedly not taking medication to control a bi-polar disorder the past six weeks. A condition of not taking medication was an escalation in aggression and manic behavior. The crisis worker formed an opinion that the subject's condition would only worsen and make future attempts to apprehend more volatile. It was believed that the subject was alone in the basement. Upon consultation with a critical incident commander,

Page 1 of 3 Report: CR_8437

the mental health professional and negotiators, it was deemed necessary to apprehend the subject this date to prevent self-harm or harm to others. The incident commander controlled the police tactics that followed.

Negotiators in consultation with the mental health professional continued negotiation strategies to no avail. Tactical utilized technology to try and observe and stimulate the subject to negotiate. Tactical attempted to speak to the subject through the basement door. The subject sounded agitated and refused to come out. The subject proceeded to poke a hole in the basement door. That was followed up with the subject shooting long nails from the basement up through the floor. Significant grinding, sawing and banging were heard. Several more nails were fired out of the basement. The subject stated that if the police were not going away, "we're about to play a game."

The necessity for our continued attendance at the residence was revisited by the incident commander including a Police and Crisis Team, negotiators and investigative feedback about threats made to the spouse. There was significant concern for the subject not tending to his own well-being and his risk to other family members. The subject also had a medical condition requiring medication that he allegedly was not taking. A medical doctor was interviewed and expressed concern for the subject's medical well-being from not taking medicine for a prolonged period; to a point where the subject may have a stroke. He allegedly had another appointment in two days, but from past behavior, there was no belief that he would attend. He had been apprehended by police twice in the past for mental health. He had spoken of his dislike for police in the past.

Throughout the next few hours, many tactics were employed without success to stimulate the subject to speak with negotiators. The subject actively responded to all attempts by further barricading or making attempts to disable specialty equipment. It was apparent that the subject's behavior was not improving, and he was not inclined or capable of negotiating. Further mental health opinions were that the subject was displaying some psychosis, could be very unpredictable and a danger to others. The incident commander determined that it was in the best interests of the subject and the public that the subject immediately be apprehended. The commander approved a chemical agent deployment to influence the subject to come out. At 0227 hours, a chemical agent was deployed and immediately had the desired effect. The subject removed his barricade, exited the basement, was apprehended and provided immediate medical attention. No physical force was required.

Situation #3

At 0652 hours, police attended a location in relation to a complaint where a person was unlawfully confined, robbed and assaulted at gunpoint. By 0940 hours a suspect location was identified. Four of five occupants exited the suspect location as requested. The remaining suspect advised she would not come out, would shoot it out with police and wanted to die. She had a long history of incarceration, drug dependency and mental health. She was adamant that she did not want to go back to jail and spoke of abuse that she had experienced in

Page 2 of 3 Report: CR_8437

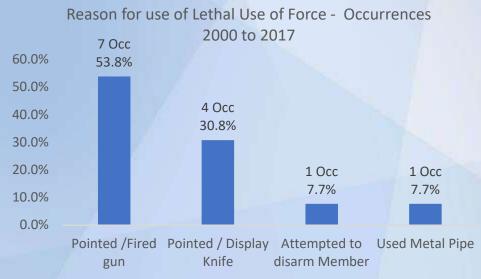
a male institution. A witness reported that she had taken ketamine and cocaine earlier in the day and had more accessible.

A critical incident commander was contacted and took command of the event. Negotiations were occurring, but were not progressing. The subject was adamant she would force suicide by cop. The Mental Health Professional strongly believed the event may end in suicide or forced confrontation. Over the course of the next several hours, many negotiation techniques and some tactical options working in parallel were utilized. Minimal progress was thought being made, when the negotiator spontaneously advised of a slight change in behavior. Another negotiator strategy was promptly implemented and resulted in the subject coming out. She had advised she would put the gun down, put on her shoes and came out after approximately 9 hours of negotiation.

Page 3 of 3 Report: CR_8437



EPS Members in Imminent Danger in All Lethal Use of Force Occurrences



- In all lethal force occurrences the suspect used a weapon or threatened the use of a weapon against EPS officers:
 - The suspect shot at EPS officers in 38.5% (5 of 13 occurrences) of all lethal force occurrences.
 - EPS officers were shot at by the suspect in 71.4% of lethal force occurrences where the suspect had a gun (5 of 7 occurrences).
 - EPS officers were shot by the suspect in 3 of the 5 occurrences (60.0%) where the suspect shot at police.
 - EPS officers were shot at or had a gun pointed at them in all 7 (100%) occurrences where the suspect had a gun.
 - EPS Officers were stabbed by the suspect in 1 of 4 (25.0%) lethal force occurrences where suspect had a knife.
 - EPS Officers were stabbed or threatened by the suspect with a knife in all 4 (100%) occurrences where the suspect had a knife.
- EPS Officers were injured in 30.8% of lethal force occurrences (in 4 of 13 lethal force occurrences)

2019 Dispatched Calls by Month



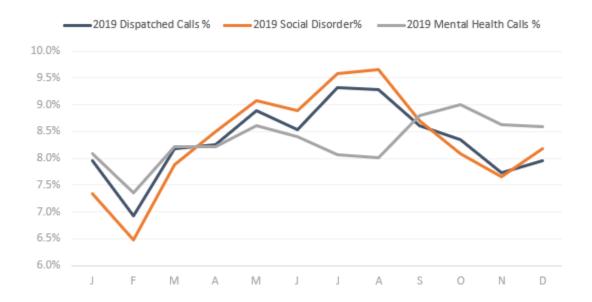
2019 Social Disorder Calls by Month



Page 1 of 6 Report: CR_8437

2019 Mental Health Calls by Month



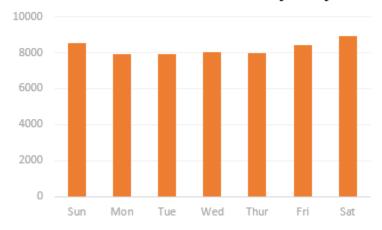


Page 2 of 6 Report: CR_8437

2019 Dispatched Calls by Day of Week

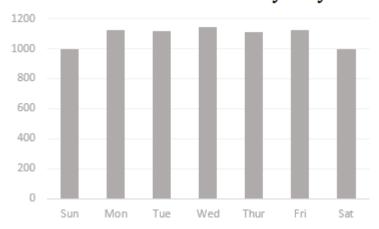


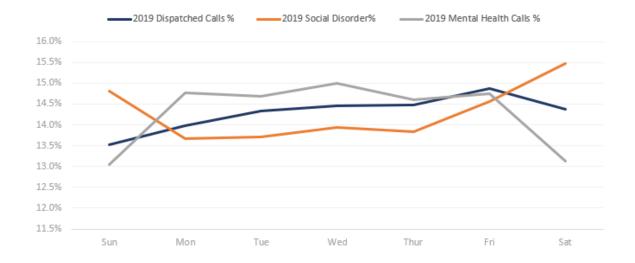
2019 Social Disorder Calls by Day of Week



Page 3 of 6 Report: CR_8437

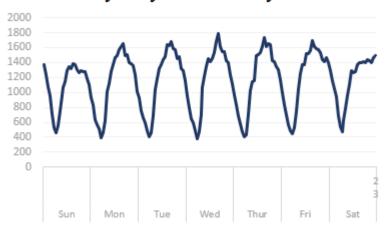
2019 Mental Health Calls by Day of Week





Page 4 of 6 Report: CR_8437

All Calls by Day of Week by Hour

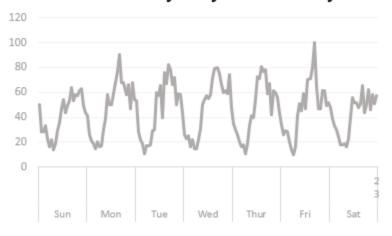


Social Disorder by Day of Week by Hour



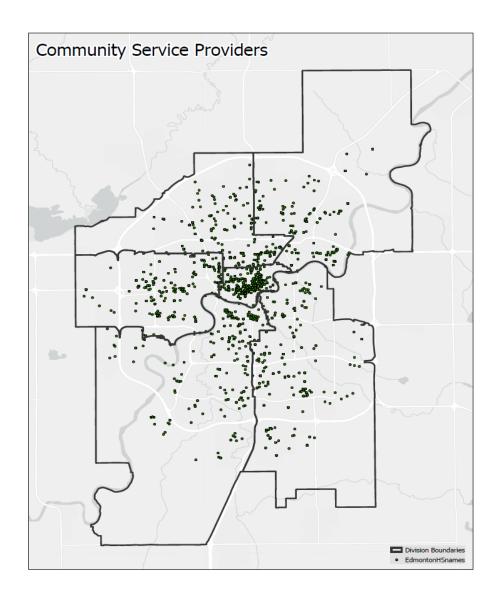
Page 5 of 6 Report: CR_8437

Mental Health by Day of Week by Hour



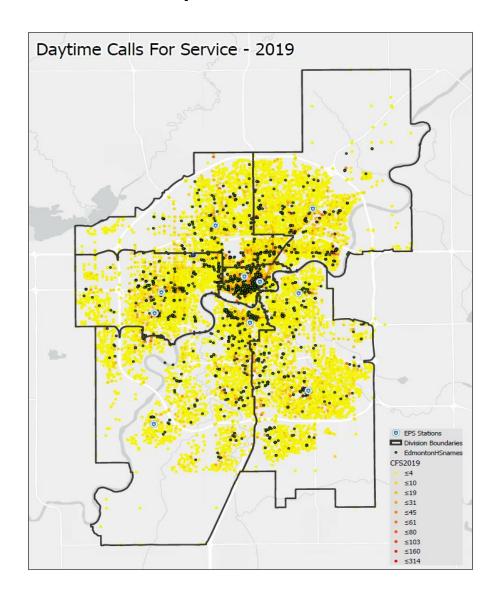
Page 6 of 6 Report: CR_8437

2019 Daytime Community Service Providers



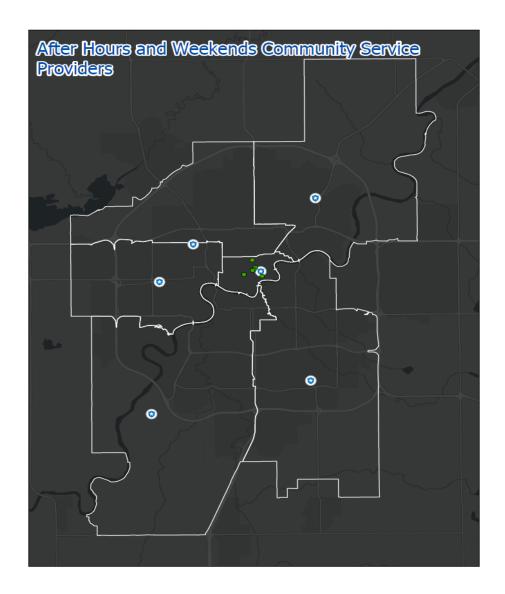
Page 1 of 4 Report: CR_8437

2019 Daytime Calls for Service



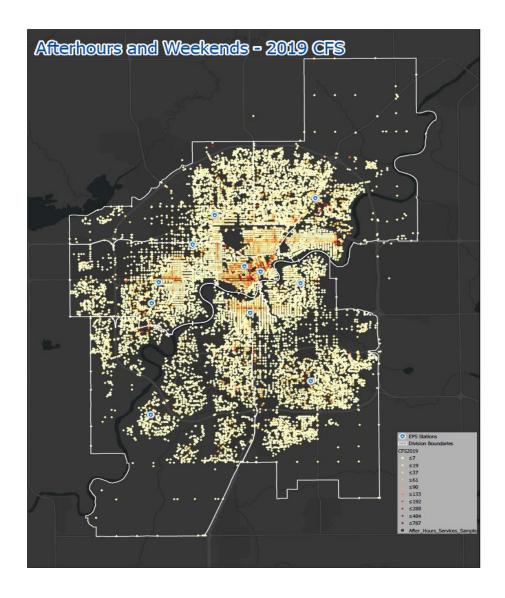
Page 2 of 4 Report: CR_8437

2019 After Hours & Weekend Community Service Providers



Page 3 of 4 Report: CR_8437

2019 After hours and weekend Calls for Service



Page 4 of 4 Report: CR_8437

Report back on implementation of consultant's recommendations

Recommendation

That the November 16, 2020, Edmonton Police Commission report CR_8439, be received for information.

Previous Council/Committee Action

At the July 6/8, 2020, City Council meeting, the following motion was passed:

1(c) That Administration:

Ask the EPS to review the 2018 consultant's report entitled City of Edmonton Street Checks Policy and Practice Review and report on work or plans to implement the consultant's recommendations to enhance accountability in regards to the ways Police interact with racialized or vulnerable people, and report back to Council/Committee.

Executive Summary

The Edmonton Police Service (EPS) supports the creation of a standardized and defensible guideline for street checks that assists police in police duties and encourages a positive relationship with the community. The EPS also acknowledges a need and purpose for provincial guidelines respecting street checks and Street Check Reports. The EPS has done considerable work over the past several years related to policy, practices, and training with respect to street checks, which started in 2016, prior to the 2018 Griffiths Report on Street Checks.

In 2016, ten recommendations were made internally by the EPS because it was acknowledged that improvements needed to be made. In 2018, Dr. Griffiths' released recommendations regarding street check reports. The report confirmed that if properly conducted, street checks can be a valuable component of effective policing and of ensuring community safety and security.

The EPS has conducted Street Check Reviews bi-annually since 2016 and will continue to conduct annual reviews to ensure oversight and maintain public

Progress Report on the City of Edmonton Street Check Report - Report back on implementation of consultant's recommendations

confidence. Currently, the EPS is working with the Province in the development of Provincial Guidelines for street checks.

Report

Background

A street check is a proactive conversation with a person or a group of people. The purpose of a street check is to gather information that may assist police officers in preventing or investigating criminal activity. They are initiated when a police officer sees a person in unusual or unexpected circumstances, or when an officer wants to check on a person's health and well-being. This engagement consists of police trying to better understand what the individual is doing in that location at that time. The information gathered from a street check can be a critical tool for police in preventing or solving crime. There is no detention authority in a street check, and there is no onus on the individual to provide information to the police.

Any relevant information collected from a street check is recorded onto a 'Street Check Report' and stored in the confidential EPS Records Management System. Should a crime take place in the same area, Street Check Reports taken from that same area can be reviewed to determine who was in the area at the time.

2016 EPS Review and Community Engagement

The EPS conducted its own review of Street Check Reports in 2016. The audit discovered some areas that required improvement so, in response, the EPS conducted a comprehensive review on its street check policies, practices, and processes. As a result of this 2016 review, the EPS implemented new policies, procedures, and conducted community engagement and information sessions.

As part of that review, community engagement and information sessions took place with several groups, including the African Youth Dialogue, John Humphrey Centre's Youth Action Project, Treaty 6 Chiefs and Board members, Boyle Street Community Services, Bissell Centre, iHuman, Bent Arrow Traditional Healing Society. These groups and numerous others provided EPS with a wide range of perspectives. In addition, the Chief's Advisory Council, a group of citizens that represent religious, cultural and ethnic communities of Edmonton were consulted and provided valuable insight into the development of ten recommendations for the EPS to improve its practices of street checks.

Currently, collaboration is occurring with the Province to determine an appropriate retention schedule and strategy. Extensive training has been developed for recruits and patrol members, and the EPS implemented a bi-annual auditing process to identify opportunities for improvement and are continuing with an annual process of regular reporting to the Edmonton Police Commission.

While this 2016 review was underway and changes were being made, the Government of Alberta announced that it would be reviewing street checks and making its own set of guidelines. Several months later, the Edmonton Police Commission announced that they too would be conducting a review. The report was concluded in 2018 and is commonly referred to as the Griffiths Report.

2018 – Edmonton Police Commission – Griffiths Report Recommendations

In 2018, the EPC engaged an external consultant to conduct a further review and audit designed to examine the use of Street Checks by the EPS amidst concerns of biased policing. It is important to note that the above listed recommendations from 2016 were in the process of being implemented at the time of the Griffiths Report.

The Griffiths Report resulted in 17 recommendations focused on specific Street Check processes as well as broader suggestions such as increasing the diversity of EPS. Attached as "Attachment 1" is a detailed listing of the recommendations and the associated updates.

2020

The EPS is currently working with the Province towards provincial guidelines for street checks in Alberta that reflect the findings of the Edmonton Police Commission Street Check Review (2018), Ontario's review of their Collection of Identifying Information in Certain Circumstances Regulation (2017) and various current law enforcement street check policies. A letter from Chief McFee to Honourable Madu, the Minister of Justice and Solicitor General of Alberta, is attached as "Attachment 2".

<u>Conclusion</u>

EPS has done considerable work over the past several years to develop a framework of policy, training and procedures around Street Checks that ensure that existing best practices are continued. This framework ensures a level of transparency around the organization's operations, to maintain the trust of the public. The EPS will continue to collaborate with the Province to ensure that adherence with the guidelines, once in place, will be met.

Public Engagement

In 2015, community engagement and information sessions were held with several social sector groups as well as the Chief's Advisory Council at the time that represent religious, cultural and ethnic communities of Edmonton.

The EPS is currently conducting a *Commitment to Action* to engage with 50 of the city's Black, Indigenous, racialized, and underserved communities in reimagining policing, community safety and well-being. The new strategy acknowledges current community concerns and calls for change, addresses racial injustice, and advocates for the need to work collectively to build, strengthen and repair police-community relationships.

This will be part of 3 streams of engagement to better understand the role of police in the context of public safety. This public engagement approach will help the service evolve and understand what safety means to the community as well as to modernize the EPS in it's overall policing roll. This work is aligned in our Strategic Plan and will help inform success towards achieving our goals.

The 3 streams are:

- 1) Community Engagement with Black, Indigenous, Racialized and Underserved Communities
- 2) Business, social agency and key stakeholder engagement
- 3) Broad Public Engagement

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Edmonton is a safe city | | | |
|--|--|---|--------------------------------|
| Outcome(s) | Outcome(s) Measure(s) Result(s) Ta | | Target(s) |
| Citizens are satisfied and confident in community safety service provided by Edmonton Police Service | Public perceptions of police performance | Source: 2018 Citizen Survey, administered through open link | Increase from previous results |
| | •Ensuring safety of citizens | •83%, average or good job | |
| | •Enforcing the laws | •85%, average or good job | |
| | Treating people fairly | •70%, average or good job | |
| | Being approachable | •79%, average or good job | |
| | •Confidence with the EPS | ●72%, somewhat or strongly agreeing | |

Progress Report on the City of Edmonton Street Check Report - Report back on implementation of consultant's recommendations

| Overall Satisfaction | ●67%, rating as average or excellent | |
|---|--------------------------------------|--|
| Officer Competency | ●74%, somewhat or strongly agreeing | |
| Adequate Service Levels to Public | ●58%, somewhat or strongly agreeing | |

Attachments

- 1. EPS Street Checks 2018 Recommendations Update
- 2. Alberta Association of Chiefs of Police Letter to Minister Madu

Others Reviewing this Report

• Edmonton Police Service Chief's Committee

EPS Street Checks – 2018 Recommendations Update

| # | Recommendation Response | | |
|---|---|---|--|
| | | • | |
| 1 | Initiate a public dialogue on street checks. | Community Engagement Strategy is currently taking place with 50 different diverse community engagement meetings. The EPS is seeking to address, inform, learn from and engage our community on issues such as racism and discrimination, and establish an ongoing dialogue on items such as street checks, and privacy issues. Future strategies will be dependent on key transformational | |
| | | actions identified. Along with this, the EPS will work with the EPC to outline the context issues emerging and forecast how they may impact the EPS goals and outcomes and the community. | |
| 2 | Reduce the disconnect between senior management and the line level with respect to the objectives and conduct of street checks. | The EPS has implemented a centralized approval process for Street Checks to increase their consistency. A Criminal Intelligence Unit constable is responsible for all of the approvals of Street Check Reports. Through this process, line level members receive consistent feedback with respect to the objectives and conduct of Street Checks which aligns with that of Senior Management. In addition, internal communication has been developed and shared with line level members to inform and educate on Senior Management's expectations related to the objectives and conduct of Street Checks. | |
| | | Policy changes and training have occurred that provide clearly defined procedures regarding Street Checks. Through this continued and consistent messaging EPS is confident that any disconnect between Senior Management and line level members has significantly reduced. | |
| 3 | Increase the diversity of the EPS. | The EPS is actively pursuing the hiring of a more diverse police service to ensure appropriate responses and understanding of the diverse community it serves. The EPS's Recruit Selection Unit (RSU) works with a Diversity Positive Advisory Recruiting Committee (DPARC) to continually seek ways and develop initiatives to engage with Edmonton's diverse community in a manner that will attract interest in Policing as career choice and increase the number of applications received from visible minorities. This DPARC is made up of representatives from seven diverse communities. | |
| | | The RSU also has specific initiatives which target recruitment from Edmonton's diverse communities; these initiatives include building relationships with leaders and key influencers in Post-Secondary Student and Religious / Ethnic Clubs and Religious Institutions and advertising and interviewing with various Cultural & Community Media outlets. | |

Page 1 of 5 Report: CR_8439

| # | Recommendation | Response |
|---|--|---|
| | | To support interested recruits through the hiring process and prepare them for Recruit Training, the RSU has developed a Recruit Applicant Mentorship Program (RAMP) and a Recruit Mentoring Academy (RMA). RAMP started in January 2017 and mentors those potential applicants who are a visible / sexual minority or female through the hiring process. RMA, the first of its kind in Canada, launched in March 2017. In the RMA prospective applicants are hosted at an academy to mentor them regarding ethics in policing, public speaking, and physical fitness, while building relationships with the EPS recruiting staff. Of the 139 members of the academy, 79 have been hired, most of whom would not have been hired through the traditional recruitment process. |
| | | In June 2018, RSU developed specialized bias awareness training. All members of RSU have since attended this specially designed training. |
| | | Over the past two years EPS has hired 140 new police officers with a broad range of educational qualifications, from certificates to doctorates. Of these new officers, 46 were women (33%) and 40 identified as visible minorities (29%) with 15 languages other than English spoken between them. Currently, the national average for female police officers in a police organization is approximately 20%. |
| | | Since 2017, the diversity of the police officers hired has increased substantially, with the number of recruits self-identifying as belonging to a diverse population increasing from 12% in 2016 to 57% in 2019. |
| 4 | Address the privacy issues surrounding | EPS will review the Provincial guidelines once established and ensure implementation of the guidelines. |
| | street checks | The EPS continues to ensure that policies and processes align with provincial and federal privacy legislation with respect to the sharing of information with external law enforcement agencies. |

Page 2 of 5 Report: CR_8349

| # | Recommendation | Response | |
|---|--|--|--|
| 5 | View street checks as a | As noted in recommendation #1: | |
| | microcosm of the larger issues related to racism and discrimination against communities of diversity | A Community Engagement Strategy is currently taking place with 50 different diverse community engagement meetings. The EPS is seeking to address, inform, learn from and engage our community on issues such as racism and discrimination, and establish an ongoing dialogue on items such as street checks, and privacy issues. Future strategies will be dependent on key transformational | |
| | | actions identified. Along with this, the EPS will work with the EPC to outline the context issues emerging and forecast how they may impact the EPS goals and outcomes and the community. | |
| 6 | Improve officer knowledge of the communities and persons they police | For several years, the EPS has brought in a variety of representatives from different community groups and marginalized populations to speak to officers on their experiences and perspectives. | |
| | | In addition, Recruit Training program has been updated to include a more robust communication component as well as existing training on cultural safety and the inclusion of diverse communities. Topics taught in Recruit Training intended to inform members of the communities and persons they police include: | |
| | | a. Providing Quality Customer Service b. Professionalism, Ethics & Integrity c. Bias Awareness d. Indigenous Historical Trauma & Smudge e. LGBTQ2S+ Community f. Historical Trauma & Cultural Safety g. Power and Privilege h. Victim Offender Overlap i. Trauma Informed Policing & Adverse Childhood | |
| | | Experiences (ACE) j. Community Conversations k. Procedural Justice and Police Legitimacy | |
| | | Continuing professional development in these areas includes mandatory training and eLearning material for our membership. | |
| 7 | Create additional report forms. | The EPS is currently undergoing a records management system (RMS) modernization project. This will include new templates and workflows according to an established information management process. The SCR will be included within this project and be subject to this new information | |

Page 3 of 5 Report: CR_8349

| # | Recommendation | Response |
|----|--|---|
| | | governance model. |
| | | |
| 8 | Monitor for pretense policing | Through already established processes and procedures, the EPS monitors and appropriately responds to signs of unprofessional conduct. These already established processes and procedures include, but are not limited to the accountability model, early intervention and the work conducted by the Professional Standards Branch. The EPS is confident that these established processes monitor for pretense policing. |
| 9 | Monitor for de-policing. | As stated in #8 |
| | | Through already established processes and procedures, the EPS monitors and appropriately responds to signs of unprofessional conduct. These already established processes and procedures include, but are not limited to the accountability model, early intervention and the work conducted by the Professional Standards Branch. The EPS is confident that these established processes monitor for depolicing. |
| 10 | Monitor for procedural justice in police-citizen encounters. | Throughout recent training efforts, and an update of the EPS recruit training curriculum, significantly more emphasis on communication has been provided. This included professionalism, achieving certain communication objectives, and additional instruction on complex de-escalation techniques in order to achieve successful officer-citizen interactions. Recent training also included the purpose and 'how to' behind street checks, with attention to indicators of criminality (not race) and attention to being fair and managing bias. GBA+ training has been rebranded as Modern Policing Analysis and is a tool used to assess how diverse groups of people may experience service provision and be differently impacted by policies, programs, and initiatives across the EPS. |
| | | It identifies ways to reduce and prevent inequalities in our police service which promotes an equality of outcomes for all through practicality, pragmatism, and accessibility. |
| 11 | Monitor for problem officers. | Through already established processes and procedures, the EPS monitors and appropriately responds to signs of unprofessional conduct. These already established processes and procedures include, but are not limited to the accountability model, early intervention and the work |

Page 4 of 5 Report: CR_8349

| # | Recommendation | Response |
|---|----------------|---|
| | | conducted by the Professional Standards Branch. |
| | | |
| | | |

Page 5 of 5 Report: CR_8349

November 6, 2020

Honourable Kaycee Madu Minister of Justice and Solicitor General of Alberta 424 Legislature Building 10800 - 97 Avenue Edmonton, AB T5K 2B6

RE: Street Checks

Minister Madu,

The Alberta Association of Chiefs of Police (**AACP**) is grateful for the opportunity to provide initial input on street checks in Alberta. Street checks are, at their core, conversations between police and the community. They are an effective tool for reducing crime and enhancing community safety and well-being. Street checks are not illegal.

There is no uniform definition of street checks; however, the AACP suggests it must only capture face-to-face interactions, outside of police stations, where personally identifying information is collected by police. The information is collected for a valid law enforcement purpose such as inquiring into offences that have been or might be committed; inquiring into suspicious activities to detect offences; or gathering information for intelligence purposes. The AACP specifically refutes any suggestion that observations from distance constitute a street check.

The AACP would also like to firmly establish it does not endorse the practice of "carding". Random or arbitrary collection of information has no place in policing.

Legal Landscape

The AACP Law Amendments Committee canvassed the October 2019 opinion (**Opinion**) prepared for the Nova Scotia Human Rights Commission. We believe there was a misapplication of the legal test in rendering the conclusion that street checks are illegal.

The Opinion accurately confirms police generally derive <u>powers</u> from either statute or common law. In the absence of either, the Supreme Court of Canada has articulated a test when police can exercise ancillary powers.² The Opinion fails by conflating police <u>powers</u> with police techniques or tools.

With a power, comes a reciprocal obligation for a member of the public. A good example is the common law application of investigative detention. If a police officer is lawfully placed to exercise the *power* to detain, there is a correlative requirement for a member of the public to submit to the detention. Failing to do so may result in further criminal jeopardy.

¹ Reference to the *Collection of Identifying Information in Certain Circumstances – Prohibitions and Duties,* Ontario Regulation 58/16.

² Fleming v Ontario, 2019 SCC 45.

When police conduct a street check, there is no obligation for a person to accede to the request. There is no <u>power</u> being exercised at the time. This has been recognized by the Supreme Court of Canada as well in stating "...the police cannot be said to "detain", within the meaning of ss. 9 and 10 of the Charter, every suspect they for the purposes of identification, or even interview." The Honourable Michael H. Tulloch of the Ontario Court of Appeal conducted a fulsome review of street checks in Ontario in 2018. Justice Tulloch carefully considered the socio-legal landscape of street checks, and made the following remarks (with emphasis added):⁴

As long as police interactions involve no significant physical or psychological restraint, the Charter rights under section 9 and 10(b) are not engaged.

When a police officer, without bias or discrimination, asks an individual to provide information, and the person voluntary provides information, then there is no question that the information was properly obtained.

It is possible an otherwise legal practice can become problematic. As stated above, "carding" is not endorsed by the AACP. According to Justice Tulloch carding is a "small subset of street checks in which a police officer randomly asks an individual to provide identifying information when the individual is not suspected of any crime, nor is there any reason to believe that the individual has information about any crime." Carding may be illegal whereas street checks are not. To state is succinctly, police do not require articulated authority to have voluntary conversations with members of the public, nor to collect information from members of the public.

Utility and Value

Street checks are fundamentally an interaction between police and community members. They are a tool used in community policing.

The consequences of removing street checks was commented on by Dr. Curt Griffiths in his 2018 study focused in Edmonton as follows:⁶

Banning street checks may have a number of negative consequences, including 1) displacement to other police tactics that may be less transparent and subject to less oversight and accountability;

2) hindering efforts to prevent crime, ensure safety and well-being of citizen and efforts to solve crimes; 3) not resolving the issue of procedural justice in police-citizen encounters; and 4) would not, in itself, improve relations with communities of diversity or strengthen the partnerships that exist between [police] and community organizations.

³ *R v Mann*, 2004 SCC 52 at para 19.

⁴ Independent Street Check Review – The Honourable Michael J. Tulloch, Queen's Printer for Ontario, 2018, Chapter 4 – Policing: Powers and Limits. (**Tulloch Report**)

⁵ Tulloch Report at page 4.

⁶ City of Edmonton Street Checks Policy and Practice Review – Prepared for the Edmonton Police Commission, Dr. Curt Griffiths et al., 2018 at page 295/296. (**Griffiths Report**)

lberta Association of Chiefs of Police Attachment 2

There is suggestion in the Nova Scotia Opinion that street checks have limited value. The studies conducted by Griffiths and Tulloch would, at least, suggest otherwise. Every police agency encourages members to interact with the public as much as possible, both to build relationships and to deter crime.

In fact, street checks in Alberta, when properly conducted, are consistent with the statutory mandate established by the *Police Act* as follows:⁷

- 38(1) Every police officer is a peace officer and has the authority, responsibility and duty
- (a) to perform all duties that are necessary [...]
- (ii) to encourage and assist the community in preventing crime,
- (iii) to encourage and foster a co-operative relationship between the police service and the members of the community

Street checks are a valuable tool for police and have helped solve serious and violent crimes. Further still, street checks have helped police locate missing people. If used properly, street checks can enhance the safety of our historically marginalized populations.

Countless examples on positive use of street checks are available. A few examples on short notice were provided by our colleagues at the Calgary Police Service including some recent examples.

- August 2020 a mother reported her son missing after not hearing from him for several weeks. A street check conducted days earlier assisted police with reuniting the family.
- August 2020 a shooting victim was dropped off by unidentified occupants in a vehicle registered to a company. A street check report assisted in identifying witnesses and ultimately led police to the crime scene.
- August 2020 CPS was asked to check on the welfare of an individual. Responding
 members relied upon a street check report confirming the individual suffered from mental
 health degradation and had the propensity to become violent. This information prepared the
 members to provide a safe and efficient call for service.

Weighing Benefits & Harm

The AACP recognizes building and maintaining community trust and legitimacy is paramount. We are committed to delivering equitable and professional policing.

Various communities in Edmonton participated in the 2018 study led by Dr. Griffiths. This included Bent Arrow Traditional Healing Society, Native Counselling Services of Alberta, Somali Edmonton, Africa Centre, Youth Empowerment and Support Services and REACH to name a few. Interestingly, there was no consensus on the question of whether street checks should be banned. Instead of banning street checks, community groups commented on equity and procedural fairness in the use of street checks. They called upon police to engage the communities in a meaningful

-

⁷ Police Act, RSA 2000, c P-17

⁸ Griffiths Report at page 167.

way, suggesting when the baseline relationship is healthy, street checks will be less concerning. One community member suggested "...the police should not change practices merely as a response to public pressure but should develop and execute policy with integrity and thought based on best practices."

This perceived harm associated with street checks is part of a much larger relationship piece with diverse communities across Alberta. The practice, or absence, of street checks is not the balance point for community trust. There is an important foundational piece in building and maintaining

robust relationships with the communities we serve. When that is done, street checks are part of a larger ecosystem of trust and understanding.

Conclusion

There is a fundamental difference between street checks and carding. The hallmark of carding is randomness, and the term refers to situations where police randomly ask an individual for identifying information when they are not suspected of a crime, nor have any information about a crime. ¹⁰ Unfortunately, "the two terms have erroneously become synonymous."

We fundamentally care about safety for Albertans. A moratorium on street checks may have harmful consequences to the safety and well-being of those we serve. We ask the Government of Alberta to consider working with the AACP and communities to establish uniformity across the Province rather than simply ban street checks. The issues are sufficiently complex to require further discussion and action.

We welcome an in-person meeting to discuss the topic of street checks.

Respectfully,

Chief Dale McFee, President Alberta Association of Chief's of Police

⁹ Griffiths Report at page 168.

¹⁰ Tulloch Report at page 35.

¹¹ Tulloch Report at page 35.

Dash and Body Camera

Implementation Pathways

Recommendation

That the November 16, 2020, Edmonton Police Commission report EXT00043, be received for information.

Previous Council/Committee Action

At the July 6/8, 2020, City Council meeting, the following motion was passed:

4. c. That the Mayor, on behalf of City Council, write a letter to the Edmonton Police Commission, requesting the following:

Provide information to Council on Dash and Body camera implementation pathways given Federal announcements, including costs and timelines.

Executive Summary

The Edmonton Police Service (EPS) is committed to strengthening public trust through addressing crime, harm and disorder. Video technology is one way that the EPS can contribute to creating a Healthy City.

EPS has committed to implementing in car video (ICV) in May 2020. The implementation of ICV in all EPS marked vehicles is expected to be completed by the end of 2021. The expected cost of implementation is \$5.1M for initial implementation and \$1.5M on an annual basis in operating costs. Pending City Council approval during the 2020 Fall Supplemental Capital Budget Adjustments (SCBA), \$2.0 million will be reallocated to the ICV project and EPS is committed to finding the additional \$3.1 million to complete the project within existing resources. Also, in accordance with the City's Edmonton Police Service Funding Formula policy (C604), the EPS is required to manage all operating impacts from capital projects.

Body Worn Video (BWV) is another form of video technology. Research has shown that BWV is not statistically significant or has a consistent effect on officer and citizen behavior or citizens' views of police (Attachment 1). Expectations and concerns surrounding BWV have not yet been realized in the ways anticipated by police leaders, citizens or the courts. The capital cost of implementing BWV at EPS would be \$8M with the operational costs being additional. As of the date of this report, EPS has not received any announcements or direction from federal or provincial jurisdictions mandating the implementation of BWV.

Dash and Body Camera - Implementation Pathways

Report

The Edmonton Police Service (EPS) is committed to strengthening public trust through addressing crime, harm and disorder. By themselves, cameras are unlikely to alleviate any distrust or animosities that exist between the police and local communities concerned about police bias or violence. Such issues require more prolonged forms of engagement and relationship building.

In car video (ICV), also referred to as Member Supported Video, has been available in policing since the early 1980's. The technology and its best practice uses are well established. It is a more efficient use of resources from an implementation and maintenance lens. The footage includes more detail and has a wider view of the scene and is harder to block, as well as being automatically recorded, stored and filed. The footage recording is independent of officers as the connectivity and power for the technology is dependent on the car.

Body Worn Video (BWV) is a newer technology and there are challenges such as cost, battery life and its impact to resources and video capture, resources to upload footage and scene captured i.e. BWV doesn't capture the officer. Body worn cameras appear to provide some greater level of managerial oversight of officers and encourage greater reflexivity among officers about their actions as referenced in a Lum Study on Body Work Video - (Attachment 1). Other police agencies in Canada, like Toronto, Peel Regional and Calgary, have implemented or are in the process of implementing BWV. Reports confirm that there was a significant investment needed to procure and maintain the devices as well as to store the video output.¹ Additionally, BWV has impacted the workload of court staff due to disclosure and privacy requirements. The hoped for benefits of BWV have not been seen at scale in the court systems of the larger cities yet.

The Edmonton Police Service has chosen to implement in-car video as it best reaches the outcome of increasing public trust, while being a good steward of public resources. The use of ICV would modernize the Edmonton Police Service and:

- Increase public accountability
- Increase member safety
- Provide EPS with essential data and improve court outcomes (Attachment 2)

Implementation Pathway for Member Supported Video

The EPS has already begun the planning and implementation for the ICV project. It is anticipated to be completed at the end of 2021. The key milestones for the project are:

- Q3 2020 Project Planning completed
- Q4 2020 Procurement completed
- Q4 2021 Implementation and rollout completed

| ı | ln i | C ~ r | 1/ | مما | Co | 0+0 |
|---|------|-------|----|-----|------|-----|
| ı | m | car | v | nec |) GO | STS |

Dash and Body Camera - Implementation Pathways

The initial project planning for In Car Video is underway and a preliminary cost estimate has been produced. The current project is estimated at 5.1 Million to implement ICV to the entire marked EPS fleet, and 1.5 Million annually to maintain. The procurement process for the In-Car Video solution may result in some variation from this cost estimate.

The amount for the initial implementation has been reallocated and reassigned from existing resources. Pending City Council approval during the 2020 Fall Supplemental Capital Budget Adjustments (SCBA), \$2.0 million will be reallocated to the ICV project and EPS is committed to finding the additional \$3.1 million to complete the project within existing resources. Also, in accordance with the Cities Edmonton Police Service Funding Formula policy (C604), the EPS is required to manage all operating impacts from capital projects.

This adjustment for ICV project will be reflected in the Fall Supplemental Capital Budget Adjustment (SCBA). (Attachment 3)

Body Worn Video Costs

The capital costs of implementing BWV at EPS would be \$8M. Toronto police have recently implemented BWV to their front-line members and have reported a 5-year cost of \$34.1M over 5 years to outfit some 2,350 members².

A recent inquiry to the Peel Regional Police Service, which is a similar size to the EPS, revealed that they have budgeted \$10.4M for their initial implementation of BWV. This amount does not include annual operating costs.

Given the information from the Peel Police, along with a preliminary analysis of EPS requirements for BWV, an initial estimate of the costs to implement BWV at EPS would be in the \$8M range. An estimated additional \$2M in annual operating costs would also be required. These costs include leveraging the infrastructure that would be put in place as part of the ICV implementation. The implementation of body worn video could take up to 2 years following the completion of the ICV project.

Cameras are only a part of the cost. The foundations for either in-car video or body worn video include significant requirements for technology & effort needed to review/store mass amounts of video. In addition to the need for funding, a few key questions about body worn cameras would need to be investigated:

- Privacy Policy When should the camera be recording or not (for example inside a personal residence)
- Administrative Effort Impact of footage upload speed to avoid officer down time or the impact of limited battery life on video footage (incomplete or missing video)

² https://toronto.ctvnews.ca/the-toronto-police-service-is-getting-more-than-2-000-body-worn-cameras-1.5069179

Dash and Body Camera - Implementation Pathways

The EPS is continuing to move forward with the implementation of ICV and will review the BWV in the future. The EPS will continue to ensure that organizational and financial decisions are based on best practices, trends and outcomes found through meta-analysis of evidence-based research in a Canadian policing context and not by the current political climate.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Edmonton is a Safe City | | | | |
|---|---|--|-----------|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | |
| Citizens are satisfied and confident in community safety service provided by Edmonton Police Service | Public perceptions of police performance • Ensuring safety of citizens • Enforcing the laws • Treating people fairly • Officer Competency | 83%, average or good job 85%, average or good job 70%, average or good job 74%, somewhat or strongly agreeing | TBD | |
| EPS uses a variety of responses informed by needs, data and evidence to enhance public safety | TBD | TBD | TBD | |

Attachments

- 1. Criminology and Public Policy Research on body-worn cameras
- 2. The Impact of Video Evidence on Modern Policing
- 3. Capital Profile Report

RESEARCH ARTICLE

RESEARCH ON BODY-WORN CAMERAS

Research on body-worn cameras

What we know, what we need to know

Cynthia Lum | Megan Stoltz | Christopher S. Koper | J. Amber Scherer

George Mason University

Correspondence

Cynthia Lum, Department of Criminology, Law and Society, George Mason University, 4400 University Drive, MS 6D12, Fairfax, VA 22030.

Email: clum@gmu.edu

Research Summary: In this article, we provide the most comprehensive narrative review to date of the research evidence base for body-worn cameras (BWCs). Seventy empirical studies of BWCs were examined covering the impact of cameras on officer behavior, officer perceptions, citizen behavior, citizen perceptions, police investigations, and police organizations. Although officers and citizens are generally supportive of BWC use, BWCs have not had statistically significant or consistent effects on most measures of officer and citizen behavior or citizens' views of police. Expectations and concerns surrounding BWCs among police leaders and citizens have not yet been realized by and large in the ways anticipated by each. Additionally, despite the large growth in BWC research, there continues to be a lacuna of knowledge on the impact that BWCs have on police organizations and police-citizen relationships more generally.

Policy Implications: Regardless of the evidence-base, BWCs have already rapidly diffused into law enforcement, and many agencies will continue to adopt them. Policy implications from available evidence are not clear-cut, but most likely BWCs will not be an easy panacea for improving police performance, accountability, and relationships with citizens. To maximize the positive impacts of BWCs, police and researchers will need to give more attention to the ways and contexts (organizational and community) in

which BWCs are most beneficial or harmful. They will also need to address how BWCs can be used in police training, management, and internal investigations to achieve more fundamental organizational changes with the long-term potential to improve police performance, accountability, and legitimacy in the community.

KEYWORDS

body-worn cameras, evidence-based, law enforcement, policing, review, technology

1 | INTRODUCTION

Body-worn cameras (BWCs) are one of the most rapidly diffusing technologies in policing today, costing agencies and their municipalities millions of dollars. In 2013, the Bureau of Justice Statistics Law Enforcement Management and Administrative Statistics (LEMAS) survey (Bureau of Justice Statistics, 2013) revealed that almost a third of agencies had "utilized video cameras on patrol officers." The Major Cities Chiefs and Major County Sheriffs associations surveyed their members in 2015 and found that 19% had adopted BWCs, whereas an additional 77% stated that they planned to adopt them in the near future (Lafayette Group, 2015). The International Association of Chiefs of Police (IACP, 2014) has already developed model policies for this technology, signaling its widespread use and importance in law enforcement. At the time of this publication, the Bureau of Justice Statistics had just released its first body-worn camera supplement to the LEMAS, which reports that as of 2016, 60% of local police departments and 49% of sheriffs' offices had fully deployed their BWCs (Hyland, 2018). It would likely not be an exaggeration to estimate that the number of U.S. law enforcement agencies today (end of 2018) that currently use BWCs has more than likely doubled since 2013.

The rapid adoption of BWCs in the United States has been propelled by highly publicized events in this decade involving (often) White police officers killing (often) unarmed Black individuals. Arguably the first pivotal event of this era did not involve a police officer but an armed individual posing as a neighborhood watchman, who killed an unarmed Black youth—Travon Martin—in 2012. This was followed by the shooting of Michael Brown in 2014 by a Ferguson, Missouri, police officer and then the death of Freddie Gray in Baltimore City Police Department custody in 2015. Many of these officer-involved shootings have made national headlines, and in some cases, they have led to the conviction and imprisonment of officers (see Blinder's [2017] coverage of the sentencing of a North Charleston police officer who had shot unarmed Michael Scott). Although most, if not all, of these events were caught on citizen cell phone cameras, the idea that greater accountability for police actions could be obtained had previous events been filmed became a prominent source of citizen demands for BWCs (see general discussions by Braga, Sousa, Coldren, & Rodriguez, 2018; Maskaly, Donner, Jennings, Ariel, & Sutherland, 2017; Nowacki & Willits, 2018; White, 2014).

These events were watershed moments in American policing that spurred on the rapid adoption of BWCs. They reflect, however, long-incubating concerns in the United States about police authority and racial minorities as well as about police-community relations. These concerns include law enforcement's use of stop-question-and-frisk (see Gelman, Fagan, & Kiss, 2007); increases in their use of misdemeanor arrests since the mid-1990s (see Harcourt & Ludwig, 2006; Lum & Vovak,

2018); the consistent incongruent perceptions of treatment between Whites and non-Whites in traffic and pedestrian stops (see Gallup Organization, 2014; Langton & Durose, 2013); and police use of force (see Worden, 2015), especially within Black and Hispanic communities. Many of these issues were embodied in the report and recommendations of President Obama's Task Force on 21st Century Policing (2015), in which the Task Force described the influence of both current and historical context on these issues. In culmination, this context fostered enough public and political will to generate an urgent call for BWCs in this decade. This demand was matched with a prepared supplier; technology companies had already been developing both BWCs and other similar surveillance devices (e.g., in-car cameras, license plate readers, and closed-circuit televisions). Connecting this supply with the demand was the initial \$20 million investment in BWCs by the U.S. Department of Justice (2015; administered by the Bureau of Justice Assistance) followed by continued investment in BWC acquisition and training by federal, state, and local governments.

Because the rapid adoption of BWCs was driven by public protest, law enforcement concerns, a historical backdrop, government funding, and the development of portable video technology, it should not be any surprise that BWCs were quickly adopted in a low-research environment (Lum, Koper, Merola, Scherer, & Reioux, 2015). The first review of BWCs was conducted by White (2014), who discovered only five evaluation studies had been completed as of September 2013, even though almost a third of U.S. agencies had already adopted BWCs. In other words, agencies had already begun rapidly adopting BWCs without clear knowledge about whether the technology could deliver on the high expectations of them (i.e., to increase police accountability, reduce the use of force, reduce disparity, and improve community relationships). A low-information environment is not unusual in the world of police technology adoption. Most technologies are not only adopted without research knowledge but also continue to be adopted with very little growth in evaluation research about their effects. License plate readers, for example, are a case in point (see discussion in Lum & Koper, 2017: 111–124).

The importance of scientific inquiry (and not just of technical research) about police technologies like BWCs, however, cannot be overstated. Most importantly, if law enforcement—and ultimately, citizens—intend to invest heavily in BWCs, then BWCs should do what we expect them to do. Unfortunately, researchers have consistently found that police technology may not lead to the outcomes sought, and often it has unintended consequences for police officers, their organizations, and citizens (Chan, Brereton, Legosz, & Doran, 2001; Colton, 1980; Koper, Lum, Willis, Woods, & Hibdon, 2015; Lum, Hibdon, Cave, Koper, & Merola, 2011; Lum, Koper, & Willis, 2017; Manning, 2008; Orlikowski & Gash, 1994). The reason for this is that technology is often filtered through—and shaped by—human factors (e.g., officers' reactions to and uses of technology) as well as through an agency's organizational, procedural, and cultural ways (Lum et al., 2017; Manning, 2008; Orlikowski & Gash, 1994). Without the results of rigorous research and evaluation, law enforcement leaders are left to rely on best guesses, hunches, notions about "craft," and "group think" about the impact of technologies like BWCs (see discussion by Lum & Koper, 2017). Research knowledge about technologies, if minded, not only can moderate these forces, but also it can help law enforcement agencies anticipate unintended consequences, optimize their use of already acquired technologies, or decide whether to invest in a specific technology.

Fortunately, researchers have taken a major interest in studying BWCs in the last 5 years and have tried to keep up with its rapid adoption. For example, by November 2015, Lum et al. (2015) found that completed studies about BWCs had grown to more than a dozen, with 30+ additional studies underway. Most of the studies included in both White (2014) and Lum et al.'s reviews were focused on the impact that BWCs had on officer behavior as measured by complaints and their use of force, as well as on officer perceptions about BWCs. Maskaly et al. (2017), in a review of police and citizen outcomes more specifically, found 21 empirical studies as of January 2017, which led them to conclude that

police are generally receptive to BWCs and that the cameras can exert positive effects on police behavior. Our current review, which includes all empirical studies found or accepted for publication through June 2018, consists of 70 published or publicly available studies of BWCs.² Additionally, many of these studies are rigorous outcome evaluations, which are unusual in police technology research.

Here we review, analyze, and comment on this current state of empirical research in the context of this significant era of policing in which we find ourselves. To be as inclusive as possible, we searched all relevant library and research databases available³ for publicly available reports and articles (whether published by a journal, press, organization, or the authors themselves on the Internet, or in thesis or dissertation form). We used multiple keywords (and their variants) in these searches (i.e., body-worn cameras, body worn video, body cameras, officer video, body cams, police, and video) and included any study or article that included empirical analysis (whether qualitative or quantitative). Additionally, since 2015, we have been collecting information from ongoing research projects through criminal justice conferences and symposia, grant awards from both government and nongovernment sources, and from colleagues in the field, which helped to identify studies that did not initially emerge in our database search.

Our definition of "empirical research" is broad and inclusive, and it consists of any study in which either qualitative or quantitative data were collected to study BWCs. For example, we did not limit ourselves to only outcome evaluations of BWCs. A large proportion of BWC research is not evaluative, but descriptive survey research that can lend important insights into perceptions of BWCs and their use. We did exclude theoretical, hypothetical, opinion/editorial, or legal writings in which no systematic scientific study or data collection was attempted. Because of the breadth of this research, we emphasize that we do not present a systematic meta-analysis or meta-aggregation of BWC research here.⁴ The empirical research on BWCs employs a variety of methods and perspectives, and our intention in this article is to draw out tendencies and hypotheses from this research for policy as well as for scholarly audiences. Thus, we not only report on the findings of this evidence-base but also highlight broader debates and discussions that are provoked by the research that law enforcement agencies and researchers should consider.

2 | TRENDS OF BWC RESEARCH

In total, we found approximately 70 publicly available empirical research articles⁵ as of June 2018 in which research findings related to BWCs and the police were reported. We denote these articles in our reference section with an asterisk (*). This body of research reflects, approximately, a 14-fold increase in research since White's (2014) review, a 5-fold increase since Lum et al.'s (2015) assessment, and more than a 3-fold increase since Maskaly et al.'s (2017) review. Furthermore, we found at least 111 substudies of various outcomes within these 70 publications. More than one third of the studies were conducted by researchers at Arizona State University (15 of the 70 studies) or by Barak Ariel and his colleagues (12 of the 70 studies), but the remainder were carried out by numerous researchers from many different institutions. The BWC research also took place in diverse locations. For example, although 52 (74%) of these studies were conducted in U.S. jurisdictions, 14 (20%) were implemented outside of the United States, and 4 (7%) were multisite trials conducted across multiple countries. At least a quarter of the studies were carried out in cities and towns with populations smaller than 250,000 people. Finally, the BWC research we found did not just appear in peer-reviewed journals; a third of the studies are grant reports, unpublished manuscripts, or technical reports by law enforcement agencies.

Building on Lum et al.'s (2015) typology of BWC studies, we grouped these studies into six areas of research shown in Figure 1 (studies may fall into multiple categories). These categories are as

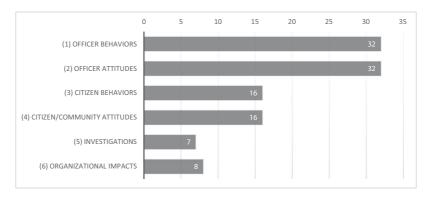


FIGURE 1 Frequency of body-worn camera studies by general outcome studied

follows: (1) the impact of BWCs on officer behavior, (2) officer attitudes about BWCs, (3) the impact of BWCs on citizen behavior, (4) citizen and community attitudes about BWCs, (5) the impact of BWCs on criminal investigations, and (6) the impact of BWCs on law enforcement organizations. As Figure 1 shows, the most common types of research on BWCs focus on how BWCs impact officer behaviors as well as on officer attitudes and perceptions about BWCs.

Table 1 lists the more specific subcategories of topics initially presented by Lum et al. (2015: Table 2, 14–17) and each study that corresponds with that subarea. Studies are listed multiple times if multiple outcomes or aspects of BWCs were examined. Because so few studies have been conducted on the impact of BWCs on police organizations, we collapse Lum et al.'s multiple categories in that area into a single grouping. We now present a narrative review of this research across these six categories.

3 | IMPACT OF BODY-WORN CAMERAS ON OFFICER BEHAVIOR

One of the greatest expectations of BWCs by citizens and perhaps by police supervisors and leaders is that BWCs can change police officer behavior, and a sizeable portion of BWC research—at least 32 studies—has been focused on officer behavior.⁶ For example, BWCs are theorized to have a deterrent effect on excessive use of force and unconstitutional actions by officers (see Ariel, Farrar, & Sutherland, 2015, and Ariel et al., 2017, for extensive discussions of the application of deterrence and self-awareness theories to BWCs). BWCs are also believed to moderate possible negative interactions (i.e., rudeness and disrespect) that officers may have with citizens (either initiated by an officer or citizen). Researchers in this area primarily have measured this impact by examining complaints made against officers as well as reports of officers' use of force.⁷ In some studies, however, scholars have also examined the impact that BWCs have on other types of officer behaviors such as the use of arrest and citations, or their proactive activities.

Methodologically, the research in this area has been rigorous. In 14 studies, scholars have used randomized controlled experiments to evaluate these effects, and in at least 10 more, they have used strong quasi-experiments or, in one case, systematic social observations. Although many of these studies comprise some amount of contamination, attrition, and design challenges, it is important to emphasize that the level of believability of these findings is fairly strong.

TABLE 1 Subareas of BWC studies with citations

| 1. Impact of BWCs on officer behavior | | | | |
|---|---|--|--|--|
| Impact on officer behavior as measured by complaints | Ariel (2016a); Ariel et al. (2015); Ariel et al. (2017); Barela (2017); Braga, Barao, et al. (2018); Braga, Sousa, et al. (2018); Edmonton Police Service (2015); Ellis et al. (2015); Goodall (2007); Goodison and Wilson (2017); Grossmith et al. (2015); Headley et al. (2017); Hedberg et al. (2016); Jennings et al. (2015); Katz et al. (2014); Mesa Police Department (2013); Mitchell et al. (2018); Peterson et al. (2018); Sutherland et al. (2017); Toronto Police Service (2016); White, Gaub, et al. (2018); Yokum et al. (2017) | | | |
| 1b. Impact on officer behavior as measured by use of force reports | Ariel (2016a); Ariel et al. (2015); Ariel et al. (2016a); Braga, Barao, et al. (2018); Braga, Sousa, et al. (2018); Edmonton Police Service (2015); Headley et al. (2017); Henstock and Ariel (2017); Jennings et al. (2015); Jennings et al. (2017); Peterson et al. (2018); Rowe et al. (2018); Sutherland et al. (2017); Toronto Police Service (2016); White, Gaub, et al. (2018); Yokum et al. (2017) | | | |
| 1c. Impact on officer discretion related to arrests or citations | Ariel (2016a); Braga, Sousa, et al. (2018); Goodall (2007); Grossmith et al. (2015); Headley et al. (2017); Hedberg et al. (2016); Katz et al. (2014); McClure et al. (2017); Peterson et al. (2018); Ready and Young (2015); Rowe et al. (2018); Toronto Police Service (2016); Wallace et al. (2018); Yokum et al. (2017) | | | |
| ld. Impact on officer's proactive behaviors (i.e., problem solving, field interviews, stop and frisk, community policing, etc. | Grossmith et al. (2015); Headley et al. (2017); Peterson et al. (2018); Ready and Young (2015); Wallace et al. (2018); White, Todak, et al. (2018) | | | |
| 1e. Impact on officer-citizen interactions using other measures (e.g., observations) | Koen (2016); McCluskey et al. (2019); Rowe et al. (2018) | | | |
| 2. Officer attitudes about BWCs | Edmonton Police Service (2015); Ellis et al. (2015); Fouche (2014); Gaub et al. (2016); Gaub et al. (2018); Goetschel and Peha (2017); Goodall (2007); Gramaglia and Phillips (2017); Grossmith et al. (2015); Guerin et al. (2016); Headley et al. (2017); Huff et al. (2018); Hyatt et al. (2017); Jennings et al. (2014); Jennings et al. (2015); Katz et al. (2014); Koen (2016); Kyle and White (2017); Lawshe (2018); Makin (2016); McLean et al. (2015); Newell and Greidanus (2017); Obasi (2017); Owens and Finn (2018); Pelfrey and Keener (2016); Ready and Young (2015); Rowe et al. (2018); Smykla et al. (2015); Tankebe and Ariel (2016); Toronto Police Service (2016); White, Todak, et al. (2018); Young and Ready (2015) | | | |
| 3. Impact of BWCs on citizen behavior | | | | |
| 3a. Impact on an individual's compliance with police | Ariel et al. (2016b); Ariel et al. (2018); Barela (2017); Grossmith et al. (2015); Headley et al. (2017); Hedberg et al. (2016); Katz et al. (2014); McCluskey et al. (2019); Toronto Police Service (2016); White et al. (2017); White, Gaub, et al. (2018) | | | |
| 3b. Impact on citizen's (victim or witness) willingness to call the police | Ariel (2016b); Edmonton Police Service (2015); Toronto Police Service (2016) | | | |
| 3c. Impact on citizen's willingness to cooperate in investigations | Edmonton Police Service (2015); Grossmith et al. (2015); Toronto Police Service (2016) | | | |
| 3d. Impact on crime and disorder when officer is present (deterrence) | Ariel (2016b); Ellis et al. (2015); Goodall (2007); ODS Consulting (2011) | | | |

TABLE 1 (Continued)

| 4. Impact of BWCs on citizen and community attitudes about police or cameras | | |
|---|---|--|
| 4a. Impact on citizen satisfaction with specific officer encounters | Goodison and Wilson (2017); McClure et al. (2017); Toronto Police Service (2016); White et al. (2017) | |
| 4b. Impact on citizen satisfaction with police more broadly (confidence, legitimacy, trust) and general support for BWCs | Crow et al. (2017); Culhane et al. (2016); Ellis et al. (2015); Goodison and Wilson (2017); Kerrison et al. (2018); Owens and Finn (2018); Plumlee (2018); Sousa et al. (2018); Taylor et al. (2017); Todak et al. (2018); Toronto Police Service (2016); White et al. (2017) | |
| 4c. Impact on attitudes related to privacy and willingness to talk to police | Crow et al. (2017); Edmonton Police Service (2015); Grossmith et al. (2015); Taylor et al. (2017); Toronto Police Service (2016) | |
| 4d. Impact on fear of crime and safety | Goodall (2007); Toronto Police Service (2016); White et al. (2017) | |
| 5. Impact of BWCs on criminal investigations, such as crime resolution, intelligence gathering, or court proceedings and outcomes | Ellis et al. (2015); Goodall (2007); Merola et al. (2016) ^a ; Morrow et al. (2016; see also Katz et al., 2014); ODS Consulting (2011); Owens et al. (2014); Yokum et al. (2017) | |
| 6. Impact of BWCs on police organizations (training systems, policies, accountability, supervision, management, budgets, resources) | Adams and Mastracci (2018); Braga, Sousa, et al. (2018); Culhane et al. (2016); Edmonton Police Service (2015); Koen (2016); Nowacki and Willits (2018) ^b ; Phelps et al. (2018); Toronto Police Service (2016); | |

^aMerola et al.'s (2016) study is a national survey of prosecutor viewpoints about BWCs. It is included in this review because of its empirical relevance to this area.

3.1 | Impact of BWCs on complaints

Although we discovered two early empirical studies of BWCs (Goodall, 2007; ODS Consulting, 2011), the two earliest outcome evaluations of the impact of cameras on officer behavior were the 2012 Rialto (California) Police Department experiment, carried out by then-Chief William (Tony) Farrar in collaboration with Barak Ariel at the University of Cambridge (see initially Farrar, 2012; Farrar & Ariel, 2013; then subsequently Ariel, Farrar, & Sutherland, 2015),8 and the Mesa Police Department (2013) quasi-experiment, analyzed by researchers at Arizona State University. Since the Rialto and Mesa studies, evaluation research on the impact that BWCs have on officer behavior has grown. In total, in 22 of the 32 studies in this area, scholars have used complaints against officers to measure BWC impact on officer behavior (see Table 1:1a), and in at least 18, they have employed experimental or quasi-experimental designs to test such effects between groups of officers, beats, or shifts with and without BWCs. In these studies, researchers have mostly found that officers wearing BWCs receive fewer reported complaints than do those that are not wearing the cameras (see Ariel, 2016a [for complaints related to use of force but not to misconduct]; Ariel et al., 2017; Braga, Barao, McDevitt, & Zimmerman, 2018; Braga, Sousa, et al., 2018; Ellis, Jenkins, & Smith, 2015; Goodall, 2007; Goodison & Wilson, 2017; Grossmith et al., 2015; Hedberg, Katz, & Choate, 2016; Jennings, Lynch, & Fridell, 2015; Katz, Choate, Ready, & Nuño, 2014; Mesa Police Department, 2013; Peterson, Yu, La Vigne, & Lawrence, 2018; Sutherland, Ariel, Farrar, & De Anda, 2017). The exceptions to this finding are

^bNowacki and Willits (2018) examined organizational characteristics associated with adoption of BWCs (not the impact of BWCs on police organizations).

in the minority. Nonsignificant impacts of BWCs on complaints against officers were discovered by Ariel et al. (2015); Edmonton Police Service (2015); Headley, Guerette, and Shariati (2017); Toronto Police Service (2016, whose results were unclear); White, Gaub, and Todak (2018, although noting a downward trend in complaints for the treatment group); and Yokum, Ravishankar, and Coppock (2017).

The more important concern for police agencies and researchers is *why* reports of complaints decline when officers wear BWCs. Perhaps the effect may be a result of a real change in officer behavior given that they know they are being recorded (Ariel et al., 2017), leading to citizens complaining less about them. The research findings on officer perceptions of BWCs in the next section, however, reveal a more complex story. Officers themselves believe that BWCs reduce specific types of complaints—frivolous, malicious, or unfounded—because citizens now realize they are being recorded. Thus, the decline in complaints seen in experimental and quasi-experimental studies may indicate a reporting effect or a change in citizen reporting behavior rather than an effect on officer behavior or even on the quality of police—citizen interactions (which may remain unaffected if the reporting hypothesis holds true). Another possibility is that officers may be informally negotiating complaints by showing potential complainants or supervisors video footage of the encounter, which may discourage citizens from pursuing complaints for reasons unrelated to whether the complaint is legitimate. Goodall (2007) and Koen (2016), for example, observed these types of exchanges.

The use of complaints as a measure of officer behavior or officer-citizen interaction could itself be problematic. Complaints are rare events relative to the large number of police-citizen interactions that occur daily. Complaints (like use of force reports) reflect the tail end of the distribution of police-citizen interactions. Other measurement approaches—such as systematic social observations, ethnographies, and even analysis of BWC footage itself—may provide further clues into the wider impacts of BWCs on everyday citizen-officer interactions. For example, McCluskey et al. (2019), through systematic social observations of officers in the Los Angeles Police Department, asserted that BWCs seem to have a direct impact on increasing the procedural justice experienced by citizens from officers. Whether changes in behavior improve police-citizen interactions may be a matter of perception, however. For example, in their ethnographic study, Rowe, Pearson, and Turner (2018) observed exchanges between officers and citizens becoming more "constrained and scripted" and "stilted and artificial" (p. 2018: 88).

3.2 | Impact of BWCs on use of force

In addition to complaints as a measure of officer behavior, in 16 studies in this area, researchers examined the impact of BWCs on officers' reported uses of force (see Table 1:1b). As mentioned, concerns about police accountability with their use of force, especially deadly force and among racial and ethnic minorities, was a primary impetus behind the push for police to be outfitted with BWCs. Like those examining complaints, many of these studies have been carried out using rigorous evaluation methods. The findings from this area of research are more equivocal, however.

For example, the findings from four experimental studies (Ariel et al., 2015; Braga, Sousa, et al., 2018; Henstock & Ariel, 2017; Jennings et al., 2015) and one quasi-experimental study (Jennings, Fridell, Lynch, Jetelina, & Reingle Gonzalez, 2017) show that officers wearing cameras use force less than do officers not wearing cameras. Additionally, in a follow-up to the original Rialto study conducted by Sutherland et al. (2017), the authors found sustained effects of BWCs on lowering use of force over time. The results of another four randomized controlled trials and an additional four quasi-experimental studies, however, show no statistically significant differences in the use of force

by officers wearing cameras compared with their non-BWC counterparts (Ariel, 2016a; Braga, Barao, et al., 2018; Edmonton Police Service, 2015; Headley et al., 2017; Peterson et al., 2018; Toronto Police Service, 2016; White, Gaub, et al., 2018; Yokum et al., 2017). The direction of the effects of these nonsignificant findings was not consistent across studies, and the findings have been equivocal in both U.S. and non-U.S. studies.⁹

Ariel et al. (2016a) recently provided one nuanced explanation to these mixed findings. They discovered that when officers have more discretion in turning on their cameras, they tend to exhibit greater uses of force than officers who have less discretion regarding their BWCs. In most of the use-of-force studies reviewed earlier, researchers did not track activation and therefore it was not clear to what extent Ariel et al.'s nuance is salient. If activation is related to use of force in these ways, however, consistently training, reinforcing, and supervising the implementation of mandatory policies may be needed to secure a positive effect of BWCs on reported uses of force (see generally White, Todak, et al., 2018; see also specific discussions on activation by Headley et al., 2017, and Roy, 2014 [later reported as Young & Ready, 2018]).

In total, these study findings do not reveal a definitive conclusion that BWCs can reduce officers' use of force. Furthermore, as with official complaints, reports of uses of excessive force are infrequent relative to more minor forms of force regularly used (i.e., handcuffing or restraining). Agencies also have various thresholds and accountability mechanisms for when a use-of-force report must be written, which could lead to variations in findings across sites. As with complaints, this may challenge whether use-of-force reports are the best measure of the impact of BWCs on police officer behavior.

3.3 | Impact of BWCs on arrest and citation behaviors

In addition to complaints and use of force, researchers have examined whether BWCs change the arrest and citation behavior of the police. For example, the wearing of BWCs might increase the use of arrests or citations if officers feel their discretion is limited or monitored (see discussions in Ariel et al., 2017; Koen, 2016; Rowe et al., 2018). Fourteen studies have been aimed at examining the impact of BWCs on officer arrest and citation behavior (see Table 1:1c). In total, the findings from these studies show no clear pattern of outcomes related to arrests and citations. For example, Ready and Young (2015) found that officers wearing BWCs made fewer arrests but gave more citations. Ariel (2016a) and McClure et al. (2017) also found that BWC-wearing officers made fewer arrests. Braga, Sousa, et al. (2018) and Katz et al. (2014), however, discovered that arrests increase for BWC-wearing officers compared with non-BWC officers, as does the Toronto Police Service (2016). Finally, neither Grossmith et al. (2015) nor Wallace, White, Gaub, and Todak (2018) found any significant impact from BWCs on arrests stemming from violent crimes or calls for service, respectively. These mixed findings occur within both randomized controlled experiments as well as quasi-experimental research. In their ethnographic research, Rowe et al. (2018) reported officers with BWCs feeling constrained in their discretion to not arrest, especially when there is evidence of an assault (i.e., they felt that had to carry out the arrest).

3.4 | Impact of BWCs on proactivity

Much less is known about the impact of BWCs on various types of police proactivity, which can encompass a wide range of activities when police are not responding to citizen-initiated calls for service. Proactivity can include activities such as problem-solving, stop-question-and-frisk, traffic enforcement, community policing and engagement efforts, directed patrol, or the use of misdemeanor

arrests to reduce disorder (National Academies of Sciences, Engineering, and Medicine [NAS], 2017). Some of these activities are controversial (for example, the use of stop-question-and-frisk), whereas others involve fewer enforcement actions (for example, community engagement strategies). Wallace et al. (2018) framed this discussion of the impact of BWCs on proactivity in terms of whether BWCs caused "de-policing" or "camera-induced passivity" of officers. Perhaps BWCs make officers more fearful of scrutiny, which leads them to "pull back" on engaging more proactively with the public. Because of the wide range of proactive activities, there are likely different opinions about whether the intent (or expectation) of BWCs should be to constrain police proactivity or whether the declines in proactivity would be considered positive or negative.

We found only six studies (three randomized experiments, two quasi-experiments, and one multivariate analysis) in which scholars empirically spoke to this question (Table 1:1d). In total, their results are not definitive. The findings of three studies seem to indicate that BWC-wearing officers may initiate more field encounters and contacts overall (Headley et al., 2017; Ready & Young, 2015; Wallace et al., 2018). Focusing specifically on stop-question-and-frisks, Ready and Young (2015) found that officers were less likely to carry out these searches when BWCs were worn, but Grossmith et al. (2015) found no such effect (neither Headley et al. nor Wallace et al. differentiate contacts from stop-and-frisks). Peterson et al. (2018) found no significant impact of BWCs on the levels of traffic stops by officers (also discovered by Headley et al., 2017). Peterson et al. also reported that for both officers with and without cameras, "subject stops" declined over time, and they declined significantly more for officers with cameras. White, Todak, et al. (2018) also found that BWC deployment did not have a significant impact on officer levels of proactivity (as measured using officer-initiated calls for service).

The authors of these studies, in the context of the broader research on proactive police activities, emphasized an important point for researchers and law enforcement officials alike. The question for researchers to pursue that might be operationally helpful to law enforcement is not whether proactivity has overall increased or decreased but which specific types of proactivity have increased or decreased (and why). As the NAS (2017) report indicated (see also reviews by Braga, Welsh, & Schnell, 2015; Lum & Koper, 2017; Lum & Nagin, 2017), some proactive activities can be effective in reducing crime without causing community backlash; some can be effective in improving citizen satisfaction (although not reducing crime); and some can be ineffective and degrade police—citizen relationships. Additionally, some types of proactivity may be controversial but also effective if used in targeted, constitutional, and very specific ways (such as stop-question-and-frisk or focused deterrence). An important question for researchers to tackle is how BWCs impact these different types of proactivity, in light of what we know about the differential impacts of various types of proactive activities.

3.5 | Impact of BWCs on disparity

One of the most important questions about BWCs that has yet to be tackled by any empirical research is whether BWCs have any impact on disparate outcomes in policing and, relatedly, whether BWCs impact 4th Amendment compliance by officers (Lum et al., 2015). The hypothesized impacts of BWCs in increasing the fairness and constitutionality of officer actions were significant reasons behind the push for, and acquisition of, BWCs in law enforcement. Yet, we know nothing about these effects beyond speculation. More generally, we do not know much about the impact that any policing intervention (e.g., specialized training, accountability adjustments, supervisory strategies, or technological advances) has on criminal justice disparity. Such research should be a priority for policing scholars.

4 | OFFICERS' ATTITUDES TOWARD BODY-WORN CAMERAS

One of the largest bodies of research on BWCs (at least 32 studies of all published or publicly available studies) has been focused on examining officer attitudes about cameras (Table 1:2). Agencies have been open to this type of research as leaders have been concerned about how BWCs might be perceived (and implemented) by their officers. Research in this area has been descriptive and focused on officer perceptions about BWCs or on their specific uses within agencies. Some of the studies have taken place within broader experimental studies described previously, whereas others have been stand-alone surveys conducted of sworn personnel within or across jurisdictions.

The methodological rigor of these surveys has varied, and we leave a methodological analysis of this research area to a forthcoming systematic review (see Endnote 6). To summarize, these studies—which most often have occurred within a single agency—have varied in terms of how representative their samples are to the population of officers in that agency, the validity of the questions used, the issues raised, and whether changes or variations in perceptions are measured either before or after cameras are acquired or between officer groups. Some studies have missing information that might help to assess the strength of the survey methodology, such as statistical testing comparing characteristics of respondents with nonrespondents or with the agency population more generally. Sometimes response rates have been less than 50%, whereas other scholars have used samples of convenience.

Despite methodological challenges, the findings from this body of work illuminate some themes for law enforcement and provoke hypotheses for further testing for researchers. For example, one consistent theme that has been reported in many of these studies is that once officers start using cameras, they feel positive (or at least neutral) about BWCs, or they become more positive about them over time (see, e.g., Ellis et al., 2015; Fouche, 2014; Gaub, Todak, & White, 2018; Grossmith et al., 2015; Jennings, Fridell, & Lynch, 2014; Jennings et al., 2015; Koen, 2016; McLean, Wolfe, Chrusciel, & Kaminski, 2015; Smykla et al., 2015; Toronto Police Service, 2016; White, Todak, et al., 2018). Additionally, Young and Ready (2015) have found that officer receptivity to BWCs may also be influenced by participating in shared events with other officers who are wearing BWCs. Overall, the most likely reason for the positive (or improved) feelings for BWCs is that officers see BWCs as protecting themselves from the public, in particular, from frivolous complaints or one-sided stories about officer conduct (Fouche, 2014; Goetschel & Peha, 2017; Koen, 2016; McLean et al., 2015; Owens & Finn, 2018; Pelfrey & Keener, 2016). Granted, some survey results have indicated that some officers believe BWCs would improve their behavior or performance (see Edmonton Police Service, 2015; Gramaglia & Phillips, 2017; Jennings et al., 2014, 2015; Makin, 2016; McLean et al., 2015; Tankebe & Ariel, 2016; White, Todak et al., 2018). In contrary studies, however, officers have been found to be skeptical of such an effect (Pelfrey & Keener, 2016), especially after experiencing BWCs (Headley et al., 2017).

Another value that officers see in BWCs is in improving the quality and availability of evidence they might need to charge individuals with crimes (Gaub et al., 2018; Goodall, 2007; Jennings et al., 2015; Katz et al., 2014; Pelfrey & Keener, 2016; White, Todak, et al., 2018). Some officers also use BWC footage to help them write reports that are more consistent with the interactions they had with citizens, rather than rely on their memory.

The positive perceptions of BWCs discovered in these surveys are in some ways surprising. The notion that officers grow increasingly positive about a technology intended to increase their accountability in light of negative circumstances could be construed as indicative of a significant incongruence between citizen and police perceptions and expectations about this technology. Officers may perceive that BWCs do not necessarily increase their accountability or change their behavior but

rather, the accountability of citizens with regard to frivolous complaints or citizen behavior (see a more general discussion of police and video by Sandhu, 2017, who shows similar findings). This point was also indirectly confirmed by Merola, Lum, Koper, and Scherer (2016) who found that most BWC footage used by prosecutors was not used to prosecute police misconduct but citizen misconduct. Put simply, officers and citizens both seem to believe that BWCs can protect them from each other. These conflicting expectations may reflect a larger dysfunction within police—citizen relationships that BWCs may illuminate but not remedy.

The collective survey results also reveal important nuances that illustrate a more complicated picture of the receptivity of BWCs by officers. For example, the study findings that do not paint a positive outlook of BWCs by officers often tie negative reactions to specific concerns. As an example, Katz et al. (2014) discovered that resistance to BWCs was partially connected to technical difficulties (i.e., the long time it took to download data) or to how it impacted their work or workload (i.e., lengthening the time to complete reports), a finding consistent with other police technology literature (see review in Koper et al., 2015). Both the officers in Katz et al.'s and in Newell and Greidanus's (2018) surveys complained that BWC footage might be used against them and that it might make officers more hesitant in their duties (see also Edmonton Police Service, 2015; McLean et al., 2015). Gaub, Choate, Todak, Katz, and White (2016) reported significant variation across different departments regarding officer perceptions of BWCs. Although over time each agency's officers reported improved perceptions of BWCs, they also became more cynical about the impact that BWCs would have on citizens (also found by Headley et al., 2017, as well as by White, Todak, et al., 2018). Officers also raised concerns in these surveys about cameras restricting their discretion or reducing their engagement in the community.

Additionally, broader organizational and social network factors may be at play in officer receptivity to BWCs, although this evidence is far from conclusive. For example, Kyle and White (2017) found that attitudes toward BWCs may be conditioned by several factors—most interestingly, officer perceptions of organizational justice. In other words, the greater the level of organizational justice that an officer perceived from his or her organization, the more positive view he or she had about BWCs. Relatedly, Tankebe and Ariel (2016) also found that officers who were more committed to their agencies were less cynical about cameras and less resistant to BWCs. In a replication of Kyle and White (2017) in a different agency, however, Lawshe (2018) did not find that perceptions of organizational justice impacted officers' views of BWCs. Similarly, Huff, Katz, and Webb (2018) found no relationship between perceptions of organizational justice and receptivity or resistance to wearing BWCs. Nor was receptivity to BWCs related to an officer's past levels of self-initiated activity, use of force incidents, or citizen complaints.

5 | IMPACT OF BODY-WORN CAMERAS ON CITIZEN BEHAVIOR

At least 16 studies were aimed at examining the impact of BWCs on citizen behavior (two were focused on citizens' perceptions of their behavior but are included). Although much less examined than the impact of BWCs on officer behavior, the researchers behind these studies tried to measure how BWCs impact citizen compliance to police commands or their physical response to police actions, which were often measured by reports of resisting arrest or assaults on officers. Within this area, we also discuss studies that were focused on the willingness of victims or witnesses to call the police and to cooperate in criminal investigations. Furthermore, we consider studies in which scholars tried to assess whether BWCs deter criminal and disorderly conduct among citizens more generally.

5.1 | Impact of BWCs on citizen compliance with police

In 11 of these studies, researchers investigated the impact of BWCs on an individual's compliance with police. In two studies, they used multisite randomized controlled experimental designs to test this impact (Ariel et al., 2016b, 2018), in one they used an experiment in a single agency (White, Gaub, et al., 2018), in six they used quasi-experimental designs of varying quality (Grossmith et al., 2015; Headley et al., 2017; Hedberg et al., 2016; Katz et al., 2014; Toronto Police Service, 2016; White, Todak, & Gaub, 2017), in one they used a systematic social observation study (McCluskey et al., 2019), and in one researchers used a weak pre- and postdesign (Barela, 2017). These researchers applied measures such as assaults on officers, reports of resisting arrest, or reported officer injuries (see Table 1:3a).

The results of these studies vary. The findings from three studies seem to show that wearing BWCs increases assaults on officers (Ariel et al., 2016b, 2018 [although these assaults did not always lead to injury]; Toronto Police Service, 2016). Ariel et al. (2018) try to explain this "paradoxical" effect: Overall assaults went down in the agencies examined, yet officers wearing cameras had higher odds of being assaulted than did their control counterparts (not wearing BWCs). They hypothesized that once officers become aware of being observed by BWCs, this inhibits their ability to function in ways that avoid being assaulted in high-stress situations. In six studies, however, scholars found no significant differences between officers with and without BWCs in terms of assaults upon them or reports of resisting arrest (Grossmith et al., 2015; Headley et al., 2017; Hedberg et al., 2016; Katz et al., 2014; White et al., 2017; White, Gaub, et al., 2018). Indeed, White et al. (2017) were skeptical of a "civilizing effect" of BWCs on citizen behavior.

5.2 | Impact of BWCs on citizen willingness to call and cooperate with the police

Aside from compliance by individuals who encounter the police, we know much less about other ways that BWCs may impact citizen behavior. For example, one concern raised about BWCs is that they may reduce people's willingness to call the police due to worries about personal privacy (Lum et al., 2015). This hypothesis continues to remain untested (see Table 1:3b, 3c). Ariel (2016b) indirectly examined this question, finding that people within low-crime places seem *more* willing to call police when the police have BWCs, but this effect was not found in high-crime places (although there was no evidence that citizens were aware that BWCs were being used in both types of areas).

Furthermore, in only one study—Grossmith et al. (2015)—did researchers examine whether BWCs impact citizens' willingness to cooperate in criminal investigations using proxy measures for cooperation. They found no differences in these proxy measures between cases handled by officers with and without BWCs. Understanding willingness both to call the police for help and to cooperate with investigations seems urgent today for some agencies who have experienced declines in their detection and clearance rates of serious violence. If victim and witness cooperation is an important factor in this decline, then understanding whether BWCs will further negatively impact cooperation for agencies that are struggling to solve cases will be an important consideration for agencies trying to improve case clearance.

In two studies, scholars use surveys to hypothesize about these effects. We include these studies in Table 1:3c, but we caution the reader about drawing causal inferences from them. For example, in the Toronto Police Service (2016) study, scholars found, when interviewing individuals retroactively, that they did not feel BWCs would impact their willingness to talk to the police as a victim, although they

might be less comfortable in an investigative or enforcement situation. The Edmonton Police Service (2015) also found from a public survey that people may be willing to provide incident information to an officer wearing a BWC, but they may not be willing to have an informal chat with the police. In both of these studies, scholars did not gauge whether BWCs have these effects in practice (although in the Toronto study, they did try to gauge this retroactively). What is needed, for example, is a study aimed at comparing areas and officers with and without BWCs and the levels of 911 calls for service over time, or a test in which police dispatchers ask individuals when they call whether they would like officers to respond with or without BWCs activated. Studies focused on examining BWC impacts on investigations might prove harder to design.

5.3 | Impact of BWCs on citizen crime and disorder

Finally, in four studies, scholars examined the impact of BWCs on crime and disorder more generally, which could be interpreted as an indirect measure of the influence of BWCs on citizen behavior. In three studies in the United Kingdom, researchers hypothesized that visible BWCs may reduce antisocial behavior or other crimes when officers with cameras are present (Ellis et al., 2015; Goodall, 2007; ODS Consulting, 2011). Small declines in crime and disorder after BWCs were seen, but these studies employed weak designs. Furthermore, it is not clear whether or why BWCs would create additional deterrent effects beyond those of officer presence. In stronger quasi-experimental study, Ariel (2016b) reported no general deterrent effects of BWCs on crime.

6 | IMPACT OF BODY-WORN CAMERAS ON CITIZEN AND COMMUNITY ATTITUDES ABOUT THE POLICE OR THE CAMERAS

We located 16 studies in which researchers assessed citizen and community attitudes about BWCs or how BWCs might impact citizen and community attitudes about the police. These studies were aimed at examining general support for BWCs by citizens and communities or citizen satisfaction with specific encounters with officers wearing cameras.

6.1 | General support for BWCs by citizens

First, many study findings (as well as widespread media coverage) indicate that citizens have supported police agencies acquiring BWCs and have high expectations for them with regard to making the police more accountable and increasing citizen confidence in the police (see Table 1:4b). This support also extends to those most likely to encounter BWCs—detained suspects of crime (Taylor, Lee, Willis, & Gannoni, 2017) as well as to numerous stakeholders (i.e., lawyers, city council members, business owners, and activists) who might be affected by police use of BWCs (Todak et al., 2018).

Nevertheless, this support comes with important caveats. For example, Crow, Snyder, Crichlow, and Smykla (2017) found that community support can be contingent on a community member's background and concerns about the police. In their study, non-White and younger respondents saw fewer benefits of BWCs (see also a similar finding by Sousa, Miethe, & Sakiyama, 2018). Kerrison, Cobbina, and Bender (2018) in their interviews of Black residents in Baltimore City also found those residents were skeptical of the use of BWCs and video by the police to secure police accountability, despite interviewees' general support for more video footage. Furthermore, Crow et al. (2017) reported that those

who perceived the police to be more procedurally fair and had more positive perceptions of police performance saw more benefits of BWCs (also found by Merola & Lum, 2014, for license plate readers), whereas those with greater fear of crime saw fewer benefits (but see, in contrast, Plumlee, 2018¹¹). The challenge is that those who see fewer benefits may be more likely to have an interaction with an officer wearing a camera. More broadly, this reflects a consistent finding in research: There are disparities between the legitimacy afforded to the police by various groups, which does not seem to be remedied by BWCs.

6.2 | Impact of BWCs on specific citizen–police encounters

Some studies were aimed at examining citizen satisfaction with specific encounters with officers wearing BWCs (Table 1:4a). We note that measures of citizen satisfaction could be approximate measures for officer behavior or even citizen behavior or feelings in response to seeing a camera. Here, the findings are less optimistic. For example, Goodison and Wilson (2017), in their randomized controlled experiment, found no significant differences in citizens' perceptions of police legitimacy, satisfaction with the interaction, or views of police professionalism between those who interacted with officers wearing or not wearing BWCs. These findings suggest that citizens' satisfaction and perceptions are likely conditioned by officers' actions and how they treat and speak to people, not just whether they are wearing BWCs, which in this case does not seem to have changed officers' behaviors. (This is somewhat contrary to the findings of McCluskey et al., 2019, discussed earlier). Interestingly, Goodison and Wilson suggested that their combined findings of a reduction in citizen complaints against officers wearing cameras but no effect on citizen perceptions may indicate a weak relationship between measures of complaints and perceptions of police encounters.

Related to this issue is whether citizens even realize an officer is wearing a camera. Just as officer self-awareness may be affected by BWCs, so too might that of citizens, but this would require citizens to know that they are being filmed (which could have positive or negative effects as discussed later in this article). McClure et al. (2017) found that many citizens who interact with police cannot remember whether officers were wearing BWCs (also discovered by White et al., 2017). This issue is further confounded by additional interventions that officers with BWC are using to improve citizen satisfaction with a specific encounter. For example, McClure et al. reported that officers' use of procedural justice scripts, rather than their wearing of BWCs, may be what creates greater satisfaction in citizens' interactions with police officers (as also hinted at by Goodison & Wilson, 2017). This may also be the case in Mitchell et al.'s (2018) study of traffic officers and complaints; all officers assigned to BWCs were given procedural justice scripts to relay to citizens stopped, which may be what caused the decline in complaints those officers received.

6.3 | Impact of BWCs on attitudes regarding privacy or fear

The findings regarding citizen privacy concerns about BWCs are similarly unclear. Crow et al. (2017), Grossmith et al. (2015), and Toronto Police Service (2016) all found that survey respondents are generally unconcerned about privacy (although the respondents in the Toronto study also said they might be less likely to chat informally with officers wearing BWCs). The Edmonton Police Service (2015) discovered that citizens were concerned about their privacy when asked in a survey but less concerned when confronted with BWCs at checkpoints. The arrestees of Taylor et al.'s (2017) study had disagreements about whether police should be able to record people, raising concerns about what the police would do with videos that were captured.

Often juxtaposed against privacy concerns are concerns about fear. White et al. (2017), for example, reported that most citizens that knew they were being recorded expressed strong agreement that BWCs made them feel safer and more confident in the police. Goodall (2007) also found that victims felt safer when officers had BWCs. As mentioned previously, though, these general feelings might mask variations across different race, ethnicity, age, or gender groups.

7 | IMPACT OF BODY-WORN CAMERAS ON CRIMINAL INVESTIGATIONS

Improving accountability for police misconduct has been a primary motivation for advocates of BWCs. Prosecutors, however, rarely bring cases against the police (Skolnick & Fyfe, 1993), and it remains to be seen whether this will change much as a result of BWCs. In their study of the use of BWCs in the courts, Merola et al. (2016) found that nearly all (93.0%) responding prosecutors' offices in jurisdictions that use BWCs use them primarily to prosecute citizens. Not surprisingly, 80.0% of responding prosecutors in Merola et al.'s survey support BWC use by the police, and 63.0% feel cameras will assist prosecutors more than defense attorneys. Only 8.3% of the respondents who were located in jurisdictions in which BWCs were available had ever used BWC footage in a case brought against an officer. Therefore, it is not surprising that we currently do not know the impact of BWCs on the investigation of officer actions.

Instead, the seven¹² policing studies in this area were aimed at examining whether BWCs can assist with the investigation and resolution of crimes and whether BWCs can increase the rate of guilty pleas, charges filed, or convictions against suspects. As mentioned, officers perceive these to be benefits of BWCs. The findings from three studies in the United Kingdom (Ellis et al., 2015; Goodall, 2007; ODS Consulting, 2011) revealed that BWCs may increase detection and clearance of criminal investigations, as well as the rate of guilty pleas. Conclusions from these studies should be taken cautiously, however, given the weaknesses in their research designs. Nevertheless, the findings from stronger studies also reveal that BWCs have investigative benefits. Owens, Mann, and Mckenna (2014), using an experimental design, found that issuing officers BWCs could increase the proportion of detections that resulted in a criminal charge for domestic violence incidents (although they were unable to determine the impact of BWCs on guilty pleas and sentencing). Morrow, Katz, and Choate, in their recent study on intimate partner violence (2016; see earlier Katz et al., 2014), found that BWC footage can make it easier for officers to pursue prosecution even without victim cooperation and that cases may be more likely to be charged or result in a guilty plea or verdict at trial.¹³

8 | BODY-WORN CAMERAS AND POLICE ORGANIZATIONS

A final area of research that has been the least examined is the impact that BWCs have on police organizations. In studies on police technologies, scholars have found that technologies often have unintended consequences on police organizations and may not deliver on their expectations (Chan et al., 2001; Koper et al., 2015; Lum et al., 2017; Manning, 2008). For example, proponents of BWCs have high expectations of them for police organizations, believing that they can improve training, tighten accountability structures and disciplinary systems and practices, or sharpen supervisory practices. But skeptics argue that BWCs place undue financial burdens on agencies with regard to maintaining the technology and hiring personnel to process videos. Some survey research findings indicate that officers fear that BWCs may further damage their relationships with supervisors and command staff or create a "robotic" culture among officers.

At the time of this review, the actual—as opposed to the perceived—effects of BWCs on law enforcement organizations were still not well understood. In Table 1:6, we highlight some studies that serve as starting points for these conversations. For example, in terms of whether BWCs can impact police training, Phelps, Strype, Le Bellu, Lahlou, and Aandal (2018), in their quasi-experimental study using BWCs for replay and decision-reflection, found little difference between groups using BWCs and those not using BWCs in terms of police identity, reflective thinking, peer learning, or attitudes toward training. They did find, however, that officers who trained with BWCs were more likely than a non-BWC control group to say that they had identified mistakes during their training, and to recall more instances of learning and reflection. Much more research is needed to understand whether BWC footage can help officers either in-field or academy training to learn and retain concepts and skills better, and whether that learning then has effects on their behavior (a question for training more generally). Koen (2016) found modest evidence that BWCs could be used for training in his study of a small agency, and BWCs were also found to be used for training by the Toronto Police Service (2016). Nonetheless, it was not clear whether BWCs had been successfully (i.e., consistently, systematically, or mandatorily) incorporated into training in either of these studies, or whether such training with BWCs affected officers' behaviors as a result (Koen, Willis, & Mastrofski, 2018). Finally, we also do not know to what extent BWCs are currently being used for training.

In regard to workload and costs, the Toronto Police Service (2016) found officers with BWCs had an increased number of arrests but a decline in discretionary warnings, the former requiring more work than the latter. At the same time, they also found that the time it took for an agency to investigate a complaint against an officer declined for officers wearing BWCs, implying cost-savings. Similar cost-benefits were also reported by Braga, Coldren, Sousa, Rodriuez, and Alper (2017), ¹⁴ who estimated that the Las Vegas Metropolitan Police Department could potentially garner a net annual savings of around \$4 million per year in costs associated with investigating complaints. We do not know, however, the impact that BWCs have on disciplinary and accountability systems more generally, such as on processes related to officer misconduct or officer-involved shootings, all of which have implications for agency costs.

Related to workload is how BWCs might impact officer burnout, an issue specifically examined by Adams and Mastracci (2018). They reported that officer burnout is greater for officers who wear BWCs, and that cameras can reduce officers' perceptions of how much their organizations support them. Nevertheless, positive perceptions of organizational support can mitigate burnout potentially caused by BWCs.

Perhaps more important to point out is that technologies often do not reform organizations insomuch as organizations shape (or inhibit) the use of the technology (Lum et al., 2017; Manning, 2008). Both citizens and police leaders might expect BWCs to strengthen the accountability infrastructure in policing (i.e., procedures for complaints and discipline; supervision, mentorship, and oversight; or recording and accounting of actions). The introduction of BWCs, however, may not achieve this goal if the existing accountability mechanisms in the agency are weak. For example, mentorship and supervision by first-line supervisors of line officers are important components of a healthy accountability structure that can foster a dynamic and transformational learning environment. Yet, if an agency does not value such mentorship or supervision, or does not have tangible ways to strengthen the officer and first-line supervisor relationship in these ways, then it is unlikely that BWCs can improve this organizational weakness. The inability of BWCs to impact accountability structures may already be seen in findings that cameras are primarily used by the police (and prosecutors) to increase the accountability of citizens, not officers. The unintended consequences frequently seen from technology are often the result of technology being filtered through the existing values, systems, and cultures of the organization, not hoped-for ones.

9 | DISCUSSION

Body-worn cameras are one of the most rapidly diffusing technologies in law enforcement. Unlike many other adopted technologies, researchers have taken a high level of interest in BWCs, and they have tried to keep up with the adoption through extensive research and analysis of both the impacts of BWCs and how BWCs are perceived by officers and communities alike. In total, we examined 70 empirical studies in this review in which scholars spoke to the impact of BWCs on officer and citizen behavior, officer and citizen attitudes, investigations, and police organizations.

What is the picture that seems to be emerging from this research? In general, officers seem supportive of BWCs, particularly as they gain more experience with them. Increasingly, officers value BWCs as a tool for their protection (against false or exaggerated accusations of wrongdoing), for evidence collection (which may be bolstered by prosecutors' support for BWCs), and for accurate reporting. It may be fair to say, however, that BWCs have not produced dramatic changes in police behavior, for better or worse. Although early findings indicated BWCs reduce the use of force by officers, more recent findings have been mixed, perhaps in part as a result of variation in agency policies regarding how the devices should be used. A more encouraging finding is that BWCs seem to reduce complaints against officers. The question remains, then, as to whether and to what degree these changes reflect citizens' reporting behaviors or improvements in officers' behavior or their interactions with citizens. On a related note, it is not clear from available evidence that BWCs improve citizens' satisfaction with police encounters, as might be expected if BWCs were having substantial effects on police behavior. In sum, BWCs may curb some of the worst police behaviors but have little impact otherwise.

Similarly, fears of depolicing from the use of BWCs have not been realized. Arrests seem as likely to increase as to decrease with the use of BWCs, perhaps suggesting that adoption of the cameras leads to more formal and legalistic responses to citizens in some contexts. Otherwise, BWCs do not seem to have discouraged most proactive field contacts or officer-initiated activities. But this issue is complex; citizens may want some types of police proactivity to decline (for example, stop-question-and-frisks or misdemeanor arrests for recreational drug use) but may want other types of proactivity to increase (problem-solving, community engagement, targeted patrol in high crime places). From an evidence-based perspective, it would seem most appropriate to hope that BWCs do not cause police to stop carrying out proactive activities that can prevent and reduce crime and that do not create negative reactions from citizens. But some proactive activities might do both; therefore, expecting BWCs to resolve this challenge is overly optimistic.

For their part, citizens are also generally supportive of police using BWCs. Nonetheless, it is not clear that BWCs improve their views of police or their behaviors toward police. One exception is that BWCs may discourage citizens from filing complaints against police in some contexts (perhaps depending on the seriousness of the officer's misconduct), but this will not necessarily translate into citizens having more positive views of police. BWCs also might exacerbate an already challenged relationship between citizens and the police, especially if citizens expect cameras to be used to increase police accountability and transparency, but officers primarily use them to increase the accountability of citizens.

Overall, then, perhaps anticipated effects from BWCs have been overestimated. If true, this should not be surprising, given the mixed and modest effects that technologies often have more generally in policing (Chan et al., 2001; Koper et al., 2015). Several caveats are in order, however. Although the number of BWC studies is large overall, the number available to evaluate any particular outcome is still often small, and findings are thus subject to change. As the evidence base grows, the use of more sophisticated meta-analyses of results will also provide better estimates of average effect sizes and contextual factors associated with desired and undesired outcomes.

Furthermore, the research evidence is still lacking on many important questions. For example, will BWCs affect legality and disparity in police actions? Will they change citizens' willingness to report crime and cooperate in police investigations? Are there differential impacts of BWCs on different groups of people or officers? Perhaps most importantly, the effects of BWCs on police organizations are still unknown. If BWCs are to produce substantial changes in police behavior and performance, these changes are most likely to come through their effects on processes in police organizations, particularly those pertaining to training, supervision, and investigation of police misconduct. Determining how BWCs affect the processes and outcomes of internal police investigations is particularly central to assessing whether BWCs achieve the purpose that was arguably the main driver of their adoption (i.e., improving transparency and accountability in the investigation of serious police misconduct, particularly surrounding the use of deadly force). These changes will come slowly, if at all, and will require long-term attention from the field. Nevertheless, they may be the most consequential for police—community relations and police legitimacy in the long run.

In the meantime, agencies will almost certainly continue to adopt BWCs. Given the ubiquity of personal video and audio recording devices, more and more police agencies are likely to conclude that they need to have their own recording of events for police—citizen encounters that go bad. There is also likely to be a growing expectation among the public that adopting BWCs is a marker of a responsive, transparent, and legitimate police organization. This will put considerable technical and financial strains on police (and prosecutors) that will also need further attention in cost efficiency analysis. Nevertheless, the behavioral changes in the field may be modest and mixed, at least in the short run.

ENDNOTES

- ¹ See the Body-worn Camera Toolkit at the following URL: bja.gov/bwc/.
- ² In some cases, we did not include a study that was technically empirical but of poor methodological quality to be included. For example, this might include a survey of 10 individuals in which no sampling frame or design was provided.
- ³ These included Criminal Justice Abstracts, National Criminal Justice Reference Service, ProQuest, Google Scholar, Social Science Citation Index, and all criminal justice-related databases available in the George Mason University library system.
- ⁴ We have been contracted by the Campbell Collaboration to conduct systematic reviews (which will include metaanalyses) of the specific areas of BWC research discussed in this article. In that review, we will present deeper analysis of the various methods (and methodological challenges) of each article as well as of the context and location of each research study to examine how relationships between study design, location, timing, and methodological approach contribute to the findings of BWC research.
- ⁵ This estimate is an approximation. In some studies, scholars pooled multiple analyses together. Other studies, which we list as distinct because they are published in different outlets with different outcomes, were conducted by the same authors and may have some overlap. Some later studies were peer-reviewed publications of portions of previous reports or unpublished documents. In these cases, we used the most recent, peer-reviewed article, except when an earlier report had findings that were not present in the later peer-reviewed article.
- ⁶ We distinguish these studies from those that were aimed at examining officers' reflective perceptions of the impact of BWCs on their behavior, which are included in the next section.
- ⁷ Michael White, Janne Gaub, and their colleagues have developed a handy online resource that summarizes studies in which the impact of BWCs on complaints and use of force has been examined. These tools are located at bwctta.com/resources/bwc-resources/impacts-bwcs-use-force-directory-outcomes and bwctta.com/resources/bwc-resources/impact-bwcs-citizen-complaints-directory-outcomes.

- ⁸ This study was based on Farrar's master's thesis at Cambridge University in the United Kingdom, which we cite as Farrar, 2012; Farrar & Ariel, 2013. Further citations regarding this study, however, refer to the peer-reviewed article: Ariel et al. (2015).
- ⁹ For example, in two non-U.S. studies, scholars found that BWCs were associated with declines in use of force (Ariel et al., 2016a; Henstock & Ariel, 2017), and in another two studies, they found nonsignificant effects (Edmonton Police Service, 2015; Toronto Police Service, 2016). Ariel et al. (2016a) showed both declines and increases in use of force, depending on the protocols followed.
- ¹⁰ Todak, Gaub, and White's (2018) findings also seem to indicate that some of the external stakeholders that they interviewed also saw the evidentiary value of BWCs.
- ¹¹ Interestingly, Plumlee (2018), in his study of university students' perceptions of BWCs, found somewhat contrary findings to Crow et al. (2017). Plumlee found that those students who perceive *greater* inequity in minority-citizen and police officer relations (perhaps suggesting *less* procedural fairness) feel BWCs can be *more* beneficial. This finding, however, was also conditioned on the student's major; interestingly, criminal justice students were much less likely to see positive benefits of BWCs than were noncriminal justice majors.
- ¹² We include Merola et al.'s (2016) study in this category because of its empirical relevance to this area. Merola et al., however, conducted a nationwide survey of prosecutor offices and their perceptions about BWCs (with regard to investigations and other issues) and not a test of the effect of BWCs on investigations.
- ¹³ Yokum et al. (2017) also examined the effects of BWCs on judicial outcomes. As this analysis lacked data to determine this outcome, however, we do not report those findings here.
- ¹⁴ Braga, Sousa, et al.'s (2018) study is the peer-reviewed publication of the Braga et al. (2017) report, and it is used in this article. Nevertheless, only Braga et al. (2017) reported the cost–benefits analysis, which is why we cite to the non–peer-reviewed report here.

REFERENCES

- *Adams, I., & Mastracci, S. (2018). Police body-worn cameras: Effects on officers' burnout and perceived organizational support. *Police Quarterly*. Epub ahead of print. https://doi.org/10.1177/1098611118783987
- *Ariel, B. (2016a). Police body cameras in large police departments. *The Journal of Criminal Law and Criminology*, 106, 729–768.
- *Ariel, B. (2016b). Increasing cooperation with the police using body worn cameras. *Police Quarterly*, 19, 326–362.
- *Ariel, B., Farrar, W. A., & Sutherland, A. (2015). The effect of police body-worn cameras on use of force and citizens' complaints against the police: A randomized controlled trial. *Journal of Quantitative Criminology*, *31*, 509–535. [NOTE: See also Farrar (2012) and Farrar and Ariel (2013).]
- *Ariel, B., Sutherland, A., Henstock, D., Young, J., Drover, P., Sykes, J., ... Henderson, R. (2016a). Report: Increases in police use of force in the presence of body worn cameras are driven by officer discretion: A protocol based subgroup analysis of ten randomized experiments. *Journal of Experimental Criminology*, 12, 453–463.
- *Ariel, B., Sutherland, A., Henstock, D., Young, J., Drover, P., Sykes, J., ... Henderson, R. (2016b). Wearing body cameras increases assaults against officers and does not reduce police use of force: Results from a global multi-site experiment. *European Journal of Criminology*, 13, 744–755.
- *Ariel, B., Sutherland, A., Henstock, D., Young, J., Drover, P., Sykes, J., ... Henderson, R. (2017). "Contagious accountability": A global multisite randomized controlled trial on the effect of police body worn cameras on citizens' complaints against the police. *Criminal Justice and Behavior*, 44, 293–316.
- *Ariel, B., Sutherland, A., Henstock, D., Young, J., Drover, P., Sykes, J., ... Henderson, R. (2018). Paradoxical effects of self-awareness of being observed: Testing the effect of police body-worn cameras on assaults and aggression against officers. *Journal of Experimental Criminology*, 14, 19–47.
- *Barela, B. P. (2017). Understanding the effects of body-worn cameras on police interactions with the public: Impact on number of assaults on officers and use of force complaints against officers. Master's thesis, University of Colorado, Colorado Springs.

- Blinder, A. (2017). Michael Slager, officer in Walter Scott shooting, gets 20-year sentence. *The New York Times*. Dec. 7. Retrieved from nytimes.com/2017/12/07/us/michael-slager-sentence-walter-scott.html
- *Braga, A. A., Barao, L., McDevitt, J., & Zimmerman, G. (2018). The impact of body-worn cameras on complaints against officers and officer use of force incident reports: Preliminary evaluation findings. Boston, MA: Northeastern University Press.
- Braga, A., Coldren, J. R., Sousa, W., Rodriguez, D., & Alper, O. (2017). The benefits of body-worn cameras: New findings from a randomized controlled trial at the Las Vegas Metropolitan Police Department. Final report to the National Institute of Justice, 2013-IJ-CX-0016, September 2017. Alexandria, VA: CNA Corporation.
- *Braga, A. A., Sousa, W. H., Coldren, J. R., Jr., & Rodriguez, D. (2018). The effects of body-worn cameras on police activity and police-citizen encounters: A randomized controlled trial. *Journal of Criminal Law and Criminology*, 108, 511–538.
- Braga, A. A., Welsh, B. C., & Schnell, C. (2015). Can policing disorder reduce crime? A systematic review and metaanalysis. *Journal of Research in Crime and Delinquency*, 52, 567–588.
- Bureau of Justice Statistics. (2013). Data collection: Law enforcement management and administrative statistics survey (LEMAS). Washington, DC: Office of Justice Programs, Bureau of Justice Statistics. Retrieved from bjs.gov/index.cfm?ty=dcdetail&iid=248
- Chan, J., Brereton, D., Legosz, M., & Doran, S. (2001). *E-policing: The impact of information technology on police practices*. Brisbane, Australia: Queensland Criminal Justice Commission.
- Colton, K. W. (1980). Police and computer technology: The case of the San Diego computer-aided dispatch system. Public Productivity Review, 4, 21–42.
- *Crow, M. S., Snyder, J. A., Crichlow, V. J., & Smykla, J. O. (2017). Community perceptions of police BWCs: The impact of views of fairness, fear, performance, and privacy. *Criminal Justice and Behavior*, 44, 589–610.
- *Culhane, S. E., Bowman, J. H., IV, & Schweitzer, K. (2016). Public perceptions of the justifiability of police shootings: The role of body cameras in a pre- and post-Ferguson experiment. *Police Quarterly*, 19, 251–274.
- *Edmonton Police Service [Mary Stratton, Peter Clissold, and Rick Tuson]. (2015). Body worn video: Considering the evidence: Final report of the Edmonton police service body worn video pilot project. Edmonton, AB, Canada: Edmonton Police Service. Retrieved from bwvsg.com/wp-content/uploads/2015/06/Edmonton-Police-BWV-Final-Report.pdf
- *Ellis, T., Jenkins, C., & Smith, P. (2015). Evaluation of the introduction of personal issue body worn video cameras (Operation Hyperion) on the Isle of Wight: Final report to Hampshire constabulatory. Portsmouth, England: Institute of Criminal Justice Studies, University of Portsmouth. Retrieved from port.ac.uk/media/contacts-and-departments/icjs/downloads/Ellis-Evaluation-Worn-Cameras.pdf
- *Farrar, W. A. (2012). [Cited also as Ariel, Farrar, and Sutherland (2015)]. Video recordings of police-citizen encounters by officers wearing body-worn video cameras: Leading a randomized control trial. Unpublished Master's thesis, Cambridge, England: Fitzwilliam College, University of Cambridge.
- *Farrar, W. A., & Ariel, B. (2013). [Cited also as Ariel, Farrar, and Sutherland (2015)]. Self-awareness to being watched and socially-desirable behavior: A field experiment on the effect of body-worn cameras on police use of force. Washington, DC: Police Foundation. Retrieved from policefoundation.org/wp-content/uploads/2015/06/The-Effect-of-Body-Worn-Cameras-on-Police-Use-of-Force.pdf
- *Fouche, A. (2014). Officer attitudes on deployment of body-worn cameras in the University of Georgia Police Department patrol division. *Campus Law Enforcement Journal*, 44, 21–28.
- Gallup Organization. (2014). *Black and White attitudes toward police*. Retrieved from gallup.com/poll/175088/gallup-review-black-white-attitudes-toward-police.aspx
- *Gaub, J. E., Choate, D. E., Todak, N., Katz, C. N., & White, M. D. (2016). Officer perceptions of body-worn cameras before and after deployment: A study of three departments. *Police Quarterly*, 19, 275–302.
- Gaub, J. E., Todak, N., & White, M. D. (2018). One size doesn't fit all: The deployment of police bodyworn cameras to specialty units. *International Criminal Justice Review*. Epub ahead of print. https://doi.org/10.1177/1057567718789237

- Gelman, A., Fagan, J., & Kiss, A. (2007). An analysis of the New York City Police Department's 'stop-and-frisk' policy in the context of claims of racial bias. *Journal of the American Statistical Association*, 102, 813–823.
- *Goetschel, M., & Peha, J. M. (2017). Police perceptions of body-worn cameras. *American Journal of Criminal Justice*, 42, 698–726.
- *Goodall, M. (2007). Guidance for the police use of body-worn video devices: Police and crime standards directorate. London, U.K.: Home Office. Retrieved from library.college.police.uk/docs/homeoffice/ guidance-body-worn-devices.pdf
- *Goodison, S., & Wilson, T. (2017). Citizen perceptions of body worn cameras: A randomized controlled trial. Washington, DC: Police Executive Research Forum. Retrieved from perf.memberclicks. net/assets/bodyworncameraperceptions.pdf
- *Gramaglia, J. A., & Phillips, S. W. (2017). Police officers' perceptions of body-worn cameras in Buffalo and Rochester. American Journal of Criminal Justice, 43, 313–328.
- *Grossmith, L., Owens, C., Finn, W., Mann, D., Davies, T., & Baika, L. (2015). *Police, camera, evidence: London's cluster randomised controlled trial of body worn video*. London: College of Policing Limited and the Mayor's Office for Policing and Crime (MOPAC).
- *Guerin, P., Cathey, D., Pacheco, C., Tonigan, A., Adams, A., Torres, S., & Coleman, E. (2016). *City of Albuquerque police department on body camera system research*. Albuquerque: Institute for Social Research, University of New Mexico. Retrieved from cabq.gov/police/documents/obcs-report-draft-all-bureaus-master-final_v102022016.pdf
- Harcourt, B. E., & Ludwig, J. (2006). Broken windows: New evidence from New York City and a five-city experiment. University of Chicago Law Review, 73, 271–320.
- *Headley, A. M., Guerette, R. T., & Shariati, A. (2017). A field experiment of the impact of body-worn cameras (BWCs) on police officer behavior and perceptions. *Journal of Criminal Justice*, 53, 102–109.
- *Hedberg, E. C., Katz, C. M., & Choate, D. E. (2016). Body-worn cameras and citizen interactions with police officers: Estimating plausible effects given varying compliance levels. *Justice Quarterly*, *34*, 627–651.
- *Henstock, D., & Ariel, B. (2017). Testing the effects of police body-worn cameras on use of force during arrests: A randomized controlled trial in a large British police force. *European Journal of Criminology*, 14, 720–750.
- *Huff, J., Katz, C. M., & Webb, V. J. (2018). Understanding police officer resistance to body-worn cameras. *Policing: An International Journal*, 41, 482–495.
- *Hyatt, J. M., Mitchell, R. J., & Ariel, B. (2017). The effects of a mandatory body-worn camera policy on officer perceptions of accountability, oversight, and departmental culture. *Villanova Law Review*, 62, 1005–1035.
- Hyland, S. S. (2018). Body-worn cameras in law enforcement agencies, 2016. Washington, DC: U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics.
- International Association of Chiefs of Police (IACP). (2014). *Body-worn cameras*. Retrieved from theiacp.org/model-policy/wp-content/uploads/sites/6/2017/07/BodyWornCamerasPolicy.pdf
- *Jennings, W. G., Fridell, L. A., & Lynch, M. D. (2014). Cops and cameras: Officer perceptions of the use of body-worn cameras in law enforcement. *Journal of Criminal Justice*, 22, 549–556.
- *Jennings, W. G., Lynch, M. D., & Fridell, L. A. (2015). Evaluating the impact of police officer body-worn cameras (BWCs) on response-to-resistance and serious external complaints: Evidence from the Orlando police department (OPD) experience utilizing a randomized controlled experiment. *Journal of Criminal Justice*, 43, 480–486.
- *Jennings, W. G., Fridell, L. A., Lynch, M., Jetelina, K. K., & Reingle Gonzalez, J. M. (2017). A quasi-experimental evaluation of the effects of police body-worn cameras (BWCs) on response-to-resistance in a large metropolitan police department. *Deviant Behavior*, 38, 1332–1339.
- *Katz, C. M., Choate, D. E., Ready, J. R., & Nuňo, L. (2014). Evaluating the impact of officer body worn cameras in the Phoenix police department. Phoenix: Center for Violence Prevention and Community Safety, Arizona State University. Retrieved from publicservice.asu.edu/sites/default/files/ppd_spi_feb_20_2015_final.pdf
- *Kerrison, E. M., Cobbina, J., & Bender, K. (2018). Stop-gaps, lip service, and the perceived futility of bodyworn police officer cameras in Baltimore City. *Journal of Ethnic & Cultural Diversity in Social Work*, 27, 271–288.

- *Koen, M. C. (2016). On-set with body worn cameras in a police organization: Structures, practices, and technological frames. Doctoral dissertation, George Mason University.
- Koen, M. C., Willis, J. J., & Mastrofski, S. D. (2018). The effects of body-worn cameras on police organisation and practice: A theory-based analysis. *Policing & Society*. Epub ahead of print. https://doi.org/10.1080/10439463.2018.1467907
- Koper, C. S., Lum, C., Willis, J., Woods, D. J., & Hibdon, J. (2015). Realizing the potential of technology in policing: A multisite study of the social, organizational, and behavioral aspects of implementing police technologies. Washington, DC: National Institute of Justice.
- *Kyle, M. J., & White, D. R. (2017). The impact of law enforcement officer perceptions of organizational justice on their attitudes regarding body-worn cameras. *Journal of Crime and Justice*, 40, 68–83.
- Lafayette Group. (2015). Major cities chiefs and major county sheriffs survey of technology needs—body worn cameras. Report prepared for the Major Cities Chiefs and Major County Sheriffs Associations.
- Langton, L., & Durose, M. (2013). Police behavior during traffic and street stops, 2011. Washington, DC: U.S. Department of Justice, Bureau of Justice Statistics.
- *Lawshe, N. L. (2018). The role of organizational justice in predicting attitudes toward body-worn cameras in police officers. Unpublished master's thesis, University of South Florida.
- Lum, C., Hibdon, J., Cave, B., Koper, C. S., & Merola, L. (2011). License plate reader (LPR) police patrols in crime hot spots: An experimental evaluation in two adjacent jurisdictions. *Journal of Experimental Criminology*, 7, 321–345.
- Lum, C., & Koper, C. S. (2017). Evidence-based policing: Translating research into practice. Oxford, U.K: Oxford University Press.
- Lum, C., Koper, C. S., Merola, L., Scherer, A., & Reioux, A. (2015). Existing and ongoing body worn camera research: Knowledge gaps and opportunities (Report for the Laura and John Arnold Foundation). Fairfax, VA: Center for Evidence-Based Crime Policy, George Mason University.
- Lum, C., Koper, C. S., & Willis, J. (2017). Understanding the limits of technology's impact on police effectiveness. *Police Quarterly*, 20, 135–163.
- Lum, C., & Nagin, D. S. (2017). Reinventing American policing: A seven-point blueprint for the 21st century. Crime and Justice, 46, 339–393.
- Lum, C., & Vovak, H. (2018). Variability in the use of misdemeanor arrests by police agencies from 1990 to 2013: An application of group-based trajectory modeling. *Criminal Justice Policy Review*, 29, 536–560.
- *Makin, D. A. (2016). When the watchers are watched: An interpretive phenomenological analysis of body-worn cameras. *Journal of Qualitative Criminal Justice and Criminology*, 4, 113–151.
- Manning, P. K. (2008). The technology of policing. New York: New York University Press.
- Maskaly, J., Donner, C., Jennings, W. G., Ariel, B., & Sutherland, A. (2017). The effects of body-worn cameras (BWCs) on police and citizen outcomes: A state-of-the-art review. *Policing: An International Journal of Police Strategies & Management*, 40, 672–688.
- *McClure, D., Vigne, N. L., Lynch, M., Golian, L., Lawrence, D., & Malm, A. (2017). How body cameras affect community members' perceptions of police: Results from a randomized controlled trial of one agency's pilot. Washington, DC: Justice Policy Center, Urban Institute. Retrieved from urban.org/sites/default/files/publication/91331/2001307-how-body-cameras-affect-community-members-perceptions-of-police_1.pdf
- *McCluskey, J. D., Uchida, C. D., Solomon, S. E., Wooditch, A., Connor, C., & Revier, L. (2019). Assessing the effects of body-worn cameras on procedural justice in the Los Angeles Police Department. *Criminology*. Epub ahead of print. https://doi.org/10.1111/1745-9125.12201
- *McLean, K., Wolfe, S. E., Chrusciel, M. M., & Kaminski, R. J. (2015). Body-worn cameras in South Carolina: Law enforcement executives' views concerning use, policies, and outcomes. Colombia: University of South Carolina. Retrieved from sc.edu/study/colleges_schools/artsandsciences/criminology_and_criminal_justice/documents/2015_census_report.pdf

- Merola, L., & Lum, C. (2014). Predicting public support for the use of license plate recognition technology by police. Police Practice and Research, 15, 373–388.
- *Merola, L., Lum, C., Koper, C. S., & Scherer, A. (2016). *Body worn cameras and the courts: A national survey of state prosecutors* (Report for the Laura and John Arnold Foundation). Fairfax, VA: Center for Evidence-Based Crime Policy, George Mason University.
- *Mesa (Arizona) Police Department. (2013). On-officer body camera system: Program evaluation and recommendations. Mesa, AZ: Mesa Police Department.
- *Mitchell, R. J., Ariel, B., Firpo, M. E., Fraiman, R., del Castillo, F., Hyatt, J. M., ... Sabo, H. B. (2018). Measuring the effect of body-worn cameras on complaints in Latin America: The case of traffic police in Uruguay. *Policing: An International Journal*, 41, 510–524.
- *Morrow, W. J., Katz, C. M., & Choate, D. E. (2016). Assessing the impact of body-worn cameras on arresting, prosecuting, and convicting suspects of intimate partner violence. *Police Quarterly*, 19, 303–325.
- National Academies of Sciences, Engineering, and Medicine (NAS). (2017). Proactive policing: Effects on crime and communities. Washington, DC: The National Academies Press.
- *Newell, B. C., & Greidanus, R. (2018). Officer discretion and the choice to record: Officer attitudes towards body-worn camera activation. *North Carolina Law Review*, 96.
- *Nowacki, J. S., & Willits, D. (2018). Adoption of body cameras by United States police agencies: An organisational analysis. *Policing & Society: An International Journal of Research and Policy*, 28, 841–853.
- *Obasi, J. E. (2017). *Police officers' perceptions of body-worn camera technology*. Doctoral dissertation, Walden University.
- *ODS Consulting [Andrew Fyfe]. (2011). Body worn video projects in Paisley and Aberdeen, self evaluation. Retrieved from bwvsg.com/wp-content/uploads/2013/07/BWV-Scottish-Report.pdf
- Orlikowski, W. J., & Gash, D. C. (1994). Technological frames: Making sense of information technology in organizations. ACM Transactions on Information Systems, 12, 174–207.
- *Owens, C., & Finn, W. (2018). Body-worn video through the lens of a cluster randomized controlled trial in London: Implications for future research. *Policing: A Journal of Policy and Practice*, 12, 77–82.
- *Owens, C., Mann, D., & Mckenna, R. (2014). The essex body worn video trial: The impact of body worn video on criminal justice outcomes of domestic abuse incidents. Ryton-on-Dunsmore, Coventry, England: College of Policing. Retrieved from bwvsg.com/wp-content/uploads/2013/07/BWV_ReportEssTrial.pdf
- *Pelfrey, W. V., & Keener, S. (2016). Police body worn cameras: A mixed method approach assessing perceptions of efficacy. *Policing: An International Journal of Police Strategies and Management*, 39(3), 491–506.
- *Peterson, B. E., Yu, L., La Vigne, N., & Lawrence, D. S. (2018). *The Milwaukee police department's body-worn camera program: Evaluation findings and key takeaways.* Washington, DC: Urban Institute. Retrieved from urban.org/sites/default/files/publication/98461/the_milwaukee_police_departments_body_worn_camera_program_1.pdf
- *Phelps, J. M., Strype, J., Le Bellu, S., Lahlou, S., & Aandal, J. (2018). Experiential learning and simulation-based training in Norwegian police education: Examining body-worn video as a tool to encourage reflection. *Policing: A Journal of Policy and Practice*, 12, 50–65.
- *Plumlee, B. T. (2018). *University student perceptions of body-worn cameras*. Unpublished master's thesis, University of Tennessee at Chattanooga.
- President's Task Force on 21st Century Policing. (2015). Interim report of the President's Task Force on 21st Century Policing, 28. Washington, DC: Office of Community Oriented Policing Services. Retrieved from cops.usdoj.gov/pdf/taskforce/Interim_TF_Report_150228_Intro_to_Implementation.pdf
- *Ready, J. T., & Young, J. T. N. (2015). The impact of on-officer video cameras on police-citizen contacts: Findings from a controlled experiment in Mesa, AZ. *Journal of Experimental Criminology*, 11, 445–458.
- *Rowe, M., Pearson, G., & Turner, E. (2018). Body-worn cameras and the law of unintended consequences: Some questions arising from emergent practices. *Policing: A Journal of Policy and Practice*, 12, 83–90.

- Roy, A. (2014). On-officer video cameras: Examining the effects of police department policy and assignment on camera use and activation. Master's thesis, Arizona State University.
- Sandhu, A. (2017). "T'm glad that was on camera": A case study of police officers' perceptions of cameras. *Policing & Society*. Epub ahead of print. https://doi.org/10.1080/10439463.2017.1285917
- Skolnick, J. H., & Fyfe, J. J. (1993). Above the law: Police and the excessive use of force. New York: Free Press.
- *Smykla, J. O., Crow, M. S., Crichlow, V. J., & Snyder, J. A. (2015). Police body-worn cameras: Perceptions of law enforcement leadership. *American Journal of Criminal Justice*, 41, 424–443.
- *Sousa, W. H., Miethe, T. D., & Sakiyama, M. (2018). Inconsistencies in public opinion of body-worn cameras on police: Transparency, trust, and improved police-citizen relationships. *Policing: A Journal of Policy and Practice*, 12, 100–108.
- *Sutherland, A., Ariel, B., Farrar, W., & De Anda, R. (2017). Post-experimental follow-ups—Fade-out versus persistence effects: Rialto police body-worn camera experiment four years on. *Journal of Criminal Justice*, 53, 110–116.
- *Tankebe, J., & Ariel, B. (2016). Cynicism towards change: The case of body-worn cameras among police officers (Research Paper No. 16–42). Jerusalem, Israel: The Hebrew University of Jerusalem.
- *Taylor, E., Lee, M., Willis, M., & Gannoni, A. (2017). *Police detainee perspectives on police body-worn cameras* (No. 537). Sydney: Australian Institute of Criminology, Trends & Issues in Crime and Criminal Justice. Retrieved from aic.gov.au/publications/tandi/tandi537
- *Todak, N., Gaub, J. E., & White, M. D. (2018). The importance of external stakeholders for police body-worn camera diffusion. *Policing: An International Journal*, 4, 448–464.
- *Toronto Police Service. (2016). Body-worn cameras: A report on the findings of the pilot project to test the value and feasibility of body-worn cameras for police officers in toronto. Toronto, ON, Canada: Author.
- U.S. Department of Justice. (2015). Justice Department announces \$20 million in funding to support body-worn camera pilot program (Press release). May 1. Retrieved from justice.gov/opa/pr/justice-department-announces-20-million-funding-support-body-worn-camera-pilot-program
- *Wallace, D., White, M. D., Gaub, J. E., & Todak, N. (2018). Body-worn cameras as a potential source of de-policing: Testing for camera-induced passivity. *Criminology*, 56, 481–509.
- White, M. D. (2014). *Police officer body-worn cameras: Assessing the evidence*. Washington, DC: Office of Community Oriented Policing Services.
- *White, M. D., Gaub, J. E., & Todak, N. (2018). Exploring the potential for body-worn cameras to reduce violence in police-citizen encounters. *Policing: A Journal of Policy and Practice*, 12, 66–76.
- *White, M. D., Todak, N., & Gaub, J. E. (2017). Assessing citizen perceptions of body-worn cameras after encounters with police. *Policing: An International Journal of Police Strategies and Management*, 40, 689–703.
- *White, M. D., Todak, N., & Gaub, J. E. (2018). Examining body-worn camera integration and acceptance among police officers, citizens, and external stakeholders. *Criminology & Public Policy*, 17, 649–677.
- Worden, R. E. (2015). The "causes" of police brutality: Theory and evidence on police use of force. In E. Maguire & D. Duffee (Eds.), Criminal justice theory: Explaining the nature and behavior of criminal justice, 2nd edition. New York: Routledge.
- *Yokum, D., Ravishankar, A., & Coppock, A. (2017). Evaluating the effects of police body-worn cameras: A randomized controlled trial. The Lab @ DC. Retrieved from bwc.thelab.dc.gov/TheLabDC_MPD_BWC_Working_ Paper_10.20.17.pdf
- *Young, J. T. N., & Ready, J. T. (2015). Diffusion of ideas and technology: The role of networks in influencing the endorsement and use of on-officer video cameras. *Journal of Contemporary Criminal Justice*, 31, 243–261.
- Young, J. T. N., & Ready, J. T. (2018). A longitudinal analysis of the relationship between administrative policy, technological preferences, and body-worn camera activation among police officers. *Policing: A Journal of Policy and Practice*, 12, 27–42.

AUTHORS' BIOGRAPHIES

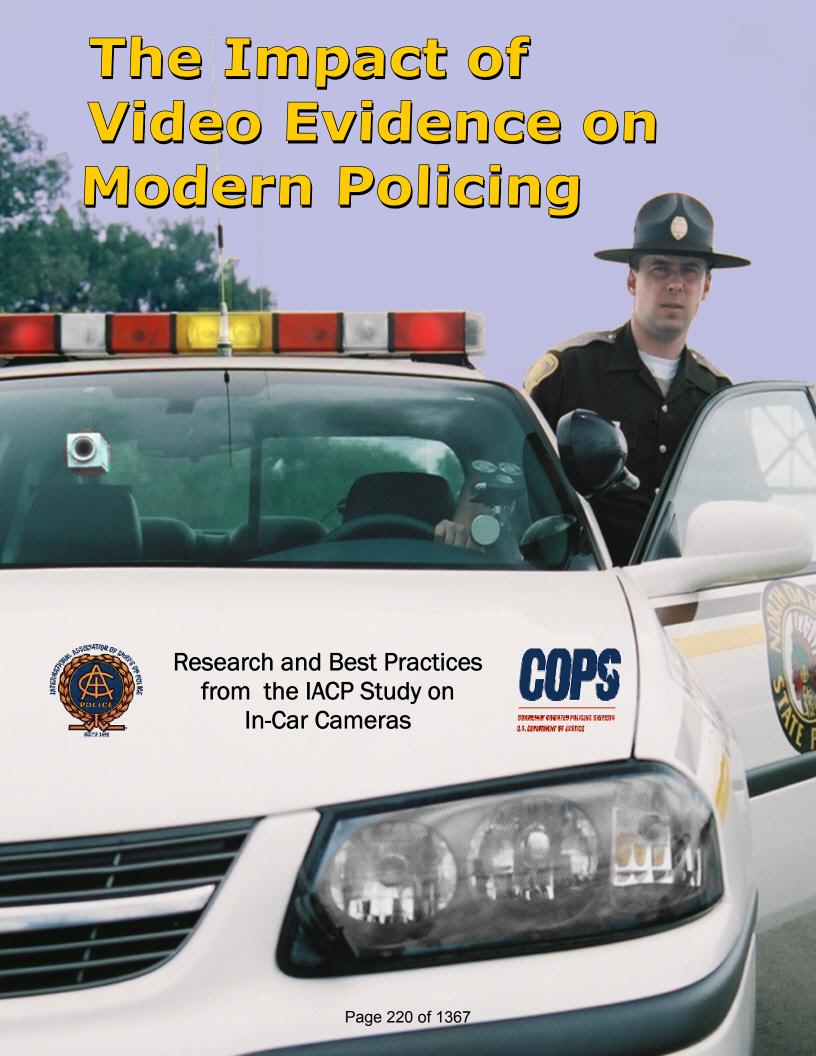
Cynthia Lum is professor of criminology, law and society at George Mason University (GMU). She is also the director of GMU's Center for Evidence-Based Crime Policy. Professor Lum's research interests including evidence-based policing and law enforcement organizations, crime prevention, and evaluation research. Her recent book, with Christopher Koper, is *Evidence-Based Policing: Translating Research into Practice* (Oxford University Press).

Megan Stoltz is a doctoral student in criminology, law and society at George Mason University (GMU). She received her master's degree in forensic psychology from Marymount University. She is a research assistant at GMU's Center for Evidence-Based Crime Policy. Her interests include evidence-based crime policy, legal psychology, and the intersection of mental health and the criminal justice system.

Christopher S. Koper is an associate professor in the Department of Criminology, Law and Society at George Mason University and the principal fellow of Mason's Center for Evidence-Based Crime Policy. He specializes in issues related to policing, firearms policy, program evaluation, and evidence-based crime policy. He is the co-author (with Cynthia Lum) of *Evidence-Based Policing: Translating Research into Practice* (Oxford University Press).

J. Amber Scherer is a doctoral candidate in the Criminology, Law and Society Department at George Mason University (GMU). She is also a research associate in GMU's Center for Evidence-Based Crime Policy (CEBCP). Mrs. Scherer's research interests include evidence-based policing, investigative effectiveness, evaluation research, and psychology in the criminal justice system.

How to cite this article: Lum C, Stoltz M, Koper CS, Scherer JA. Research on body-worn cameras: What we know, what we need to know. *Criminology & Public Policy*. 2019;18:93–118. https://doi.org/10.1111/1745-9133.12412



Field Research and Final Development Team:

IACP Staff Editors: Technical Contributors:

William Albright Grant Fredericks

Project Assistant Vancouver Police Department (Ret.)
Research Center Directorate Forensic Video Analyst, Avid Technology

Cassie Cullen Jonathan W. Hak
Research Intern Crown Prosecutor

Jack Grant The Department of Justice, Alberta, BC

Manager Christopher A. Kadoch

State and Provincial Directorate Physicist, Video Evidence Management Expert

Laura J. Nichols

Project Manager

Programs & Research Activities Directorate

Charles Mazzone
Lt. Colonel (Retired)
Maryland State Police

Angelique Savvakis John Oliphant

Acting Project Assistant Grant Program Specialist

Research Center Directorate Community Oriented Policing Services

Laura Strick Krista Threefoot

Research Intern Grant Program Specialist

Alison Vaughn Community Oriented Policing Services

Project Manager Lonnie J. Westphal Research Center Directorate Chief (Retired)

Colorado State Patrol

Acknowledgements:

The International Association of Chiefs of Police, In-Car Camera Project staff would like to extend our sincerest appreciation to the following:

- The Evaluation Team Members for their experience, diligence, and commitment throughout the evaluation process
- The Advisory Board for their expertise and guidance to the In-Car Camera Project
- The Chiefs, Commissioners, Directors and Superintendents of the 47 state and 2 beta sites for their support and cooperation throughout the evaluation process
- The police Executives, Managers and Line Officers that participated in the survey process and interviews
- To our Points of Contact from each state agency and beta test site for their assistance and guidance while conducting the field evaluations
- To Carl Peed, Director, Office of Community Oriented Policing Services, U. S. Department of
- Justice, for his leadership in recognizing emerging technological issues facing law enforcement and COPS Office support and funding of the In-Car Camera Project
- To Dave Tollett, Director, State and Provincial Directorate, International Association of Chiefs of Police, without whose assistance and direction the In-Car Camera Project could not have been accomplished

(See Appendices for complete information on the participants)



The Impact of Video Evidence on Modern Policing

Daniel N. Rosenblatt
Executive Director
International Association of Chiefs of Police

Eugene R. Cromartie
Deputy Executive Director
International Association of Chiefs of Police

John Firman
Director
Research Center Directorate
International Association of Chiefs of Police

Prepared for:

U.S. Department of Justice Office of Community Oriented Policing Services Washington, D.C. 20530

IACP Research Center Directorate In-Car Camera Project Staff Members:

William Grady Baker
Program Manager
Michael Fergus
Technical Assistance Coordinator
Hairong Wang
Research Analytical Coordinator
Kristy Fowler
Training/Project Assistant

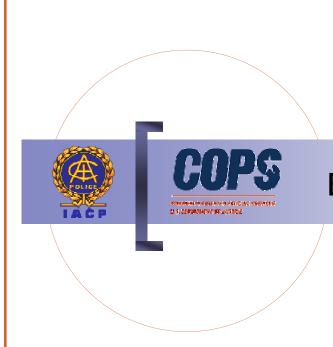


This project is supported by Grant No. 2001-CK-WX-0157, awarded by the Office of Community Oriented Policing Services, Department of Justice. The points of view in this document do not necessarily represent the official positions of the Department of Justice.



Table of Contents

| Execut | ive Summary | 1 |
|--------|--|----|
| l. | Introduction | 4 |
| II. | History of In-Car Cameras | 5 |
| III. | Project Methodology | 7 |
| IV. | Background of Agencies Studied | 9 |
| V. | Phase I: Process Evaluation | 10 |
| VI. | Phase II: Measuring the Impact | |
| | Officer Safety | 13 |
| | Agency Liability and Internal Control | 15 |
| | Training | 18 |
| | Community Perception | 20 |
| | Judicial Process (see appendices for results from IACP/APRI Prosecutors' Survey) | 21 |
| | Officer Performance and Professionalism | 22 |
| | Agency Policies, Procedures and Protocols | 24 |
| | Agency Leadership | 26 |
| | Homeland Security | 27 |
| VII. | Lessons Learned | 28 |
| VIII. | Best Practices | |
| | Assessing an Agency's Needs | 30 |
| | The Acquisition Process | 33 |
| | Managing Video Evidence | 36 |
| IX. | IACP In-Car Camera Model Policy | 39 |
| | Issues and Concepts | 45 |
| Χ. | Appendices | |
| | i. CALEA Standards | |
| | ii. Prosecutors' Findings | |
| | iii. Video Log | |
| | iv. Guidelines for Bid Specifications | |
| | v. Forensic Video Analysis and the Law | |
| | vi. Agency Video, Audio and Imaging Inventory | |
| | vii. Charts and Tables | |
| | viii. Acknowledgements | |



EXECUTIVE SUMMARY



The In-Car Camera Project

A National Study on the Use and Impact of In-Car Cameras **Executive Summary**

In-Car Camera Use by Law Enforcement

Over the past decade, in-car camera technology for police vehicles has proliferated. Supporting this wave of video technology, the Office of Community Oriented Policing Services (COPS) has provided over \$21,000,000 in grants to help state police and highway patrol agencies purchase over 5,000 cameras. There are now over 17,500 cameras in state police vehicles in the United States. See Chapter II for details.

A major impetus of the COPS grant program was the enhancement of officer safety. Not only were officers being assaulted at an alarming rate; they were increasingly becoming accident victims while performing their duties on the highways. COPS believed that the use of the in-car camera would possibly deter assaults while providing a safer working environment. See Chapter VI for details.

Another emerging issue was racial profiling in policing. COPS leadership felt that providing agencies with technology capable of producing both video and audio records of traffic stops would be extremely useful to agencies investigating any public challenge regarding racial profiling. Based on these two critical police issues, forty-seven state police and highway patrol agencies quickly took advantage of these camera grants.

Inauguration of the IACP Evaluation

In 2002, the COPS Office sought the help of the IACP to conduct a nationwide study of in-car cameras, focusing on those in use by state police and highway patrol COPS grant recipients. This 18-month study looked at all 47¹ state agency grant recipients, and included intensive 3-day site visits to 21 agencies. The study consisted of two phases: 1) a process evaluation on camera acquisition and installation, and 2) an impact evaluation on the value of cameras to police agencies. For a list of participating agencies see appendix viii.

Using a variety of research methods, including survey research, on-site interviews, focus group discussions, continuing data collection and analysis, the IACP succeeded in capturing a broad array of information on the use and value cameras have had on modern policing. From the outset of the study, it became clear that while the focus of the research was on state police and highway patrol, the findings would be of substantial importance to all law enforcement agencies (state, county, local, Tribal) in the U.S. Thus this final report is intended for this broad audience. See Section III for details.

Process Evaluation Findings

The process evaluation of the study yielded extremely positive results regarding the success of the COPS grants program and its impact on supporting technology acquisition and use by police agencies. Results of the process evaluation included:

91 grants awarded to 50 agencies, totaling \$21,000,000

1

¹ When the study was initiated in 2002, only 47 state police and highway patrol agencies were participating in the COPS In-Car Camera Initiative Grant. By 2004, in-car camera grants were awarded to 49 state agencies and the District of Columbia totaling 50 agencies.

- 5,043 cameras selected and purchased by 50 agencies
- 5,000 plus, purchased cameras installed and in full use

The last bullet is of note, indicating that the agencies receiving COPS grants were highly effective in translating those funds into fast track acquisition and use of in-car camera technology. See Section V for details.

Impact Evaluation Findings:

The impact evaluation findings are dramatic. In the second phase of the project, researchers documented that in-car cameras provided a substantial value to agencies using them, including:

- Enhancing officer safety
- · Improving agency accountability
- Reducing agency liability
- Simplifying incident review
- Enhancing new recruit and in-service training (post-incident use of videos)
- Improving Community/Media perceptions
- Strengthening police leadership
- Advancing prosecution/case resolution
- Enhancing officer performance and professionalism
- Increasing homeland security
- Upgrading technology policies and procedures

From all information sources; surveys, focus groups, and on-site interviews, it became clear to researchers that agencies were discovering a broad array of use and value to the cameras in use. See Section VI for details.

Lessons Learned

During the course of the study, a number of lessons were learned. Foremost was the need for agencies to conduct a thorough planning effort to ensure that they create a successful in-car camera program for their agency. Very often staff found agencies had failed to view the entire camera system continuum, falling short on key 'back end' components such as storing, filing and retrieving video evidence. Many agencies also reported that they had not gathered sufficient information on officer attitudes, long term equipment maintenance costs, analog versus digital formats and other policy areas as they began their programs.

Technology changes, and the pace of the changes are among the greatest challenges to police agencies. At the same time agencies are contemplating their camera purchases, vendors are introducing new equipment with enhanced features, causing agencies to reconsider purchase decisions. Further, the impending transition from analog to digital format is a daunting issue for law enforcement. Many fear that purchasing 'outmoded' analog will limit their programs while others fear that purchasing 'untested' digital may be just as problematic. In each case, agencies need expert guidance to make rational policy decisions. See Section VII for details.

Best Practices, Guidelines and Specifications

To maximize the value of the lessons learned, IACP staff began to move quickly into the development of 'best practice' information that would be of use to any agency contemplating the development of an in-car system. The best practices documents created over the course of this study include:

- Assessing your agency's video evidence needs
- Developing an in-car camera strategy
- Navigating the acquisition process
- Managing your video evidence

Beyond these best practice guidelines, project staff also discovered that agencies often lacked the necessary policies, standards and/or guidelines that are requisite to successful program development. To assist in this area, staff helped craft two essential policy documents, each based on findings from the study:

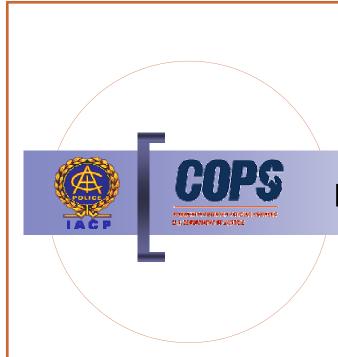
- Working with the IACP's National Law Enforcement Policy Center, an updated Mobile Video Recording Equipment Model Policy, and accompanying Discussion and Issues paper. See Section IX for details.
- Working with project advisors, the development of Suggested Guidelines: Mobile Video System, Part I: Vendor Bid Specifications, and Part II: Sample Bid Specifications. See Sections X for details.

Next Steps for the COPS/IACP Partnership

The in-car camera is one of several technologies in an officer's 'toolkit' and, given the results of this study, it is proving to be an extremely flexible and useful tool, benefiting officers, agencies, and the communities they serve. Now that the evaluation is completed, the IACP in collaboration with the COPS Office will seek to achieve several new goals: 1) broad dissemination of evaluation results to the field, 2) provision of technical assistance to state, county, local, Tribal and other departments who are inaugurating or improving in-car camera systems, and 3) provide technical assistance training for police executives and prosecutors enabling them to make informed decisions.

In the coming year, IACP will also team with the National Institute of Justice (NIJ), Office of Science and Technology (OST) to create a set of nationally recognized standards, specifications and guidelines for in-car cameras. These guidelines will be of significant use to police agencies as they work with vendors to identify and acquire the best system for their agencies. Overall, the combined expertise of the IACP, COPS and NIJ will provide clear direction to law enforcement on all aspects of in-car video programs.

One of the many lessons learned through this study is that police agencies require assistance when making technology acquisition and deployment decisions. An agency may acquire technology today that becomes obsolete by the time it is implemented or that cannot be shared with neighboring agencies. Recognizing these technology needs, the IACP, in collaboration with the COPS Office has been tasked with creating a nationwide technical assistance program that will assist agencies to make comprehensive assessments of their technological needs. The IACP's Technology Technical Assistance Project's (TTAP) over-arching goal is to help agencies make rational, informed and cost-effective technology acquisition decisions to improve the overall quality of policing, public protection, and community engagement.



I. INTRODUCTION



Introduction

Advancements in policing over the past 20 years have been supported substantially by technology. For example, Report Management Systems (RMS) have streamlined report taking, information retrieval, and crime mapping. Mobile Data Terminals (MDTs) have given officers the ability to access the National Crime Information Center, state, and local data from their vehicles. Officers in the field are capable of retrieving motor vehicle, license, and warrant information in a much shorter time period. Calls for service are dispatched more effectively through computer aided dispatch (CAD) systems. Automated Fingerprint Identification Systems (AFIS) can identify criminals within hours and minutes instead of weeks and months.

The in-car cameras is another valuable policing and management tool. In the IACP national survey, *Closed Circuit TV/Video Cameras in Law Enforcement* (May 2001), departments reported that in-car video cameras were: 1) the most frequently used video technology within their agencies; and 2) the video technology of highest value.

Although in-car cameras have been in use in some agencies for over a decade, no comprehensive studies had been conducted to evaluate the impact of the technology on officer conduct, management of the agencies, and the public's perceptions of police.

In 2002, the IACP was commissioned by the United States Department of Justice, Office of Community Oriented Policing Services (COPS) to evaluate the impact of police in-car camera systems on state police and highway patrol agencies. The purpose of the study was to develop a *Best Practices Guide* for selection and acquisition of in-car camera equipment and to provide an updated *Model Policy* for the use of in-car cameras.

The study was divided into two phases. Phase I studied the process by which the cameras were selected and acquired and Phase II focused on impact evaluations.

Phase I: Process Evaluation - focused on:

- 1. Selection
- 2. Acquisition
- 3. Installation
- 4. Deployment

Phase II: Field Evaluation - measured the specific impact of in-car cameras on:

- 1. Officer safety
- 2. Officer performance and police professionalism
- 3. Agency liability and internal control
- 4. Training and education
- 5. Community perception
- 6. Agency policies, procedures and protocols
- 7. Agency leadership
- 8. Judicial process

The results of these evaluations are contained within this report.



II. HISTORY OF IN-CAR CAMERAS



History of In-Car Cameras

The first videotape recording systems became available in the early 1960s. However, video technology of the 60's was not conducive to the mounting of cameras in police vehicles. In the late 1960s, a *Popular Science* magazine article featured an attempt by the Connecticut State Police to install a video camera and recorder in a patrol car. The camera was on a small tripod that required the full passenger side of the front seat with the back seat fully loaded with a recorder and cables that connected the two devices. While the equipment was far too cumbersome to make it practical for routine use in patrol vehicles, this experiment illustrated that video recording could play an important role in patrol operations.

Almost a decade passed with little noticeable advancement in the field of the audio/visual recordings, but by the early 1980's the self-contained Beta audio/visual recording system was introduced and revolutionized the recording industry. The next step in the evolution of the mobile video recorder was the introduction of the VHS recorder and tape, followed by the introduction of 8mm camcorders. Along with miniaturization came affordability, which catapulted audio/visual recordings into the mainstream of policing. In addition to the closed circuit televisions installed for monitoring lockup and holding facilities, agencies began using these devices to document crime scenes, giving a far more complete and comprehensive view of these situations than still photography could provide. The portability and ease of use allowed officers to operate these systems for surveillance, interrogations, and training.

In 1980, Mothers Against Drunk Drivers (MADD) was formed and brought a heightened awareness to the national problem of drinking and driving. Much greater emphasis was placed on convictions and punishment, particularly among prosecutors. The police began installing cameras in police vehicles to document the infractions leading up to the initial stop and the eventual field sobriety test. These recordings came to be viewed as the most effective method of providing the necessary evidence to support a conviction. MADD recognized the value of the in-car camera and began purchasing systems for police agencies involved in detecting and apprehending driving while impaired or under the influence of alcohol and/or drugs (DWI/DUI) violators.

In the 1990's, America's war on drugs further advanced the use of the in-car cameras by documenting interdiction stops. It was difficult for jurors to believe that an individual transporting large quantities of narcotics and hundreds-of-thousands of dollars of unexplainable cash would actually give the police permission to search his/her vehicle. However, time and time again the camera documented the consented search, which was later used to gain a conviction.

By 1999, allegations of racial bias or racial profiling were being lodged against police agencies across the United States. State police agencies, by virtue of their primary traffic responsibilities, found themselves in the center of controversy with complaints of racial profiling. At the same time, assaults on officers were on the increase. Responding to these concerns, state and federal legislative bodies began enacting laws requiring all police agencies within their jurisdiction to document details of every traffic stop. The Department of Justice, Office of Community Oriented Policing Services recognized the value of the in-car camera in addressing officer safety issues and allegations of racial profiling while enhancing the public trust. Recognizing that the purchase of cameras for police vehicles was expensive and beyond the budgets of most police agencies, the COPS Office initiated the In-Car Camera Initiative Program to state police and highway patrol agencies throughout the U.S., delivering the first funds to state agencies in 2000.

A 2000 National Institute of Justice study on the police use of technology reported that only 3,400 (11%) of state police and highway patrol vehicles used for patrol were equipped with in-car cameras. Over the following three years the COPS office awarded over \$21 million to state agencies for the purchase and support of in-car cameras. The number of state police vehicles equipped with in-car cameras grew to 17,500, now representing 72% of total state patrol vehicles.

Today, many police agencies in the United States and worldwide are applying this technology to patrol operations by equipping their vehicles with mobile video recording equipment. Although the early attempts to place cameras in patrol vehicles were plagued with technical and safety problems, miniaturization and advances in technology have made the use of the mobile video recorder practical and affordable. As technology in the field of audio/visual recordings evolves, equipping police vehicles with in-car cameras will be the norm and no longer the exception.



III. PROJECT METHODOLOGY



Project Methodology

To chart the initial course for the project, an In-Car Camera Advisory Board was established in 2002, consisting of noted experts in the field of Mobile Video Technology, members of the academic community, police executives from across the country, legal scholars, and researchers from within the IACP and Department of Justice. The Board members provided insight and suggestions for the development of the *Phase I process evaluations*, as well as for the *Phase II impact evaluations*.

Phase I: Process Evaluation

Written process surveys were distributed to 47 state law enforcement agencies that received a COPS In-Car Camera Initiative grant. The survey inquired about their progress in the selection, acquisition, installation and maintenance of in-car cameras systems, the development of relevant policies and procedures, and in-car camera operation and training. Agencies were also asked to highlight the obstacles encountered as well as the benefits derived from the use of in-car cameras. The process survey was the platform from which the Phase II study was launched.

The Advisory Board recommended that the written process survey be supplemented by a focus group study comprised of in-car camera users. This took the form of the Line Officers Roundtable, held in Wilmington, Delaware, and hosted by the Delaware State Police in January 2003. Camera users from 17 state law enforcement agencies across the country came together to discuss the problems and successes experienced in the use of the in-car camera systems.

Phase II: Impact Evaluation

Based on findings from the *Phase I: Process Survey*, 21 state police departments and highway patrols were identified as sites for *Phase II: Impact Evaluation*. The site selection process was guided by the following criteria to produce a representative sample: 1) the ratio of in-car cameras to patrol vehicles, 2) the size of the agencies and 3) their geographic locations. Formalized site visit protocols were developed to ensure consistent collection of data at each site. Site evaluation teams consisted of IACP staff and law enforcement consultants with in-car video camera expertise. At each site, independent meetings were held with a specified number of line officers and supervisors to obtain their collective input on their in-car camera program. The discussions focused on both the problems and successes that have arisen since the implementation of their program, and concluded with suggestions for possible solutions to the problems.

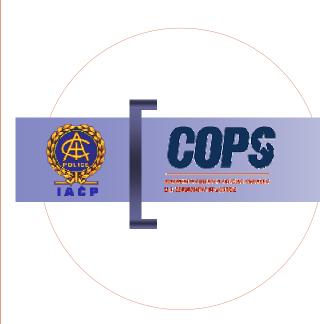
A series of surveys on the impact of in-car camera use was developed to gain insight into the perceptions of prosecutors, police line officers, police mid-level managers and executive staff, as well as private citizens. These surveys contained multiple-choice questions, scaled-rating questions, as well as comment areas for the respondents to add any supplemental information they deemed relevant.

Prosecutors' Survey - With assistance from the American Prosecutors Research Institute (APRI), a survey was developed and distributed to a nationally representative sample of prosecutors. Questions regarding their familiarity with video evidence and the problems and successes they encountered before, during and after trial were included in the survey instrument.

Line Officers' Survey - This survey sought information in the area of officer safety, officers' acceptance, performance, citizen reaction, and training and policy issues related to in-car cameras. Prior to the site visit, the agency received a pre-determined number of line-officer surveys that were to be distributed at random to the officers, completed with the guarantee of anonymity, and returned in a sealed envelope. The number of surveys distributed to agencies was determined by the size of their patrol fleet and the number of in-car camera systems currently in use. This was done to ensure that a statistically valid sample size was chosen from each agency.

Mid-level Managers' and Executive Surveys - These surveys were used to assess the management process. In addition, surveys that focused on how videotapes were used in complaint investigations were given to members of the Internal Affairs Division.

Public Opinion Survey - To capture the public's response to the use of police in-car cameras, public opinion surveys were given to the agencies to distribute to community members. Questionnaires were handed out at community and volunteer sessions at the agency or at university campuses.



IV. BACKGROUND OF AGENCIES STUDIED



Background of Agencies Studied

According to the most recent Law Enforcement Management and Administrative Statistics (LEMAS)² survey, state police departments employ a total of 56,348 full time sworn officers. Of these, 39,273 are patrol officers, accounting for over 69% of total full time sworn officers. Obtaining the actual number of patrol officers is essential to identifying the target group of cameras users for this study.

Of the 47 state police and highway patrol agencies participating in the *Phase I – Process Evaluation*, only 21 agencies were selected to participate in *Phase II – Impact Evaluation*. The participants were selected based on the responses to the Process Surveys by the advisory board.

The 21 state police departments participating in the Impact Evaluation included:

- 1. Arizona Department of Public Safety
- 2. California Highway Patrol
- 3. Connecticut State Police
- 4. Florida Highway Patrol
- 5. Illinois State Police
- 6. Kansas Highway Patrol
- 7. Maine State Police
- 8. Maryland State Police
- 9. Mississippi Highway Patrol
- 10. New Hampshire State Police
- 11. New Jersey State Police³
- 12. New York State Police
- 13. North Dakota Highway Patrol
- 14. Oregon State Police
- 15. Oklahoma Highway Patrol
- 16. Pennsylvania State Police
- 17. South Carolina Highway Patrol
- 18. Tennessee Highway Patrol
- 19. Texas Department of Public Safety
- 20. Washington State Patrol
- 21. Wyoming Highway Patrol

The above agencies are a representative sample in terms of the size of jurisdictions they serve, geographic locations, size of the patrol fleet, and the number of cameras owned. According to the 2000 LEMAS survey, these agencies employ a total of 53,883 employees, 34,511 of which are full time sworn officers. There are 24,591⁴ patrol officers, whose duties consist of patrolling the numerous state-maintained roads and highways and providing police and patrol services throughout the state.

² Law Enforcement Management and Administrative Statistics (LEMAS): 2000 Sample Survey of Law Enforcement Agencies, Bureau of Justice Statistics

New Jersey participated in the on-site evaluation but did not participate in the survey portion of the study.

⁴ LEMAS Survey does not report the number of patrol officers in New Hampshire State Police. According to data in the Executive Questionnaire of the IACP In-Car Camera Evaluation, the number of patrol officers in New Hampshire is 225.



V. PHASE I: PROCESS EVALUATION



Project Findings

Phase I: Process Evaluation

Focus Group - The Delaware State Police hosted a line officers' roundtable in January 2003. Representatives from 17 agencies across the country gathered to discuss both the problems and successes that they have experienced since acquiring camera systems.

Many of the concerns discussed were universal. The primary concern of the line officers was the overall quality of audio transmitters. In their opinion, transmitters were found to have limited range and were not durable. In addition, battery operated devices with extremely low amperage also caused concerns about reliability.

One of the most prolific benefits reported by the officers in the focus group was the number of citizen complaints that were either dismissed on the spot or handled at the first line supervisory level because the in-car recording enabled involved parties to review the evidence of the contact. Unfortunately, these instances are rarely documented, making them difficult to measure.

One of the most significant contributions of the roundtable was the opportunity for participants to design an ideal in-car camera system. This system would be ergonomically sound and officer safety conscious. The design features can be used by all police agencies in the negotiation phase of acquiring in-car camera systems from the various vendors. See Appendix E for full report.

Following the advisory board meeting and the roundtable discussion, written process surveys were formulated and distributed to all 47 state agencies that received grants from the COPS office. The following information was obtained from the process survey:

Total In-car Cameras Owned - In April 2003, the 47 state agencies surveyed owned a total of 31,498 patrol vehicles and a total of 17,500 camera systems. Of the in-car camera systems owned, 14,748 (90%) were in operation. Among the 1,752 in-car camera systems reported to be out of operation, approximately one third were to be repaired, about one third were to be installed, and a little under one third were surplus cameras. In addition, a small number of cameras were being used for training.

Grant Funded Cameras - The state police and highway patrol agencies surveyed reported receiving a total of \$10,036,377 in grant money from the COPS Office in 2000 (data from COPS office indicates that, in total, over \$21 million has been distributed to state police and highway patrol agencies to finance the purchase of in-car cameras). The Phase I survey results revealed that the In-Car Camera Initiative Grants awarded by the COPS Office had a significant impact on state police and highway patrol agencies. The grants funded 5,043 in-car cameras, accounting for 29% of all the in-car cameras owned by the state police and highway patrol agencies that were surveyed.

Timeline for the Acquisition Process - The average time from model selection to purchase was 2.5 months, from purchase to delivery was 2.4 months, and from delivery to installation was 4.2 months. On average, the process took just over 9 months from selection to installation.

Camera Systems Purchase - The majority of the reporting agencies selected their vendor using the competitive biding process. Vendors were selected either because their products were considered of higher quality, they had certain desirable features such as the interface capability with existing radar instruments, or because they were the lowest bidder.

Camera Systems Installation - Thirty-one agencies have their own technicians perform the installation and maintenance on the in-car camera systems. The remaining agencies outsourced this service to vendors or third-party contractors. Most of the agencies did not report making modifications to the in-car camera systems during the installation process, while seven agencies made minor modifications such as adapting mounting brackets for specialty vehicles, installing mounting hardware and wiring power connections, or disabling the power switches to allow cameras to start recording upon emergency equipment activation.

Camera Deployment - The overwhelming majority of in-car cameras have been mounted in patrol cars. Only 10 of the 47 agencies have in-car camera systems installed in non-patrol cars, i.e., specialty vehicles, DUI Vans, or undercover surveillance vehicles.

The principal criterion for camera deployment was the personnel involved, geography or a combination of both. In some states, the camera systems were deployed equally or proportionately to all districts across the state; in other states, cameras were provided to officers working assignments that would most benefit from the new technology. Some of the agencies that chose personnel as their primary deployment criterion reported that they issued camera systems to many of their high activity personnel and personnel that perform higher risk duties, such as drug interdiction and DUI task force members. Other state agencies equipped all new patrol vehicles with camera systems.

In-car Camera Use Policy - At the time of the survey, 39 agencies (83%) reported having policies and procedures addressing the use of in-car camera systems in place; five agencies (11%) were in the process of creating policies; and the remaining three agencies (6%) planned to develop policies in the near future.

Training - Twenty-five agencies had either developed, or participated in, a training curriculum on policies, procedures and protocols to accompany the use of cameras. Training was usually delivered by state training academies, approved training providers, or manufacturers. Additional training agencies include the Law Enforcement Mobile Video Institute, South Carolina Criminal Justice Academy and the Institute of Police Traffic Management. The remaining 22 agencies did not have a training curriculum.

Benefits of Training

- ✓ Reduced equipment down time
- Better images for investigation & court
- ✓ Reduced liability concerns
- ✓ Increased officer safety
- ✓ Increased public support
- ✓ Cost-effective management

Benefits Derived from In-car Camera Use - Respondents cited numerous benefits, including, but not limited to: increased officer safety; documentation of traffic violations, citizen behavior, and other events; reduced court time and prosecutor burden; video evidence for use in internal investigations; reduced frivolous lawsuits; and increased likelihood of successful prosecution.

Problems Encountered - Improper installation of systems was identified as a problem that might endanger officers. Audio transmitters were consistently cited as unreliable, due to durability issues and frequency limitations. The majority of the state agencies believed the acquisition process was time consuming. Several agencies felt that accepting the low bid often created quality assurance problems and excessive down time for their systems. Other problems mentioned included: the absence of an organized infrastructure for the management, storage and handling of audiovisual recordings; officers' concern over cameras being used as a tool to monitor their performance; lack of training, funding, and written policies and procedures prior to the use of in-car camera systems.





VI. PHASE II: MEASURING THE IMPACT

Officer Safety

Agency Liability and Internal Control

Training

Community Perception

Judicial Process

Officer Performance and Police Professionalism

Citizen Demeanor

Agency Policies, Procedures and Protocols

Agency Leadership

Homeland Security



Phase II: Measuring the Impact

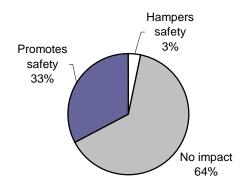
To measure the impact that in-car cameras have had on policing, the In-Car Camera Advisory Board selected eight critical areas on which the study would focus. The following are excerpts extracted from the study:

Officer Safety - One of the greatest values of the in-car camera is the positive impact that it has had on officers' perception of safety. To measure the perception of officer safety, two different approaches were used: a written survey and face-to-face interviews. In the survey, officers were asked to gauge the impact the cameras have had on their safety. The results indicated that about one third of officers perceived a feeling of increased safety when the camera was in use. However, in interviews, when officers were asked how they utilized the recordings, an overwhelming majority stated that they review the footage for self-critique. Officers said they review how they approach each situation and take mental notes of any officer safety issues they discover, such as turning their backs on a potentially dangerous individual, or allowing themselves to be distracted by other persons or events. Many officers also reported having used the presence of the camera to deescalate situations that they felt were becoming confrontational by informing citizens that they were being recorded.

In terms of their personal safety, 33% of the officers reported in the survey that the use of the cameras caused them to feel safer on the job, while 64% reported that the use of

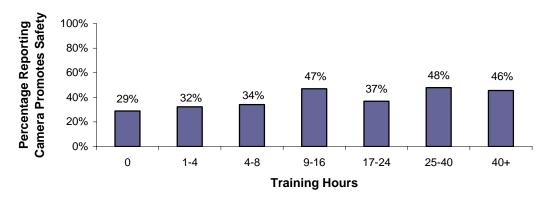
the camera has had no impact on their level of personal safety. The remaining 3% reported that the camera has diverted their attention from the violator when they were operating the system, or they find themselves adapting their actions for the camera. Some officers believe that attempting to orchestrate situations to obtain the best possible camera angle may cause them to place themselves in an unsafe or less than favorable position. In general, the more experience officers had with cameras, the more likely they were to report an increased perception of safety resulting from the presence of the camera.

Survey Response: Level of Personal Safety



The same effect holds true with the issue of training. On average, the more in-car camera training an officer has received, the more likely he is to have reported that the incar camera promotes safety. It should be noted that the majority of officers using in-car cameras (77%) reported that they had never received any, or had received less than four hours, formal training in the operation of their systems. Of those surveyed, fewer than half received training that covered departmental policies and/or related laws that apply to the use of audio/visual recording.

Training Hours vs. Officer Safety

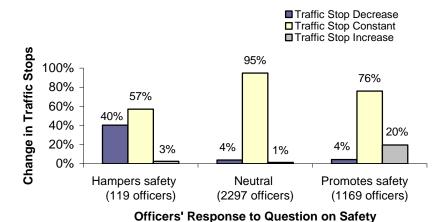


The study also shows that the more experience an officer has, the more likely they are to use the camera as a tool to deescalate a confrontational situation. Of the participating officers, nearly half (48%) reported that citizens have become less aggressive after learning the event was being recorded.

Officers reporting that in-car cameras promote safety are more likely to report an increase in job satisfaction. Overall, 15% reported greater job satisfaction after using incar cameras, whereas 8% reported a decrease. The change in officers' level of safety correlates with the change in job satisfaction. For instance, 36% of officers reporting that cameras promoted safety also reported that they were more satisfied with their jobs.

Officers holding the belief that cameras promoted safety are more likely to report an increase in traffic stops. Of officers stating that cameras promoted safety, 20% reported an increase in the number of traffic stops, as opposed to 3% among officers thinking that cameras hampered safety. Overall, 7% of officers reported making more traffic stops, and 5% officers reported making fewer traffic stops after using in-car cameras.

Officer Safety vs. Change In Traffic Stops



Agency Liability and Internal Control - The study showed the significant impact that the in-car cameras have had on improving the officers' ability to respond to complaints regarding professionalism and courtesy. The survey specifically asked line officers about complaints filed against them and the use of the recording to adjudicate the complaints. The majority of officers reported that the camera ultimately cleared them of accusations of wrongdoing; very few reported that the camera sustained a complaint filed against them. According to the responses of the over 3,000 officers who completed the surveys, in only 5% of the cases were complaints sustained based on video evidence captured by the in-car cameras.

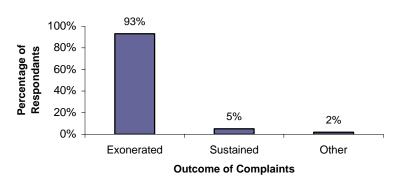
A first line supervisor, or a supervisor of a similar command level, will generally handle a complaint against a police officer. Discussions with the supervisors mirrored the findings from the line officers survey, but added two new dimensions:

- 1. In at least half of the instances, once the complainant is made aware that the stop or contact was recorded, the complaint was withdrawn.
- 2. A significant amount of time was saved in conducting investigations, with the availability of the video evidence. Usually, this was conducted as an informal inquiry into the events. The supervisor reviewed the officer's recording of the event, and then contacted the complainant to discuss the incident. These cases were rarely documented when the findings are in favor of the officer. If video evidence was not available, the complainant would usually be asked to file a written complaint. The supervisor would then interview all witnesses and the officer or officers involved, would then prepare a written document of the findings.

In both the survey and interviews, officers were asked about their personal experiences with the use of in-car video evidence in the investigation of allegations of misconduct. Of the 3,680 surveys returned, a total of 2,244 officers responded to this question. The data revealed that in cases where video evidence was available, the officer was exonerated 93% of the time; in 5% of the cases the complaint was sustained. In the cases in which the complaint was sustained, the violation may not be the initial allegation, but rather a finding of other unreported misconduct observed upon review of the tape. These could range anywhere from not wearing the proper attire to major infractions. In the remaining 2% of the cases, the responding officers reported the outcome of investigation as "other." Overall, a majority of agencies using cameras reported a higher number of exonerations when there was video evidence of the incident.

Internal affairs sections also recognized the value of the in-car cameras. They found that following installation, an increasing number of cases were resolved or dealt with at the first line supervisor level rather than being forwarded to their office for formal investigations.

Outcomes Of Investigations Based On Videotape Evidence



The in-car camera is not only a reactive tool that will expedite the internal investigative process and provide conclusive evidence of guilt or innocence, it is also proactive in preventing misconducts, officers are expected to conduct themselves more professionally when being recorded. The internal affairs investigation and external review of complaints are reactive measures to misconducts. Proactive measures such as the screening of applicants, training, and policy adjustments are necessary to prevent misconducts from occurring in the first place.

The amount of distrust generated by workplace surveillance depends on how officers perceive the purpose of the cameras. To determine the officer's perception, officers were asked what they believed was the reason their agency decided to install in-car cameras. Overall, officers believed that the most important reason was to collect evidence for trial and to protect the officers against false accusations. However, 28% of officers reported that monitoring officers' performance was the primary reason for installing cameras.

| Rank of Importance | Officers' Perception of the Purpose of Camera Installation |
|--------------------|---|
| 1st | To collect evidence for trial; To protect officer from false accusation |
| 2nd | To monitor officer performance |
| 3rd | To be used for internal affair investigation; To guard against racial profiling |
| 4th | To improve public relations |

The use of in-car cameras does not hinder the officer from performing his or her duties. When asked if the camera affects how the officers deal with situations, 70% maintained that they affect them very little or not at all. In terms of the cameras' effects on officers' discretion in handling situations, 86% reported that cameras had no effect. An overwhelming majority of the responding officers (89%) said that the cameras had no effect on their decision to use force in a situation.

The line officers' survey reveals that only 11% of officers reported that camera usage was moderately stressful or very stressful and 30% believed that the use of the camera was slightly stressful. Officers who perceived that an internal affairs investigation was the primary reason for instituting in-car cameras were also more likely to report that camera usage was "Moderately Stressful" or "Very Stressful." The majority of officers (59%) did not believe the presence of the camera increased stress levels. Only 8% of officers indicated that they were less satisfied with their jobs, and 5% said they made fewer traffic stops. On the other hand, in-car cameras have resulted in 15% of the responding officers to be more satisfied with their jobs, and 7% reported making more traffic stops.

Realizing officers' concerns with regard to the perceived use of the camera for internal investigations caught the attention of many police agencies. A small number of agencies (7%) in an effort to alleviate undue fear, suspicion and reduce stress, sought input from line officers and mid-level managers prior to initiating in-car cameras. These agencies experienced a greater level of acceptance to new technology with little or no reduction in productivity⁵.

_

⁵ Job satisfaction is regressed on the following list of independent variables: agency, assignment, gender, race, law enforcement experience, camera usage experience, whether cameras are in use before starting the job, initial attitude, current attitude, stress, whether videotapes are reviewed periodically, whether cameras have been used to prove or disprove allegations against you, whether internal review makes you reluctant to use camera, whether your agency takes steps to relieve your concern over internal affairs investigation, rank of internal affairs investigation as purpose of camera installation, whether camera reduces discretion, whether the department seeks input prior to adoption of new technology.

Measuring the impact of the in-car camera on agency liability was a difficult task. In general, agencies did not keep records on the number of lawsuits filed or settled. As part of the impact evaluation, the team interviewed the commanders of their loss prevention or Attorney General's Office representing the various police agencies. Attorneys representing the agencies categorically support the use of the in-car camera. They pointed out that video evidence allows them to save time in case disposition. On rare occasions, after reviewing the video evidence, they decided to settle the case in lieu of proceeding to trial. Although the determination may be made to settle or pay damages, the presence of the video evidence often saved time in investigation and/or lengthy litigation cost and served to mitigate the circumstances surrounding the incident.

The majority of the cases that the solicitor or agency attorney receives stem from vehicle pursuits or accidents occurring while the officer is responding to priority calls. In most instances the video evidence indicated that the officer's actions were lawful and within departmental guidelines. The presence of video evidence allowed the agency to defend the officer with great success.

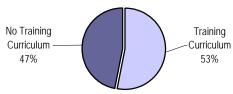
The following is a case that stands out depicting the value of the camera:

An officer was responding to a major incident requiring immediate police assistance. As he approached a busy intersection with lights and siren activated, he slowed to move around stopped traffic and then proceeded through the intersection. While in the intersection, he was struck by another vehicle. The officer reported that he had the green light and the right of way. No less than five independent witnesses to the accident stated that the officer ran a red light. The officer's vehicle was not equipped with a camera; however, the secondary officer who was behind the involved officer did have his camera activated. The video evidence recovered from the secondary officer's vehicle served as the unbiased witness and clearly proved that the involved officer's vehicle entered the intersection on a green light and in fact proved that the citizen's vehicle striking the officer's vehicle had run the red light. The video evidence disputed the testimony of five eyewitnesses. A multi-million dollar lawsuit had been filled against the police agency, which was dismissed based on the video evidence. The agency recovered all the costs and financial restitution for the damages to the police vehicle, as well as medical costs for the officer.

Training and Education - Phase I: Process Survey determined only 25 of the 47 grant recipients reported having some form of formalized training for their in-car camera users. Of the remaining 22 agencies, eight reported currently developing a program, and the remaining 14 agencies had no training in place. A year later, Phase II: Impact Evaluation found that all 21 agencies evaluated had implemented a form of training, or were in the process of developing a curriculum.



Training Curriculums Reported During



In the Phase II study, line officers were questioned regarding their level of training in the use of the in-car camera equipment. The majority of respondents (72%) reported they had received some form of training, while the remaining 28% reported they had not. Of those individuals who did receive training, 69% reported they had received between one and eight hours of formal training; however, 37% asserted that the training they received was inadequate and did not identify relevant laws and departmental regulations. In most instances, the training they received on operation of the system was either from the vendor or the technician who installed the system. Most respondents reported they were not provided with an operator's manual. The training that was provided often followed installation of the equipment. The officer initially assigned to the unit received some instruction on how to operate the system, but when the vehicle is passed on to the next officer, the second officer often receives no instruction on the operation of the additional equipment.

The value of the in-car camera for the purposes of training cannot overlooked. Not only are officers using the cameras as an effective tool for selfcritique, they have found them to be an invaluable resource for training new officers. New officers can review their actions with their training officers, through the objective eye of the camera immediately after an event occurs. It is important to remember that recordings from the field that depict either positive or negative police behavior are an asset to the training division of any agency; however, care must be taken to present the material in a way that will not embarrass an officer or undermine morale.

A successful in-car camera program requires that the users, managers, and judicial recipients have a clear understanding of how the equipment operates, its limitations, as well as potential drawbacks of the equipment.

During one of the line officers meetings, the officers were questioned regarding the operational status of their systems. Of the 15 officers present, seven reported their systems were not functioning. Further investigation revealed that these same officers had not received training in the operation of their equipment. During a break the evaluators accompanied the officers to their vehicles and discovered that five of the systems only required being reset. Unfortunately, these officers, having received no training on their systems, were unable to troubleshoot problems with their equipment; nor had they received manuals that included information on how the fix minor problems. (This problem was only magnified by the fact that there were only two shops in the state that could provide repairs.) The lesson learned from this story is that the number of functional in-car camera systems can be proportionally linked to the level of training the users are provided.

The following course of action is recommended:

- Implement a course of instruction, that incorporates pertinent laws, Federal Rules
 of Evidence, departmental policies and procedures, and use and operation of the
 audio/video equipment.
- 2. Implement an introductory in-car camera course designed specifically for new recruits.
- 3. Implement a refresher course for advanced officer training.

As with any new technology, failure to properly train officers in the use, operation, and legal implications of improper use can result in disaster. Funding under the COPS In-Car Camera Initiative Program was dedicated specifically for the purchase and installation of the in-car cameras. However, early on the COPS Office recognized the need for training in this technology.

In 2001, the COPS Office awarded a grant to the Law Enforcement Mobile Video Institute (LEMVI) to provide a 40-hour instructors' course to state law enforcement agencies that received a COPS In-Car Camera Initiative award. LEMVI Director Jim Kuboviak was one of the early pioneers of in-car camera technology. He constructed and installed several of the prototypes for today's modern in-car camera systems.

One of his earliest systems was placed in the police vehicle of Constable Darrell Lunsford, of Nacogdoches County, Texas. This same device would later capture on video the homicide of Constable Lunsford. The video evidence captured by Constable Lunsford's camera provided suspect information that led to the capture and the subsequent conviction of the three perpetrators.

The tragic death of Constable Lunsford, coupled with the evidentiary value of the video media, inspired Kuboviak to develop and implement an instructor's training course in 1990. Today, LEMVI continues to be nationally recognized as the standard of excellence for in-car camera training. LEMVI was awarded additional funding from the COPS Office in 2003 to provide in-car camera training to local, municipal, county, sheriff, and tribal agencies through the national network of COPS Regional Community Policing Institutes (RCPI).

One of the most significant findings of the Impact Evaluation was the overwhelming need to extend the training beyond just the users, to include managers, executives and prosecutors. An effective program requires an understanding of the technology and unique issues involved in in-car video recording throughout the chain of command.

Funded by the COPS Office and coordinated through RCPIs throughout the United States, the IACP is presenting a series of training events focusing on agency executives, managers, and prosecutors. The program titled "Video in the Digital Age" introduces police executives and prosecutors to the technology, policies, and benefits of in-car video recording, and demonstrates how agencies can maximize the value of video technology throughout their agencies. The executive program provides executives and prosecutors with valuable information that will allow them to:

- Institute or enhance an in-car camera program
- Prepare their agency for the transition into the digital age
- Provide executives with model policies and best practices guidelines
- Develop current and realist bid specifications

- Assist the agency by increasing accountability and public support
- Reduction of potential liabilities
- Establishing and managing a successful in-car camera program
- Enable agencies and prosecutors to obtain the best possible evidence for court

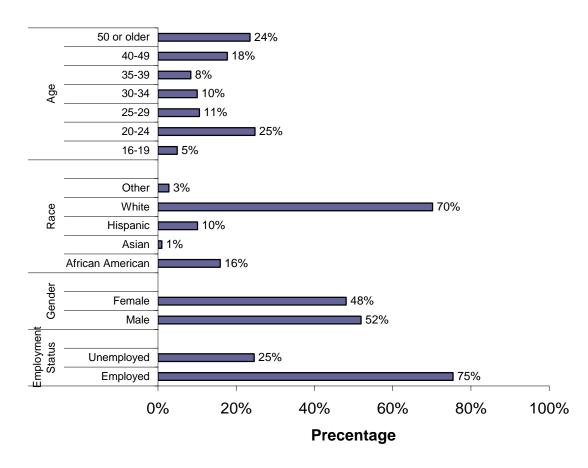
These sessions for executives and prosecutors will be followed a few weeks later by a comprehensive training opportunity for instructors and practitioners presented by LEMVI and hosted by the local RCPI. The dates and locations for these training events can be found at www.copscameras.org.

Community Perception – In addition to the surveys given to police and prosecutors, surveys were given to community members to gauge their support of the use of in-car cameras. In 12 of the 47 states, public forums were held to discuss the use of in-car cameras. Nine hundred citizens from 18 states completed and returned the surveys. When community members were asked if they support the police's



use of in-car cameras, 94% stated that they do support it and approve the use of the camera. However, 71% suggested that they should be informed when they are being videotaped.

Profile of Public Opinion Survey Respondents



Similar to the officers' surveys, the citizens were provided questions regarding behavior modification. When asked if they would modify their behavior if they were aware that they were being recorded, 51% of the respondents said that their behavior would change. The citizens added that the presence of a camera would make them less likely to drive aggressively.

The participants were asked if the presence of an in-car camera would impact their decision to initiate a complaint against an officer. A significant percentage (48%) responded that the presence of the camera would make them *less* likely to file a complaint. At the opposite end of the spectrum, 34% reported that the knowledge of police use of cameras made them *more* likely to lodge a complaint. A small representation, 2%, replied that their likelihood to complain was contingent on the particular circumstances; 15% did not think cameras would affect their decision to complain.

In addition to the surveys, community perception was measured through citizen forums held to gauge the public opinion in the participating states. It was discovered that the public held several common misconceptions. The general belief is that *all* police vehicles are equipped with in-car cameras. There was also a perception that the camera was mobile and shadowed the officer, as on television and in the movies. Current technology limitations generally restrict camera use to a stationary wide view of the event. This misconception needs to be recognized not only by the police, who deal with the complaints regarding police practices, but also by the prosecutors' who select jurors from the community at large. It also must be addressed in trial proceedings to ensure the jury does not have unreasonable expectations of what the video evidence can provide.

The single greatest value derived from the results of the public opinion survey and citizen forums is the fact that citizens support and even expect all police officers to be equipped with in-car cameras. The public recognizes that the camera systems not only help prevent the abuse of authority, but they also serve as a valuable tool to ensure the integrity of an agency.

Judicial Process – To measure the impact cameras have had on the judicial process, the IACP entered into a collaborative effort with the National District Attorney's Association (NDAA) and the American Prosecutors Research Institute (APRI). Of the prosecutors surveyed, an overwhelming number (91%) have used video evidence captured from the in-car camera in court. They reported that the presence of video evidence enhances their ability to obtain convictions and increases the number of guilty pleas prior to going to trial. The majority of the prosecutors (58%) reported a reduction in the time they actually spent in court. Although, when video evidence was used in the cases, 41% of the prosecutors reported an increase in their case preparation time.

Problems associated with the use of video evidence in trial as reported by the prosecutors are as follows:

- The cameras' limitations or field of vision
- Poor quality audio and video
- Obtaining copies from law enforcement prior to trial
- Lack of equipment or skills necessary to redact inadmissible portions of the video evidence
- Obtaining copies for defense attorneys through disclosure requests, contradiction between video evidence and officers' testimony, the absence of equipment

Issues surrounding the chain of custody of the video evidence

In spite of the aforementioned issues, a great majority of prosecutors (93%) rated the overall use of video evidence as successful or highly successful. The types of cases in which video evidence is most successful are: driving under the influence, traffic violations, vehicular pursuits, assaults on officers, narcotics enforcement, domestic violence, and civil litigation against law enforcement agencies.

Police officers have also been questioned about whether video evidence has reduced their court time. Line officers reported that in the majority of cases where video evidence is present, the defendant pleads guilty. As for actual reduction in time spent in court, it is dependent on the officers' court schedule. If they are summoned to appear for trial on a particular case and the case is pled, then numerous hours waiting to testify and actually testifying were saved.

It is important to recognize that many of the problems facing prosecutors and officers alike result from the lack of training in the field of video evidence. Through training and specific departmental policies and procedures, most of the aforementioned obstacles will be overcome. The complete IACP/APRI survey is included as Appendix F of this report.

Officer Performance and Professionalism - The majority of police work is accomplished out of the supervisor's view and control, and this is more prominent in state police and highway patrol agencies due to the vast geographic area to be patrolled. In many instances, the officer/trooper may only return to the barracks once every 30 days, so an additional level of agency trust is afforded to them. Video evidence captured by in-car cameras provides the supervisors with an additional tool to monitor personnel performance, especially the performance of those officers working in remote areas.

While officers are aware that the in-car camera provides additional scrutiny of their performance, the question of whether or not it impacts their performance remains. The line officer surveys revealed that a majority of officers reported that the camera has not altered their performance. One-fifth of the officers reported that the presence of the camera improved their professionalism and courtesy.

During the line officer interviews, participants were asked to describe the impact that the camera has had on their professionalism and courtesy. Initially they responded in the same manner as they did in the survey. However, during the discussion a majority of officers confessed that when they are aware that they are on camera, they strive to present the best possible professional image.

Regarding citizen complaints, 8% of the responding officers reported a reduction in the number of complaints lodged against them. Statistical correlations indicate that officers who reported improvements in their courtesy or professionalism were more likely to report a reduction in the number of sustained complaints filed against them.

Further analysis reveals that an improvement in courtesy is positively correlated with a number of factors, including: the length of camera experience; whether an officer has undergone an internal investigation with video evidence used to either exonerate or sustain the complaint; amount of camera training; and the officer's perception of the periodic departmental review of the video evidence. That is, as the aforementioned factors increase, courtesy increases as well. Officers having undergone internal investigations in which video evidence was present also reported an improvement in their courtesy.

Officers who believe that their department reviews their tapes periodically are more likely to improve their level of courtesy. These officers tend to have a higher level of perceived monitoring than officers who do not believe their department reviews tapes periodically. This indicates that an enhanced level of monitoring can yield an improvement in an officers' demeanor.

Police encounters with the public involve an exchange of words and gestures, and previous research has demonstrated that the demeanor of the police and public are interdependent. Citizen mannerisms and responses have been used to interpret police actions and tactics. If citizens are aggressive towards officers, the officers are more likely to react with aggressiveness and vice versa. A systematic observational study conducted for the Presidents' Commission on Law Enforcement and Administration of Justice found that nearly half of the observed use of excessive force cases occurred when the victims verbally defied police authority.

In-car cameras not only impact the officers' performance, they also modify the behavior of the citizens being stopped. A bivariate correlation test demonstrates that officers reporting contact with citizens were less aggressive when cameras are present also reported an improvement in their courtesy. Of the officers who reported citizens becoming less aggressive, 26% reported being more courteous versus the 14% who reported that they have not observed a reduction in aggressive behavior during their contact with citizens.

Complaint information was collected through internal affairs divisions and the line officers' survey. Due to the scarcity of available data, it is premature to reach a generalized conclusion. Agency level data provided by a few police agencies show mixed responses. The number of complaints concerning police conduct in some agencies dropped after implementing the use of in-car cameras; however, in at least one of the agencies, the total number of complaints increased after the introduction of cameras. The total ratio of sustained complaints decreased after the introduction of incar cameras.

Researchers are aware that allegations of misconduct are not the only variable dictating the number of complaints concerning police practices. Previous research⁹ on this topic confirms that complaints can, and do, result from good police work as well. More strenuous law enforcement efforts are sometimes accompanied by an increase in the number of citizen complaints. The public's willingness to file complaints is another factor that might affect the number of complaints. The more confidence the public has in complaint investigation, the more likely they are to report abnormal police behaviors. Changes in the procedures for complaint intake and demographics also cause fluctuations in the number of complaints an agency receives. However, the majority of the agencies studied have not initiated significant changes in procedures dealing with complaints since the introduction of in-car cameras.

The effects of in-car cameras on the number of complaints vary among departments. In some departments, the number of in-car cameras is too few to influence the number of complaints. Complaints might drop as a result of improved officer demeanor, and frivolous complaints may decrease if the public understands that in-car cameras will

_

⁶ Klinger, 1994; Worden and Shepard, 1995; and Worden, Shepard and Mastrofski, 1996

Mastrofski et al. 1996 and 1999; Paternoster et al. 1997

Albert Reiss, 1968

⁹ Reiss 1970 and Brereton 1999

support the truth. In-car cameras may also drive up the number complaints, because after using cameras, some officers have become more stringent in their traffic enforcement. A number of officers remarked that before using in-car cameras, they were more likely to give a warning for some minor offenses; when using in-car cameras, they tend to give citations in similar circumstances out of concern that their supervisors might review the videotape and question their decisions. This sentiment is often stronger in agencies that have only been using in-car cameras for a short period of time.

The study has examined whether in-car cameras have different impacts on the number of complaints received by law enforcement agencies in states that do not require the officer to disclose the presence of audio and video recording (one-party consent), as opposed to states requiring that recording is disclosed (two-party consent). Only a small number of the police departments studied require officers to notify subjects that they are being videotaped: New Hampshire Highway Patrol, Pennsylvania State Police, Maryland State Police, and the Illinois State Police. No sufficient evidence was found to establish a correlation between required notification of recording and a change in the number of complaints concerning police conduct.

Agency Policies, Procedures, and Protocols - A valuable lesson learned from the Impact Evaluation was the need for any agency implementing an in-car camera program

to have a strong and clearly defined policy in place prior to implementation. In 2001, the Commission on Accreditation for Law Enforcement Association (CALEA) issued standard 41.3.8, regarding agencies that use in-car audio/video recording systems. The standard requires that any policy and/or procedure must address situations for use, tape security and access, and tape storage and retention schedule.

The d/or In place use, 83% age

Being developed 11%

Percentage of Agencies with In-

Car Camera Policies

Will be developed

In 2003, during the process evaluation, 39 (83%) agencies reported having policies in

place addressing the use of in-car camera systems; five (11%) agencies were in the process of creating policies; and the remaining three (6%) agencies planned to create a camera usage policy in the future. During the impact evaluation in 2004, only one of the 21 selected agencies did not have a policy in place.

The in-car camera documents the actions and demeanor of both the violator and the officer. A police chief may regard the in-car camera as a method of ensuring honesty, integrity and accountability. However, the officer may regard the same equipment as a disciplinary tool. This difference in philosophy must be taken into account when implementing or measuring the effectiveness of an in-car camera program.

The value of in-car cameras hinges, to a great extent, upon the willingness of officers to record their daily actions and subject themselves to periodic scrutiny. The agencies studied have made excellent inroads with this difficult task. Almost all of in-car camera policies reviewed for this study mandate that all traffic stops, police pursuits and citizen contacts be recorded in their entirety. The policies of many agencies have also highlighted the value of in-car cameras by demonstrating that officers are performing professionally.

Supervisory Review - Most of the agencies have developed a policy for reviewing videotapes to ensure integrity and accountability. This process is a valuable supervisory and management tool, yet a degree of caution should be exercised. If officers feel they are singled out and disciplined for minor infractions (i.e.; not wearing a hat or tie) following a review of their tapes, this could have a detrimental impact on the program and effect the morale of the officers and the program itself. Instead, these minor policy violations should be addressed through training or informal counseling.

Therefore, to ensure understanding and to promote trust with the in-car camera user, the agency may consider using the following or similar statements in their general order and/or policies and procedures:

Minor infractions (not criminal in nature) discovered during routine review of the recorded material should be viewed as training opportunities and not as routine disciplinary actions. Should the behavior or action be repetitive after being informally addressed, the appropriate disciplinary or corrective action shall be pursued.

Another important observation made by the evaluation team is the importance of communication between management and the rank and file. The majority of the agencies evaluated displayed exceptional communication at all levels throughout the chain of command. However, in a few rare cases, the evaluators found that a lack of communication was hampering the program. In some cases, officers using in-car cameras had different interpretations of when policy required the use of the cameras. Some officers and supervisors were unsure of policies regarding the retention of tapes, therefore problems with the storage of the media and subsequent chain of custody issues also occurred.

Line officers need a clear understanding of what is expected of them. Mid-level managers and executives need to be cognizant of all problems the officers are facing and become actively involved in problem solving, while also engaging line officers in the decision making and problem solving process.

To assist police agencies in creating a successful in-car camera program, the IACP has developed a Model Policy, which is included in the Best Practices Chapter of this report. The IACP In-Car Camera Policy is intended as a guideline, which can be adapted or modified to the unique needs of an agency.

Agency Leadership - The in-car camera is an unbiased witness to events to ensure the accountability and the integrity of their officers. Although the "virtual ride-along" can never, nor should it ever, take the place of the personal contact between supervisor and subordinate, periodic review of the officers' recordings by the supervisor cannot be overvalued. Issues of officer safety, demeanor and professionalism can be diagnosed and addressed accordingly. The recordings, along with other supervisor observations, may serve as an early warning of an officer experiencing problems that should be addressed. The normally professional officer, who suddenly becomes easily agitated or short with the public, may alert the supervisor that the officer in question is under additional stress. The camera, in effect, can provide another level of supervision while providing additional protection for the agency against liability.

In addition, by streamlining the investigative process the agency can save hundreds of supervisory hours required to conduct a thorough investigation. The video evidence provides tangible, unbiased proof of officers' actions. The study proved that in the

majority of cases, complaints are either withdrawn or brought to a speedy conclusion when there is video evidence available to the investigating supervisor or commander.

Proper management of an in-car camera program is essential to its success. Executives must have a thorough understanding of the entire scope of needs before the instituting an in-car camera program. By utilizing the video assessment profile provided in the *Best Practices* section of this document, and ensuring that all parties with a vested interest are provided input into structuring of the program, police executives will be able to maximize the effectiveness of their program and ensure all needs are met. Building an infrastructure first may avoid many of the managerial pitfalls experienced by the agencies participating in this evaluation.

On a cautionary note, once the agency commits to the use of the in-car cameras, the use of the systems will become the norm and not the exception. Community leaders, the courts, and investigators will expect video evidence in all cases. This became apparent during one site visit where it was reported by officers that many prosecutors would not try a driving while intoxicated case without video evidence.

Many officers that use in-car cameras do not wish to patrol without them. Building a successful in-car camera program requires much more than the simple purchase and installation of the systems. There must be appropriate policies and guidelines in place to ensure that while citizens are being protected, their personal privacy is not being violated. Agency executives and community leaders must ensure adequate resources for the proper management, storage, and retrieval mechanisms in hardware, software, and personnel are provided. When dealing with the many forms of analog and digital media, for instance, automation may be the most cost effective method to pursue.

The value of this technology is self-evident. Public safety and citizen support for law enforcement will benefit from having in-car video cameras available for all police officers. All of these objectives can be accomplished through the efforts of law enforcement and our partners - the public.

Homeland Security - There are times when information collected by in-car video cameras can be used to address other fundamental concerns in this country, such as assisting agencies in identifying potential threats to homeland security. It has been nearly three years since the attacks of September 11th on the United States. It is important that we learn from the past and gain a better understanding of how to improve our ability to prevent future attacks.

Prior to September 11th, terrorists freely traveled around our country gathering intelligence on potential targets and acquiring materials to carry out their plans. Police officers routinely come in contact with these people, as evidenced by the findings of the 9/11 Commission. The state, local, city, and county police departments, as well as, sheriffs departments' and tribal police agencies will continue to be on the front line of the war against terrorism.

The in-car camera is a vital tool for gathering intelligence and documenting events. Audio tracks and visual images captured can be compared to existing voice samples and images of known individuals. The video images captured also provide a time and

date stamp, which can place a person or a vehicle on or near strategic targets or subsequent major incidents. One example of this is found in the tragic bombing of the Murrah federal building in A video camera operating at an apartment complex near the Murrah building captured the image of a Ryder truck shortly before the massive explosion. It was later determined the explosion was caused by a homemade bomb in the Ryder truck and this piece of video evidence was later used in trial to convict Timothy McVeigh.

With recent advances in wireless mobile video technology, images and video files can be instantly transmitted to a central location where they are compared with state records, suspect files, or terrorist

State police in two states stopped terrorists linked to the September 11th attacks, hundreds of miles apart, within weeks and even days before the event. Research has also uncovered that on the day of the attacks, county polices officers stopped two individuals outside a major military facility. The Federal Bureau of Investigation identified the two individuals as persons of interest. On September 14, 2001, a local police officer stopped an individual that presented only a passport for identification. The name given to the officer by the suspect revealed an open warrant for driving while suspended. Due to the officer's heightened awareness following recent events, the officer also contacted the Federal Bureau of Investigation. After taking the individual into custody, fingerprint analysis revealed that the suspect was in fact a known terrorist whom the FBI was seeking.

watch lists. Not only could this information help protect the officer, but the recorded audio and video could provide the information needed to allow authorities to intercede before citizens are killed or injured. For these reasons and more the in-car video cameras are an important tool for providing maximum national security.



VII. LESSONS LEARNED



Lessons Learned:

Based on the process and impact studies, the IACP concludes that the COPS In-Car Camera Initiative Grant had a tremendous impact in advancing technology for the state police and highway patrol agencies. In 2000, the National Institute of Justice reported that 3,400 state police vehicles were equipped with cameras. Boosted by COPS funding of 5,034 systems by the end of 2003 the total number of in-car cameras in use by state agencies grew to 17,500. This represents a fivefold (515%) increase in the number of cameras. While the number of in-car camera systems grew significantly, with 14,100 new camera systems, COPS funding represents 26% of the cameras of the overall cameras being used. Seed money provided through the COPS Initiative Grant sparked the proliferation of in-car cameras systems throughout state police and highway patrol agencies.

Prior to installing the first in-car camera, departmental policies and procedures regarding use, storage and handling of the video evidence must be in place. This approach ensures the future admissibility of video evidence in court. Users should be properly trained in the operation of the equipment as well as federal and local laws relating to the use of electronic capturing of audio and visual images. The IACP study revealed that training needs to go beyond the users to the executive levels. Executives must have a basic understanding of the technology to ensure its compatibility with the agency's video evidence needs.

Finally, user perception is an additional factor that must be addressed when implementing an in-car camera program. If officers believe that the system is only being installed for disciplinary purposes, the program will falter and may fail. An agency can use the lessons learned through pioneer participants in this study to increase the chances for a successful in-car camera program.

Implementing an effective program requires more than simply purchasing and installing camera systems. A comprehensive video management plan must be in place. As we enter the digital age, planning for a system should be developed from the back-end (storage, filing and retrieving images) to ensure that technology will support the system selected. In addition, the plan begins with a broad assessment of an agency's video evidence needs and should bring together all parties with an interest in the success of the program. Prosecutors are integral to this process. Ultimately, they will have to defend the video medium

How does an agency effectively negotiate with union representatives who may be concerned with negative aspects of the cameras use? The following facts may be useful:

- In 93% of the time a complaint is filed regarding police conduct and there is video evidence available, the officer is exonerated.
- The officer is provided with a tool that can enhance their individual performance through self-critique.
- The overwhelming majority of officers having used in-car camera systems do not wish to patrol without them.
- In the worst-case scenario, the camera must speak for the officer who cannot speak for him/herself.

When all the facts are taken into consideration, the rumors and fears begin to fade.

selected in court. The video management plan must provide a means for proper installation and maintenance for the systems. Key considerations when selecting a system include the durability and reliability of the system; assurances of officer safety through the placement of the various components; and ease of operation.

Today's in-car camera enjoys overwhelming public support and can enhance an agency's image while ensuring integrity and accountability. Camera technology, if applied properly, will enhance officer safety and provide valuable insight on the effectiveness and application of departmental policies. When it comes to purchasing technology, police executives must avoid the temptation to settle for an off-the-shelf technology solution when that solution may not meet an agency's needs. Technology designed for a city police department may not be suitable for a state agency. *Police must be educated consumers of technology.* This was illustrated by the industry's reaction to the Line Officers Roundtable in January 2003, where the in-car camera users identified problems with their in-car camera technology and made specific recommendations for change. By the IACP Conference in October 2003, every major manufacturer of in-car camera systems encompassed the user requested changes.

The in-car camera is a multifaceted tool that assists police executives by ensuring integrity and accountability while enhancing public trust. In-car cameras allow officers to critique and enhance their performance and provide training material for new recruits and advanced officer training. With the proper education, video evidence can be of great value to prosecutors as well as police. Video evidence can be used to refresh an officer's recollection of events while validating the officer's testimony. In many cases when video evidence is present, both time and monies can be saved if the defendant elects to plead guilty to the charges. In civil, criminal, and administrative cases, the presence of video evidence streamlines the investigative process and allows an agency to come to a timely conclusion. Even when revealing departmental violations, video evidence allows investigators, supervisors and executives to make sound assessments of the facts. With videos, mitigating circumstances that may impact the severity of discipline can be addressed.

The information provided in Chapter VIII, Best Practices, will help agencies create an organized plan of action that will serve as a blueprint for the successful acquisition and implementation of an in-car camera program. This comprehensive plan takes into account all of an agency's video evidence needs and will assist in the assessment, design, selection, acquisition and implementation processes. Additional information is provided on managing video evidence along with making the transition to digital systems.



VIII. BEST PRACTICES

Assessing Your Agency's Needs

The In-Car Camera Acquisition Process

Managing Your Media



Assessing Video Evidence Needs:

When instituting an in-car video initiative, an agency must take into consideration how to collect, track, review, analyze, and store their recorded video. Police officers and supervisors must have equipment available to them in order to review and copy a video for training or evidentiary purposes.

In recent years, the proliferation of affordable video technology has resulted in a rapid increase in the use of surveillance systems in businesses, schools, government offices, even churches and private homes. Law enforcement has been



Detective Joseph Giufrida, forensic video analyst with the Prince George's County Division of the Maryland Park Police, analyzing video evidence collected from a crime scene.

challenged to manage vast amounts of video evidence from various sources. Many agencies have elected to maximize the value of their investments in in-car video by integrating video management and support functions into an, enterprise-wide strategy for handling video evidence. This strategy supports investigative review and analysis of video from many sources, including in-car camera footage, recorded interviews, surveillance footage, video recovered from a crime scene, or incidental video that may provide evidence of a crime or investigative leads.

The following are four levels of video support systems that an agency may choose to consider:

- Level 1 Basic In-Car Video Support
- Level 2 Expanded Video Support
- Level 3 Agency Wide Video Support, Forensic Video Analysis
- Level 4 Forensic Video Analysis, Intra-Agency Support

The Basic level of support is considered by IACP to be the minimum requirement for agencies using in-car video systems.

Level 1: Basic In-car Video Support - Basic In-Car Video Support is the minimum level of support for agencies with an in-car camera program. The agency is equipped with playback and recording equipment compatible with the in-car systems in use. This level of support will allow the review and duplication of tapes or tape segments. The agency maintains a log of videotapes for archives and monitoring of tape use. Depending on the size of the agency, there may be just one log or, more likely one at each patrol district. If advanced levels of video support are instituted, it is a good idea to maintain access to this equipment so that officers have the opportunity to review tapes for the purpose of report writing and case preparation.

Level 2: Expanded Video Support - While primarily designed to support the in-car program, an agency may elect to offer expanded video services by adding additional playback formats for conversion, duplication, or capturing and printing still images. The services or access to the equipment (with proper training) would be made available to investigative divisions. Digitization of analog video could be supported to create CD, DVD, or streaming video conversions for distribution or archiving. A log would be maintained for tracking tapes and documenting caseload.

Level 3: Agency-wide Video Support, Forensic Video Analysis - Level 3 includes the establishment of centrally located audio/video support for all investigations involving video processing within an agency. Additional specialized equipment can include demultiplexers, time-lapse VCRs, time base correctors, or photo printers. A digital forensic audio/video analysis system should be considered and or included at this stage. Computerized case tracking and evidence management is recommended at this level, as cases may include digitally processed video as well as the original tape or video file.

The video examinations at this level and above may be significantly more complex than simple contrast and brightness adjustments. Therefore, personnel should be required to receive comprehensive training in the specialized techniques and procedures, including courtroom testimony. Because of the time and effort required for this level of video support, basic support systems for quick review and copying of tapes should still be available to line officers, preferably located in patrol stations. Any video considered to be evidentiary should be forwarded to the central video support unit for examination, ensuring chain of custody procedures are followed.

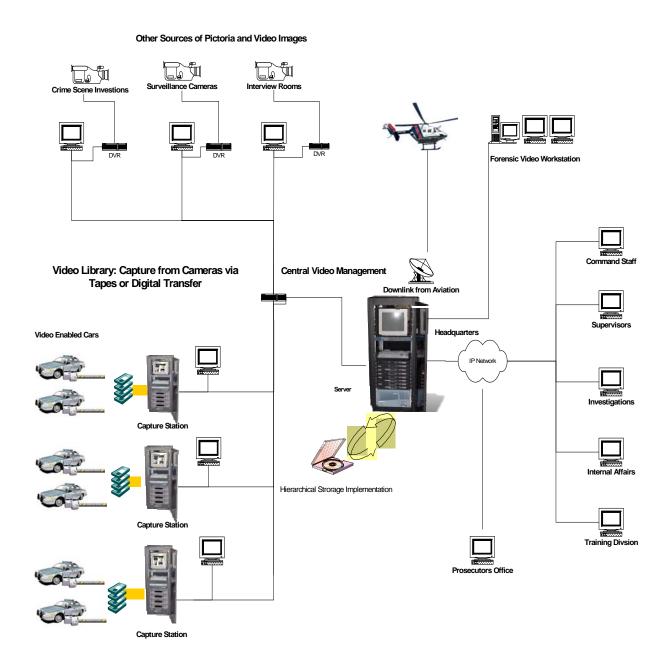
Level 4: Forensic Video Analysis, Inter-agency Support - The most advanced and extensive level of support, the forensic video analysis unit will provide full-service audio/video examination and support. It includes a digital forensic video analysis system, network connectivity, and secure wide area network access to stream video clips to investigators throughout the agency. A secure communication system with the District Attorney's office and other agencies may be in place to foster information sharing. Digital asset management software should be utilized to maintain video files in a "virtual property room." If possible, the agency should consider adding support for professional broadcast video formats, to facilitate analysis of news tapes and distribution of material to media outlets.

Note: Video examinations performed at Levels 3 and 4 may be subject to crime laboratory accreditation guidelines as set forth by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). Agency managers should be familiar with ASCLD/LAB accreditation guidelines and local regulatory requirements when considering the establishment of a forensic video analysis unit. Specific training and/or certification of personnel may be required for accreditation.

Many agencies use audio, video, and imaging technology for a wide variety of tasks, from undercover surveillance to monitoring local newscasts. By identifying all these technical and human resources, an agency may be able to negotiate more cost-effective supply and maintenance contracts, build internal support and training infrastructure, and expand operational capabilities.

To best assess an agency's needs for audio/visual support, the IACP has developed the *Agency Video, Audio, and Imaging Inventory,* which is included as Appendix F of this report. This inventory will help identify all the resources currently in use within the agency.

Developing a Strategy - Once you have completed a video evidence needs assessment and identified the personnel that require input into a possible solution, the next step is to develop a plan or a blueprint that addresses the needs of all involved. The flowchart below is an example that may address the needs of a larger police agency. The example can be scaled down to accommodate smaller agencies.



The Acquisition Process:

When acquiring fixed assets of significant value (capital outlay expenditures), three basic methods are used. The piggyback contract, allows an agency to acquire the desired product based on another agency's contract with the vendor. This method requires the host agency to provide a "me too" clause in the original contract that allows for other federal, state, and local agencies to be provided the same service or product at the same rate of exchange. The second method is the sole source contract. This allows an agency that has delineated specific needs to identify the single vendor that can accommodate their needs. This practice is rarely utilized and is often discouraged by procurement offices due to the civil implications that only one vendor can provide. The third and most commonly practiced method is the competitive bid process. Of the 47 state police and highway patrol agencies receiving COPS funded in-car camera systems, the competitive bid process was the most commonly used (please refer to the Appendix D for Vendor Bid Requirements and Sample Bid Specification).

The following steps are an example of a generic template that should be addressed in the acquisition process:

- Needs Assessment. This essential first step is a written document or study that
 justifies the application or request for a particular product or item of equipment.
 The needs assessment should take into account the agency's entire video
 evidence needs and the interoperability with existing or future equipment
 acquisitions.
- 2. Bid Specifications. Bid specifications are a crucial part of the process for any agency. Failure to be detailed when setting your minimum standards may result in an inferior product based solely on the lowest bid. At this juncture in the process, it is essential that all persons or sections having interest in the end result be included in the design of the bid specifications. By bringing the components together you ensure interoperability with existing equipment and ensure the equipment purchased will meet the needs of the end user.
- 3. Legal and Budget Review. The office of procurement will review the bid specifications to ensure compliance with local, state and federal regulations regarding the bid process.
- 4. Request for Bid (RFB) will be publicized. The RFB will contain the minimum standards acceptable for the fulfillment of this contract. This process generally takes between 30 90 days.
- 5. Review of Bids submitted to ensure they meet the minimum standards and specifications set forth in the original RFB. A committee will provide written recommendations to the governing body or departmental executive as to which bid is acceptable and why. A contract will then be awarded according to the rules of the governing body.
- 6. Project Manager. The project manager will work with the vendor throughout the terms of the contract to ensure delivery and installation of the product in a timely fashion and will maintain quality control. The project manager shall also ensure that all facets of the contract are fulfilled to include service, maintenance and training.

Timeline - Our study discovered that the average time from model selection to purchase is 2.5 months, from purchase to delivery is 2.4 months, and from delivery to installation is 4.2 months. The maximum time from model selection to purchase is 11 months, from purchase to delivery is 10 months, and from delivery to installation is 18 months.

Source - Eighty-three percent of state police and highway patrol agencies reported purchasing their in-car camera systems directly from the vendor. Eleven percent reported purchasing their systems from a subcontractor. The majority of the reporting agencies selected their vendor via the competitive biding process. The reason provided for the vendor selection was that the product met with their specific product specification i.e.; their systems have interface capability with existing RADAR instruments, they were reliable and of high quality or simply because they were the lowest bidder.

Installation - Seventy-six percent of agencies surveyed reported having in-car camera systems installed by their agency technicians, and 24% agencies surveyed had cameras installed by vendors or subcontracts. Forty of 47 agencies reported not having any modifications to either the vehicles or the mobile video cameras when completing installation. However, seven agencies made minor modifications such as modifying mounting brackets for specialty traffic cars, installing mounting hardware and wiring power connections, and disabling power switch allowing cameras to come on with red light activation.

When purchasing, installing, or repairing in-car cameras, officer safety should always remain the number one priority:

- Overhead consoles with protruding corners should be avoided. In the event of a rollover accident, these sharp corners may cause serious head trauma to vehicle occupants.
- The camera casing should be mounted forward on the windshield and rest in front of the rearview mirror. This will minimize the peripheral obstruction of view and remove the camera from the passenger side airbag deployment zone.

Many times when vendors provide installation, they have the tendency to place equipment where it is easiest to install and usually do not take into account potential hazards that may affect the officer.

The reputable vendors, as part of the purchase agreement, will provide installation of the in-car camera systems or train personnel to properly install and reinstall equipment at no cost. As the number of in-car camera units increase, the installation of camera equipment will need to be transferred to either the fleet maintenance or radio repair shops. This will require factory training for those parties involved.

The Process Study also finds that a little under half of the 47 COPS grant recipients (46%) have their own technicians perform all maintenance, and 54% of the agencies contract maintenance out to vendors or manufacturers. In the event that emergency repairs are required, most of the agencies report that they replace the broken camera with a reserve camera or use camera parts to repair the camera, and then order new parts for the reserve. Rarely do any of the agencies have to send the entire system back to the manufacturer for repairs. Others contract with a local company or radio shop for minor repairs.

As equipment ages, more repairs will be required; therefore, having a trained technical staff at a central location for repairs and installation is essential to the development of the program.

Camera Deployment - The study found that in-car cameras have been primarily distributed to departments based on personnel and geographical regions. In some cases the camera systems were deployed equally or proportionately to all districts across the state; in other states, camera systems were provided to areas and assignments that would benefit the most from the new technology. For instance, counties with the highest average alcohol related crashes, largest number of D.U.I. arrests, areas that had the highest volume of traffic stops, or to specific areas where officer safety was of the greatest concern. Those agencies that selected personnel as their deployment criteria reported that they issued camera systems to many of their high activity personnel and personnel who would perform higher risk activities such as drug interdiction or D.U.I. task force members. Other state agencies equipped every new patrol vehicle with camera systems.

Although equity in the disbursement of equipment and new technology is understandable, this policy creates problems managing, controlling, training and when implementing new programs. Therefore, it is recommended that agencies implement incar cameras incrementally (by district or barrack) to make the most of limited resources and allow for future program development. Incremental implementation allows for a smoother transition and new challenges to be met and addressed. Subsequent installation and implementation of in-car cameras in the remaining districts should then be seamless.

Managing Video Evidence:

As CALEA standards stipulate, "The products of this technology could become an important piece of evidence in any type of case and should be maintained in a way to insure the integrity of contents. When tapes become evidence, they should be treated as any other evidentiary items..." Therefore, all recordings should be treated as potential evidence until it can be established that the contents are not required as evidence in either a criminal, civil, or administrative matter.

After conducting site assessments throughout multiple jurisdictions, one common problem emerged. The issue of storage and management of audio/video



Ms. Eliza Windsor, Video Evidence Technician, Prince George's County Police Department, Maryland working in their video evidence locker.

recordings has become one of the largest obstacles agencies have had to overcome. The purchase, acquisition, duplication, and storage of recorded media requires personnel time commitment, space, and resources that the majority of agencies are not prepared to deal with. Maintaining and guarding the integrity of the recorded media was an overarching theme in our assessment.

Once an audio/visual recording is admitted as evidence in a court of law, the test for admissibility becomes whether an officer can authenticate the audio/video recording as a true and accurate depiction of what transpired during the incident. However, to prevent incriminating evidence from being presented at trial, the defense may challenge the recording's admissibility based on the chain of custody. Although prosecutors across the country are split on whether video recordings fall into this category, the best policy, as with any physical evidence, is to always guard the integrity of the evidence and ensure policies and procedures maintain a strict chain of custody and are followed.

During the impact evaluation, discussions with the mid-level managers developed a common concern of the increased amount of time supervisors dedicate to reviewing and copying tapes along with the limited amount of space they have available for secure storage. As the program expands this demand on their valuable time will only increase. A mathematical example: Agency AAAA has 100 video enabled patrol vehicles and the average analog recording media is changed out or turned every 5 days. This means the agency goes through approximately 5,000 analog media (VHS or Hi8) per year. Supervisor B is assigned as the recorded media custodian at a district. Supervisor B's salary is approximately \$30.00 per hour. It takes supervisor B on the average 15 minutes to recover the recorded media from the patrol vehicle, log it in and place the media in a secured environment. Supervisor receives 30 requests per month to reproduce segments of the media for prosecuting attorneys or the defense attorneys. This process takes anywhere from 45 minutes to two hours depending on the length of the incident and the fact that the copies are made in real-time. Based on the aforementioned facts, the agency will spend approximately \$59,100 in administrative labor costs per year. Underestimating workload and costs were common problems experienced by the majority of the agencies participating in the study.

With any new program there is always an opportunity for enhancement, either through technology, systematic review or self-critique and this program is no exception. These suggestions come from study of both the problems and solutions experienced by a number of agencies with in-car camera programs.

The majority of the agencies studied purchased videotapes (standard consumer T-120 VHS six-hour tapes) in bulk. The same black plastic housed tape can be purchased at any local convenience store, allowing easy replacement of a tape containing questionable actions. This occurrence is hypothetical and would be an obvious integrity violation, as well as criminal, but the possibility can be avoided by the following recommendations:

- Purchase eight-hour videotapes as opposed to six hour tapes in bulk from a reputable vendor
- Order videotapes in a distinct color housing, such as red
- Adding a permanently affixed barcode or label to the videotape before it is issued.

By implementing a bar-coding or labeling system, the agency is able to better track and monitor both used and unused videotapes, serving to protect the integrity



of the program. Using widely available commercial off-the-shelf database software, the agency can make future projections of supply needs and provide a chain of custody report by logging the videotape number, vehicle assigned, officer issued to, date and time issued, officer or vehicle recovered from, date and time recovered, and date and time placed in storage. Utilizing a relatively inexpensive bar-code reader, inventory can be taken in minutes. Additional fields can be added to the database to capture the date it is copied, by whom, and for what reason. This program is available from the IACP upon request at no cost to the agency. (See Appendix iii for sample document)

Our study revealed that on occasions when the system failsafe did not work and videotapes were accidentally overwritten because the equipment failed to recognize the imprinted images already on the tape. This generally occurs when the videotape is removed from the recorder to be copied or viewed and then placed back into the original system. Although this may be a factory defect, not removing the videotape until it is ready for storage would prevent this occurrence. If the videotape is removed for viewing, new or refreshed videotape should then be installed and the viewed tape placed in storage.

Acquisition and Storage of Recorded Media - The majority of police and highway patrol agencies studied are currently using analog video as their recording media. Issuing, ordering, filing, retrieving, or copying videotapes, are all labor-intensive tasks. The most efficient way to deal with the majority of these tasks is through automation. Automated storage systems designed to manage recorded media are currently available. As in-car camera projects expand, automation will prove to provide long term cost savings. On a cautionary note, before investing in a media storage system, ensure that the system has an open architecture that will handle all your recorded media needs. A media storage system should be capable of handling analog and digital formats, as well as multiplex recordings. The open architecture should also allow for expansion and must be upgradeable as new technology becomes available. Purchasing an open system allows the agency to select or change recording equipment as needed without limiting the agency to a specific brand or model. Purchase of a proprietary system may handicap

the agency's ability to advance their technological needs.

Lessons Learned from the Acquisition, Installation and Management of the Process - The best way to avoid problems is to recognize and learn from those agencies that have experienced the same problems.

The most commonly reported problems include:

1. Acquisition:

- a. Experiencing delays in the delivery of the in-car camera systems.
- b. Awaiting legislative approval for spending authority delayed bid process.
- c. Changes in new computer technology delayed bid opening.
- d. Vendors questioning the bid process delayed closing the bid.

2. Equipment:

- a. The number one complaint was with the poor quality of the audio portion of the recording. More specifically, the transmitters were providing poor reception, the microphones were too fragile and the life cycle of the batteries were insufficient.
- b. Excessive vibration on dash mounted cameras caused excessive system failure.
- c. Poor quality recording media is causing poor quality recordings.

3. Installation:

a. Improper installation has caused multiple problems with the monitors and cameras. For instance, improper mounting can cause video recorder failure. One agency reported that 15% to 20% of units broke due to human errors.

4. Management/Administration:

- a. The collection, storage and cataloguing of videotape evidence is becoming a tremendous burden, especially for agencies that do not employ full time technicians assigned to the task. In most police agencies available storage space is at a premium.
- b. The absence of policies and procedures that dictate the use and explain the operations of the in-car camera equipment.
- c. Officers are not provided with adequate training for the use and operation of the in-car camera.
- d. Lack of funding for service contracts after the warranties on the existing equipment expire.
- e. Not having factory trained representatives on site.

5. Human Element.

- a. Negative attitude directed towards the forced use of the in-car camera. Agencies had to overcome the hurdle of officers being reluctant to use the in-car video systems, believing that the system purpose was to allow "big brother" to be watching. Now patrols that do not have systems are asking for them, after seeing all the positive effects they can have towards making their jobs easier, especially in the elimination of citizen/officer complaints.
- b. Destruction or disabling of camera systems by officers that do not wish to participate.



IX. MODEL POLICY

IACP In-car Camera Model Policy
Concepts and Issues Paper



Model Policy

| | Effective Date | | Number | |
|----------------------------------|-------------------|--------|----------------|-----------|
| | March 2005 | | | |
| | | | | |
| Subject | | | | |
| Mobile Video Recording Equipment | | | | |
| Reference | | Specia | l Instructions | |
| | | l | | |
| | | | | |
| D' + '1' | D 1 (D) | | | No. Pages |
| Distribution | Reevaluation Date | | | No. Fages |
| Distribution | Reevaluation Date | | | 4 |

I. PURPOSE

The purpose of this policy is to provide law enforce ment agencies with guidelines for the use, manage ment, storage, and retrieval of audio-visual media recorded by in-car video systems.

II. DEFINITIONS

Recorded media: Refers to audio-video signals recorded on any of several storage devices, including analog tape (VHS, SVHS, Hi 8mm), digital tape (DV), or other portable digital storage devices (CD, DVD, hard drive, etc).

In-Car Camera System and Mobile Video Recorder (MVR): These are synonymous terms and refer to any system that captures audio and video signals capable of installation in a vehicle, and that includes at minimum, a camera, microphone, recorder, and monitor.

Supervisor: Sworn personnel officially appointed responsibility for a departmental component.

MVR Technician: Personnel trained in the operational use and repair of MVRs, duplicating methods,

storage and retrieval methods and procedures, and who possess a working knowledge of video forensics and evidentiary procedures. (Dependant on the size and needs of the agency, the role of the MVR Technician may be delegated to the supervisor.)

Degaussing: Electronic cleansing of analog recording media returns the media to its original state and when it is ready for the imprinting of new images.

III. POLICY

The use of an MVR system provides persuasive documentary evidence and helps defend against civil litigation and allegations of officer misconduct. Officers assigned the use of these devices shall adhere to the

operational objectives and protocols outlined herein so as to maximize the effectiveness and utility of the MVR and the integrity of evidence and related video documentation.

IV. PROCEDURES

A. Program Objectives

The agency has adopted the use of MVRs to accomplish the following objectives: 1.To enhance officer safety. 2.To accurately capture statements and events dur

ing the course of an incident. 3.To enhance the officer 's ability to document and

review statements and actions for both internal reporting requirements and for courtroom preparation/presentation.

4.To provide an impartial measurement for self-cri

tique and field evaluation during recruitment and new officer training.

5.To capture visual and audio information for use in current and future investigations.

B. General Procedures

1.It shall be the responsibility of this department to ensure that the audio-video recording equipment is properly installed according to the manufacturer 's recommendations. a. MVR equipment shall automatically activate

when emergency equipment (lights) or a wireless transmitter is operating. The system may

also be activated manually from the control

panel affixed to the interior of the vehicle. b. Placement and operation of system compo

nents within the vehicle shall be based on officer safety requirements.

 c. All officers shall successfully complete this department's approved course of instruction prior to being deployed with MVR systems in operational settings.

C. Officers' Responsibilities

- Inspection and general maintenance of MVR equipment installed in departmental vehicles shall be the responsibility of the officer assigned to the vehicle.
 - a. MVR equipment shall be operated in accor dance with the manufacturer's recommended guidelines and departmental training and poli cies.
 - b. Prior to beginning each shift, the assigned officer shall perform an inspection to ensure that the MVR is performing in accordance with the manufacturer's recommendations covering the following matters.
 - (1)Remote Audio Transmitter functional:
 - -Adequate power source
 - -Connected to the recording equipment
 - -Remote activation of system via trans mitter

(2)Camera Lens:

- -Windshield and camera lens free of debris
- -Camera facing intended direction
- (3)Recording mechanism capturing both audio and video information:
 - -System plays back both audio and video tracks
- 2. Malfunctions, damage or theft of in-car camera equipment shall be reported to the immediate supervisor prior to placing the unit into service.
 - a. A subsequent written report shall include information on the suspected cause(s) of equip ment failure, as available, and any recommen dations for corrective action.
 - b. The supervisor shall determine if the unit shall be placed in service. If the vehicle is placed in service without an operating MVR, the emer gency communications center (e.g., dispatch) shall be so informed.

D. Mandatory Recordation

- 1.Traffic stops (to include, but not limited to traffic violations, stranded motorist assistance and all crime interdiction stops)
- 2. Priority responses
- 3. Vehicle pursuits
- 4.Prisoner transports
- 5.Crimes in progress
- 6.Any situation or incident that the officer, through training and experience, believes should be audi bly and visually recorded.

The following applies to those states and jurisdictions that require two-party consent in which a person must be advised of the audio recording.

In addition to the aforementioned incidents, officers may record with the audio portion disabled anytime the officer believes such recording has a legitimate law enforcement purpose. Officers may audibly and visually record any incident in which all involved parties consent. At the beginning of any public contact or traffic stop, the officer shall notify the citizen that the events are being audibly and visually recorded. This notification does not apply to crimes in progress or similar situations where notification is impractical.

7.When the MVR is activated, officers shall ensure that the audio portion is also activated so all events are properly documented. Officers are encouraged to narrate events using the audio recording, so as to provide the best documentation for pretrial and courtroom presentation.

E. Operational Protocols

- To prevent bleed over and/or noise from other MVRs in systems using low band transmitters (analog), only the primary officer initiating the contact shall activate his or her audio recorder.
- Officers using the 900Mhz digital transmitters that are individually synchronized to their individual MVR shall activate both audio and video record ings when responding in a support capacity in order to obtain additional perspectives of the incident scene.
- 3. Officers shall review the recordings when prepar ing written reports of events to help ensure accuracy and consistency of accounts.
- 4. With the exception of police radios, officers shall ensure that the volume from other electronic devices within the police vehicle does not interfere with MVR recordings.
- 5. Officers shall not erase, alter, reuse, modify or tam per with MVR recordings. Only a supervisor or MVR technician may erase and reissue previously recorded recordings and may only do so pursuant to the provisions of this policy.
- To prevent damage, original recordings shall not be viewed in any equipment other than the equip ment issued or authorized by the MVR technician.
- MVR recordings shall be marked as containing evidence and submitted to the property custodian or MVR technician to be held and/or duplicated for criminal prosecution when they record any of the following.
 - a. Arrests
 - b. Assaults
 - c. Physical or verbal confrontations, vehicle pur suits
 - d. Vehicle searches in which contraband is recov

- ered
- e. Driving while intoxicated or under the influ ence arrests
- f. All prisoner transports
- 8. When the MVR is activated to document an event, it shall not be deactivated until the event has been concluded unless
 - a. the incident or event is of such duration that the MVR may be deactivated to conserve recording times; and
 - b. the officer does not reasonably believe that deactivation will result in the loss of critical documentary information; and
 - c. the intention to stop the tape has been noted by the officer either verbally or in a written nota tion.
- 9. The recording media shall be replaced when the recording time remaining is less than 1 hour, for long playing media lasting 6-8 hours, or 30 min utes for Hi8 analog or digital media with recording time of 5 hours or less.

F. Supervisors' Responsibilities

- Supervisors shall issue unrecorded media and when possible prior to issuance, shall assign and affix an identification number to the exterior of the media.
 - a. The numbered media is then recorded in the chain of custody log.
 - b. Should the media be a computer hard drive, a computer generated file number shall be gener ated internally.
- 2. The chain of custody log shall include, but need not be limited to:
 - a. Tracking number of media
 - b. Date issued
 - c. Officer or vehicle issued
 - d. Date submitted
 - e. Officer submitting the media
 - f. Hold for evidence indication (In the event an officer works at a remote location and reports in only periodically, multiple recording media may be issued.)
- 3. When an incident arises that requires the immedi ate retrieval of the recorded media (e.g., serious crime scenes, departmental shootings, departmen tal accidents), a supervisor shall respond to the scene and ensure that the appropriate MVR techni cian or crime scene investigator removes the recorded media.
 - a. The technician or investigator shall then
 - (1)place the media into evidence and provide copies to authorized investigative person nel; and
 - (2)ensure the appropriate notation is made in the chain of custody log
- 4. The supervisor shall periodically review the chain

- of custody log to ensure that issued media is sur rendered in a timely manner. The supervisor is responsible for determining causes for such problems (e.g., unreported problems with the MVR equipment or equipment not being used in accordance with departmental policy).
- Supervisors who are informed or otherwise become aware of malfunctioning equipment shall ensure that authorized personnel make repairs in a timely manner.
- Supervisors shall conduct periodic reviews of officer assigned media in order to periodically

 a. assess officer performance;
 - b. assure proper functioning of MVR equipment;
 - c. determine if MVR equipment is being operated properly; and
 - d. identify recordings that may be appropriate for training.
- Supervisors shall conduct bi-weekly reviews of personnel who are newly assigned MVR equip ment in order to ensure compliance with depart mental policy. Supervisors shall thereafter conduct quarterly reviews.
- 8. Minor infractions (not criminal in nature) discov ered during the routine review of recorded mater ial should be viewed as training opportunities and not as routine disciplinary actions. Should the behavior or action become habitual after being informally addressed, the appropriate disciplinary or corrective action shall be taken.
- 9. Supervisor shall ensure that adequate recording media is on hand and available for issuance.

G. Technicians' Responsibilities

- 1.A designated officer or other employee (MVR tech nician) shall be responsible for the ordering, issuance, retrieval, storage, cleansing (degaussing), and duplication of all recorded media.
- 2.The MVR technician shall be responsible for col lecting all completed media. Once the media is sur rendered, the technician shall
 - a. ensure it is placed in a secured location with authorized controlled access; and
 - b. make appropriate entries in the chain of cus tody log.
- 3.Recorded media may only be degaussed/erased: a. pursuant to a court order; or
 - b. in accordance with established retention guide
- 4.For the purpose of accountability, all media will be assigned an identification number prior to issuance to the field. The MVR technician will maintain a record database of issued media.
- 5. The MVR technician shall coordinate with field supervisors to ensure that an adequate supply of recorded media is available.
- 6.The MVR technician shall be responsible for the

following.

- a. Long-term storage of media deemed to be of
 evidentiary value consistent with the
 department's evidence storage protocols and retention
 schedule.
- b. The cleansing (degaussing) and re-issuance of all other media deemed to be of no evidentiary value consistent with the department's document retention requirements.

H. Media Duplication

1.All recording media, recorded images and audio recordings are the property of this department. Dissemination outside of the agency is strictly prohibited without specific written authorization of the agency's chief executive or his or her designee. 2.To prevent damage to, or alteration of, the original recorded media, it shall not be copied, viewed or otherwise inserted into any device not approved by the departmental MVR technician or forensic media staff.

3. When possible and practical, a copy of the original media shall be used for viewing by investigators, staff, training personnel, and the courts (unless otherwise directed by the courts) to preserve the original media in pristine condition.

4.At the conclusion of the trial proceedings or as oth erwise authorized by the prosecutor 's office for which the media was required, all copies shall be submitted to the MVR technician for further storage.

Every effort has been made by the IACP National Law Enforcement Policy Center staff and advisory board to ensure that this model policy incorporates the most current information and contemporary professional judgment on this issue. However, law enforcement administrators should be cautioned that no "model" policy can meet all the needs of any given law enforcement agency. Each law enforcement agency operates in a unique environment of federal court rulings, state laws, local ordinances, regulations, judicial and administrative decisions and collective bargaining agreements that must be considered. In addition, the formulation of specific agency policies must take into account local political and community perspectives and customs, prerogatives and demands; often divergent law enforcement strategies and philosophies; and the impact of varied agency resource capabilities among other factors.

This project was supported by Grant No. 2000-DD-VX-0020 awarded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. The Assistant Attorney General, Office of Justice Programs, coordinates the activities of the following program offices and bureaus: the Bureau of Justice Assistance, the Bureau of Justice Statistics, National Institute of Justice, Office of Juvenile Justice and Delinquency Prevention, and the Office of Victims of Crime. Points of view or opinions in this document are those of the author and do not represent the official position or policies of the United States Department of Justice or the IACP.

© Copyright 2005. International Association of Chiefs of Police, Alexandria, Virginia U.S.A. All rights reserved under both international and Pan-American copyright conventions. No reproduction of any part of this material may be made without prior written consent of the copyright holder.

IACP National Law Enforcement Policy Center

Mobile Video Recording Equipment

Concepts and Issues Paper Originally Published: May 1993

Revised: June 2005

I. INTRODUCTION

A. Purpose of Document

This paper was designed to accompany the *Model Policy on Mobile Video Recording Equipment* established by the IACP National Law Enforcement Policy Center. This paper provides essential background material and supporting documentation to provide greater understanding of the developmental philosophy and implementation requirements for the model policy. This material will be of value to law enforcement executives who are developing an in-car camera program or currently using mobile video recording equipment.

B. Background

The goal of an in-car camera program is to ensure that audiovisual recordings provide as true and accurate a depiction of events as is reasonably possible in order to provide the best possible evidence and documentation of events. In many cases, accurate, reliable recordings can help defend officers and their agencies against false accusations and unjustified litigation.

Many of the findings and recommendations of the model policy and this discussion paper are based on a comprehensive study of in-car video cameras that was commissioned by the U.S. Department of Justice's (DOJ) Office of Community Oriented Policing Services (COPS)¹ and performed in state police and highway patrol agencies in 21 states. Initiated in June 2002, the study focused primarily on the use of the in-car video equipment to document police-public interaction within the context of traffic enforcement. The recommendations reflect what the IACP has identified as the best practices observed during the site visits to the 21 agencies identified in the study, which included written surveys and face-to-face discussions with line officers, supervisors, commanders, and citizens.

C. Historical Overview

The first videotape cameras became available to the consumer in the early 1960s. However, technology of the 1960s was not sufficiently advanced to permit mounting cameras in police vehicles. In the late 1960s, a *Popular Science* magazine article featured an attempt by the Connecticut State Police to mount a video cam-

era and recorder in a patrol car. The camera was on a small tripod that required the full passenger side of the front seat while the back seat was fully loaded with a recorder and cables that connected the two devices. The equipment was far too cumbersome to make it practical for routine use in patrol vehicles, but the experiment illustrated that video recording could play an important role in patrol operations.

Almost a decade passed with little noticeable advancement in the field of audiovisual recordings, but in the early 1980s the self-contained Beta audiovisual recording system was introduced and revolutionized the recording industry. The next step in the evolution of the mobile video recorder was the introduction of the VHS recorder and tape, followed by development of the 8mm camcorder. Along with miniaturization came affordability, which catapulted audiovisual recordings into the mainstream of policing. In addition to installing closed-circuit televisions to monitor lockup and holding facilities, agencies began using these devices to document crime scenes, a step that provided a far more complete and integrated view of these situations than still photography alone could provide. The portability and ease of use allowed officers to operate these systems for surveillance, interrogations, and training.

The formation of Mothers Against Drunk Drivers (MADD) in 1980 brought heightened public awareness to the national problem of drunk drivers and began changing public opinion. A pervasive attitude of "There but for the grace of God go I" began to change, particularly among prosecutors, who placed more emphasis on convictions and punishment. The police began installing cameras in police vehicles to document infractions and other reasonable suspicion that justified vehicle stops and subsequent field sobriety tests. These recordings became regarded as a preferred method of providing the necessary evidence to support a conviction. MADD recognized the value of the in-car camera and began purchasing systems for police agencies involved in DWI detection and apprehension.

In the 1990s, America's war on drugs advanced the use of the in-car cameras by documenting interdiction stops. The recordings repeatedly documented for juries what they might not otherwise have found plausible. For example, it was difficult for juriors to believe that an individual transporting pounds or kilos

of narcotics and hundreds of thousands of dollars of unexplainable cash would actually give the police permission to search their vehicle. However, time and time again the camera documented consent searches that were used to convict suspects.

By 1999, numerous allegations of racial bias or racial profiling were being lodged against police agencies across the United States. State police agencies, by virtue of the primary traffic responsibilities, found themselves in the center of this controversy and the target of many of the accusations. Responding to these concerns, state and federal legislative bodies began enacting laws requiring police agencies to document details of every traffic stop.

The DOJ's COPS office recognized the value of the in-car camera in better documenting vehicle stops and bringing a more complete perspective to the allegations of racial profiling. Purchasing cameras for police vehicles was an expensive proposition that was beyond the budgets of most police agencies. To overcome the financial obstacles, the COPS office initiated the first In-Car Camera Incentive Program to state police and highway patrol agencies throughout the United States. A study of the police use of technology by the National Institute of Justice (NIJ) in 2000 reported that only 3,400 state police and highway patrol vehicles used for patrol (11 percent of the total) were equipped with in-car cameras. Over the following three years the COPS office awarded over \$21 million to state agencies for the sole purpose of purchasing and installing in-car cameras. The number of state police vehicles equipped with in-car cameras grew to 17,500, or about 72 percent of state police vehicles.

Today, many police agencies in the United States and Canada are applying this technology to patrol operations by equipping their patrol vehicles with MVR systems. Although the early attempts to place cameras in patrol vehicles were plagued with technical and safety problems, miniaturization and advances in technology have made the use of the mobile video recorder practical, more affordable, and less intrusive within the passenger compartment.

D. Utility of Mobile Video Recording Systems

Motorist Rodney King, attempted to elude police in a high-speed pursuit in Los Angeles, California, in 1992. At the conclusion of the pursuit, a witness using a simple handheld home videorecorder captured the subsequent events on tape. This now infamous recording became the most important item of evidence at the officers' subsequent criminal prosecution. Although the incident came as a shock to the law enforcement community, it clearly demonstrated the value of video evidence in court. The video camera has become the silent witness. It is not subject to many of the questions of recall, interpretation, misperception, bias, or prejudice that are often used at trial to refute eyewitness testimony. As a result, experience has shown that those agencies that use mobile audiovisual recording in patrol operations have much higher conviction rates and substantial reductions in the amount of time officers spend in court.

The use of mobile video cameras in police vehicles can also give patrol officers added protection against false accusations of police misconduct during traffic stops. Contact with citizens during routine traffic stops or in other circumstances can result in confrontational situations even if the officer is professional and courteous. However, when the citizen becomes aware that the

officer is wearing a wireless microphone and the conversation and actions of each are being recorded, a tense situation will generally de-escalate. The use of MVR systems also gives a patrol officer the ability to record a variety of dangerous situations such as felony stops and vehicular pursuits. In instances where an officer is injured or killed, investigating officers can review the audiovisual recording and through video forensics clarify and identify evidence that can lead investigators to specific persons or vehicles. The chance of apprehending offenders in these instances is dramatically improved and can save hundreds of hours of investigative time.

The effectiveness of recorded audiovisual evidence for prosecution of offenders has many ancillary benefits for law enforcement agencies and for the administration of justice in general. Court systems throughout the country are overcrowded and backlogged with cases waiting to be heard. In this environment, police officers spend substantial amounts of time awaiting court appearances, even when manpower and financial resources are desperately needed in street enforcement activities. The availability of audiovisual evidence greatly increases the ability of prosecutors to obtain guilty verdicts more quickly if they go to trial and to more effectively plea-bargain cases and avoid lengthy trial proceedings. This greatly reduces the amount of time that officers and others spend in court appearances. In many jurisdictions that employ MVR systems, the officer routinely submits videotape evidence with the written report. This material is reviewed by the prosecuting attorney and is then presented to the defense attorney. In many cases, a guilty plea is accepted or a lesser charge negotiated by the defendant without the need for

The Royal Canadian Mounted Police (RCMP) Highway Patrol Division has been using MVR systems in some of their patrol cars since the early 1990s. Over a two-year period, none of the officers using patrol vehicles with video cameras were required to testify in court where video evidence was obtained, as all of the defendants involved pleaded guilty. Other officers assigned to the same detachment but not provided with video-equipped cars had repeated court appearances, frequently with the same defendant. Law enforcement agencies in the United States report similar experiences. In Michigan, one sheriff's department experienced about a 50 percent reduction in overtime court costs for those officers assigned to video-equipped patrol cars. The cost savings in reduced court appearances alone more than paid for the cost of the video systems.

Judicial process was one of the impact areas evaluated during a national study to measure the impact of in-car cameras on state police and highway patrol agencies, conducted by the IACP in 2002. The study revealed that most prosecutors welcome the use of the in-car camera, and added that case preparation time does increase when video evidence is submitted. In many jurisdictions, officers reported that their prosecutors would not try a DUI or DWI case without video evidence. They also cautioned that with the proliferation of the in-car cameras, additional training would be necessary for prosecutors in understanding the use, application, and limitations of the camera systems. In cases of impaired driving as opposed to intoxicated driving, defense attorneys are beginning to use the audiovisual recordings to support their contention that the accused person's behavior was not significantly impaired. Video recordings have some limitations in

DWI prosecutions. For example, they do not provide the viewer with the ability to smell alcohol on the violator, and the recording's resolution (detail) is not sufficient to reveal the bloodshot eyes or the results of the nystagmus test. Therefore the prosecutors must be prepared to accurately set the stage for judges and juries so that the evidence will remain admissible and relevant.

Another benefit of MVR systems is that they provide law enforcement agencies the ability to more effectively defend themselves against civil litigation filed against officers and the agency. Frequently, there are no independent witnesses to a citizen-officer encounter that results in citizen complaints or civil charges. Many jurisdictions are inclined to resolve these situations by paying minor damages rather than spend the time and money to litigate the matter. However, with a video camera and wireless microphone for the patrol officer, all comments and actions of both parties are on record. As a result, an impartial witness to the event is available and many would-be complaints and civil suits are withdrawn or quickly resolved.

For example, a township police officer in Ohio was accused of unnecessary use of force after a verbal encounter developed with a woman at a traffic stop. The woman subsequently gave notice that she intended to file a civil suit against the officer and the jurisdiction and, with her attorney, confronted the chief of police with this threat. Anticipating this action, the chief showed the woman an audiovisual recording of the incident. The recording clearly showed that the officer did nothing wrong. A backup officer who responded to the incident was also able to record the event on his video system, which provided another angle of view and clear corroboration of the officer's statements. Immediately after this video presentation, all suits were dropped against the officer and the agency. During the national in-car camera study, every agency told researchers about similar incidents in which the camera had exonerated the officer and the agency.

If the community served by an agency is unusually distrustful of the police, the agency might consider additional policies to help build public trust. For instance, minimizing the officer's access to the recordings can help protect the officer from charges of tampering with evidence. Some agencies require supervisors to install and remove recording media. Though this practice adds additional responsibility to the supervisors' duties, it can be an effective way to ensure a secure chain of custody of recordings.

Mobile video recordings also provide the agency with a wealth of material that may be used for training purposes. Unusual or even routine events recorded on videotape can be used in academy basic training as well as in advanced officer training to reinforce appropriate behavior and procedures, to demonstrate inappropriate practices and procedures, to enhance interpersonal skills and officer safety habits, and to augment the instructional routines of field training officers and supervisory personnel.

Finally, during any activity, an officer can use the remote microphone to record his thoughts or observations and create an audible record of events as they happen. This is valuable in many instances where an officer needs to establish probable cause for enforcement actions. In any situation, it allows an officer to create a record during an incident and avoid lapses of memory that may create deficiencies in written reports prepared following the incident.

E. Legal Concerns

Patrol car video recordings provide officers with another tool for use in court to corroborate their testimony. As a result, defense attorneys have challenged the use of this evidence; some of the challenges have been procedural and some technical.

First, the courts have clearly recognized that there is a reduced expectation of privacy in an automobile as opposed to a private residence. This principle was made clear by the U.S. Supreme Court nearly 60 years ago in *Carroll v. United States*² and has been reaffirmed in courts throughout the United States since that time. Persons traveling public thoroughfares with occupants and contents in plain view are subject to routine government examination and regulation. From this, it is reasonable to conclude that video recording of vehicular activity and vehicle operators in the same environment is also a legally acceptable practice.

In 1984 the Michigan Court of Appeals addressed this issue in People v. Davis.3 In this case a motor vehicle was placed under surveillance for five days, during which time the suspects committed a breaking and entering for which they were later convicted. The defendants argued at trial that it was unreasonable under the meaning of the Fourth Amendment for the police to follow them over this period of time and to record their actions. The Court of Appeals ruled that the officers' actions did not constitute a search and that the actions of people on a public roadway are public and not private. Further, since it was not a search to see these items in public view, neither was it a search to videotape them on the roadway. Although the Michigan Court of Appeals' decision does not bind other state courts to like findings in similar cases, it does establish a compelling precedent for arguing the legality of video recording in other jurisdictions, particularly since the ruling is founded on long-established case law on this subject.

The issue of audio recording has also caused law enforcement administrators to ask whether it violates the Fifth Amendment prohibitions against self-incrimination. Generally speaking, comments made to an officer during the course of a traffic stop are admissible. However, once the stop of the offender has become custodial, *Miranda* warnings must be issued whether or not an audio recording is being made. Concerning the issue of *Miranda* rights being required prior to questioning, the U.S. Supreme Court ruled in 1984 in *Berkemer v. McCarty*⁴ that the scene of a traffic investigation and sobriety tests on a public roadway prior to arrest do not violate a subject's Fifth Amendment rights. Spontaneous and voluntary statements made to a police officer during a traffic stop are admissible in court as evidence.

Similarly in a Michigan case, *People v. Hill*, the court also ruled that interrogation at the roadside prior to arrest is not an infringement of a suspect's Fifth Amendment rights. The U.S Supreme Court in *Pennsylvania v. Muniz* ruled that videotaping after arrest (in this case at booking) did not violate the defendant's rights. Muniz, who had been arrested for driving while intoxicated, was transported to the county detention center. There he was informed that he was being recorded but was not, nor had he been, given a *Miranda* warning. The officers followed standard procedures in asking the defendant to respond to questions concerning his name, age, address, height, weight, eye color, and date of birth, and in conducting a sobriety test. At trial, the defendant contended that the videotape and his testimony related to the field sobriety test should be suppressed because they were incriminating and completed prior to his receiving *Miranda*

warnings. The appellant court ruled that the routine booking questions and the field sobriety testing did not constitute custodial interrogation and that any responses made by the defendant were therefore voluntary and did not fall within the protections of *Miranda*.

Although the findings of the cases cited above do not give explicit sanction to the use or admissibility of evidence recorded on videotape, it does provide some insight into judicial interpretation of the use of videotape. Whether or not a suspect is being videotaped appears to be less significant than the way statements are elicited from the suspect. Statements that are secured under duress, for example, or without appropriate Miranda warnings will be suppressed irrespective of whether they are video or audio taped. However, officers cannot always be sure that their questions will not be interpreted as interrogation or its "functional equivalent" under the law of their state and the particular situation at hand. Therefore, it is always recommended that whenever an officer takes someone into custody that the suspect be given Miranda warnings whether or not audiovisual recording is taking place. But there does not appear to be any legal requirement for officers to inform individuals that they are being recorded, although some agencies, as a safeguard, make this warning a routine requirement of their officers.

Because of other potential legal challenges to the use of in-car video systems, police departments must also take steps to ensure that the system used has physical integrity so that evidence presented in court has not been compromised and can be demonstrated to be an authentic and factual depiction of the incident. Specifically, the system must be secure so that one cannot intentionally or inadvertently record over already recorded evidence. In order for the audiovisual recording to be admitted, the recording must display a date and time stamp. Officers and supervisors must periodically check the equipment to ensure the date and time stamps are correct. In order to prove that the recording has not been tampered with or altered, the officer must be able to establish a strict chain of custody for the item of evidence being submitted. Unless the officer has been trained and is recognized as a video forensic examiner, the officer should avoid testifying to the mechanics or nomenclature of the equipment. This is a trap often presented by defense attorneys to disprove statements by the arresting officer. The officer should only testify that the recording is a true and accurate depiction of events. If a suspect can reasonably contend that the video recording equipment used by the officer allows him to record over or otherwise alter the evidence, the evidence may be suppressed.

In a case in Tennessee, for example, the jury was so concerned about the integrity of the video system used by the police that they ordered the patrol car brought to court and the officer to demonstrate the safeguards built into the mobile video system. The jury was satisfied and returned a guilty verdict in the case.

Much like the communications industry, mobile video recorders have also entered into the digital age. The speed and versatility of digital recording are highly beneficial for law enforcement operations. For example, digital technology allow for pre-event recording. In this mode, an officer can activate the system to immediately download images of events that occurred during the previous 30 seconds. This permits the officer, among other things, to witness an event and then go back in time and record probable cause as captured in the recorder's buffer.

However, the advent of new technologies can also give rise to new technology-based challenges. Currently on the market are systems that offer a variety of recording formats, such as, mpeg1, mpeg2, mpeg4, jpeg, and wavelet. Unlike analog technology wherein videotape is the medium used for viewing images, each of these formats require special software and equipment for viewing that are not interchangeable. In the absence of standards for the industry, each product has proprietary software configurations that require users to purchase only that particular product. Each of these formats uses watermarking to authenticate their images in order to prevent tampering. But potential jurors who use their home computers to alter, enhance, and improve their digital pictures may be predisposed to accept defense attorneys' suggestions that police could have tampered with the evidence.

Admitting new scientific evidence into court is an arduous task for prosecutors, as not all lawyers and judges are aware of new technology. The two biggest challenges to digital video evidence are the *Frye* and *Daubert* cases. In *Frye v. United States*,⁵ a second-degree murder case in which early polygraph (systolic blood pressure test) was used, sets out a test that scientific evidence must "have gained general acceptance in the particular field in which it belongs." Only after the scientific community has agreed that the technique is valid will evidence of its use be admissible in court. Although the *Frye* case is over 80 years old, the courts still follow this standard when deciding new scientific evidence.

Daubert v. Merrell Dow Pharmaceuticals⁶ dealt with the admissibility of expert evidence under the Federal Rules of Evidence, requiring that expert evidence is "scientific knowledge" supported by validation, and the evidence must assist the court in understanding the evidence or determining a fact in issue. The case evolved from a petitioner, Daubert, who sued the respondent, Dow Pharmaceuticals, claiming Dow was responsible for Daubert's children's serious birth defects. The allegation stemmed from the petitioners ingestion of the drug Bendectin, a prescription drug marketed by Dow. The lower court ruled in favor of the respondent based on the expert's affidavit concluding that the maternal use of Bendectin had not been shown to produce birth defects in humans in spite of the petitioner's expert testimony, which stated that maternal use of the drug had caused birth defects in animal studies. The Court of Appeals affirmed the lower court's decision citing Frye v. United States, which states that an expert opinion based on scientific technique is inadmissible unless the technique is "generally accepted" as reliable in the relevant scientific community. In 1993 the Supreme Court accepted the case and identified the following four standards for admissibility of scientific evidence:

- Has the theory or evidence been tested?
- Has the scientific theory of evidence been published or subject to peer review?
- What is the error rate of the theory or technique and are there controlling standards?
- Has the scientific community generally accepted the theory or technique?

As digital video is a relatively new science and there are currently no standards set for digital video, prosecutors and police agencies can expect and must prepare for similar challenges if they intend to use digital video as evidence.

Police officers using digital video should recognize that they are simply the operators of technology. Much like radar and laser equipment, an officer's testimony should be limited to their ability to set up and test the equipment and read the results. In the case of video, be it analog or digital, the officer need only be able to testify that the video images are a "true and accurate depiction of events." If a defense attorney successfully lures a witness officer into testifying on matters beyond their training and expertise, valuable evidence may be suppressed.

With this in mind, police executives must be cognizant of the challenges of implementing a digital video system and should seek guidance from or employ experts in the field who are experienced in the intricacies of presenting digital evidence in court.⁷

II. Procedures

A. Technical Requirements

The aforementioned cases demonstrate that mobile video recording systems must conform to technical requirements if evidence thus collected is to be of value in prosecution of suspects. While overall cost is a factor that agencies must take into consideration when deciding upon the purchase of video systems, it cannot be the sole criterion if this technology is to adequately serve the police agency. The operating environment and requirements of a mobile audiovisual recording system should be evaluated prior to implementing a system. Consider the following issues when purchasing a system.

B. System Components

It is extremely important that the video camera system be securely mounted in the patrol vehicle with the media recorder secured and not accessible for possible tampering, destruction, or vandalism. Although the trunk of the patrol vehicle is still the preferred location for the recorder installation, many of the new digital products are more compact and easier to conceal allowing a multitude of installation locations. Nevertheless, miniaturization and concealment do not relieve the manufacturers or agencies from the responsibility of ensuring that the media is secure and protected from persons who wish to tamper with or destroy evidence. Recording systems that allow general access to the media can expose officers to charges that the tape was altered or that the videotape evidence was not properly protected.

A typical MVR system consists of a windshield-mounted camera, secured vault containing the recording mechanism, control center, compact monitor, wireless microphone and transmitter system to capture audio outside the vehicle for traffic stops, and a hardwired microphone to capture audio from inside the police vehicle. The entire system should operate on the vehicle's 12-volt power system and must maintain an even voltage supply for all components without excessive power drain on the patrol vehicle's electronic system. The MVR system should be totally compatible with all electronic systems of a patrol car.

Camera. Usually mounted on the dash or windshield, the camera must be able to withstand extreme heat and cold. The camera should be mounted in a position that minimizes obstruction of the driver's view through the windshield but still captures a clear view of a vehicle in front of the patrol car, including the occupants of the vehicle and the license plate. Special attention

should be given to testing the system's ability to recover a license plate image at night when a police vehicle's high beam and emergency lights are reflected off the rear of the target vehicle. A field of view 16 feet wide at a distance of 20 feet from the camera is recommended. Any system selected should include a camera with automatic and manual focus, automatic white balance (color adjustment) and automatic exposure. Cameras with low-light, night vision capabilities will provide better images in dark or otherwise difficult lighting conditions.

In the digital realm, in order to obtain better nighttime images by reducing glare and bleed over, the camera should be equipped with a CCD chip set. This provides a high degree of isolation between pixels to prevent spillover of charges from one pixel to the next. Lenses designed to reduce internal lens flare and reflections are also necessary. A resolution of at least 450 horizontal lines is recommended.

Video Monitor. A high-quality color LCD video monitor should be installed to monitor live audio and video and to play-back recorded images and sound. The location of the monitor should be carefully considered for ease of use, visibility, and safety, and may vary depending on the type of vehicle in which it is installed. The operator must have the ability to independently turn off the sound and video display. For example, if a suspect is in the vehicle while another is being interviewed outside, it is advisable to turn off at least the audio playback so the suspect in the rear of the vehicle cannot hear the conversation. The monitor should display all video and text (time stamp, brake or emergency light indicator, and related data) that is being recorded.

Microphone. Microphones are often overlooked or an inferior model is chosen as a cost-saving measure. But they are critical components of any in-car video system, and audio shortcomings can diminish the effectiveness of the in-car camera strategy. The IACP recommends, at a minimum, a wireless microphone operating on the 900 MHz band that uses digital spread spectrum technology. The microphone transmitter should be equipped with an internal antenna and should not use the microphone cable for an antenna.

Analog microphones, though generally less expensive than digital, are more prone to interference and have fewer frequencies available, which can lead to cross-talk from other units. Many microphones use thin cables that connect the microphone to a transmitter clipped to the user's belt or uniform. Often, these fragile wires also serve as transmission antennas and can break if stressed or bent sharply. A wireless system is recommended that includes a secondary microphone built into the transmitter unit that is automatically activated if the primary microphone is separated from the transmitter.

If a system requiring batteries is used, it is necessary to maintain an adequate stock of fresh batteries, including at least one spare set in each video-equipped patrol vehicle at all times. This can be a significant expense that will have to be considered in the agency-operating budget. Consideration should be given to systems that have microphones with built-in batteries that can be recharged by chargers located in the vehicle. Using a rechargeable lithium ion battery will provide 8-10 hours of use before recharging and an effective range of 1000 feet. The charging station for the microphone transmitter device should also serve as a linking station that synchronizes the transmitter to the individual recording device.

A second, hardwired microphone should be located inside the patrol vehicle, with the audio recorded on a separate channel from the wireless microphone where possible.

Control Panel. An ergonomically designed control panel should be installed in each video-equipped vehicle in a convenient location for operation by the vehicle's driver. The panel should include controls for camera operation (such as zoom, focus, exposure, shutter speed, and so on), recorder operation (such as record, play, fast forward, rewind, and so on), and indicators informing the operator of system status (such as power on, microphone on, tape inserted, record, warning alarms, and so on). Controls should be illuminated to facilitate their use at night.

Recorder. The majority of police in-car camera systems in the United States use VHS or Hi-8 tapes. These analog recording systems generally provide good image quality and have a long, proven history with law enforcement agencies, prosecutors, and the courts. However, handling and storage of large numbers of videotapes can require the dedication of significant resources in both employee time and physical space within a facility.

Digital recorders are now widely available and offer a number of attractive features not available on analog devices. For instance, digital recording systems can use buffers that collect video for a period of time before the recorder is activated, often capturing the underlying infraction that leads to a traffic stop or other event. Digital storage might appear to be a desirable alternative to costly and cumbersome videotapes, but an agency may need to purchase expensive servers and digital asset management software to handle the exceedingly large digital video files. Compression of digital video files reduces the storage space requirements but can also severely diminish the quality and reliability of the recorded images.

An agency must carefully weigh the advantages and disadvantages of digital and analog recording systems and choose the equipment most closely suited to the agency's needs and performance expectations.

Secure Storage of Media. The preferred method of securing the recording mechanism and the media is to secure it in a vault in the trunk of the patrol vehicle. If vaulted, the outer casing should be composed of heavy gauge material that is fire resistant and capable of withstanding crash damage. Any storage or containment device should have restricted access. Keep in mind that when the device is open, the system should not allow the operator to circumvent any record-over protection components of the exposed controls. The operator should only be able to insert and remove the media, thereby providing total physical integrity for the system.

Environmental Controls. The environmental controls of the mobile video system should be able to accommodate wide ranges in operating temperatures from 60F degrees below zero to over 120 degrees Fahrenheit regardless of whether they are trunk or interior mounted. Systems encased within the trunk will require independent environmental systems.

Computer-Based Upgradeability. A microprocessor computer that controls all facets of the system operation should drive a mobile video recorder system. The system should be easily upgraded by computer hardware and software modifications. Although great improvements have been made over the past few years, mobile audiovisual systems continue to be refined. Systems that do not provide for these improvements risk obso-

lescence in the near future.

Time and Date Stamp Identifiers. In order for a video recording to be admissible in court, it must have a time and date stamp imprinted on the media. Using a global positioning function (GPS) will ensure accuracy in accordance with the time and date accessed by the Greenwich mean time clock. This function eliminates the need to use an additional tracking number. The system must be designed with an internal backup battery to ensure continuous operation of the time and related functions for up to 30 days in the event of a loss of power. The time and date functions must appear continuously on the monitor and on the videotape recording. The system should allow for additional identifiers such as name, officer identification number, and vehicle number. Care should be taken when placing identifiers on the recording. The fewer identifiers on the media the better, as they are being imprinted directly on the media. As such, they may interfere later with forensic analysis of the media by blocking artifacts when they need to be enhanced for clarification. This also holds true for selecting placement of the identifiers the media face (that is, bottom, top, right, or left).

C. Procedural Requirements

In addition to the technical requirements of audiovisual recording systems, law enforcement personnel should be cognizant of the operational differences between systems and how they factor into their working environment.

A department that employs MVR systems must establish policy and procedures on the use of these systems. In the final analysis, even the best systems are of limited use if they are not employed properly in the operations of the agency. For example, many law enforcement agencies require that their officers only activate the recording system during a traffic stop or when the officer's safety is an issue—in effect, once the patrol car's emergency lights are activated. Although this provides a record of the events at the time of the stop, it does not record any of the activity prior to the stop. In many situations, such as those in which probable cause must be established, it is essential to record all events precipitating the use of emergency lights and siren.

At the scene of accidents, when conducting roadside sobriety tests or in a multitude of other situations where emergency lights and siren might not be used, the video recording may be useful as evidence in a criminal proceeding or in civil litigation. Therefore, at a minimum, mobile video systems must be capable of allowing the officer to record at his or her discretion provided they are legally justified. Most analog MVR systems, once activated, take at least five to six seconds to begin recording. During that period of time, much valuable information could be lost. This problem is being resolved with the advent and use of the newer digital systems.

As mobile audiovisual recording systems become more widely used in law enforcement patrol and related operations, procedures for their use will become more refined and uniformly accepted. To ensure that important events are captured, MVR systems should be in operation whenever an officer is involved in the following:

- Priority responses
- Vehicular pursuits
- Prisoner transports
- Crimes in progress

• Traffic stops

In order for an agency to engage in a successful mobile video program, it is essential that it build from the management side outward to the practitioners. The management of the system includes, but is not limited to the following:

- Selection of products to include media formats
- Acceptance of the media format by the prosecutors
- Establishing policies and procedures
- •Ensuring a clear and defined chain of custody for all recorded media
- Establishing a standard operating procedure for duplication and distribution of all recorded media
- •Establishing a retention schedule for media consistent with state and local legislation
- •Providing training in applicable laws involving audio and video interception
- •Providing training for practitioners with regard to equipment operation and limitations
- •Establishing a schedule of supervisory review of recorded media
- •Establishing protocols to ensure access to media that can prove valuable to training

D. Additional Resources

Technological innovations now allow law enforcement greater flexibility in the use of audio and video recording. However, as with other technologies, proper selection and use of these systems is essential if they are to meet the needs of the agency and the officers in the operational environment. Agencies that are considering the purchase and use of mobile video recording equipment should contact the IACP In-Car Video Camera Evaluation Program at 1-800-THE-IACP or in-car-camera@theiacp.org.

Endnotes

- ¹ Grant No. 2001-CK-WX-0157 awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice.
 - ² Carroll v. United States, 267 U.S. 132; 45 S. Ct. 280; 69 L. Ed. 543.
 - ³ People v. Davis, 52 Mich. App.59; 216 N.W. 2d 440; 1974.
 - 4 Berkemer v. McCarty, 104 S. Ct., 3138; 1984.
 - $^{\scriptscriptstyle 5}$ Frye v. United States, 293 F. 1013 (D.C. Cir.1923).
 - 6 Daubert v. Merrell Dow Pharmaceuticals, 509 U.S. 579 (1993).
- ⁷ Further assistance in this matter can be obtained through professional organizations such as the Law Enforcement Emergency Video Association (LEVA), the International Association of Identification (IAI), or the IACP.

Every effort has been made by the IACP National Law Enforcement Policy Center staff and advisory board to ensure that this model policy incorporates the most current information and contemporary professional judgment on this issue. However, law enforcement administrators should be cautioned that no "model" policy can meet all the needs of any given law enforcement agency. Each law enforcement agency operates in a unique environment of federal court rulings, state laws, local ordinances, regulations, judicial and administrative decisions and collective bargaining agreements that must be considered. In addition, the formulation of specific agency policies must take into account local political and community perspectives and customs, prerogatives and demands; often divergent law enforcement strategies and philosophies; and the impact of varied agency resource capabilities among other factors.

This project was supported by Grant No. 2000-DD-VX-0020 awarded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. The Assistant Attorney General, Office of Justice Programs, coordinates the activities of the following program offices and bureaus: the Bureau of Justice Assistance, the Bureau of Justice Statistics, National Institute of Justice, Office of Juvenile Justice and Delinquency Prevention, and the Office of Victims of Crime. Points of view or opinions in this document are those of the author and do not represent the official position or policies of the United States Department of Justice or the IACP.

© Copyright 2005. International Association of Chiefs of Police, Alexandria, Virginia U.S.A. All rights reserved under both international and Pan-American copyright conventions. No reproduction of any part of this material may be made without prior written consent of the copyright holder.





X. APPENDICES

- i. CALEA Standards for In-Car Cameras
- ii. Findings from Prosecutors' Survey
- iii. Videotape Log Example
- iv. Suggested Guidelines for Mobile Video
 - Vendor Bid Requirements
 - Sample Bid Specifications
- v. Forensic Video Analysis and the Law
- vi. Agency Video, Audio, and Imaging Inventory
- vii. Charts and Tables
- viii. Acknowledgements
 - In-Car Camera Advisory Board
 - Participating Agencies
 - Points of Contact
 - Evaluation Team Members



CALEA Standards for In-Car Audio/Video Recording Systems

41.3.8 If agency-owned, in-car audio or video recording systems are used, a written directive establishes policy and procedures for the following:

- a. situations for use;
- b. tape security and access; and
- c. tape storage and retention schedule.

Commentary: The policy and procedure should provide direction to field personnel for the use of this technology. The products of this technology could become an important piece of evidence in any type of case and should be maintained in a way to insure the integrity of contents. When tapes become evidence, they should be treated as any other evidentiary items in accordance with standards in Chapters 83 and 84. (M M M M)

The report that follows represents the data collected from the National Prosecutors In-Car Camera Survey. The Internal Association of Chiefs of Police and the Department of Justice, Community Oriented Policing Services Office wish to express our sincerest gratitude to the National District Attorneys Association and the American Prosecutors Research Institute for their collaboration in the presentation of this information.

Prosecutors' Response to In-Car Cameras

To evaluate the prosecutors' perspective on a national level the IACP entered into a collaborative research effort with the National District Attorney's Association (NDAA) and their research counterpart, the American Prosecutors Research Institute (APRI) to develop a national survey. This survey examined the positive and negative aspects of acquiring and using video evidence, along with the legal challenges prosecutors are facing.

Respondents - The prosecutors' survey was distributed to a nationally representative sample of approximately 330 prosecutors throughout 42 states. The respondents covered a wide range of jurisdictions; local police and sheriff's departments; county law enforcement agencies; and state police and highway patrol agencies. The majority of the prosecutors serve jurisdictions with a population under 250,000. Their experience ranged from less than two years to over eight years. In total, 45 percent of the surveys distributed were returned.

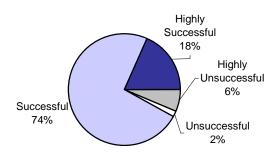
Overview - The survey revealed that 90.5 percent of the prosecutors questioned have had experience with video evidence captured by police in-car cameras. The respondents concluded that the presence of video evidence has improved their ability to prosecute cases successfully. According to the prosecutor respondents, the most common and effective uses of video evidence have been in the prosecution of: driving under the influence (DUIs), traffic violations, vehicle pursuits (attempting to elude), assaults on officers, narcotics enforcement, cases of domestic violence, and defense of civil litigations against law enforcement. The majority of prosecutors reported that the use of video evidence has reduced the actual time spent in trial, however the same video evidence has increased their case preparation time. When the video clearly shows the defendant's guilt, time is usually saved because the defendant will most often accept a plea offer. Almost two-thirds (64.3 percent) of the prosecutors reported that cases involving video evidence were usually less successful for the defendants in the appellate courts.

Prosecutors also identified several of the challenges they encountered when using video evidence in court. The most frequently cited problems were: 1) limitation of the system's field of view, 2) poor quality or lack of audio, 3) the poor quality of the video image, 4) obtaining copies of the videos from law enforcement, 5) having inadmissible portions of the audio/visual recording redacted, 6) obtaining copies for disclosure to defense, 7) video evidence contradicting the officer's testimony, 8) the lack of available equipment to display the video evidence in court, and 9) the chain of custody when handling the video evidence.

To avoid the aforementioned pitfalls, it is essential that law enforcement agencies properly train their officers in the use and application of in-car cameras and provide them with the proper equipment to ensure quality audio/visual images are captured. There must be policies and procedures in place to ensure the integrity of the video evidence is preserved and a chain of custody can be established.

The Value of Video Evidence – As previously stated, the majority of the prosecutors surveyed have experience in prosecuting cases involving video evidence captured through the in-car camera. Most of the respondents (95%) reported that law enforcement agencies in their jurisdiction use in-car cameras or other audio/visual recording equipment. Although most of the prosecutors have experience using video evidence in court, 87% have never received training in the use, or operation, nor do they understand the limitations of the recording equipment they are defending.

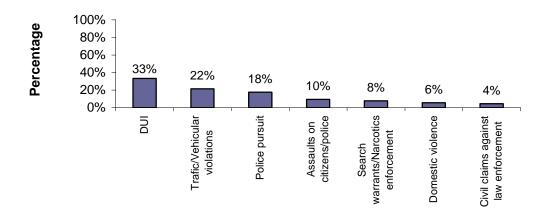
Rating the Value of Video Evidence



Prosecutors were asked to rate the value or effectiveness of video evidence in court proceedings. A large percentage (93%)prosecutors reported that video evidence is an effective tool for prosecutors. When asked to rate effectiveness video the Ωf evidence, 92% characterize their experience either highly as successful or successful.

Effective Use of Video Evidence – In the survey, prosecutors were asked to identify the types of cases where they found the use of video evidence to be of more use. The results are depicted in the following graph.

Cases Best Supported by Video Evidence



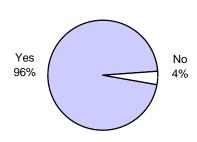
Preparing a Case with Video Evidence – To successfully prosecute a case involving video evidence certain precautions need to be taken. Video evidence must be reviewed to ensure the facts presented in the case are not in dispute. The following pretrial steps have been recommended by prosecutors: 1) Ensure the officer reviews the video to

recall events, sequence of events and facts that may have been omitted from the report. 2) Compare the video evidence with the officers' reports for accuracy. If any discrepancy is noted, be prepared to offer a logical explanation. 3) Review the video evidence with the officer present. This will allow the prosecutor insight into events that may be occurring off screen and allow the officer a review of events to refresh his or her memory. Preparation is the key to the successful prosecution of any case. When video

evidence is present, additional steps must be taken to ensure that there will be no "surprises".

Impact on Prosecutors' Time - Recognizing that there are many demands on the prosecutors' time, they were questioned on the impact video evidence has on their time spent per case. Of the prosecutors responding, 42% experienced an increase in case preparation time, while 31% reported no significant

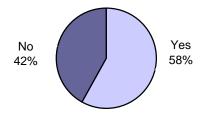
Whether Defendants Are More Likely to Plea with Video Evidence



impact in their time for case preparation. In contrast, 17% found that the use of video evidence actually decreases case preparation time.

On rare occasions, due to the graphic or prejudicial nature of the events depicted on the video evidence, prosecutors will have to prepare a written transcript from the audio portion of the video evidence for presentation to a jury or trial judge. If this occurs, the process can be very time consuming.

Does Video Evidence Reduce Prosecutors' Trial Time



Regarding the time spent on the discovery process, 63 of the prosecutors responding reported there was no time lost due to the fact that the copying is managed by the local police agency. Prosecutors recommend all copies of video evidence released to the defense be coordinated through their office and at their direction.

The majority of the responding prosecutors (58%) reported that the use of video evidence has reduced the actual time that they spend in trial,

whereas, 42% reported no impact on their actual trial time.

Impact on Cases Appealed – The study sought to determine if the prosecutors have experienced any change in the number of convictions appealed in cases involving video evidence. The majority of prosecutors (70%) reported no change, while a small number of prosecutors (10%) experienced a decrease in the number of cases appealed when video evidence was present. When a conviction involving video evidence is appealed to the higher courts, 64% of the time the appeals are unsuccessful for the defendant.

Impact on Prosecution of Criminal Cases - Of the 147 prosecutors, 122 (96%) reported that video evidence has improved their ability to prosecute cases. In every state visited, officers and troopers reported that some judicial jurisdictions were unwilling to present video evidence in court. In a majority of these jurisdictions, the court did not have the equipment or training necessary to use video evidence. In the state of Texas, where the Department of Public Safety and local police agencies most commonly use incar cameras, there are still several political subdivisions that do not entertain the presentation of video evidence in court. Officers reported that in several cases it is not so much the lack of equipment as it is the misunderstanding of the value of the video evidence and lack of training within the office of the prosecutor that have prevented the effective use of video evidence in court.

As explained in the overview, since the introduction of video evidence the number of guilty pleas has increased. This time saved by prosecutors and police equates to a financial savings for the entire Criminal Justice System.

Challenges to Video Evidence – Through the survey, prosecutors were asked to share challenges they have faced when introducing video evidence. The following chart depicts their responses in order of frequency:

Challenges Raised by Defense When Presenting Video Evidence

| Challenges | Percentage | Rank |
|---|------------|------|
| Inadmissible statements | 22% | 1 |
| Redaction of tape | 20% | 2 |
| Miranda challenges | 14% | 3 |
| Statements of prior convictions | 11% | 4 |
| Statements of in-custody suspects | 11% | 4 |
| Chain of custody challenges | 9% | 5 |
| Admissibility of viewing field sobriety tests | 4% | 6 |
| Privacy issues/Fourth Amendment | | |
| challenges | 4% | 6 |
| Sixth Amendment challenges ¹ | 4% | 6 |
| Notification of two-party recording | 1% | 7 |

_

In all criminal prosecutions, the accused shall enjoy the right to a speedy and public trial, by an impartial jury of the State and district wherein the crime shall have been committed, which district shall have been previously ascertained by law, and to be informed of the nature and cause of the accusation; to be confronted with the witnesses against him; to have compulsory process for obtaining witnesses in his favor, and to have the Assistance of Counsel for his defense.

Summary – The availability of video evidence for criminal prosecutions is an effective tool and the majority of the surveyed prosecutors welcome its use. Video evidence, also referred to as the "silent witness", if used properly by law enforcement, has the ability to present unbiased facts. Although the presence of video evidence often reduces the amount of time spent in court for law enforcement, it can also increase the trial preparation time for the prosecutor.

According to the prosecutors, the greatest value of video evidence is its ability to refresh the officer's memory on the facts, circumstances and sequence of events. The video evidence also serves to verify the accuracy of written reports and statements surrounding the incident.

Garnered from the survey are some valuable lessons to be learned by law enforcement executives:

- 1 The quality of the equipment selected to capture video evidence is crucial. This equipment and recording medium must be adequate to ensure proper audio and visual are captured.
- 2 Law enforcement must ensure that policies and procedures are in place that will ensure the camera is operational and will specify its use.
- 3 To avoid chain of custody issues, law enforcement executives must ensure evidential polices and procedures are in place and followed.
- 4 In light of the issues surrounding redaction and audio/visual enhancement, police agencies should consider investing in more advanced video editing or forensic analysis equipment and training.
- 5 Law enforcement must ensure proper training is in place to educate officers in the proper use and operation of audio/visual recordings (in-car cameras).

It is apparent that there is a need to educate and train Prosecutors on the rapidly developing in-car camera technology. New challenges in evidence presentation (particularly with new digital media) are occurring daily. Prosecutors must be prepared for these challenges. The IACP, the International Association for Identification (IAI), and the Law Enforcement and Emergency Service Video Association (LEVA) all offer training in this technology. To assist both law enforcement and prosecutors, included in Appendix F is an overview of pertinent cases involving this new technology. "Forensic Video Analysis and the Law" was written by Jonathan Hak, a prosecutor and recognized expert in the presentation of video evidence in criminal trials. Information regarding training is available on the association websites.

NAME OF THE POLICE DEPARTMENT IN-CAR CAMERA TRACKING LOG

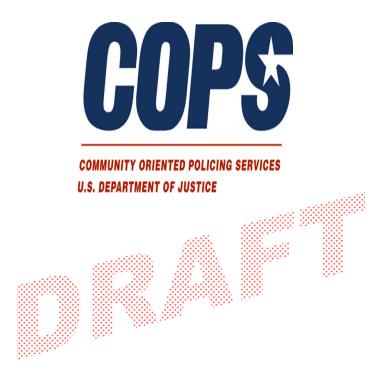
| | DIST. | | | | | | | | DATE | | | COLOR | | REASON |
|------------|-------|---------|----------|-----|-----------|------------|----------|-----|------------|--------------|------|---------|--------------|----------|
| TRACKING # | LOG# | VEHICLE | OFFICER: | ID | DATE IN: | DATE OUT: | OFFICER: | ID | STORED: | REVIEWED BY: | ID: | CODE: I | DATE COPIED: | C0PIED: |
| 0000001 | 3 | 123 | DAVID | 123 | 9/30/2000 | 22/22/2000 | SMITH | 321 | 4/29/2002 | ALEX | 512 | | | |
| 00000002 | 3 | 345 | TOM | 222 | 9/30/2002 | 22/29/2002 | JERRY | 521 | 22/4/2002 | GARY | C271 | | | |
| 00000003 | 3 | 567 | FISHER | 333 | 9/30/2000 | 22/22/2000 | Henry | 234 | 4/29/2002 | BOB | 512 | | | |
| 0000004 | 3 | 235 | HAETHER | 444 | 9/30/2000 | 9/29/2002 | PETER | 234 | 9/29/2002 | MARY | C271 | | | |
| 0000005 | 3 | 1 | CHARLES | 555 | 9/30/2000 | 22/7/2002 | LISA | 455 | 22/29/2002 | LINDA | C271 | | | |
| 0000006 | 3 | 32 | RENE | 666 | 9/30/2000 | 22/2/2000 | JOE | 654 | 4/29/2002 | EMILY | 512 | | | |
| 0000007 | 3 | 123 | DAVID | 123 | 9/30/2000 | 22/22/2000 | SMITH | 321 | 4/29/2002 | ALEX | 512 | | | |
| 8000000 | 3 | 345 | TOM | 222 | 9/30/2002 | 22/29/2002 | JERRY | 521 | 22/4/2002 | GARY | C271 | | | |
| 0000009 | 3 | 567 | FISHER | 333 | 9/30/2000 | 22/22/2000 | Henry | 234 | 4/29/2002 | BOB | C271 | HOLD | | Shooting |
| 0000011 | 3 | 235 | HAETHER | 444 | 9/30/2000 | 9/29/2002 | PETER | 234 | 9/29/2002 | MARY | 1511 | | | |
| 00000012 | 3 | 1 | CHARLES | 555 | 9/30/2000 | 22/7/2002 | LISA | 455 | 22/29/2002 | LINDA | 2422 | | | |
| 0000013 | 3 | 32 | RENE | 666 | 9/30/2000 | 22/2/2000 | JOE | 654 | 4/29/2002 | EMILY | 512 | | | |
| 0000014 | 3 | 123 | DAVID | 123 | 9/30/2000 | 22/22/2000 | SMITH | 321 | 4/29/2002 | ALEX | 512 | | | |
| 00000015 | 3 | 345 | TOM | 222 | | 22/29/2002 | JERRY | 521 | 22/4/2002 | GARY | 512 | | | |
| 00000016 | 3 | 567 | FISHER | 333 | 9/30 | 22/22/2200 | No. | | 1/00/2002 | BOB | C271 | | | |
| 0000018 | 3 | 235 | HAETHER | 444 | 9/30 | | | | 02 | MARY | 512 | | | |
| 00000019 | 3 | 1 | CHARLES | 555 | 9/30/2000 | 22/7/2002 | LISA | 455 | 22/29/2002 | LINDA | C271 | | | |
| 00000020 | 3 | 32 | RENE | 666 | 9/30/2000 | 22/2/2000 | JOE | 654 | 4/29/2002 | EMILY | C271 | | | |
| 00000021 | 3 | 123 | DAVID | 123 | 9/30/2000 | 22/22/2000 | SMITH | 321 | 4/29/2002 | ALEX | C271 | | | |
| 00000022 | 3 | 345 | TOM | 222 | 9/30/2002 | 22/29/2002 | JERRY | 521 | 22/4/2002 | GARY | C271 | | | |
| 00000023 | 3 | 567 | FISHER | 333 | 9/30/2000 | 22/22/2000 | Henry | 234 | 4/29/2002 | BOB | 1511 | | | |
| 00000024 | 3 | 235 | HAETHER | 444 | 9/30/2000 | 9/29/2002 | PETER | 234 | 9/29/2002 | MARY | C271 | | | |
| 00000025 | 3 | 1 | CHARLES | 555 | 9/30/2000 | 22/7/2002 | LISA | 455 | 22/29/2002 | LINDA | 512 | | | |
| 00000026 | 3 | 32 | RENE | 666 | 9/30/2000 | 22/2/2000 | JOE | 654 | 4/29/2002 | EMILY | 512 | | | |
| 00000027 | 3 | 123 | DAVID | 123 | 9/30/2000 | 22/22/2000 | SMITH | 321 | 4/29/2002 | ALEX | 1511 | | | |
| 00000028 | 3 | 345 | TOM | 222 | 9/30/2002 | 22/29/2002 | JERRY | 521 | 22/4/2002 | GARY | 512 | | | |
| 00000030 | 3 | 567 | FISHER | 333 | 9/30/2000 | 22/22/2000 | Henry | 234 | 4/29/2002 | BOB | C271 | | | |
| 00000031 | 3 | 235 | HAETHER | 444 | 9/30/2000 | 9/29/2002 | PETER | 234 | 9/29/2002 | MARY | C271 | | | |
| 00000032 | 3 | 1 | CHARLES | 555 | | 22/7/2002 | LISA | 455 | 22/29/2002 | LINDA | 512 | | C-03/03/03 | #1371 |
| 00000033 | 3 | 32 | RENE | 666 | 9/30/2000 | 22/2/2000 | JOE | 654 | 4/29/2002 | EMILY | 2422 | | | |
| 0000034 | 3 | 123 | DAVID | 123 | 9/30/2000 | 22/22/2000 | SMITH | 321 | 4/29/2002 | ALEX | C271 | | | |
| 00000035 | 3 | 345 | TOM | 222 | 9/30/2002 | 22/29/2002 | JERRY | 521 | 22/4/2002 | GARY | 1511 | | | |
| 00000036 | 3 | 567 | FISHER | 333 | 9/30/2000 | 22/22/2000 | Henry | 234 | 4/29/2002 | BOB | 512 | | | |
| 0000037 | 3 | 235 | HAETHER | 444 | 9/30/2000 | 9/29/2002 | PETER | 234 | 9/29/2002 | MARY | C271 | | | |
| 00000038 | 3 | 1 | CHARLES | 555 | 9/30/2000 | 22/7/2002 | LISA | 455 | 22/29/2002 | LINDA | 512 | | | |
| 00000039 | 3 | 32 | RENE | 666 | 9/30/2000 | 22/2/2000 | JOE | 654 | 4/29/2002 | EMILY | 512 | | | |
| 00000041 | 3 | 567 | FISHER | 333 | 9/30/2000 | 22/22/2000 | Henry | 234 | 4/29/2002 | BOB | 512 | | | |
| 00000042 | 3 | 235 | HAETHER | 444 | 9/30/2000 | 9/29/2002 | PETER | 234 | 9/29/2002 | MARY | C271 | | | |
| 00000043 | 3 | 1 | CHARLES | 555 | 9/30/2000 | 22/7/2002 | LISA | 455 | 22/29/2002 | LINDA | C271 | HOLD | No Footage | no copy |



Suggested Guidelines: Mobile Video System

Part 1: Vendor Bid Requirements

Part 2: Sample Bid Specifications



International Association of Chiefs of Police In-Car Camera Project, May 2004 In Partnership with the U.S. Department of Justice Office of Community Oriented Policing Services

The IACP intends to identify minimum performance standards for police in-car cameras in the future under the auspices of our In-Car Camera Evaluation and Technical Assistance Project. These specifications will be created in collaboration with the COPS Office and the National Institute of Justice, Office of Science and Technology. In advance of the availability of these specifications, and to support the urgent need of local law enforcement agencies currently procuring camera and video recording equipment, we are distributing these draft in-car camera design guidelines. The information in these draft guidelines has been gleaned from our ongoing In-Car Camera Project, working with law enforcement agencies across the country that have purchased camera equipment for their vehicles. These guidelines are intended to support and inform the development of unique local bid specifications for any type of law enforcement agency. Importantly, each agency must arrive at a set of final bid specifications that reflects their own local needs.

This document has been arranged in two parts; general recommendations for minimum performance and features of in-car systems and a sample bid specification, which can be used as a model for agencies preparing proposal requests.

This project was supported by Cooperative Agreement number 2003-CK-WX-0261 awarded by the U.S. Department of Justice, Office of Community Oriented Policing. Points of view or opinions contained in this document are those of the IACP, and do not necessarily represent the official opinion or policies of the U.S. Department of Justice.

Suggested Guidelines: Mobile Video System

Part 1: Vendor Bid Requirements

When developing an in-car video initiative, it is important to remember that the recording system is just one component of the program. A successful strategy must include careful consideration of tape or media storage and handling; playback and duplication capabilities; forensic video analysis; and budgeting, acquisition and maintenance of supplies such as batteries, replacement media, labels, etc. Even more important, though not specifically addressed in this document, is the development, review and implementation of policies and procedures, backed up with documented training of officers who will be using the equipment. It is highly recommended that additional training be provided to supervisors and administrators.

General System Requirements

The mobile video system (in-car camera) selected should have a proven, reliable record in actual patrol car use under a variety of conditions. Have the vendor supply your agency with several systems for testing under various conditions. Vendors should be willing to provide names and contacts at other agencies that use their equipment. Contact these agencies and ask what problems they have encountered, their level of satisfaction with a vendor's technical support, and what improvements could be made. Many vendors, especially those who actually manufacture the equipment, will be willing to include custom features or modifications to meet your agency's specific needs. For that reason, the IACP recommends that the vendor should have experience in manufacturing and supporting such systems and include provisions for parts and service as needed. Be sure a reasonable warranty and repair policy is a requirement of the proposal.

Performance Testing and Evaluation

Field-testing should take place within the jurisdiction the equipment will be employed to verify its acceptable level of performance and conformity to specifications under the conditions in which it will be used. For instance:

- Does frequent use on rough terrain affect the adjustment of the camera or recording quality?
- For analog recording systems, does high humidity result in condensation on tapes and recording components, causing the recorder to stop functioning (a condition known as "dew lock")?
- Does the system capture reliable and accurate images under difficult lighting or poor weather conditions?

Performance might also be affected by electromagnetic interference from highpowered television stations or other radio frequency interference (including UHF, VHF and HF transmitters); automobile alternator, ignition, and electrical systems, emergency lights, siren, mobile data computers, speed measuring devices, high voltage power lines, traffic signals, neon signs, etc. Expose the system to a wide range of conditions throughout the jurisdiction.

During field-testing, attention should be paid to occupant safety factors as well. Be sure the installed equipment does not obstruct the driver's vision or interfere with any safety or operational devices (airbags, rear-view mirrors, etc.) Be sure the driver or other occupant has a reasonable amount of room to move without interference, especially entering and exiting the vehicle.

System Components

A typical mobile video system consists of a windshield mounted camera, trunk mounted vault containing the recording mechanism, control center, compact monitor, wireless microphone/transmitter system to capture audio outside the vehicle for traffic stops and a hard wired microphone to capture audio from inside the police vehicle. The entire system should operate on the vehicle's 12-volt power system.

Camera

Usually mounted on the dash or windshield, the camera must be able to withstand extreme heat and cold conditions. It is important that the camera is mounted in a position that minimizes obstruction of the driver's view through the windshield, but still captures a clear view of a vehicle in front of the patrol car, including the occupants of the vehicle and the license plate. The camera should be mounted in a manner that will securely hold the camera's position under all driving conditions, including the event of accident, while allowing easy repositioning of the camera without tools. Special attention should be given to testing the system's ability to recover a license plate image at night when the police vehicle's high beam and emergency lights are reflected off the rear of the A field of view 16 feet wide at a distance of 20 feet from the target vehicle. camera is recommended. Camera function controls should be located for easy access by the operator, and backlit for easy nighttime operation. Any system selected should include a camera with automatic and manual focus, automatic white balance (color adjustment) and automatic exposure. Cameras with low-light and backlight compensation capabilities may provide better images in dark or otherwise difficult lighting conditions. A resolution of at least 450 horizontal lines is recommended.

Video Monitor

A high-quality color LCD video monitor should be installed to monitor live audio and video and playback of recorded images and sound. It is important that the

operator has the ability to independently turn off the sound and video display if necessary (for instance, if a suspect is in the vehicle while another is being interviewed outside the car it is advisable to turn off at least the audio playback so the suspect in the rear of the vehicle cannot hear the conversation). The monitor should display all video and text (time stamp, brake or emergency light indicator, etc.) that is being recorded. The location of the monitor should be carefully considered for ease of use, visibility, and safety, and may vary depending on the type of vehicle in which it is installed.

Microphone

Microphones are often overlooked or an inferior model is chosen as a costsaving measure. However, they are critical components of any in-car video system, and compromises could negatively impact the effectiveness of the in-car camera strategy. The IACP recommends, at a minimum, a wireless microphone operating on the 900 MHz digital spectrum with a rechargeable (lithium) power source capable of 8-10 hours use before charging, and an effective range of 1000 feet.

Analog microphones, though generally less expensive than digital, are more prone to interference and have fewer frequencies available, which can lead to cross talk from other units. Many microphones use thin cables that connect the microphone to a transmitter clipped to the user's belt or uniform. Often, these fragile wires also serve as transmission antennas and can break if stressed or bent sharply. A wireless system that includes a secondary microphone built in to the transmitter unit that is automatically activated if the primary microphone is separated from the transmitter is recommended.

If a system requiring batteries is used, it is necessary to maintain an adequate stock of fresh batteries, including at least one spare set in each video-equipped patrol vehicle at all times. This can be a significant expense that will have to be considered in the agency operating budget. Consideration should be given to systems that have microphones with built-in batteries that can be recharged by chargers located in the vehicle.

A second, hard-wired microphone should be located inside the patrol vehicle, with the audio recorded on a separate channel from the wireless microphone where possible.

Control Panel

An ergonomically designed control panel should be installed in each videoequipped vehicle in a convenient location for operation by the vehicle's driver. The panel should include, at a minimum, controls for recorder operation (record, play, fast forward, rewind, etc.), and indicators informing the operator of system status (power on, microphone on, tape inserted, record, warning alarms, etc). Controls should be illuminated to facilitate use at night.

Recorder

Typically, in-car camera systems in use by the majority of police agencies in the U.S. use VHS or Hi-8 tapes. These analog recording systems generally provide good image quality and have a long, proven history with law enforcement agencies, prosecutors, and the courts. However, handling and storage of large numbers of videotapes can require the dedication of significant resources in both employee time and physical space within a facility.

Digital recorders are now widely available, and offer a number of attractive features not available in analog devices. For instance, digital recording systems can utilize buffers that collect video for a period of time before the recorder is activated, often capturing the underlying infraction that leads to a traffic stop or other event. Digital storage might appear to be a desirable alternative to costly and cumbersome videotapes, but an agency may need to purchase expensive servers and digital asset management software to handle the exceedingly large digital video files. Compression of digital video files reduces the storage space requirements, but can also severely diminish the quality and reliability of the recorded images.

An agency must carefully weigh the advantages and disadvantages of digital and analog recording systems to choose the equipment most closely suited to the agency's needs and performance expectations.

Court admissibility of visual exhibits produced from a mobile in-car video system must be an agency's first consideration prior to a purchase commitment. Analog systems have long been accepted by the courts as reliable scientific exhibits, most recently upheld in *Commonwealth of Pennsylvania v. Antone Wilson (2004)*. However, digital systems have not yet undergone the rigorous scientific tests the courts may demand. Courts consider video exhibits as scientific evidence, which may be subject to legal challenges under a *Daubert*¹ or *Frye*² hearing.

The courts may need to consider whether the digital video recording system accurately and reliably reproduces the original image as witnessed by the camera; specifically:

- 1. Has the recording process been subject to peer review?
- 2. Does the recording process adhere to a recognized scientific standard?

_

¹ Daubert v. Merrell Dow Pharmaceuticals (92-102), 509 U.S. 579 (1993)

² Frye v. United States, 293 F. 1013 (DC Cir. 1923)

3. Is the recording process generally accepted by the relevant scientific community (i.e., forensic video analysts from the Law Enforcement & Emergency Services Video Association, or the International Association for Identification)?

Vendors must be able to provide a White Paper which establishes that its technology has undergone rigorous field-testing by an independent and relevant scientific body. The White Paper would form the basis of a defense to any scientific challenge mounted under Frye or Daubert.

The standard for these tests is high and agencies investing in digital video recorders should demand that vendors provide supportive documentation for the admittance of the technology in court.

Failure to survive a Frye or Daubert test could result in the exclusion of any evidence produced through the in-car video system, rendering recordings made by any or all of the agency's similar systems inadmissible in future trials within that jurisdiction.

The IACP will continue to monitor the issues and case law regarding digital video evidence and disseminate the information to law enforcement agencies.

What to Look for in an In-Car Video System

General system requirements

- Rugged, reliable construction
- Compatible with 12-volt power system
- Customizable to agency's needs
- Vendor provides units for field testing
- Warranty, service support

Camera

- Mounted without obstruction of driver's vision
- Captures complete view of vehicle ahead
- Automatic focus, exposure, color
- Capable of low-light imaging
- High image resolution

Monitor

- High image quality, brightness
- Sound can be turned on/off
- Displays all video and text information
- Mounted for convenient viewing without obstruction

Microphone

- Digital 900 MHz Wireless, worn by officer
- 8-10 hours use on single charge
- 1000' range
- Backup built-in microphone in case primary is defective
- Hard-wired microphone in vehicle

Control Panel

- Ergonomic design
- Convenient placement in vehicle
- Full camera, recorder controls and indicators
- Controls are visible at night

Recorders

- VHS, Hi-8 or a scientifically reliable digital recording format
- Capable of recording 8 uninterrupted hours
- Mounts in secure, climate controlled vault in vehicle
- Recording starts automatically with lights and siren
- Time, date, lights, braking and other data recorded with video
- Audio track recorded simultaneously with video
- Alarm indicating dew or dust conditions
- Backup power to maintain time/date in power loss
- Automatic daylight/standard time adjustments



Suggested Guidelines: Mobile Video System Part 2: Sample Bid Specifications



The sample bid specifications on the following pages are for demonstration purposes only. This document is intended as a guide to assist agencies in the preparation of bid proposal requests. Pending the publication of performance standards by the IACP, the specifications listed herein generally reflect the recommended minimum performance guidelines of the IACP. Agencies seeking proposals for in-car video systems should review the specific requirements of their agency to determine the equipment specifications appropriate for their organization.

<u>Suggested Guidelines: Mobile Video System</u> Part 2: Sample Bid Specifications

The mobile video system (in-car camera) selected must have a proven, reliable record in actual patrol car use under a variety of conditions.

The vendor must have experience in manufacturing and supporting such systems to include provisions for parts and service as needed.

The vendor shall provide documentation proving a minimum of ____ years experience in the active marketing, production, and sale of video systems.

- Vendors that do not manufacture the components comprising the video system shall be authorized by the original component manufacturer to resell such components. A copy of a factory authorized dealer certificate shall be provided.
- 2. The basic design of all equipment shall be in full production, no prototype models will be considered.
- 3. All components of the system must comply with Federal Communications Commission (FCC) standards.
- To document vendors' experience in the manufacture, sales, and support
 of mobile video systems, the vendor shall list agencies to which mobile
 video systems were sold. Letters of reference for verification should be
 included.

Sample and Demonstration:

Prior to award, the agency reserves the right to require any bidder to provide complete video systems of the exact configuration offered for the purposes of evaluation to determine compliance with the specification requirements. The bidder will provide the mobile video systems within two weeks of the request.

Performance Testing and Evaluation:

Any mobile video system may be field and laboratory tested by state or independent laboratories to verify its acceptable level of performance and conformity to specifications.

- 1. Emphasis will be placed on the video system's ability to maintain consistent audio/visual recording quality, while subject to interference from the following sources:
 - a. High-powered television stations
 - b. Other radio frequency interference (including UHF, VHF and HF transmitters.)
 - c. Automobile alternator, ignition, and electrical systems
 - d. Automobile heaters / air conditioner fan motors

- e. Other patrol vehicle electrical systems to include radios, emergency lights, siren, mobile data computers, and speed measuring devices
- f. High voltage power lines, traffic signals, neon signs, etc.
- 2. When in operation, the mobile video system must not generate electromagnetic or radiation that interferes with communications or other electronic equipment found within a police vehicle.

Occupant Safety:

The mobile video system must be designed to minimize any and all protruding connections or edges that may cause physical injury to vehicle occupants in the event of an accident.

- The camera and any other component shall be mounted in a manner as not to interfere with the effective operation of the airbag or any other safety device.
- 2. The camera and any other component shall be mounted in a manner as not to interfere with any vehicle control mechanism or obstruct the vehicle operator's view.
- 3. The system must be properly fused and protected to prevent overheating in case of a system malfunction.

Applicable Standards:

All mobile video systems and related audio equipment must conform to the minimum standards as set by:

- 1. Electronic Industries Association (EIA)
- 2. National Television System Committee (NTSC)
- 3. Federal Communications Commission rules and regulations (FCC)
- 4. Vendors must be able to provide a White Paper establishing its technology has undergone rigorous field testing by an independent and relevant scientific body. The White Paper would form the basis of a defense to any scientific challenge mounted under *Frye* or *Daubert*.

All mobile video systems shall be of industrial/commercial grade. No prototype models will be considered.

Warranty:

- 1. All camera, recorder, environmental control components, wireless microphones and transmitters, receiver, monitor, and control circuit components, shall be warranted to ensure they are fit for their intended purpose for a minimum of one year.
- 2. All defective equipment shall be repaired or replaced within 10 working days.

3. For warranty purposes, the warranty time begins with initial installation of said equipment in the desired vehicle.

General Mobile Video System Specifications:

The mobile video system shall consist of a windshield mounted camera, trunk-mounted vault with record mechanism, control center, compact monitor, wireless microphone/transmitter system to capture audio outside the vehicle for traffic stops and a hard-wired microphone to capture audio from inside the police vehicle.

1. Camera:

- a. Camera dimensions shall not exceed 7" in length and 2.75" in width.
- b. The camera shall operate in extreme hot/cold weather conditions and shall be mounted on the windshield.
- c. The camera shall be a single unit including power lens.
- d. Lens will be equipped with automatic focus, automatic iris, and automatic white balance.
- e. It is preferred that the camera have a backlight setting which reduces glare and bleed over from outside lighting.
- f. The camera shall be a solid state, CCD imaging system that shall not be subject to burn in, or interference by magnetic fields.
- g. The camera shall have minimum color resolution of 450 horizontal lines.
- h. The CCD color camera shall prevent glare and light blooming during operation.
- i. The camera shall be capable of being rotated 180 degrees in either direction on its mount without having to loosen any screws or knobs.
- j. The camera should have a control for enhanced low light recording.
- k. The camera shall have adjustments for shutter speed to compensate for all commonly experienced lighting situations
- I. The camera shall be capable of providing a clear image with the minimum illumination of 1 lux/.3 lux preferred (the lower the lux, the better the night vision).
- m. The camera shall operate on a power source that is filtered, regulated, and short circuit protected. The voltage supplied to the camera shall meet the camera manufacturer's specifications and shall not vary with fluctuations of the system's electrical system voltage of between 9 and 18 volts.
- n. The camera shall be capable of withstanding temperatures from direct exposure to the sun as well as freezing temperatures that may be encountered during the winter (14 to 120 degrees Fahrenheit).
- o. The camera cover shall not wrap or distort under normal conditions.

- p. The camera shall provide a horizontal field of view of at least 16 feet at a distance of 20 feet.
- q. The camera shall provide both automatic and manual focus capabilities, which are user selectable.
- r. The camera shall offer a signal-to-noise ratio of at least 46db.
- s. The camera shall be mounted with a heavy-duty adjustable mount and shall be attached to the windshield.
- t. The camera mount shall be easily adjusted without tools.
- u. The camera shall have an LED indicator light near the lens to indicate solid when video is being captured and flashing/pulsing when audio and video is recording.
- v. The camera shall be equipped with light control which turns backlight on and off so as not to illuminate the user in darkened conditions.

2. Video Monitor:

- a. The monitor must be a high-quality color LCD monitor of at least 3" (but not greater than 6") diagonally measured.
- b. The display shall be of the LCD Active Matrix type.
- c. The monitor shall operate between 32F degrees and 120F degrees Fahrenheit.
- d. The monitor shall display a live picture from the camera when the system is powered (even if recording is not in progress).
- e. The monitor shall include a system speaker to provide monitoring of live audio from portable transmitter microphone or from recorded sound during the playback mode.
- f. The monitor shall have a volume control which will allow the user to adjust audio level and turn off monitor sound if desired
- g. The monitor shall operate independently of the recording device, ensuring the system shall function even if the monitor is not displaying a picture.
- h. The monitor shall display at a minimum: date/time, user identification information, emergency light indication, braking indicator and microphone activation indicator.
- i. The monitor shall be a dash mounted unit, overhead console, independent floor mount or between the seats console mounted
- j. The monitor shall operate on a power source that is filtered, regulated, and short circuit protected. The voltage supplied to the monitor shall meet the monitor manufacturer's specifications and shall not vary with fluctuations of the system's electrical system voltage of between 9 and 18 volts.

3. Wireless Microphone:

- a. Wireless microphone transmitter shall operate in the 900 MHz band and utilize digital spread spectrum technology.
- b. Transmitter must be compact in size with dimensions not to exceed 2.5"x3.5"x .75" h-w-d.
- c. Transmitter microphone must come equipped with compact carry case or device, which attaches the system to the users utility belt and does not interfere with operational use.
- d. The microphone transmitter shall be equipped with an external microphone with a universal connection port for replacements microphones.
- e. The microphone transmitter shall be equipped with an internal antenna. It shall not utilize the microphone cord as an antenna.
- f. The microphone transmitter shall be equipped with an internal microphone, which will allow recording to continue even if the external microphone is disconnected.
- g. The microphone shall automatically turn on when the recording device is activated and off when the recording device is deactivated.
- h. The microphone transmitter shall operate on rechargeable (lithium) batteries.
- i. The transmitter microphone must be capable of working with any mobile video system of the same brand.
- j. The transmitter must be equipped with a backlit status display which informs the user of transmit status, battery strength and recorder status.
- k. The microphone transmitter shall be capable of 8-10 hours continuous use without recharging.
- I. The microphone transmitter shall have a minimum operating range of 1.000 feet.
- m. The microphone transmitter must be equipped with a linking device or station, which synchronizes the operating transmitter frequency to the mobile video system being used.
- n. Once synchronized to a recording device, the microphone transmitter will control that selected device only and no others in close proximity.

4. Control Panel:

- a. System controller shall be made of durable construction and compact in design to be mounted in the overhead console, dash, or console between the seats.
- b. Controller must be enclosed in an ergonomically designed case with rounded edges to prevent injury to the user in the even of a sudden impact.

- c. The system controller shall have controls or indicators that will be illuminated when activated as listed in section (f) below.
- d. The controller shall be equipped with an automatic brightness control in each of the indicator circuits.
- e. Primary controls shall be backlit for night operations.
- f. Controls:
 - 1) Power on/off
 - 2) Play
 - 3) Record start/stop
 - 4) Fast Forward
 - 5) Rewind
 - 6) Stop

Zoom Camera Controls (if not easily accessible on camera)

- 1) Zoom in/out
- 2) Auto Focus
- 3) Selectable Shutter
- 4) Backlight Control

Indicators:

- 1) Power on
- 2) Microphone on
- 3) Tape inserted and operational
- 4) Recording
- 5) Fast Forward
- 6) Stop
- 7) Time Counter
- 8) Problem Indicator
- g. The record function may be initialized by all of the following modes:
 - 1) User pushes record button.
 - 2) User activates the emergency equipment.
 - 3) User activates the record button on the wireless microphone transmitter.
- h. Programming of the in-car recording system shall be restricted to authorized personnel only through the system controller.
- i. The recording device rewind/fast forward/record controls shall not be accessible and/or usable by the operator when the environmentally controlled enclosure is opened to replace the recording media.

5. Electronic Conditions

- a. All electronics shall have input voltage of 13.5 (+ 20%) volts DC.
- b. The in-car recording system shall not interfere with the vehicle's electrical or electronic components, including the police radio system, mobile data terminals or computer data terminals, speed detection devices, through electromagnetic radiation or radio

- frequency interference produced by the camera, recording device, system controller or its components.
- c. The in-car recording system shall not be affected in any way by transmissions from the police communication packages in the vehicles.
- d. The in-car recording system shall be protected from damage due to input of voltage, reverse polarity, and electrical transients that may be encountered.
- e. All programmable parameters shall be contained in non-volatile memory. Loss of power to the system shall not result in the unit requiring reprogramming.

6. Security Features

- a. The in-car recording system shall have the capability to restrict access to the programming functions, including but not limited to time/date features, to authorized personnel.
- b. The recording device must have the capability of preventing the user from erasing and taping over previously recorded information from either inside the vehicle or at the recording device controls.
- c. The recording device shall contain a method to determine if the recording media has been tampered with after it was recorded.
- d. The trunk-mounted recording device shall be enclosed in an environmentally controlled metal case with locking capabilities.

7. Protective Enclosure/Vault:

- a. The vault enclosure shall be crash resistant and capable of providing security from any attempts to vandalize or remove the recording media without authorization.
- b. The vault must be sealed to prevent the introduction of dust or moisture that may harm or prevent functioning of the media recording device.
- c. The vault shall contain environmental controls and shall posses a self-contained heating and cooling system that is automatically controlled by internal electronic thermostatic unit. To accomplish the heating and cooling function, the vault shall not require vent hoses or modification of the vehicle.
- d. The environmental control system must be designed to keep the recording device and internal electronics and equipment within operating range specified by recorder manufacturer. During extreme conditions, the recording device should reach operational temperatures within ten minutes.
- e. The vault must be capable of being mounted either horizontally or vertically in the trunk of the patrol vehicle to maximize storage

space. (In the event the vault is be placed in the Ford Crown Victoria, the vault shall be capable of being placed on the left side upper decking, above the gas tank and secured with bolts as recommended by the vehicle manufacturer so not to violate the integrity of the gas tank).

- f. The vault shall be capable of housing the receiver for the wireless microphone transmitter.
- g. All electronic controls and connectors shall be contained within the vault to provide additional protection from the elements for those components.

8. Recording Media

- a. The recording media may be VHS, Hi8, or digital format. If a digital format is chosen, it must accurately and reliably reproduce the original image as witnessed by the camera (see comments about digital recording in **Recorder** section of Part 1 of this document).
- b. The recording media shall be capable of recording events uninterrupted for the minimum of 8 hours.
- c. The recorder shall be capable of recording a minimum of one audio track simultaneously in conjunction with the video signal.
- d. The recorder shall have incorporated sensors that detect excessive moisture or dust.
- e. The recorder shall operate from 13.5 (+ 20%) DC voltage source.
- f. The recording device shall be mounted in the trunk of the vehicle in an environmentally controlled enclosure (vault) to seal and protect the recorder from dust, humidity and temperature changes to ensure an operational climate.
- g. The recording system shall interface with the vehicle emergency equipment currently installed in the vehicle, having the minimum of (2) activation switches, and shall display on the recorded media and on the monitor, an indicator depicting when the emergency equipment was activated.
- h. The recorder shall generate to the recoding media and the monitor the date/time, users identifiers, bake light indicator, emergency equipment indicator and audio indicator.
- i. The date and time generator shall be self-adjusting for daylight savings time and leap year variances.
- j. The date/time and users identifier shall be on battery backup to prevent loss information in the event the vehicle battery is disconnected for up to a minimum of (4) hours.
- k. The operating system must be computer based and controlled. It shall also be upgradeable and fully compatible with future technology applications



In-Car Camera Technical Assistance Project Effective Use of Video in Law Enforcement

for Managers and Prosecutors

FORENSIC VIDEO ANALYSIS AND THE LAW

Jonathan W. Hak, Dipl., B.Sc., LL.B., LL.M.

Copyright 2004

This paper was originally prepared for the Law Enforcement and Emergency Services Video Association (LEVA) as part of the course *Forensic Video Analysis and the Law*. The IACP thanks Mr. Hak and LEVA for permission to use this paper for this report.

This paper is not to be copied or distributed without the express consent of the author.

FORENSIC VIDEO ANALYSIS AND THE LAW

by Jonathan W. Hak, Dipl., B.Sc., LL.B., LL.M.¹

Introduction

During a high profile murder trial, the prosecution's star witness takes the witness stand and is asked by the prosecutor "Can you identify the man you saw running from the 7-11 store?" The witness scans the courtroom, points at the defendant and says "That's him right there." From the jurors' perspective, the witness must be correct – after all, he was there.

Eyewitness evidence, though often powerful, is plagued by the frailties that accompany honest but mistaken witnesses. There are countless cases where honest witnesses have erred in their evidence, sometimes by saying "that's the man" only to be later proven wrong. Equally, there are many cases where witnesses cannot identify the perpetrator even though he is actually in the line-up or the prisoner's dock. Stress, sensory impairment, time and circumstance impact upon a witness' ability to accurately identify perpetrators of offences.

It is a fundamental tenet of our criminal justice system that we should prosecute criminal offences with vigor and ensure that only the guilty are convicted. Video evidence can be of significant value in identifying those who committed offences and those who did not. Video evidence is not subject to the same frailties that face humans. As noted by the Supreme Court of Canada in *R. v. Nikolovski*:²

The video camera on the other hand is never subject to stress. Through tumultuous events it continues to record accurately and dispassionately all that comes before it. Although silent, it remains a constant, unbiased witness with instant and total recall of all that it observed.

...So long as the videotape is of good quality and gives a clear picture of events and the perpetrator, it may provide the best evidence of the identity of the perpetrator. It is relevant and admissible evidence that can by itself be cogent and convincing evidence on the issue of identity. Indeed it may be the only evidence available. For example, in the course of a robbery, every eyewitness may be killed yet the video camera will steadfastly continue to impassively record the robbery and the actions of the robbers.

¹ Jonathan W. Hak is a Crown Prosecutor employed by Alberta Justice in Calgary, Alberta. He primarily prosecutes major crimes and specializes in forensic video analysis. He is also an instructor in Forensic Video Analysis and the Law for LEVA and has instructed in this field at the FBI Academy in Quantico, Virginia and the Los Angeles Sheriffs Academy in California. He received his legal education in the United States, Canada and England. He may be contacted at ionathan.hak@gov.ab.ca and (403) 297-2344.

² (1996), 111 C.C.C. (3d) 403, at p. 412

Advances in digital technology have led to the use of various scientific techniques in the analysis and presentation of video evidence to the courts. In some cases, this has allowed the courts to gain more valuable information from video evidence than would otherwise have been evident. In other cases, it makes the difference between admitting video evidence and excluding it.

It is important to understand the background of videotape evidence in our courts, how the law deals with the advent of new technology and how to effectively present such evidence in court. We will also examine the critical aspect of becoming qualified as an expert witness in court.

Both the United States and Canada are common law jurisdictions. As such, we have much to learn from each country in our examination of forensic video analysis. We will examine relevant case law from both the United States and Canada in order to gain a proper grounding of the law. We will also review relevant provisions in the United States *Federal Rules of Evidence* and the *Canada Evidence Act*.

Use of Videotape Evidence in Criminal Prosecutions

1. Types of Videotape Evidence Used in Criminal Prosecutions

Videotape evidence, as used in the criminal justice system, falls into one of three categories:

a) illustrative video

These are videos that show or illustrate certain things to the court that it would not otherwise be able to readily see. For example:

- crime scene video
- demonstrating that a weapon caused a certain injury where an in court demonstration is not practical
- demonstrating that a firearm is capable of modification to fully automatic firing where firing the weapon in court is not an option

b) staged video

These are videos that record events that are about to occur for the record such as the interview of a suspect or witness.

c) surveillance video

Surveillance videotaping is becoming pervasive in our society as a method of both preventing and detecting crime. It is estimated that in cities, we are captured on surveillance videotape 8-12 times per day.

It is this latter category of videotape that is the focus of this course.

2. Admissibility of Videotape Evidence

Videotapes are classified as a form of photographic evidence under *Federal Rule* of *Evidence* 1001 and parallel provisions in most states. In Canada, videotape evidence is classified as real evidence.

a) theories of admissibility

i) illustrative evidence theory ("pictoral communication")

The traditional view of photographs and videotape is that they have no independent significance as they merely illustrate facts testified to by a witness.

This is referred to as the "graphic portrayal of real evidence". Under this theory, photographs or videotape become admissible once a witness testifies that the photographs or videotape accurately depicts what was observed by the witness.

ii) silent witness theory

Once the videotape has been authenticated, the tape speaks for itself. No witness needs to have viewed what the camera recorded.

In *R. v. Taylor*,³ the Court admitted videotape evidence without eyewitness verification, stating:

The issue is whether these tapes are capable of being real and demonstrative evidence to prove the scenes they depict as distinct from evidence that merely illustrates the testimony of a sworn witness...If the tape is relevant, material, and reliable it has actual probative value.

The evidence is admissible upon proving the reliability of the process that produced the videotape.⁴

b) relevance

Admissibility is contingent, in part, upon the court being satisfied as to the relevance of the video evidence. There is no magic legal test for relevance. Relevance is determined on a case-by-case basis and depends on the issues raised in the prosecution in question.

The relevancy test applies to the videotape as a whole. If irrelevant images appear on the video, which is typically the case in a surveillance context, that does not render the entire videotape inadmissible. It is the images of interest that must be relevant.

The test for relevance is a practical one. If an eyewitness would be permitted to describe what is depicted on the videotape, then the relevancy requirement is met.⁵

c) authentication

In *State v. Molasky*, 6 in admitting videotape evidence, the Court based its decision on the evidence of an expert who said that videotape "could not be

⁴ Hannewacker v. City of Jacksonville Beach, 419 So.2d 308 (1982, Supreme Court of Florida); Wagner v. State of Florida, 707 So. 2d 827 (Fla. 1st DCA), review denied, 717 So. 2d 542 (1998, Florida)

⁵ Simpson Timber Co. (Sask.) Ltd. v. Bonville, [1986] 5 W.W.R. 180 (Saskatchewan Court of Queen's Bench)

2

³ (1983), 10 W.C.B. 303 (Ontario Provincial Court)

⁶ 655 S.W.2d 663 (Mo. App. 1983), cert denied (1984) 464 U.S. 1049

undetectably altered by any known editing method". While that may have been true in 1983, it is unlikely true today.

In order for the court to rule videotape evidence admissible and in order for the trier of fact to rely upon it, it must be established that the videotape evidence is reliable. This authentication requirement provides that the party tendering the videotape must establish that the video accurately depicts the scene and that it has not been altered or changed.⁷

Authentication focuses on these elements:

- location
- date
- time
- alteration of the image in whole or in part

Proving the location of the captured images is generally not difficult. In the monitored surveillance context, this will require the operator of the camera or someone present during the recording process to verify the location shown. In the static surveillance context, such as a store or other commercial establishment, this would typically be done by someone familiar with the camera location and field of view, such as the store owner, employee or security officer. In the case of a bank, either a bank employee or a representative from the company who installed and services the surveillance equipment will suffice.⁸

After proving location, the date and time of the images in question must be proven. Most surveillance cameras show the date and time and provided such information is accurate, this requirement will be easily met. Where the date and time shown are incorrect, such as failing to account for daylight savings time or failing to set the accurate time at all, the actual date and time must be proven. My practice is to call the person who is responsible for ensuring that the date and time code is correct, if there is such a person. Where no such witness exists, the date and time can usually be proven by establishing the known time other events on the video occurred, such as the arrival of the police. The bottom line is that in order for the videotape evidence to be admissible, it must be shown that what is depicted is the event in question.

In *R. v. Leaney and Rawlinson*, Harradence, J., in dissent (though not on this point), noted the following regarding authentication:

⁷ Molina v. State of Alabama, 533 So.2d 701 (Alabama Court of Appeals, 1988); cert. denied (1989) 489 US 1086 (silent witness theory); English v. State of Georgia, 422 S.E.2d 924 (Georgia Court of Appeals, 1992) (illustrative evidence theory)

⁸ R. v. Schaffer (1988), 44 C.C.C. (3d) 507 (Nova Scotia Court of Appeal)

⁹ (1987), 38 C.C.C. (3d) 263 (Alberta Court of Appeal)

The party seeking the admission of the video must prove that it is accurate and fair through the verification evidence of a witness or witnesses under oath. In most situations this will be easily done. An eyewitness can testify that the video accurately represents the event that took place. Where there is no such eyewitness, accuracy and fairness will need to be verified by more technical evidence. The United States Court of Appeals examined the possible components of such evidence in United States v. Taylor, 530 F.2d 639 (1976) (at pp. 641-2):

In the case before us it was, of course, impossible for any of the tellers to testify that the film accurately depicted the events as witnessed by them, since the camera was activated only after the bank personnel were locked in the vault. The only testimony offered as foundation for the introduction of the photographs was by government witnesses who were not present during the actual robbery. These witnesses, however, testified as to the manner in which the film was installed in the camera, how the camera was activated, the fact that the film was removed immediately after the robbery, the chain of its possession, and the fact that it was properly developed and contact prints made from it. Under the circumstances of this case, we find that such testimony furnished sufficient authentication for the admission of the contact prints into evidence. Admission of this type of photographic evidence is a matter largely within the discretion of the court, Moore v. Louisville & Nashville R.R. Co., 223 F.2d 214, 216 (5th Cir. 1955), and it is clear that the district court did not abuse its discretion here.

These are the kinds of matters the trial judge may wish to consider in determining the accuracy and fairness of a video tape sought to be admitted into evidence where no eyewitness verification is possible.

For analog videotape, authentication can usually be accomplished by proving chain of custody of the original videotape. The same approach is required for digital video evidence, though some argue that chain of custody is not enough.

As Erik Berg noted:10

Until a digital image is either printed or displayed on a computer screen, it has no visual form. It is completely dependent upon a host computer for its existence as a visual record. The potential for alteration or corruption of a digital image is much greater than one might think. Electrical power surges can scramble the binary bits that define the image. Hardware failure can destroy the very media upon which the image is recorded. Computer viruses can seek out and destroy the image. Anyone with access to the computer can be a very serious threat to digital images and, thus, to authentication at trial. One or two errant commands can be enough to destroy precious image data.

Controlling access to the computer is, therefore, important. So too, is tracking and preserving the images. The original image should be preserved intact. Any "enhancement" applied to an image must take place on a copy of the original. If the original image is enhanced, there will be no way to reproduce the results. The original image serves the function of control, much the same as any control used in scientific analysis. Without effective controls, any conclusions drawn from the evidence will be suspect.

¹⁰ The Legal Edge: Digital Imaging, A Legal Primer, in The FBI Associate Magazine, January/February 2001, at pages 22-23.

Digital video is simply binary data recorded on tape or other media. As such, it is inherently susceptible to accidental or malicious tampering. That fact, coupled with the widespread availability of low cost digital video editing hardware and software, leaves digital evidence vulnerable to suppression on the grounds that it could have been modified.¹¹

Technical experts have been trying to create a method whereby image alteration can be detected and conversely shown not to have occurred. One method has been the use of watermarking which modifies the digital video content by superimposition of the watermark. A number of papers have shown that this is not a foolproof method of image authentication.¹²

Another method that is being studied is a method whereby digital signatures are generated in an authentication system and stored on a media separate from the digital video evidence that theoretically would provide a means of proving digital video authenticity and simultaneously preserving the digital video in an unaltered state. The need for such authentication is predicated on the argument that something untoward may have occurred to the evidence between the time of collection and the time of presentation in court. For a digital signature system to be most effective, the signatures would need to be created in real time as the digital video is recorded.

Another method involves the use of encryption to scramble the image information making it impossible to view the image without the encryption key. This might prevent image tampering but the encryption process itself alters the original image. In order to view the encrypted image, it must be reconstructed. Once encrypted, the original image is not retained. This alone poses authentication problems.¹⁴

There is another method of establishing the authentication of analog and digital video evidence – the integrity and reputation of the expert. This more basic method may not always carry the day, hence the desire to prove authentication objectively. Indeed, where the credibility of the authentication witnesses is suspect, such a finding will impact upon an admissibility ruling.¹⁵

There are a number of legislative provisions that deal, directly or indirectly, with authentication related issues.

U.S. Federal Rule of Evidence 1002 states that the original of a writing, recording or photograph is required to prove the content of the writing, recording or

¹³ See *Authentication of Digital Video Evidence*, note 11, for details.

¹⁵ R. v. Penney, [2002] N.J. 70 (Nfld. C.A.)

Authentication of Digital Video Evidence, by Beser, Duerr and Staisiunas of the Johns Hopkins University Applied Physics Laboratory and the United States Postal Inspection Service, Forensic and Technical Services Division

¹² See note 10.

¹⁴ See note 10

photograph. FRE 1001(2) defines "photograph" as including still photographs, x-ray films, videotapes and motion pictures. FRE 1001(3) provides that:

If data are stored in a computer or similar device, any printout or other output readable by sight, shown to reflect the data accurately, is an 'original'.

Thus, in respect of digital images, there is no true original as defined in the Federal Rules of Evidence.

A "duplicate" is defined in FRE 1001(4) as being:

A "duplicate" is a counterpart produced by the same impression as the original, or from the same matrix, or by means of photography, including enlargements or miniatures, or by mechanical or electronic re-recording, or by chemical reproduction, or by other equivalent techniques which accurately reproduces the original.

According to FRE 1003:

A duplicate is admissible to the same extent as an original unless (1) a genuine question is raised as to the authenticity of the original or (2) in the circumstances it would be unfair to admit the duplicate in lieu of the original.

To a certain extent, this is simply an application of the best evidence rule.

The *Canada Evidence Act* was amended in 2000 to deal with the reality of "electronic documents". The amendments provide as follows:

- **31.1** Any person seeking to admit an electronic document as evidence has the burden of proving its authenticity by evidence capable of supporting a finding that the electronic document is that which it is purported to be.
- 31.2 (1) The best evidence rule in respect of an electronic document is satisfied
 - (a) on proof of the integrity of the electronic documents system by or in which the electronic document was recorded or stored; or
 - (b) if an evidentiary presumption established under section 31.4 applies.
- (2) Despite subsection (1), in the absence of evidence to the contrary, an electronic document in the form of a printout satisfies the best evidence rule if the printout has been manifestly or consistently acted on, relied on or used as a record of the information recorded or stored in the printout.
- **31.3** For the purposes of subsection 31.2(1), in the absence of evidence to the contrary, the integrity of an electronic documents system by or in which an electronic document is recorded or stored is proven
 - (a) by evidence capable of supporting a finding that at all material times the computer system or other similar device used by the electronic documents system was operating properly or, if it was not, the fact of its not operating properly did not affect

the integrity of the electronic document and there are no other reasonable grounds to doubt the integrity of the electronic documents system;

- (b) if it is established that the electronic document was recorded or stored by a party who is adverse in interest to the party seeking to introduce it; or
- (c) if it is established that the electronic document was recorded or stored in the usual and ordinary course of business by a person who is not a party and who did not record or store it under the control of the party seeking to introduce it.
- **31.4** The Governor in Council may make regulations establishing evidentiary presumptions in relation to electronic documents signed with secure electronic signatures, including regulations respecting
 - (a) the association of secure electronic signatures with persons; and
 - (b) the integrity of information contained in electronic documents signed with secure electronic signatures.
- **31.5** For the purpose of determining under any rule of law whether an electronic document is admissible, evidence may be presented in respect of any standard, procedure, usage or practice concerning the manner in which electronic documents are to be recorded or stored, having regard to the type of business, enterprise or endeavour that used, recorded or stored the electronic document and the nature and purpose of the electronic document.
- **31.7** Sections 31.1 to 31.4 do not affect any rule of law relating to the admissibility of evidence, except the rules relating to authentication and best evidence.
- **31.8** The definitions in this section apply in sections 31.1 to 31.6.
- "computer system" means a device that, or a group of interconnected or related devices one or more of which.
 - (a) contains computer programs or other data; and
 - (b) pursuant to computer programs, performs logic and control, and may perform any other function.
- "data" means representations of information or of concepts, in any form.
- "electronic document" means data that is recorded or stored on any medium in or by a computer system or other similar device and that can be read or perceived by a person or a computer system or other similar device. It includes a display, printout or other output of that data.
- "electronic documents system" includes a computer system or other similar device by or in which data is recorded or stored and any procedures related to the recording or storage of electronic documents.

"secure electronic signature" means a secure electronic signature as defined in subsection 31(1) of the *Personal Information Protection and Electronic Documents*Act. 16

By virtue of the definition of "electronic document" and "data", these amendments apply to video images that are recorded or stored on any medium in or by a computer or other similar device. Practically, this would include the following:

- images recorded by a digital CCTV system
- digital video that is downloaded onto a computer system
- analog video that has been digitized for use in court

These amendments do not change what the common law already required. Section 31.7 makes it clear that these amendments do not affect any existing rule of law relating to the admissibility of evidence. Rather, they accentuate the present rules relating to authentication and best evidence.

It remains the obligation of the party introducing an "electronic document" to authenticate the images contained within that document. Translated, digital images must be proven to be authentic, accurate representations of what was originally recorded.

Parliament has specifically required under s. 31.2(1)(a) that the best evidence rule in respect of "electronic documents" requires proof of the integrity of the "electronic documents system" that recorded or stored the "electronic document". Thus, in the context of forensic video analysis, the competency of the analyst is not the only issue. The competency and integrity of the computer system used by the analyst is also at issue. Section 31.3(a) requires evidence that proves proper operation of the computer system in question.

These provisions do not mandate the use of "secure electronic signatures" as part of an authentication scheme. Section 31.4 allows the Governor in Council to make regulations establishing evidentiary presumptions in respect of such an authentication scheme. As of March 2004, so such regulations have been enacted.

The only reported decision thus far regarding the amendments to the *Canada Evidence Act* is *R. v. Morgan*.¹⁷ This case dealt with fishing licenses that existed in a computer database. In discussing these amendments, Flynn, J. said:¹⁸

¹⁶ Under s. 31(1) of the *Personal Information Protection and Electronic Documents Act*, "secure electronic signature" means a signature that results from the application of a technology or process prescribed by regulations made under s. 48(1) of the Act. As of March 2004, no regulations have been enacted under s. 48(1).

¹⁷ [2002] N.J. 15 (Nfld. and Lab. P.C.)

¹⁸ At page 7

[20]...These sections must work in conjunction with either some common law general rule of admissibility of documents or some other statutory provision. These sections themselves do not authorize the admissibility of the documentary evidence it describes. Rather, what the sections do is to clothe electronically stored and produced documents with the status of "best evidence" provided they meet certain criteria for their admissibility. For example, the documents in this case must first be proven to be business documents or official or public documents which are admissible of themselves as documentary evidence and as exceptions to the hearsay rule. If they are admissible under these other criteria, then Sections 31.1 and 31.2 operate to make them the best evidence available for that purpose.

[21] Enacted in the year 2000, the general purpose of section 31.1 and Section 31.2 as gleaned from the statutory provisions themselves is to allow the use of computerized information as either business, public documents or other types of documents provided the reliability of such documents can be established. It is a legislative attempt to grapple with the realities of modern business practice.

These comments reflect the likely intention of Parliament in enacting these provisions, namely the use of business documents that exist on computer databases, networks and hard drives. However, the broad definitions of "electronic document" and "data" clearly envelop digital images as well, whether so intended or not.

This does not change the way digital images should be approached. If anything, it simply formalizes what the common law and proper practice already requires. Integrity and reliability remain the watchwords.

d) editing

One of the concerns with videotape evidence (both analog and digital) is that the images have been edited in such a way as to present a false picture of what really happened. This is different from concerns of authentication. Editing in this context applies to both video and audio editing.

Editing a videotape will not necessarily render the video evidence inadmissible. The person tendering the video evidence, whether the forensic video analyst or another witness, must thoroughly explain any editing in such a fashion as to instill confidence in the evidence led in court.

Editing is quite legitimate. For example, if the original videotape records seven days of images and the robbery in question lasted three minutes, editing out the balance of the images is appropriate because they are irrelevant. A forensic video analyst must be careful to ensure that there is nothing else relevant on the tape such as an earlier or later appearance by the suspect (or victim as the case may be).

In general, editing goes to weight, not admissibility. 19 However, edited videotapes will likely be excluded where the editing causes a disruption in the chronology or continuity of the event, or otherwise causes confusion. Inadmissibility on this basis results from the fact that the tendered images do not accurately establish and depict the events in question.²⁰ Further, where the probative value of the remaining images is outweighed by the prejudicial effect, the evidence can be excluded. More on this latter test will be discussed further in this paper.

The use of time-lapse surveillance video and multiplex cameras, though they involved forced editing by the cameras, is permissible provided the time-lapse operation or multiplex function is adequately explained to the court.

e) accuracy of the images

Accuracy of the images, while related to authentication, is a separate issue. The accuracy of the images portrayed on the videotape can affect both admissibility and weight. The overriding test to be applied is that the tape must be a consistent, true reflection of reality. The primary objects in the videotape as well as the secondary or surrounding elements must all be accurately shown. Distortion of material elements of the videotape may affect the admissibility of the evidence. Distortion of non-material elements will likely only affect the weight of the evidence.

A forensic video analyst must ensure that the proper aspect ratio is used so as to ensure that accurately proportioned images are shown.

Digital surveillance equipment is being marketed as the solution to almost any commercial (and private) surveillance security concern. On its face, there is an attraction to a digital video security system. No videotapes to handle or store. Many hours of surveillance can be recorded and erased. Some systems are quite inexpensive. One of the concerns that affect the admissibility of images from these systems is compression. If the images are compressed such as to produce ghosting or artifacts, then the images are not accurate and will not likely be admitted.

f) chain of custody

A forensic video analyst must have confidence that the chain of custody of the video evidence is intact. This is not just a concern for the prosecutor. The analyst should be satisfied that he/she is working on the original evidence and that the integrity of that evidence is intact. It follows that the forensic video

¹⁹ Pease Co. v. Local Union 1787, 393 N.E.2d 504 (Ohio Court of Appeal, 1978); Pritchard v. Downie, 326 F.2d 323 (Criminal Court of Appeal, 8th Circuit, 1964); R. v. Ramos (1997), 101 O.A.C. 211 (Ontario Court of Appeal)

20 *R. v. Penney*, [2002] N.J. 70 (Nfld. C.A.)

analyst must also account for the chain of custody of the video evidence while in his/her possession.

Standard Operating Procedures (SOPs) should adequately address these issues.

g) probative value v. prejudicial effect

A final, overriding consideration for the admissibility of any evidence is whether the probative value of the evidence outweighs the prejudicial effect. The "prejudice" referred to in the term "prejudicial effect" does not refer to the increased likelihood of conviction. Rather, it refers to evidence which operates unfairly against the accused - evidence that may be used improperly by the trier of fact.

In the context of video evidence, if as a result of editing, the videotape is found to operate unfairly to the accused, it may be ruled inadmissible on the basis that the probative value of the evidence is outweighed by its prejudicial effect. For example, in *Toronto (City) v. Debono*,²¹ the court refused to admit television news video that had been edited for television purposes because the edited version was inflammatory and unfair.

This is a common law principle.

This principle is codified in *Federal Rule of Evidence* 403, which provides:

Although relevant, evidence may be excluded if its probative value is substantially outweighed by the danger of unfair prejudice, confusion of the issues, or misleading the jury, or by considerations of undue delay, waste of time, or needless presentation of cumulative evidence.

In Ballou v. Henri Studios, 22 the Court stated:

[U]nfair prejudice as used in Rule 403 is not to be equated with testimony simply adverse to the opposing party. Virtually all evidence is prejudicial or it isn't material. Unfair prejudice within the context of Rule 403 means an undue tendency to suggest a decision on an improper basis, commonly, though not necessarily, an emotional one.

Forensic video analysis itself is unlikely to violate this principle but it is an important principle to keep in mind.

²¹ Unreported, June 1, 1990, Ontario High Court of Justice ²² 656 F.2d 1147 (5th Circuit, 1981)

Videotapes as Evidence of Identification

One of the most useful applications for videotape evidence is to establish the identity of the perpetrator(s) of an offence. This is especially important given the frailties that are associated with eyewitness identification evidence.

There are two key cases from the Supreme Court of Canada that have embraced the use of videotape evidence as evidence of identification and have placed logical restrictions on the use of such evidence.

The first is *R. v. Leaney and Rawlinson*,²³ where the Supreme Court of Canada dealt with a case involving two accused that were prosecuted for a number of offences, including a break and enter that was captured by a surveillance camera. The main evidence against Leaney was the videotape evidence. To bolster the weight given to the videotape evidence, the prosecution called five police officers to testify regarding the issue of identification. Four of the police officers had no previous acquaintance with Leaney. The fifth one had known him since childhood and had spent time with him shortly before the offence was committed.

The issue was whether the police officers were allowed to express an opinion on identification of the person shown in the videotape. The Court held that the four police officers that did not know the accused were not permitted to express such an opinion because they were in no better position than the trial judge to make such an assessment. The evidence of the fifth police officer was clearly admissible due his past familiarity and association with the accused. Further, the trial judge was entitled to make his own assessment as to the identification of the person shown in the videotape.

Numerous American decisions have reached the same conclusion.²⁴

The value of surveillance video in the prosecution context received another endorsement from the Supreme Court of Canada in *R. v. Nikolovski*. Nikolovski robbed a Mac's store but at trial, the clerk was unable to identify the accused as the perpetrator and in fact thought that another man shown in a photo line-up was the robber but even then he was only 25-30% sure. The prosecution tendered the surveillance videotape as evidence in the trial. The videotape clearly showed that the accused was the robber. After the clerk viewed the videotape in court, he was then asked if the man who robbed him was in court. The clerk did not think so. This is a good illustration of the frailty of eyewitness identification evidence.

-

²³ (1989), 50 C.C.C. (3d) 289

See for example, *United States v. Pierce*, 136 F.3d 770 (11th Circuit), cert. denied 119 S.Ct. 430 (1998); *Nooner v. State of Arkansas*, 907 S.W.2d 677 (Arkansas Supreme Court, 1995)

25 See note 2

The trial judge studied the videotape very carefully and concluded that Nikolovski was indeed the robber and convicted him on the strength of the surveillance video evidence alone. The matter was ultimately appealed to the Supreme Court of Canada.

The Court stated something that is rather obvious but is often forgotten in our courts:

"The ultimate aim of any trial, criminal or civil, must be to seek and to ascertain the

Referring to the value of video evidence, the Supreme Court of Canada noted in R. v. KGB²⁷ that video evidence is a "milestone" contributing to the "triumph of a principled analysis over a set of ossified judicially created categories."

In R. v. DOL, 28 the Supreme Court of Canada noted that the modern trend is to admit all relevant and probative evidence and allow the trier of fact to determine the weight to be given to such evidence in order to arrive at a just result. Madam Justice L'Heureux-Dube stated that it would be wrong "to disallow evidence available through technological advances such as videotaping, that may benefit the truth seeking process."

In Nikolovski, after commenting on the frailty of eyewitness identification evidence, the Court made these comments about video evidence:29

The video camera on the other hand is never subject to stress. Through tumultuous events it continues to record accurately and dispassionately all that comes before it. Although silent, it remains a constant, unbiased witness with instant and total recall of all that it observed.

...So long as the videotape is of good quality and gives a clear picture of events and the perpetrator, it may provide the best evidence of the identity of the perpetrator. It is relevant and admissible evidence that can by itself be cogent and convincing evidence on the issue of identity. Indeed it may be the only evidence available. For example, in the course of a robbery, every eyewitness may be killed yet the video camera will steadfastly continue to impassively record the robbery and the actions of the robbers.

It is because video evidence can provide such clear and convincing evidence of identification that the trier of fact can use such evidence as the sole basis of determining identification.

The inherent value of quality video images is illustrated in a double robbery case wherein the trial judge convicted the accused of the robbery where there was

²⁶ At p. 409

²⁷ (1993), 79 C.C.C. (3d) 257 ²⁸ (1993), 85 C.C.C. (3d) 289

²⁹ Supra, at note 2

only videotape evidence and no eyewitness evidence but acquitted where there was an excellent eyewitness but no video evidence.³⁰

In *Nikolovski*, the Court put forth these procedural guidelines:

- once it is established that the videotape has not been altered or changed and that it depicts the crime scene, it is relevant and admissible evidence
- the clarity and quality of the images and to a lesser extent, the duration of the images, will impact upon the weight to be given to the video evidence
- frame by frame analysis is permitted

Finally, the Court cautioned that the trier of fact must exercise care in reaching conclusions based solely on video evidence.

³⁰ *R. v. Geddes and Ledesma* (unreported, 1998, Alberta Court of Queen's Bench)

Forensic Video Analysis

1. Introduction

Some video evidence is so clear and convincing that the original untouched tape (or a copy made to preserve the integrity of the original) need only be played in court after the video evidence has been authenticated. However, for video evidence that is less than stand-alone clear and convincing, where objective corroboration is advisable or where additional analysis is beneficial, forensic video analysis is essential.

Forensic video analysis is defined as "the scientific examination, comparison and evaluation of video in legal matters." A typical case begins with an offence being committed. Police investigators will then search for surveillance video evidence that shows the commission of the offence itself or that shows the suspects (or other persons of interest) in another location either before or after the commission of the offence. Once that video evidence is obtained, it will be digitized so as to preserve the integrity of the original evidence and to allow for digital clarification. Known images will be obtained of the suspect, once identified. Similarly, clothing or other objects that were seized in connection with the offence or the arrest of the suspect will be photographed or videotaped. These known items are then videotaped in the same location where the suspect was caught on surveillance video using the surveillance equipment from that establishment. These are referred to as exhibit placement images. Then the forensic analysis begins.

The purpose of the analysis is to determine whether the defendant is the person depicted in the surveillance video and whether the known clothing and other objects that were seized match those seen in the surveillance video. This is done by comparing clarified images from the surveillance video with known images of the defendant, clothing and other objects. A further comparison is performed between the known images and the exhibit placement images.

A thorough analysis may take many hours. Presentation of the evidence in court may take several hours, even though the original surveillance videotape images only lasted a couple of minutes.

2. Court Acceptance of New Technology

Leading new types of scientific evidence in court can be an arduous task. Not all judges (and lawyers) are young and wise in the ways of new technology. It is the

³¹ Either by consent or search warrant

role of the prosecutor and the expert witness to lay a proper foundation for such evidence that will convince the court to admit and rely on the evidence.

The Supreme Court of Canada, in *Nikolovski*, 32 said:

With the progress of scientific studies and advances in technology, evidence put forward particularly as to identification has changed over the years. The admission of new types of evidence is often resisted at first and yet, later accepted as commonplace and essential to the task of truth finding. Fingerprint evidence may be the first example of scientific evidence leading to identification. Similarly, blood typing with its ever increasing refinements can be extremely helpful in identification. DNA testing is yet another example. It must never be forgotten that evidence of this type can serve to establish innocence just as surely and effectively as it may establish guilt.

The Court held that expert evidence which advances a novel scientific theory or technique is subjected to special scrutiny to determine whether it meets the basic threshold of reliability and whether such evidence is essential in enabling the trier of fact to reach a proper conclusion. Once ruled admissible, it remains a question of what weight should be attached to the evidence.

What then is the test that is applied when considering novel scientific evidence?

a) the American approach

One approach that sets out the threshold test on admissibility of novel scientific evidence that is followed in many American jurisdictions is the test enunciated in *Frye v. United States*. ³³ The *Frye* test provides as follows:

Just when a scientific principle or discovery crosses the line between the experimental and the demonstrable stages is difficult to define. Somewhere in this twilight zone the evidential force of the principle must be recognized, and while courts will go a long way in admitting expert testimony deduced from well recognized scientific principle or discovery. the thing from which the deduction is made must be sufficiently established to have gained general acceptance in the particular field in which it belongs.

Some commentators view Frye as being too conservative in restricting admissibility to evidence that has gained "general acceptance." Others view its wording as being too vague to be of real help to trial courts. Some of this controversy has led to contradictory rulings in different jurisdictions on the same types of scientific evidence.³⁴

An example of the application of the Frye test in a case involving digital imaging is State of Washington v. Hayden. 35 In Hayden, the defendant had been convicted of felony first degree murder. It was alleged that he had raped and

³² Supra, note 2, at p. 409-410 ³³ 293 F. 1013 (D.C. Cir., 1923)

³⁴ Frye, Frye, Again: The Past, Present and Future of the General Acceptance Test, David E. Bernstein, 2001
³⁵ 950 P.2d 1024 (Washington Court of Appeals, 1998)

murdered a woman in her apartment. Fingerprint evidence obtained at the scene was of insufficient quality to allow the latent print examiner to make a proper comparison. The examiner took the questioned exhibits to Erik Berg, a Tacoma Police Department expert in enhanced digital imaging. Mr. Berg produced digital images of the fingerprints, removed certain background fabric patterns and enhanced the fingerprints so that the prints became more visible. This allowed the latent print examiner to conclude that the prints belonged to Hayden. Hayden argued that the fingerprint evidence ought not to have been admitted.

Following the practice in Washington State, a *Frye* hearing was conducted. The trial court found that enhanced digital imaging is not novel scientific evidence to which the *Frye* test applies. In any event, the trial court found that the process passed the *Frye* test.

The Washington Court of Appeals examined enhanced digital imaging for the first time and applied the *Frye* test. Noting the evidence led in the trial and the absence of any defense evidence to the contrary, the Court ruled that enhanced digital imaging is generally accepted in the relevant scientific community. Accordingly, the appeal was dismissed and the conviction affirmed.

In 1993, the United States Supreme Court, in *Daubert v. Merrell Dow Pharmaceuticals Inc.*, ³⁶ articulated the definitive threshold standard governing the admissibility of expert evidence in federal prosecutions. The Court held that the proper standard for determining admissibility is governed by the *Federal Rules of Evidence* rather than *Frye*. In order for expert evidence to be admitted, the method of analysis used by the expert need not necessarily have gained general acceptance as is required under the *Frye* test.

Prior to *Daubert*, most federal and state court judges had been relying on two standards to determine the admissibility of expert testimony - relevance and the *Frye* test. Critics of *Frye* argued that this approach often excluded new but legitimate science that had not yet gained a consensus within the scientific community. They also argued that science was not a "majority rules" proposition. Yet, there was a legitimate concern that "junk science" not be admitted into legal proceedings. The United States Supreme Court sought to clarify these standards in *Daubert*.

The Court directed judges to act as gatekeepers and instructed them to examine the scientific method underlying expert evidence and to admit only evidence that was both relevant and reliable. *Daubert* set out a two-part test that must be met in order for expert evidence to be admitted under the FRE:

• the expert evidence must consist of "scientific knowledge" – that is, it must be supported by appropriate validation

³⁶ 113 S. Ct. 2786

 the evidence must assist the trier of fact in understanding the evidence or in determining a fact in issue

In deciding the first issue, the court will consider a number of factors:

- is the evidence based on a testable theory or technique?
- has the theory or technique been subjected to peer review and publication?
- does the technique have a known error rate and standards controlling the technique's operation?
- is the underlying science generally accepted in the scientific community?

The Court cautioned that this was not a closed list and that judges could employ additional criteria. FRE 403 (probative value v. prejudicial effect) must also be considered.

In practice, other factors will be considered when determining the admissibility of scientific evidence:

- whether there are analogous relationships with other types of scientific techniques that are routinely admitted into evidence
- the expert's qualifications
- the existence of specialized literature in the area
- the nature and breadth of the inference sought to be adduced from the evidence
- the clarity with which the technique may be explained
- the extent to which basic data may be verified by the court and jury
- the availability of other experts to evaluate the technique
- the probative significance of the evidence

The essential question is not whether the technique is infallible but whether the scientific technique exhibits a level of reliability to warrant its use in the courtroom. The court must also be aware of the potential for the jury to be awed by notions of "mystic infallibility".

In the aftermath of *Daubert*, some courts, particularly in civil litigation, are arguably misinterpreting and broadening the intended reach of *Daubert*, thereby excluding scientific evidence that ought not to have been excluded.³⁷

The *Daubert* case is alive and well and has been followed and applied in numerous subsequent U.S.S.C. cases.³⁸

³⁷ Daubert: The Most Influential Supreme Court Ruling You've Never Heard Of, June 2003, Tellus Institute

At the federal level, **Daubert** is the governing test. At the state level, each state's courts have decided and continue to decide which approach to follow. At the state level, *Daubert* and the Federal Rules of Evidence approach is followed in Alaska, Arkansas, Delaware, Idaho, Indiana, Iowa, Kentucky, Louisiana, Maine, Massachusetts, Montana, Nevada, New Mexico, North Carolina, Ohio, Oklahoma, Oregon, Rhode Island, South Carolina, South Dakota, Texas, Utah, Vermont, West Virginia, Wisconsin, Wyoming (a total of 26 states).³⁹

Frye remains the test at the state level in Arizona, California, Colorado, the District of Columbia, Florida, Illinois, Kansas, Maryland, Michigan, Minnesota, Mississippi, Nebraska, New Jersey, New York, Pennsylvania, and Washington.⁴⁰ It should be noted that some of the case law under Frye is showing a convergence with **Daubert**.

Some states follow neither **Daubert** nor **Frye** and instead use more liberal admissibility tests.41

It has been argued that *Frye* jurisdictions should adopt amended FRE 702, which incorporates the holdings of the Supreme Court's expert evidence trilogy. 42 This approach is argued to be the most sound and consistent method of assessing the admissibility of scientific evidence.

b) the Canadian approach

In **R. v. Beland and Phillips**, ⁴³ a case dealing with the admissibility of polygraph evidence, Wilson, J., in dissent (though not on this point), was critical of the Frye test. Wilson, J. preferred a more expansive admissibility standard, that of relevancy and helpfulness. If relevancy and helpfulness are shown, then crossexamination on the expert evidence and opposing expert witnesses go to the weight of the evidence rather than its admissibility.

Sopinka, J., in *R. v. Mohan*, 44 stated:

In summary, therefore, it appears from the foregoing that expert evidence which advances a scientific theory or technique is subjected to special scrutiny to determine whether it meets a basic threshold of reliability and whether it is essential in the sense

³⁸ For an example of the application of *Daubert*, see *U.S. v. Dorsey*, 45 F.3d 809 (U.S. Court of Appeals, Fourth Circuit).

State Standards for Admitting Scientific Evidence, National Traffic Law Center, Alexandria,

⁴⁰ Frye, Frye, Again: The Past, Present and Future of the General Acceptance Test, David E. Bernstein, 2001

⁴² **Daubert**, **Joiner**, **Kumho Tire** – see Frye, Frye, Again: The Past, Present and Future of the General Acceptance Test, David E. Bernstein, 2001
43 (1987), 36 C.C.C. (3d) 481 (Supreme Court of Canada)

^{44 (1994), 89} C.C.C. (3d) 402 (Supreme Court of Canada)

that the trier of fact will be unable to come to a satisfactory conclusion without the assistance of an expert. The closer the evidence approaches an opinion on an ultimate issue, the stricter the application of this principle.

The Court in *Mohan* kept the door open to novel science, rejecting the "general acceptance" test formulated in *Frye* and preferring instead the "reliable foundation" test laid down in *Daubert*.

The Supreme Court of Canada, in *R. v. J-L. J.*,⁴⁵ noted that expert witnesses have an essential role to play in criminal courts. However, the Court noted that the dramatic growth in the frequency with which experts have been called had led to ongoing debate about suitable controls on their participation, precautions to exclude "junk science" and the need to preserve and protect the role of the trier of fact. The trial judge is the "gatekeeper" and must take that role seriously.

Citing **Daubert**, the Supreme Court of Canada listed a number of factors that could be helpful in evaluating the soundness of novel science:

- whether the theory or technique can be and has been tested scientific methodology is based on generating hypotheses and testing them to see if they can be falsified – it is this methodology that distinguishes science from other fields of human inquiry
- whether the theory or technique has been subjected to peer review and publication – submission to the scrutiny of the scientific community is a component of "good science" because it increases the likelihood that substantive flaws in methodology will be detected
- the known or potential rate of error
- the existence of standards
- whether the theory or technique has been generally accepted –
 widespread acceptance can be an important factor in ruling scientific
 evidence admissible whereas a theory or technique that has only
 attracted minimal support within the community may properly be
 viewed with skepticism

Therefore, in Canada, the Supreme Court of Canada has adopted a test akin to **Daubert** as the appropriate method to assess novel scientific evidence. Once the scientific evidence meets this test, it becomes a question of weight.

3. Court Reception of Forensic Video Analysis

Although forensic video analysis has been used in many criminal and civil cases over the past decade in the United States, Canada and the United Kingdom, relatively few of these cases have been reported. It is often the case that forensic video analysis constitutes extremely powerful evidence and may be

⁴⁵ [2000] 2 S.C.R. 600

decisive in a given case, yet unless that evidence is challenged in a meaningful way, the decision of the trial judge may not be reported. The reported cases that currently exist must therefore be taken as being only a small percentage of the cases where forensic video analysis has been used.

a) United States cases

The following are reported United States cases that have used forensic video analysis as part of the evidence being considered by the court. In some of the cases, the level of forensic analysis is basic while in some cases, the analysis is quite advanced.

English v. State of Georgia⁴⁶

An undercover agent videotaped a cocaine sale. The videotape was digitized and images of the defendant were subjected to "computer enhancement" and printed as single images. A copy of the original videotape was entered as an exhibit at trial as well as a copy of the single computer enhanced image of the defendant seller.

At issue was whether the trial judge erred in admitting the computer enhanced images. The appeal court ruled that since the technician who produced the computer enhanced images testified as to the process used and established that the images were a fair and accurate representation of what appeared in the videotape, the computer enhanced images were admissible. The conviction was upheld.

United States v. Mosley⁴⁷

Mosley was charged with six counts of bank robbery. An FBI Agent testified that he subjected surveillance video from one of the banks to digital image processing. This procedure sharpened the images. He further testified that he was then able to detect a mark on the face of the robber. He then compared this mark with a mark on Mosley's face that was visible in a booking photograph and described the similarities noted. The defense argued that the trial court erred in admitting this evidence.

At issue was whether the trial judge erred in admitting this digital analysis evidence. In a very brief ruling, the appeal court concluded that the trial court reasonably concluded that this evidence would assist the jury and that it was properly admitted.

State of Minnesota v. Newman⁴⁸

46 422 S.E.2d 924 (1992, Court of Appeals of Georgia)
 47 1994 U.S. App. LEXIS 23969 (United States Court of Appeals for the Ninth Circuit)

⁴⁸ 1994 Minn. App. LEXIS 1246 (1994, Court of Appeals of Minnesota)

Newman was charged with the theft of \$474 worth of baseball cards from a store. At trial, the evidence against Newman consisted of the testimony of the cashier and a surveillance videotape which showed two men leaving the store with the baseball cards.

Following the verdict of guilt, Newman moved for a new trial alleging a prosecution discovery violation. As part of this post-trial process, the trial court viewed "computer-enhanced" still images from the videotape. It heard evidence from a defense witness, a digital imaging technician. The technician testified that the computer enhanced images showed a mark on the suspect's left cheek whereas the defendant had a mark on his right cheek. The trial court disagreed with this finding and denied a new trial.

At issue was whether the trial court erred in denying the motion for a new trial. The appeal court ruled that the trial court did not err in denying the motion for a new trial. The post-trial computer enhanced images were inconclusive on the issue of identification but the cashier's evidence was strong, coupled with the fact that the cashier had dealt with Newman on several occasions.

Though not stated, implicit in the ruling of both the trial court and the Court of Appeals of Minnesota is the acceptance of the digital imaging evidence that was presented by the defense.

Nooner v. State of Arkansas⁴⁹

This was a capital murder case where portions of the incident were captured on videotape. The defendant contended that stills taken from the videotape should not have been admitted as they had been manipulated and that therefore the silent witness theory did not apply.

The following technical process occurred:

- the original videotape was slowed down by making an exact duplicate of it in Betacam format and then freezing each frame for several seconds
- still frames were then taken from the duplicate video and digitized
- pixels on the suspect's face were softened to remove graininess
- no features were added or subtracted to/from the original, except to mosaic out the face of the victim
- still photographs were prepared from the digitized images
- in producing the still photographs, the number of pixels per square inch were increased to improve the contrast, and the brightness was also adjusted

_

⁴⁹ 907 S.W.2d 677 (1995, Supreme Court of Arkansas)

no alteration was made of the original images

At issue was whether the digitally created stills were admissible.

The Court noted at page 686:

Reliability must be the watchword in determining the admissibility of enhanced videotape and photographs, whether by computer or otherwise.

The Court ruled that computer generated stills are admissible if they are verified as being reliable representations of images recorded on the original videotape. Further, the original videotape should be entered as an exhibit for the trier of fact to view. As each of these requirements was met in this case, the defendant's argument failed.

State of Arizona v. Paxton⁵⁰

Paxton was convicted of first degree murder and appealed his conviction. The victim was the driver of the car in which Paxton was a rear seat passenger and Smaulding was the front seat passenger. While the vehicle was moving, Paxton shot the victim through the driver's seat back. He then reached between the two front bucket seats and fired five more times into the victim's right side. Once Paxton stopped the car, he and Smaulding pulled the victim out of the car and put him in the rear hatchback. The victim's body was later dumped in a ditch. Once it became apparent that the police were focusing on Paxton and Smaulding, Smaulding burned the car. Smaulding eventually led police to the victim's body.

At trial, Paxton testified that in fact Smaulding was the killer, not Paxton. He testified that the three of them had driven to a secluded spot where they smoked marijuana. The seating arrangement was the same. Paxton said that Smaulding pulled a gun and shot the victim five times in his right side and when the victim tried to escape out the driver's door, Smaulding shot him in the back. Paxton said that Smaulding then dragged the victim from the car and dumped his body in a ditch.

A blood-stained seat cover was found with the victim's body. At issue at trial was whether the seat cover had been on the driver's seat when the victim was shot. If it had, Smaulding's evidence that Paxton shot the victim through the driver's seat would have been impossible because there was no bullet hole in the seat cover. The State contended that the victim had removed the seat cover earlier because the straps were broken and that he was storing it in the hatchback where it became bloodstained when his body was placed there after being shot.

⁵⁰ 925 P.2d 721 (1996, Court of Appeals of Arizona)

The victim's mother testified that the driver's seat cover was not on the seat two days before the murder. A friend of the victim also testified that he rode in the victim's car the day before the murder and did not recall the seat cover being on the driver's seat. Further, he said that it had been "floating around" in the back seat and hatch in the months prior to the murder due to the straps being broken. The victim's girlfriend testified that she knew that the passenger seat had a cover but was unsure if the driver's seat did. The state tendered photographs of the car that the girlfriend had taken within three months of the murder. The photographs appeared to show that only the passenger seat had a seat cover on it

Mark Little was qualified as an expert witness. He digitized, clarified and analyzed the photographs of the victim's car. He testified that there was a difference in the colors of the front seats, thereby allowing the court to draw the inference that the driver's seat cover was not in place at the time the photographs were taken.

Amongst other issues, Paxton argued that the evidence of Mark Little was irrelevant because it was based on photographs taken too remote in time from the murder.

The Court ruled that the expert evidence was relevant and admissible because if the seat cover was off the driver's seat up to three months before the murder, it was likely off at the time of the murder, especially given the fact that the straps were broken. The Court expressed no concern with the admissibility of the forensic digital analysis of the photographs. The conviction was upheld.

Commonwealth of Pennsylvania v. Auker⁵¹

Auker was convicted of the first degree murder and kidnapping of his former wife. The body of the victim was discovered on a hot June day by a young woman who was walking down a rural dirt road. She smelled an odor, investigated and found the badly decomposed body of the victim clad in a jacket, jeans and sneakers. The Coroner observed holes in the victim's jacket that continued through the sweater underneath, which were consistent with between 7-10 stab wounds in the back and chest area. He concluded that the wounds would have impacted the vital organs. However, since the body was essentially skeletonized, no organs were present as they had disappeared from both decomposition and insect activity.

An entomologist testified that the presence and relative maturity of insects in and around the body allowed him to estimate the approximate date of death, that being 19-25 days prior to discovery.

_

⁵¹ 681 A.2d 1305 (1996, Supreme Court of Pennsylvania)

It was determined that the victim had been missing for 19 days and was last seen wearing clothing similar to that found on the body.

The evidence established that the victim was afraid that the defendant would hurt her and take away their child, that he was following her and that the victim and the defendant were involved in a bitter divorce and custody battle.

Amongst other evidence, the Commonwealth led evidence of videotape from an ATM at a local bank located just outside the entrance to the victim's workplace. The ATM camera photographed the location directly in front of it at ten second intervals. At 15:47:24, the camera recorded a woman wearing clothing similar to that worn by the victim walking from the area where the victim's car was found toward the mall where the victim worked. The next frame, taken at 15:47:34 showed the same woman leaning into an open front passenger door of a vehicle that had pulled across her path and was stopped with its brake lights on in the wrong lane of travel. No other images of the woman or the car were found. This video was shot on the day that the victim was last seen alive.

The incident was reenacted using the bank's ATM camera. A Chevrolet Celebrity, the same vehicle Auker was using on the day the ATM images were captured, was placed in an identical position and captured on video. Digital image enhancement was used to clarify the images taken from the ATM video. The original video was of poor quality and contrast and lightening effects were applied to gain a more usable image.

The original video frames were compared to the reenactment frames in both the enhanced and unenhanced format. A Chevrolet representative testified that the vehicles depicted in both the original and reenactment video appeared to be Chevrolet Celebrities within certain production years including that of the car Auker was proven to have been driving. It does not appear that anyone testified regarding a comparison of the woman or her clothing to that of the victim.

This motor vehicle identification evidence was important because forensic evidence had been found in Auker's parents' Celebrity, which Auker had used without their permission on the day the ATM images were captured.

Amongst other issues, Auker argued that the comparison evidence of the video images should not have been admitted.

The Court noted that expert testimony is permitted as an aid to the jury when the subject matter is distinctly related to a science, skill or occupation beyond the knowledge or experience of the average lay person. Where a witness has a reasonable pretension to specialized knowledge on a subject in issue, the witness may testify and the jury will assign the appropriate weight to that evidence. Expertise, whether gathered from formal education or by experience, is expertise. Here, the Chevrolet representative had specialized knowledge and

was properly permitted to express an opinion as to the make and year of the car depicted in the video.

The Court expressed no concern with the admissibility of the digital image enhancement evidence.

United States v. Beeler⁵²

The defendant was charged with blowing up a car by means of a pipe bomb. Surveillance video from a nearby Mobil Mini-Mart captured the adefendant in the store shortly before the explosion when he asked for incriminating directions from the clerk. The clerk was unable to identify the defendant in a photo line-up. The surveillance video was critical in proving the case.

An ATF audiovisual enhancement expert digitized relevant images from the original tape using Image Lab. He then enhanced the quality of the images by adjusting the contrast and brightness of those images and enlarging portions of the images that depicted the subject. He did not modify the original images – rather, he made them easier to see. The ATF expert testified that he recorded each step he undertook in this process.

The defendant argued that the enhanced images were inadmissible pursuant to the best evidence rule and that they were untrustworthy because they are susceptible to tampering and subsequent modification through enhancement.

The prosecution must establish that the enhanced images are accurate, authentic and trustworthy. The Court was satisfied on each point in this case.

The enhanced version is different only in that extraneous frames are no longer present and the images are larger, clearer and easier to view...The edited and enhanced versions of the Mobil Mini-Mart surveillance videotape are admissible because they have been proven accurate and serve to present the substance of the original videotape in a more easily understood form which is in accord with the spirit of the best evidence rule. (para. 13-14)

Dolan v. State of Florida⁵³

Dolan was charged with multiple offences arising out of the sexual battery of a store clerk in a lingerie shop. The event and the perpetrator were captured on store surveillance video equipment. The shop owner testified as to the placement of the cameras, their operation and the loading of the tape. The police seized the tape immediately after the incident and established proper continuity. While the tape quality was poor, the perpetrator's physical characteristics were discernable.

_

⁵² 62 F. Supp.2d 136 (1999, United States District Court, D. Maine)

⁵³ 743 So.2d 544 (1999, Court of Appeal of Florida, Fourth District)

Fort Lauderdale Police sent the video to an expert for forensic video analysis. At trial, the analyst testified that she digitized the images and then enhanced the digitized images to clarify and focus the images of the perpetrator. The result was a computer enhanced image that was "bigger, brighter and better." Still prints were then made for court purposes. Both the prints and the original video were entered at trial. The forensic video analyst testified that the still prints were fair and accurate representations of what appeared on the original videotape. She testified that she did not edit the images.

The defense argued that the State failed to prove that the prints were fair and accurate representations of the incident. At issue was whether the computer generated stills were properly verified as reliable representations of images recorded on the original videotape.

The Court held that the original videotape was properly admitted under the silent witness theory. As to the computer generated digitized stills, they were admissible providing the following requirements were met:

- evidence is required as to the location and operation of the surveillance equipment
- it must be shown that the original videotape accurately reflected the location shown in the videotape
- continuity of the tape must be established
- it must be shown that the computer generated stills did not alter or distort the images on the original videotape
- the original videotape must be available to the trier of fact for review

The Court stated that:

Once the tape is authenticated and the forensic analyst explains the computer enhancement process and establishes that the images were not altered or edited, then the computer enhancements become admissible as a fair and accurate replicate of what is on the tape, provided the original tape is in evidence for comparison.

The Court admitted the forensic video analysis evidence because each of the above requirements had been met.

State of Ohio v. Jones⁵⁴

Jones was a hotel worker at an Embassy Suites Hotel in Blue Ash, Ohio. It was alleged that he had illegally entered a guest room and then robbed and murdered an elderly guest. The victim died of multiple trauma to the head and trunk. During the investigation, police sent a walkie-talkie that was used by hotel employees to the FBI. A forensic pathologist used digital image processing to compare autopsy photographs of the victim's wound patterns to the patterns on

⁵⁴ 739 N.E.2d 300 (2000, Supreme Court of Ohio)

the walkie-talkie and the door chains seized from Jones' car and found them to be consistent. An FBI specialist in forensic photography compared autopsy photographs to the walkie-talkie and also found the wound patterns consistent with the metal rivets and snaps on the walkie-talkie's leather case.

Following a trial, the defendant was convicted of capital murder and sentenced to death. He appealed initially to the Court of Appeals of Ohio, First Appellate District. Amongst other issues, the defendant argued that the trial court erred in admitting the digital comparison evidence of the forensic pathologist and the FBI Agent.

The Court of Appeals of Ohio ruled that the digital imaging comparison evidence was reliable and admissible. This ruling was appealed to the Supreme Court of Ohio.

The Supreme Court of Ohio noted that both the forensic pathologist and the FBI Agent were presented as expert witnesses. Accordingly, Evid. R. 702 applies. The Court held that the evidence of the FBI Agent was admissible as the comparison evidence given was similar to the techniques used to compare fingerprints and shoeprints. The evidence was therefore admissible and the jury could assign whatever weight to the evidence it chose. The conviction and death sentence were affirmed.

In Re: The Disciplinary Action of Patrick J. Gianforte⁵⁵

The Grand Victoria Riverboat Casino had a give-away game promotion that required that tickets be drawn from a drum to select a winner. Gianforte was the Executive Host and was to make the drawings. The drawings were videotaped. On the draw in question, Gianforte placed his right hand into his right jacket pocket, removed it, placed it in the drum, swished the entries around and purported to pull out the winning ticket. It was alleged that Gianforte rigged the drawing.

None of the witnesses to the drawing noticed anything amiss. Jim Wood, a forensic video analyst from the Louisville, Kentucky Police Department, conducted a full forensic video analysis, including a PowerPoint™ presentation, of the videotape. He was able to show that from the time Gianforte removed his right hand from his right jacket pocket, to the time his hand entered the drum, there was a white object, which appeared to be a white slip of paper resembling an entry ticket, slightly emanating from the bottom of his hand.

At issue was whether the Gaming Board should rely on the forensic video analysis in determining whether Gianforte was guilty of misconduct.

_

⁵⁵ unreported, November 7, 2001, State of Illinois, Department of Revenue, Illinois Gaming Board, Administrative Hearing Division

The Judge found that Jim Wood was qualified to give expert evidence. His evidence was of assistance to the trier of fact in understanding the videotape evidence. The opinions of Jim Wood were supported by an adequate factual foundation. The Judge ruled that Gianforte's occupational license be revoked.

Commonwealth of Pennsylvania v. Antone Wilson⁵⁶

Wilson was charged with the murder of Tanya Taras. It is alleged that he murdered her and disposed of her body. Her body has yet to be found. Part of the evidence tendered by the prosecution was the expert forensic video analysis evidence of Grant Fredericks. The tenor of this evidence is that a drive-thru ATM camera captured images of the defendant driving Taras' vehicle and it is the theory of the prosecution that these images were captured after the murder of Taras.

The defendant argued that forensic video analysis as used in this case is not accepted as reliable within the scientific community. He asked the Court to exclude this evidence or alternatively, to conduct a *Frye* hearing to determine the scientific reliability of forensic video analysis.

Pennsylvania *Rule of Evidence* 702 controls the admissibility of expert testimony on areas of scientific knowledge. Rule 702 provides as follows:

Rule 702. Testimony by Experts

If scientific, technical or other specialized knowledge beyond that possessed by a layperson will assist the trier of fact to understand the evidence or to determine a fact in issue, a witness qualified as an expert by knowledge, skill, experience, training or education may testify thereto in the form of an opinion or otherwise.

The Court noted that the *Frye* test was adopted in Pennsylvania in *Commonwealth of Pennsylvania v. Topa*⁵⁷ and is part of Rule 702. As stated in *Frye*, novel scientific evidence is admissible if the methodology that underlies the evidence has gained general acceptance in the relevant scientific community. But it only applies when a party seeks to introduce <u>novel</u> scientific evidence. It does not apply every time science enters the courtroom.

In *Commonwealth of Pennsylvania v. Dengler*⁵⁸, with regard to scientific evidence, the Court said that "novel" means new, original, striking, unusual, strange, etc. In applying this test, the Court in *Wilson* held that:⁵⁹

We find the technology used to clarify the ATM video in this case does not constitute novel scientific evidence, an issue previously addressed by our Superior Court in

⁵⁹ at p. 29-30

⁵⁶ Unreported, March 22, 2004, No. 2003-11167 (The Court of Common Pleas of Lebanon County, Pennsylvania)

⁵⁷ 369 A.2d 1277 (Pennsylvania, 1977)

⁵⁸ 2004 WL 318518 (Pennsylvania Superior Court, 2004)

Commonwealth v. Auker, 681 A.2d 1305 (Pa. 1996). In the Auker case, digital image enhancement was used to clarify a picture from an ATM machine depicting a vehicle. In a footnote, the Pennsylvania Supreme Court noted how the enhancement did not add or take away from the subject matter of the picture; rather it lightened or darkened the field of the picture. Id. at 1313, fn.2. Likewise, in the present case, Grant Fredericks testified at the Pre-Trial Hearing how the technology he used to clarify the ATM video did not add or take away from the information on the video. (N.T. 11/24/03, at 15, 21, 30-31, 32, 76-77, 84). Based on the foregoing, it is evident video clarification and/or enhancement technology has been used and accepted by the courts for a number of years. It is, therefore, not considered novel scientific evidence. Because we find the technology used in this case does not constitute novel scientific evidence, it is not necessary to conduct a Frye analysis. Accordingly, Wilson's Motion with regard to this issue is denied. Grant Fredericks' testimony is, therefore, admissible.

This is a significant ruling as it appears to be the first decision on the issue of whether forensic video analysis constitutes novel scientific evidence and whether it therefore requires a *Frye* or *Daubert* hearing.

b) Canadian cases

R. v. Cooper⁶⁰

Cooper was charged with the robbery of a bank. The only issue before the Court was the identification of the robber. The prosecution led three types of evidence to prove this issue. First, the videotape itself. Second, recognition evidence by several corrections officers and a parole officer who were familiar with the defendant. Third, forensic video analysis led by Cst. Grant Fredericks, then of the Vancouver Police Forensic Video Unit.

The camera system in the bank consisted of five cameras that recorded sequentially to one video recorder.

The Court summarized the evidence of Grant Fredericks as follows:

[55] Constable Fredericks said that the digitization of videos involves transferring images on the video into the realm of computers. He assists investigations by protecting the evidence and securing it. Once the digitized elements are transferred into the computer, the video tape is returned to the investigators. The digitization does not change the original images in the video tape. The reason it is done is because it enables the investigators to receive the tape and play it only once. This avoids damaging or [sic] stretching the tape caused by frequent playing. Further, once the images are in the computer the investigators can examine them as long as they like. They can be distributed to the crown, to the defence, and shown in Court. Digital images never change, while tapes can be damaged. Images are not damaged or altered by the process.

[56] The process enables its user to digitize a specific frame of a video, and then take one copy and isolate a specific area, and then blow it up, which may be of some value to the Court. Exhibit #9, which is four pages of stills or prints taken by Constable Fredericks

_

⁶⁰ [2000] B.C.J. 446 (British Columbia Supreme Court)

from the Bank video tape, is an example of this. On the left side of each page there is a normal still. On the right side, a part of each still has been isolated and blown-up. The process also enables its user to lighten dark pictures or darken light pictures, so that there is a better contrast to be seen. I observe here that the blown-up images in Exhibit #9 do make it easier to see the distinguishing features of the robber's face.

[57] Constable Fredericks also prepared a number of video slides which I carefully perused. They contained three known photographs of the Accused, one of which is the photograph used in the photograph line-up. The other two are more up-to-date, the first being taken on May 8, 1999, about 20 days before the robbery, and the second on August 3, 1999, about three months after the robbery. The video also contains slides of stills he took from the Bank video tape. The purpose of the slides is to enable the Court to compare the blown-up known photographs of the Accused's face, to the blown-up stills of the [sic] suspect's face, which he selected from the video tape; also to compare the latter to the Accused in the Courtroom. When I did so the similarity between the stills and the Accused's face generally, but more particularly, with regard to his eyes, cheek bones, cheek lines, nose and mouth, were even more remarkable. The comparison simply bolstered my previous conclusions. The eyebrows, the eyes, the cheek bones, cheek lines, nose and mouth of the two faces were, in my view, identical.

[58] On cross-examination Constable Fredericks acknowledged that when digitizing the analogue images he is simply transferring them into a format that can be read and processed by the computer. A software tool is used to "crop", that is to blow up certain portions of an image taken from the video tape. The contrast in the stills can be changed, which the witness described as "more akin to changing the lighting in a room". He agreed that the VCR itself was not capable of cropping, nor could it alter the black and white level of the picture elements.

[59] It was put to him that in effect he was adjusting the image on the video tape. He did not agree. He noted that all of the images on the left side of Exhibit #9 are untouched copies of the video images; that those on the right are simply blown-up copies of those images. He did acknowledge that one of the purposes of digitization was to improve the quality of the image coming out of the video tape. However, in my view, his evidence on cross-examination in no way suggested that the process changed the images, which appeared to be the thrust of the cross-examination.

At issue was whether the process of forensic video analysis changes the images as recorded to the original videotape such that they are no longer reliable images.

The Court stated that:

In my opinion the digitization, blowing up, and lightening of the images on the videotape does no more than enhance or clarify the images. They are not changed. The digitized images are the same images seen on the videotape. One need only compare the faces to see that the images have not been changed in the manner contemplated by *Nikolovski*. Digitization is clearly a useful tool to assist the court in viewing and comparing the videotape images. Accordingly I find that Constable Fredericks' video slides and other work product are admissible into evidence. (p. 11)

And at p. 13-14, the Court stated:

[90] **Leaney** and **Nikolovski** make it clear that a Trial Judge may on his own observations of a video tape, and of his comparisons of the tape to the Accused in the stand, conclude beyond a reasonable doubt that the person seen in the video is the Accused. In **Nikolovski**, Cory, J., speaking for the majority, reviewed the evolution of the use of audio tapes, photographs, and video tapes as evidence in Canada. At pg. 411 he pointed out that in **R. v. B(K.G.)** (1993), 1 S.C.R. 740, the Supreme Court of Canada praised the evidence obtained from video tapes as a "milestone" contributing to the "triumph of a principled analysis over a set of ossified judicially created categories". And after referring to the majority decision of McLachlin, J., as she then was, in **Leaney**, he had this to say:

Similarly, in *R.v. L.(D.O.)* (1993) 4 S.C.R. 419, 85 C.C.C. (3d) 289 (S.C.C.) L'Heureux-Dube, J., in concurring reasons, noted that the modern trend has been to admit all relevant and probative evidence and allow the Trier of Fact to determine the weight which should be given to the evidence in order to arrive at a just result. She observed that this is most likely to be achieved when the decision-makers have all the relevant probative information before them. She wrote at pg. 455 that:

"It would seem contrary to the judgments of our Court, (**Seaboyer v. B.(K.G.)** ...) to disallow evidence available through technological advances such as video taping, that may benefit the truth seeking process".

In my opinion the forensic video evidence of Constable Fredericks did not alter or tamper with the images on the video tape in the case at Bar. His digitization and video analysis was a most useful tool in the performance of my task. It is in my view the type of evidence referred to by Mr. Justice Cory in *Nikolovski*, and by L'Heureux-Dube, J., in *R. v. L. (D.O.)*, being at most an extension of the video taping evidence.

Trans North Turbo Air Ltd. v. North 60 Petro Ltd. 61

This is a civil case wherein the plaintiff alleged that the employees of the defendant negligently set fire to an airport hangar. A significant part of the plaintiff's evidence was the forensic video analysis of an airport security camera system. By isolating and stabilizing relevant images, and using reverse projection to isolate light sources, Forensic Video Analyst Grant Fredericks was able to identify where the fire started. A defense expert questioned the conclusions reached by Mr. Fredericks. No challenge was made to the scientific validity of the forensic video analysis, rather the challenge was to the interpretation of the results. The court preferred the evidence of Mr. Fredericks over that of the defense expert and together with the other evidence tendered by the plaintiff, ruled in favor of the plaintiff.

R. v. Olivera⁶²

Olivera was charged with the robbery of a Mac's store. The sole issue was the identification of the robber. A forensic video analyst digitized the surveillance

_

⁶¹ [2003] Y.J. 47 (Yukon Territory Supreme Court)

^{62 [2002]} B.C.J 2157 (British Columbia Provincial Court)

videotape and isolated certain frames that showed the robber. He eliminated certain background details thus allowing the images of the robber to be seen more clearly. Still photographs were then generated for investigative and court purposes. Together with the opinion evidence of other witnesses, the court concluded that Olivera was the robber depicted in the videotape and convicted him accordingly. The forensic video evidence was the basis for the conviction.

R. v. Pettman⁶³

Pettman was charged with bank robbery. A forensic video analyst digitized video images from the bank's surveillance cameras. She then forensically compared the digitized images with known images of the suspect and items of clothing. This comparison was presented in the form of a PowerPoint™ presentation. This analysis allowed the court to conclude that Pettman was indeed the robber shown in the surveillance video.

4. Becoming Qualified as an Expert Witness

Before expert evidence can be admitted at trial, the court must be satisfied that four requirements have been met:⁶⁴

- the evidence must be relevant to issues that are before the court
- the trier of fact must require the assistance of an expert in order to form a correct judgment
- the evidence cannot be the subject of an exclusionary rule
- the proposed expert must be appropriately qualified

Further, FRE 702 provides as follows:

If scientific, technical or other specialized knowledge will assist the trier of fact to understand the evidence or to determine a fact in issue, a witness qualified as a expert by knowledge, skill, experience, training, or education, may testify thereto in the form of an opinion or otherwise, if

- (1) the testimony is based upon sufficient facts or data
- (2) the testimony is the product of reliable principles and methods, and
- (3) the witness has applied the principles and methods reliably to the facts of the case.

When seeking to be qualified as an expert in forensic video analysis for the first time, the responsibility of the prosecutor and the proposed expert is substantial. The ability to convince the court that forensic video analysis evidence is reliable and worthy of consideration and that the proposed expert is worthy of an expert witness designation is dependent on three things:

_

⁶³ [2003] A.J. 1451 (Alberta Provincial Court)

⁶⁴ *R. v. Mohan* (1994), 89 C.C.C. (3d) 402 (Supreme Court of Canada)

- the ability of the expert witness to effectively communicate the evidence to the court
- the knowledge and skill of the prosecutor in leading and defending such evidence
- the quality of the forensic video analysis itself

Before a proposed witness can present forensic video analysis evidence, he/she must first be qualified as an expert witness. This begins with direct examination by the prosecutor, followed by cross-examination by defense counsel and sometimes questions from the judge.

In the qualification phase, the following topics must be covered:

- the field of expertise that is sought to be tendered to the court (in this case, forensic video analysis)
- the curriculum vitae of the witness
- an explanation of what forensic video analysis is [the scientific examination, comparison and evaluation of video in legal matters] and some examples of how it may (and has been) used
- discuss the digitization process
- be prepared to discuss the topic of improper image manipulation
- explain what clarification means
- the present professional position of the witness
- the witness' education
- specialized education and training in the field of forensic video analysis
- relevant literature that is consulted in this and related fields
- any instruction or presentations conducted by the witness in the field of forensic video analysis
- the number of cases the witness has worked on including the known disposition of those cases
- how many times the witness has given expert evidence in the past
- whether the witness has ever been tendered as an expert witness and not qualified by the court
- discuss previous cases that led to guilty pleas or previous cases in which the witness gave expert evidence in court
- list the courts in which the witness has been qualified as an expert witness
- whether the work of the witness has been peer reviewed
- whether the analysis in question is reproducible

If defense counsel intends to take issue with the qualifications of the witness and the integrity and validity of forensic video analysis, it is during this phase that the witness will be challenged on his/her qualifications and the integrity and reliability of forensic video analysis. This can be a very involved process if defense

counsel is well prepared. This type of cross-examination on qualifications is likely where defense counsel has an expert witness waiting in the wings.

This stage is critical to the future of the proposed expert witness and the ultimate acceptance by the court of forensic video analysis. It follows that no forensic video analyst should be tendered as an expert witness until the analyst has sufficient qualifications to confidently make it through the *voir dire* qualification process.

5. Presenting Forensic Video Analysis Evidence in Court

In the qualification phase, the analyst will have advised the court of what forensic video analysis is in general and the witness' qualifications and experience in particular. Once the analyst has been ruled an expert in forensic video analysis and therefore able to present forensic video analysis evidence to the court, it is critical that the evidence be presented in such a manner as to lend credibility to the analyst and the field of forensic video analysis itself.

As with many types of scientific evidence, especially relatively innovative evidence like forensic video analysis, the analyst must educate the prosecutor on the evidence and the best way to present it to the court. In order to properly present such evidence, it is essential that both the expert witness and the prosecutor leading the evidence work together. An educated prosecutor will do a far better job of assisting the expert to give the expert evidence and in convincing the court to rely on the evidence.

For details on the presentation of forensic video analysis evidence in court, refer to the paper entitled "You're Going to Court to Present Forensic Video Analysis Evidence – Now What? Guidelines for Giving Evidence."

Evidence should be presented in a clear and understandable manner such that the trier of fact will walk every step of the way with the expert witness. The goal is to allow the trier of fact to "discover" the evidence that is being presented. It follows that it is important to gauge the interest and understanding of the trier of fact. If it appears that the expert witness is confusing or losing the attention of the trier of fact, it is important to back up and ensure that the evidence presented thus far is understandable and clear before proceeding further. The assistance of the prosecutor is essential to ensuring this objective.

One method of presenting forensic video analysis evidence in court is to outline comparisons that have been made between questioned images and known images. This is often done in the context of a PowerPoint™ presentation and can be very powerful in aiding the trier of fact in reaching conclusions on comparative issues. Interestingly, in a non forensic video analysis case, the Court of Appeal

⁶⁵ 2004, authored by Jonathan W. Hak

of California, in People v. Maglaya, 66 held that an officer who had taken photographs of shoeprints found at a crime scene was allowed to give non-expert opinion evidence as to the similarities between the crime scene shoeprints and the tennis shoes found in the defendant's bedroom. The Court noted that pursuant to California Evidence Code 800, a lay witness could offer his opinion when testifying before a jury if the opinion was rationally based on his perception and if it was helpful in gaining a clear understanding of the testimony. This would avoid the jury having to make its own "tedious" comparison.

Forensic video analysis evidence is more complicated and scientific than simply doing the comparison process at the end, yet this authority is certainly supportive of the value of opinions on comparison as an aid to the trier of fact.

6. **Preparation of an Expert's Report**

A forensic video analyst must produce a report in conjunction with the work performed. The report must be comprehensive enough to deal with the following:

- list all exhibits received, including the date of receipt and name of the person who provided the exhibits to the analyst
- indicate what forensic work was requested
- examination of each exhibit including an account of the condition of each exhibit
- outline in detail each step that was taken with each exhibit
- the result obtained and if applicable, any opinions formed
- list the new exhibits that were created as a result of the analysis ie. digitized copy of the original tape, stills, PowerPoint™ presentation
- account for what was done with the exhibits once the analysis was completed

While a report takes some time and care to prepare, a professional should always document his/her work. Aside from disclosure obligations, a complete report is also for the benefit of the analyst when it comes time to present the evidence in court. The more thorough the report, the easier it will be to give good evidence in court and the less fruitful cross-examination will be to opposing counsel.

7. Disclosure Issues

⁶⁶ 112 Cal. App. 4th 1604(November 4,2003); review denied 2004 Cal. LEXIS 522 (January 22, 2004)

The prosecution is required to disclose expert evidence to the defense. In the field of forensic video analysis, the following evidence and documents should be disclosed:

- a copy of the original videotape (if requested)
- a copy of the digitized version of the original videotape
- a copy of any stills produced that will be used in court
- a copy of analyst's report
- a copy of the PowerPoint[™] presentation (on CD in read-only format or hard copy)
- a copy of anything else the analyst will be presenting in court
- the analyst's curriculum vitae

Conclusion

There is a perception that forensic video analysis somehow alters the true nature of the original evidence and is therefore unreliable. Reality does not support this concern. Presented properly, forensic video analysis can be of tremendous assistance to the courts. Analysts and prosecutors are proving this with increasing frequency.

The number of times that forensic video analysis will be subjected to *Frye* or *Daubert* hearings will likely be minimal as the evidence will no longer be considered novel. That does not detract from the care with which this technology must be applied. The use of qualified and competent analysts is critical to developing and maintaining a credible reputation for this evidence. Comprehensive SOPs are a must for any agency that uses digital technology in the examination and presentation of evidence. Poor work or poorly presented work can undermine the gains that have been made thus far. Reliability is the watchword when it comes to the use of digital evidence in criminal prosecutions.

Agency Video, Audio, and Imaging Inventory

Use this form to identify units and personnel employing video, audio, or imaging technology within your agency. Identifying these resources may help your agency maximize their value through the sharing of knowledge and support. There may also be cost savings realized by centralized procurement of equipment and supplies. Check the box next to each application in use in your agency, and identify the division or command to which it is assigned. Check the box in the column marked **D** if digital technology is used, and the box in the column marked **A** if analog equipment is used. (In some applications, both analog and digital technology may be in use.) The blank lines can be used for applications not otherwise identified on this form.

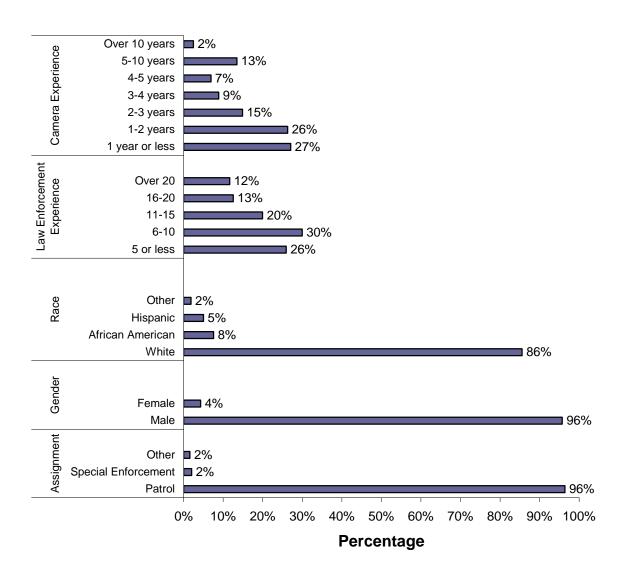
VIDEO

| | Application | Division or location | D | A |
|--|--------------------------|----------------------|---|---|
| | video production unit | | | |
| | public information | | | |
| | crime scene unit | | | |
| | accident investigation | | | |
| | tactical units/SWAT | | | |
| | covert/surveillance | | | |
| | patrol vehicles | | | |
| | robbery/investigation | | | |
| | identification unit | | | |
| | crime laboratory | | | |
| | training | | | |
| | jail/booking | | | |
| | interrogations | | | |
| | facility security (CCTV) | | | |
| | | | | |
| | | | | |

PHOTOGRAPHY/IMAGING

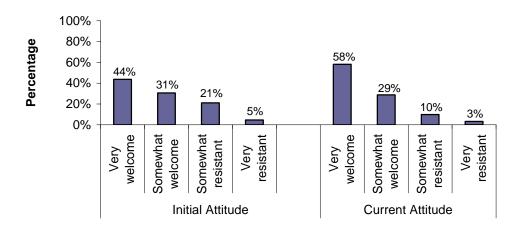
| Application | Division or location | D | A |
|------------------------|----------------------|---|---|
| crime scene unit | | | |
| accident investigation | | | |
| tactical units/SWAT | | | |
| public information | | | |
| latent prints/ID | | | |
| crime laboratory | | | |
| forgery/documents | | | |
| sex offender registry | | | |
| training | | | |
| jail/booking | | | |
| security (ID badges) | | | |
| | | | |
| | | | |
| | AUDIO | | |
| Application | Division or location | D | A |
| tactical units/SWAT | | | |
| audio forensics | | | |
| public information | | | |
| interrogations | | | |
| covert/surveillance | | | |
| | | | |
| | | | |

Profile of the Line Officers' Survey Respondents



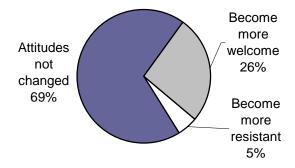
The Line officers' survey was the key instrument used to evaluate the impact of in-car cameras. Altogether, 3680 line officers from 20 state police agencies and two test sites-Prince George's County Police Department and Fairfax County Police Department have completed the surveys.

Comparison of Initial and Current Attitudes



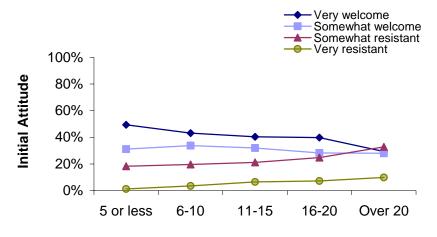
Initially, 74% of line officers were either somewhat welcome or very welcome to the idea of in-car cameras. Currently, this percentage has increased to 87%.





The survey indicates that officers become more comfortable with the technology over time. Since their agencies implemented in-car camera programs, over a quarter of survey respondents reported their attitudes changed, becoming more accepting of the technology; about 5% became more resistant.

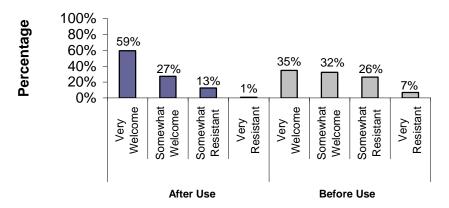




Law Enforcement Experience

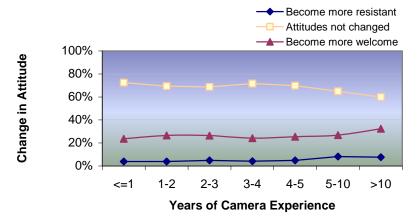
Officers with 5 years or less law enforcement experience were much more welcoming of the technology than more experienced officers.

Initial Attitude vs. Whether Cameras Were in Use before Officers Joined the Agency



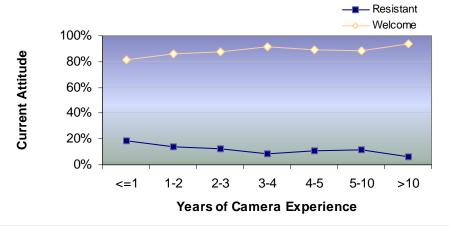
Officers who were hired by an agency that already had an in-car camera program in place were more likely to welcome the use of the cameras than officers whose agency introduced the camera program after they were hired.

Camera Usage Experience vs. Attitude Change



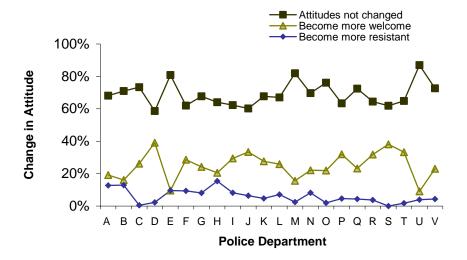
Regardless of the length of camera experience, the proportion of officers becoming more accepting to camera usage is bigger than those becoming more resistant. Compared with officers with less camera usage experience, officers with more camera usage experience are more likely to report change in attitude in either direction.

Camera Usage Experience vs. Current Attitude



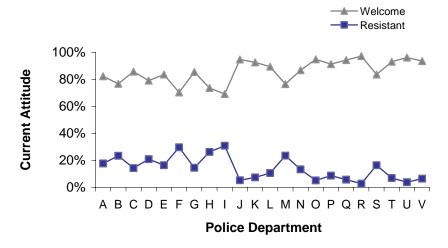
Officers with longer camera experience tend to be more acceptant to the technology.

Change in Attitude across Police Departments



The change in attitude differs somewhat across police departments. For instance, in Department A, B, and H, more officers have become more resistant to in-car cameras than in other departments.

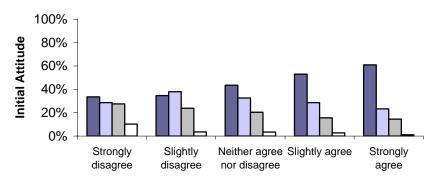
Current Attitude across Police Departments



In every department, officers welcoming in-car camera technology far out number those resisting the technology.

Initial Attitude vs. Seeking Input before Installing Cameras

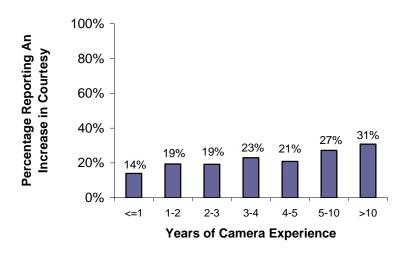
■ Very welcome ■ Somewhat welcome ■ Somewhat resistant ■ Very resistant



Opinion on Whether the Departments Sought Input before Installing In-car Cameras

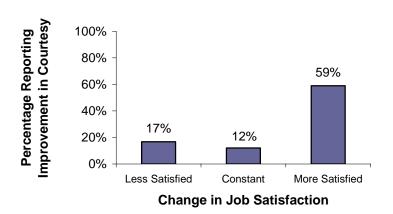
The survey found that agencies that asked their officers for input into the decisions leading to the installation of in-car cameras gained significantly more support for the program from the rank and file. Among officers who strongly agreed with the statement that their agencies sought officers' input before installing in-car cameras, 84% expressed that they were either very welcome or somewhat welcome to the use of cameras. Among officers who felt their agencies did not seek officers' input, 62% reported they were very welcome or somewhat welcome to the use of cameras.

Camera Experience vs. Improvement in Courtesy



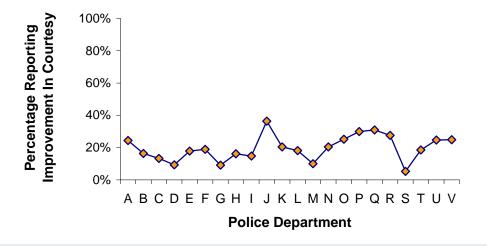
When asked if the presence of the camera resulted in improved courtesy by the officer during public contacts, the survey showed an increase in courtesy that coincided with years of experience with the cameras.

Job Satisfaction vs. Courtesy



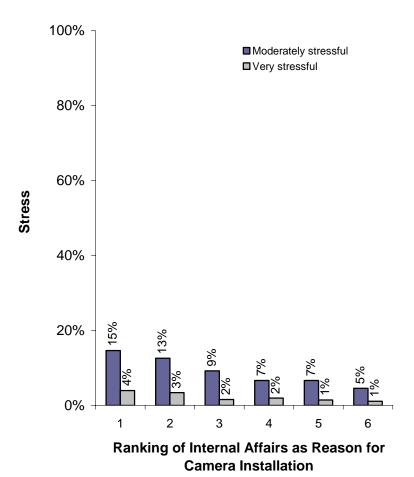
Officers who have become more satisfied with their jobs are more likely to report improvement in courtesy.

Improvement in Courtesy across Police Departments



The percentage of officers reporting improvement in courtesy differs across agencies.

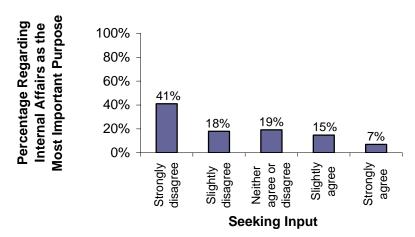
Stress vs. Ranking of Internal Affair as Reason for Camera Installation



1 for "Most Important" and 6 for "Least Important"

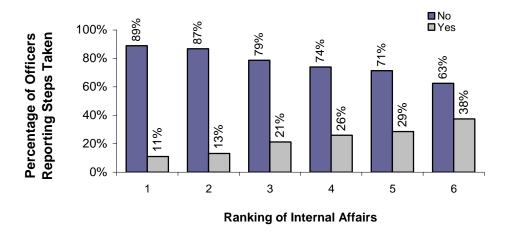
Officers who believed Internal Affairs investigation was an important factor in the decision to install cameras also reported higher levels of stress caused by the presence of the cameras.

Seeking Input before Installation vs. Perceived Purpose of Installation



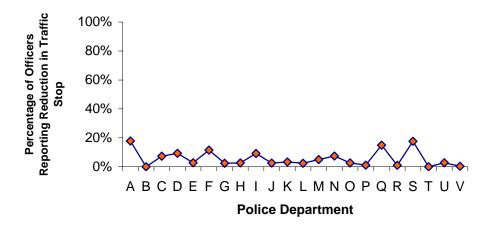
41% of the officers who do not think that their departments have taken enough efforts in seeking their input have listed internal affairs investigation as the top most purpose of camera installation, whereas only 7% of officers believing that departments have sought their opinions have done so.

Agency Taking Steps to Relieve Concern vs. Ranking of Internal Affairs as Reason for Camera Installation



Officers were asked if their agencies had taken steps to alleviate officers' concerns that the cameras' primary role was their use in internal affairs investigations. The survey found that the officers who felt IA was the primary reason for installing cameras overwhelmingly felt their agencies were not taking steps to alleviate those concerns. Officers who did *not* believe the cameras were installed for IA investigations were much more likely to report their agencies were taking steps to alleviate concerns.

Reduction in Traffic Stop across Police Departments



Overall, 7% of officers reported an increase in traffic stops, whereas 5% reported a reduction in traffic stops. The percentage of officers reporting deduction differs across agencies, ranging from zero to 18%.





Advisory Board Members

Wm. Grady Baker

Project Manager International Association of Chiefs of Police 515 North Washington Street Alexandria, Virginia 22314 703-836-6767 Ext. 839 Baker@theIACP.org

Raymond Bessette

Lieutenant
Maine State Police
36 Hospital Street
Augusta, Maine 04333-0042
207-624-7061
ray.a.bessette@maine.gov

John A. Bobo, Jr.

Director, National Traffic Law Center American Prosecutors Research Institute 99 Canal Center Plaza, Suite 510 Alexandria, Virginia 22314 703-549-4253 john.bobo@ndaa-apri.org

Pam Cammarata

Acting Deputy Director Community Oriented Policing Services 1110 Vermont Avenue, NW 10th Floor Washington, DC 20530 202-514-9193 pam.cammarata@usdoj.gov

James Davis

Lieutenant Los Angeles Sheriff's Department 1277 Northeastern Avenue Los Angeles, California 90063 323-267-2873 jedavis@lasd.org

Linda Davis

Chief Winston-Salem Police Department 725 North Cherry Street Winston-Salem, North Carolina 27102 336-773-7701 Idavis@wspd.org

Todd Diaz

Captain
Lafourche Parish Sheriff's Department
805 Crescent Avenue,
Lockport, Louisiana 70374
985-532-4323
todd-diaz@lpso.net

Teri Dioquino

Lieutenant
Pinellas County Sheriff's Dept.
1-750 Ulmerton Road
Largo, Florida 33778
727-582-6217
tdioquino@pcsonet.com

Steve Edwards

Senior Social Science Analyst NIJ-Office of Research and Evaluation 810 Seventh Street, NW Washington, DC 20531 202-307-0500 edwardss@ojp.usdoj.gov

Randy Elliston

Chief
Texas Department of Public Safety
PO Box 4087
Austin, Texas 78773
512-424-2118
randy.elliston@txdps.state.tx.us

Joseph Estey

Chief
Hartford Police Department
812 VA Cutoff Road
White River Junction, Vermont 05001
802-295-9425
jestey@dps.state.vt.us

John Firman

Director of Research International Association of Chiefs of Police 515 North Washington Street Alexandria, Virginia 22314 703-836-6767 Ext. 207 firmanj@theiacp.org

Grant Fredericks

Manager, AVID Technology Forensic Video Solutions 105 West Rolland Avenue Spokane, Washington 99218 509-467-3559 grant-fredericks@avid.com

Ken Galbraith

Major Wyoming Highway Patrol 5300 Bishop Boulevard Cheyenne, Wyoming 82009 307-777-4301 Ken.Galbraith@dot.state.wy.us

Jack Grant

State & Provincial Division Manager International Association of Chiefs of Police 515 North Washington Street Alexandria, Virginia 22314 703-836-6767 Ext. 282 grantjc@theiacp.org

Jim Kuboviak

Director Law Enforcement Mobile Video Institute 300 E. 26th Street, Suite 325 Bryan, Texas 77803 979-361-4300 kuboviak@txcyber.com

Wes Mahr

Liteutenant
Assistant Speical Agent in Charge
US Capitol Police
119 D Street N.E.
Washington, DC 20510-7218
202-224-7910
wesley mahr@cap-police.senate.gov

Mike Maxfield

Rutgers University-Newark 123 Washington Street Newark, New Jersey 07102 973-353-5030 Maxfield@andromeda.rutgers.edu

Kieran May

Lieutenant
New Jersey State Police
200 Mount Laurel Road
Mount Laurel, New Jersey 08054
856-273-3224
skutzabik@comcast.net

James McMahon

Director NY Office of Homeland Security 5 Empire State Plaza Albany, New York 12223-2170

Laura Nichols

Project Manager International Association of Chiefs of Police 515 North Washington Street Alexandria, Virginia 22314 703-836-6767 Ext.270 nicholsl@theiacp.org

M. Elaine Nugent

Director, Office of Research & Evaluation American Prosecutors Research Institute 99 Canal Center Plaza, Suite 510 Alexandria, Virginia 22314 703-549-4253 elaine.nugent@ndaa-apri.org

John Oliphant

Grant Specialist
US Department of Justice - Community
Oriented Policing Service
1100 Vermont Avenue, NW
Washington, DC 20530
202-305-8450
John.Oliphant@usdoj.gov

Bob Ricks

Chief Edmond Police Department 23 East First Edmond, Oklahoma 73034 405-359-4420

John Salle

Captain
Oregon State Police
400 Public Service Building
Salem, Oregon 97310
503-378-3720
John.Salle@state.or.us

Kathryn Schellenberg, PhD

University of Michigan-Flint 303 E. Kersly St. (522 FH)I Flint, Michigan 48502-1950 810-762-3340 kathsch@umflint.edu

Mark Seifert

Major Delaware State Police 1441 North Dupont Way Dover, Delaware 19901 302-739-1168 mseifert@state.de.us

Roger D. Stottlemyre

Colonel Missouri State Highway Patrol PO Box 568 Jefferson City, Missouri 65102 573-751-2901 stottr@mshp.state.mo.us

Earl M. Sweeney

Director
New Hampshire Police Standards and
Training Council
17 Institute Drive
Concord, New Hampshire 03301-7413
603-271-2133
Esweeney@pstc.state.nh.us

Charles Wellford

Chair and Professor of Criminology and Criminal Justice University of Maryland 2220 Lefrak Hall College Park, Maryland 20742 301-405-4701 cwellford@crim.umd.edu

Sara Wolf

Deputy Project Monitor
Office of Community Oriented Policing
Services
1100 Vermont Avenue, NW
Washington, DC 20530
202-305-2749
sara.wolf@usdoj.gov



Points of Contact



Arizona Department of Public Safety

Karl Kjellstrom

Lietutenant
Arizona Department of Public Safety
P.O. Box 6638 (2102 W. Encanto Blvd.)
Phoenix, AZ 85005-6638
602-223-2873
Fax: 602-223-2918
kjellstrom@cox.net

Robbie Milam

Sergeant
Arizona Department of Public Safety
P.O. Box 6638 (2102 W. Encanto Blvd.)
Phoenix, AZ 85005-6638
602-223-2658
Fax: 602-223-2918
jmilam@dps.state.az.us

California Highway Patrol

Chris D. Jenkins

Captain
California Highway Patrol
Research & Planning
2555 First Avenue
Sacramento, CA 95818
916-657-7237
Fax: 916-454-5024
cjenkins@chp.ca.gov

Doug Milligan

Sergeant
California Highway Patrol
Research & Planning
2555 First Avenue
Sacramento, CA 95818
916-657-7237
Fax: 916-454-5024
dmilligan@chp.ca.gov

Connecticut Department of Public Safety

Cliff Theremer

Sergeant
Connecticut Department of Public Safety
111 Country Club Road
Middletown, CT 06457
860-685-8180
Fax: 860-685-8475
Oas.staff@po.state.ct.us

Florida Highway Patrol

James D. Wells, Jr.

Lieutenant Florida Highway Patrol 2900 Apalachee Parkway MS 47 Tallahassee, FL 32399-0500 850-487-4363 Fax: 850-414-2294 James.wells@hsmv.state.fl.us

Illinois State Police

Joyce Hayes

Illinois State Police 125 East Monroe, room 103 P.O. Box 19461 Springfield, IL 62794-9461 217-782-5921

Kansas Highway Patrol

Kent Dean

Captain Kansas Highway Patrol 122 South West 7th Street Topeka, KS 66603 785-296-6800 kdean@mail.khp.state.ks.us

Maine State Police

Raymond Bessette

Lieutenant Maine State Police 500 Civic Center Drive Augusta, ME 04333 207-624-7061

Christopher J. Coleman

Sergeant Maine State Police 500 Civic Center Drive Augusta, ME 04333 207-624-7293

Maryland State Police

Charles Moore

Sergeant
Maryland State Police
1201 Reisterstown Road
Pikesville, MD 21208-3899
410-653-4544
camoore@mdsp.org

Charles A. Travers

Sergeant
Maryland State Police
1201 Reisterstown Road
Pikesville, MD 21208-3899
410-575-6540
ctravers@mdsp.org

Mississippi Highway Patrol

Donald W. Loper

Director of Communications Mississippi Highway Patrol P.O. Box 958 Jackson, MS 39205 601-933-2603 dloper@mdps.state.ms.us

Joseph Naegele

Mississippi Highway Patrol P.O. Box 958 Jackson, MS 39205 601-933-2603 jnaegele@mdps.state.ms.us

New Hampshire Department of Safety

Craig H. Wiggin

Captain
Commander Support Services Bureau
New Hampshire Department of Safety
33 Hazen Drive
Concord, NH 03305
603-271-3296
Fax: 603-271-2527
cwiggin@safety.state.nh.us

Mark G. Liebl

Sergeant
New Hampshire Department of Safety
10 Hazen Drive
Concord, NH 03305
603-271-2518
Fax: 603-271-3636
mliebl@safety.state.nh.us

New York State Police

John W. Van Steenburgh

Major New York State Police 1220 Washington Ave. Bld. 22 Albany, NY 12226-2252 518-457-3258 Fax: 518-457-9620 jvanstee@troopers.state.ny.us

Jim Halvorsen

Sergeant
New York State Police
1220 Washington Ave. Bld. 22
Albany, NY 12226-2252
518-457-2358
Fax: 518-457-9620
jhalvors@troopers.state.ny.us

North Dakota Highway Patrol

Gordon D. LaFrance

Captain
North Dakota Highway Patrol
600 East Blvd. Ave.
Department 504
Bismarck, ND 58505-0240
701-328-2455
glafranc@state.nd.us

Oklahoma Department of Public Safety

Jeff Griffith

Lieutenant
Okalahoma Highway Patrol
3600 N. Martin Luther King Blvd.
Oklahoma City, OK 73136
405-425-2854
Fax: 405-419-2179
jgriffit@dps.state.ok.us

Oregon State Police

Alan Hageman

Oregon State Police 255 Capitol Street NE, 4th floor Salem, OR 97301 503-378-3725 ext. 4201 alan.hageman@state.or.us

Pennsylvania State Police

Michael Marcantino

Captain
Pennsylvania State Police
1800 Elmerton, PA 17110
717-783-5523
mmarcantin@state.pa.us

South Carolina Department of Public Safety

JD Connelly

Captain
South Carolina Highway Patrol
10311 Wilson Blvd.
Blythewood, SC 29016
803-896-4644
Fax: 803-896-7922

Tennessee Department of Public Safety

Daryl Miller

Sergeant
Tennessee Highway Patrol
1150 Foster Ave.
Nashville, TN 37249
615-687-2403
Fax: 615-253-2096
Darrell.miller@state.tn.us

Angela Bain-Silva

Trooper
Tennessee Highway Patrol
1150 Foster Ave.
Nashville, TN 37249
615-251-5293

Texas Department of Public Safety

Luis Gonzalez

Major
Texas Department of Public Safety
5805 N. Lamar Blvd.
Austin, TX 78752-4422
512-424-2119
Fax: 512-424-2176
Luis.Gonzalez@txdps.state.tx.us

Washington State Patrol

Robert L. Veliz

Lieutenant
Washington State Patrol
PO Box 42600
Olympia, WA 98504-2600
360-753-0223
Robert.veliz@wsp.wa.us

Wyoming Highway Patrol

Keith R. Groeneweg

Major
Wyoming Highway Patrol
5300 Bishop Blvd.
Cheyenne, WY 82009
307-777-4307
Fax: 307-777-3897
groeneweg@dot.state.wy.us





IACP Evaluation Team Members

Wm. Grady Baker

Project Manager International Association of Chiefs of Police 515 North Washington Street Alexandria, Virginia 22314 703-836-6767 Ext. 839 baker@theiacp.org

Raymond Bessette

Lieutenant Maine State Police 36 Hospital Street Augusta, Maine 04333-0042 207-624-7061 ray.a.bessette@maine.gov

James Davis

Lieutenant Sheriff's Communication Center 1277 Northeastern Avenue Los Angeles, California 90063 323-267-2873 Fax: 323-415-3385 jedavis@lasd.org

Mike Fergus

Project Coordinator International Association of Chiefs of Police 515 North Washington Street Alexandria, Virginia 22314 703-836-6767 Ext. 811 fergus@theiacp.org

John Firman

Director, Research Division International Association of Chiefs of Police 515 North Washington Street Alexandria, Virginia 22314 703-836-6767 Ext. 207 ifirman@theiacp.org

Greg Fountain

Sergeant
Jefferson County Sheriff's Office
1001 Pearl Street
Beaumont, Texas 77701
Cell 409-284-2665
Gman256@gt.rr.com

Kristy A. Fowler

Project-Training Assistant International Association of Chiefs of Police 515 North Washington Street Alexandria, VA 22314 703-836-6767 Ext. 816 fowler@theiacp.org

Grant Fredericks

Manager AVID Technology 105 West Rolland Ave. Spokane, Washington 99218 509-467-3559 Grant_Fredericks@avid.co

Scott Galbreath

Sergeant
Delaware State Police
1441 N. DuPont Highway
Dover, Delaware 19901
302-834-2620
Fax: 302-834-2647
sgalbreath@state.de.us

Jack Grant

State & Provincial Division Manager International Association of Chiefs of Police 515 North Washington Street Alexandria, Virginia 22314 703-836-6767 Ext. 215 grantic@theiacp.org

Jim Halvorsen

Sergeant New York State Police 1220 Washington Avenue Albany, New York 12226 518-457-3258

Fax: 518-457-9620

jhalvors@troopers.state.ny.us

Wayne Kline

Trooper Pennsylvania State Police 1800 Elmerton Avenue Harrisburg, Pennsylvania 17110 717-783-5523 Fax: 717-783-7690

wkline@state.pa.us

Robert V. Liberati

Captain
Prince George's County Police
7600 Barlowe Road
Landover, Maryland 20785
301- 985-3661
Fax: 301-985-3677
ryliberati@co.pg.md.us

Charles Mazzone

Assistant Chief (Retired)
Maryland State Police
19321 Rosewood Drive
Stewartstown, PA 17363
717-993-2304
cmazzone@clearviewcatv.net

Wes Mahr

Lieutenant Assistant Special Agent In Charge 119 D Street N.E. Washington, DC 20510-7218 202-224-7910 wesley_mahr@cap-police.senate.gov

Kieran May

Lieutenant New Jersey State Police 278 Prospect Plains Road Cranbury, NJ 08512 609-860-9000 Fax: 609-860-9642 skutzabik@comcast.net

Laura Nichols

Project Manager
International Association of Chiefs of
Police
515 North Washington Street
Alexandria, Virginia 22314
703-836-6767 Ext.270
nicholsl@theiacp.org

John Oliphant

Grant Program Specialist USDOJ-Community Orientated Policing Services 1100 Vermont Ave. NW Washington, DC 20530 202-305-8450 john.oliphant@usdoj.gov

Mark Seifert

Major Delaware State Police 1441 North Dupont Way Dover, Delaware 19901 302-739-1168 Fax: 302-739-5966 mseifert@state.de.us

Sharon T. Stolting

Major
Division Commander
Office of the Sheriff, Fairfax County
4110 Chain Bridge Road
Fairfax, Virginia 22030
703-246-3333
Fax: 703-352-4792
sstolt@fairfaxcounty.gov

Donald E. Uelmen

Lieutenant (Retired)
California Highway Patrol
1285 Sierra East Court
Placerville, CA 95667-8949
503-306-1920
tspdon@cwnet.com

Hector Velez

Lieutenant Research Fellow, IACP 515 North Washington Street Alexandria, Virginia 22314 703-836-6767 Ext. 325 velez@thejacp.org

Lonnie J. Westphal Chief (Retired) Colorado State Patrol 7648 Molas Court Larkspur, CO 80118 H – 303-681-0180 M - 303-884-8805 F - 303-681-9299 ljwestphal@aol.com

Supt Warren Driechel

PROFILE NAME: **IN-CAR VIDEO** RECOMMENDED

PROFILE NUMBER: 20-60-1620 **PROFILE STAGE: Council Review**

DEPARTMENT: **Boards & Commissions** PROFILE TYPE: **Standalone**

Police Service LEAD MANAGER: **Chief ITO Ron Anderson** LEAD BRANCH:

PARTNER MANAGER:

PROGRAM NAME:

Police Service ESTIMATED START: December, 2020 PARTNER: 2019-2022 **ESTIMATED COMPLETION:** December, 2021 BUDGET CYCLE:

Service Category: **Major Initiative: Protection**

GROWTH 100

RENEWAL

PREVIOUSLY APPROVED: **BUDGET REQUEST:** 2,000 TOTAL PROFILE BUDGET: 2,000

PROFILE DESCRIPTION

The In-Car Video project is intended to equip police vehicles with a video system which will capture events and become active when emergency equipment is operated or when the system is manually activated. This will provide an audio/visual record of events within the viewing area of the cameras as they occur. It is estimated that the total budget requirement for In-Car Video will be \$5.1 million. A budget transfer of \$2.0 million will be made from the Vehicles profile during the 2020 Fall SCBA. The source of the additional \$3.1 million will be confirmed during the 2021 SCBA process.

PROFILE BACKGROUND

A complete In-Car Video solution includes technology and business functional components. This includes technology that is integrated into the vehicle such as cameras, video storage, and networking equipment. Additional technology is required for the storage, review, evidence, retrieval, and disclosure of video. Business functions will require new and changed staff responsible for the optimal use, retention, management, and disclosure of video evidence. Furthermore, existing policies and processes will require review and will be changed or augmented as needed to support this extensive use of video technology.

PROFILE JUSTIFICATION

With In-Car Video being available in policing since the early 1980's, the benefits and policies around this technology are more established. The use of In-Car Video is expected to modernize the Edmonton Police Service (EPS), increase public accountability, protect members, provide EPS with essential data and improve court outcomes.

The Edmonton Police Service has chosen to implement In-Car Video because our research has indicated it is currently the best video tool for our organization.

- The technology and its best practice uses are well established.
- Scale of investment is easier to manage (400 cars vs. 1,000 officers).
- It is easier for an officer to use in-car cameras since connectivity and power available in the car ensures automated and continuous operation.
- The footage is easily recorded and filed.
- · It is harder to block the footage.
- The footage includes more detail about the entire picture at a scene.

STRATEGIC ALIGNMENT

The EPS is committed to advancing the strategic goal of encouraging innovation to build community safety. Video technology, a widely used law enforcement tool, is effective at gathering surveillance in real-time scenarios.

In-Car Video is one of several components of a broader video management strategy that EPS is undertaking to provide additional public transparency, support active police operations, and improve court outcomes.

ALTERNATIVES CONSIDERED

EPS considered two different forms of member supported video:

- In-Car Video
- Body Worn Video

In late 2013, a business case was created for In-Car Video and in early 2014 a project request was made to run a pilot project with In-Car Video on 10 traffic cars, but the request was unsupported at the time due funding not being available.

The EPS ran a pilot project on the use of body cameras in 2010-2014. A report was released in 2015 that showed there would need to be a significant investment in network infrastructure. It also found that body worn video did little to reduce the use of force and had a number of security and legal concerns raised around it's usage. It did find not find a reduction in the use of force incidents, nor in the amount of complaint investigations.

COST BENEFITS

The addition of In-Car Video to the police vehicle fleet and police officers themselves would provide many benefits. It would modernize the Edmonton Police Service, increase public accountability, protect members, provide EPS with essential data and improve court outcomes.

KEY RISKS & MITIGATING STRATEGY

A key risk in implementing any new technology in policing is establishing it's use in contributing to court outcomes, measuring it's impact on police and public safety. By timing its implementation in 2021, EPS has been able to watch the development and maturity of the use of In-Car Video.

Another risk with this technology is centered around member acceptance. In-Car Video may be perceived as invasive to the privacy of members. To mitigate this risk, a robust member engagement and change management approach is included in this project.

RESOURCES

In addition to the personnel and technology required to plan, procure, and implement; integration will also require changes to policy, addressing privacy, and require significant personnel and technology resources to review, manage, store, and retain the growing amount of video collected.

CONCLUSIONS AND RECOMMENDATIONS

The EPS has already begun the planning for the In-Car Video project. It is anticipated to complete at the end of 2021.

PROFILE NAME: In-Car Video RECOMMENDED

PROFILE NUMBER: 20-60-1620 PROFILE TYPE: Standalone

BRANCH: Police Service

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| | | ` , | | | | | | | | | | | |
|---------------------------------------|--|----------------|-------|-------|------|------|------|------|------|------|------|----------------|-------|
| ΞΞ | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
| APPROVED BUDGET | Approved Budget Original Budget Approved | - | - | - | - | - | - | - | - | - | - | _ | - |
| ∢ | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |
| | | | | | | | | | | | | | |
| | Budget Request | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |
| GET | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| BUDGET | PAYG Capital Reserve - Police | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |
| ш сс | Requested Funding Source | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |
| | | | | | | | | | | | | | - |
| G (G | Revised Budget (if Approved) | - | 1,000 | 1,000 | • | - | • | - | • | - | - | - | 2,000 |
| SEE | Requested Funding Source | | | | | | | | | | | | |
| REVISED BUDGET (IF APPROVED) | PAYG Capital Reserve - Police | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |
| A A | Requested Funding Source | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| ED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|----------------------------------|----------------|----------------|-------|-------|------|------|------|------|------|------|------|----------------|-------|
| EVISED UDGET (IF PROVED | Equip FurnFixt | - | - | 1,000 | - | - | - | - | - | - | - | - | 1,000 |
| BUI PPR | Technology | - | 1,000 | - | - | - | - | - | - | - | - | - | 1,000 |
| < | Total | - | 1,000 | 1,000 | - | | - | - | - | - | - | - | 2,000 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | Rev | Exp | Net | FTE |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

PROFILE NAME: In-Car Video PROFILE NUMBER: 20-60-1620 BUDGET CYCLE: 2019-2022

| Project Number | Project Name | Start Date | End Date | Description |
|-------------------|-------------------------------------|------------|------------|---|
| 000001 | In Car Video Equipment & Technology | 12/15/2020 | 12/31/2021 | In Car Video equipment & technology to be installed in vehicles |

School Resource Officer Program Review

Recommendation

That the November 16, 2020, Edmonton Police Commission report EXT00045, be received for information.

Previous Council/Committee Action

At the July 6/8, 2020, City Council meeting, the following motion was passed:

4. e. That the Mayor, on behalf of City Council, write a letter to the Edmonton Police Commission, requesting the following:

Work in cooperation with the public school boards and other private or charter schools who wish to participate to review the School Resource Officer Program and report back.

Executive Summary

This report outlines the effort the Edmonton Police Service (EPS) is making to assist the Edmonton Public School Board (EPSB) in completing its review of the School Resource Officer (SRO) program. Attachment 1 provides a six-year overview of the program's history and accomplishments. The depth and breadth of the program's accomplishments are significant. Attachment 2 provides the EPS response to a series of questions posed by Trustees in June 2020.

Report

EPS employees have reached out to EPSB, Edmonton Catholic School Board (ECSB) and Edmonton Islamic Academy (EIA) employees and their consultants to offer any background, historical or statistical information required for the review. To maintain the integrity of the SRO review, no EPS employees will be involved in the actual research project, nor will any EPS employees sit on the committee that is coordinating the review process. Inspector Dan Jones, who coordinates EPS research initiatives, will be the primary point of contact for the consultants.

Anticipating that some form of historical information might be required, EPS SRO Unit employees proactively prepared a six-year summary of the program's major accomplishments. As police work in schools is generally out of the public eye, the

School Resource Officer Program Review

summary provides a detailed look at a range of SRO activities in the areas of student safety, school security, and relationship building. Attachment 1 provides a six-year overview of the program's history and accomplishments. The depth and breadth of the program's accomplishments are significant.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Edmonton is a Safe City | | | | | | | |
|---|------------|-----------|-----------|--|--|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | | |
| Public Perception | TBD | TBD | TBD | | | | |
| Youth have confidence in police and police processes. | TBD | TBD | TBD | | | | |

Attachment

1. School Resource Officer (SRO) Unit 6 Year Summary Report

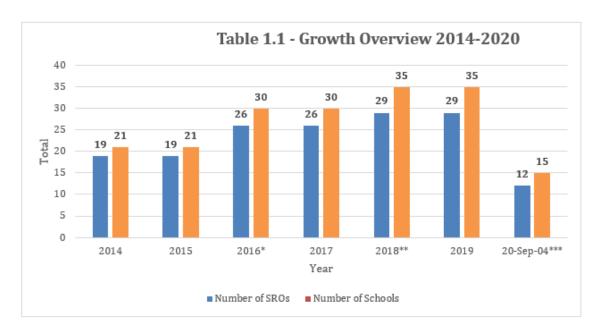
Attachment 1



School Resource Officer (SRO) Unit 6 Year Summary Report



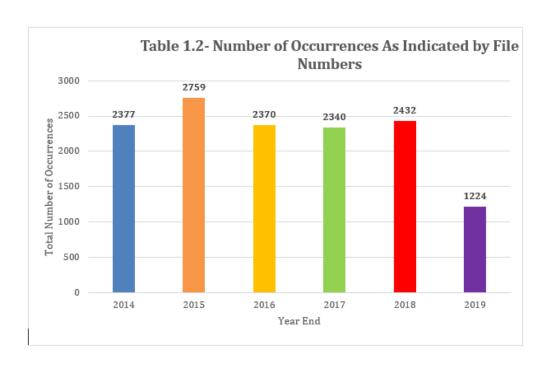
Attachment 1



*January 2016: Aspen; summer 2016: H.E. Beriault, Ben Calf Robe, St. Elizabeth Seton, St. Nicholas, Rosslyn, Westlawn, Kate Chegwin, T.D. Baker

**Summer 2018: St. Thomas More, Balwin, J.D. Bracco, St. Alphonsus, Edmonton Islamic Academy

***September 2020: EPSB SRO suspension



Introduction

This report discusses the recent history (Sept 2014 – present) of the Edmonton Police Service's School Resource Officer Unit. The graphs and stories provide a highlight of the SRO Unit's growth, partnerships, initiatives, successes and lessons learned; all in the spirit of assisting students in a safe and caring learning environment.

2014-2016

This first section is an auspicious one. Being recognized by NASRO, the National Association of School Resource Officers, as having the 'Model Agency' in North America is an incredible recognition and testament to the work of the SROs from 1979 to 2014. Although the journey starts here, the following information captured in this report serve to illustrate that the SRO Unit did not rest on its laurels. This report provides evidence of the Edmonton Police Service's dedication to youth-focused policing through the School Resource Officers.

In October of 2014, the SRO Unit showcased its innovative work by planning and hosting the Safety in Schools Conference at the Fantasyland Hotel and Conference Centre, to a sold-out registration of 200 attendees from across North America. SROs and EPS specialty units provided presentations on rapid response to an active shooter, lockdowns, gangs and drugs in schools, GSA supports, anti-bullying strategies, and threat assessments.

The attachments consist of the conference brochure and the EPSNet conference write-up, which is highlighted by the quote from Lieutenant Robinson proclaiming the event as "the best conference [he's] ever attended."

In February of 2015, the Unit was introduced to YOUCAN, a local organization "dedicated to assisting youth so they have the knowledge, support and skills to remove themselves from harm's way." The Relentless Youth Program, and their Verto Project, were offered to the SROs for youth referrals. This complimented the work YOUCAN was already doing in WrapEd, a collaboration between the EPS Youth Services Section, the Arica Centre, Edmonton John Howard Society and the Native Counselling Services of Alberta. In the fall of 2019, EPS took another step in cementing its partnership with YOUCAN. EPS agreed to fund two positions in YOUCAN for the support and intervention of spiking and high-risk youth. The partnership with YOUCAN is robust and ongoing.

In March of 2015, the Unit facilitated lockdown exercises at West Edmonton Mall. The lockdown was implemented during regular shopping hours with shoppers having no knowledge of the drill. Upon sounding of the alarm, SROs responded throughout the Page 1 of 20

entire mall, and provided guidance and assistance to shoppers, merchants, and mall security. The event was well-executed. Word spread across the community of the expertise of the SRO Unit around lockdown procedures. Community groups and businesses including, but not limited to, the Archdiocese of Edmonton, the WCB building, the Downtown Business Association, St. Joseph's Basilica, the City of St. Albert, NAIT, Concordia, and many local daycares and churches, began requesting SRO assistance in audits of their own lockdown procedures. Later this year, the SRO Unit was recognized with the Canadian Association of Chiefs of Police award for Excellence in Emergency Preparedness.

The Spring of 2015 saw the launch of the inaugural SRO created Youth Recruit Academy (YRA). This youth engagement program takes place during school spring break and offers high school students the opportunity to participate in recruit training, following in EPS training traditions. Thirty YRA participants selected from SRO high schools across Edmonton, experienced lectures and demonstrations on the history of the EPS, forensics, tactical, Air 1, K-9, traffic, hostage negotiations, recruiting and the EPS Cadets Corps. They participated in physical therapy and drill daily, cumulating to a final graduation and certificate ceremony in front of friends and family. The YRA program has become a fixture in the SRO Unit and Edmonton area high schools, with 2020 marking the 6th continuous year of the youth engagement program.

In the Spring of 2015, SRO Constable Rob Brown was presented with the 2014 Top Cop Award. The SRO received the award from the Kiwanis Club of Edmonton for his work in saving the Eastglen High School Blue Devils football team from being terminated, due to financial limitations. In addition to having poor equipment, the program was close to being cut. Brown used his alumni connections in the CFL to help. His efforts led to Nissan Canada providing funding for new uniforms and equipment, as well as renovating the team's locker room. The head coach of the football team says Brown's efforts to revive the football program has made a positive impact not only on the team, but the entire school.

May 11th of 2015 marked the official signing of the Edmonton C-TRISP (Community Threat Response and Intervention Support Protocol) agreement. This landmark signing launched the collaboration of key educational entities and community partners in reducing violence while promoting safe, caring and restorative approaches when dealing with youth who may affect the health and safety of themselves or others. Signatories included:

- Alberta Health Services, Child and Adolescent Mental Health Services
- Alberta Law Enforcement Response Team (ALERT)
- Integrated Threat and Risk Assessment Centre (I-TRAC)

Page **2** of **20**

- City of Edmonton
- Edmonton Catholic Separate School District No.7 & Board of Trustees
- Edmonton Fire Rescue Services
- Edmonton Police Service
- Edmonton Public School District No.7 & Board of Trustees
- Greater North Central Francophone Education Region No.2 & Board of Trustees
- Native Counselling Services of Alberta
- Royal Canadian Mounted Police

Sergeant Em Chan of the SRO Unit was identified to sit on the C-TRISP committee as the EPS representative. The committee meets twice a year annually, to review youth interventions, discuss youth trends and looks at ways to improve service. The strength of the partnership lies in the multidisciplinary composition of the membership who all strive to share details of an identified threat promptly, to collaborate effectively, and to make use of a broad range of expertise.

Many C-TRISP activations have taken place every year since inception. The resulting success is marked by interventions that have prevented serious harm and threats to school safety or other incidents that could have led to serious harm to others or the student themselves. Success is further realized in the trust and professional reliance of the partners who work seamlessly in bringing a situation that restores calm and safety. C-TRISP is robust and flourishing and has proven itself an essential collaboration for safety of the community and support of youth.

June of 2015 saw the return of an annual event between the SRO Unit, the EPS, RCMP and the AMA School Safety Patrol. For over 80 years, generations of dedicated and hardworking AMA School Safety patrollers have been getting to school early and leaving late – come rain or shine, snow or sleet – to guide their classmates safely across school crosswalks and provide a visual reminder of traffic safety within school zones.

SROs have traditionally supported the AMA School Safety Patrol Picnic with crowd control, traffic safety and the serving of lunch to the typical gathering of 5000+ grade 5 and 6 crosswalk patrollers. The venue has changed between the Fort Edmonton Park and the Kinpark in the River Valley.

The summer of 2015 saw an opportunity to deploy the SROs in a new and innovative way. With half of the Unit working in July and the other half in August, a significant number of officers were available to provide a timelier response to calls; calls that would have traditionally sat waiting on the dispatch board for extended periods. There was an opportunity to provide an improved response time and level of service to citizens who were not typical consumers of police service. The 'flying squads' were created to support Page 3 of 20

patrol during the busy summer months. The mandate was for SROs to provide back up and assistance to patrol in the divisions experiencing the heaviest call volumes. SROs requested dispatch to 'lower priority' calls like noise and traffic complaints, 'trouble with persons' complaints, 911 'trouble not known' calls, alarms, and disturbances involving intoxicated people. Chief Knecht recognized the inaugural flying squad as contributing to improved overall crime statistics.

The success of the flying squad model resulted in its deployment for the next four years, running through to the summer of 2019.

In August 2015, SRO Constable Stacy Miskolczi became the first Canadian police officer to receive the honorary NASRO (National Association of School Resource Officers) Award of Valor. Shortly after 8 a.m. on November 4, 2014, Miskolczi arrived in the main office and was alerted that a teacher had collapsed on the second floor in the school's automotive room. Miskolczi immediately responded and ran to find Mr. Bushey, the automotive class instructor, lying unconscious and unresponsive in the doorway of his office.

Miskolczi quickly responded with chest compressions and advised a staff member to call EMS, while another teacher grabbed the automated external defibrillator (AED) machine. After the AED was attached and shocks were administered Bushey regained his heartbeat but remained unconscious and unresponsive. Chest compressions and resuscitation continued until EMS arrived.

EMS transferred Mr. Bushey to hospital where his condition was deemed critical, as he had just suffered a massive heart attack.

If it wasn't for the help of Miskolczi and the other school staff, Bushey would likely not have survived.

In mid-September of 2015, the SRO Unit partnered with the Alberta Council of Women's Shelters in their 'MVP Training Series on Leading Change.' SROs received 'train the trainer' instruction with the overall goal to "engage men and boys working in partnership with women and girls, to identify and respond to issues of gender-based violence in their communities."

The outcome of the training was to ensure SROs had the knowledge, skills and tools to create a climate whereby the abuse of women is seen as completely socially unacceptable. The goal was to create a shift in attitudes and related behaviours, that will over time contribute to a significant reduction in the high rates of gender-based violence. SROs wanted to increase safety for women and girls, to increase change in awareness, and attitudes with respect to gender-based violence. SROs were well placed as community leaders to continue this work.

Page 4 of 20

The SROs were inspired to take action against gender-based violence issues in and out of their schools. The skills and lessons learned from this training continues to be used and has been expanded by SROs as they proactively engage students and student groups in youth topical issues like consent, bystander approach, situational awareness and sexual harassment.

Further into September of 2015, the SRO Unit reached out to the Canadian Centre for Child Protection (CCCP) in response to the spike in incidents of the sharing of intimate images by teenagers. Young people were taking intimate iPhone images of themselves and sending it their boyfriend and/or girlfriends. Many of the pictures were then forwarded to others without the consent of the child in the picture. A further troubling trend was the use of the pictures as a tool for the extortion for more pictures under threat of 'you better send me more, or else.' The term "sextortion" was coined.

The SRO leveraged its relationship with CCCP and arranged for an education and communication campaign. CCCP members provided the SRO Unit with resource materials to arm youth on issues around online bullying, creation and sharing of intimate images, and awareness of online resources available to take pictures and videos off the internet. A school assembly at the Mother Margaret Mary High School served as the backdrop in launching the 'NeedHelpNow.ca' campaign to bring awareness and prevention.

The ever-increasing presence, reliance on, and influence of iPhones and social media apps emphasized the necessity for digital media literacy. SROs experienced an increasing number of investigations where computers and electronic devices were central to deviancy, but also to information and evidence. iPhones and apps were commonly used in situations like bullying, harassment, threats, drugs, robberies and various sexual offences like human trafficking, luring, extortions and child pornography. By virtue of their place in schools, and their reputation as subject matter specialists pertaining to youth trends, SROs became central to the role of investigator and educator. The SRO Unit started working more with other EPS specialty units like ICE, Cyber-Crimes and Tech-Crimes. The Unit also started looking at external organizations for training and expertise to stay cutting-edge and relevant in the complex word of technology and crimes.

In January 2016, the SRO Unit received a presentation on 'The Impact of Pre-migration Experiences and the Influence of PTSD in Refugee Families.' The training was facilitated by the Edmonton Mennonite Centre for Newcomers. The Unit learned about the experience of trauma and how trauma could be manifested in an interaction with a student or new Canadian. The SROs gained an appreciation and understanding of the topic of 'resilience,' from the context of the ability to achieve positive adaptation despite exposure to significant adversity.

Page **5** of **20**

The training had an immediate impact. The SRO at Queen Elizabeth High took the initiative to meet with a class of refugees and new Edmontonians ahead of a scheduled lockdown drill at the school. Recognizing that the alarms, announcements and the associated flurry of activity during a lockdown drill could trigger a negative reaction, the SRO took the time to engage the youth and set them at ease around the purpose for this practice drill and subsequent lockdown and fire alarm drills occurring on a mandatory basis throughout the year. This type of proactive engagement has been adopted and duplicated by other SROs as immigrants continue to relocate and call Edmonton 'home.'

The presentation also opened the door to resources from Multicultural Health Brokers Coop, Catholic Social Services, Africa Centre, the Edmonton Immigrant Services Association and the ASSIST Community Services Centre.

In January 2016, EPS took another step in the growth of its partnership with the Edmonton Public School Board. The Aspen Program of EPSB provides specialized programming supports to students unable to complete their studies at school due to medical conditions, emotional or behavioral challenges, or young offender status.

Although low in student numbers, the school is high in programming supports. Elementary to high school aged students receive support from government, hospital and community partners with the goal of building academic, social and independent living skills.

One Constable with the newly created title of 'Youth Intervention Constable' will provide full time support to the Aspen Program within the supervision of the SRO Unit.

In March 2016, SRO Constables, Rob Brown and Ryan May, attended the Texas State University in San Marcos, Texas, USA, for specialized tactics training. Both Constables successfully completed and received 'train the trainer' designation in 'Terrorism Response Tactics' and 'Exterior Response to Active Shooter Events.' As members of the SRO Unit's tactics training portfolio, Rob and Ryan were able to provide leading edge school safety information and scenario training to the entire SRO Unit. The SRO Unit remains committed to providing a highly trained officer with a focus on school emergency preparedness and single officer rapid response to school threats.

The province was facing an opioid crisis, and SROs were witnessing the tragic and deadly affects of opioids in their schools. At the end of May 2016, the SRO Unit received confirmation from Kathleen Ganley, Minister of Justice and Solicitor General, that its application for the Proceeds of Crime – Drug Awareness and Prevention Grant had been approved. The SROs in the Drug Portfolio of the Unit partnered with AHS, EMS and the EPS Drug Section and developed a youth-focused education campaign called "Buyer Beware – the Hidden Cost of Fentanyl."

Page **6** of **20**

Grant money was used for awareness posters, student handouts and towards per diems for local families who volunteered to share their experiences on how the deadly drug impacted their lives. A presentation was developed, and the campaign took off. Students gathered in full assemblies in gymnasiums to learn of the dangers of the drug. They listened to family members in person or in video taped interviews of the devastating consequences of opioids. Demand for this SRO presentation came from non-SRO schools, community groups, conferences and information sessions at the Grey Nuns hospital. The Unit did not have the capacity to satisfy every community request for the presentation. The Edmonton Catholic School District realized this and video recorded a live presentation for use in classroom instruction. Estimates vary, but it has been approximated that over 29,000 students have seen this SRO developed presentation.

The Summer of 2016 saw significant expansion in the SRO program. The closing of community stations opened an opportunity for the transition of front counter employee FTEs into SRO FTEs. (Then) Chief Rod Knecht asked the Unit to pilot the assignment of 4 SROs into 8 junior highs. Edmonton Public School Board and Edmonton Catholic School Division each identified 4 junior highs.

The SRO Unit noticed an alarming number of student mental health concerns and an increasing involvement in mental health interventions. The Unit recognized that when police encounter a youth at a critical intervention point, and the right service is offered, there will be significant positive implications for that youth in need. As resources are scarce, it is only through "doing things differently" that we can accomplish this goal.

From these interventions, SRO Sergeants and AHS heard time and time again that SROs struggled with the lack of communication and direction when dealing with youth mental health concerns – noticing a gap in how to access appropriate resources. SROs were often frustrated with getting consistent medical help, advice or opinions in a timely manner. SRO Sergeants and AHS often heard from SROs that they are leaving their workday concerned for youth who are at risk and not connected to the right people for further assessment and care.

Edmonton lacked a coordinated, strategic approach to addressing youth mental health within our schools. Individual agencies are working with high-risk youth and addressing risk factors that indicate mental health problems, but our SROs are left with a gap in how to access appropriate resources.

For the start of the 2016/17 school year, the SRO Unit and the AHS Youth Mental Health Team started a pilot project that saw AHS mental health and addictions therapists being made available to SROs and dedicated to youth assessments, interventions, follow ups, and referral to support programs.

The pilot proved its worth and the AHS 'School Risk Therapist Team' became a fully funded and sustained program, supporting SROs in every SRO assigned school when dealing with a youth mental health or addictions situation.

In 2018, this initiative was recognized with the AHS 'President's Excellence Award' for 'Outstanding Achievement in Quality Improvement.'

Social media has permeated daily life, closing the physical distances between people all over the world. In the fall of 2016, people were dressing up in "creepy clown" costumes and creating creepy clown websites. This phenomenon occurred throughout North America in the weeks leading up to Halloween. Edmonton joined the list of cities with clown sightings and the associated social media threats for clowns to attend schools to conduct violent attacks, including mass gun shootings. Many Edmonton schools were targeted in these threats for deadly action. Some threat makers were from Edmonton, while it was later learned that some were from as far away as the United States. Unable to take threats lightly, many Edmonton schools were placed into 'lockdown' or 'on-alert' emergency modes. Some students stayed away from school as a precaution. Online threats and physical clown sightings all around Edmonton lead to general disruption to school processes and consumed police resources including SROs, patrol, Y50, cybercrimes, tech-crimes and CIS staff across all divisions. Subsequent arrests, charges, a heavy communications plans in cooperation with our school partners, and the passing of Halloween eventually led to the clown craze fizzling out.

Like many EPS officers, SROs are community minded and will take advantage of their civil servant position to advance charitable causes. In December of 2016, the SRO Unit, once again, placed support behind a popular local charity, the Christmas Bureau's "Adopt-A-Teen" program. SROs used creative approaches within their schools with the goal of raising money to provide a Christmas gift for teens in need. From setting up donation boxes in schools, to arranging for hot chocolate drives, to chugging a McDonald's Big Mac smoothie, SROs collected money and raised media awareness on another youth-based charity.

2017-2019

In April of 2017, the SRO Unit collaborated again with the Canadian Centre for Child Protection (CCCP). Our 2016 expansion into junior high schools revealed the pervasiveness of junior high aged children engaging in "selfie" taking and sharing of their own intimate images. SROs provided intervention and mental health referrals to young teens who suffered through their actions. Some suffered embarrassment, stress, anxiety, depression and cases of self-harm (cutting) over their sharing of pictures. Some

experienced the pressures of "sextortion." SRO also recognized an increase in online sexual exploitation of teens in general.

CCCP provided SROs with a "train the trainer" information session, highlighting educational materials, options for youth supports and sourced tips for parents dealing with teens and devices.

The SRO Unit arranged for a school assembly presentation at the H.E. Beriault junior high. Lindsay Loob (Policing Relations Liaison, CCCP) arrived from Winnipeg to provide an impactful presentation on online safety and awareness to the entire school population packed inside the gymnasium. A well-attended media availability provided the opportunity to showcase online resources like the NeedHelpNow program, Cybertip program and Project Arachnid.

In the Spring of 2017, SROs were introduced to the Duke of Edinburgh's International Award program for youth. The program empowers young people, ages 14 to 24, to give back to their communities, explore their interests and passions, commit to their health and wellness, and gain an appreciation for the natural environment. With guidance from Award Leaders and assessors, young Canadians are given a supportive, non-competitive youth development platform that deepens self-awareness, builds confidence, and broadens skills and experience to further their growth as active, responsible citizens.

The Award is about individual challenge. The young person is encouraged to examine themselves, their interests, abilities, and ambitions, then set personal challenges in areas of community contribution, skill learning, physical fitness and overcoming an identified adventure.

On November 7, 2018, Princess Royal Princess Anne presented the Award to 25 Alberta youths in a ceremony in Edmonton.

SRO Constable Bruce McGregor, working out of Aspen School with a relatively high needs population of students, was very keen to introduce the Award to these students as he felt they could challenge themselves further. With much coaching and persistent encouragement from the SRO, two of these young men were able to individually achieve their Bronze Duke of Edinburgh's International Award, one of the highest achievements a youth can receive in Canada, despite mental health barriers, addiction, justice involvement and unstable home environments.

The SRO unit participated in the planning committee responsible for the Capital Region Distracted Driving Youth Conference held at the Leduc Recreation Centre on October 3, 2017. SROs arranged for and coordinated bus transport around the City so the dozens of Edmonton high school aged students could join hundreds of youth from outside Edmonton for participation in the one-day event. The youth received presentations from Page **9** of **20**

dignitaries around the dangers of distracted driving. Many of the students returned to their schools and created awareness initiatives (posters, videos, online messaging) to promote safer driving. This was a one-time event funded by a grant from the Ministry of Transportation.

In June of 2017, SRO Constable Tammy Buchberger received the Order of St. John Life-saving Award. The award-winning Constable was commended for her quick response, her calm, confident actions, and for her knowledge and use of first aid in helping to save a life. The official citation was presented by Her Honour, the Honourable Lois E. Mitchell, Lieutenant Governor of Alberta.

On October 20, 2016, SRO Constable Tammy Buchberger was occupied with a meeting with Strathcona High School staff. An administrative assistant interrupted the meeting, explaining that someone was having a heart attack out front of the school. Tammy and school principal Hans VanGinhoven immediately ran outside to the parking lot where their attention was drawn to a man in a car.

Tammy conducted a first aid assessment of the occupant of the driver seat. The man was not responsive or conscious. His eyes were open and locked forward. Tammy and Principal VanGinhoven lifted the man out of the vehicle and lay him down on the ground. They could not detect a pulse or breathing. They immediately began chest compressions. Tammy persisted even after feeling ribs break in the process. Several minutes passed before another school staff member, EFD and EMS arrived on scene to continue medical treatment. The man was rushed off to the emergency room.

Hours later, Tammy received news that doctors credited the quick and decisive actions of Tammy and Principal VanGinhoven in saving the man's life. This was great news for not only Tammy and the Principal, but for this man's loved ones, including the man's daughter, a Strathcona high school student he dropped off for school that morning of the heart attack, two other children and a large extended family.

On August 31, 2017, the Toronto District School Board (TDSB) voted in favour of temporarily removing officers from secondary schools. The TDSB Board of Trustees decided they would suspend the program until completion of the review in November. The program was almost suspended this past May, with critics citing that an independent academic study had never been done in the nearly decade-old program. Further, teachers and school workers addressed the negative impacts of police presence in schools, such as racialized students feeling harassed, undocumented students being asked for citizenship status and situations becoming unnecessarily criminalized. The program has never been reinstated.

In response to the decision by the TDSB, Joan Carr, the Superintendent of Edmonton Catholic Schools provided EPS with an unsolicited email on August 31, 2017:

The EPS School Resource Officer (SRO) program has truly become an essential component in our District. It is 'community policing' in its purest form. For the past 38 years, our District has been part of the SRO program as officers connect with junior and senior high students every day.

Last year, the SRO program was expanded to include four of our junior high schools and this school year the program will be expanded and support SROs at eight Catholic high schools.

We are extremely blessed to have this valuable program in our schools....

In October of 2017, the SROs attended the EPS Joint Bureau Meeting to provide a review and discussion of the school emergency protocols known as 'lockdown' and 'on alert.' The SRO Unit recognized occasional misuse of the terminology by front line officers. The misuse often caused confusion in schools and occasionally resulted in schools subjecting both staff and students to a more elevated emergency response than was required.

The SRO Unit took the initiative to bring awareness at the Bureau level. The Unit worked with EPS Corporate Communications to devise an infographic, a quick and colorful reference guide to assist members in making the correct choice (attached via the link below). The Unit created a 'Service Directive' to provide further clarity and ensure a mandatory review of the information by all officers.

This triggered the SROs to conduct a project to update school floor plans. A group of SROs were assigned the responsibility of updating the EPS records management system to ensure all school floor plans were available and current. Furthermore, this working group of SROs provided an updated list of the names and addresses of businesses, day cares, group homes, places of worship and other locations of interest in and around schools (known as a 'Location of Interest' report) in the event a police operation necessitated contact with these places.

The 'Pink Shirt Day' initiative is an annual event in Canada that brings awareness of the negative and often violent ramifications of bullying. Bullying comes in many forms, including covert and overt discrimination that's often based on racism, sexism, homophobia, transphobia, ableism, ageism, and/or anti-Semitism, among others. These create systemic barriers, harassment, and hate, and can lead to violence.

February 28 was the official Pink Shirt day in 2018. The SRO Unit championed the sale of Pink Shirt pins for proceeds in support of the development and operation of Big Brothers Big Sisters Anti-Bullying Programs. SRO Constable Joshua Maeda and his Page 11 of 20

school (M.E. LaZerte) took Pink Shirt Day awareness to great heights, inspiring his school to set up a carnival-like day of celebrations with music, art, bake sale, information booths and most students sporting pink bright pink clothing. SRO involvement was further distinguished by being the only EPS officers allowed to wear the Pink Shirt pin on our uniforms. In 2019, the campaign earned \$22,000 to help kids impacted by bullying

In September of 2018, the SRO Unit met with the planning team for EPS's emerging 'DiversionFirst' Unit. DiversionFirst recognized the work of the SRO Unit in diverting youth away from the criminal justice system. They also recognized the SROs as the creator of the robust PAYOFF program, where youth in SRO schools were given the opportunity to avoid fines by spending time with the SROs in a school sanctioned engagement activity. The SRO Unit agreed to pilot the DiversionFirst program as SROs had close and consistent contact with youth in their schools. The piloting of the program through SRO referrals has led to the realization of DiversionFirst as a permanent full-scale, full-time Unit with a Sergeant, a Youth Programs Coordinator and soon to include 5 Constables before the end of 2020.

On October 17, 2018, Cannabis was formally declared legalized in Canada. This was impactful not only for police in Canada, but significant for SROs. SROs and school staff regularly come across small amounts of cannabis and cannabis products in the possession students.

To bring awareness to youth, Health Canada launched the Pursue Your Passion interactive engagement tour. The Government is taking a public health approach to legalizing and strictly regulating cannabis to keep it out of the hands of youth and to keep profits out of the hands of criminals and organized crime. To support the new legislation, the Government has an ongoing robust public education campaign to inform Canadians, especially youth, about the health risks associated with cannabis use.

Tour organizers had requests from cities across the country to be the first to have the tour. The EPS SRO Unit was able to convince the organizers and managed to secure the first ever presentation. Adding to the significance was the fact the launch date in Edmonton matched the date of legalization. Jasper Place high school students enjoyed the inaugural show and the two day run was met with enthusiasm by students and organizers.

In February of 2019, multiple Edmonton schools received school shooting and bomb threats by way of phone calls to the main office. Some schools went into full lockdown or on alert mode. It was soon evident that similar phone threats were being received in Calgary. In the case of one Calgary school, a full-scale evacuation forced terrified and crying elementary kids trudging through -20 Celsius temperatures to the evacuation site several minutes away.

Prompt information sharing between the SRO Unit and EPS Cyber Crimes Unit made it clear that a large-scale 'swatting' hoax was at play. The Edmonton police investigators determined the calls had come from the U.K. and connected with law enforcement agencies across Europe and North American, including the FBI, RCMP, National Crime Agency (United Kingdom), Europol and the Scotland Police.

EPS spearheaded 'Project Gigabyte' a six-month long investigation leading to charges of three suspects in Scotland. They were linked to more than 80 hoax calls and in many instances, created fear and a disruption to schools and critical infrastructure around North America and Europe.

The quick cooperation between the SRO Unit, the Edmonton school boards and the EPS Cyber Crimes Unit, provided the opportunity to bring calm and assurances for students and families in Edmonton. The reciprocal trust between EPS and the school boards avoided unnecessary panic, while maintaining vigilance. Focus instead was put into evidence gathering, education, a review of school emergency procedures, and ultimately, the successful identification and charges of those responsible.

EPS SRO Constable Christine Debienne is a member of the EPS LGBTQ2S+ Employee Resource group. Group members provide other EPS staff with a formal mechanism to enable lesbian, gay, bisexual, trans-identified and queer staff to come together to share information and support.

In June 2019, Constable Debienne attended the 2nd World LGBTQ Conference for Criminal Justice Professionals in Toronto, Ontario. Constable Debienne is valued in the SRO Unit as a youth referral resource for LGBTQ2S+ youth. She has a role in educating the SRO Unit for a better understanding of the LGBTQ2S+ community by discussing queer history and its impact on shared historical trauma. She provided an appreciation of some of the current challenges that queer people face daily, how it impacts their overall wellbeing, and why this affects how they react to police and other first responders.

In August of 2019, the SRO Unit reconvened for SRO Orientation Week training. Training is arranged prior to the start of the school year by the SRO Sergeants with the goal to provide information, awareness and discussion in line with societal and youth trends. This year's training was highlighted with a full day with Dr. Farha Shariff. Dr. Shariff is an Adjunct Professor in the Department of Secondary Education, and Academic Colleague in the Educational Policy Studies Department at the University of Alberta. Her main role is to role is to work with pre-service teachers in their understanding of culture, race, schooling and curriculum.

The workshop provided SROs with an introduction to some of the contemporary issues facing educational contexts with regards to race, culture and school. Notions of what it

Page **13** of **20**

means to help provide a "safe" and "caring" environment were explored in different contexts from sociological, philosophical, and ethical perspectives and what it means to be a compassionate, ethical and proactive community ally for students.

SROs became aware our understandings and assumptions about schools and students from diverse backgrounds and developed skills related to critical social justice and antiracist pedagogy. The workshop elevated our skills to proactively identify and address school concerns or problems related to race, culture and schools.

SROs explored ways in which to effect change within the school and community by implementing strategies that elevated capacity to continue to be a visible presence through our work in counselling, structured class presentations, lectures, continual interaction, mentoring and distribution of educational resource materials.

The summer of 2019 saw a significant step in the SRO program and within EPS as an organization. The Edmonton Islamic Academy entered into the EPS SRO partnership. This represented the first expansion into a school board outside of Edmonton Public and Catholic schools. The Academy will have the services of a full time SRO.

The kindergarten to grade twelve school of 700+ students is further unique. Owned by the Arabian Muslim Association (Canadian Islamic Center), the Academy houses an atrium, gymnasium, cafeteria and prayer space that can open and accommodate over 10,000 worshippers at once. Worship ceremonies regularly overlap with school hours.

Chief McFee, (then) Deputy Chief Chad Tawfik and the SRO supervisory team have experienced great hospitality as the school regularly includes EPS in school celebrations, presentations showing appreciation to community partners and tours of the beautiful facility.

At the end of the first year of the partnership, Principal Abraham Abougouche offered the following comment on his SRO Constable Brian Rutherford:

Brian is a true gentleman and exceptional police officer. We are privileged to have him as a part of our team. I look forward to continuing to work with Brian and making our school as safe as possible. We thank the EPS, including Chief McFee, for the opportunity to host an SRO. Brian is a perfect match for our school and context.

SROs recognized a spike in vaping in schools. School partners reported vaping as being very disruptive to the school environment and a leading reason for school suspensions. Also troubling was the lack of long-term research on the risks of vaping. An early selling feature of vapes was its alleged value in harm reduction and its contribution to the

cessation of cigarette smoking. The flashy advertisement and wide range of flavors proved very appealing to youth. A spike in use by youth was obvious.

In September 2019, the University of Alberta Faculty of Nursing collaborated with the SRO Unit in the Youth V.A.P.E. (Vaping Awareness Prevention and Empowerment) program. Third and fourth-year community nursing students are given an assignment to design an education and awareness project directed at junior high and high school students. Nursing students then incorporate an SRO created presentation into their own; with the intention of providing the audience a dual messaging that touches on health and legal awareness.

The students involved in the Edmonton-based project use clinical community health hours to canvass local schools alongside the SROs and educate youth on the health risks and consequences of vaping through presentations and resource materials.

A U of A student applied and was approved for a grant from Health Canada under its Substance Use and Addiction Program. U of A and SROs are hopeful for a continuation of this collaboration when the pandemic allows.

2020 – present

March of 2020 saw the unprecedented closure of schools due to the pandemic. The SRO Unit recognized that service to youth would take on a different form. With the support of EPS Senior Management, the Unit planned and transitioned into the Youth Enhanced Deployment.

SROs recognized the loss of community support and community surveillance of students in schools could lead to new struggles and challenges for youth. For many, schools provided structure, mental health supports, normalcy, an escape from challenges at home, and a place youth could count on for a nutritious meal or two.

In the following months, SROs checked in regularly with their school partners. Any identified concerns could now be followed up by the SRO through a 'check on welfare' home visit. SROs arranged for community supports and follow up services as required.

SROs monitored the list of calls available for dispatch and responded as a youth-focused officer who was comfortable and proficient with the service of youth. SROs assisted with youth 'hot spot' policing, going to areas of the city identified as 'spiking' in terms of youth related concerns. SROs assisted with missing youth calls and assisted through professional referrals; recognizing that 'running away' was often an indicator of a greater challenge in the life of a young person.

The pandemic also provided an opportunity to reach out with a very humanitarian approach. With the transition to online learning, SROs assisted schools with Chromebook deliveries, and partnered with the Edmonton Food Bank to deliver countless food hampers to families in need. Several food drop-offs resulted in the realization that some children were struggling with mental health issues, exposure to domestic violence, or the need for intervention with Children's Services.

On September 04, 2020, the Edmonton Public School Board (EPSB) Board of Trustees endorsed the decision to suspend the Edmonton Police Service's (EPS) School Resource Officer (SRO) program for the 2020-21 school year while an independent review of the SRO program is conducted.

Current EPSB SRO members will no longer be referred to as 'SROs' and will be deemed 'Youth Enhanced Deployment (YED) Constables.' YED Constables will continue to work within the Youth Support Branch under the existing YED model, with a city-wide focus on youth and their families.

Some of the YED Constables will be loaned to the Navigation & Coordination Branch to support two initiatives with Alberta Health Services; the YPACT pilot and the Community Treatment Order pilot.

The YED model will incorporate the following levels of service:

- 1. Mobile Workstation (MWS) dispatched calls, particularly ones involving youth complainants (inclusive of calls from EPSB).
- 2. Attending to 'spiking' at-risk and high-risk youth according to EPS analytics.
- 3. Following up with vulnerable youth identified through reviewed FYI reports, the HELP Team or other Community partners involved with youth.
- 4. Assisting with the Assertive Community Outreach Team 'ACOT' initiative (collaborating with AHS on interventions for youth struggling with mental health or addictions issues during regular school hours).
- 5. Attending schools for positive youth engagement opportunities in consultation with CPB Crime Suppression Branch Community Engagement Teams and Community Relations Section.
- 6. Assisting SROs in the Edmonton Catholic School Division or the Edmonton Islamic Academy.
- 7. Responding to identified youth 'hot spot' geographical areas.

The SRO Unit Today

| 8 SROs in 8 full time ECSD high schools | 17 FTE position for the YED program |
|---|-------------------------------------|
| 3 SROs in 6 shared ECSD jr. high schools | 1 Staff Sergeant |
| 1 full-time SRO in the Edmonton Islamic | 3 Sergeants |

Page **16** of **20**

| A and ameri | |
|-------------|--|
| Academy | |
| 1 icacini y | |

Partners

- Africa Centre
- Alberta Council of Women's Shelters
- Alberta Health Services
- Alberta Solicitor General
- Alberta Works
- ALERT
- BGS Enterprises
- Big Brothers Big Sisters of Edmonton
- Braided Journeys
- Canadian Centre for Child Protection
- Catholic Social Services
- Children's Services
- Christmas Bureau
- City of Edmonton
- Conseil Scolaire Centre-Nord
- Crime Stoppers
- Edmonton Blood Donor Clinic
- Edmonton Catholic School Division
- Edmonton Fire Cadets
- Edmonton Fire Rescue Services
- Edmonton Islamic Academy
- Edmonton Mennonite Centre for Newcomers
- Edmonton Public School Board
- Edmonton's Food Bank
- EMS Edmonton
- Homeward Trust
- Kids Upfront
- MacEwan College Leadership Course for Cadets
- Native Counselling Services of Alberta
- No Stone Left Alone
- Oilers Group
- RCMP
- Sexual Assault Centre of Edmonton
- Sports Central
- The Family Centre
- University of Alberta Faculty of Nursing
- YMCA Edmonton

Page 17 of 20

Attachment 1

- YOUCAN
- Youth Empowerment and Support Services
- Zebra Centre

Analysis in Uniforms, Colours and Training

Recommendation

That the November 16, 2020, Edmonton Police Commission report EXT00046, be received for information.

Previous Council/Committee Action

At the July 6/8, 2020 City Council meeting the following motion was passed:

4. f. That the Mayor, on behalf of City Council, write a letter to the Edmonton Police Commission, requesting the following:

An analysis on how things like uniform colour and design, and vehicle livery and design, can be adjusted to put forward a different face to the public, and how certain training and enforcement tactics can be adjusted to support greater professionalism in the service.

Executive Summary

This report discusses in detail several concerns from the July 6/8 City Council meeting relating to vehicle livery, uniforms, tactics, and training. It explains the rationale behind why certain techniques and types of equipment are used by the Edmonton Police Service (EPS). It also discusses the limitations facing Council relating to any changes they wish to make to the operations of the EPS. Attachment 1 provides further information on all of these topics. Attachment 2 directly addresses some incomplete media coverage involving in-custody deaths. The attachment provides additional information as to the circumstances surrounding those deaths.

Report

Existing Oversight

The Edmonton Police Commission has oversight of the EPS. It is also regulated or monitored by several other sources and statutes, including the Charter of Rights and Freedoms, the Criminal Code of Canada, Alberta Police Act, provincial and federal case law, provincial standards, the Alberta Serious Incident Response Team, the Alberta Association of Chiefs of Police and the Alberta Association of Police Governance. Each of these agencies establishes protocols or operating procedures that EPS must adhere to. Should City Council wish to change any element of EPS

Analysis on Uniforms, Colours and Training

operations, those changes will likely need to be reviewed and approved by one or more of these agencies.

<u>Uniform Colour and Design</u>

After reviewing the impact that uniform design and colour have on the perception of police officers, we believe that efforts to improve the professionalism of the officer wearing the uniform would be more productive than changing the uniform itself. Police officers need to be immediately distinguishable from all others on a scene, and the uniform achieves that purpose.

Tactical and Canine officers have different uniform requirements than a patrol officer, which explains why their uniforms have a more muted look. They frequently work in high risk situations and have a need for interoperability with the other agencies, like the RCMP. They also need the ability to conceal their presence if required, which is why the current ranger green - coloured uniform is used.

Vehicle Livery

The design of EPS vehicles was changed in 2011, as the organization was experiencing difficulty with white Ford Crown Victoria vehicles from other non-policing agencies being mistaken for EPS patrol vehicles. Citizens were complaining that "police cars" were ignoring their needs when, in fact, the vehicles belonged to other agencies. The current design is immediately recognizable as a police vehicle and cannot be confused with other vehicles. Our review indicates that, as with the uniforms, a change in vehicle design does nothing to change the attitude and professionalism of the driver behind the wheel.

<u>Training</u>

Training and education are essential to providing equitable and efficient policing to the citizens of Edmonton. In order to accomplish this, we recognize that the amount of training time needs to increase for all police officers. Specific suggestions for training are outlined in Attachment 1. Any reduction of funding or re-appropriation of funding to uniform or vehicle purchases would hinder the necessary training and development of the membership even more.

Enforcement Tactics

In policing terms, enforcement tactics are most commonly referred to as "use of force". Force can range from a verbal instruction from a police officer to lethal force.

The use of force is an unpleasant but necessary reality in the world of policing. A police officer's use of force is governed by the Criminal Code of Canada. The law is clear - police can use as much force as is reasonably necessary to effect a lawful arrest. In Alberta, use of force is highly regulated. The EPS cannot simply add or change use of force techniques. Police must subject any changes to an approved use of force option to a provincial standard review.

Analysis on Uniforms, Colours and Training

No police officer sets out to use force in a given situation, as they run the risk of injuring themselves or others. However, there are occasions that an individual will use physical violence as a way of escaping from or harming the police officer or the public, and a police officer must be prepared to respond. Use of force is used to bring about a safe resolution if the subject does not comply with the officer's de-escalation and voice commands.

Armoured Rescue Vehicles (ARV's) bring a unique tool to the resources available to a police officer on a scene. First and foremost, the two EPS ARV's are used for rescues in the event that an injured police officer or citizen needs to be safely removed from a dangerous scene. Secondly, their presence also serves as a de-escalation tool to dissuade an individual from either attacking the public or police, or attempting to escape and potentially cause injury or death. They are also used to create a barrier between a threat and a member of the public or police. Finally, the vehicles allow Tactical members the opportunity to safely put themselves closer to the subject, to identify threats and make appropriate responses. Note that the word "armoured" refers to the reinforced steel panels. The vehicles themselves carry no weapons.

As of mid September, there have been 101 shooting incidents reported to the police, and 756 firearms recovered. It is imperative that police officers have the equipment necessary to respond to these shooting incidences while safely protecting themselves and the surrounding public. While some might feel that this is "militarization", our practices and equipment contribute significantly to citizen safety during criminal or public risk events.

Conclusions

As noted earlier, there are several areas where EPS training could be enhanced. A long-term organizational training strategy, prepared with the involvement of the community, would be of value. Additionally, expanding on training opportunities to address areas such as bias awareness, mental health and historical trauma are being considered. Alternate forms of training for mandatory topics could be explored along with the use of contemporary adult learning strategies. Some of the training currently provided to new recruits could be enhanced and available to all police officers in EPS.

In the "use of force" area, the amount of peer intervention training could be expanded. This training places a responsibility on each officer to monitor the action of other police officers and intervene when actions become excessive.

As time and resources allow, these topics and others will be considered by the Training Advisory Committee.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Edmonton is a safe city | | | | |
|--|--|--|---|--|
| Outcome(s) | Outcome(s) | Outcome(s) | Outcome(s) | |
| EPS reviews and acts on misconduct allegations and citizen complaints | EPS reviews and acts on misconduct allegations and citizen complaints | EPS reviews and acts on misconduct allegations and citizen complaints | EPS reviews and acts on misconduct allegations and citizen complaints | |
| EPS reviews and monitors use of force to ensure balanced approach to enforcement | EPS reviews and monitors use of force to ensure balanced approach to enforcement | EPS reviews and monitors use of force to ensure balanced approach to enforcement | EPS reviews and monitors use of force to ensure balanced approach to enforcement | |

Attachment

1. Analysis of Uniform, Vehicle Livery, Training & Tactics

Others Reviewing this Report

- Edmonton Police Service Chief's Committee
- Deputy Chief Darren Derko Corporate Services Bureau
- Inspector Trevor Hermanutz Professional Development Branch
- Acting Executive Director Jason Halayko Supply Services Section
- Director Stacey York Materials Management
- Staff Sergeant Terry Langley Training Section
- Acting Staff Sergeant Michelle Greening Office of the Chief
- Acting Staff Sergeant Scott Innes Tactical Section
- Acting Staff Sergeant David Jones Research & Innovation Section
- Sergeant Travis Eltom Continuing Education Unit



Table of Contents

| Council Motion | 2 |
|---|----|
| Existing Oversight | 2 |
| Uniform Colour & Design | 3 |
| Patrol Officer Uniforms | 3 |
| Tactical and Canine Uniforms | 5 |
| Vehicle Livery and Design | 6 |
| Training | 8 |
| Hiring of Police Officers – Selection | 9 |
| Alberta Provincial Policing Standards – Training | 9 |
| Amount of Training | 10 |
| Types of Training | 10 |
| Training Advisory Committee – Needs Assessment | 11 |
| Enforcement Tactics | 12 |
| Police Legitimacy - Criminal Code & Reasonable Officer Response | 12 |
| Factors | 12 |
| Standards | 13 |
| Can use of force techniques be changed? | 13 |
| Dynamic situations | 14 |
| De-escalation | 14 |
| Tactical Response | 15 |
| Armored Vehicles | 15 |
| Has the EPS become too militaristic? | 17 |
| Conclusion | 18 |



Council Motion

"An analysis on how things like uniform colour and design, and vehicle livery and design, can be adjusted to put forward a different face to the public, and how certain training and enforcement tactics can be adjusted to support greater professionalism in the service."

Existing Oversight

- 1. The EPS has oversight of its actions by the Edmonton Police Commission (EPC), a non-political, diverse body appointed to represent the citizens of Edmonton. The EPC oversees the police service, responds to citizen concerns on policing matters, helps develop the annual policing plan and budget, and builds a positive relationship with community partners. As an oversight body, the EPC is involved in many essential decisions that govern the operations of the EPS. Its challenge is to strike a balance between public accountability and the independence of police from political interference.
- 2. The EPS provides regular updates to the EPC on several topics, including use of force occurrences, training, and actions taken to increase diversity and recruit selection. The EPC is directly involved in the oversight and accountability of all police officers, and in significant decisions regarding equipment procurement (e.g. helicopter, weapons, etc.)
- 3. The EPS is also regulated or monitored through several other sources and statutes, including the Charter of Rights and Freedoms, the Criminal Code of Canada, Alberta Police Act, provincial and federal case law, provincial standards, the Alberta Serious Incident Response Team, the Alberta Association of Chiefs of Police, and the Alberta Association of Police Governance. In addition, the EPS has established the Professional Standards Branch (PSB) as a stand-alone, internal evaluative body, to investigate internal and external complaints.

Page 2 of 19 Report: EXT00046



Uniform Colour & Design

Patrol Officer Uniforms

- 4. Police officers in uniforms are a highly recognizable symbols of community authority. Their presence sends an immediate signal to victims that help has arrived, and to criminals that they will be held accountable for their actions. It is essential that the public be able to immediately identify a police officer by the uniform they wear or the vehicle they drive, for several reasons. When a police officer arrives at a crime scene or event, they are looking to minimize harm to the offender, any bystanders, and themselves. They do this by immediately seeking to establish "compliance" that is, where the people involved follow the officer's direction. Compliance leads to a scene that is safe, under control, and moving towards resolution. "Non-compliance" can lead to an escalation in the amount of force (which includes verbal communication) necessary to achieve compliance. A standardized, recognizable uniform and vehicle are two key tools available to help achieve compliance.
- 5. There is a limited amount of Canadian research regarding the impact of uniform design and its effect on public perception. However, other research shows that police agency implementation of positive interaction programs such as community policing or problemoriented policing contribute far more to a positive public perception than uniform design. From this, it can be concluded that a change in the colour or design of the uniform will have little or no impact on the behaviour of any officer.
- 6. A highly visible police presence can prevent unlawful behaviour. When a person wears an identifiable police uniform, citizens tend to be more cooperative, and willingly follow their direction. In addition, people also tend to curb their illegal or deviant behaviours when a police uniform is visible in the area.
- 7. The EPS changed from grey uniforms to dark blue uniform shirts in 1999 after years of quality concerns with the grey shirts. The dark blue uniform can be washed and worn with no ironing, are comfortable and breathable, and look professional. In Canada, 42 police agencies out of 44 reviewed wear the dark blue shirt as their patrol uniform. The RCMP wear grey shirts, but their externally worn body armour is dark blue.
- 8. On a global basis, police uniforms are usually dark blue, which assists with easy and immediate identification, as discussed earlier. In addition, police officers deal with many calls for service throughout their shift while wearing body armour and heavy equipment around their waist. On warmer days, lighter coloured uniforms show sweat, which is unprofessional and can decrease police legitimacy and professionalism.
- 9. The condition of the officer's uniform can also have an impact on their safety. Interviews with prison inmates that have murdered police officers indicate that the inmate would assess the officer before deciding to use violence. A police officer's competence is

Page 3 of 19 Report: EXT00046



assessed by how the officer is presented. A dirty, sweaty or wrinkled uniform may convey a message to a suspect that the officer has a complacent attitude about their job; a clean and crisp uniform conveys a more positive message.

- 10. If a lighter uniform was to be adopted, more uniforms would be required (possibly more than one per shift) to accommodate working in sweaty, often dirty, and, unfortunately, bloody conditions. Note that Edmonton paramedics and firefighters also have dark uniforms, for similar reasons.
- 11. Subtle differences in uniform esthetics can impact perceptions of police officers, and this has been carefully considered in the way that EPS officers are equipped. For example, equipment like pepper spray and handcuffs are kept at waist level and, with the exception of police radios, no equipment is allowed on the upper part of the body. This is to minimize any intimidation a citizen might feel while interacting with a police officer. In fact, there are some Occupational Health and Safety (OH&S) advantages to allowing officers to carry their equipment on their upper body armour. However, in order to improve approachability, equipment carry above the waist is not permitted for a patrol officer. Research shows that other uniform changes (hat or tie) have no effect on public perception, either positive or negative. Tactical, Canine and plain clothes officers are exceptions to many of our uniform rules, for operational reasons.
- 12. In the 2018 EPS Citizen Survey respondents indicated that a more visible police presence was desirable. Changing the uniform could have the opposite effect, as the current uniforms have been in place for over 20 years and are very well known. We do not believe that a change in uniform would have any impact in improving officers' relationship with the public, and that funds would be better spent on specific relationship-based training.
- 13. Again, from an OH&S perspective, the presence of a distinguishable and consistent uniform can also prevent injury or death for a police officer. At an active crime scene, if the uniform is not immediately recognizable to other police officers, there is a heightened risk of one officer being shot by another. The uniform helps fellow officers identify the wearer as having a legitimate reason for carrying a weapon and decreases the chances of a "blue on blue" shooting.
- 14. If there was any consideration to having officers respond to calls for service in an alternate uniform, an analysis of the risks of such a decision would be required. For example, if a School Resource Officer (SRO) was to be wearing an alternate or more casual uniform and there was an active shooter situation, the SRO could be observed by students and other police officers as a possible threat.
- 15. Given the 24-hour nature of police work, there are events where the cover of darkness provides concealment from a threat. Darker uniforms absorb more light than lighter uniforms, which tend to reflect light and identify the location of concealed police officers. The Alberta Occupational Health and Safety Act has provisions that command an employer to provide the necessary equipment to protect their members from work-place threats

Page 4 of 19 Report: EXT00046



regardless of the frequency they occur. A darker coloured uniform is, at times, part of the officer's safety equipment.

- 16. The estimated cost for the EPS to change dark pants, shirts, and patrol jackets to a different colour for all officers is \$2.5 million. To justify this investment, we believe that Canadian research would be necessary to show that a uniform change would have a measurable impact on citizen perception of professionalism. OH&S research and consultation would also be required.
- 17. The impression of colours in a uniform are subjective and many people have a variety of opinions based on their lived experiences and general preferences. We believe that efforts to improve the professionalism of the officer wearing the uniform would be more productive than changing the uniform itself.

Tactical and Canine Uniforms

- 18. Tactical and Canine officers have different uniform requirements than a patrol officer. They frequently work in high risk situations and have a need for interoperability with other agencies. In 2017, EPS Tactical members were prevented from participating in a joint training exercise with the RCMP because their uniforms did not carry the appropriate fire-resistant (FR) ratings. Because new FR clothing was required, EPS also considered new styles and colors for its tactical uniform.
- 19. The new EPS uniforms for Tactical and Canine Unit officers were ordered in ranger green, to coincide with the uniform colours of other Canadian tactical teams. The EPS members train with RCMP officers and Calgary Police Service officers on a regular basis and are occasionally deployed with the RCMP. Consistent uniform colours for all tactical members is considered to be a necessary safety precaution for interoperability.
- 20. The mandate for Tactical Section is the safe and professional resolution of high-risk events. Sometimes concealment is part of their function to ensure safety of all involved. The choice of ranger green uniforms was based on a study conducted by the RCMP in 2014 which showed them to be best suited for both rural and urban settings. Because of this suitability, Tactical members no longer have to change clothes depending on the environment they are deployed in. This keeps response times as short as possible.
- 21. Patrol officers and tactical officers have different responsibilities when responding to a high-risk situation. Tactical officers are expected to get as close to the crisis point as possible without being seen or compromising officer safety. That function can be more easily completed by blending into any background. In addition, the lighter ranger green colour allows other officers or paramedics to quickly see any loss of blood if a tactical officer is injured. This allows for more immediate medical assistance.
- 22. As noted earlier, the EPS Tactical Section and the RCMP Emergency Response Teams in Alberta have a close working relationship. The green uniforms allow for seamless interoperability when at tactical operations or training. Both teams can now fully

Page 5 of 19 Report: EXT00046



integrate without any particular officer standing out – a significant safety precaution. Interoperability is essential to safely deal with any large-scale event that may occur with their similar uniforms. EPS and RCMP Tactical teams can safely provide mutual support to each other.

Vehicle Livery and Design

23. In 2011, the EPS changed their patrol vehicle colour to black and white from an all white vehicle. There were several reasons for this. At that time, EPS was experiencing difficulty with white Ford Crown Victoria vehicles that looked similar to EPS patrol vehicles. They were operated by several different organizations, including NAIT Security, CN Police, and City of Edmonton Peace Officers. Complaints had been received about police officers ignoring traffic violations taking place "right in front of their cars" when, in fact, the violations were taking place in front of the lookalike vehicles. Because Ford had also announced that they were planning to discontinue their Crown Victoria police vehicles, the decision was made to explore other vehicles and, at the same time, address the "lookalike" police car issue.

Below is an example of why the EPS vehicles (top left only) were being confused for other agencies that could not enforce the same laws:



24. EPS recognized that there was an instant and universal recognition of black and white cars as police vehicles, likely from years of seeing them on movies and television. Several other

Page 6 of 19 Report: EXT00046



Canadian police agencies had already moved to similar designs. Multiple concepts were prepared by a local firm and the successful design is still in use today.

- 25. Based on a US study, black and white patrol car designs elicit more positive perceptions than a white patrol car with blue designs or stripes, such as the old EPS patrol car design.
- 26. Citizen satisfaction studies had repeatedly indicated a desire from citizens to have a greater police presence on the streets. It was becoming evident that police cars were on the streets, but citizens were not immediately recognizing them. A higher visibility police car was the obvious solution.
- 27. When the new vehicle started to be used in Edmonton the public response was almost universally positive. The new colour scheme (which remains in existence today) made the EPS vehicles immediately recognizable to the public as a police vehicle. There is no mistaking when an EPS marked vehicle is present, which is a benefit to public safety.
- 28. Research tells us that uniformed officers are held in higher public esteem in a marked patrol vehicle than an unmarked police vehicle. More specifically, a uniformed officer in an unmarked vehicle result in increased public perceptions of officer deceptiveness and aggression.
- 29. Police vehicles in the United Kingdom use a bold, colorful checkerboard-style design, referred to as the Battenburg design. Alberta Health Services now uses a variation of this design on some of their ambulance vehicles. There are no North American studies that validate or refute the effectiveness of this design but, in UK studies, these high visibility patrol cars have been associated to increased professionalism and more positive public perception.
- 30. Below is an example of what a Battenburg design could look like on an EPS vehicle.



Page 7 of 19 Report: EXT00046



31. The financial impact of changing the colours of the police patrol vehicles and motorcycles to the Battenburg design (or similar) is estimated at just over one million dollars, as more than 400 existing vehicles would need to be re-wrapped. Community engagement and an analysis of the value and impact of this change would be necessary to determine if there was value in spending these funds in a time of fiscal restraint, and whether the change would introduce confusion with other emergency vehicles (such as ambulance and fire), which currently use markings which are similar to the UK vehicles as below:



32. Finally, as with the uniforms, a change in vehicle design does little to change the attitude and professionalism of the driver behind the wheel.

Training

- 33. In 2019, there were 170,000 calls for service, and just over 2200 investigative complaints, which works out to 13 complaints per 10,000 calls for service, or 1.3 %. Professionalism and customer service issues made up 49% of all complaints.
- 34. Training and education are essential to providing equitable and efficient policing to the citizens of Edmonton. Effective supervision, training and education set the culture of the organization by introducing and reinforcing expected behaviour, aiding in risk management, and enhancing organization, and individual flexibility and adaptability. Training must be agile and flexible, and must occur throughout an officer's career, not just in recruit training.
- 35. On average, patrol officers are provided with four training days per year to cover a multitude of topics, including changes in legislation, tactics and operating procedures. In addition to these training days the Service continually trains its officers through Law Letters, Service Directives, training videos, intranet, etc. That being said, there is always more that can be done to support greater professionalism within the Service from a training and use of force perspective. The EPS is actively striving to ensure that training continues to improve the professionalism of its members.

Page 8 of 19 Report: EXT00046



- 36. The amount of training needs to be increased for those employees at the supervisors (sergeants) and managers (staff sergeants) level to ensure they have what they need to oversee the tactics being utilized by those under their command. Additional training is also needed for those in investigative roles who transfer to a supervisory role without the accompanying training.
- 37. In order to accomplish this, we recognize that the amount of training time needs to increase. The EPS is currently identifying gaps where it would be most beneficial to reinforce formalized training. In September of 2020, the EPS began to provide firearms, tactics, and use of force training to its non-patrol police officers something that has been lacking since 2008. Any reduction of funding or re-appropriation of funding to uniform or vehicle purchases would hinder the necessary training and development of the membership even more.

Hiring of Police Officers - Selection

- 38. Professionalism starts at the onset of reviewing a police officer's suitability for the career. Training an officer to appreciate the EPS's Reasonable Officer Response model and how to respond to a call for service objectively begins when officers are first hired. There is an extensive interview, with a polygraph examination, and background process examining the applicant's integrity, communication ability and critical decision-making skills.
- 39. The EPS is actively pursuing the hiring of a more diverse police service to ensure appropriate responses and understanding of the diverse community it serves. Over the past two years EPS has hired 140 new police officers with a broad range of educational qualifications, from certificates to doctorates. Of these new officers, 46 were women (33%) and 40 identified as visible minorities (29%) with 15 languages other than English spoken between them. Currently, the national average for female police officers in a police organization is approximately 20%.
- 40. Since 2017, the diversity of the police officers hired has increased substantially, with the number of recruits self-identifying as belonging to a diverse population increasing from 12% in 2016 to 57% in 2019. This is not by accident the EPS has deliberately sought to build a more diverse front-line workforce. For example, in the Recruit Mentoring Academy for underrepresented applicants, prospective applicants are hosted at an academy to mentor them regarding ethics in policing, public speaking, and physical fitness, while building relationships with the EPS recruiting staff. Of the 139 participants at the academy, 79 have been hired, most of whom would not have been hired through the traditional recruitment process.

Alberta Provincial Policing Standards - Training

41. Training standards, as set by Alberta Justice and Solicitor General, establish the minimum requirement for promoting predictable and consistent skill development in police services. The standards provide for regular education and training about developments such as

Page 9 of 19 Report: EXT00046



changes in social expectations. The standards stipulate that police services need to keep up to date on the trends and requirements of the community they serve.

Amount of Training

42. A recruit takes part in 27 weeks of training of classroom and experiential learning before an additional 15 weeks of on-patrol training with a Police Training Officer for an approximate total of 42 weeks (10 ½ months) of training. The average recruit training program in the United States, to which Canadian policing is often compare, is 19 weeks of classroom training. As such, any direct comparison of EPS training standards to the US model is not appropriate. Further, there is ongoing training throughout an EPS officer's career; however, a significant portion of this training is dedicated to recertification training of weapons, as required by provincial standards. We acknowledge that police officers across the organization would benefit from the kind of interpersonal training that we are currently delivering to the recruit classes. We also acknowledge that we do not have the resources to do this.

Types of Training

- 43. Police recruits are taught far more than physical fitness and policing tactics while on training. A significant amount of the curriculum is devoted to understanding and interacting with the diverse communities that make up Edmonton. Topics include the following:
 - a. Providing Quality Customer Service
 - b. Professionalism, Ethics & Integrity
 - c. Bias Awareness
 - d. Indigenous Historical Trauma & Smudge
 - e. LGBTQ2S+ Community
 - f. Historical Trauma & Cultural Safety
 - g. Power and Privilege
 - h. Victim Offender Overlap
 - i. Trauma Informed Policing & Adverse Childhood Experiences (ACE)
 - j. Community Conversations
 - k. Procedural Justice and Police Legitimacy
 - I. Mental Health
- 44. The objective of the above training is to ensure that recruits will make appropriate decisions and be considerate of the people in their community by understanding implicit and complicit biases and how it impacts their approaches towards people. Recruit trainees are assessed on appropriate communication during scenarios, managing and recovering their emotions, and peer intervention.
- 45. In addition to the above training, each bureau provides more specialized training to their employees. For example, the Community Safety and Well-being Bureau provides additional training in the areas of Risk Need Responsivity, which assesses the receptiveness of a subject to making changes in their life based on a risk assessment. The

Page 10 of 19 Report: EXT00046



Bureau also trains employees to conduct specialized interview techniques, to encourage subjects to consider a change in their lifestyle.

- 46. Often a barrier exists between a person in crisis and their ability to appreciate any communication toward them, due to their emotions, alcohol, drugs or mental health conditions. Training prepares an officer to be able to effectively communicate with subjects through out the encounter. Communication is a significant tool used to safely deescalate a situation.
- 47. Currently, Bias Awareness training is being developed to be delivered online to the entire EPS. It will discuss topics such as types of unconscious biases, stereotypes, consequences of bias, prejudice, systemic discrimination, and discrimination. This course does not just teach the theory, but ways to reduce the effects of implicit biases, how to replace stereotypes and the importance of engaging with stigmatized groups to help alter cognitive processes and associations of a group's representation.
- 48. In order to deliver online learning more effectively to a large number of officers in a timely and appropriate manner, the EPS is working with the City of Edmonton on a new learning management system that is to be introduced within the next two years. This system will increase the ability to provide timely training quickly and efficiently to respond to current trends or training needs.
- 49. The EPS is not solely relying on training to improve their professionalism and address concerns that some citizens are intimidated by their presence. Community engagement activities are occurring across the whole organization that provide opportunities for officers to learn from the community, such as the Police and Community Engagement (PACE) Team. Accessible training and education initiatives include informative videos and articles relating to systemic racism and other social issues.

Training Advisory Committee - Needs Assessment

- 50. To ensure that EPS training opportunities are as relevant as possible, the Training Advisory Committee (TAC) has been re-enacted. Its goal is to provide strategic guidance for training and development, and to prioritize the development of future training based on EPS needs. This committee ensures that all training opportunities are required, prioritized, relevant, current, resource efficient, evidence-based and inclusive.
- 51. To ensure that the TAC remains informed about EPS developments which impact organizational and community needs, the TAC reviews, evaluates and recommends training updates on new and existing training programs, Professional Standards Branch reports, fatality inquiries, and operational reviews.
- 52. TAC actively monitors national and international police trends, to ensure the training programs remain relevant and innovative. The approval of training will be based on strategic alignment, impact and influence, and value for money.

Page 11 of 19 Report: EXT00046



53. The TAC will be comprised of representatives from all EPS bureaus and at least one community member. Collectively, they will review potential training opportunities to determine organizational appropriateness.

Enforcement Tactics

Police Legitimacy - Criminal Code & Reasonable Officer Response

- 54. The use of force is an unpleasant but necessary reality in the world of policing. If a subject refuses to comply with the commands of a police officer, an officer has the authority to use as much reasonable force as necessary to gain control of the situation.
- 55. A police officer's use of force is governed by the Criminal Code of Canada. The law is clear police can use as much force as is reasonably necessary to effect the lawful arrest. To guide the actions of its officers, EPS subscribes to the Reasonable Officer Response model which holds as its cornerstone the "objectively reasonable test":
 - a. Was the officer lawfully placed?
 - b. Did the officer subjectively believe that the amount of force used was reasonable?
 - c. Would an objective reasonable person (standing in the officer's shoes) believe that the level of force used was reasonable?
- 56. Reasonable Officer Response training provides guidance to officers regarding what type of response is reasonable, how to use force, and when to use it. Officers do not respond with options that may result in serious injury or death unless there is a perception that a police officer or member of the public might be seriously injures or killed themselves. Throughout the use of force incidents, de-escalation techniques (communication skills, tactical considerations and lawful and professional presence) must be considered.

Factors

- 57. At first glance, seeing a video clip of a police officer using force can be alarming. However, supervisors, police executives, ASIRT and the courts take a much deeper look at every significant incident to determine if it was reasonable and necessary. In their assessment they look at multiple officer, subject and environmental factors. Although the below lists are not exhaustive these are just some of the considerations that need to be made when determining if the use of force used by an officer is appropriate or not. <u>Use of force relies entirely on the subject's behaviour</u>, physical stature, and other factors.
 - Officer Factors: age, experience, number of police officers present, gender, physical stature, fatigue, injuries, training force options, other equipment available, knowledge of the subject and distance from the subject

Page 12 of 19 Report: EXT00046



- b. Subject Factors: age, gender, physical stature, fatigue, injuries, training, experience, fitness, nature and severity of crime, history, mental state, intoxication (alcohol and drugs), proximity to weapons, verbal and nonverbal threat cues, flight risk, presence of audience / peers, immediate / imminent threat to police, public or themselves
- c. Environmental Factors: location of incident (confined space, isolation), light levels, weather, footing, height above ground, ability to reduce or eliminate physical threats using cover and / or distance, physical presence of other potential victims or the public at large.

Standards

- 58. In Alberta, use of force is highly regulated. Provincial Standards are set out by the province, and police service policies and officer behaviours must also be consistent with the Criminal Code of Canada. In approving use of force techniques and applications, the Ministry receives advice from both the Alberta Association of Chiefs of Police (AACP) and the RCMP. Note that "force" refers to all control tactics, ranging from verbal communication to lethal weapons.
- 59. As required in the provincial guidelines for use of force, police agencies shall have a position responsible for managing the agency's use of force reporting. Use of force reports are reviewed, and annual use of force reports are conducted.
- 60. EPS reports all uses of force other than cooperative handcuffing and escort techniques, including any use of force ending in injury that requires medical intervention or any display of a firearm, Conducted Energy Weapon or Extended Range Intermediate Weapon to gain compliance. The EPS has policies and procedures to ensure that this occurs. The provincial guidelines confirm that reporting is a tool necessary for effective and efficient oversight of the function of the organization.
- 61. The provincial guidelines mandate that the duties of the supervisor include monitoring the use of force-related training status of the members they supervise. Supervisors review use of force each time there is a reportable incident. Additionally, there are measures in place to correct issues relating to the inappropriate use of force.
- 62. Police agencies also shall ensure that trainers and instructors receive documented certification and recertification in accordance with the applicable Provincial Standards. The EPS is compliant with these provincial standards. The EPS reviews aspect of the use of force and training to ensure that it is current, relevant and consistent with legislation, policy and provincial standard guidelines.

Can use of force techniques be changed?

63. The EPS cannot simply add or change use of force techniques. Police must subject any changes of use of force options to a provincial standard review. The review must:

Page 13 of 19 Report: EXT00046



- a. assess the severity of and probability of injury (including death) related to the effects of the force option being considered;
- b. determine if the identified risk of injury (including death) is acceptable within the Canadian legal framework;
- c. evaluate the performance of the option, including reliability, accuracy and effectiveness;
- d. determine how and when the force option will be used;
- e. develop policies and procedures to manage identified risks related to deployment of the option
- f. Develop and provide training to police including basic user and recertification training and training for technology maintainers as required;

Dynamic situations

- 64. No police officer sets out to use force in a given situation, as they run the risk of injuring themselves or others. However, there are occasions that an individual will use physical violence as a way of escaping from or harming the police officer or public. The ultimate authority in assessing if a technique was reasonable and necessary is through the Criminal Code of Canada. While certain techniques are trained and practiced, when a police officer is in the midst of a serious physical altercation they are permitted to do whatever is reasonable and necessary to keep themselves and others unharmed. These incidents are usually initiated by the suspects, are terrifying to the police officer involved, and distressing for all those who observe.
- 65. Using the Reasonable Officer Response model, EPS training teaches officers to administer a use of force response based on the actions of the subject and the overall situation while continually assessing the subject's behaviour.
- 66. The EPS does not target the subject's neck with a knee to hold them in place. Rather, if there was a resistant subject that an officer may want to keep control of in a prone position, they can place a knee across their back and shoulder blade area. This is a potential when a subject ends up on their front in a prone position and they must handcuffed behind their back.
- 67. Part of the use of force training also includes a constant monitoring of the subject for any distress. If force has been applied, officers are required to monitor the subject for any distress and readjust any mis-applied techniques when practicable, which is often once the situation is controlled. This may include providing medical attention to the subject and / or potentially contacting other resources for assistance.

De-escalation

68. De-escalation includes the use of specific tactics or procedures that keep the subject contained, and the public and officers safe while attempts are made to communicate with the subject and work through their crisis. This is where other specialists (mental health) who assist the police can possibly be consulted.

Page 14 of 19 Report: EXT00046



- 69. De-escalation involves establishing rapport with the goal of achieving compliance without force. If a subject is cooperative, then verbal communication is enough to have them comply with direction and take them into custody.
- 70. Use of force may be used to bring about a safe resolution if the subject does not comply with the officer's de-escalation and voice commands, or if the situation puts the officer and / or the public in danger. Conversely, compliance at any time during the use of force event will yield a reduction or cessation of the use of force.
- 71. When there is police interaction, compliance of verbal and / or physical commands are necessary to keep all involved safe. Situations are dynamic and take seconds to take place. Life and death decisions need to be made in split seconds by a police officer, which is why the training on use of force option is so critical and heavily emphasized.
- 72. It is essential to remember that every situation is different and viewed on its own merit. EPS officers are trained to not respond to a situation with the intention of using force, but to respond with the goal of obtaining compliance to ensure a safe resolve for all involved.

Tactical Response

- 73. In Edmonton, criminal activity is a reality. Firearms are being seized in routine investigation, including vehicle stops, mental health related calls or "check on welfare". The rates, complexity and severity of crime in Edmonton have been trending upwards since 2014. Edmonton's Violent Crime Severity Index is significantly higher than both the national and provincial averages. Last year, Edmonton was the third most dangerous major city in Canada.
- 74. To address the most serious and high-risk incidents, the EPS maintains 3 tactical teams. Their mandate is to provide specialized support for all high-risk incidents within the City of Edmonton and, as necessary, in the surrounding areas. They are not typically used for general police response and do not respond to general calls for service. Tactical members have specialized equipment, unique training and are fully prepared to engage in very dangerous situations.
- 75. Alberta Justice and Solicitor General mandates that EPS must have the necessary resource to respond to the high-risk incidents or demonstrate when and how they would access the necessary resources through another police service.

Armored Vehicles

76. The EPS has two operational armoured vehicles, and both serve multiple purposes. First and foremost, they are a rescue vehicle, used in the event that an injured police officer or citizen needs to be safely removed from a dangerous scene. Secondly, their presence also serves as a de-escalation tool to dissuade an individual from either attacking the public or

Page 15 of 19 Report: EXT00046



police or attempting to escape and potentially cause public fatalities. It is also used to create a barrier between a threat and a member of the public or police, which results in the police officer being less likely to use lethal force. Finally, the vehicle allows Tactical members the opportunity to safely put themselves closer to the subject, to identify threats and make appropriate responses. Note that the word "armoured" refers to the reinforced steel panels attached to the outside. The vehicles themselves carry no weapons.

- 77. As with any other profession, there is a requirement to keep Tactical officers safe. The armoured vehicles are the primary form of defence available to police officers in certain high-risk situations.
- 78. The vehicles are necessary to offer the public and officers protection during mass public shootings, hostage takings, retrieve injured citizens or officers down, and / or other high risk to the public scenarios. For example, the EPS used an armoured vehicle to retrieve Cst. Dan Woodall after he was shot. Another example involves Tactical Section response to a suicidal male who blew his house up using natural gas. If the officer were on foot rather than in the armoured vehicle, the results would have been devastating and likely fatal.
- 79. It is not unrealistic that an active shooter incident could occur in Edmonton and that casualties could occur. The public will expect the police to recover these casualties, whatever their location, even if they are in locations that have not been determined safe or are still in the direct line of fire from the threat. In 2017, a male driving a U-Haul truck deliberately struck four pedestrians after purposely driving into and stabbing and EPS officer in the head.
- 80. While some believe that the EPS Tactical vehicles are "tanks", in fact the vehicle most closely resembles a large SUV. A more modern version, the Cambli Armoured Vehicle (ARV2), was delivered to EPS in September 2020. The Ballistic Armored Tactical Transport (BATT) is pictured below.



- 81. The necessity for this type of equipment was reinforced during the fatality inquiry of RCMP Cpl. Jim Galloway and Martin Ostopovich. The judge in this inquiry stated that a vehicle such as an armored vehicle may have prevented the two deaths.
- 82. Essentially, the EPS utilizes this equipment for the safety of the public, police and the suspects; this tool can minimize the casualties from all perspectives. The public also

Page 16 of 19 Report: EXT00046



expects this of the police. The EPS is mitigating risk to the citizens and applying risk effective decision-making principles.

Has the EPS become too militaristic?

- 83. Citizens sometime perceive that the EPS has become a "militaristic" organization, with too much of an emphasis on weapons and heavy equipment. This perception could come from seeing video coverage from police officers across North America involved in scenes that do require significant use of force. In fact, everyday, there are thousands of interactions between police officers and citizens that involve nothing more than a simple conversation. None of these interactions are reported in the media. The items that are usually covered are high visibility incidents that involve video footage of multiple police officers, firearms, and other overt presentations of force. It is possible militaristic perceptions of the public stems directly from this media coverage however there is nothing that the EPS can do to control that. What we can do is illustrate, at every opportunity, the human side of police officers, the excellent investigative work that they do, and the very broad support they enjoy from Edmontonians.
- 84. As of mid September, there have been 101 shooting incidents reported to the police. More than half of those incidents resulted in an injury to a citizen, and nearly half of them occurred in residential areas. So far this year, police have recovered 756 firearms, a number that has been steadily rising over the past four years. It is imperative that police officers have the equipment necessary to respond to these shooting incidences while safely protecting themselves and the surrounding public. While some might feel that this is "militarization", our practices and equipment contribute significantly to citizen safety.
- 85. We have already discussed the importance of specific uniforms for tactical members and the value of their armoured vehicles. As noted above, this equipment is intended to keep the public, the subject and the officer safe. The final element that prompts citizens to compare police to the military is the use of carbines, which are high powered rifles with short barrels. The tragedy in Moncton, N.B. in 2014 where an active shooter with a high-powered rifle murdered 3 RCMP officers illustrates the importance of having weapons that are comparable to those in use by criminals. The detachment did not have the appropriate weapons to respond and were out "outgunned", to the extent that a member had to bring his personal rifle to the scene. One of the recommendations from the Independent Review was for the RCMP to deploy carbines to patrol officers. The EPS has carbines to be prepared to respond appropriately and safely in these types of situations.
- 86. During the public hearings, there was a concern regarding the construction of the Edmonton Joint Law Enforcement and Public Safety Training Centre. The facility was seen to be another step in the militarization of the EPS. Here are the facts relating to this new facility:
 - a. The majority of sworn members have not received on-going firearm training, as required by the new AACP policing standards.

Page 17 of 19 Report: EXT00046



- b. As noted above, the EPS has 300 carbine rifles; training and qualification for these rifles require a 100m range. The EPS relies on private ranges to accommodate most of this training, which are becoming less accessible.
- c. The current firearms ranges do not allow us to provide live fire dynamic judgemental training to members. This type of training greatly improves officer and citizen safety.
- d. EPS conducts driver training at CFB Edmonton's old airport facility and the Blatchford track, which is also utilized by the RCMP and the Alberta Justice and Solicitor General. The EPS is unable to provide the multiple training components to all members who require it in a meaningful timeframe, due to a shortage of training staff.
- e. EPS currently use a facility made of surplus shipping containers for scenario/tactics training; however, parts of this facility are closed for safety and maintenance issues. Funding has not been available for the required maintenance. Scenario-based training improves a multitude of skills including Risk Effective Decision Making, communication, de-escalation, and various levels of use of force.

Conclusion

- 87. As noted earlier, there are several areas where EPS training could be enhanced. A long-term organizational training strategy, prepared with the involvement of the community, would be of value. Additionally, expanding on training opportunities to address areas such as bias awareness, mental health and historical trauma are being considered. Alternate forms of training for mandatory topics could be explored along with the use of contemporary adult learning strategies. Some of the training currently provided to new recruits could be enhanced and available to all police officers in EPS.
- 88. In the "use of force" area, the amount of peer intervention training could be expanded. This training places a responsibility on each officer to monitor the action of other police officers and intervene when actions become excessive.
- 89. As time and resources allow, these topics and others will be considered by the Training Advisory Committee.

Page 18 of 19 Report: EXT00046



Analysis Completed By:

Acting Staff Sergeant Michelle Greening - Office of the Chief, EPS

EPS Contributors:

- Deputy Chief Darren Derko Corporate Services Bureau
- Inspector Trevor Hermanutz Professional Development Branch
- Acting Executive Director Jason Halayko Supply Services Section
- Director Stacey York Materials Management
- Staff Sergeant Terry Langley Training Section
- Acting Staff Sergeant Michelle Greening Office of the Chief
- Acting Staff Sergeant Scott Innes Tactical Section
- Acting Staff Sergeant David Jones Research & Innovation Section
- Sergeant Travis Eltom Continuing Education Unit

Page 19 of 19 Report: EXT00046

Anti-Racism Advisory Committee

Review and Recommendations

Recommendation

That the November 16, 2020 Citizen Services report CR_8456, be received for information.

Previous Council/Committee Action

At the July 6/8, 2020, City Council meeting, the following motion was passed:

- 2. That Administration:
- f. consult the Anti-racism Advisory Committee and report back with recommendations on the following:
 - i. A review of budget, terms of reference and mandate for the Anti-racism Advisory Committee to confirm its advisory role to City Council, on par with WAVE or the Edmonton Transit Advisory Board;
 - ii. The inclusion of per-meeting honoraria for members of the Anti-racism Advisory Committee (as well as other City boards and agencies); and
 - iii. A review of the current makeup of the Anti-racism Advisory Committee with the option to increase representation.

Executive Summary

In July 2020, City Council directed Administration to consult with the Anti-racism Advisory Committee to review the committee's terms of reference and mandate, member honoraria, and committee composition. The Anti-racism Advisory Committee established a working group to develop a series of recommendations related to its governance, mandate, and honoraria, aimed to improve their ability to take action on issues relating to racism.

Recommendations include updating the terms of reference and mandate to reflect the recommended advisory role of the committee, expanding the mandate to allow the committee to work collaboratively with Administration to advise on issues related to policies and procedures, and adding up to four additional members based on any gaps in experience and/or representation identified by the committee. The committee also recommended providing remuneration to committee and subcommittee members.

The recommendations were reviewed and approved by the Anti-racism Advisory Committee in October 2020.

Report

In June and July 2020, City Council held a non-statutory public hearing to hear from Edmontonians on their experiences with systemic racism and interactions with police. Following the non-statutory public hearing, City Council directed Administration to consult the Anti-racism Advisory Committee and report back with recommendations related to the committee's budget, terms of reference and mandate, current makeup, and potential honoraria for committee members.

The Anti-racism Advisory Committee established a working group at its inaugural meeting at the end of July 2020, to draft recommendations to be approved by the committee and presented to the City. The working group met throughout August and September. In developing the recommendations, the working group considered the following:

- City Council's current focus and commitment to anti-racism in Edmonton
- the infancy of the committee, as it had not conducted any activities associated with its mandate when the motion was passed
- the impacts of its advice to the current and planned activities of the committee

On October 21, 2020, the Anti-racism Advisory Committee reviewed and approved the recommendations put forward by the working group (Attachment 1).

Overview of Recommendations

Budget, Terms of Reference, and Mandate

- Maintain the approved budget of \$300,000 in 2021, with the potential to bring forward recommendations for any adjustments after the committee has been in operation for one year.
- Update the terms of reference and mandate outlined in Bylaw 18907 Anti-racism Advisory Committee Bylaw (Attachment 2) to reflect the
 recommended advisory role of the committee to City Council.
 Recommendations include that the bylaw be expanded to allow the committee
 to work collaboratively with Administration and advise on issues related to
 policies and procedures which impact racialized citizens in relation to civic
 programs and services. These revisions would be in alignment with Bylaw
 16929 Edmonton Transit Service Advisory Board and Bylaw 16658 Women's
 Advocacy Voice of Edmonton.

Honoraria for Committee Members

Provide remuneration to committee and subcommittee members on a

Page 2 of 4 Report: CR_8456

Anti-Racism Advisory Committee - Review and Recommendations

- per-meeting basis, as well as to individuals from the public and/or those brought in to provide expertise to support the group in fulfilling its proposed mandate.
- Provide honoraria for the preparation of reports, and if an educational component is added, the individual facilitating this component should also receive an honorarium.

Committee Membership

 Revise the Bylaw to add up to four additional members to be recommended by the committee to City Council for appointment based on any gaps in experience and/or representation identified by the committee. Recognizing the current membership is based on who applies and there may be barriers to the process, the committee recommends that it have greater involvement in determining the makeup of its membership to address gaps and any associated power imbalances.

<u>Implications and Possible Next Steps</u>

Bylaw Amendments

If City Council would like to make changes to the terms of reference, mandate and/or membership of the Anti-racism Advisory Committee, a motion to return with bylaw amendments, including specific changes, would be required.

Remuneration and other Civic Agencies

City Policy C575C Agencies, Boards, Committees and Commissions states that members will serve on a voluntary basis, unless City Council expressly directs otherwise. City Council has approved honoraria for certain committees in the past (Attachment 4).

If City Council wishes to consider providing honoraria to Anti-racism Advisory Committee members, a motion would be required to provide an exemption to Policy C575C and further updates to the committee's bylaw would be required to outline the approved remuneration schedule.

If City Council wishes to consider providing honoraria to all or a subset of Council Committees, specifically advisory committees and the three decision-making boards, City Council may direct Administration to review and present amendments to City Policy C575C to indicate that members do not serve on a voluntary basis. Following the update to the policy, the bylaw establishing each Committee of Council's would also need to be updated to reflect the changes. Members appointed to civic agencies are compensated for out-of-pocket, receipted expenses, such as parking, bus fare, and taxis.

Budget/Financial Implications

Page 3 of 4 Report: CR_8456

Anti-Racism Advisory Committee - Review and Recommendations

Administration expects 2020 costs for the committee to be less than \$10,000 and will be absorbed within the existing budget. In December 2019, City Council approved \$300,000 in ongoing funding beginning in 2021, which will be used to support the mandate of the Anti-racism Advisory Committee. Future budget requests may be required to address evolving needs of the committee.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Edmontonians are connected to the city in which they live, work | (|
|---|---|
| and play | |

| Outcome(s) | Measure(s) | Result(s) | Target(s) |
|--|---|-----------|-----------|
| Awareness and education on anti-racism is increased in Edmonton. | Number of supported community-based anti-racism initiatives | N/A | TBD |

Attachments

- 1. Anti-Racism Advisory Committee Recommendations
- 2. Anti-Racism Advisory Committee Bylaw 18970
- 3. Complete list of Civic Agencies
- 4. Board Member Remuneration Rates 2020

Others Reviewing this Report

- C. Owen, Deputy City Manager, Communications and Engagement
- M. Persson, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- B. Andriachuk, City Solicitor

Page 4 of 4 Report: CR_8456

Anti-Racism Advisory Committee Recommendations

Budget

ARAC's budget will remain at \$300,000 in 2021, but the committee may request that the budget be modified in subsequent years.

Terms of Reference and Mandate

The committee's mandate and terms of reference are established by Bylaw 18970 - Anti-Racism Advisory Committee Bylaw. The following are recommended changes to the bylaw.

| Section | Original | Suggested Changes | Rationale | |
|-------------------------|---|--|---|--|
| Mandate | The mandate of the Anti-racism Advisory Committee is to provide advice to Council regarding community perspectives on issues relating to racism, including but not limited to: (a) diversity; (b) discrimination; (c) hate and extremism; (d) racial equity; (e) xenophobia; (0) islamophobia; (g) antisemitism; and (h) the lived experiences of persons of colour | The mandate of the Anti-racism Advisory Committee is to raise awareness and catalyze action on racism and anti-racism in Edmonton, and provide advice to Council regarding community perspectives on issues relating to racism, including but not limited to: (a) diversity; (b) discrimination; (c) hate and extremism; (d) racial equity; (e) anti-Black racism (f) racism against Indigenous Peoples (g) xenophobia; (h) islamophobia; (i) antisemitism; and (j) the lived experience of persons of colour | Language was added to clarify the Committee's role. Wording added to heighten visibility and recognize the historical oppression faced by Black and Indigenous Peoples. | |
| Functions & Authorities | To carry out its mandate, the Anti-racism Advisory Committee may: (a) identify and engage stakeholder groups and seek their input into the Committee's work; (b) recommend to Council anti-racism funding program allocations which support community-based initiatives that: (i) address hate groups or hate incidents; (ii) build community capacity and cultural understanding; (iii) promote awareness, training, and education; | To carry out its mandate, the Anti-racism Advisory Committee may: (a) identify and ensure equitable engagement of stakeholder groups and seek their input into the Committee's work; (b) recommend to Council anti-racism funding program allocations which support community-based | Language ensures that resources are allocated by Administration to ensure barriers to participation are addressed and/or minimized as much as possible in the execution of the Committee's work. "Racially motivated" was added to clarify that the hate | |

Page 1 of 2 Report: CR_8456

Attachment 1

| | or (iv) involve research, monitoring and evaluation on diversity, anti-racism, and/or discrimination; (c) conduct research and prepare reports on community based issues and concerns; and (d) work with the City Manager to develop and maintain a dialogue about matters of concern to stakeholders in relation to anti-racism. | initiatives that: (i) address racially motivated hate (ii) build community capacity and cultural understanding; (iii) promote awareness, training, and education; or (iv) involve research, monitoring and evaluation on diversity, anti-racism, and/or discrimination; | being addressed is hate based on race while "hate groups or hate incidents" was replaced with "hate" to remove limitations (e.g. hate= hate incidents, hate crimes, hate groups, hate speech, etc.) |
|------------|---|---|--|
| | | (c) conduct research, prepare reports on community-based issues and concerns, and complement existing structures by providing recommendations on programs and services and their priorities; and | Language ensures that ARAC will have the ability to complement the work of existing structures by providing input on issues related to the Committee's mandate. |
| | | (d) work with the City Manager to develop and maintain a dialogue about, and take action on, matters of concern to stakeholders in relation to anti-racism. | ARAC will work collaboratively with Administration to discuss and address issues arising from communities. |
| Membership | The Anti-racism Advisory Committee will be comprised of up to 13 members appointed by Council. | The Anti-racism Advisory Committee will be comprised of up to 13 members appointed by Council and up to 4 additional members recommended by the Anti-racism Advisory Committee to City Council for appointment to fill gaps in experience and/or representation. | Language provides the Committee with the option to address gaps in experience/representation. |

Honoraria for Committee Members

- Per-meeting honorariums should be provided to committee members and subcommittee members, including members of the public and experts
- Honorariums should also be provided to cover the time committee members spend conducting research for reports
- If an educational component is added to the beginning of the meeting, the individual facilitating this component should also receive an honorarium
- Honorariums should be time-based

Page 2 of 2 Report: CR_8456



THE CITY OF EDMONTON BYLAW 18970 ANTI-RACISM ADVISORY COMMITTEE BYLAW

Edmonton City Council enacts:

PART I - INTERPRETATION

| PURPOSE | 1 | | The purpose of this bylaw is to establish the Anti-racism Advisory Committee as a council committee, and to establish the membership and mandate of the Anti-racism Advisory Committee. | | |
|-----------------------------|---|-----|---|--|--|
| DEFINITIONS | 2 | (1) | Unless otherwise specified, words used in this bylaw have the same meaning as defined in the <i>Municipal Government Act</i> , RSA 2000, c M-26. | | |
| | | (2) | In this bylaw: | | |
| | | | (a) "City" means The City of Edmonton; | | |
| | | | (b) "City Manager" means the City's chief administrative officer or delegate; and | | |
| | | | (c) "Council" means the City's council. | | |
| RULES FOR INTERPRETATION | 3 | | The marginal notes and headings in this bylaw are for ease of reference only. | | |
| | | PA | RT II - MANDATE | | |
| MANDATE | 4 | | The mandate of the Anti-racism Advisory Committee is to provide advice to Council regarding community perspectives on issues relating to racism, including but not limited to: | | |
| | | | (a) diversity; | | |
| | | | (b) discrimination; | | |
| | | | (c) hate and extremism; | | |
| | | | (d) racial equity; | | |
| | | | | | |

- (e) xenophobia;
- (f) islamophobia;
- (g) antisemitism; and
- (h) the lived experiences of persons of colour.

FUNCTIONS & AUTHORITIES

To carry out its mandate, the Anti-racism Advisory Committee may:

- (a) identify and engage stakeholder groups and seek their input into the Committee's work;
- (b) recommend to Council anti-racism funding program allocations which support community-based initiatives that:
 - (i) address hate groups or hate incidents;
 - (ii) build community capacity and cultural understanding;
 - (iii) promote awareness, training, and education; or
 - (iv) involve research, monitoring and evaluation on diversity, anti-racism, and/or discrimination;
- (c) conduct research and prepare reports on community-based issues and concerns; and
- (d) work with the City Manager to develop and maintain a dialogue about matters of concern to stakeholders in relation to anti-racism.

PART III - MEMBERSHIP

MEMBERSHIP

7 The Anti-racism Advisory Committee will be comprised of up to 13 members appointed by Council.

TERM

- 8 (1) Members will be appointed for up to two-year terms.
 - (2) Members may be re-appointed, up to a maximum of six consecutive years.

| READ a first time this | 10^{th} | day of | September | 2019; |
|-------------------------|------------------|--------|-----------|-------|
| READ a second time this | 10^{th} | day of | September | 2019; |
| READ a third time this | 10 th | day of | September | 2019; |
| SIGNED AND PASSED this | 10^{th} | day of | September | 2019. |

THE CITY OF EDMONTON

CITY CLERK

2020 CIVIC AGENCIES BY CLASSIFICATION (59)

CITY BOARDS as of August 31, 2020 (37)

Council Committees are shown in yellow

*Council Member(s) Appointed to Board #Council Member(s) Appointed as Advisor(s)

TRIBUNALS (3)

- Assessment Review Board
- Subdivision and Development Appeal Board
- Community Standards and Licence Appeal Committee

AD HOC COMMITTEES AND TASK FORCES (4)

- Code of Conduct Sub-Committee*
- Independent Council Compensation Committee
- City Manager Recruitment Committee*
- Community Safety and Well-Being Task Force

BUSINESS IMPROVEMENT AREA ASSOCIATIONS (13)

BIAs are established by City bylaw, making them council committees under Policy C575C but are designated as Corporations under Section 51(2) of the Municipal Government Act

- 124 Street and Area Business Association
- Alberta Avenue Business Association
- Beverly Business Association
- Chinatown and Area Business Association
- The Crossroads Business Improvement Area Association
- Downtown Business Association of Edmonton
- Fort Road Business and Community Association
- French Quarter Business Improvement Area/ Association des Intérêts Commerciaux du Quartier Francophone
- Kingsway District Association
- North Edge Business Association
- Northwest Industrial Business Association
- Old Strathcona Business Association
- Stony Plain Road and Area Business Association

ADVISORY (9)

- Accessibility Advisory Committee#
- Anti-racism Advisory Committee#
- City of Edmonton Youth Council#
- Community Services Advisory Board#
- Edmonton Design Committee#
- Edmonton Historical Board#
- Edmonton Transit Service Advisory Board#
- Energy Transition Climate Resilience Committee#
- Women's Advocacy Voice of Edmonton Committee#

DECISION-MAKING BOARDS (5)

- Edmonton Combative Sports Commission
- Edmonton Police Commission*
- Edmonton Public Library Board*
- Edmonton Salutes*
- Naming Committee

STANDING COMMITTEE (1)

Audit Committee* (Two Public Members)

CORPORATIONS (2)

- Edmonton Economic Development Corporation*
- Fort Edmonton Management Company*

EXTERNAL BOARDS as of August 17, 2020 (22)

INTERGOVERNMENTAL (14)

- Alberta Capital Region Wastewater Commission Exchange Agreement Coordinating Committee*
- Alberta's Industrial Heartland Association*
- Alberta Urban Municipalities Association*
- Canadian Capital Cities Organization*
- Canadian Urban Transit Association Transit Board Members Committee*
- Capital Region Waste Minimization Advisory Committee*
- Edmonton Global (Shareholder Representative)*
- Edmonton's Low Carbon Cities Canada Centre's Advisory Group*
- Edmonton Metropolitan Region Board*
 - Committees & Task Forces*
- Federation of Canadian Municipalities*
- Inter-City Forum on Social Policy*
- Regional Transit Services Commission Transition
 Team*

MANAGEMENT (6)

- Capital Region Housing Corporation
- Edmonton Arts Council*
- Edmonton Regional Airports Authority
- Edmonton Waste Management Centre of Excellence
- Greater Edmonton Foundation
- TEC Edmonton

FUNDING (1)

• Edmonton 2001 Legacy Foundation

ADVISOR (1)

 Reach Edmonton Council for Safe Communities#

Office of the City Clerk

Board Member Remuneration Rates - 2020

| Board / Committee / Commission | Remuneration Amount | | |
|---|---|--|--|
| Assessment Review Boards; Subdivision and Development Appeal Board [Approved by City Council 11-Dec-2013] | Up to 4 Hours 4-8 Hours Over 8 Hours Members: \$170 \$320 \$470 Presiding Officer: \$230 \$425 \$662 Vice-Chair: Member remuneration rate, plus \$230/month for administrative duties Chair: Presiding Officer remuneration rate, plus \$425/month for administrative duties Members and Presiding Officers are paid for hearing-related matters. For attending meetings and professional development sessions: Members & Vice-Chairs receive Member remuneration rate Chair receives Presiding Officer remuneration rate | | |
| Audit Committee [Approved by City Council 11-Mar-2009] | Up to 4 Hours 4-8 Hours Over 8 Hours Public Members: \$157 \$278 \$409 | | |
| Community Safety and Well-Being Task Force [Approved by City Council 31-Aug-2020] | Under 3 Hours3 Hours or MoreMember:\$150\$300Chair:\$200\$400For attending meetings | | |
| Community Standards and Licence Appeal Committee [Approved by City Council 10-Sep-2019] | Up to 4 Hours 4-8 Hours Over 8 Hours Member: \$170 \$320 \$470 Presiding Officer: \$230 \$425 \$662 Members and Presiding Officers are paid for hearing-related matters. Chair: Presiding Officer remuneration rate, plus \$425/month for duties associated with the chair role For attending meetings and professional development sessions: Members receive Member remuneration rate | | |

| | Chair receives Presiding Officer remuneration rate |
|---|---|
| Edmonton Design Committee [Approved by City Council 19-Jul-2005] | Up to 5 Hours Over 5 Hours Members and Chair: \$100 \$200 |
| Edmonton Police Commission (Two member of Council on Commission - Councillors are not eligible to receive remuneration) [Approved by City Council 16-Jan-2007] | Under 3 Hours 3 Hours or More Commissioner: \$150 \$300 Chair of Committee: \$200 \$400 Chair of Commission: \$200 \$400 |
| Edmonton Public Library Board (One Council Member on Board) [Board approves remuneration] | Members: \$40 per meeting Chair: \$60 per meeting |
| Independent Council Compensation Committee [Approved by City Council 19-Feb-2020] | Members receive a one-time honorarium of \$2,000 once the written reports required are presented to City Council Chair will receive an additional honorarium of \$500, payable concurrently with the member honorarium |

All citizen members are reimbursed for actual expenses incurred while carrying out their duties.

Common expenses include: Parking, Bus Fare, Taxi, Convention Attendance (Accommodation, Air Travel, Mileage, Meals - as per City standards)

Recommendation

- 1. That adjustments to the 2019-2022 Capital Budget, as outlined in Attachment 3 of the November 16, 2020, Financial and Corporate Services report CR 8486, be approved.
- 2. That changes to estimated project completion dates based on scope changes as outlined in Attachment 9 of Financial and Corporate Services report CR 8486, be approved.

Executive Summary

The Supplemental Capital Budget Adjustment (SCBA) is an integral component of the City Council approved multi year approach for the 2019-2022 Capital Budget. It allows Council to adjust the capital budget in response to changing project needs, new funding opportunities and challenges, emerging issues, and changing priorities. The SCBA supports the City's financial management outcome of ensuring the City of Edmonton's resilient financial position and enables both current and long-term service delivery and growth, as outlined in Edmonton's Corporate Business Plan 2019-2022.

Administration has recommended a number of adjustments for Council's consideration that impact both the available capital funding and the 2019-2022 Capital Budget. The recommended adjustments would result in a net increase to the 2019-2022 Capital Budget for tax-supported operations of \$73.8 million, and a deficit of \$7.5 million in the balance of the corporate pool.

The increase in the capital budget for tax-supported operations is largely due to the addition of new projects funded through the provincial Municipal Stimulus Program capital funding as approved by City Council on September 21, 2020. Municipal Stimulus Program funds were also used to fund previously approved projects that were being considered for reduction to manage one-time operating budget challenges. Original funding sources for these projects will remain unallocated and held within the respective reserves in case funding is required to manage future COVID-19 budget impacts.

This report also addresses the motion made by Council on May 25, 2020 to analyze the balance of the 2019 - 2022 capital budget and and bring forward prioritized

infrastructure cutback scenarios to offset operating budget shortfalls resulting from the COVID-19 pandemic.

City Council approves adjustments to the Waste Services and Blatchford Renewable Energy Capital Budgets as part of separate reports which are scheduled to be presented to Utility Committee on December 4, 2020.

Report

2019-2022 Capital Budget Approved to Date

Council has approved \$9.70 billion in capital as part of the 2019-2022 capital budget cycle prior to adjustments proposed in the Fall 2020 SCBA. This includes \$7.29 billion of approved capital spending over the period of 2019 to 2022, and \$2.40 billion in 2023 and beyond. The approved capital budget is distributed across the City as follows: Tax-Supported Operations (\$9.44 billion), Waste Utility (\$216.2 million), Blatchford District Energy Utility (\$11.7 million), and Downtown District Energy Utility (\$27.9 million).

Attachment 1 provides the currently approved 2019-2022 Capital Budget and the impacts of the recommended Fall 2020 SCBA adjustments.

Recommended Fall 2020 SCBA Adjustments

| No. | Budget Adjustment Type | | Impact to 2019-2022 Capital Budget (\$millions) |
|------|--|----------|---|
| 3.1 | New Profiles Recommended for Funding | | \$1.3 |
| 3.2 | Scope Changes | | \$14.5 |
| 3.3 | Recosting | | \$(6.3) |
| 3.7 | Transfers from Capital to Operating | | \$(1.4) |
| | Municipal Stimulus Program (MSP) Funding: | | |
| | Total Funding Allocation | \$115.6 | |
| 3.10 | Less: MSP applied to previously approved capital projects (Arterial Renewal and Neighbourhood Renewal) originally funded from Pay-as-you-go/MSI and Neighbourhood Renewal funding. | \$(49.9) | |
| | Net increase in capital projects funded with MSP | | \$65.7 |
| | Total Fall 2020 SCBA Adjustments | | \$73.8 |

The recommendations in the Fall 2020 SCBA would result in an overall \$73.8 million increase to the approved capital budget, largely due to the addition of new projects funded through the provincial Municipal Stimulus Program as approved by City Council

Page 2 of 9 Report: CR_8486

on September 21, 2020 and other scope changes. Supplemental capital budget adjustments requiring Council approval are identified by category in the table above. A summary of the budget adjustments in each category is provided in Attachment 2, and the detailed adjustments for Council approval are in Attachment 3. New profiles recommended for funding are included in Attachment 4.

Municipal Stimulus Program Funding:

On July 28, 2020, the Government of Alberta announced the Municipal Stimulus Program (MSP) to provide additional capital infrastructure funding to municipalities with the objectives to "sustain and create local jobs; enhance provincial competitiveness and productivity; position communities to participate in future economic growth; and reduce municipal red-tape to promote job-creating private sector investment." The City of Edmonton was allocated \$115.6 million from this program.

On September 21, 2020 City Council approved allocation of the funding for \$65.7 million in new projects and \$49.9 million for projects that were previously approved in the capital budget but were being considered for reduction to address operating budget shortfalls. The new projects include rural and industrial road upgrading, affordable housing, and open spaces. The projects that were being considered for reduction, but funded through MSP, were industrial neighbourhood rehabilitation overlays (\$17.0 million) and arterial renewal projects (\$32.9 million).

These specific Neighbourhood rehabilitation overlays and arterial renewal projects were originally funded through dedicated Neighbourhood Renewal tax-levy and pay-as-you-go respectively. As discussed with Council on September 21, these original funding sources will remain unallocated within their respective reserves and will provide flexibility to offset future operating budget impacts of COVID-19 as required. Accordingly, \$17.0 million would remain unallocated within the Neighbourhood Renewal Reserve and \$32.9 million previously allocated to arterial renewal would remain unallocated within the Pay-as-You-Go Capital Reserve. These changes are also included in Attachment 3.

In accordance with Policy *C595B Neighbourhood Renewal Program*, Neighbourhood renewal funds are limited to operating and capital expenditures related to the renewal of neighbourhood residential, industrial and commercial collector, local and alley road right of way surface assets. Use or redirection of these funds for any other purpose (i.e., offsetting other budget challenges) would be considered a policy amendment and as such, in accordance with the policy, a non-statutory public hearing must be held.

There is significant uncertainty about the funding required to address future impacts of COVID-19. If required, Administration will formally request use of neighbourhood renewal funds to offset operating budget impacts of COVID-19.

Page 3 of 9 Report: CR_8486

Status of Available Capital Funding

| Corporate Funding Pool - Changes in Available Funding | | Corporate Funding \$ millions Available Funding/(Funding Deficit) |
|---|----------|--|
| Funding Remaining Subsequent to Spring 2020 SCBA | | \$(4.5) |
| Adjustments to Funding Available Prior to Consideration of Fall 2020 SCBA: | | |
| Funding Forecast Adjustments | \$(10.6) | |
| Fall 2020 Administrative Adjustments | \$1.2 | |
| COVID-19 Response 2020 - Transfer to Operating | \$(46.5) | |
| COVID-19 Response 2020 - Pre-committed 2023 PAYG | \$46.5 | |
| Total Adjustments to Funding Available | | \$(9.4) |
| Funding Available Prior to Consideration of Fall 2020 SCBA | | \$(13.9) |
| Fall 2020 SCBA Recommended Adjustments: | | |
| Funding Releases (Snow Plow and Clearing, Bus Safety and Security Enhancements) | | \$6.4 |
| Funding Available Subsequent to Consideration of Fall 2020 SCBA | | \$(7.5) |

At the conclusion of Council deliberations at the Spring 2020 SCBA, the corporate funding pool was in a deficit balance of negative \$4.5 million. Adjustments since that time have resulted in an additional \$9.4 million decrease in available funding, largely due to lower than expected investment earnings and other administrative adjustments.

At the April 27, 2020, City Council meeting, as a part of the strategy to offset the financial effects of COVID-19, Council approved a one-time decrease in the operating transfer to the Pay-As-You-Go Capital Reserve by \$46.5 million. The Pay-As-You-Go Capital Reserve will be reimbursed through application of pay-as-you-go funding in the 2023-2026 capital budget, resulting in a reduction of funded capital within the next capital budget cycle with no overall impact to the corporate funding pool during the current cycle.

Prior to considerations in the Fall 2020 SCBA the corporate funding pool was over-allocated by a total of \$13.9 million (funding is in a deficit position).

Administration is monitoring the deficit in the capital funding pool and has explored opportunities to release funding from capital projects. The Fall 2020 SCBA

Page 4 of 9 Report: CR_8486

recommendations would release \$6.4 million from capital projects where the funding is no longer required, reducing the funding deficit to \$7.5 million. Recommended funding releases are from the Snow Plow and Clearing profile (Calcium Chloride program), and Bus Safety and Security Enhancements (profile is under budget).

As the corporate funding pool is in a deficit position, Administration is not recommending any additional use of corporate funds at this time to preserve financial flexibility to respond to future COVID-19 impacts.

A detailed reconciliation of the adjustments and recommend changes to the corporate funding pool since the Spring 2020 SCBA are shown in Attachment 5.

Emerging Items

Emerging items (Attachment 6) include projects that Council has previously approved and funded, but may require additional funding within the 2019-2022 cycle. Also included are projects that require funding in the future to address an urgent need. Amounts represent Administration's best estimate at this time.

Unfunded Capital Project List

On June 4, 2019, City Council passed a motion directing Administration to include a list of all unfunded capital profiles (presented as part of the 2019-2022 Capital Budget) for future SCBA reports. Administration also committed at the July 2, 2019, City Council meeting to apply a prioritization lens to the unfunded project list. The Unfunded Project List is in Attachment 7.

It includes projects from the original list presented to Council during budget deliberations and any other unfunded projects since that time. The list also includes each unfunded project's current checkpoint status, and the checkpoint these projects were funded to in the original budget. In accordance with the Project Development and Delivery Model, projects that have reached Checkpoint 3 have completed planning and design work. The projects have been prioritized based on high-level operational criteria scoring methodology, resulting in low, medium, or high operational criteria ranking. The scoring does not include an assessment of the unfunded projects to the City Plan and goals as reflected in ConnectEdmonton. Administration is not recommending funding for any of the projects on this list.

Changes to Estimated Completion Dates

With Recommendation 2, Administration is proposing changes to the estimated completion dates of two capital profiles. These changes are based on Council having approved significant scope changes in previous supplemental capital budget adjustments after the original completion dates were set. Attachment 8 provides additional details.

Page 5 of 9 Report: CR 8486

Council/Committee Items Referred to Fall 2020 SCBA

In Attachment 9, Administration has provided responses to all Council/Committee motions requesting additional information for consideration at the Fall 2020 SCBA. This includes responses on the following items:

- Neighbourhood Renewal (Sidewalk Reconstruction)
- Ambleside Service Yard Project (response to be provided through the Spring 2021 Supplemental Capital Budget Adjustment)
- Land Acquisition Metro LRT Blatchford to Campbell
- Affordable Housing Capital Grants Adjustment
- LRT Station Winterization
- Coronation Community Recreation Centre Project

Capital Prioritization and Potential Reductions

At the May 25-27, 2020, City Council meeting, the following motion was passed for Administration to analyze the balance of the 2019-2022 capital budget and provide infrastructure cutback scenarios to offset operating budget shortfalls:

"That Administration:

- 2. analyze the balance of the 2019-2022 Capital Budget and bring forward prioritized infrastructure cutback scenarios to tax-funded discretionary (pay-as-you-go) and debt supported projects to transfer to offset ongoing operating budget shortfalls
- 3. apply the following principles to Part 2. above: that
 - cuts be prioritized based on growth before renewal and minimizing risk to critical assets like bridges,
 - b. the corresponding infrastructure deficit is in cosmetic or lower-risk areas where possible,
 - c. facility closures be considered, and
 - d. the leverage of discretionary dollars against time and provincial or federal grants be maintained where possible."

The process and findings of this analysis are included in Attachment 10.

Prioritization Process and Potential Reductions

The analysis resulted in potential reductions to a group of growth projects and the Neighbourhood Renewal Program, for Council's consideration. The projects adhere to the principles provided in the motion passed by Council on May 25, 2020 as well as strategic and operational criteria applied by Administration. Based on the analysis, if required, \$24.3 million could be reduced from the remainder of the 2019-2022 capital growth budget and between \$24.0 million and \$54.5 million could be reduced from the

Page 6 of 9 Report: CR 8486

Neighbourhood Renewal Program on a one-time basis basis to release operating contributions from the capital budget (i.e. pay-as-you-go and tax-levy). As noted above, use or redirection of these funds would be considered an amendment to Policy *C595B Neighbourhood Renewal Program* and would require a non-statutory public hearing.

Further reductions to the growth and renewal budgets can be considered as a part of the 2023-2026 capital budget.

Administration will be providing the COVID-19 2021 Financial Impacts and Funding Strategy report to Council prior to budget deliberations on December 7, 2020. This report will present the 2021 one-time budget impacts of COVID-19 and recommendations to manage the impacts through one-time budget strategies.

Since the capital prioritization motion was passed on May 25, funding has been committed from both the federal and provincial governments to mitigate the impacts of COVID-19 on the economy and the City's budget. Administration will recommend use of this external funding to best offset the 2021 COVID-19 one-time budget impacts. As the COVID-19 report will include the most up-to-date projections of the pandemic's financial effects, City Council can decide if further reductions to the capital budget are required based on the findings of the capital prioritization exercise or to support services on a one-time basis for 2021.

Facility Closures

The capital prioritization exercise included assessment of facility closures. The Fall 2020 Supplemental Operating Budget Adjustment, report FCS00078, includes recommended facility closures based on completed Program and Service Reviews on Recreational and Sport Facility Access/Recreation, Culture Programming, Road Services, and Parks and Open Spaces. Net operating budget savings as a result of closing these facilities are \$1.4 million on an ongoing basis, which include program and maintenance costs. They have been included as reduction strategies to achieve a zero percent tax increase for 2021 in the Fall 2020 Supplemental Operating Budget Adjustment. Future renewal costs avoided through closure of these facilities are conservatively estimated to be \$26.6 million. The renewal costs were not planned for in the 2019-2022 capital budget cycle so do not reduce the capital budget and are estimates of basic rehabilitation over the next eight to ten years. A table of facility closures and total savings is included in Attachment 10.

If these facilities are approved for closure through the Fall 2020 Supplemental Operating Budget Adjustment, future plans for the facilities will be assessed through Reimagine and brought back for Council consideration. Assessment of all other facility assets will continue in 2021 and 2022 through the Reimagine work including, but not

Page 7 of 9 Report: CR_8486

limited to, an analysis of the total cost of asset ownership, asset conditions and facility demand. Updates will be provided to Council on the progress of this work with supplemental adjustments to the operating and capital budgets as necessary.

Public Engagement

The City recognizes COVID-19's severe effects on employment and business revenue in Edmonton. Administration conducted an online survey to quantify these effects among property owners, business owners and the general public. The survey was open November 4 to 15, and results will be shared ahead of Council's budget deliberations beginning December 9.

As part of the 2019-2022 Operating and Capital Budgets development and approval process, education and engagement opportunities included event and festival outreach, a My Budget survey and a non-statutory public hearing. There will be an opportunity for the public to provide feedback on the SCBA at the Non-statutory Public Hearing on December 3, 2020.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): The City of Edmonton has a resilient financial position | | | | | | | | | |
|--|---|--|---|--|--|--|--|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | | | | |
| Adjustments to the approved Capital Budget are balanced/funded and within policy | Total Projected Corporate Capital Funding Balance | <\$7.5> million (Projected results at the end of 2019-2022, pending approval of the Fall 2020 SCBA recommendations) | All funding balances are targeted to be greater than \$0 as a demonstration of flexibility to fund future emerging items within policy. Administration will continue to monitor the corporate funding pool and restrict its use to critical capital needs, and identify opportunities to release funds to the corporate pool where possible. | | | | | | |

Attachments

- 1. Impact Summary
- 2. Summary of Fall 2020 SCBA Recommendations
- 3. Detailed Fall 2020 SCBA Adjustment Report
- 4. New Profiles Recommended for Funding
- 5. Corporate Funding Pool Balances 2019-2020 Capital Budget Cycle
- 6. Emerging Items
- 7. Unfunded Projects List
- 8. Changes to Estimated Completion Dates

Page 8 of 9 Report: CR_8486

9. Previous Council/Committee Items Referred to Fall 2020 SCBA 10. Capital Prioritization

Others Reviewing this Report

- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- J. Meliefste, Acting Deputy City Manager, Integrated Infrastructure Services
- K. Armstrong, Deputy City Manager, Employee Services
- R. Smyth, Deputy City Manager, Citizen Services
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- B. Andriachuk, City Solicitor

Page 9 of 9 Report: CR_8486

Impact Summary (\$000's)

| | | | | | Total 2019 | 2023 and | Total Approved |
|--|--------------|--------------|--------------|--------------|--------------|--------------|----------------|
| Tax-Supported Operations | 2019 | 2020 | 2021 | 2022 | to 2022 | Beyond | Budget |
| Approved 2019 - 2022 Capital Budget | \$ 1,293,557 | \$ 1,488,231 | \$ 913,769 | \$ 1,059,687 | \$ 4,755,244 | \$ 1,006,096 | \$ 5,761,340 |
| 2018 Budget Carried Forward | 1,258,905 | - | (-) | | 1,258,905 | - | 1,258,905 |
| 2019 Budget Adjustments | (159,168) | 188,615 | 419,977 | 590,320 | 1,039,744 | 1,375,505 | 2,415,249 |
| 2019 Budget Carried Forward | (1,161,291) | 1,161,291 | - | - | - | - | - |
| 2020 Budget Adjustments | 200 | (28,064) | 8,656 | 16,042 | (3,366) | 7,721 | 4,355 |
| 2020 Fall Administratrive Adjustments | - | (1,565) | 576 | 991 | 2 | - | 2 |
| Adjusted Budget Prior to Fall 2020 SCBA | \$ 1,232,003 | \$ 2,808,508 | \$ 1,342,978 | \$ 1,667,040 | \$ 7,050,529 | \$ 2,389,322 | \$ 9,439,851 |
| Fall 2020 SCBA Adjustments Requiring Council | | | | | | | |
| Approval: | \$ - | \$ 15,920 | \$ 58,943 | \$ (1,018) | \$ 73,845 | \$ - | \$ 73,845 |
| Total Adjusted Tax-Supported Budget | \$ 1,232,003 | \$ 2,824,428 | \$ 1,401,921 | \$ 1,666,022 | \$ 7,124,374 | \$ 2,389,322 | \$ 9,513,696 |

| Waste Utility | | 2019 | 2020 | 2021 | 2022 | otal 2019 to 2022 | 023 and Beyond | Tot | al Approved Budget |
|-------------------------------------|-----|----------|--------------|--------------|--------------|----------------------|-------------------|-----|-----------------------|
| Approved 2019 - 2022 Capital Budget | \$ | 45,324 | \$ 37,703 | \$ 60,191 | \$ 67,033 | \$ 210,251 | \$ 13,000 | \$ | 223,251 |
| 2018 Budget Carried Forward | | 9,192 | 25 | - | - | 9,192 | 0.70 | | 9,192 |
| 2019 Budget Adjustments | | (18,735) | 31,105 | 10,161 | (38,793) | (16,262) | 1.2 | | (16,262) |
| 2019 Budget Carried Forward | | (8,391) | 8,391 | 55 C | 5 | - | 27.0 | | - |
| 2020 Budget Adjustments | 100 | 2 | 6,800 | (5,280) | (1,520) | | - | | |
| Total Adjusted Waste Utility Budget | \$ | 27,390 | \$ 83,999 | \$ 65,072 | \$ 26,720 | \$ 203,181 | \$ 13,000 | \$ | 216,181 |

| Blatchford DESS Utility | 2019 | 2020 | 2021 | 2022 | tal 2019 o 2022 | 23 and eyond | Approved Budget |
|---------------------------------------|-------------|-------------|-------------|---------|--------------------|-----------------|--------------------|
| Approved 2019 - 2022 Capital Budget | \$ 267 | \$ 1,164 | \$ - | \$ = | \$ 1,431 | \$ 943 | \$ 1,431 |
| 2018 Budget Carried Forward | 5,312 | 353 | | 5 | 5,312 | 2.70 | 5,312 |
| 2019 Budget Adjustments | 1,657 | 1,657 | 1,658 | - | 4,972 | (4) | 4,972 |
| 2019 Budget Carried Forward | (1,191) | 1,191 | - | = | - | 2.58 | - |
| Total Adjusted Blatchford DESS Budget | \$ 6,045 | \$ 4,012 | \$ 1,658 | \$ 2 | \$ 11,715 | \$ 947 | \$ 11,715 |

| Downtown DESS Utility | 2 | 019 | | 2020 | | 2021 | | 2022 | | tal 2019 o 2022 | | 23 and eyond | Tota | al Approved Budget |
|--|--------|--------------|------|----------|------|----------|-----|-----------|------|--------------------|------|-----------------|------|-----------------------|
| Approved 2019 - 2022 Capital Budget 2020 Budget Adjustments | \$ | - | \$ | 4,500 | \$ | 9,400 | \$ | 14,000 | \$ | - 27,900 | \$ | 2 | \$ | - 27,900 |
| Total Adjusted Blatchford DESS Budget | \$ | 6 4 5 | \$ | 4,500 | \$ | 9,400 | \$ | 14,000 | \$ | 27,900 | \$ | 23 | \$ | 27,900 |
| TOTAL CAPITAL BUDGET PRIOR TO | | | | | | | | | | | | | | |
| FALL 2020 SCBA | \$ 1,2 | 265,438 | \$ 2 | ,901,019 | \$ 1 | ,419,108 | \$ | 1,707,760 | \$ 7 | ,293,325 | \$ 2 | ,402,322 | \$ | 9,695,647 |
| TOTAL ADJUSTED CAPITAL BUDGET | | 1700 | | | | | | | | | | | | |
| SUBSEQUENT TO FALL 2020 SCBA | 72.5 | | \$ 2 | 916.939 | 533 | ,478,051 | 151 | 1,706,742 | 450 | ,367,170 | 89 | .402.322 | 32 | 9,769,492 |

All figures in \$000's

Page 1 of 1 Report: CR_8486

Summary of Fall 2020 SCBA Recommendations

Contents

| Summary of Recommended Fall 2020 SCBA Adjustments | 2 |
|--|----|
| Breakdown of Fall 2020 SCBA Adjustments | 2 |
| 3.1 New Profiles Recommended for Funding | 2 |
| New Profiles Requesting New Funding | 3 |
| New standalone Profiles Requesting Funding from Existing Composites | 3 |
| 3.2 Scope Changes | 4 |
| Scope Change Increases Requesting New Funding | 5 |
| Scope Change Increases Requesting Funding From Existing Budget | 5 |
| 3.3 Recosting | 6 |
| Recosting Increases Requesting New Funding | 6 |
| Recosting Increases Requesting Funding from Existing Approved Budget | 7 |
| Recosting Decreases - Funding Releases | 7 |
| 3.4 Historical Adjustments | 7 |
| 3.5 Funding Source Adjustments (Council) | 7 |
| 3.6 Transfers in Excess of \$2 Million Between Profiles | 8 |
| 3.7 Transfers from Capital to Operating | 8 |
| 3.8 Transfers from Operating to Capital | 8 |
| 3.9 Project Development and Delivery Model Adjustments | 8 |
| 3.10 Municipal Stimulus Program Adjustments | 8 |
| New Profiles and Scope Changes to Existing Profiles (MSP) | 9 |
| Funding Releases with MSP Replacement Adjustments | 10 |

Page 1 of 11 Report: CR_8486

Summary of Recommended Fall 2020 SCBA Adjustments

The following is a high level summary of the total impact to the 2019-2022 approved capital budget from the Detailed Fall 2020 SCBA Adjustment Report in Attachment 3.

| No. | Budget Adjustment Type | Impact to 2019-2022 Capital Budget (\$millions) |
|------|---|--|
| 3.1 | New Profiles Recommended for Funding | \$1.3 |
| 3.2 | Scope Changes | \$14.5 |
| 3.3 | Recosting | <\$6.3> |
| 3.4 | Historical Adjustments | \$ - |
| 3.5 | Funding Source Adjustments (Council) | \$ - |
| 3.6 | Transfers in Excess of \$2 Million Between Profiles | \$ - |
| 3.7 | Transfers from Capital to Operating | <\$1.4> |
| 3.8 | Transfers from Operating to Capital | \$ - |
| 3.9 | Project Development and Delivery Model Adjustments | \$ - |
| 3.10 | Municipal Stimulus Program Adjustments | \$65.7 |
| | Totals | \$73.8 |

Breakdown of Fall 2020 SCBA Adjustments

The following is a high level summary for each of the categories of the Fall 2020 SCBA shown in the Detailed Fall 2020 SCBA Adjustment Report in Attachment 3.

3.1 New Profiles Recommended for Funding

New profiles recommended for funding are categorized as profiles requesting new funding, and new standalone profiles requesting funding from existing composite profiles. The latter category includes profiles that are at Checkpoint 3 of the PDDM process and are seeking a transfer of delivery dollars from an existing approved composite profile.

Page 2 of 11 Report: CR_8486

New profiles recommended for funding will result in a net increase of \$1.3 million to the 2019-2022 Approved Capital Budget and have no impact on the corporate capital funding pool or the tax-levy. Attachment 4's capital profiles include additional information for each project.

| | Impact to 2019-2022 Capital Budget (\$millions) |
|---|--|
| Total Value of New Capital Profiles | \$39.9 |
| Less: New Capital Profiles funded with transfers from existing approved budgets | <\$38.6> |
| Net Impact to the Approved 2019-2022 Capital Budget | \$1.3 |

New Profiles Requesting New Funding

Administration is recommending Council approve \$1.3 million in new funding for one new capital profile. The new profiles recommended for funding include:

3.1-1. 20-20-2024 - North East Pedestrian Bridge (\$4.4 million)

This new profile request is for the planning and design (Checkpoints 1 to 3) of the Northeast Edmonton/Strathcona County Pedestrian/Cyclist Footbridge over the North Saskatchewan River. Total funding required to advance to checkpoint 3 is \$4,400,500. Of this amount, \$2,923,000 is provided from existing Pay-As-You-Go funding transferred from currently approved capital profiles, \$133,000 is from existing partnership funding transferred from currently approved capital profiles, and the remaining \$1,344,500 is funded with new partnership funding from the River Valley Alliance and Strathcona County.

New standalone Profiles Requesting Funding from Existing Composites

The following capital profiles propose funding derived from the transfer of existing funding from approved composite capital profiles. They describe projects originally within the scope of the approved composite profiles that have completed a sufficient level of planning and design (reached Checkpoint 3) and are being created as a standalone profile in compliance with capital budget practices (\$2 million or greater for growth and \$5 million or greater for renewal projects).

Page 3 of 11 Report: CR_8486

| Ref | Profile Number | Profile Name | Amount (\$millions) |
|-------|-------------------|--|------------------------|
| 3.1-1 | 20-10-9002 | Fire Station No.3 Rehabilitation | \$7.0 |
| 3.1-2 | 20-10-9004 | Fort Edmonton Park Rehabilitation | \$6.9 |
| 3.1-3 | 20-10-9003 | Fire Station No.19 Rehabilitation | \$6.8 |
| 3.1-4 | 20-10-9005 | Callingwood Arena Rehabilitation | \$6.6 |
| 3.1-5 | 20-10-9001 | O'Keefe Maintenance Yard OH&S Improvements | \$3.3 |
| 3.1-6 | 20-30-9202 | South Haven and Northern Lights Cemetery Expansion | \$3.0 |
| 3.1-7 | 20-60-1620 | In-Car Video (EPS) | \$2.0 |
| | | Total | \$35.6 |

3.2 Scope Changes

Scope change adjustments are required when profiles have increased or decreased projected costs to accommodate a change in scope. Recommended scope changes are further categorized as follows:

- Scope change increases requesting new funding
- Scope change increases requesting funding be transferred from an existing approved budget

Scope changes recommended in the Fall 2020 SCBA will result in a net \$14.5 million increase to the 2019-2022 Approved Capital Budget and have no impact on the corporate capital funding pool or the tax-levy.

A breakdown of all recommended Scope change adjustments can be found in the Detailed Fall 2020 SCBA Adjustment Report in Attachment 3.

| | Impact to 2019-2022 Capital Budget (\$millions) |
|---|--|
| Total Value of Scope Change Increases | \$15.4 |
| Less: Scope Change Increases funded with transfers from existing approved budgets | <\$0.9> |

Page 4 of 11 Report: CR_8486

| Net Impact to Approved 2019-2022 Capital Budget | \$14.5 |
|---|--------|
| | |

Scope Change Increases Requesting New Funding

Scope changes recommended for new funding are as follows:

3.2-1. CM-20-0052 - Library Furniture and Equipment (\$10.4 million)

This change in scope is required for additional furniture and equipment expenditures related to Milner Library Fit Up, which is separate from the Milner Construction Project. These costs are to be funded through Pay As You Go Library, Partnership Funding and Other Provincial Grants. The EPL Library Board approved the funding for this project and this adjustment is to adjust the profile to the full budget.

3.2-2. <u>19-22-9003 - 105 Avenue Streetscape (\$4.0 million)</u>

This change in scope is to fund sewer separation and low impact development drainage improvements between 109 Street and 116 Street. The \$4.0 million budget request is funded entirely with developer financing contributions from EPCOR.

3.2-3. 15-75-5071 - Queen Elizabeth Planetarium Renewal (\$0.05 million)

This change in scope is to include a washroom. The \$50,000 budget request is funded entirely by partnership contributions from the Telus World of Science.

3.2-4. CM-32-0000 - Open Space: Parks - Renewal (\$5,800)

This change in scope is to include the installation of a 4-way bouncing teeter within the Prince Charles Neighbourhood playground. The \$5,800 budget request is funded entirely by a memorial partner contribution received in 2020.

Scope Change Increases Requesting Funding From Existing Budget

Scope changes recommended to be funded with a transfer from an existing approved budget (and therefore have no impact to the City's overall capital budget) are as follows:

3.2-5. <u>20-40-9021 - NARP Recon - King Edward Park Alleys (\$0.9 million)</u>

This change in scope is to add the EPCOR King Edward Park Alley Pilot to the existing King Edward Park Neighbourhood Renewal project. The \$933,000 budget request is funded with a transfer from existing capital profile "CM-25-0000 - Transportation: Neighbourhoods - Renewal".

3.2-6. <u>CM-74-4100 - Downtown CRL (\$1.5 million)</u>

This change in scope is to include \$1.5 million of work related to Downtown Stormwater Drainage Servicing to the currently approved Downtown CRL Capital Profile. This project will include delivery of a new section of storm sewer on 104 Street south of Jasper Avenue. No additional funding is required to deliver this project, as the

Page 5 of 11 Report: CR_8486

current profile has sufficient funds available due to the deferral of Jasper Avenue Avenue New Vision Phase 3.

3.3 Recosting

Recosting adjustments are required when an approved capital project is projected to be over or under budget. This can occur when tenders on capital projects are well over/under the budgeted projection. Recommended recosting adjustments are categorized as:

- Recosting increases requesting new funding
- Recosting increases requesting funding to be transferred from an existing approved budget
- Recosting decreases funding released

Recosting changes recommended in the Fall 2020 SCBA will result in a net \$6.3 million decrease to the 2019-2022 Approved Capital Budget.

A breakdown of all recommended Recosting adjustments can be found in the Detailed Fall 2020 SCBA Adjustment Report in Attachment 3.

| | Impact to 2019-2022 Capital Budget (\$millions) |
|--|--|
| Total Value of Recosting Increases | \$3.1 |
| Less: Recosting Increases funded with transfers from existing approved budgets | <\$3.0> |
| Sub-total - Net value of Recosting Increases | \$0.1 |
| Total Value of Recosting Budget Releases | <\$6.4> |
| Net Impact to Approved 2019-2022 Capital Budget | <\$6.3> |

Recosting Increases Requesting New Funding

Recosting adjustments recommended for new funding are as follows:

3.3-1. <u>12-66-1454 - 91 St: 25 - 41 Ave SW (\$0.1 million)</u>

This recosting adjustment is to complete landscaping on Ewing Trail and 41 Avenue SW. The landscaping was completed but has suffered damages due to drainage issues in boulevards. The total planned expenditure will be \$257,000 to complete this project (\$157,000 current approved funding plus \$100,000 in new funding). This \$100,000 budget request is funded with new Developer Arterial Roadway Assessment funding.

Page 6 of 11 Report: CR_8486

Recosting Increases Requesting Funding from Existing Approved Budget

Recosting adjustments requesting a transfer from an existing approved budget (and therefore have no impact to the City's overall capital budget) are as follows:

3.3-2. <u>20-24-0200 - Duggan Bridge Replacement (\$3.0 million)</u>

This recosting adjustment is related to an updated estimate for construction on the replacement of the Duggan Bridge. The original budget of \$9.0 million was based on the preliminary design report estimate. This estimate has been updated based on anticipated tender values, resulting in a request for a budget increase of \$3.0 million. This increase is to be funded from profile CM-24-0000 Transportation: Bridges & Auxiliary Structures - Renewal.

Recosting Decreases - Funding Releases

Recosting adjustments that result in a net decrease to the City's approved capital budget are as follows:

3.3-3. <u>CM-66-2721 - Snow Plow and Clearing (<\$4.0 million>)</u>

This recosting adjustment is to release \$3,972,665 of funding from capital profile "CM-66-2721 - Snow Plow and Clearing" to the corporate pool. The scope of this profile was related to the Calcium Chloride program, which was paused by Council.

3.3-4. CM-61-3616 - Bus Safety & Security Enhancements (<\$2.4 million>)

This rescosting adjustment is to release \$2.4 million of funding from capital profile "CM-61-3616 - Bus Safety & Security Enhancements" to the corporate pool. The profile is expected to be completed earlier than anticipated and under budget.

3.4 Historical Adjustments

This type of adjustment occurs when a change in a funding source in past years requires an adjustment to the overall budget of a profile. For example, changes in projected partnership funding or developer financing could occur throughout the lifetime of the capital profile, or the City may receive additional grant funding.

There are no Historical Adjustments recommended in the Fall 2020 SCBA.

3.5 Funding Source Adjustments (Council)

This type of adjustment is strictly for funding source adjustments that result in no change to the overall budget of a profile, however requires Council approval because they involve reserve funding or debt funding. Composite profiles are also included as part of this process. All sources of funding adjustments will result in an overall adjustment balance of \$0.

A breakdown of recommended Funding Source Adjustments (Council) can be found in the Detailed Fall 2020 SCBA Report in Attachment 3.

Page 7 of 11 Report: CR_8486

3.6 Transfers in Excess of \$2 Million Between Profiles

Approved profiles with transfers between them that exceed \$2 million need to be approved by City Council. The net result is an overall adjustment of \$0 to the 2019-2022 Approved Capital Budget. The majority of items in this category are related to realignment of budgets to match actual expenditures. Some transfers that are under \$2 million are also included within this category due to the type of funding source or additional transparency.

A breakdown of recommended Transfers in Excess of \$2 million Between Profiles can be found in the Detailed Fall 2020 SCBA Report in Attachment 3.

3.7 Transfers from Capital to Operating

This type of adjustment is to recognize the reallocation of capital expenditures to operating. There are \$1.4 million in capital expenditures being recommended to be transferred to operating, with no impact to the overall tax-levy.

A breakdown of recommended Transfers from Capital to Operating can be found in the Detailed Fall 2020 SCBA Report in Attachment 3.

3.8 Transfers from Operating to Capital

There are no Transfers from Operating to Capital recommended in the Fall 2020 SCBA.

3.9 Project Development and Delivery Model Adjustments

Approved by City Council at the April 25, 2017 meeting, Capital Project Governance Policy C591 implemented the Project Development and Delivery Model (PDDM) to ensure that all capital projects (infrastructure, fleet and equipment, information technology and land) follow a phased approach that includes formal checkpoint reviews as projects progress through their lifecycle (strategy, concept, design, build and operate). As the majority of projects approved in the 2015-2018 capital budget predate this policy, a number of profiles were advanced without the benefit of this process to define scope, schedule and budget. These adjustments allow for consistent measuring of all capital profiles in accordance with the PDDM model.

There are no PDDM Adjustments recommended in the Fall 2020 SCBA.

3.10 Municipal Stimulus Program Adjustments

On July 28, 2020, the Government of Alberta announced the Municipal Stimulus Program (MSP), providing additional capital infrastructure funding to municipalities. The City of Edmonton was allocated \$115.6 million from this program. On September 21, 2020, City Council approved allocation of the funding for \$65.7 million in new projects and \$49.9 million for projects that were previously approved in the capital budget but were being considered for reduction to address operating budget shortfalls. The new projects were in the categories of rural and industrial road upgrading, affordable housing, and open spaces. The projects being considered for reduction, but funded through MSP, were industrial neighbourhood rehabilitation overlay and arterial renewal projects. Funding these projects through MSP allowed for the release of operating contributions of \$49.9 million to the capital corporate pool. As discussed with Council on September 21, these original funding sources will remain unallocated within their respective reserves to offset future operating budget impacts of COVID-19 as required. Neighbourhood

Page 8 of 11 Report: CR_8486

renewal funding of \$17.0 million would remain unallocated within the Neighbourhood Renewal Reserve and pay-as-you-go funding of \$32.9 million previously allocated to arterial renewal would remain unallocated within the Pay-as-You-Go Capital Reserve.

The required adjustments to update the City's capital budget for these MSP funding allocations are included in Attachment 3.

| | Impact to 2019-2022 Capital Budget (\$millions) |
|--|--|
| Total Value of New Municipal Stimulus Program Funding | \$115.6 |
| Less: Corporate Pool Funding released and held to address COVID-19 operating budget shortfalls in 2021 and beyond. | <\$49.9> |
| Net Impact to Approved 2019-2022 Capital Budget | \$65.7 |

New Profiles and Scope Changes to Existing Profiles (MSP)

New profiles and scope changes to existing profiles due to Municipal Stimulus Program Funding are as follows:

3.10-1. CM-40-9001 - Rural and Industrial Road Upgrading (\$43.4 million)

Recognition of the Government of Alberta's Municipal Stimulus Program (MSP) funding for the paving of oil and gravel roads with associated localized roadway improvements in rural and industrial areas.

These new capital projects include upgrades in Mistatim, Southeast Industrial and Winterburn, as well as various other industrial areas, while the rural road upgrading would take place in various sections of the City.

3.10-2. 19-90-4100 - Affordable Housing Land Acquisition & Site Development (\$16.0 million)

Recognition of the Government of Alberta's Municipal Stimulus Program (MSP) funding for affordable housing. The project scope has two components - renewal and rehabilitation of existing buildings and new construction of modular housing units.

Renewal and Rehabilitation of Existing Buildings: This component includes approximately 26 affordable housing buildings, 1,467 units, over 118,000 SQ.M of building space that have been identified for renewal and rehabilitation. The proposed project scope includes building improvements such as the replacement of furnaces, hot water tanks, doors, windows, exterior decks, roofs and other structural components of the buildings.

New Construction of Modular Housing Units: The component will create approximately 50 units of below-market housing in a 4-storey building, on a site that is

Page 9 of 11 Report: CR_8486

pre-zoned. The City will retain ownership of the land and lease/sell the building to non-market housing providers for a nominal amount.

3.10-3. CM-32-0000 - Open Spaces: Parks - Renewal (\$6.3 million)

Recognition of the Government of Alberta's Municipal Stimulus Program (MSP) funding for neighbourhood park renewal, naturalization and tree canopy expansion.

This project allows for the renewal of neighbourhood park elements, including playgrounds, that will be prioritized based on poor asset condition as well as other community indicators such as socio-economic factors. This also includes naturalizing mowed sites, increased tree planting in parks, and expansion of the urban forest.

Funding Releases with MSP Replacement Adjustments

Funding releases that were subsequently re-funded with Municipal Stimulus Program funding are as follows:

3.10-4. CM-25-0000 - Transportation: Neighbourhoods - Renewal (\$17.0 million)

Change in funding through the Government of Alberta's Municipal Stimulus Program (MSP) funding for road renewal including repaving with concrete, sidewalk and structure spot repairs to address safety hazards.

The Industrial Neighbourhood Rehabilitation Overlay was originally budgeted and largely tax-funded within the Neighbourhood Renewal Program. This was one of the projects considered for reduction from the approved capital budget in response to the current fiscal environment and impacts of COVID-19.

The change in funding to MSP provides an opportunity to fund projects that were identified to be cut from the capital budget as a result of the ongoing financial challenges and impacts of COVID-19.

3.10-5. CM-22-0000 - Transportation: Goods Movement - Arterial Renewal (\$33.5 million)

Change in funding through the Government of Alberta's Municipal Stimulus Program (MSP) funding to address Edmonton's major road infrastructure needs via the renewal and rebuilding of roads, sidewalks, and streetlights.

The Arterial Renewal Program was originally budgeted and funded through the Municipal Sustainability Initiative (MSI) and Pay-As-You-Go. Also, this was one of the programs considered for reduction from the approved capital budget in response to the current fiscal environment and impacts of COVID-19.

The change in funding to MSP provides an opportunity to fund projects that were identified to be cut from the capital budget as a result of the ongoing financial challenges and impacts of COVID-19. Further, the release of the MSI funding would be used to replace Pay-As-You-Go funding of other capital budgets to achieve operating contribution savings.

Page 10 of 11 Report: CR_8486

Attachment #2

A breakdown of recommended Municipal Stimulus Program Funding Adjustments can be found in the Detailed Fall 2020 SCBA Adjustments Report in Attachment 3. New capital profiles recommended for funding with MSP funding can be found in Attachment 4.

Page 11 of 11 Report: CR_8486

| Reason for Request and Financial Implications | Profile Number | Profile Name | Profile Branch | Funding Source | 2020 | 2021 | 2022 | 2023 | Total |
|--|---|--|--|--|-----------------|---|---|--|--|
| d-Alone Profiles Requesting New Funding | | | | | | | | | |
| This new profile request is for the planning and design (Checkpoints 1 to 3) of the Northeast Edmonton/Strathcona County Pedestrian/Cyclist Footbridge over the North | 20-20-2024 | North East Pedestrian Bridge | IIS - Infrastructure Planning & Design | Partnership Funding | - | 1,477,500 | - | - | 1,477,500 |
| checkpoint 3 is \$4,400,500. Of this amount, \$2,923,000 is provided from existing Pay-As-You-Go funding transferred from | | | | Pay-As-You-Go | 500,000 | 522,500 | 1,900,500 | - | 2,923,000 |
| artnership funding transferred from currently approved capital rofiles, and the remaining \$1,344,500 is funded with new artnership funding from the River Valley Alliance and | CM-30-3131 | River Valley Alliance Phase 2- Planning and Design | IIS - Building Great Neighbourhoods & Open Spaces | Pay-As-You-Go | (77,000) | (522,500) | (1,900,500) | - | (2,500,000 |
| | 17-28-6200 | RVA Phase 2 - Planning & Design | IIS - Infrastructure Planning & Design | Partnership Funding | - | (133,000) | - | - | (133,000) |
| | 16-17-6130 | East End Trails | IIS - Infrastructure Delivery | Pay-As-You-Go | (423,000) | - | - | - | (423,000) |
| | | | | | - | 1,344,500 | - | - | 1,344,500 |
| | New Stand-Alo | ne Profiles Requestin | g New Funding | | - | 1,344,500 | - | - | 1,344,500 |
| d-Alone Profiles Requesting Funding from Existing Composit | es | | | | | | | | |
| The Fire Station 3 project has reached Checkpoint 3 of the | 20-10-9002 | Fire Station No.3 Rehabilitation | IIS - Infrastructure Delivery | Pay-As-You-Go | 80,023 | 11,000 | 325,148 | 232,373 | 648,544 |
| standalone profile as the project is over the \$2 million threshold for growth. | | | | Munc Sustain. Initiative - MSI | 682,104 | 209,000 | | - | 891,104 |
| - | | | | MSI Replacement | - | - | 3,739,202 | 1,704,066 | 5,443,268 |
| | CM-10-1010 | Facility: Planning and Design - Growth | IIS - Infrastructure Planning & Design | Pay-As-You-Go | (60,023) | - | - | | (60,023) |
| | CM-11-0000 | Facility: Safety and Security - Renewal | IIS - Infrastructure Planning & Design | Munc Sustain. Initiative - MSI | (682,104) | (209,000) | - | - | (891,104) |
| | | | | MSI Replacement | - | - | (3,739,202) | (1,704,066) | (5,443,268) |
| | CM-99-9000 | Infrastructure Delivery - Growth | IIS - Infrastructure Planning & Design | Pay-As-You-Go | (20,000) | (11,000) | (325,148) | (232,373) | (588,521) |
| | d-Alone Profiles Requesting New Funding This new profile request is for the planning and design (Checkpoints 1 to 3) of the Northeast Edmonton/Strathcona County Pedestrian/Cyclist Footbridge over the North Saskatchewan River. Total funding required to advance to checkpoint 3 is \$4,400,500. Of this amount, \$2,923,000 is provided from existing Pay-As-You-Go funding transferred from currently approved capital profiles, \$133,000 is from existing partnership funding transferred from currently approved capital profiles, and the remaining \$1,344,500 is funded with new partnership funding from the River Valley Alliance and Strathcona County. d-Alone Profiles Requesting Funding from Existing Composit The Fire Station 3 project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new standalone profile as the project is over the \$2 million threshold | ### Alone Profiles Requesting New Funding This new profile request is for the planning and design (Checkpoints 1 to 3) of the Northeast Edmonton/Strathcona County Pedestrian/Cyclist Footbridge over the North Saskatchewan River. Total funding required to advance to checkpoint 3 is \$4,400,500. Of this amount, \$2,923,000 is provided from existing Pay-As-You-Go funding transferred from currently approved capital profiles, \$133,000 is from existing partnership funding transferred from currently approved capital profiles, and the remaining \$1,344,500 is funded with new partnership funding from the River Valley Alliance and Strathcona County. #### County Alliance Composites The Fire Station 3 project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new standalone profile as the project is over the \$2 million threshold for growth. CM-10-1010 | d-Alone Profiles Requesting New Funding This new profile request is for the planning and design (Checkpoints 1 to 3) of the Northeast Edmonton/Strathcona County Pedestrian/Cyclist Footbridge over the North Saskatchewan River. Total funding required to advance to checkpoint 3 is \$4,400,500. Of this amount, \$2,923,000 is provided from existing Pay-As-You-Go funding transferred from currently approved capital profiles, \$133,000 is from existing partnership funding transferred from currently approved capital profiles, and the remaining \$1,344,500 is funded with new partnership funding from the River Valley Alliance and Strathcona County. CM-30-3131 | Number Number Number Number Number Number Number Number Number Nis new profile request is for the planning and design (Checkpoints 1 to 3) of the Northeast Edmonton/Strathcona County Pedestrian/Cyclist Footbridge over the North Saskatchewan River. Total funding required to advance to checkpoint 3 is \$4.40,500. Of this amount, \$2,923,000 is provided from existing Pay-As-You-Go funding transferred from currently approved capital profiles, \$133,000 is from existing partnership funding transferred from currently approved capital profiles, and the remaining \$1,344,500 is funded with new partnership funding from the River Valley Alliance and Strathcona County. 17-28-6200 RVA Phase 2 - Planning and Design 16-17-6130 East End Trails IIS - Infrastructure Planning & Design 16-17-6130 East End Trails IIS - Infrastructure Delivery New Stand-Alone Profiles Requesting New Funding 16-17-6130 Requesting New Funding 18- Infrastructure Delivery 18- Infrastructure Planning & Design 18- Infrastructure 18- Infrastructure 18- Infrastructure 18- Infr | Number Source | Allone Profiles Requesting New Funding This new profile request is for the planning and design (Checkpoints 1 to 3) of the Northeast Edmonton/Strathcona County Pedestrian Voyelfet Footbridge over the North Rorth (Checkpoint 5) is 4,400,500. Of this amount, \$2,923,000 is provided from currently approved capital profiles, and the remaining \$1,334,000 is from existing partnership funding transferred from currently approved capital profiles, and the remaining \$1,344,500 is funded with new partnership funding fransferred from currently approved capital profiles, and the remaining \$1,344,500 is funded with new partnership funding fransferred from currently approved capital profiles, and the remaining \$1,344,500 is funded with new partnership funding from the River Valley Alliance and Strathcona County. 17-28-6200 RVA Phase 2 - Planning & Design Planni | Alone Profiles Requesting New Funding This new profile request is for the planning and design (Checkpoints 1 to 3) of the Northeast Edmonton/Strathona County Pedestrian Bridge (Checkpoints 1 to 3) of the Northeast Edmonton/Strathona County Pedestrian Cycles Footbridge over the North Saskatchewan River. Total funding required to advance to checkpoint 3 is 4,400,500. Of this amount, \$2,923,000 is provided from existing Pay-As-You-Go funding transferred from currently approved capital profiles, s133,000 is from existing partnership funding transferred from currently approved capital profiles. S130,000 is from existing partnership funding from the River Valley Alliance and Strathcona County. 17-28-6200 | Number N | Number N |

| Ref# | Reason for Request and Financial Implications | Profile | Profile Name | Profile Branch | Funding | 2020 | 2021 | 2022 | 2023 | Total | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-------|--|------------|--|---|--|-----------------------------------|-------------|-------------|------------|-----------|------------|--|--|--|--|--|--|--|---|--|--|------------------|------------------|--|---|--|--|---|---|---|--|--|--------------------|---|---|-------------|
| (ei# | Reason for Request and Financial Implications | Number | Profile Name | Profile Braffeli | Source | 2020 | 2021 | 2022 | 2023 | IOlai | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3.1-3 | The Fort Edmonton Park Multiple Facilities Rehabilitation project | 20-10-9004 | Fort Edmonton | IIS - Infrastructure | Pay-As-You-Go | 445,034 | 245,060 | - | - | 690,09 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new standalone profile as the project is over the \$5 million threshold for renewal. | | Park Rehabilitation | Delivery | Munc Sustain. Initiative - MSI | 4,005,302 | 2,205,536 | - | - | 6,210,83 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | CM-12-0000 | Facility: Service Delivery - Renewal | IIS - Infrastructure Planning & Design | Pay-As-You-Go | (445,034) | (245,060) | - | - | (690,09 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Delivery - Neriewai | Flaming & Design | Munc Sustain. Initiative - MSI | (4,005,302) | (2,205,536) | - | - | (6,210,83 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | - | - | - | - | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3.1-4 | The Fire Station 19 project has reached Checkpoint 3 of the | 20-10-9003 | Fire Station No.19 | IIS - Infrastructure | Pay-As-You-Go | 99,589 | 558,976 | 390,561 | - | 1,049,12 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | PDDM and requires approval for delivery within a new standalone profile as the project is over the \$2 million threshold for growth. | | Rehabilitation | Delivery | Munc Sustain. Initiative - MSI | 522,843 | 3,167,531 | - | - | 3,690,37 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | OM 40 4040 | | | MSI Replacement | - | - | 2,050,444 | - | 2,050,44 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | CM-10-1010 | Facility: Planning and Design - Growth | IIS - Infrastructure Planning & Design | Pay-As-You-Go | (79,589) | - | - | - | (79,589 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | CM-11-0000 | 00 Facility: Safety and Security - Renewal | | IIS - Infrastructure Planning & Design | Munc Sustain. Initiative - MSI | (522,843) | (3,167,531) | - | - | (3,690,374 | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | - | _ | | | | | | | | | | | | | , | | | Coounty Tronowar | Coounty Tronowar | | , | | | , | , | , | | | MSI Replacement | - | - | (2,050,444) |
| | | CM-99-9000 | Infrastructure Delivery - Growth | IIS - Infrastructure Planning & Design | Pay-As-You-Go | (20,000) | (558,976) | (390,561) | - | (969,53 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | - | - | - | - | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3.1-5 | The Callingwood Twin Arenas Rehabilitation project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new standalone profile as the project is over the \$5 million threshold for renewal. | 20-10-9005 | Callingwood Arena Rehabilitation | IIS - Infrastructure Delivery | Federal Gas Tax Fund | 551,800 | 5,576,634 | 52,678 | - | 6,181,11 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | Pay-As-You-Go | 338,200 | 56,330 | - | - | 394,53 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | IIS - Infrastructure Planning & Design | Federal Gas Tax Fund | (551,800) | (5,576,634) | (52,678) | - | (6,181,112 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | Pay-As-You-Go | (338,200) | (3,380) | - | - | (341,580 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | CM-21-1771 | Safety and Security for CRF | CIT - Community & Recreation Facilities | Pay-As-You-Go | - | (52,950) | - | - | (52,950 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| 2020 Fall | I SCBA Budget Adjustment Requests - COUNCIL | | | | | | | | | |
|-----------|--|-------------------|---|---|-------------------------------------|-------------|-------------|----------|------|-------------|
| Ref# | Reason for Request and Financial Implications | Profile Number | Profile Name | Profile Branch | Funding Source | 2020 | 2021 | 2022 | 2023 | Total |
| 3.1-6 | The O'Keefe OHS Improvements and Renovation project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new standalone profile as the project is over the \$2 million threshold for growth. | 20-10-9001 | O'Keefe Maintenance Yard OH&S Improvements | IIS - Infrastructure Delivery | Pay-As-You-Go | 1,244,557 | 2,005,247 | 50,135 | - | 3,299,939 |
| | | CM-10-1010 | Facility: Planning and Design - Growth | IIS - Infrastructure Planning & Design | Pay-As-You-Go | (241,000) | - | - | - | (241,000) |
| | | CM-13-0000 | Facility: Service Support - Renewal | IIS - Infrastructure Planning & Design | Pay-As-You-Go | (131,938) | - | - | - | (131,938) |
| | | CM-99-9000 | Infrastructure Delivery - Growth | IIS - Infrastructure Planning & Design | Pay-As-You-Go | (871,619) | (2,005,247) | (50,135) | - | (2,927,001) |
| | | | | | | - | - | - | - | - |
| 3.1-7 | The South Haven and Northern Lights Cemetery Expansion project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new standalone profile as the project is over the \$2 million threshold for growth. | 20-30-9202 | South Haven and Northern Lights Cemetery Expansion | IIS - Building Great Neighbourhoods and Open Spaces | Pay-As-You-Go | 200,000 | 2,750,000 | 50,000 | - | 3,000,000 |
| | | CM-99-9000 | Infrastructure Delivery - Growth | IIS - Infrastructure Planning & Design | Pay-As-You-Go | (200,000) | (2,750,000) | (50,000) | - | (3,000,000) |
| | | | | | | - | - | - | - | - |
| 3.1-8 | This profile is to equip police vehicles with a video system which will capture events and provide an audio/visual record of events within the viewing area of the cameras as they occur. The \$2 million budget request is funded with a transfer from existing | 20-60-1620 | In-Car Video | BAC - Police Service | PAYG Capital Reserve - Police | 1,000,000 | 1,000,000 | - | - | 2,000,000 |
| | capital profile "CM-60-1765 - Vehicle Replacements". It is estimated that the total budget requirement for In Car Video will be \$5.1 million. The source of the additional \$3.1 million will be confirmed during the 2021 SCBA process. | CM-60-1765 | Vehicle Replacements | BAC - Police Service | PAYG Capital Reserve - Police | (1,000,000) | (1,000,000) | - | - | (2,000,000) |
| | | | | | | - | - | - | - | - |
| | | New Stand-Alo | ne Profiles Requestin | g Funding from Existi | ng Composites | - | - | - | - | |

| 2020 Fal | I SCBA Budget Adjustment Requests - COUNCIL | | | | | | | | | |
|----------|---|-------------------|---|---|------------------------------|------------|------|------|------|------------|
| Ref# | Reason for Request and Financial Implications | Profile Number | Profile Name | Profile Branch | Funding Source | 2020 | 2021 | 2022 | 2023 | Total |
| Scope Cl | hange Increases Requesting New Funding | | | | | | | | | |
| 3.2-1 | This change in scope is required for additional furniture and equipment expenditures related to Milner Library Fit Up, which is | | Library Furniture and Equipment | BAC - Public Library | Pay-As-You-Go - Library | 7,722,055 | - | - | - | 7,722,055 |
| | separate from the Milner Construction Project. These costs are to be funded through Pay As You Go Library, Partnership Funding and Other Provincial Grants. The EPL Library Board | | | | Partnership Funding | 1,191,400 | - | - | - | 1,191,400 |
| | approved the funding for this project and this adjustment is to true up the profile to the full budget. This adjustment will increase the total project budget to account for the expenditures that are to be funded by Library Reserves and Partnership Funding. | | | | Other Grants - Provincial | 593,389 | - | - | - | 593,389 |
| | | | | | Pay-As-You-Go - Library | 925,000 | - | - | - | 925,000 |
| | | | | | | 10,431,844 | - | - | - | 10,431,844 |
| 3.2-2 | This change in scope is to fund sewer separation and low impact development drainage improvements between 109 street and 116th street. The \$4.0 million budget request is funded entirely with developer financing contributions from EPCOR. | 19-22-9003 | 105 Avenue Streetscape | IIS - Infrastructure Delivery | Developer Financing | 4,000,000 | - | - | - | 4,000,000 |
| | | | | | | 4,000,000 | - | - | - | 4,000,000 |
| 3.2-3 | This change in scope is to include a washroom. The \$50,000 budget request is funded entirely by partnership contributions from the Telus World of Science. | 15-75-5071 | Queen Elizabeth Planetarium Renewal | IIS - Infrastructure Delivery | Partnership Funding | 50,000 | - | - | - | 50,000 |
| | | | | | | 50,000 | - | - | - | 50,000 |
| 3.2-4 | This change in scope is to include the installation of a 4-way bouncing teeter within the Prince Charles Neighbourhood playground. The \$5,800 budget request is funded entirely by a memorial partner contribution received in 2020. | CM-32-0000 | Open Space: Parks - Renewal | IIS - Infrastructure Planning & Design | Partnership Funding | 5,800 | - | - | - | 5,800 |
| | | | | | | 5,800 | - | - | - | 5,800 |
| | | Scope Change | Increases Requesting | g New Funding | | 14,487,644 | - | - | - | 14,487,644 |

| 2020 Fal | I SCBA Budget Adjustment Requests - COUNCIL | | | | | | | | | |
|----------|---|-------------------|--|---|------------------------------------|-----------|-----------|------|------|-----------|
| Ref# | Reason for Request and Financial Implications | Profile Number | Profile Name | Profile Branch | Funding Source | 2020 | 2021 | 2022 | 2023 | Total |
| Scope Cl | nange Increases Requesting Funding From Existing Budget | | | | | | | | | |
| 3.2-5 | This change in scope is to add the EPCOR King Edward Park Alley Pilot to the existing King Edward Park Neighbourhood Renewal project. The \$933,000 budget request is funded with a | 20-40-9021 | NARP Recon - King Edward Park Alleys | | Neighborhood Renewal Reserve | 240,000 | 693,000 | - | - | 933,000 |
| | transfer from existing capital profile "CM-25-0000 - Transportation: Neighbourhoods - Renewal". | CM-25-0000 | Transportation: Neighbourhoods - Renewal | IIS - Building Great Neighbourhoods and Open Spaces | Neighborhood Renewal Reserve | (240,000) | (693,000) | - | - | (933,000) |
| | | | | | | - | - | - | - | - |
| | This change in scope is to include \$1.5 million of work related to Downtown Stormwater Drainage Servicing to the currently approved Downtown CRL Capital Profile. This project will include delivery of a new section of storm sewer on 104th Street south of Jasper Avenue. No additional funding is required to deliver this project, as the current profile has sufficient funds available due to the deferral of Jasper Avenue Avenue New Vision Phase 3. | | Downtown CRL | Capital City Downtown CRL | Debt CRL Downtown | 0 | - | - | - | 0 |
| | | | | | | 0 | - | - | - | 0 |
| | | Scope Change | Increases Requesting | Funding From Existi | ing Budget | 0 | - | - | - | 0 |
| Recostin | g Increases - Requesting New Funding | | | | | | | | | |
| 3.3-1 | This recosting adjustment is to complete landscaping on Ewing Trail and 41 Avenue SW. The landscaping was completed but has suffered damages due to drainage issues in boulevards. The total planned expenditure will be \$257,000 to complete this project (\$157,000 current approved funding plus \$100,000 in new funding). This \$100,000 budget request is funded with new Developer ARA funding. | 12-66-1454 | 91 St: 25 - 41 Ave SW | IIS - Infrastructure Delivery | Developer ARA | - | 100,000 | - | - | 100,000 |
| | | | | | | - | 100,000 | - | - | 100,000 |
| | | | eases - Requesting Ne | - " | | | 100,000 | | | 100,000 |

| Ref# | Reason for Request and Financial Implications | Profile Number | Profile Name | Profile Branch | Funding Source | 2020 | 2021 | 2022 | 2023 | Total |
|----------|--|-------------------|--|---|-----------------------------------|-------------|-------------|-------------|------|------------|
| Pacastin | g Increases Requesting Funding from Existing Approved Bud | | | | Source | | | | | |
| | | | | | | | | | | |
| 3.3-2 | This recosting adjustment is related to an updated estimate for construction on the replacement of the Duggan Bridge. The original budget of \$9.0 million was based on the preliminary | 20-24-0200 | Duggan Bridge Replacement | IIS - Infrastructure Delivery | Munc Sustain. Initiative - MSI | - | 2,250,000 | 450,000 | - | 2,700,00 |
| | design report estimate. This estimate has been updated based on anticipated tender values, resulting in a request for a budget | | | | Pay-As-You-Go | - | 250,000 | 50,000 | - | 300,00 |
| | increase of \$3.0 million. This increase is to be funded from profile CM-24-0000 Transportation: Bridges & Auxilliary Structures - Renewal. | CM-24-0000 | Transportation: Bridges & Auxiliary Structures - | IIS - Infrastructure Planning & Design | Munc Sustain. Initiative - MSI | - | (2,250,000) | (450,000) | - | (2,700,000 |
| | | | Renewal | | Pay-As-You-Go | - | (250,000) | (50,000) | - | (300,000 |
| | | | | | | - | - | - | - | |
| | | Recosting Incre | eases Requesting Fun | ding from Existing Ap | proved Budget | - | - | - | - | |
| Recostin | g Decreases - Funding Releases | | | | | | | | | |
| 3.3-3 | This recosting adjustment is to release \$3,972,665 of funding from capital profile "CM-66-2721 - Snow Plow and Clearing" back to the corporate pool. The scope of this profile was related to the Calcium Chloride program, which was subsequently paused by Council. | CM-66-2721 | Snow Plow and Clearing | OPS - Parks & Roads Services | Pay-As-You-Go | (1,937,665) | (1,017,500) | (1,017,500) | - | (3,972,665 |
| | | | | | | (1,937,665) | (1,017,500) | (1,017,500) | - | (3,972,665 |
| 3.3-4 | This rescosting adjustment is to release \$2.4 million of funding from capital profile "CM-61-3616 - Bus Safety & Security Enhancements" back to the corporate pool. The profile is expected to be completed early, and under budget. | CM-61-3616 | Bus Safety & Security Enhancements | OPS - Edmonton Transit | Pay-As-You-Go | (50,000) | (2,350,000) | - | - | (2,400,000 |
| | | | | | | (50,000) | (2,350,000) | - | - | (2,400,000 |
| 3.3-5 | This recosting adjustment is to release \$37,167 of partnership funding from the approved capital profile. All available partnership funding has been utilized for this project. | CM-32-0000 | Open Space: Parks - Renewal | IIS - Infrastructure Planning & Design | Partnership Funding | (37,167) | - | - | - | (37,167 |
| | | | | | | | | | | |

| Ref# | SCBA Budget Adjustment Requests - COUNCIL Reason for Request and Financial Implications | Profile | Profile Name | Profile Branch | Funding | 2020 | 2021 | 2022 | 2023 | Total |
|--------|--|----------------|--|-----------------------------------|------------------------|-------------------------|-------------|-------------|------|-----------|
| Rei# | Reason for Request and Financial Implications | Number | Profile Name | Profile Branch | Source | 2020 | 2021 | 2022 | 2023 | Total |
| 3.3-6 | This recosting adjustment is to release \$3,103 of Federal Grant funding from the capital profile related to the Symbol Smart App component of the Resiliency project due to costs being lower than expected. | CM-60-1461 | Police IT - Applications Enhancement | BAC - Police Service | Federal Grant | (3,103) | - | - | - | (3,100 |
| | | | | | | (3,103) | - | - | - | (3,10 |
| | | Recosting Deci | reases - Funding Rele | eases | | (2,027,935) | (3,367,500) | (1,017,500) | - | (6,412,93 |
| unding | Source Adjustments (Council) | | | | | | | | | |
| 3.5-1 | This Funding Source Adjustment is to add \$1.0 million in Partnership Funding to the Lewis Farms Community Rec Centre and Library project. This will be offset with a \$1.0 million reduction in Tax-supported debt, which will reduce the | 15-21-5785 | Lewis Farms Community Recreation Centre and Library | IIS - Infrastructure Delivery | Partnership Funding | 1,000,000 | - | - | - | 1,000,00 |
| | borrowings on this profile. The Partnership Funding relates to design work and was received from Edmonton Catholic School District in 2020. | | | | Tax-Supported Debt | (1,000,000) | - | - | - | (1,000,00 |
| | | | | | | - | - | - | - | |
| 3.5-2 | This Funding Source Adjustment is to swap \$743,084 of Quarters CRL Debt funding, with \$743,084 of Quarters CRL Reserve funding. This adjustment is required in order to fund a grant payment related to the Brighton Block which is operating in nature, and therefore debt is not an eligible funding source. The Brighton Block is a designated Municipal Historic Resource that has undergone extensive rehabilitation. The property owner | | The Quarters Downtown - Phase II | UF - The Quarters Downtown CRL | Debt CRL Quarters | (743,084) | - | - | - | (743,084 |
| | is seeking a grant for eligible costs under the Heritage Fund's Maintenance Incentive Program. The eligible costs exceed the program's \$50,000 limit and this transfer makes it possible for the grant to be funded by the Quarters CRL as a development incentive while being administered by the Heritage Fund program. | | | | | Quarters CRL Reserve | 743,084 | - | - | - |
| | The related adjustment to transfer this \$743,084 from the capital to the operating budget can be found in the "Transfers from Capital to Operating" section of this report under Ref# 3.7-1 (change request number "SCBA-C-2020-00129"). | | | | | | | | | |
| | | | | | | - | - | - | - | |

| D-64 | Bassan for Barras t and Financial localizations | Due Cile | Due Gle Name | Due Gle Due well | E | 2020 | 0004 | 0000 | 0000 | T-4-1 |
|------------------|--|-------------------|--|---|-------------------------|-----------|-------------|-------------|------|-------------|
| Ref# | Reason for Request and Financial Implications | Profile Number | Profile Name | Profile Branch | Funding Source | 2020 | 2021 | 2022 | 2023 | Total |
| 3.5-3 | This Funding Source Adjustment is to swap \$412,000 of Quarters CRL Debt funding, with \$412,000 of Quarters CRL Reserve funding. This adjustment is required in order to fund a grant towards the GWG building leasehold improvements for the | 15-74-4031 | The Quarters Downtown - Phase II | UF - The Quarters Downtown CRL | Debt CRL Quarters | (412,000) | - | - | - | (412,000 |
| | Edmonton Downtown Farmers Associations. This grant payment is operating in nature, and therefore debt is not an eligible funding source. | | | | Quarters CRL Reserve | 412,000 | - | - | - | 412,000 |
| | As the sub-tenant, the Association is seeking a grant to cover renovation costs that enable the tenant to operate. The Quarters CRL can fund the request as a development incentive as the farmer's market achieves major goals of the CRL Area Plan including activation of a vacant space, attraction of thousands of Edmontonians to the area and revival of a historic building. | | | | | | | | | |
| | The related adjustment transfer this \$412,000 from the capital to the operating budget can be found in the "Transfers from Capital to Operating" section of this report under Ref# 3.7-2 (change request number "SCBA-C-2020-00134"). | | | | | | | | | |
| | | | | | | - | - | - | - | - |
| | | Funding Source | e Adjustments (Counc | ril) | | - | - | - | - | |
| ansfers | s between Profiles over \$2M | | | | | | | | | |
| ansfers 3.6-1 | This Transfer between Profiles adjustment is required to consolidate currently approved funding related to the Heritage Valley District Park into a single capital profile. Funding for this project is currently approved in three capital profiles: "18-28-1014 - Heritage Valley District Park", "CM-30-3030 - Open | 18-28-1014 | Heritage Valley District Park | IIS - Infrastructure Planning & Design | Pay-As-You-Go | 432,640 | 3,419,680 | 3,419,680 | - | 7,272,000 |
| | 1014 - Heritage Valley District Park", "CM-30-3030 - Open Space: Planning and Design - Growth", and "CM-99-9000 - Infrastructure Delivery - Growth". In preparation for checkpoint 3 of phase 1, this adjustment will consolidate funding into the existing standalone profile "18-28-1014 - Heritage Valley District Park". | CM-30-3030 | Open Space: Planning and Design - Growth | IIS - Building Great Neighbourhoods and Open Spaces | Pay-As-You-Go | (432,640) | - | - | - | (432,640) |
| | The result of this adjustment will be the description of "18-28-1014 - Heritage Valley District Park" being expanded from "site design" to "site design and build (checkpoints 1-5)". | CM-99-9000 | Infrastructure Delivery - Growth | IIS - Infrastructure Planning & Design | Pay-As-You-Go | - | (3,419,680) | (3,419,680) | - | (6,839,360) |
| | | | | | | - | - | - | - | |
| | | Transfore between | een Profiles over \$2M | | | | | | | |

| 2020 Fal | SCBA Budget Adjustment Requests - COUNCIL | | | | | | | | | |
|-----------|--|-------------------|--|-----------------------------------|-------------------------|-------------|------|------|------|-------------|
| Ref# | Reason for Request and Financial Implications | Profile Number | Profile Name | Profile Branch | Funding Source | 2020 | 2021 | 2022 | 2023 | Total |
| Transfers | from Capital to Operating | | | | | | | | | |
| 3.7-1 | This Transfer from Capital to Operating is required due to the accounting treatment of grant expenditures related to the Brighton Block - Heritage Fund being operating in nature. Additional details regarding this request are included in Ref#3.5-3 (change request "SCBA-C-2020-00130") listed under the "Funding Source Adjustment" category of this report. | 15-74-4031 | The Quarters Downtown - Phase II | UF - The Quarters Downtown CRL | Quarters CRL Reserve | (743,084) | - | - | - | (743,084) |
| | | | | | | (743,084) | - | - | - | (743,084) |
| 3.7-2 | This Transfer from Capital to Operating is required due to the accounting treatment of grant expenditures related to the leasehold improvements for the GWG Building being operating in nature. Additional details regarding this request are included in Ref# 3.5-4 (change request "SCBA-C-2020-00133") listed under the "Funding Source Adjustment" category of this report. | 15-74-4031 | The Quarters Downtown - Phase II | UF - The Quarters Downtown CRL | Quarters CRL Reserve | (412,000) | - | - | - | (412,000) |
| | | | | | | (412,000) | - | - | - | (412,000) |
| 3.7-3 | In response to the City Council's direction on June 8, 2020, Affordable Housing and Homelessness requests the necessary budget adjustments to transfer existing funding from Capital Profile 19-90-4100 to provide subsidies to fund the construction of four permanent supportive housing projects identified in CR_7838. Council's decision to fund the capital costs associated with these projects, concomitant with funding from the Canada Mortgage and Housing Corporation, was made in the context of the provincial government not contributing to the projects. City Council approved the sale of the project sites to Homeward Trust on June 29, 2020. Homeward Trust will develop and own the supportive housing projects. As these four sites will not be City-owned, the project costs incurred must be transferred from the capital to the operating budget. The 2020 projected costs of these four projects is \$200K. Beyond 2020, the City will provide project subsidies to Homeward Trust for these projects. Annual budget adjustments will be requested to transfer capital budget dollars to operating to cover the cost of the subsidies provided. | 19-90-4100 | Affordable Housing Land Acquisition & Site Development | CIT - Social Development | Pay-As-You-Go | (200,000) | - | - | - | (200,000) |
| | | | | | | (200,000) | - | - | - | (200,000) |
| | | Transfers from | Capital to Operating | | | (1,355,084) | - | - | - | (1,355,084) |

| Ref# | Reason for Request and Financial Implications | Profile | Profile Name | Profile Branch | Funding | 2020 | 2021 | 2022 | 2023 | Total |
|----------|--|----------------|--|---|----------------------------------|-----------|------------|------|------|---|
| MINICIP | AL STIMULUS PROGRAM: New Stand-Alone Profiles Requestin | Number | na . | | Source | | | | | |
| 3.10-1 | Recognition of the Government of Alberta's Municipal Stimulus Program (MSP) funding for the paving of oil and gravel roads with associated localized roadway improvements in rural and industrial areas as per Council approval of FCS00080 dated September 21, 2020. The Rural and Industrial Road Upgrading is a new capital project | CM-40-9001 | | IIS - Building Great Neighbourhoods and Open Spaces | Municipal Stimulus Program | - | 43,300,274 | - | - | 43,300,27 100,00 - 43,400,27 - 43,400,27 |
| | the Kural and Industrial Road Upgrading is a new capital project om the" shovel-ready infrastructure project list" and aligns with the MSP funding objectives of creating local jobs, enhancing ovincial competitiveness and productivity, and positions in minimum munities to participate in future economic growth. The same capital project could include specific industrial projects on as Mistatim, Southeast Industrial and Winterburn, as well various other industrial areas while the rural road upgrading build take place in various sections of the City. | | | | Pay-As-You-Go | - | 100,000 | - | - | 100,000 |
| | | | | | | - | 43,400,274 | - | - | 43,400,274 |
| | | New Profiles R | lecommended for Fund | ding (MSP) | | - | 43,400,274 | - | - | 43,400,274 |
| ALINICID | AL STIMULUS PROCRAM, Seens Change Ingresses Regulacting | a Now Eundin | ~ | | | | | | | |
| 3.10-2 | AL STIMULUS PROGRAM: Scope Change Increases Requestin. The current fund request advances the Government of Alberta and City of Edmonton's Municipal Stimulus Program applications - Housing Submission. The project scope has two components - Renewal and Rehabilitation of Existing Buildings and New Construction of Modular Housing Units. Renewal and Rehabilitation of Existing Buildings: This component includes approximately 26 affordable housing buildings, 1,467 units, over 118,000 SQ.M of building space that have been identified for renewal and rehabilitation. The proposed project scope includes building improvements such as the replacement of furnaces, hot water tanks, doors, windows, exterior decks, roofs and other structural components of the buildings. | 19-90-4100 | Affordable Housing Land Acquisition & Site Development | CIT - Social Development | Municipal Stimulus Program | 4,750,000 | 11,050,000 | - | - | 15,800,000 |
| | New Construction of Modular Housing Units: The component will create approximately 50 units of below-market housing in a 4-storey building, on a site that is pre-zoned. The City will retain ownership of the land and lease/sell the building to non-market housing providers for a nominal amount. Council approved the submission for MSP funding for these items within Council Report FCS00080 on September 21, 2020. | | | | Pay-As-You-Go | 65,000 | 115,000 | - | - | 180,00 |

- 15,980,000

4,815,000 11,165,000

| | SCBA Budget Adjustment Requests - COUNCIL | | | | | | | | | |
|---------|--|-------------------|--|---|------------------------------------|-----------|--------------|------|------|-------------|
| Ref# | Reason for Request and Financial Implications | Profile Number | Profile Name | Profile Branch | Funding Source | 2020 | 2021 | 2022 | 2023 | Total |
| 3.10-3 | Recognition of the Government of Alberta's Municipal Stimulus Program (MSP) funding for neighbourhood park renewal, naturalization and tree canopy expansion as per Council approval per Council approval of FCS00080 dated September 21, 2020. The Open Space: Parks – Renewal project is included in the" shovel-ready infrastructure project list" and aligns with the MSP | | Open Space: Parks - Renewal | IIS - Infrastructure Planning & Design | Municipal Stimulus Program | - | 6,000,000 | - | - | 6,000,000 |
| | funding objectives of creating local jobs, enhancing provincial competitiveness and productivity, and position communities to participate in future economic growth. | | | | Pay-As-You-Go | - | 300,000 | - | - | 300,000 |
| | This project allows for the renewal of neighbourhood park elements, including playgrounds, that will be prioritized based on poor asset condition as well as other community indicators such as socio-economic factors. This also includes naturalizing mowed sites, increased tree planting in parks, and expansion of the urban forest. | | | | | | | | | |
| | | | | | | - | 6,300,000 | - | - | 6,300,000 |
| | | Scope Change | Increases Requesting | New Funding (MSP) | | 4,815,000 | 17,465,000 | - | - | 22,280,000 |
| MUNICIP | AL STIMULUS PROGRAM: Funding Source Adjustments (Cou | ncil) | | | | | | | | |
| 3.10-4 | Change in funding through the Government of Alberta's Municipal Stimulus Program (MSP) funding for road renewal including repaving with concrete, sidewalk and structure spot repairs to address safety hazards as per Council approval of FCS00080 dated September 21, 2020. | CM-25-0000 | Transportation: Neighbourhoods - Renewal | IIS - Building Great Neighbourhoods and Open Spaces | Municipal Stimulus Program | - | 17,000,000 | - | - | 17,000,000 |
| | The Industrial Neighbourhood Rehabilitation Overlay was originally budgeted and largely tax-funded within the Neighbourhood Renewal Program. This was one of the projects considered for reduction from the approved capital budget in response to the current fiscal environment and impacts of COVID-19. | | | | Neighborhood Renewal Reserve | - | (17,000,000) | - | - | (17,000,000 |
| | | | | | | - | - | - | - | |

| 2020 Fal | SCBA Budget Adjustment Requests - COUNCIL | | | | | | | | | | | | | | | | | | | | | | | | | | |
|----------|--|-------------------|-----------------------|----------------|-------------------|----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|------------------|--------------------|------------------|------------------|------------------|--------------------|--------------------|--|-----------------------------------|---|--------------|---|---|--------------|
| Ref# | Reason for Request and Financial Implications | Profile Number | Profile Name | Profile Branch | Funding Source | 2020 | 2021 | 2022 | 2023 | Total | | | | | | | | | | | | | | | | | |
| 3.10-5 | Change in funding through the Government of Alberta's Municipal Stimulus Program (MSP) funding to address Edmonton's major road infrastructure needs via the renewal and rebuilding of roads, sidewalks, and streetlights as per Council approval of FCS00080 dated September 21, 2020. | | Goods Movement - Plan | | Goods Movement - | Goods Movement - | Goods Movement - | Goods Movement - | Goods Movement - | Goods Movement - | Goods Movement - | Goods Movement - | Goods Movement - F | Goods Movement - | Goods Movement - F | Goods Movement - | Goods Movement - | Goods Movement - | Goods Movement - F | Goods Movement - F | | Munc Sustain. Initiative - MSI | - | (20,661,900) | - | - | (20,661,900) |
| | The Arterial Renewal Program was originally budgeted and funded through the Municipal Sustainability Initiative (MSI) and Pay-As-You-Go. Also, this was one of the programs considered for reduction from the approved capital budget in response to the current fiscal environment and impacts of COVID-19. | | | | | Municipal Stimulus Program | - | 33,467,000 | - | - | 33,467,000 | | | | | | | | | | | | | | | | |
| | The change in funding to MSP provides an opportunity to fund projects that were identified to be cut from the capital budget as a result of the ongoing financial challenges and impacts of COVID-19. Further, the release of the MSI funding would be used to replace Pay-As-You-Go funding of other capital budgets to achieve operating contribution savings. | | | | Pay-As-You-Go | - | (12,805,100) | - | - | (12,805,100) | | | | | | | | | | | | | | | | | |
| | | | | | | - | - | - | - | - | | | | | | | | | | | | | | | | | |
| | | Funding Source | Adjustments (Counc | il) (MSP) | | - | - | - | - | - | | | | | | | | | | | | | | | | | |
| | SCBA Total | | | | | 15,919,625 | 58,942,274 | (1,017,500) | - | 73,844,399 | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| ef# | CBA Budget Adjustment Requests - COUNCIL Reason for Request and Financial Implications | Profile | Profile Name | Profile Branch | Funding | 2020 | 2021 | 2022 | 2023 | Total |
|-----|---|---------|--------------|------------------|---|----------------|--------------|-------------|------|-------------|
| CI# | Reason for Request and Financial Implications | Number | Profile Name | Profile Braffeli | Source | 2020 | 2021 | 2022 | 2023 | IOlai |
| | | | | | | unding Sources | | | | |
| | | | | | Debt CRL | (1,155,084) | _ | _ | _ | (1,155,084 |
| | | | | | Quarters | (1,100,001) | | | | (1,100,00 |
| | | | | | Developer ARA | - | 100,000 | - | - | 100,00 |
| | | | | | Developer Financing | 4,000,000 | - | - | - | 4,000,00 |
| | | | | | Federal - Public Transit Infrastructure Fund | - | - | - | - | |
| | | | | | Federal Gas Tax Fund | - | - | - | - | |
| | | | | | Federal Grant | (3,103) | - | - | - | (3,103 |
| | | | | | Funds-in-Lieu Reserve | - | - | - | - | |
| | | | | | Green-trip | - | - | - | - | |
| | | | | | LRT Reserve | - | - | - | - | |
| | | | | | MSI Replacement | - | - | - | - | |
| | | | | | Municipal Stimulus Program | 4,750,000 | 110,817,274 | - | - | 115,567,27 |
| | | | | | Munc Sustain. Initiative - MSI | - | (20,661,900) | - | - | (20,661,900 |
| | | | | | Neighborhood Renewal Reserve | - | (17,000,000) | - | - | (17,000,000 |
| | | | | | Other Grants - Provincial | 593,389 | - | - | - | 593,38 |
| | | | | | Partnership Funding | 2,210,033 | 1,344,500 | - | - | 3,554,53 |
| | | | | | Pay-As-You-Go | (2,122,665) | (15,657,600) | (1,017,500) | - | (18,797,765 |
| | | | | | Pay-As-You-Go - Library | 8,647,055 | - | - | - | 8,647,05 |
| | | | | | PAYG Capital Reserve - Police | - | - | - | - | |
| | | | | | Quarters CRL Reserve | - | - | - | - | |
| | | | | | Tax-Supported Debt | (1,000,000) | - | - | - | (1,000,000 |
| | | | | | Check | 15,919,625 | 58,942,274 | (1,017,500) | - | 73,844,39 |

CAPITAL PROFILE REPORT

Profile Page 1

Council Review

PROFILE NAME: NORTH EAST PEDESTRIAN BRIDGE RECOMMENDED

PROFILE NUMBER: 20-20-2024

DEPARTMENT: Integrated Infrastructure Services PROFILE TYPE: Standalone

LEAD BRANCH: Infrastructure Planning & Design LEAD MANAGER: Jason Meliefste

PROFILE STAGE:

PARTNER MANAGER:

PROGRAM NAME:

PARTNER: ESTIMATED START: December, 2020

BUDGET CYCLE: 2019-2022 ESTIMATED COMPLETION: December, 2024

| Service Categ | gory: | Major Initiative: | |
|---------------|---------|-----------------------|-------|
| GROWTH | RENEWAL | PREVIOUSLY APPROVED: | - |
| 100 | | BUDGET REQUEST: | 4,401 |
| | | TOTAL PROFILE BUDGET: | 4,401 |

PROFILE DESCRIPTION

This profile is for the planning, design and delivery of the Northeast Edmonton/Strathcona County Pedestrian/Cyclist Footbridge (NE Bridge) over the North Saskatchewan River. The scope of project will comprise the recommended bridge concept and shared-use path connections from a feasibility study conducted in 2019 and, as budget permits, supporting open space and recreational upgrades, accommodation of wildlife passage and access upgrades on the west side of the bridge. The recommended bridge location and concept consists of an S-shaped steel box girder bridge with two pier looks, crossing at approximately 167 Avenue / Twp. Rd. 540. The recommended shared-use path alignments comprise direct connections in the existing Riverside Nature Trail in Strathcona County and NE Edmonton Trails. The anticipated scope of the supporting upgrades will be identified during planning, and may consist of elements such as viewpoints, signage, seating areas, benches, lighting, public artwork, a hand boat launch and dock, a trailhead and parking area in Strathcona County.

This project is a joint initiative between the River Valley Alliance (RVA), Strathcona County and the City of Edmonton. The project funding is anticipated to comprise a 2/3 contribution from the RVA, 1/6 contribution from Strathcona County and 1/6 contribution from the City of Edmonton, subject to future cost sharing agreements. The RVA's funding consists of equal Federal and Provincial contributions (1/3 each).

The project scope will be split into two phases, Phase 1 and Phase 2. Phase 1 comprises the planning and design of the project (PDDM Checkpoints 1 to 3), including public and indigenous engagement to inform the decision making. Phase 2 will comprise the detailed design and delivery of the initiative (PDDM Checkpoints 3 to 5). This profile will provide funding for both phases.

PROFILE BACKGROUND

In 2012, the City of Edmonton partnered with the River Valley Alliance (RVA) to advance the RVA Phase I Capital Plan 2012-2016. In 2016, the RVA submitted to its member municipalities its 2017-2022 (Phase 2) Draft Capital Plan, a comprehensive list of projects which form the basis for the next funding application to the Provincial and Federal governments. In August 2016, City Council approved the projects subject to establishing a shortlist of priorities for Edmonton, and the subsequent completion of feasibility studies. Three projects, including the NE Bridge, were identified as priorities and in 2019, the City of Edmonton completed a feasibility study for the NE Bridge. The goal of the study was to create certainty around construction timelines and better define the project scope, cost, and schedule. The NE Bridge remains a priority for the RVA and in 2020, and they have announced that they are prepared to commit funding towards the project (up to 2/3 of the cost). This profile provides funding for the planning, design and delivery of the City of Edmonton's \Box contribution, emphasizing the City's shared commitment towards the delivery of this project.

PROFILE JUSTIFICATION

The NE Bridge project represents an opportunity to enhance access and connectivity to the North Saskatchewan River Valley (NSRV) locally and regionally, building towards a continuous trail system between Devon and Fort Saskatchewan. The project also has the potential to further support policy goals and objectives outlined in the City's draft plan for the NSRV, Ribbon of Green, the City's draft municipal development plan, the City Plan, and the City's draft bicycle transportation plan, the Bike Plan. In turn, the project will incrementally help to support the City's four strategic goals.

The additional Phase 1 RVA partner funding (sourced from Federal and Provincial agencies) must be used or returned by year-end 2024. It is therefore imperative that the City starts planning and design of the project at this point in order to secure funding from our business partners.

STRATEGIC ALIGNMENT

The NE Bridge project aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's 4 strategic goals: healthy city, urban places, regional prosperity and climate resilience. In addition, this project is also broadly supported by the RVA's strategic plan for the NSRV, A Plan of Action for the Capital Region River Valley Park, as well as the City's draft plan for the NSRV, Ribbon of Green, the City's draft municipal development plan, the City Plan, and the City's draft bicycle transportation plan, the Bike Plan

ALTERNATIVES CONSIDERED

The alternative to advancing this project is to delay or cancel the project. This would prevent the City and Strathcona County from capitalizing on the RVA's commitment to fund up to two thirds of the project cost. Delaying or cancelling this project would also not meet City Council's four strategic goals and would also impact the City's relationship with the RVA, as this project is a high priority project for them, and with Strathcona County.

The feasibility report provided alternative bridge options, however, proceeding with any of these other options will not align as well with the performance criteria including cost, constructability within the 2024 funding deadline, minimizing environmental impacts, review/permitting requirements, aesthetics and user experience. The City proposes to advance the recommendation of the feasibility report, including the bridge location, trail alignment and bridge structural concept.

COST BENEFITS

The profile is intended to improve information to the Council to make better-informed capital investment decisions and invest early in design to support detailed business cases. The project will be funded equally by Federal, Provincial and Municipal resources. The Federal and Provincial commitment will total $\frac{2}{3}$ and will be delivered by the RVA. Municipal funding ($\frac{2}{3}$) will be funded equally from Edmonton (\square) and Strathcona County (\square).

KEY RISKS & MITIGATING STRATEGY

Key risks currently identified include: the fixed project budget; unanticipated issues stemming from public/indigenous engagement; longer than expected environmental permitting/approval process; change in project management; inclusion of additional scope; geotechnical permit/approval timelines; project funding deadline of end of 2024; utility permitting and crossing agreements; and timelines to complete supporting studies. All risks will be monitored throughout the life of the project and the Risk Register updated and reviewed on a regular biweekly basis. The project team will work together to mitigate the risks in a timely manner.

RESOURCES

Internal resources will include a project manager and City support staff. A design consultant and Construction Consultant will be retained to complete planning, design and delivery of the project. A General Contractor will be retained to construct the project.

CONCLUSIONS AND RECOMMENDATIONS

The NE Bridge represents a critical element in the development of a connected Capital Region river valley park in the North Saskatchewan River Valley. The bridge has been identified as a priority project by the City, Strathcona County and the RVA. By advancing the project at this time, the City also has an opportunity to leverage substantial partner funding. IIS recommends funding approval for this project at this time in order to ensure adequate time is available to complete more advanced phases in line with the anticipated funding schedule.

Profile Page 3

PROFILE NAME: North East Pedestrian Bridge **RECOMMENDED**

PROFILE NUMBER: 20-20-2024 PROFILE TYPE: Standalone

BRANCH: Infrastructure Planning & Design

| CAPITAL B | UDGET AND FUNDING SOURCES | (000's) | | | | | | | | | | | |
|---------------------------------------|--|----------------|------|-------|-------|------|------|------|------|------|------|----------------|-------|
| Ð.F. | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
| APPROVED BUDGET | Approved Budget Original Budget Approved | | | | | - | - | - | - | - | _ | - | - |
| ∢ | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |
| | | | | | | | | | | | | | |
| | Budget Request | - | 500 | 2,000 | 1,901 | - | - | - | - | - | - | - | 4,401 |
| ET | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| BUDGET REQUEST | Partnership Funding | - | - | 1,478 | - | - | - | - | - | - | - | - | 1,478 |
| A F | Pay-As-You-Go | - | 500 | 523 | 1,901 | - | - | - | - | - | - | - | 2,923 |
| | Requested Funding Source | - | 500 | 2,000 | 1,901 | - | - | - | - | - | - | - | 4,401 |
| | | | | | | | | | | | | | |
| _ | Revised Budget (if Approved) | - | 500 | 2,000 | 1,901 | - | - | - | - | - | - | - | 4,401 |
| | Requested Funding Source | | | | | | | | | | | | |
| NO (FIS) | Partnership Funding | - | - | 1,478 | - | - | - | - | - | - | - | - | 1,478 |
| REVISED BUDGET (IF APPROVED) | Pay-As-You-Go | - | 500 | 523 | 1,901 | - | - | - | - | - | - | - | 2,923 |
| | Requested Funding Source | - | 500 | 2,000 | 1,901 | - | - | - | • | - | - | - | 4,401 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| SED GET F DVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|--------------------------|---------------|----------------|------|-------|-------|------|------|------|------|------|------|----------------|-------|
| | Design | - | 500 | 2,000 | 1,901 | - | - | 1 | - | 1 | - | - | 4,401 |
| R B | Total | - | 500 | 2,000 | 1,901 | - | - | - | - | - | - | - | 4,401 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| | | | | | l | | | | | | | | | | | |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Branch: | Rev | Exp | Net | FTE |
| Total Operating Impact | - | - | - | | - | - | - | - | • | - | - | - | - | - | - | - |

City of Edmonton Printed on: 28/10/2020 03:03:49 PM

Profile Page 1

FIRE STATION NO.3 REHABILITATION PROFILE NAME: RECOMMENDED

PROFILE NUMBER: 20-10-9002 PROFILE STAGE:

Council Review DEPARTMENT: **Integrated Infrastructure Services** PROFILE TYPE: Standalone

LEAD MANAGER: Jason Meliefste LEAD BRANCH: Infrastructure Delivery

PARTNER MANAGER: PROGRAM NAME:

ESTIMATED START: December, 2020 PARTNER:

BUDGET CYCLE: 2019-2022 **ESTIMATED COMPLETION:** March, 2023

Service Category: Protection Major Initiative: GROWTH RENEWAL PREVIOUSLY APPROVED: **BUDGET REQUEST:** 10 90 6,983 TOTAL PROFILE BUDGET: 6,983

PROFILE DESCRIPTION

Addresses the required rehabilitation of Fire Station #3, plus the addition of a Gear Room required to meet occupational health and safety requirements along with energy retrofits to meet improved greenhouse gas emissions.

PROFILE BACKGROUND

To develop the rehabilitation of Fire Station #3; funded from CM-11-0000. To develop the energy retrofits; funded from CM-11-0000 and growth funding allocation from CM-10-1010. Lastly, to develop the Gear Room; funded from CM-99-9000.

PROFILE JUSTIFICATION

A standalone profile is required as the project estimate exceeds \$5M renewal. The profile is required to complete the facility rehabilitation, including the energy retrofits and the addition of a Gear Room.

STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

ALTERNATIVES CONSIDERED

The alternative to a deliberate rehabilitation program is to carry out replacements of components as they fail using operating funds. This is considered to be the highest cost alternative to facility maintenance by industry.

COST BENEFITS

Tangible Benefits: Improved reliability, enhanced energy efficiency, improved productivity, and the improvement or maintenance of the level of service.

Intangible Benefits: Customer satisfaction and improved public image.

KEY RISKS & MITIGATING STRATEGY

As facilities deteriorate, their components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facilities and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility.

RESOURCES

The program coordination will be managed by Lifecycle Management. The projects will be delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.

CONCLUSIONS AND RECOMMENDATIONS

Investment in asset management, maintenance, and rehabilitation is a cost-effective method of maximizing the life of facilities to ensure a high level of service is provided to its citizens. Recommend the funding of the profile to support a level reduced from the RIMS optimal allocation to align with available funding sources. This funding level will limit the decline of assets in poor and very poor condition.

CAPITAL PROFILE REPORT

Profile Page 2

PROFILE NAME: Fire Station No.3 Rehabilitation **RECOMMENDED**

PROFILE NUMBER: 20-10-9002 PROFILE TYPE: Standalone

BRANCH: Infrastructure Delivery

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|---------------------------------|--|----------------|------|------|-------|-------|------|------|------|------|------|----------------|-------|
| APPROVED BUDGET | Approved Budget Original Budget Approved | _ | - | - | - | - | - | - | - | - | _ | | |
| ⋖ | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | |
| | | | | | | | | | | | | | |
| | Budget Request | - | 762 | 220 | 4,064 | 1,936 | - | - | - | - | - | - | 6,9 |
| | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| GET | MSI Replacement | - | - | - | 3,739 | 1,704 | - | - | - | - | - | - | 5,4 |
| BUDGET REQUEST | Munc Sustain. Initiative - MSI | - | 682 | 209 | - | - | - | - | - | - | - | - | 8 |
| ш сс | Pay-As-You-Go | - | 80 | 11 | 325 | 232 | - | - | - | - | - | - | 6 |
| | Requested Funding Source | - | 762 | 220 | 4,064 | 1,936 | - | - | - | - | - | - | 6,9 |
| | | | | | | | | | | | | | |
| ь | Revised Budget (if Approved) | - | 762 | 220 | 4,064 | 1,936 | - | - | - | - | - | - | 6,98 |
| BUDGET F OVED) | Requested Funding Source | | | | | | | | | | | | |
| BUT N | MSI Replacement | - | - | - | 3,739 | 1,704 | - | - | - | - | - | - | 5,4 |
| VISED BUDGE (IF APPROVED) | Munc Sustain. Initiative - MSI | - | 682 | 209 | - | - | - | - | - | - | - | - | 8 |
| REVISED () APPR | Pay-As-You-Go | - | 80 | 11 | 325 | 232 | - | - | - | - | - | - | 6 |
| 꼾 | Requested Funding Source | - | 762 | 220 | 4,064 | 1,936 | - | - | - | - | - | - | 6,9 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| ISED GET F SVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|---------------------------|---------------|----------------|------|------|-------|-------|------|------|------|------|------|----------------|-------|
| 25 - % | Construction | - | 762 | 220 | 4,064 | 1,936 | - | - | - | - | - | - | 6,983 |
| ~ ~ ~ = | Total | - | 762 | 220 | 4,064 | 1,936 | - | - | - | - | - | - | 6,983 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| | | | | | | | | | | | | | | | | | i |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|---|
| Branch: | Rev | Ехр | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | |
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |

City of Edmonton Printed on: 09/11/2020 10:51:30 AM

Profile Page 1

PROFILE NAME: FORT EDMONTON PARK REHABILITATION RECOMMENDED

PROFILE NUMBER: 20-10-9004 PROFILE STAGE: Council Review

DEPARTMENT: Integrated Infrastructure Services PROFILE TYPE: Standalone

LEAD BRANCH: Infrastructure Delivery LEAD MANAGER: Jason Meliefste

PROGRAM NAME: PARTNER MANAGER:

PARTNER: ESTIMATED START: December, 2020

BUDGET CYCLE: 2019-2022 ESTIMATED COMPLETION: December, 2022

Service Category: Building Renewal Major Initiative:

GROWTH 10 RENEWAL 90

PREVIOUSLY APPROVED: BUDGET REQUEST: TOTAL PROFILE BUDGET: 6,901 6,901

PROFILE DESCRIPTION

The profile provides funding for the rehabilitation work associated with the service delivery at Fort Edmonton Park. The scope of work includes upgrades to and replacement of major components within the mechanical electrical and structural services to multiple facilities within the park. This work is also inclusive of structural deficiencies and roofing systems. The project was prioritized based on the ranking system developed by Lifecycle Management using Building Condition Assessment reports and the Building Maintenance Decision Support System.

PROFILE BACKGROUND

Over time the performance of facilities decline due to aging, wear and tear of systems and components, functional changes, and a variety of other factors. The life of facilities can be optimized through adequate and timely capital reinvestment, maintenance and repair. Conversely, delaying or deferring maintenance and repairs can, in the short term, diminish the quality of services and, in the long term, lead to shortened facility life and reduced asset value. The impact of excessive deferred maintenance can result in significant and urgent rehabilitation requirements resulting in unanticipated breakdowns and reactive rehabilitation leading to lower quality and reliability of services and closures of the facilities.

PROFILE JUSTIFICATION

As facilities age, there is need to rehabilitate or replace various components to maximize the life of the facility, to provide a safe environment for staff and the general public and to meet the current needs of citizens.

Since most facilities will still be in use for the next 20 to 30 years, the primary methods for meeting those goals will be through efficient operation, maintenance, repair, renew, and energy retrofitting of existing facilities. The objective is to maximize benefits, manage risk and provide satisfactory levels of services to the community in a sustainable manner.

STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impact in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

ALTERNATIVES CONSIDERED

The alternate to a deliberate rehabilitation program is to carry out replacements of components as they fail using operating funds. This is considered to be the highest cost alternative to facility maintenance by industry.

COST BENEFITS

Tangible Benefits: Improved reliability, enhanced energy efficiency, improved productivity, and the improvement or maintenance of level of service.

Intangible Benefits: Customer satisfaction and improved public image.

KEY RISKS & MITIGATING STRATEGY

As the facilities deteriorate, their components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facilities and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or closure of the facility.

RESOURCES

The project is being delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.

CONCLUSIONS AND RECOMMENDATIONS

Investment in asset management, maintenance, and rehabilitation is a cost-effective method of maximizing the life of facilities to ensure a high level of service is provided to its citizens. Recommend funding this profile to limit the decline of assets in poor and very poor condition.

Profile Page 2

PROFILE NAME: Fort Edmonton Park Rehabilitation

RECOMMENDED

PROFILE NUMBER: 20-10-9004 PROFILE TYPE: Standalone

BRANCH: Infrastructure Delivery

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| ΞH | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|---------------------------------------|--|----------------|-------|-------|------|------|------|------|------|------|------|----------------|-------|
| APPROVED BUDGET | Approved Budget Original Budget Approved | - | - | | - | - | - | - | - | - | _ | - | |
| ∢ | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |
| | | | | | | | | | | | | | |
| | Budget Request | - | 4,450 | 2,451 | - | - | - | - | - | - | - | - | 6,901 |
| ET | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| BUDGET REQUEST | Munc Sustain. Initiative - MSI | - | 4,005 | 2,206 | - | - | - | - | - | - | - | - | 6,211 |
| JB. | Pay-As-You-Go | - | 445 | 245 | - | - | - | - | - | - | - | - | 690 |
| | Requested Funding Source | - | 4,450 | 2,451 | - | - | - | - | - | - | - | - | 6,901 |
| | | | | | | | | | | | | | |
| | Revised Budget (if Approved) | - | 4,450 | 2,451 | - | - | - | - | - | - | - | - | 6,901 |
| | Requested Funding Source | | | | | | | | | | | | |
| R BG≡ S S | Munc Sustain. Initiative - MSI | - | 4,005 | 2,206 | - | - | - | - | - | - | - | - | 6,211 |
| REVISED BUDGET (IF APPROVED) | Pay-As-You-Go | - | 445 | 245 | - | - | - | - | - | - | - | - | 690 |
| 4 | Requested Funding Source | - | 4,450 | 2,451 | - | - | - | - | - | - | - | - | 6,901 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| (C) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|--------------------------------|---------------|----------------|-------|-------|------|------|------|------|------|------|------|----------------|-------|
| VISED JDGET (IF ROVED | Construction | | 3,471 | 1,740 | - | - | - | - | - | - | - | - | 5,211 |
| REVIS BUDO (IF | Contingency | - | 178 | 368 | - | - | - | - | - | - | - | - | 546 |
| API B | Design | - | 801 | 343 | - | - | - | - | - | - | - | - | 1,144 |
| | Total | - | 4,450 | 2,451 | - | - | - | - | - | - | - | - | 6,901 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | Rev | Ехр | Net | FTE | Rev | Ехр | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Total Operating Impact | - | - | | - | - | - | | - | | - | | | - | - | | - |

City of Edmonton Printed on: 06/11/2020 02:02:09 PM

Profile Page 1

FIRE STATION NO.19 REHABILITATION RECOMMENDED PROFILE NAME:

PROFILE NUMBER: 20-10-9003

PROFILE STAGE: **Council Review** DEPARTMENT: **Integrated Infrastructure Services** PROFILE TYPE: **Standalone**

LEAD MANAGER: Jason Meliefste LEAD BRANCH: Infrastructure Delivery

PARTNER MANAGER: PROGRAM NAME:

ESTIMATED START: December, 2020 PARTNER:

BUDGET CYCLE: 2019-2022 **ESTIMATED COMPLETION:** March, 2023

| Service Categ | ory: | Major Initiative: | |
|---------------|---------|-----------------------|-------|
| GROWTH | RENEWAL | PREVIOUSLY APPROVED: | - |
| 10 | 90 | BUDGET REQUEST: | 6,790 |
| | | TOTAL PROFILE BUDGET: | 6,790 |

PROFILE DESCRIPTION

Addresses the required rehabilitation of Fire Station #19, plus the addition of a Gear Room required to meet occupational health and safety requirements along with energy retrofits to meet improved greenhouse gas emissions.

PROFILE BACKGROUND

To develop the rehabilitation of Fire Station #19; funded from CM-11-0000. To develop energy retrofits; funded from CM-11-0000 and growth funding allocation from CM-10-1010. Lastly, to develop the Gear Room; funded from CM-99-9000.

PROFILE JUSTIFICATION

A standalone profile is required as the project estimate exceeds \$5M renewal. The profile is required to complete the facility rehabilitation, including the energy retrofits and the addition of a Gear Room.

STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

ALTERNATIVES CONSIDERED

The alternative to a deliberate rehabilitation program is to carry out replacements of components as they fail using operating funds. This is considered to be the highest cost alternative to facility maintenance by industry.

COST BENEFITS

Tangible Benefits: Improved reliability, enhanced energy efficiency, improved productivity, and the improvement or maintenance of the level of service.

Intangible Benefits: Customer satisfaction and improved public image.

KEY RISKS & MITIGATING STRATEGY

As facilities deteriorate, their components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facilities and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility.

RESOURCES

The program coordination will be managed by Lifecycle Management. The projects will be delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.

CONCLUSIONS AND RECOMMENDATIONS

Investment in asset management, maintenance, and rehabilitation is a cost-effective method of maximizing the life of facilities to ensure a high level of service is provided to its citizens. Recommend the funding of the profile to support a level reduced from the RIMS optimal allocation to align with available funding sources. This funding level will limit the decline of assets in poor and very poor condition.

Profile Page 2

PROFILE NAME: Fire Station No.19 Rehabilitation

RECOMMENDED

PROFILE NUMBER: 20-10-9003 PROFILE TYPE: Standalone

BRANCH: Infrastructure Delivery

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|----------------------------------|--|----------------|------|-------|-------|------|------|------|------|------|------|----------------|-------|
| APPROVED BUDGET | Approved Budget Original Budget Approved | | - | _ | - | - | _ | _ | _ | - | _ | | |
| 4 3 | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |
| | | | | | | | | | | | _ | | |
| | Budget Request | - | 622 | 3,727 | 2,441 | - | - | - | - | - | - | - | 6,790 |
| ⊢ | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| GE | MSI Replacement | - | - | - | 2,050 | - | - | - | - | - | - | - | 2,050 |
| BUDGET REQUEST | Munc Sustain. Initiative - MSI | - | 523 | 3,168 | - | - | - | - | - | - | - | - | 3,690 |
| <u></u> | Pay-As-You-Go | - | 100 | 559 | 391 | - | - | - | - | - | - | - | 1,049 |
| | Requested Funding Source | - | 622 | 3,727 | 2,441 | - | - | - | - | - | - | - | 6,790 |
| | | - | - | | | | | - | | | | | - |
| - | Revised Budget (if Approved) | - | 622 | 3,727 | 2,441 | - | - | - | - | - | - | - | 6,790 |
|) () | Requested Funding Source | | | | | | | | | | | | |
| BUC SVE | MSI Replacement | - | - | - | 2,050 | - | - | - | - | - | - | - | 2,050 |
| VISED BUDGET (IF APPROVED) | Munc Sustain. Initiative - MSI | - | 523 | 3,168 | - | - | - | - | - | - | - | - | 3,690 |
| REVISED () APPR | Pay-As-You-Go | - | 100 | 559 | 391 | - | - | - | - | - | - | - | 1,049 |
| 꿆 | Requested Funding Source | - | 622 | 3,727 | 2,441 | - | - | - | - | - | - | - | 6,790 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| SED GET F DVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|--------------------------|---------------|----------------|------|-------|-------|------|------|------|------|------|------|----------------|-------|
| | Construction | - | 622 | 3,727 | 2,441 | - | - | - | - | - | - | - | 6,790 |
| B B P | Total | - | 622 | 3,727 | 2,441 | - | - | - | - | - | - | - | 6,790 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | Rev | Exp | Net | FTE |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | | - | - | - | - | - |

6,576

6,57

CAPITAL PROFILE REPORT

Profile Page 1

| PROFILE NAME: | CALLINGWOOD ARENA REHABILITATION | | RECOMMENDED |
|-------------------|------------------------------------|-----------------------|-----------------|
| PROFILE NUMBER: | 20-10-9005 | PROFILE STAGE: | Council Review |
| DEPARTMENT: | Integrated Infrastructure Services | PROFILE TYPE: | Standalone |
| LEAD BRANCH: | Infrastructure Delivery | LEAD MANAGER: | Jason Meliefste |
| PROGRAM NAME: | | PARTNER MANAGER: | Roger Jevne |
| PARTNER: | Community & Recreation Facilities | ESTIMATED START: | December, 2020 |
| BUDGET CYCLE: | 2019-2022 | ESTIMATED COMPLETION: | December, 2022 |
| | | | |
| Service Category: | Building Renewal | Major Initiative: | |
| GROWTH RE | ENEWAL | PREVIOUSLY APPROV | /ED: - |

BUDGET REQUEST:

TOTAL PROFILE BUDGET:

| PROFILE | DESCRIPTION |
|----------------|-------------|

100

To continue to maintain Callingwood Twin Arenas in a safe and functional condition, and to ensure that a high level of service is provided to the citizens of Edmonton. The scope of work will include upgrades to and replacement of major components within the mechanical, electrical, and structural services which include roofing systems, and the exterior envelope. The project scope includes replacement of building components which have received a D-Marginal, F-Critical rating in a Building Condition Assessment, or components at the end of their useful life. In addition, this profile is to reduce energy consumption and Greenhouse Gas (GHG) emissions to contribute to the City's goal to reduce its GHG emissions by 50% by 2030 from 2005 level.

PROFILE BACKGROUND

Currently, 65% of the City's facilities are 30 years and older. Callingwood Arena was completed in 1985, making it 35 years old in 2020. Using a proactive reinvestment strategy to ensure that all City building conform to the City's strategic alignment for the way we live, grow, green, move, and prosper, and the City's Infrastructure Asset Management policy. Over time, the performance of facilities decline due to aging, wear and tear of systems and components, functional changes, and a variety of other factors. The life of facilities can be optimized through adequate and timely capital reinvestment, maintenance and repair. This facility was identified as a priority as part of the Facility: Service Delivery - Renewal composite (CM-12-0000), which funded the first stage of work. The remainder of the project requires the creation of its own standalone profile due to the value of the entire project being over the \$5 million dollar threshold for renewal.

PROFILE JUSTIFICATION

As facilities age, there is a need to rehabilitate or replace various components to maximize the life of the facility, to provide a safe environment for staff and the general public, and to meet the current service needs of citizens. Since most facilities will still be in use for the next 20 to 30 years, the primary methods for meeting those goals will be through efficient operation, maintenance, repair, renewal, and energy retrofitting of existing facilities. The objective is to maximize benefits, manage risk, and provide satisfactory levels of service to the community in a sustainable manner.

STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity, and climate resilience; by creating a community to connect people to what matters to them.

ALTERNATIVES CONSIDERED

The alternative to completing the rehabilitation program for this facility is to carry out replacements of building components as they fail, using operational funds. This is considered to be the highest cost alternative to facility maintenance by industry.

COST BENEFITS

Tangible benefits: Improved reliability, enhanced energy efficiency, improved productivity, and the improvement or maintenance of level of service.

Intangible Benefits: Customer satisfaction and improved public image.

KEY RISKS & MITIGATING STRATEGY

As this facility deteriorates, its components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facilities and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility.

RESOURCES

The project will be delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.

CONCLUSIONS AND RECOMMENDATIONS

Investment in asset management, maintenance, and rehabilitation is a cost-effective method of maximizing the life of this facility to ensure a high level of service is provided to citizens. Recommend the funding of the profile.

Profile Page 2

PROFILE NAME: Callingwood Arena Rehabilitation

RECOMMENDED

PROFILE NUMBER: 20-10-9005 PROFILE TYPE: Standalone

BRANCH: Infrastructure Delivery

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| Ξ± | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|---------------------------------------|--|----------------|------|-------|------|------|------|------|------|------|------|----------------|-------|
| APPROVED BUDGET | Approved Budget Original Budget Approved | - | - | | - | , | - | - | - | - | - | - | - |
| ∢ | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |
| | | | | | | | | | | | | | |
| | Budget Request | - | 890 | 5,633 | 53 | - | - | - | - | - | - | - | 6,576 |
| ET | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| BUDGET REQUEST | Federal Gas Tax Fund | - | 552 | 5,577 | 53 | - | - | - | - | - | - | - | 6,181 |
| B.S. | Pay-As-You-Go | - | 338 | 56 | - | - | - | - | - | - | - | - | 395 |
| | Requested Funding Source | - | 890 | 5,633 | 53 | - | - | - | - | - | - | - | 6,576 |
| | | | | | | | | | | | | | |
| _ | Revised Budget (if Approved) | - | 890 | 5,633 | 53 | - | - | - | - | - | - | - | 6,576 |
| | Requested Funding Source | | | | | | | | | | | | |
| S R S R S | Federal Gas Tax Fund | - | 552 | 5,577 | 53 | - | - | - | - | - | - | - | 6,181 |
| REVISED BUDGET (IF APPROVED) | Pay-As-You-Go | - | 338 | 56 | - | - | - | - | - | - | - | - | 395 |
| 4 | Requested Funding Source | - | 890 | 5,633 | 53 | - | - | - | - | - | - | - | 6,576 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| ED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|--------------------------------|---------------|----------------|------|-------|------|------|------|------|------|------|------|----------------|-------|
| VISED IDGET (IF ROVEC | Construction | - | 445 | 2,816 | 53 | - | - | - | - | - | - | - | 3,314 |
| BUI PPR | Design | - | 445 | 2,816 | - | - | - | - | - | - | - | - | 3,261 |
| < | Total | - | 890 | 5,633 | 53 | | - | - | - | - | - | - | 6,576 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | Rev | Exp | Net | FTE |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Total Operating Impact | - | • | - | - | - | - | - | - | - | • | - | - | - | - | - | - |

Profile Page 1

| PROFILE NAME: | O'KEEFE MAINTENANCE YARD OH&S IMP | ROVEMENTS | RECOMMENDED |
|-----------------|------------------------------------|-----------------------|-----------------|
| PROFILE NUMBER: | 20-10-9001 | PROFILE STAGE: | Council Review |
| DEPARTMENT: | Integrated Infrastructure Services | PROFILE TYPE: | Standalone |
| LEAD BRANCH: | Infrastructure Delivery | LEAD MANAGER: | Jason Meliefste |
| PROGRAM NAME: | | PARTNER MANAGER: | |
| PARTNER: | | ESTIMATED START: | December, 2020 |
| BUDGET CYCLE: | 2019-2022 | ESTIMATED COMPLETION: | October, 2022 |

| Service Categ | jory: | Major Initiative: | |
|---------------|---------|-----------------------|-------|
| GROWTH | RENEWAL | PREVIOUSLY APPROVED: | - |
| 100 | | BUDGET REQUEST: | 3,300 |
| | | TOTAL PROFILE BUDGET: | 3,300 |

PROFILE DESCRIPTION

This initiative corrects OH&S and building code issues that exist in the O'Keefe Maintenance Building. It will include the construction of staff washrooms, and locker room, installation of ventilation throughout the building, a dust collection system in the workshop, and construction of administrative areas. The east wall in the garage will be demolished and rebuilt, and the hoists in the artifact centre will be replaced with a new hoist operating system with added safety features.

PROFILE BACKGROUND

The project was initiated through operational funds in 2018 in response to some OH&S conditions at O'Keefe that required improvements. The project was started by City Operations funds and in 2019 City Operations Safety and Security composite (CM 10-1010 and CM-99-9000) have been the funding sources. Funds will be transferred from these capital profiles to create a standalone profile for this project.

PROFILE JUSTIFICATION

A standalone profile is required as the project estimate exceeds \$2M growth. The funding is required to correct OH&S and building code issues that exist at the O'Keefe Maintenance Building and Artifact Centre as well as to repair an exterior wall that is structurally unsound.

STRATEGIC ALIGNMENT

This project aligns with the Five Big City Moves values rebuildable Edmonton. This project will keep a historical building (1937) in use to serve south and central Edmonton. The project also aligns with the Corporate Business Plan that recognizes the need to maintain the "back of house" infrastructure to deliver services to citizens.

ALTERNATIVES CONSIDERED

This project takes corrective action to mitigate or eliminate safety and security concerns at O'Keefe. Alternatives are not being considered.

COST BENEFITS

The costs are primarily one-time capital costs to resolve safety and security issues. There is no additional long term operating costs arising from the completion of the project.

KEY RISKS & MITIGATING STRATEGY

The key risk in a historic building is that unforeseen conditions may be found in the course of construction that must be repaired. This risk has been mitigated with hazardous material testing and localized testing to determine conditions below the surface.

RESOURCES

Internal staff including project managers, and City Operations representatives, a well as a consultant team, and hazardous material consultant.

CONCLUSIONS AND RECOMMENDATIONS

It is recommended that the project proceeds to mitigate or eliminate risks associated with the OH&S and building code issues at O'Keefe and to create a standalone profile as the project will exceed the \$2M growth threshold.

City of Edmonton Printed on: 23/10/2020 03:07:35 PM

Profile Page 2

PROFILE NAME: O'Keefe Maintenance Yard OH&S Improvements

RECOMMENDED

PROFILE NUMBER: 20-10-9001 PROFILE TYPE: Standalone

BRANCH: Infrastructure Delivery

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| Ð. | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|---------------------------------------|---|----------------|-------|-------|------|------|------|------|------|------|------|----------------|-------|
| APPROVED BUDGET | Approved Budget Original Budget Approved | - | - | - | - | - | - | - | - | - | - | - | - |
| ∢ | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |
| | | | | | | | | | | | | | |
| | Budget Request | - | 1,245 | 2,005 | 50 | - | - | - | - | - | - | - | 3,300 |
| BUDGET REQUEST | Revised Funding Sources (if approved) Pay-As-You-Go | - | 1,245 | 2,005 | 50 | - | - | - | - | - | - | | 3,300 |
| ∞ <u>%</u> | Requested Funding Source | - | 1,245 | 2,005 | 50 | - | - | - | - | - | - | - | 3,300 |
| | | | | | | | | | • | | • | | |
| (Q | Revised Budget (if Approved) | - | 1,245 | 2,005 | 50 | | • | • | • | • | - | - | 3,300 |
| SET | Requested Funding Source | | | | | | | | | | | | |
| REVISED BUDGET (IF APPROVED) | Pay-As-You-Go | - | 1,245 | 2,005 | 50 | - | - | - | - | - | - | - | 3,300 |
| A A | Requested Funding Source | - | 1,245 | 2,005 | 50 | - | - | - | - | - | - | - | 3,300 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|-------------------------------------|---------------------|----------------|-------|-------|------|------|------|------|------|------|------|----------------|-------|
| <u> </u> | Construction | - | 1,058 | 1,725 | - | - | - | - | - | - | - | - | 2,782 |
| SET : | Contingency | - | 149 | 241 | - | - | - | - | - | - | - | - | 390 |
| REVISED BUDGET (IF PPROVED | Design | - | 37 | - | - | - | - | - | - | - | - | - | 37 |
| API API | Folllow Up Warranty | - | - | 40 | 44 | - | - | - | - | - | - | - | 84 |
| | Other Costs | - | - | - | 7 | - | - | - | - | - | - | - | 7 |
| | Total | - | 1,245 | 2,005 | 50 | - | - | - | - | - | - | - | 3,300 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | Rev | Ехр | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Total Operating Impact | - | - | | - | - | - | | - | | - | | | - | - | | - |

Profile Page 1

SOUTH HAVEN AND NORTHERN LIGHTS CEMETERY EXPANSION PROFILE NAME: RECOMMENDED PROFILE NUMBER: 20-30-9202 PROFILE STAGE: **Council Review** DEPARTMENT: **Integrated Infrastructure Services** PROFILE TYPE: **Standalone** LEAD MANAGER: **Craig Walbaum** LEAD BRANCH: **Building Great Neighbourhoods and Open Spaces** PARTNER MANAGER: PROGRAM NAME: **ESTIMATED START:** December, 2020 PARTNER: **ESTIMATED COMPLETION: BUDGET CYCLE:** 2019-2022 November, 2022 Service Category: **Parks Major Initiative: GROWTH** RENEWAL PREVIOUSLY APPROVED: 100 **BUDGET REQUEST:** 3,000 TOTAL PROFILE BUDGET: 3,000

PROFILE DESCRIPTION

This profile will fund detailed design, construction and post-construction activities (checkpoints 3 to 5) for a portion of the expansion work required at both the Northern Lights and South Haven cemeteries. The scope of work will allow the municipal cemeteries to begin to respond to changing consumer interests; high demands for sales to the community, cultural, and religious groups; and changing priorities. This will ensure that the cemeteries will remain competitive and relevant and be able to provide services to Edmontonians in the future.

PROFILE BACKGROUND

In 2010, the City Council approved a Municipal Cemeteries Master Plan, which outlines the numerous priorities for the seven cemeteries under the City's purview in order to account for anticipated future growth and trends in burial practices. The population of the City of Edmonton is continuing to grow, with an annual expected growth rate of 1.2%. Provided that this trend continues, the City of Edmonton is expected to reach a population of 1.9 million by 2055. The City's population is also aging from a demographics perspective. Based on this the annual death rate within the City is expected to increase by 2.3% annually.

Northern Lights and South Haven have ample land for growth. However, the existing developed areas are reaching capacity and both cemetery locations are in a near-sellout situation regarding developed "ready to go" land. This project will improve the City's position to better support the changes in customer trends related to cremations/scattering, green burial, traditional burial, memorial spaces and community/cultural group sections by proceeding to the next phase of development.

PROFILE JUSTIFICATION

As per PDDM requirements, growth projects with a delivery budget exceeding \$2 million require the creation of a standalone profile and approval by Council of the new profile in order to proceed beyond checkpoint 3. This project is approaching checkpoint 3 and this profile will hold funding for the delivery of portions of the South Haven and Northern Lights Cemetery Expansion project.

STRATEGIC ALIGNMENT

The implementation of the Edmonton Municipal Cemeteries Master Plan supports: Live Active Strategy- a new pedestrian circulation system will provide a much more immersive experience for Edmontonians and visitors. Accessibility for People with Disabilities (City Policy C602): road widths and trails have adequate geometry to allow for shoulder parking, and have universal accessibility. ConnectEdmonton: Cemeteries will be integrated and attractive urban spaces, enhancing the experiences of citizens and visitors, and add to the tree canopy and green spaces within Edmonton.

ALTERNATIVES CONSIDERED

City of Edmonton Cemeteries fulfill a necessary service for Edmontonians' burial needs. However, currently Municipal Cemeteries are not well-positioned to match the level of service provided by other cemeteries or to meet anticipated future requirements. The only alternative proposed in the Cemeteries Master Plan Business Case was to maintain the cemeteries in their status quo without growth or further plot sales opportunities and to continue to operate and maintain them once the currently developed areas are full.

COST BENEFITS

The scope of work will allow the municipal cemeteries to begin to respond to changing consumer interests; high demands for sales to the community, cultural, and religious groups; and changing priorities. This will ensure that the cemeteries will remain competitive and relevant and be able to provide services to Edmontonians in the future.

KEY RISKS & MITIGATING STRATEGY

One of the key risks is delays in moving between project phases due to funding or timing of funding approvals.

The mitigating strategy is for the project to proceed as funds allow. Work will be suspended and resume once funding has been approved.

RESOURCES

Project management and design oversight resources are City internal. An external design consultant will complete detailed design and provide other services as required. A general contractor will be retained through tender to complete the construction work.

Profile Page 2

CONCLUSIONS AND RECOMMENDATIONS

The South Haven and Northern Lights Cemetery Expansion project is necessary to position the City's cemeteries well for the future. Without the development of lands within these cemeteries, the City will reach capacity within the municipal cemeteries in the near future. As the City's cemeteries operate with a tax subsidy, the inability to generate new income from the sale of burial space and services will only increase the amount of government support the cemeteries require in order to maintain operations.

Approve the standalone profile required to begin delivering some elements of the South Haven and Northern Lights Cemetery Expansion project.

Page 482 of 1367 CR_8486

Profile Page 3

PROFILE NAME: South Haven and Northern Lights Cemetery Expansion

RECOMMENDED

PROFILE NUMBER: 20-30-9202 PROFILE TYPE: Standalone

BRANCH: Building Great Neighbourhoods and Open Spaces

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| | T | ` | | | | | | | | | | I | |
|---------------------------------------|---------------------------------------|--|------|-------|------|------|------|------|------|------|------|----------------|-------|
| APPROVED BUDGET | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
| 30 GE | Approved Budget | | | | | | | | | | | | |
| P B | Original Budget Approved | - | - | - | - | - | - | - | - | - | - | - | - |
| ٩. | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |
| | | | | | | | | | | | | | |
| | Budget Request | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |
| GET | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| BUDGET REQUEST | Pay-As-You-Go | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |
| ш <u>к</u> | Requested Funding Source | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |
| | | | | | | | | | | | | | |
| o. | Revised Budget (if Approved) | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |
| SEE GET OVE | Requested Funding Source | | | | | | | | | | | | |
| REVISED BUDGET (IF APPROVED) | Pay-As-You-Go | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |
| A A | Requested Funding Source | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|-------------------------------------|---------------------|----------------|------|-------|------|------|------|------|------|------|------|----------------|-------|
| 6 | Construction | - | - | 2,035 | - | - | - | - | - | - | - | - | 2,035 |
| | Design | - | 155 | 413 | - | - | - | - | - | - | - | - | 568 |
| REVISED BUDGET (IF PPROVED | Folllow Up Warranty | - | - | - | 50 | - | - | - | - | - | - | - | 50 |
| API API | Other Costs | - | 18 | 303 | - | - | - | - | - | - | - | - | 320 |
| | Percent for Art | - | 28 | - | - | - | - | - | - | - | - | - | 28 |
| | Total | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | Rev | Ехр | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Total Operating Impact | - | - | | - | - | - | | - | | - | | | - | - | | - |

Profile Page 1

| PROFILE NAME: | IN-CAR VIDEO | | RECOMMENDED |
|-----------------|---------------------------------|-----------------------|------------------------|
| PROFILE NUMBER: | 20-60-1620 | PROFILE STAGE: | Council Review |
| DEPARTMENT: | Boards & Commissions | PROFILE TYPE: | Standalone |
| LEAD BRANCH: | Police Service | LEAD MANAGER: | Chief ITO Ron Anderson |
| PROGRAM NAME: | | PARTNER MANAGER: | Supt Warren Driechel |
| PARTNER: | Police Service | ESTIMATED START: | December, 2020 |
| BUDGET CYCLE: | 2019-2022 | ESTIMATED COMPLETION: | December, 2021 |
| | | | |

| Service Categ | ory: Protection | Major Initiative: | |
|---------------|-----------------|-----------------------|-------|
| GROWTH | RENEWAL | PREVIOUSLY APPROVED: | - |
| 100 | | BUDGET REQUEST: | 2,000 |
| | | TOTAL PROFILE BUDGET: | 2,000 |

PROFILE DESCRIPTION

The In-Car Video project is intended to equip police vehicles with a video system which will capture events and become active when emergency equipment is operated or when the system is manually activated. This will provide an audio/visual record of events within the viewing area of the cameras as they occur. It is estimated that the total budget requirement for In-Car Video will be \$5.1 million. A budget transfer of \$2.0 million will be made from the Vehicles profile during the 2020 Fall SCBA. The source of the additional \$3.1 million will be confirmed during the 2021 SCBA process.

PROFILE BACKGROUND

A complete In-Car Video solution includes technology and business functional components. This includes technology that is integrated into the vehicle such as cameras, video storage, and networking equipment. Additional technology is required for the storage, review, evidence, retrieval, and disclosure of video. Business functions will require new and changed staff responsible for the optimal use, retention, management, and disclosure of video evidence. Furthermore, existing policies and processes will require review and will be changed or augmented as needed to support this extensive use of video technology.

PROFILE JUSTIFICATION

With In-Car Video being available in policing since the early 1980's, the benefits and policies around this technology are more established. The use of In-Car Video is expected to modernize the Edmonton Police Service (EPS), increase public accountability, protect members, provide EPS with essential data and improve court outcomes.

The Edmonton Police Service has chosen to implement In-Car Video because our research has indicated it is currently the best video tool for our organization.

- The technology and its best practice uses are well established.
- Scale of investment is easier to manage (400 cars vs. 1,000 officers).
- It is easier for an officer to use in-car cameras since connectivity and power available in the car ensures automated and continuous operation.
- The footage is easily recorded and filed.
- It is harder to block the footage.
- The footage includes more detail about the entire picture at a scene.

STRATEGIC ALIGNMENT

The EPS is committed to advancing the strategic goal of encouraging innovation to build community safety. Video technology, a widely used law enforcement tool, is effective at gathering surveillance in real-time scenarios.

In-Car Video is one of several components of a broader video management strategy that EPS is undertaking to provide additional public transparency, support active police operations, and improve court outcomes.

ALTERNATIVES CONSIDERED

EPS considered two different forms of member supported video.

- In Car video
- Body Worn Video

In late 2013, a business case was created for ICV and in early 2014 a project request was made to run a pilot project with ICV on 10 traffic cars, but the request was unsupported at the time due to funding not being available.

The EPS ran a pilot project on the use of body cameras in 2010-2014. A report was released in 2015 that showed there would need to be a significant investment in network infrastructure. It also found that BWV did little to reduce the use of force and had several security and legal concerns raised around it's usage. It did not find a reduction in the use of force incidents, nor in the amount of complaint investigations.

COST BENEFITS

The addition of In-Car Video to the police vehicle fleet and police officers themselves would provide many benefits. It would modernize the Edmonton Police Service, increase public accountability, protect members, provide EPS with essential data and improve court outcomes.

Profile Page 2

KEY RISKS & MITIGATING STRATEGY

A key risk in implementing any new technology in policing is establishing it's use in contributing to court outcomes, measuring it's impact on police and public safety. By timing its implementation in 2021, EPS has been able to watch the development and maturity of the use of In-Car Video.

Another risk with this technology is centered around member acceptance. In-Car Video may be perceived as invasive to the privacy of members. To mitigate this risk, a robust member engagement and change management approach is included in this project.

RESOURCES

In addition to the personnel and technology required to plan, procure, and implement; integration will also require changes to policy, addressing privacy, and require significant personnel and technology resources to review, manage, store, and retain the growing amount of video collected.

CONCLUSIONS AND RECOMMENDATIONS

The EPS has already begun the planning for the In-Car Video project. It is anticipated to complete at the end of 2021.

Page 485 of 1367

Profile Page 3

PROFILE NAME: In-Car Video RECOMMENDED

PROFILE NUMBER: 20-60-1620 PROFILE TYPE: Standalone

BRANCH: Police Service

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|---------------------------------------|---|----------------|-------|-------|------|------|------|------|------|------|------|----------------|-------|
| APPROVED BUDGET | Approved Budget Original Budget Approved | - | - | - | - | - | - | - | - | - | _ | - | - |
| ∢ | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |
| | | | | | | | | | | | | | |
| - to | Budget Request | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |
| BUDGET REQUEST | Revised Funding Sources (if approved) PAYG Capital Reserve - Police | - | 1,000 | 1,000 | - | | - | | | | | | 2,000 |
| ш сс | Requested Funding Source | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |
| | _ | | | | | | | | | | | | |
| a. <u>Q</u> | Revised Budget (if Approved) | - | 1,000 | 1,000 | • | - | - | - | - | - | - | - | 2,000 |
| SET SET SVE | Requested Funding Source | | | | | | | | | | | | |
| REVISED BUDGET (IF APPROVED) | PAYG Capital Reserve - Police | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |
| A P | Requested Funding Source | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| (D) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|--------------------------------|----------------|----------------|-------|-------|------|------|------|------|------|------|------|----------------|-------|
| WISED JDGET (IF ROVED | Equip FurnFixt | - | - | 1,000 | - | - | - | - | - | - | - | - | 1,000 |
| BUI PPR | Technology | - | 1,000 | - | - | - | - | - | - | - | - | - | 1,000 |
| < | Total | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | Rev | Exp | Net | FTE |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

Profile Page 1

RECOMMENDED

Craig Walbaum

PROFILE NAME: RURAL AND INDUSTRIAL ROAD UPGRADING

PROFILE NUMBER: CM-40-9001

DEPARTMENT: Integrated Infrastructure Services

LEAD BRANCH: Building Great Neighbourhoods and Open Spaces

PROGRAM NAME:

PARTNER: BUDGET CYCLE: 2019-2022

PROFILE STAGE: Council Review

PROFILE TYPE: Composite

LEAD MANAGER:

PARTNER MANAGER: Brian Simpson
ESTIMATED START: December, 2020

ESTIMATED COMPLETION: December, 2021

Service Category: Roads Major Initiative: Great Neighbourhoods

GROWTH RENEWAL PREVIOUSLY APPROVED: BUDGET REQUEST: 43,400
TOTAL PROFILE BUDGET: 43,400

PROFILE DESCRIPTION

The Rural and Industrial Roads project consists of the paving of oil and gravel rural and industrial roads.

The scope of the rural roads work includes numerous spot improvements throughout rural areas, including paving of roads/intersections, installation of guardrail, ditch improvements and culvert repairs/replacements.

The scope of the industrial roads work will include full depth reclamation, spot repair where needed and paving. Other minor items related to drainage and safety will be addressed on a case by case basis.

Proposed locations of work and estimated asset includes: a) Southeast Industrial; b) Winterburn; c) Mistatim; d) Other Industrial areas with gravel/oiled surfaces; and e) Other rural roads.

PROJECT LIST

Proposed locations of work and estimated asset includes: a) Southeast Industrial; b) Winterburn; c) Mistatim; d) Other Industrial areas with gravel/oiled surfaces; and e) Other rural roads.

PROFILE BACKGROUND

This is a new profile created for the Municipal Stimulus Program - specifically for Rural and Industrial Roads.

PROFILE JUSTIFICATION

A standalone profile is required as the project estimate exceeds \$2M Growth.

STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience.

ALTERNATIVES CONSIDERED

This project would not proceed without Municipal Stimulus Program Funding (MSP).

COST BENEFITS

The following specific project benefits include: a) preserving infrastructure valued by citizens and will improve safety for users; b) improved municipal road network supports regional prosperity as well, this infrastructure investment helps to attract, retain and support more industrial business; and c) facilitates the efficient movement of People and Goods which enhances competitiveness and position the region to participate in future growth.

KEY RISKS & MITIGATING STRATEGY

Contractor agreements will be in place to minimize the City's risk during construction activity.

RESOURCES

The project will be delivered by Integrated Infrastructure Services utilizing primarily external resources.

CONCLUSIONS AND RECOMMENDATIONS

The approval of this profile will allow the City to undertake the Rural and Industrial roads projects with the support of MSP funding.

CONTINGENCY OF APPROVAL

None.

CHANGES TO APPROVED PROFILE

None.

Profile Page 2

PROFILE NAME: Rural and Industrial Road Upgrading

RECOMMENDED

PROFILE NUMBER: CM-40-9001 PROFILE TYPE: Composite

BRANCH: Building Great Neighbourhoods and Open Spaces

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| ΕD | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|--------------------|--|----------------|------|--------|------|------|------|------|------|------|------|----------------|-------|
| APPROVED BUDGET | Approved Budget Original Budget Approved | - | - | _ | - | - | - | - | - | - | - | - | |
| ∢ | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | |
| | | | | | | | | | | | | | |
| | Budget Request | - | - | 43,400 | - | - | - | - | - | - | - | - | 43,4 |
| EST. | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| BUDGET REQUEST | Municipal Stimulus Program | - | - | 43,300 | - | - | - | - | - | - | - | - | 43,3 |
| DB. | Pay-As-You-Go | - | - | 100 | - | - | - | - | - | - | - | - | 1 |
| | Requested Funding Source | - | - | 43,400 | - | - | - | - | - | - | - | - | 43,4 |
| | | | | | | | | | | | | | |
| | Revised Budget (if Approved) | - | - | 43,400 | - | - | - | - | - | - | - | - | 43,4 |
| | Requested Funding Source | | | | | | | | | | | | |
| | Municipal Stimulus Program | - | - | 43,300 | - | - | - | - | - | - | - | - | 43,3 |
| BU APPI | Pay-As-You-Go | - | - | 100 | - | - | - | - | - | - | - | - | 1 |
| 4 | | | | | | | | | | | | | |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

Requested Funding Source

| EVISED UDGET (IF PROVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|-----------------------------------|---------------|----------------|------|--------|------|------|------|------|------|------|------|----------------|--------|
| | Construction | - | - | 43,400 | - | - | - | - | - | - | - | - | 43,400 |
| RI B APF | Total | - | - | 43,400 | - | - | - | - | - | - | 1 | - | 43,400 |

43,400

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | Rev | Exp | Net | FTE | |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|
| Total Operating Impact | - | - | | | - | - | | - | - | - | - | - | | - | - | - | |

Corporate Funding Pool Balances - 2019-2022 Capital Budget Cycle (\$millions)

| | NR | P Levy | N | /ISI | F | PAYG | Fuel | Tax | T | otal |
|---|----------|--------|----|------|----|--------|------|---------|----|--------|
| Forecasted Funding Balance as at May 25, 2020 | \$ | 0.9 | \$ | 1.4 | \$ | (6.8) | \$ | | \$ | (4.5) |
| Funding Adjustments Since Spring 2020 SCBA: | | | | | | | | | | |
| Forecast Adjustments | | 7927 | | 1.9 | | (12.5) | | 2 | (| (10.6) |
| Administrative Adjustments - Fall 2020 | | | | | | 1.2 | | | | 1.2 |
| COVID-19 Response - Transfer to Operating | | 722 | | 72 | | (46.5) | | <u></u> | (| (46.5) |
| COVID-19 Response - Pre-committed 2023 PAYG | | | | | | 46.5 | | - | | 46.5 |
| Total Adjustments | <u> </u> | 929 | | 1.9 | | (11.3) | | (2) | | (9.4) |
| Forecasted Funding Balances Prior to Fall 2020 SCBA | \$ | 0.9 | \$ | 3.3 | \$ | (18.1) | \$ | - 4 | \$ | (13.9) |
| Fall 2020 SCBA Recommended Adjustments | | | | | | | | | | |
| Funding Releases (Snow Plow and Clearing, Bus Safety | | | | | | | | | | |
| and Security Enhancements) | | 7929 | | 7928 | | 6.4 | | 2 | | 6.4 |
| Total Fall 2020 SCBA Recommended Changes | _ | - | | | | 6.4 | | - | | 6.4 |
| Municipal Stimulus Program Adjustments | | | | | | | | | | |
| Funding Released | | 17.0 | | 20.7 | | 12.2 | | 7 | | 49.9 |
| Funding held to address COVID-19 operating budget | | | | | | | | | | |
| shortfalls in 2021 and beyond | | (17.0) | | | | (32.9) | | - | (| (49.9) |
| Total Municipal Stimulus Program Adjustments | _ | 020 | | 20.7 | | (20.7) | | (2) | | 12 |
| Forecasted Funding Balances Subsequent to Fall 2020 SCBA | \$ | 0.9 | \$ | 24.0 | \$ | (32.4) | \$ | | \$ | (7.5) |

Page 1 of 1 Report: CR_8486

Emerging Items

Emerging Projects - Fall 2020 (Unfunded)

This attachment provides a listing of emerging items in addition to the existing unfunded profiles of the 2019-2022 Capital Budget Cycle.

Emerging items include projects that Council has previously approved and funded that may require additional funding in the future. Also included are projects that require funding in the future to address an urgent need. Amounts identified represent Administration's best estimate at this time.

| 1. | Profile | Profile Name | Potential Funding Source | Estimated Cost (\$millions) |
|----|------------|-----------------------------------|-----------------------------|-----------------------------------|
| | 18-66-6503 | 50 Street CPR Grade Separation | TBD | \$18.1 |

Current Status:

The 50 Street Canadian Pacific Railway (CPR) Grade Separation project is advancing through preliminary engineering. Negotiations are underway with CPR to finalize contribution agreements.

The total estimated project cost exceeds the currently approved project budget. In the Fall 2019 SCBA, Council approved \$16.3 million of additional funding to advance the project to PDDM Checkpoint 4 to allow further advancement of design and progress toward obtaining agreements with the Federal and Provincial governments and CPR.

The full delivery of the project is estimated to require an additional \$18.1 million of external funding. Depending on the outcome of negotiations with CPR, some of these funds may be required from the City. The sale of surplus land after project completion, contributions from CPR, recovery of expenditures from other partners (such as utility companies), or other orders of government may allow recovery of some City funds that are already committed.

As design has advanced, cost estimates have been refined, resulting in a reduction in the estimated additional funding to complete the project from \$46.9 million to \$18.1 million. As negotiations advance with CPR, greater certainty around the additional funding requirements will be known. Without additional funding the project would remain on hold at Checkpoint 4.

Page 1 of 3 Report: CR_8486

| 2. | Profile | Profile Name | Potential Funding Source | Estimated Cost (\$millions) |
|----|---------|--|-----------------------------|-----------------------------------|
| | TBD | School Park Site Development - Additional Locations (Keswick West; Keswick East) | TBD | \$6.0 |

Current Status:

On April 14, 2020 the Province announced funding for two new schools opening in fall 2022. According to the Joint Use Agreement between the City and the three Edmonton area school boards, the City's obligation is to complete the park site design and deliver Grade Level Seed (the grass, sports fields and trees) for the school/park sites. Estimated costs for delivering the sites is \$6.0 million.

| 3. | Profile | Profile Name | Phase | Funding Source | Estimated Cost (\$millions) |
|----|------------|---|----------------------|--|-----------------------------------|
| | 20-20-2024 | NE Pedestrian Bridge Project (Funded) | Planning & Design | RVA - \$1.2 Strathcona - \$0.3 City - \$2.9 | \$4.4 |
| | 20-20-2024 | NE Pedestrian Bridge Project | Delivery | RVA - \$14.8 (Funded) Strathcona - \$3.7 (Funded) City - \$1.1 (Unfunded) | \$19.6 |

Page 2 of 3 Report: CR_8486

Current Status:

The North East Pedestrian Bridge has been identified as a priority by the City, Strathcona County and the River Valley Alliance (RVA). The total forecasted cost for the NE Pedestrian Bridge Project is \$24 million. Administration has brought forward a standalone capital profile in the 2020 Fall SCBA to fund the project up to Checkpoint 3 of the PDDM at a total cost of \$4.4 million funded with existing city funds of \$2.9 million and partnership funding of \$1.5 million.

This project is a joint initiative between the River Valley Alliance (RVA), Strathcona County and the City of Edmonton. The project scope will be split into two phases, Phase 1 and Phase 2:

- Phase 1 (\$4.4 million) comprises the planning and design of the project (PDDM Checkpoints 1 to 3), including public and indigenous engagement to inform the decision making.
- Phase 2 (\$19.6 million) will comprise the detailed design and delivery of the initiative (PDDM Checkpoints 3 to 5).

Total project funding is anticipated to comprise a 2/3 contribution from the RVA, 1/6 contribution from Strathcona County and 1/6 contribution from the City of Edmonton, subject to future cost sharing agreements. The RVA's funding consists of equal Federal and Provincial contributions (1/3 each) and totals \$16 million. Based on that contribution, the total forecasted cost of the NE Pedestrian Bridge Project would be \$24 million.

The preliminary design is expected to be complete in Q4 2021, detailed design Q2 2022, tender in summer 2022, with construction expected to start Q3 2022 and finish in 2024.

Administration will bring forward a request for Phase 2 funding at Checkpoint 3 with a more refined project estimate. Based on the current total estimate of \$19.6 million for Phase 2, the City would require an additional \$1.1 million in funding to fully match partnership funding, subject to confirmation of total project estimate at Checkpoint 3.

Page 3 of 3 Report: CR_8486

| Line | ne Project Name Project Description | | Profile to be Amended if funded | Current Funded Checkpoint | Current Checkpoint Completed | Operational Criteria Ranking |
|------|---|--|--|------------------------------|---------------------------------|---------------------------------|
| | Recreation, Parks Cult | cure & Attractions | | | | |
| 1 | Various Baseball Diamond Enhancements - Planning, Design & Deliver | rious Baseball Diamond Planning and design and construction of various ball diamond enhancements including hancements - Planning, shale and other associated amenities. | | 1 | 0 | Low |
| 2 | Bonnie Doon Twin Arena (includes Single Arena closures) - Planning & Design | Planning and design of a new twin-pad arena in the Dermott District Park in the Bonnie Doon neighbourhood. The new arena would close and replace existing aging single-pad arenas in the City core based on the Approach to Community and Recreation Facility Planning. | CM-10-1010 Facility: Planning and Design - Growth | 1 | 1 | Medium |
| 3 | Cemeteries Master Plan Implementation - Future Phases | Planning, design and construction of new burial sections, gardens for cremation ash scatterings, new access roads and planting at South Haven Cemetery and Northern Lights Cemetery. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Medium |
| 4 | Clarke Stadium Enhancements | Detailed planning and design of the infrastructure enhancement required to support a professional soccer team at Clarke Stadium. The project would also involve other stakeholder and user groups of Clarke Stadium ensuring it remains a multi-purpose sports facility. | CM-10-1010 Facility: Planning and Design - Growth | 1 | 1 | Low |
| 5 | Commonwealth Stadium and Training Venues - FIFA Requirements | Planning and design of Commonwealth Stadium and related facilities enhancements required to support hosting FIFA World Cup events and match(es) in 2026. | CM-10-1010 Facility: Planning and Design - Growth | 0 | 0 | Medium |
| 6 | Confederation Park Redevelopment | Detailed design and construction of the Confederation Park Concept Plan. Funding will allow for work from Checkpoint #3 to Checkpoint #5. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 2 | Low |
| 7 | District Activity Park Development - Decoteau | Planning and Design of base park development of a district park site. Funding will allow completion to Checkpoint #3. | CM-30-3030 Open Space: Planning and Design - Growth | 1 0 | | Low |
| 8 | Glengarry Park Redevelopment Upgrades | Detailed design and construction of the Glengarry Park Concept Plan. Funding will allow for work to Checkpoint 5 | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 2 | |
| 9 | Horse Hills District Park - Planning & Design | Planning and design of base park development of a park site with a proposed school. Funding would allow for planning and design to Checkpoint #3. | CM-99-9000 Infrastructure Delivery - Growth | 1 | 0 | Low |
| 10 | Ivor Dent Sports Park - Phase III | Detailed design and construction of Phase 3 of the Ivor Dent Sports Park. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 11 | John Fry Park Master Plan Implementation | Planning and design of John Fry Park concept plan. Funding will allow for completion of design up to Checkpoint #3. | CM-30-3030 Open Space: Planning and Design - Growth | 1 | 1 | Low |
| 12 | Londonderry Heights Artificial Turf | Detailed design and construction of a new external artificial turf and running track. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 13 | Mary Burlie Park | Planning and design of Mary Burlie Park. Funding will allow for completion of design up to Checkpoint #3. | CM-30-3030 Open Space: Planning and Design - Growth | 1 | 0 | Medium |
| 14 | Naturalization & Urban Tree Canopy Expansion | Implementation of the naturalization plan in various areas in the City and includes new trees to increase the City's tree canopy. | CM-30-3030 Open Space: Planning and Design - Growth CM-99-9000 Infrastructure Delivery - Growth | 0 0 | | Medium |
| 15 | North Shore Promenade | Planning and design of the North Shore Promenade. Funding is for work from Checkpoint #2 to Checkpoint #3. | CM-30-3030 Open Space: Planning and Design - Growth | 2 | 1 | Low |
| 16 | Northwest Seniors Centre | Planning and design of an expansion to the Grand Trunk Leisure Centre to accommodate the program of the NW Edmonton Seniors Association. | CM-10-1010 Facility: Planning and Design - Growth | 0 | 0 | Low |
| 17 | Queen Elizabeth Phase 3 | Planning and design of Queen Elizabeth Park (River Valley) Phase 3. Funding is for work from Checkpoint #2 to Checkpoint #3. | CM-30-3030 Open Space: Planning and Design - Growth | 2 | 2 | Low |
| 18 | Queen Elizabeth School Park Redevelopment Upgrades | Planning and design of the Queen Elizabeth Concept Plan. Funding will allow for work from Checkpoint #2 to Checkpoint #3. | CM-30-3030 Open Space: Planning and Design - Growth | 2 | 2 | Low |
| 19 | River Valley Alliance - Phase 2 | City contribution to the River Valley Alliance - Phase 2 projects including a second pedestrian bridge in Terwillegar Park and expansion of the river valley trails in the southwest. | River Valley Alliance Phase 2 - Planning and Design - CM-30- 3131 | 1 | 1 | Low |

| Line | Project Name | Project Description | Profile to be Amended if funded | Current Funded Checkpoint | Current Checkpoint Completed | Operational Criteria Ranking |
|------|---|---|--|------------------------------|---------------------------------|------------------------------|
| | Riverbend Library Relocation | Development design, detailed design and construction of a new library branch in the Terwillegar district, in replacement of the Riverbend Library Branch, addressing the growing needs and population in the south central communities. | CM-10-1010 Facility: Planning and Design - Growth CM-99-9000 Infrastructure Delivery - Growth | 2 | 1 | Medium |
| 21 | Riverside Golf Course Pavilion and Clubhouse | Planning and design of a new clubhouse to replace the existing facilities at Riverside Golf Course. | CM-10-1010 Facility: Planning and Design - Growth | 0 | 0 | Low |
| 22 | Rollie Miles Athletic Grounds - Park Redevelopment | Detailed design and construction of the redevelopment of Rollie Miles Park. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 1 | Low |
| 23 | Rollie Miles Leisure Centre | Planning and design of a small recreation centre on the site that responds to the facility assessment, demographics and community need. Funding will allow for work from Checkpoint #2. | CM-10-1010 Facility: Planning and Design - Growth | 2 | 2 | Low |
| 24 | Rundle Golf Course Driving Range Development | Planning and design of a new Rundle Golf Course Driving Range development. Funding will allow for work to Checkpoint #3. | CM-30-3030 Open Space: Planning and Design - Growth | 1 | 0 | Low |
| 25 | Terwillegar Park (River Valley) Concept Plan Implementation - Deliver | Phase I of the Council-approved Terwillegar Park Concept Plan includes provision of power and water service to the site, basic washroom facilities, entrance node improvements, enhanced walking and mountain biking trails, river viewpoints, service yard, storm water pond, natural area restoration and signage. | CM-30-3030 Open Space: Planning and Design - Growth | 2 | 2 | Low |
| 26 | Touch the Water - Planning & Design | This project will allow the City to enhance the Touch the Water Promenade (currently under development) with additional elements proposed through the concept planning stage. The enhancements proposed exceed the current budget of \$10.4 million (approved in 2012 as part of the River Valley Alliance Connective Infrastructure funding). These unique design elements – which will allow for greater access to the North Saskatchewan River - are considered essential for the successful development of a signature amenity in the central river valley. | 16-17-6160 Touch The Water Promenade | 3 | 1 | Low |
| 27 | School Park Site Development - Additional Locations | Planning and design of various school park sites including: Laurel East Completion (EPSB) School/Park Site, Keswick West (EPSB) School/Park Site, Keswick East (ECSB) School/Park Site, Genridding Heights (EPSB K-6) School/Park Site, Rosenthal (EPSB) School/Park Site, Rapperswill (ECSB) School/Park Site, Aster School/Park Site, Hawks Ridge School/Park Site, Edgemont School/Park Site, Griesbach School/Park Site, Hays Ridge School/Park Site, Rivers Edge School/Park Site, Starling School/Park Site and Crystallina Nera East School/Park Site. | CM-30-3030 Open Space: Planning and Design - Growth, | 0 | 0 | Low |
| 28 | Shared Park Development Program | Park level development to a base level standard with some enhanced level amenities through a cost shared program with developer participation. | CM-17-1010: Shared Park Development Program | 0 | 0 | Low |
| 29 | Strathcona 55 Plus Seniors Facility | Planning and design of a renovation/expansion or new facility to accommodate the program of the Strathcona 55 Plus Seniors Association | CM-10-1010 Facility: Planning and Design - Growth | 0 | 0 | Medium |
| 30 | Suburban Park Development - Additional Locations | Planning and design of city parks, including Albany Urban Village Park, Ambleside Urban Village Park, Callaghan Urban Village Park, Carlton Urban Village Park, Central McDougall/Queen Mary Park ARP, Charlesworth Urban Village Park, Schonsee Urban Village Park, South Terwillegar Urban Village Park, Tamarack Pocket Park, Terwillegar Towne Pocket Park, and Windermere Estates Urban Village Park. | CM-30-3030 Open Space: Planning and Design - Growth | 1 | 0 | Low |
| 31 | Swimming Pool OHS Improvements - Additional Locations | Planning, design and construction of improvements required to meet OHS and functional requirements in existing pool facilities, including gas detection, WHMIS, chlorine room upgrades, salt-cell technology, etc. High priority locations have already been funded in the 2019-22 capital budget. This would fund additional locations that could be addressed in future budget years. | CM-10-1010 Facility: Planning and Design - Growth CM-99-9000 Infrastructure Delivery - Growth | 1 | 1 | Medium |
| 32 | Valley Zoo - Solar/Green Parking Lot & Stormwater Management | Planning and design of the Valley Zoo - Solar/Green Parking Lot & Stormwater Management. This funding will allow for completion of design to checkpoint #3. | CM-30-3030 Open Space: Planning and Design - Growth | 0 | 0 | Medium |
| 33 | Woodcroft Library Relocation | Planning and design of the relocation of the Woodcroft Library Branch with the Coronation Recreation Centre, addressing the growing needs in the north central communities. The current library branch is too small to support the community appropriately. | CM-10-1010 Facility: Planning and Design - Growth | 2 | 2 | Medium |
| 34 | Turf Management: Sports Field Upgrades | Planning, design and construction of irrigation systems for City sportfields at various locations. | CM-30-3030 Open Space: Planning and Design - Growth CM-99-9000 Infrastructure Delivery - Growth | 1 | 0 Low | |

| Line | Project Name | Project Description | Profile to be Amended if funded | Current Funded Checkpoint | Current Checkpoint Completed | Operational Criteria Ranking |
|------|--|---|--|------------------------------|---------------------------------|---------------------------------|
| 35 | Dogs and Open Spaces (various) | Planning, design and construction of off leash dog areas including amenities for various locations. | CM-30-3030 Open Space: Planning and Design - Growth | 1 | 0 | Low |
| | | | CM-99-9000 Infrastructure Delivery - Growth | | | |
| 36 | Oliver Recreation Centre | Planning (public engagement and functional program) for a new community recreation centre in replacement of the Oliver Outdoor Pool and Arena. Funding will allow for completion up to Checkpoint #2. | CM-10-1010 - Facility: Planning and Design - Growth | 0 | 0 | Low |
| 37 | Castle Downs District Park | This project includes the concept development (Checkpoint #2) for Castle Downs Park District Park. | CM-30-3030 - Open Space: Planning and Design - Growth | 1 | 0 | Medium |
| 38 | Valley Zoo - Nature's Wild Backyard Phase II | Nature's Wild Backyard Phase II is the next phase in the redevelopment of the Edmonton Valley Zoo mandated by the 2005 Masterplan Update, rehabilitating the original 1959 infrastructure. This second phase is tender ready and construction can begin as soon as funding is available for the project. | New Profile to be created if funded | 4 | 4 | Medium |
| 39 | Heritage Valley Recreation Centre Phase 2 and Library | Planning (public engagement and functional program) for a new community recreation centre in the south of the City. | CM-10-1010 Facility: Planning and Design - Growth | 0 | 0 | Low |
| 40 | African Multicultural Community Centre | Planning and design to schematic design for an African Multicultural Community Centre and site master plan for Athlone Park. | 15-21-1040 - Wellington/ African Multicultural Centre. | 2 | 2 | Low |
| 41 | Lewis Farms Recreation Centre | Development of a community recreation centre at Lewis Farms District Park including a training aquatic venue, fitness centre, gymnasium, multipurpose spaces, twin arenas, access and parking. | 15-21-5785 - Lewis Farms Community Recreation Centre and Library | 4 | 4 | Medium |
| | Public Transit | | | | | • |
| 42 | Churchill LRT Station Upgrade - Phase 1 | Detailed Design and construction for the renewal and upgrade of the LRT station to meet the requirements of the increased user volumes and meet codes and requirements for fire safety - Phase 1: Platform and South End Concourse Upgrade (Gridline 1 to 15) + Addition of new centre north egress staircase to platform. | CM-99-9000 Infrastructure Delivery - Growth | 2 | 2 | Low |
| 43 | Electronic Fareboxes | This profile supports the replacement of existing fareboxes as they are well past typical lifecycle (in use since the 1970's – typical lifecycle of 20 years for a farebox). | New Profile to be created if funded | 0 | 0 | Low |
| 44 | Growth Auxiliary Vehicles | This profile will fund the purchase of growth auxiliary vehicles with all the necessary standard equipment. Types of vehicles may be used for various functions within Edmonton Transit Service, such as on road support, technical assistance, track maintenance, facility maintenance and repair, special events services and route testing. | New Profile to be created if funded | 0 | 0 | Low |
| 45 | LRT Pedestrian Crossing Upgrades | This profile is to review and design modifications at LRT crossings to improve pedestrian safety, similar to what is proposed at the 60 Ave crossing fatality location. | New Profile to be created if funded | 0 | 0 | Low |
| 46 | Operational & Safety Activity Database | To replace the existing LRT Operational & Safety Database with an industry standard Rail Operations system. | New Profile to be created if funded | 0 | 0 | Low |
| 47 | Touch Screen Information System (Valley Line) | Build and implement a Touchscreen Customer Information System for ETS customers. Align this touchscreen system with Smart Bus to allow customers access to Real Time system information and Service Alerts. System will provide customers an ability to plan a trip using the touchscreen panel, as well as provide Real Time system information and service alerts. Project will include integration with existing system and ability to implement at all ETS facilities not just LRT. | New Profile to be created if funded | 0 | 0 | Low |
| 48 | Train-to-Wayside Communications and Integration | This profile is to build the ability to communicate from the trains to the Wayside. This will allow for multiple streams of data from and to the trains to enable Video, Public Address, passenger emergency, public Wifi and maintenance data to be gathered in real time from all moving trains along the right of way. | New Profile to be created if funded | 0 | 0 | Low |
| 49 | Integrated Traffic/Transit Control Centre | Detailed design and construction of a new integrated traffic, transit and City Operations control centre, regrouping and relocating the current Bus and LRT Control Centre, Traffic Control Centre and other centres with similar requirements and objectives. | New Profile to be created if funded | 3 | 3 3 | |
| 50 | Ferrier Garage Bus Storage Replacement | Planning and design to replace existing temporary structures with permanent structures for bus storage. | CM-10-1010 Facility: Planning and Design - Growth | 2 | 2 | Low |
| | Paterson Garage Expansion for 60ft Buses | Planning and design of an expansion to the Richard Paterson Garage in the Davies Industrial Park to accommodate the housing and maintenance of 60ft buses. | CM-10-1010 Facility: Planning and Design - Growth | 1 | 1 | Low |
| 52 | Windemere North (Ambleside) Transit Centre and Park and Ride | Planning and design for Windermere North (Ambleside) Transit Centre and Park and Ride. | CM-20-2020 Transportation: Planning and Design - Growth | 1 | 1 | Low |

| Line | Project Name | Project Description | Profile to be Amended if funded | Current Funded Checkpoint | Current Checkpoint Completed | Operational Criteria Ranking |
|------|--|---|--|------------------------------|---------------------------------|---------------------------------|
| 53 | LRT Land Acquisition | Funding for land acquisition for LRT Right-of-Way in greenfield areas. Council has directed "that Administration work with UDI to develop a Memorandum of Understanding (MOU) for the implementation of LRT right-of-way cost sharing arrangement and return to Council." | New Profile to be created if funded | 0 | 0 | Low |
| 54 | New Transit Bus Garage - Planning and Design | Planning and design of a new facility to house and maintain approximately 300, mainly electric buses. Location of the new facility is to be confirmed based on land availability and integration to the electrical grid. | 20-20-2022 - New Transit Bus Garage | 2 | 1 | Medium |
| 55 | 50th Street Park And Ride - Planning and Design | Planning and Design for Ellerslie Road / 50 Street Transit Centre and Park and Ride. | 20-20-2023 - 50th Street Park and Ride | 0 | 0 | Low |
| 56 | Transit Priority Improvements - Other Sites - Planning & Design and Delivery | Transit Priority Improvements to various locations within the City, including improvements such as dedicated bus lanes, queue jump lanes, transit signals improvements, transit signal priority, etc. | CM-99-9000 Infrastructure Delivery - Growth | 0 | 0 | Low |
| 57 | Capital Line: 40 Ave LRT Station | Planning and Design of a LRT station on the existing Capital LRT line near 40th Avenue to accommodate local transit access. | CM-20-2020 Transportation: Planning and Design - Growth | 0 | 0 | Low |
| | Roads | | | | | |
| 58 | 101 Avenue (76 Street to 50 Street) Streetscape | Preliminary, detailed design and construction streetscape improvements to 101 Avenue corridor. | CM-99-9000 Infrastructure Delivery - Growth | 2 | 1 | Low |
| 59 | 105 Avenue, 101 Street and 105 Street | Detailed design and construction of shared use path and enhanced pedestrian realm between 101 Street and 105 Street. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 60 | 105 Avenue, 105 street and 109 street | Detailed design and construction of shared use path and enhanced pedestrian realm between 105 street and 109 street. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 61 | 105 Avenue, 97 street and 101 street | Detailed design and construction of shared use path and enhanced pedestrian realm between 97 street and 101 street. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 62 | 107 Avenue (142-156 Street) Improvements | Construction of improvements of 107 Avenue from 142 to 156 Street. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 63 | 112 Street (Castle Downs Road to 167 Avenue) 4 Lane Widening | Planning and design of the widening of 112 Street from Castle Downs Road to 167 Avenue to 4 lanes, including a roundabout at the 167 Avenue intersection, and widening of 167 Avenue from 112 Street to 125 Street to 4 lanes. | CM-20-2020 Transportation: Planning and Design - Growth | 2 | 2 | Low |
| 64 | 118 Avenue / 101 Street Traffic Circle Reconstruction | Planning and design and construction of the 118 Avenue/101 Street Traffic Circle reconstruction and upgrades. | CM-99-9000 Infrastructure Delivery - Growth | 0 | 0 | Low |
| 65 | 135 Street / SW Anthony Henday Drive Interchange | Concept plan update and completion of preliminary design for future AHD / 135 Street interchange. Funding will allow work to checkpoint 3. | CM-20-2020 Transportation: Planning and Design - Growth | 1 | 1 | Low |
| 66 | 142 Street Traffic Circle Replacement | Construction of a signalized intersection at 107 Avenue and 142 Street. Detail design is already funded. | CM-99-9000 Infrastructure Delivery - Growth | 4 | 4 | Low |
| 67 | 167 Avenue (76 Street - 52A Street) 4 Lane Widening | Construction of widening of 167 Avenue from 52A Street to 76 Street to 4 lanes. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 68 | 17 Street (76 Avenue to Sherwood Park Freeway) 4 Lane Urbanization | Planning and design of the widening of 17 Street to the four lane divided urban arterial interim stage (of ultimate 6 lane urban) between 76 Avenue and Sherwood Park Freeway. Funding will allow work to Checkpoint #3. | CM-20-2020 Transportation: Planning and Design - Growth | 2 | 2 | Low |
| 69 | 184 Street (107 Avenue to Yellowhead Trail) 4 Lane Widening | Planning and design of urbanization and widening of 184 Street from 107 Avenue to Yellowhead Trail. Includes a review and update of previously completed plans. Funding will allow work to Checkpoint #3. | CM-20-2020 Transportation: Planning and Design - Growth | 2 | 2 | Low |
| | 215 Street (Webber Greens Drive to Stony Plain Road) 4 Lane Widening | Planning and design of widening of 215 Street from Webber Greens Drive to Stony Plain Road to 4 lanes (of the ultimate 6 lane configuration). Funding will allow work to Checkpoint #3. | CM-20-2020 Transportation: Planning and Design - Growth | 2 | 2 | Low |
| 71 | 215 Street (Whitemud Drive to Webber Greens Drive) 4 Lane Widening | Planning and design of widening of 215 Street from Whitemud Drive to Webber Greens Drive to 4 lanes (of the ultimate 6 lane configuration). Funding will allow work to Checkpoint #3. | CM-20-2020 Transportation: Planning and Design - Growth | 2 | 2 2 | |
| | 23 Avenue Urbanization - South Boulevard and Sidewalk (Rabbit Hill to Terwillegar) | Planning and design of 23 Avenue Urbanization for installation of median curb and gutter between Rabbit Hill Road and Terwillegar Drive. Funding will allow work to Checkpoint #3. | CM-20-2020 Transportation: Planning and Design - Growth | 2 | 2 | Low |
| 73 | 34 Street (76 Avenue to Sherwood Park Freeway) 4 Lane Urbanization | Planning and design of urbanization and widening of 34 Street from 76 Avenue to the Sherwood Park Freeway to 4 lanes. Funding will allow work to Checkpoint #3. | CM-20-2020 Transportation: Planning and Design - Growth | 2 | 2 | Low |

| Line | Project Name | Project Description | Profile to be Amended if funded | Current Funded Checkpoint | Current Checkpoint Completed | Operational Criteria Ranking |
|------|---|--|--|------------------------------|---------------------------------|---------------------------------|
| | 50 Street (153 - 167 Avenue) 4 Lane Widening | Planning and design of widening of 50 Street from 153 Avenue to 167 Avenue to 4 lanes. | CM-20-2020 Transportation: Planning and Design - Growth | 2 | 2 | Low |
| 75 | 50 Street / Sherwood Park Freeway Bridge Replacement & Widening | Construction of a replacement bridge over Sherwood Park Freeway and widening to 6 lanes. Adjacent CPR grade separation to the north (already funded) provides an opportunity to minimize construction disruptions. | CM-99-9000 Infrastructure Delivery - Growth | 3 3 | | Low |
| 76 | 50 Street Widening (Sherwood Park Freeway - 76 Avenue) | Construction for widening of 50 Street between Sherwood Park Freeway and 76 Avenue to the ultimate six lane divided arterial standard. Work will include intersection improvements, access modifications, signalization, street lighting, pedestrian/active modes accommodation, and drainage works. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 77 | 66 Street (158 Avenue to 167 Avenue) 4 Lane Widening | Construction of widening of 66 Street from 158 Avenue to 167 Avenue to 4 lanes. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 78 | 66 Street (23 Avenue to Ellerslie) 4 Lane Widening | Planning and design for widening of 66 Street from 23 Avenue to the Transportation Utility Corridor, widening of 66 Street over Anthony Henday Drive and widening of 66 Street from the Transportation Utility Corridor south to Ellerslie Road. Funding will allow work to Checkpoint #3 | CM-20-2020 Transportation: Planning and Design - Growth | 2 | 2 | Low |
| 79 | Active Transportation - Additional Locations | Planning, design and construction of the new or expanded bicycle and pedestrian infrastructure. | CM-20-2020 Transportation: Planning and Design - Growth CM-99-9000 Infrastructure Delivery - Growth | 1 | 1 | Low |
| 80 | Complete Streets (Various Locations) | Planning, design and construction portion of enhanced infrastructure coordinated with renewal projects (Various locations). | CM-20-2020 Transportation: Planning and Design - Growth CM-99-9000 Infrastructure Delivery - Growth | 0 | 0 | Low |
| 81 | Imagine Jasper Avenue Streetscape (114 Street to 124 Street) | Construction of streetscape improvements and roadway reconstruction on Jasper Avenue. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 82 | Meridian Street (153-167 Avenue) 2 Lane Upgrading | Planning and design of urbanization of Meridian Street between 153 and 167 Avenue. This is a developer obligation under the ARA Bylaw. Funding will allow work to Checkpoint #3. | CM-20-2020 Transportation: Planning and Design - Growth | 2 | 2 | Low |
| 83 | Parsons Road (19 Avenue - Ellerslie Road) 4 Lane Widening | Detailed design and construction of the widening of Parsons Road to ultimate four lane configuration, including intersection improvements (turn bays, signals). | CM-99-9000 Infrastructure Delivery - Growth | 3 | 2 | Low |
| 84 | Saskatchewan Drive Bike Network Improvements (104 Street to 109 Street) | Detailed design and construction of shared use path widening between 104 and 109 Street along Saskatchewan Drive. Include minor reconfiguration at 109 Street to accommodate Shared Use Path widening. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 85 | Saskatchewan Drive Bike Network Improvements (99 Street to 104 Street) | Detailed design and construction of shared use path widening and roadway reconstruction along Saskatchewan Drive between 99 Street and 104 Street. Work could be coordinated with Strathcona neighbourhood renwal to the south. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 86 | Parks and Roads - Fleet Optimization - Deliver | Will provide funds for the acquisition of vehicles and associated vehicular equipment to improve service delivery, safety and functional requirements for Parks and roadway maintenance. | New Profile to be created if funded | 0 | 0 | Low |
| 87 | Whitemud Drive (207-215 Street) 4 Lane Widening | Construction of widening of Whitemud Drive from 207 Street (Guardian Road/Lewis Estates Boulevard) to 215 Street (Winterburn Road) to 4 lanes. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 88 | Whitemud Drive (215-231 Street) 2 Lane Urbanization and Realignment | Urbanization and realignment of the first 2 lanes of Whitemud Drive from 215 Street to 231 Street, includes land acquisition, detailed design, and construction of the first 2 lanes along new alignment. | CM-99-9000 Infrastructure Delivery - Growth | 2 | 2 | Low |
| 89 | 170th Street Footbridge | Delivery for new pedestrian bridge over 170 Street at West Edmonton Mall. Funding will allow delivery from Checkpoint 3 to Checkpoint 5. | CM-20-2020 Transportation: Planning and Design - Growth | 3 | 1 | Low |
| | Public Safety | | | | | |
| 90 | Charlesworth Fire Station | Detailed design and construction of a new fire station, potentially including a backup data centre, to service the south east quadrant of the City and to be located in the Charlesworth area, in accordance with the Fire Rescue Services Station Location Master Plan. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 1 | Medium |

| Line | Project Name | Project Description | Profile to be Amended if funded | Current Funded Checkpoint | Current Checkpoint Completed | Operational Criteria Ranking |
|------|---|--|---|------------------------------|---------------------------------|---------------------------------|
| 91 | Cumberland Fire Station and Backup Data Centre | Planning and design of a new fire station and backup data centre to service the north west quadrant of the City and to be located in the Palisades area, adjacent to the Cumberland neighbourhood, in accordance with the Fire Rescue Services Station Location Master Plan. | CM-10-1010 Facility: Planning and Design - Growth | 0 | 0 | Medium |
| 92 | Fire Station Land | This profile funds the purchase of land, in 5 strategic locations identified in the FRS Master Plan, to build future FRS stations. 4 stations are new stations in the periphery required as a result of city growth and one is for the replacement of an existing station, Hagman (#8) that will not be rebuild in the same location but will be located in Blatchford development. 2 stations are over 40 years old and require replacement because it will not be cost effective to continue to maintain and repair the station. These two stations are on lots that a new station could not be built therefore will require the purchase of a new lot. A new station requires approximately 1.5 acres. This includes land purchased from a third party or city owned land that require FRS to transfer funds for the land. | New Profile to be created if funded | 0 | 0 | Medium |
| | Operations and Intelligence Command Centre - Planning & Design | The initiative envisions that a "real-time" Operations and Intelligence Command Centre (OICC) be created to conduct full time processing of tactical and operational intelligence. This would become the tactical intelligence hub for the organization, providing an enhanced situational awareness of crime and disorder in the City of Edmonton. | New Profile to be created if funded | 0 | 0 | Medium |
| 94 | Potential Relocation of Canine Facility - Planning & Design | Planning and design of a new facility at North West Campus to replace the current over capacity facility and dog training space off Yellowhead Trail and 124 Street. | CM-10-1010 Facility: Planning and Design - Growth | 0 | 0 | Medium |
| 95 | Potential Relocation of Police Seized Vehicle Lot - Land Purchase | This capital project describes the purchase of land anticipating the need to move from existing space due to re-development of area including closure of 124th Street at the Yellowhead Trail. As it is unknown at this time if the site will be impacted by the Yellowhead Trail Freeway Conversion project, it is recommended that the project not be considered for funding at this time. | New Profile to be created if funded | 0 | 0 | Low |
| 96 | Firearms Facilities | This growth capital project, Firearms Facilities (19-60-1376), proposes to fund the design and construction of an indoor range with armoury, office space, storage and a Tactical Training House at Goodridge Corners and addition of 4 - 100 meter lanes at the William Nixon Range. | New Profile to be created if funded | 2 | 2 | Medium |
| 97 | North West Land Purchase | This capital project proposes to complete the purchase of a contiguous 33.38 acre parcel of land in Goodridge Corners at a cost of \$11.731 million for the remaining 14.22 acres. This remaining land is intended to provide a site for a Firearms Facility, Canine Facility and an Integrated Operational Facility to house Tactical, Disaster and Emergency Operations, Traffic and Forensic Services. | New Profile to be created if funded | 0 | 0 | Low |
| 98 | Fire Gear Rooms (Additional Locations) | Planning, design and construction of new gear rooms for 14 existing fire stations, required to meet legislated requirements for ventilation of gas and harmful chemicals from post-fire equipment. An additional 2 locations require funding of the delivery phase of the project. | CM-10-1010 Facility: Planning and Design - Growth | 2 | 2 | TBD |
| 99 | Co-Located Dispatch Centre | Purchase of land, the design, construction and commissioning of a new joint facility to house the Fire Communications, EOC, Police Communications and Community Standards Dispatch at the North West Police Campus site. | 15-70-0003 - Co-located Dispatch and Emergency Operations Centre | 0 | 0 | Medium |
| | Neighbourhoods | | | | | • |
| 100 | Industrial Roads - Future Phases | Design and construction of improvement to road infrastructure within industrial neighbourhoods. | CM-40-9000 Building Great Neighbourhoods: Delivery | 1 | 1 | Low |
| 101 | Neighbourhood Park Development Program - New (Additional Locations) | Funding for neighbourhood park projects including playgrounds, skate parks, pathways, lighting and landscaping. These projects are completed in partnership with community groups for various locations. | CM-36-3636 Neighbourhood Park Development Program - New | 1 | 0 | Low |
| 102 | Neighourhood Revitalizations - Additional Locations | The program goal is to improve the livability of Edmonton's mature and established neighbourhoods, support development, and mobilize community relationships, leadership, and commitments for community-led action. | CM-40-4040 Building Great Neighbourhoods: Planning and Design - Growth CM-40-9000 Building Great Neighbourhoods: Delivery | 1 | 1 | Medium |
| 103 | Community Hubs | Community Hubs is a new initiative within the City. A Community Hub represents a multi use facility or amenity that leverages community connection and improves vibrancy. | CM-40-4040 Building Great Neighbourhoods: Planning and Design - Growth CM-40-9000 Building Great Neighbourhoods: Delivery | 0 | 0 | Medium |

| Line | Project Name | Project Description | Profile to be Amended if funded | Current Funded Checkpoint | Current Checkpoint Completed | Operational Criteria Ranking |
|------|---|---|--|------------------------------|---------------------------------|---------------------------------|
| 104 | City Sidewalk Missing Connections | Advancement of planning, design, and construction of the majority of high priority missing links, which is approximately 20 km of additional sidewalks | CM-20-2020 Transportation: Planning and Design - Growth CM-99-9000 Infrastructure Delivery - Growth | 0 | 0 | Low |
| | Corporate Support | | | | | |
| 105 | Century Place Densification | Detailed design and construction of renovation of multiple floors of Century Place to increase the number of workstations and achieve the objectives of the Alternative Work Strategies Policy. Selected floors will be fully renovated and abated in coordination with the overall accommodation strategy for downtown and rehabilitation projects in Century Place. | CM-99-9000 Infrastructure Delivery - Growth | 3 | 3 | Low |
| 106 | Snow Storage Sites Upgrades - Future Phases (Additional Locations) | Planning and design of required upgrades to snow storage sites to meet codes and reduce environmental impacts (additional sites). | CM-10-1010 Facility: Planning and Design - Growth | 1 | 1 | Medium |
| | Projects Removed from | m Unfunded Project List | | | | |
| 107 | Whitemud Drive / Terwillegar Drive Interchange Improvements and Rainbow Valley Bridge Widening | Project is funded in profile 19-22-9006 - Terwillegar Drive Expressway Upgrades | CM-99-9000 Infrastructure Delivery - Growth | N/A | N/A | Low |

Supplemental Information - Project Development and Delivery Model (PDDM)

The Capital Project Governance Policy C591 requires that all capital projects follow the Project Development and Delivery Model (PDDM). The PDDM is a phased approach that includes formal checkpoint reviews as projects progress through the strategy, concept, design, build and operate value chain. The PDDM is intended to ensure that all City projects progress to an appropriate level of development prior to being considered for the delivery phase. For the purposes of the table above, this is a description of the checkpoints through the project delivery process:

Checkpoint 1: Project Initiation

Projects are reviewed for readiness to begin, and receive funding for concept development; includes assessment of project for maturity, appropriate definition of scope and priority.

Checkpoint 2: Authorization for Design Expenditure

Once concept development is complete, the project will be evaluated to receive additional funding for preliminary or schematic design. The project must be at an appropriate maturity level and the scope must be confirmed to improve confidence in understanding schedule and budget requirements.

Checkpoint 3: Approval for Capital Budget

A level of design is completed on the project to the point that risks are appropriately identified and mitigated and a defined schedule and budget can be set relative to the identified scope. Depending on the size and complexity of the project, the level of design completed may vary. At this point, projects could be approved for funding for detailed design and construction.

Checkpoint 4: Authorization for Construction Expenditure

A final check is undertaken prior to projects being tendered. This will include an assessment of readiness and a final scope review. If the project is not within the approved scope, budget and schedule, a change request may be considered or the project may be sent back for revision.

Checkpoint 5: Handover

Once the project is complete, a handover process is undertaken to ensure that the scope is satisfactory and all closeout activities are completed. The project is commissioned and available for public service.

Changes to Estimated Completion Dates

Administration is recommending changes to the estimated completion dates of the following profiles (Recommendation 3). These changes are based on Council having approved significant scope changes in previous supplemental capital budget adjustments after the original completion dates were set.

| Profile | Current Budgeted End Date | Proposed New Budgeted End Date | Reason for Change |
|---|---------------------------------|--------------------------------------|--|
| Heritage Valley Land Development (19-16-5055) | December 2022 | December 2025 | The original December 2022 end date was approved based on the scope of this profile being for site investigations and detailed design only. At the Spring 2020 SCBA, Council approved a scope change to add "planning, design, fees and assessments, and construction" to this profile, with cash-flows to complete this work extending out to 2025. |
| Warehouse Campus Neighbourhood Central Park Land Acquisition (15-74-4104) | December 2018 | December 2022 | The original December 2018 end date was based on a smaller total land acquisition scope. At the Spring 2020 SCBA, Council approved a scope change to purchase additional land that would expand the total size of this park. |

Page 1 of 1 Report: CR_8486

Previous Council/Committee Items Referred to Fall 2020 SCBA

1. Neighbourhood Renewal (Sidewalk Reconstruction)

Motion:

At the May 25-27, 2020, City Council meeting, the following motion was passed:

That the May 25, 2020, Integrated Infrastructure Services report CR_8265, be referred back to Administration to return with the Fall 2020 Supplemental Capital Budget Adjustment.

Administration provided a summary of the history of, and rationale for, the 50/50 sidewalk local improvement cost share as part of the neighbourhood renewal program in CR_8265 Neighbourhood Renewal - Sidewalk Reconstruction on May 25, 2020. To summarize, reductions in the order of \$11 million annually would be expected for the 2021 and 2022 program years if 50 percent funding for sidewalk construction was not collected through the current 50/50 local improvement program.

No changes are being recommended to the funding strategy for this program. Implications of removing the 50/50 sidewalk cost-share include increases to the broader municipal tax base and potential inequity concerns with existing property owners who have paid or are paying for their 50 percent share of the cost of replacement of their local sidewalk.

2. Ambleside Service Yard Project

Motion:

At the May 25-27, 2020, City Council meeting, the following motion was passed:

That Administration provide a report on the efficiencies that would be realised with construction of the Ambleside service yard project for each affected service.

Administration will respond to this motion through the Spring 2021 Supplemental Capital Budget Adjustment report. The analysis to respond to

Page 1 of 6 Report: CR_8486

this motion is being aligned with service review strategies underway including the Reimagine Services, Fleet, Facilities and Open Spaces work underway, which may have impacts on the services being provided at the Ambleside Service Yard.

3. Land Acquisition - Metro LRT Blatchford to Campbell

Motion:

At the June 1, 2020, Special City Council meeting, the following motion was passed:

That Administration prepare an unfunded capital profile to do land acquisition for Blatchford to Campbell LRT line and return to the Fall Supplemental Capital Budget Adjustment.

Administration currently estimates that the cost of land acquisition for Blatchford to Campbell LRT is \$17.5 million. This cost estimate was developed based on the preliminary design completed in 2020 and is based on 2020 dollars at a very high level. It does not include/consider items that would be resolved in later stages of design such as:

- additional areas that may require elements like street lighting, utilities, grading, etc.
- any property impacts due to bus pad additions along the line
- property impacts related to Rampart lands (between Campbell Road and 142 Street), including an Operations and Maintenance Facility in Rampart and reconfiguration of Henry Singer Park, which could be completed in advance of the World Cup Event that Edmonton is hosting in 2026.
- property impacts related to the Nakî Transit Centre & Park and Ride (formerly the Campbell Road park and ride)

Timing Options for Land Acquisition:

Council prioritized construction of the Metro Line Northwest from Blatchford to Castle Downs as the next LRT expansion priority after the Capital Line South (Century Park to Ellerslie Road). There is currently \$24.2 million of approved funding for preliminary engineering. There is currently no funding approved or identified for land acquisition, detailed design or delivery. Any matching grant dollars available for future LRT expansion are not anticipated until 2027 at the earliest.

Page 2 of 6 Report: CR_8486

Options 1 Business as Usual Approach: Administration would continue with preliminary engineering to refine the estimate of total land costs. In addition, Administration would continue to pursue funding opportunities to support the detailed design and delivery phase of the project. It is currently anticipated that land acquisition would not begin until the 2027 to 2030 capital budget cycle.

Option 2 - Proactive Approach: Administration could proceed with land acquisition earlier, using the following timelines:

- Remaining 2019 to 2022 Capital Budget Cycle: \$2 million for opportunity purchases that arise.
- 2023 to 2026 Capital Budget Cycle \$5.5 million to move forward with full residential acquisitions.
- 2027 to 2030 Capital Budget Cycle Remaining land acquisition budget would be reviewed and reassessed once advancement to the delivery phase is confirmed. Council would be updated on the remaining land acquisition budget for further consideration.

If brought forward for funding consideration, this adjustment would be an increase to existing capital profile "16-66-7020 - LRT Prelim Design: Metro Line: Blatchford to Campbell Rd".

There is currently no funding source identified for this land acquisition. If brought forward for consideration, tax-supported debt would be the only option available. Debt servicing costs for this acquisition are estimated to be \$1.34 million per year, beginning in the year 2027 for Option 1, and \$0.48 million per year, beginning in 2021 for Option 2.

4. Affordable Housing - Capital Grants Adjustment

Motion:

At the June 8/10, 2020, City Council meeting, the following motion was passed:

That Administration prepare a budget submission for Fall 2020 Supplemental Operating and Capital Budget Adjustments outlining the necessary budget adjustments to allocate the existing approved funding source from Capital Profile 19-90-4100 as a capital grant to fund the construction of the housing projects identified in the Scenario 2 (which does

Page 3 of 6 Report: CR_8486

not include annual operating funding of \$7,831,349) of Attachment 1 of the May 25, 2020, Citizen Services report CR 7838.

Administration has updated the scope of capital profile "19-90-4100 - Affordable Housing Land Acquisition & Site Development" to allow existing funds to be expended on the modular, bridge, and traditional sites identified in Scenario 2 of Attachment 1 of the May 25, 2020, Citizen Services report CR_7838. Some of these costs will be operating in nature, and require annual transfers from the capital budget to the operating budget. The first adjustment related to this transfer for 2020 can be seen in budget adjustment number "3.7-3" in Attachment 3.

In the November 16, 2020, Citizen Services report CS00137, Administration is recommending \$17,271,052 of Rapid Housing Initiative funding be added to capital profile 19-90-4100. These funds would be used to reduce the amount of Pay-As-You-Go required to fund permanent supportive housing that was outlined in Scenario 2 of Attachment 1 of the May 25, 2020, Citizen Services report CR 7838.

5. LRT Station Winterization

Motion:

At the October 14, 2020, Community and Public Services Committee meeting, the following motion was passed:

That Administration prepare an unfunded profile for Option 1 - Fully enclose existing waiting shelters, as described in the September 30, 2020, Community and Public Services Report CR_8130, for consideration during the Fall 2020 Supplement Capital Budget Adjustment process.

Administration currently estimates the following costs for Option 1 - Fully enclosed existing waiting shelters, from the September 30, 2020, Community and Public Services report CR_8130:

South Campus/Fort Edmonton and Mckernan/Belgravia stations only

- Initial planning and design development to bring work to Checkpoint 3 -\$65,000
- Total estimated cost from design to build approximately \$150,000 to \$300,000 (-/+50%).

Page 4 of 6 Report: CR_8486

There will also be ongoing operational costs for increased utilities and maintenance.

All Existing Waiting Shelters on the 10 Ground-level Stations

- Feasibility Study: A feasibility study will be required to investigate the other existing ground level LRT stations within the network. The estimated cost for the feasibility study is \$35,000.
- Total estimated cost from design to build the rough order of magnitude cost estimate for the design and build of this work is \$1.0 to \$1.5 million (-/+50 %).

If brought forward for funding consideration, all budget adjustments would be an increase to the existing capital profile "CM-21-0000 - Transportation: Public Transit - Renewal". There is currently no funding available in the corporate pool to allocate to waiting shelters, and these projects are not a good candidate for tax-supported debt based on the City's Debt Management Fiscal Policy.

6. Coronation Community Recreation Centre Project

Motion:

At the August 31, 2020, City Council meeting, City Council received Integrated Infrastructure Services report "CR_7047 - Coronation Community Recreation Centre Project - Design Progress Update" for information. The next steps outlined within this report stated that as part of PDDM, the project is being advanced per scenario 2 and will be brought forward at Checkpoint 3 as part of the 2020 Fall SCBA, with options for Council's consideration and direction on which scenario to be advanced to construction.

If neither scenario 1 or 2 is approved, the project will remain paused at checkpoint 3 under scenario 2.

Administration has developed two project scenarios for Council's consideration:

Scenario 1 "Build to Budget"

Scenario 1 requires the program and design to be adjusted to fit the original approved budget of \$112.3 million. The scenario 1 facility would be LEED silver certified and include a 250-meter cycling track, two gymnasiums, an urban court, a fitness centre and studios, multipurpose rooms, and a childminding space. This scenario keeps the project on budget and would offer the community another opportunity, through public engagement, to explore what

Page 5 of 6 Report: CR_8486

the community recreation centre can offer. The main risk of proceeding with scenario 1 is that the City would be required to reduce the approved program, plan and design to stay within the approved budget. Program reductions would include space reductions for some of the planned facilities (urban court, gymnasium, and commercial retail space). It would also eliminate the City's ability to accommodate the hosting of year-round triathlon events due to the exclusion of amenities such as spectator seating and a covered link between the Peter Hemingway Facility & Leisure Centre. The inability to host year-round triathlon events would be considered a lost economic opportunity. Partner funding would be unavailable in this scenario. Scenario 1 will require re-engagement with the community, new stakeholders such as Edmonton Public Libraries, and Edmonton residents to explore what this community hub could be and establish new objectives aligned to the available budget.

Scenario 2 "Build to Program"

Administration forecasts that scenario 2 would require a future budget adjustment of \$36 million, bringing the total project budget up to a total of \$148 million. Scenario 2 would also be LEED silver certified facility and include the same attributes described for scenario 1, in addition to 750 spectator seats. This, combined with the cycling track, would make the facility Union Cycliste Internationale (UCI) approved and enable the City to host indoor professionally sanctioned events. The facility would also provide an indoor running track, larger and additional studios and gymnasiums, a direct and secure connection to the Peter Hemingway Facility & Leisure Centre, outdoor tennis courts, and additional traffic access to improve park accessibility. Under scenario 2, the Coronation Recreation Centre would become the first indoor triathlon centre in North America to support year-round indoor triathlon training and events. The facility would be able to host regional, national and international level triathlon and track cycling training and events year-round and provide new and diverse, economic opportunities for Edmonton. Proceeding with scenario 2 would require a funding increase of approximately \$36 million. This scenario will allow the City to proceed with implementing the approved program for this project.

There is currently no funding source identified for the additional amount contemplated in Scenario 2. If brought forward for consideration, tax-supported debt would be the only option available. Total debt servicing costs for this adjustment are estimated to be \$2.1 million per year, beginning in the year 2021.

If neither scenario 1 or 2 is approved, the project will remain paused at checkpoint 3 under scenario 2.

Page 6 of 6 Report: CR_8486

Capital Prioritization

Administration analyzed the remainder of the 2019 - 2022 capital budget to determine all potential areas where funding could still be redirected to address COVID-19 operating shortfalls. This analysis was broken down into two phases, which are described below.

Phase 1 - Initial Capital Budget Filtering

The starting point of this analysis was the \$8.43 billion dollars remaining in the current capital budget cycle from 2020 and beyond, spread out over 500 approved capital profiles. Administration applied the filters identified in the Council motion (project timing, funding source, mandate and safety considerations) to limit the analysis to 70 capital profiles that met the criteria to be able to address COVID-19 operating shortfalls:

The outcome of the above filtering process was a subset of growth and renewal projects that were further prioritized based on Phase 2.

Phase 2 - Prioritization of Remaining Growth and Renewal Capital

Administration divided the capital profiles remaining from the Phase 1 filtering process into growth and renewal subsets. These lists were then prioritized based on the following strategic and operational criteria:

Growth subset:

- Strategic Criteria
 - Alignment to Big City Moves from City Plan (A Rebuildable City, Communities of Communities, Catalyze and Coverage, Greener as we Grow, and Inclusive and Compassionate)
- Operational Criteria
 - Safety indirect or longer-term safety impacts
 - Financial efficiency project ultimately results in operating cost savings
 - Social project creates social support for citizens

Page 1 of 6 Report: CR_8486

- Environmental purpose of the project is primarily to protect the environment or minimize environmental impact.
- Link to renewal work leveraging timing of renewal work to complete growth needs.

Renewal Subset:

- Operating and maintenance impact projects generate net capital or operating savings for the City.
- Asset condition assessment investment required in order to maintain reasonable asset conditions.
- Nature of renewal (key infrastructure) level of a risk to corporate operations and an impact to the City's ability to provide existing services if renewal work is not completed.

Page 2 of 6 Report: CR_8486

Results

Growth Projects for Consideration:

| Growth Projec | cts for Consideration: | | |
|---------------|---|--|--|
| Profile # | Branch | Project Name | Potential Budget Reduction (2021-2022) (\$000's) |
| CM-30-3030 | IIS - Building Great Neighbourhoods and Open Spaces | Sports Field Irrigation | 300 |
| CM-10-1010 | IIS - Infrastructure Planning & Design | Riverbend Library Relocation | 500 |
| CM-25-3005 | OPS - Fleet & Facility Services | Tools & Shop Equipment Program | 100 |
| CM-33-3004 | OPS - Parks & Roads Services | Root for Trees | 300 |
| CM-99-9000 | IIS - Infrastructure Delivery | Operational Yards OHS/Security Improvements | 5,000 |
| CM-99-9000 | IIS - Infrastructure Planning & Design | Cemeteries Master Plan | 3,000 |
| 15-21-5801 | IIS - Infrastructure Delivery | Coronation Community Recreation Centre | 800 |
| CM-40-9000 | IIS - Building Great Neighbourhoods and Open Spaces | Neighbourhood Revitalization | 5,800 |
| CM-30-3030 | IIS - Building Great Neighbourhoods and Open Spaces | Glengarry District Park Renewal Phase 1 | 170 |
| 15-74-4111 | UF - Economic & Environmental Sustainability | EETP - Stormwater Drainage Solutions | 2,000 |
| 20-20-2020 | IIS - Infrastructure Planning & Design | Transit Priority Improvements - Heritage Valley to Century | 249 |

Page 3 of 6 Report: CR_8486

| | | Park | |
|------------|---|--------------------------------------|--------|
| CM-30-3030 | IIS - Building Great Neighbourhoods and Open Spaces | Rollie Miles District Park | 977 |
| CM-17-1020 | UF - City Planning | Mature Area Land Acquisition | 4,489 |
| CM-25-3003 | OPS - Fleet & Facility Services | Vehicle & Equipment Hoist Program | 600 |
| Total | | | 24,285 |

Renewal Projects for Consideration:

| Profile # | Branch | Project Name | Potential Budget Reduction (2021-2022) (\$000's) |
|----------------------------|---|--|--|
| CM-25-0000 (Scenario 1) | IIS - Building Great Neighbourhoods and Open Spaces | Transportation: Neighbourhoods - Renewal | 24,000 |
| CM-25-0000 (Scenario 2) | IIS - Building Great Neighbourhoods and Open Spaces | Transportation: Neighbourhoods - Renewal | 54,500 |

Notes:

Renewal projects were reviewed against the principles provided in the capital prioritization and infrastructure cut-back scenario motion (made by Council on May 25, 2020) and additional operational and strategic criteria. Based on that analysis the Neighbourhood Renewal Program may be considered for reduction for either \$24 million or \$54.5 million. A reduction of \$24 million or \$54.5 million will bring the funding level from the current 97% to 93% and 88% respectively.

In accordance with Policy *C595A Neighbourhood Renewal Program*, Neighbourhood renewal funds are limited solely to operating and capital expenditures related to the renewal of neighbourhood residential, industrial and commercial collector, local and alley road right of way surface assets. Use or redirection of these funds for any other purpose (i.e. used to offset other budget

Page 4 of 6 Report: CR_8486

challenges) would be considered a policy amendment and as such, in accordance with the policy, a non-statutory public hearing must be held.

Proposed Facility Closures and Savings:

| (\$000's) | Operating Budget Reductions (Ongoing) | | | Capital Cost Avoidance | |
|---------------------------|---------------------------------------|---------|---------|---------------------------|--------------------------|
| Facility (1) | Revenue | Expense | Net (2) | Renewal Costs (3) (4) | Total Cost Savings |
| Eastglen Pool | 249 | 796 | 547 | 2,206 | 2,753 |
| Scona Pool | - | 305 | 305 | 16,730 | 17,035 |
| Oliver Outdoor Pool | 62 | 253 | 191 | 980 | 1,171 |
| Oliver Arena | 107 | 152 | 45 | 3,789 | 3,834 |
| Tipton Arena | 132 | 216 | 84 | 2,913 | 2,997 |
| Asphalt Plant | - | 231 | 231 | - | 231 |
| Total | 550 | 1,953 | 1,403 | 26,618 | 28,021 |

Notes:

- (1) Facility closures based on recommendations from completed Program and Service Reviews related to Recreational and Sport Facility Access/Recreation, Culture Programming, Road Services, and Parks and Open Spaces.
- (2) The operating budget reductions resulting from the proposed facility closures are reflected in the FCS00078 Fall 2020 Supplemental Operating Budget Adjustment Report (November 16, 2020 City Council meeting).
- (3) Renewal costs are not currently included in the 2019-2022 capital budget. These are renewal costs for consideration in future capital budgets. Amounts are based on estimates completed in 2013 for Scona Pool, 2014

Page 5 of 6 Report: CR_8486

Attachment 10

- for Eastglen Pool and Oliver outdoor Pool, 2017 for Oliver Arena, and 2019 for Tipton Arena. Renewal costs for the Asphalt Plant are minimal, as older facilities on the site are not scheduled for significant renewal.
- (4) The estimates account for addressing basic deferred maintenance with no capacity to address current functional challenges, including modernization to meet user expectation, or policy objectives set out in policy C532 Sustainable Building and C602 Accessibility for People with Disabilities.

Page 6 of 6 Report: CR_8486

2019-2022 Operating Budget

Recommendation

- 1. That adjustments to the 2021-2022 Operating Budget, as outlined in Attachment 2 of the November 16, 2020, Financial and Corporate Services Report FCS00078, be approved.
- 2. That Attachment 4 of the November 16, 2020, Financial and Corporate Services report FCS00078 remain private pursuant to section 24 (advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Previous Council/Committee Action

Please refer to Attachment 1. Each previous action is addressed within this report.

Executive Summary

The Supplemental Operating Budget Adjustment (SOBA) report is part of the City Council approved multi-year budgeting approach to setting the 2019-2022 Operating Budget. This report provides Council with an opportunity to adjust the 2021-2022 Operating Budget in response to changes in external factors such as provincial or federal budgets and/or changes imposed by legislation; adjustments to reflect operating impacts related to the implementation and completion of capital projects; unforeseen changes to economic forecasts affecting costs, service demand volumes, or revenue projections; or Council-directed changes to priorities, policies and programs.

The tax increases initially approved by Council in 2018 were 2.6 percent for each year over the period of 2019-2022. During the Spring 2020 SOBA, Council approved tax increases of 3.2 percent for 2021 and 2.4 percent for 2022. The recommendations in this report reflect ongoing budget adjustments to achieve a zero percent tax increase in 2021 and a 1.6 percent tax increase for 2022. Administration will revisit the 2022 tax increase during 2021.

The recommended tax increase of zero percent for 2021 includes a decrease of 0.5 percent for civic departments from the 2020 base budget, a decrease of 1.0 percent as a result of lower than expected assessment growth, an increase of 0.6 percent for Edmonton Police Services, an increase of 0.6 percent for the Valley Line LRT (0.3

percent for Valley Line Southeast and 0.3 percent for Valley Line West and Metro), and an increase of 0.3 percent for Alley Renewal.

This report is specific to ongoing budget reductions strategies impacting the 2021 and 2022 operating budgets. Consistent with the approach previously discussed with City Council, the 2021 budget impacts of the COVID-19 pandemic are being treated as one-time, and will be addressed with one-time budget strategies discussed separately in report FCS00181 COVID-19 2021 Financial Impacts and Funding Strategy being presented to City Council on December 7, 2020.

This report also addresses the May 25, 2020 City Council motion requesting advancement of the prioritized budgeting process. Administration completed a limited scope priority based budget assessment which was used to inform the ongoing budget reductions within this report. This report includes the results of this assessment and a prioritized list of operating programs and services within Attachment 3.

Report

Economic Outlook

Edmonton's economy is expected to experience a sharp contraction of 6.4 percent in 2020 as a result of the COVID-19 pandemic and measures to contain the spread of the virus. Since measures began to ease in the summer, economic indicators such as employment have shown signs of recovering. However, recovery is expected to be inconsistent and long, with an expected return to pre-COVID levels of output by 2022. Over the medium term, growth projections for real gross domestic product (GDP) are in the range of 3.1 percent annually between 2021 and 2024.

Prior to the COVID-19 pandemic, Edmonton was still recovering from the 2015-2016 recession with estimated real GDP per capita in 2019 around nine percent lower than what was estimated in 2014. Fall 2019 economic growth projections for Edmonton over the medium term were also expected to be moderate compared to pre-2014 rates, adding pressure on governments to exercise fiscal restraint in light of slower economic growth.

The future effects of the virus remain unknown, which means continued uncertainty for households and businesses alike. This uncertainty tilts risks to the downside for Edmonton's economic recovery and for the City's revenue sources.

2021 Operating Budget Approach

The City must address the on-going budget in a manner that respects the taxpayer and takes into account the challenging economic environment. This year adds the unique challenge of budgeting for the City of Edmonton as it navigates through a

Page 2 of 13 Report: FCS00078

global pandemic. Administration will use different strategies to address the ongoing budget adjustments affecting the tax levy funding and the one-time adjustments required to offset the anticipated impact of the COVID-19 pandemic.

This supplemental operating budget report focuses on the ongoing adjustments and is the foundation for the 2021 tax levy requirement.

COVID-19 2021 Financial Impacts and Funding Strategy (One-Time Budget Impacts)

Administration will manage the impacts of the COVID-19 pandemic on the 2021 budget through a one-time budget adjustment that accounts for the impacts with an offsetting funding strategy. The budget adjustment will be a one-time balanced adjustment with no impact on the 2021 tax levy and will be presented to City Council through report FCS00181 COVID-19 2021 Financial Impacts and Funding Strategy on December 7, 2020. The budget impacts of COVID-19 will be treated as one-time until it is determined that the effects of COVID-19 are permanent, or that one-time funding strategies are no longer viable or realistic. This approach helps limit the impact to residents by utilizing all available options for funding, including the prudent use of federal and provincial funding, reasonable expense management, and the redirection of capital funding back to the operating budget on a one-time basis. Currently, the only budget impact of COVID-19 managed through ongoing budget strategies is a decrease in property assessment growth, which is discussed later in the report.

<u>2021 Proposed Operating Budget Adjustments (Ongoing Budget Impacts)</u>

Through the development of the budget, Administration balances the needs and expectations for municipal services with sensitivity to the current economic climate and the fiscal reality facing Edmontonians.

The Fall 2020 Supplemental Operating Budget Adjustment responds to Edmonton's economic challenges by reducing the 2021 tax levy increase, from the 3.2 percent previously approved, to zero. If approved, this would be the lowest tax increase since 1997, which was also zero percent.

Attachment 2 outlines the recommended ongoing budget adjustments to the approved operating budgets to achieve a zero percent tax increase for 2021 and a 1.6 percent tax increase for 2022.

Reimagine

At the July 6, 2020 City Council meeting, Administration presented the Office of the City Manager report CR_8379, Reimagine Report. It explored how the public health and economic crises caused by the COVID-19 pandemic, along with the oil price

Page 3 of 13 Report: FCS00078

plunge, will present significant ongoing challenges to the City, and Edmonton's residents and businesses. The Reimagine Report identified that the City will be pressured to make significant adjustments to what it does and how it is done. Reimagine provides the opportunity for the City to emerge from the pandemic more resilient than before while progressing on the goals set out in Council's strategic plan.

Reimagine consciously aligns services and service levels within the new fiscal constraints and toward the strategic direction established in ConnectEdmonton and the City Plan but it is still in its early stages. As Administration assesses all City services through a Reimagine lens, it will return to City Council with recommendations. As these recommendations are considered, any budget impacts will be addressed through future supplemental budget adjustment reports.

The 2021 proposed budget reduction strategies presented in this report are in line with the principles of Reimagine to be bold, brave, agile and smart. Recommended adjustments incorporate recommendations from the Program and Service Review work, a precursor to the Reimagine Services, specifically related to facility closures and efficiencies in facility management and open spaces. The decision to reduce services is not an easy one but these recommendations were developed using principles discussed in Reimagine Financial Viability and supported by the limited scope Priority Based Budgeting Process and with a specific focus on limiting tax increases.

Priority Based Budgeting (Limited Scope)

The January 27, 2020 Financial and Corporate Services report CR_7409 - Work Plan for Implementation of Priority Based Budget Approach outlined the work required over the next two years in order to develop a 2023-2026 budget using a prioritized budget methodology.

Since then, there has been a significant change in financial constraints and economic conditions as a result of the COVID-19 pandemic. Reflecting these changes, on May 25, 2020, City Council moved "that the prioritized budgeting process be advanced to provide a prioritized list of programs and services."

Administration has applied Priority Based Budgeting on a limited scope basis to rationalize and support the proposed budget reduction strategies to achieve a zero percent increase in 2021. An overview and results of the limited scope prioritization process for operating is included in Attachment 3.

Administration will continue with the full scope of Priority Based Budgeting in preparation for the 2023-2026 operating and capital budgets, with involvement of Executive Committee and City Council throughout the process. Implementation of

Page 4 of 13 Report: FCS00078

priority based budgeting on a limited scope basis specific to the 2021 operating budget allows both Administration and Council to become familiar with the process ahead of its use for 2023-2026. Key differences between the limited scope and full scope processes are outlined within the Priority Based Budgeting section of Attachment 3.

Recommended 2021 and 2022 Operating Budget Adjustments (Ongoing)

During the Spring 2020 SOBA on April 27, 2020, Council approved a 3.2 percent tax increase for 2021 and 2.4 percent tax increase for 2022.

Guided by the City's Multi-year Budgeting Policy (C578) the supplemental budget adjustment process categorizes adjustments to the four-year budget as follows:

- External Factors/Changes in Legislation: allows the City to respond to external factors such as provincial or federal budgets or changes imposed by legislation;
- Operating Impact of Capital: incorporates the operating impacts related to the implementation and completion of capital projects;
- Changes to Economic Forecast: includes adjustments that affect costs, changes service demand volumes, or revenue projections; or
- Council-directed changes to priorities, policies and programs.

Recognizing that the City of Edmonton is operating in a very different economic environment than existed in late 2018 when Council set the four-year budget, this report also recommends net tax levy adjustments of \$56.5 million to achieve a zero percent tax increase. Budget adjustments are summarized in total on Attachment 2 and outlined by department, branch and strategy in Attachment 3.

Recommended Adjustments to Achieve a Zero Percent Tax Increase in 2021

To develop the fall supplemental budget adjustment, Administration identified a comprehensive list of strategies for reduction using the following lenses:

- Safety The public's safety is a top priority
- Long-Range Focus Mindful of impacts on the municipal corporation's long-term financial sustainability
- Local Economy Continue to support stabilization of the local economy
- Honour Relationships Workforce and partnership funding strategies will be fair and respectful
- City Building Consider how to align resources to focus on the City's objectives
- Demonstrate Empathy Limit tax increases for Edmontonians
- Combination of Tools Use a range of budget reduction strategies, such as
 efficiencies, expense reductions (e.g., reduction in consulting and contractor
 services), facility closures, funding to partners, revenue/recovery generating
 opportunities, service level reductions, and workforce strategies, including

Page 5 of 13 Report: FCS00078

vacancy management. Reduction strategies balance impacts to front line and support services.

As identified in the Reimagine Report, the City has two options to manage its financial challenges. One path contains traditional, "easy" and potentially anticipated decision making where municipal spending is realigned to provide 'back-to-basic' services. The other path, moving 'forward with focus', consciously aligns services and service levels within the new fiscal constraints and toward the strategic direction established in ConnectEdmonton and the City Plan.

The City is pursuing the latter path, which is lined with difficult decisions and choices to prioritize long-term outcomes over short-term priorities. The goal is that Edmonton emerges as a healthy, urban and climate-resilient city that supports a prosperous region. Although impacts to front line services, staff, service levels, and the City's partners were limited as much as possible, each was affected to some extent to achieve a zero percent tax increase in 2021.

A total of \$56.5 million in net budget reductions strategies are being proposed. These reduction strategies are incorporated in recommended adjustments in Attachment 2. A summary of savings by strategy type is shown below. The full list of recommended strategies are included in Attachment 3 to this report within the Budget Reduction Strategies section with additional details in the Department/ Branch Summary Tables.

- \$9.7 million Efficiencies represent Administration's efforts to optimize,
 re-align or re-design the delivery of a service. These efficiencies include
 adjustments to the way a service is delivered internally within the Corporation or
 externally to citizens and reflect a commitment to continuous improvement and
 the efficient use of taxpayer dollars.
- \$6.4 million Expense reductions reflect cost control efforts within the Corporation and generally include reductions to contracts, professional services, travel, and training. Reductions of this nature reflect the Administration's ongoing commitment to prudent cost control across the Corporation.
- \$1.4 million Facility closures were based on recommendations from completed Program and Service reviews and align with the City's approach to Reimagine Services. Council directed Administration to consider facility closures through the May 25, 2020 motion to prioritize the remainder of the capital budget and return with infrastructure cut-back scenarios. Future renewal costs avoided through closure of these facilities are conservatively estimated to be \$26.6 million. The renewal costs were not planned for in the 2019-2022 capital budget cycle so do not reduce the capital budget and are estimates of basic rehabilitation over the next eight to ten years. The proposed facility closures are discussed in detail in the Fall 2020 Supplemental Capital Budget

Page 6 of 13 Report: FCS00078

- Adjustment, report CR_8486. The operating savings from those proposed closures are included as reduction strategies in this report.
- **\$6.4 million Funding to partners** generally reflect reductions to grants or operating support to community partners.
- \$1.2 million Increased revenues/recoveries reflect opportunities within the budget to increase revenue for a service or increase the recovery level of a service. As the City moves from limited scope Priority Based Budgeting to full scope Administration will look for more opportunities to generate or adjust revenue. The recently passed Council Policy C624 Fiscal Policy for Revenue Generation will provide the foundation for that work. Recommended adjustments are consistent with the new policy.
- \$13.2 million Service level reductions reflect adjustments to the current level of services provided. These reductions were brought forward within the context of Reimaging Services.
- \$18.2 million Workforce strategies across the Corporation include vacancy management, personnel reductions, overtime reductions, and strategies that consolidate work, such as the consolidation of the City's corporate strategy functions within the newly created Service Innovation and Performance branch, Financial and Corporate Services department.

Changes to Corporate Estimates and Economic Forecasts

The following adjustments reflect changes to corporate estimates or economic forecasts:

Assessment Growth

 Assessment Growth - Decrease in assessment growth of \$15 million. Growth is based on construction activity in 2020, which has been negatively affected by both falling oil prices and COVID-19, causing less growth than originally contemplated in the budget.

Corporate Expenditures and Revenues

- Investment earnings a decrease in investment earnings of \$13 million in 2021 and an additional \$0.8 million in 2022 as a result of market conditions. This decrease in revenue is offset by a reduced transfer to capital through pay-as-you-go in the same amounts for both years.
- Debt servicing a net increase of \$0.7 million in 2021 due to changes in borrowing forecasts for various tax-supported debt projects. The debt servicing budget in 2022 has been decreased by \$11 million due to delays in land purchases for the Valley Line West LRT. Administration reviews and adjusts the tax-supported debt servicing budget twice a year.
- EPCOR franchise fees a decrease in franchise fee revenues in 2021 of \$1.4 million for power (one-time basis) and \$1.2 million for water and wastewater (ongoing) based on revised forecasts provided by EPCOR.

Page 7 of 13 Report: FCS00078

- Tag and fine revenues a decrease in tag and fine revenue in 2021 and 2022 of \$1.2 million based on trending of tag/fine revenues.
- Revolving Industrial Servicing Fund a decrease transfer of \$0.2 million in 2021 and an additional \$0.1 million in 2022 to the fund.
- ATCO Gas franchise fee an increase in gas franchise fee revenue in 2021 of \$11 million (ongoing) based on revised delivery rate forecasts provided by ATCO gas.
- Local improvement revenues an increase in local improvement revenues of \$4.5 million due to greater than expected construction completion in 2021, offset by an increased transfer to the Local Improvement reserve of \$4.5 million.

External Factors/Changes to Legislation

The following adjustments are a result of external factors or changes in legislation:

- ALERT Funding (Edmonton Police Services) EPS positions currently assigned to provincial Alberta Law Enforcement Response Team (ALERT) with a total cost of \$1.4 million funded through the provincial ALERT program.
- Municipal Police Assistance Grant (Edmonton Police Services) an increase of \$0.6 million in Municipal Police Assistance Grant (MPAG) revenues to reflect updated population figures, offset with an increase in expenditures in the same amount to support critical public safety priorities.

Adjustments to Operating Impacts of Capital

The following adjustments are operating budget impacts due to changes to capital projects:

- Valley Line Southeast a one-time decrease in 2021 operating expenditures of \$17.8 million due to project delays, offset by a decreased transfer of \$17.8 million from the LRT reserve.
- Smart Fare System a one-time decrease of \$2.0 million in operating expenditures as a result of the timing of the Regional Smart Fare System pilot.
- Dr. Anne Anderson High School & Community Centre an increase in operating expenditures of \$0.4 million, partially offset by an increase in net operating requirements of \$0.2 million on an on-going basis starting in 2021 for net costs associated with providing programs and services at the Dr. Anne Anderson High School & Community Centre scheduled to open September 2021. As this is an operating impact of capital, a funded service package has been included in Attachment 3 to this report.

Council Directed

The following adjustments are as a result of previous Council decisions:

 Edmonton Police Services funding - At the July 6, 2020 City Council meeting, Council requested amendments to reduce the Edmonton Police Service budget from 2021 levels by \$11 million with reductions split over the 2021 and 2022 budget years. The Edmonton Police Services operating expenditure budget has

Page 8 of 13 Report: FCS00078

- been decreased by \$5.5 million in 2021 and by \$5.5 million in 2022, with funds held corporately for redirection based on guidance from the Community Safety and Well-Being Task Force. Further discussion on the July 6, 2020 referred motion regarding the Edmonton Police Commission is discussed within the Edmonton Police Services Funding Formula section of this report.
- Edmonton Global shareholder subsidy an increase in expenditures of \$1.0 million in 2021 and 2022 is needed for the Edmonton Global shareholder subsidy as approved during the shareholders' meeting.
- Edmonton Economic Development Corporation (EEDC) Surrender Agreement -At the October 19, 2020 City Council meeting, Council approved the Surrender Agreement between the City of Edmonton and EEDC. This resulted in a decrease in building operating recoveries of \$0.2 million (previously recovered from Explore Edmonton) and decrease in lease revenues of \$0.4 million within the Real Estate branch as a result of the surrender and transfer of the Advanced Technology Building in the Edmonton Research Park by EEDC. These costs are being funded through financial strategies within Corporate Expenditures and Revenues.
- Other Membership fees An increase of \$0.5 million in expenditures required to fund existing agreements and Council-directed membership fees for various boards.

Administrative Adjustments Requiring Council Approval

Administrative budget adjustments require Council approval when:

- the adjustment is greater than \$2 million,
- the proposed source of funding is a reserve, or
- the adjustment impacts approved funding for boards and authorities.

Although these adjustments impact the overall revenue and expenditure budgets or the transfers to and from a reserve, they do not impact the annual net tax levy requirement.

• Sanitary Servicing Strategy Fund (SSSF) - The SSSF is a funding program established for construction of trunk sewers servicing new development and growth in the City for the next 40 years. Projects constructed under this strategy are development driven and funded by SSSF. The program is funded through expansion assessments, sanitary sewer trunk charges, and utility contributions and interest earned. Due to a decline in development growth activity, the revenue and expenditure forecast need to be adjusted downward to align with the current economic condition. This adjustment reduces project expenditures funded through SSSF by \$11.3 million in 2021 on a one-time basis to recognize slower growth needs, offset by reduced revenue collection of \$1.7 million (expansion assessments, trunk charges and utility contributions) and a reduced transfer from the SSSF reserve of \$9.6 million (revenue).

Page 9 of 13 Report: FCS00078

Service Packages

Attachment 3 provides a summary of service packages, including:

- Unfunded service package for Valley Line Southeast precursor services. Due to the differences in timing of opening the Valley Line Southeast and implementing the Bus Network Redesign in spring 2021, a precursor express bus route will be required to operate from April 2021 until December 2021. Costs for the precursor services are expected to be \$4.8 million on a one-time basis in 2021 with funding from the LRT Reserve.
- A funded service package for operating impacts of capital related to Dr. Anne Anderson High School & Community Centre as discussed above. Operating impacts of capital are brought forward to Council consideration as funded service packages.
- Summary of service packages that have been withdrawn or deferred
- Summary of the service packages previously approved during the 2019-2022 budget deliberations and during the prior three SOBA processes.

Transit Fares

At the December 11, 2019 City Council meeting, during the Fall 2019 SOBA, Council passed a motion that further transit fare increases for 2021 and 2022 be put on hold pending the outcome of discussions from the Spring 2021 SOBA about the impacts of transit service improvements, such as Bus Network Redesign and Smart Fare technology. The Edmonton Transit Service branch 2021 revenue budget includes an increase of \$2.7 million as approved by City Council in the original 2019-2022 approved budget. The fares to support this revenue are included in the User Fees, Fines and Permits section of Attachment 3.

Explore Edmonton

Ongoing funding to Explore Edmonton will be adjusted to reflect the entity's new mandate. Explore Edmonton has experienced a significant drop in revenue as the COVID-19 pandemic has necessitated the closure of the Edmonton Convention Centre and the Edmonton Expo Centre to events, as well as a loss in tourism-related funding. The significant decline in revenue resulting from the COVID-19 pandemic will likely require additional one-time (multi-year one-time) support from the City. Administration continues to work with Explore Edmonton and will return to Executive Committee on November 30, 2020 with an update on Explore Edmonton, including a discussion of funding strategies.

Edmonton Police Service Funding Formula

Page 10 of 13 Report: FCS00078

At the July 6, 2020 City Council meeting, Council requested that Administration prepare adjustments to suspend the Edmonton Police Service Funding Formula Policy C604 pending review and reframing as an Edmonton Community Safety and Well-being Funding Policy.

The newly formed Community Safety and Well-being Task Force will provide its initial recommendations to Council in the first quarter of 2021. Based on those findings, Administration will develop a new police funding policy effective for the 2023-2026 operating budget.

In the interim, the annual budgetary increases for 2021 and 2022 as required through the existing Edmonton Police Service Funding Formula Policy C604 have been reduced by \$5.5 million in each year as requested by Council, for a total of \$11 million. The application of the policy, after this reduction, results in annual tax levy increases of \$10.8 million (\$383.8 million total tax levy funding) and \$11.9 million (\$395.7 million total tax levy funding for Edmonton Police Services) in 2021 and 2022 respectively.

In the August 31, 2020 Citizen Services report CR_8452 Bylaw 19407 Community Safety and Well-Being Task Force, Administration estimated that the task team requires \$0.48 million in one-time funding. For 2020, \$0.18 million is being reallocated from the existing Citizen Services 2020 operating budget and in 2021, \$0.3 million will be allocated from the \$11 million in Edmonton Police Service funds held corporately.

Reduction in Supervisory Positions

At the September 23, 2020 City Council meeting, Council passed the following motion:

That Administration return to the Fall 2020 Supplemental Operating and Capital Budget Adjustment deliberations as appropriate with two scenarios to reduce supervisor FTEs by 5% (up to 92 FTEs/\$13.2 million) and 10% (up to 184 FTEs/\$26.4 million), aligning with page 18 of the September 18, 2020, Office of the City Auditor report OCA00035.

To date Administration has incorporated reductions in supervisory FTE positions of 108.3 FTEs, or 5.8 percent of all supervisory positions, over the 2020 to 2022 operating budgets. This includes reductions approved through the original 2019-2022 operating budget, as well as further reductions through subsequent supplemental operating budget adjustments, including those proposed in this report.

Administration will continue to examine the 10 percent target over the remainder of the budget cycle and will update Council through future supplemental operating budget adjustments. Strategies to achieve this target will include a thorough review of the City's organizational design through the Organizational Design Framework, as well as

Page 11 of 13 Report: FCS00078

consideration of the programs and services Administration will be able to provide and the supportive workforce resources required. As part of this work and budget processes (full scope Priority Based Budgeting), Council will set direction on how the City will prioritize services and programs, which may also impact the workforce.

Public Engagement

The City recognizes COVID-19's severe effects on employment and business revenue in Edmonton. Administration is conducting an online survey to quantify these effects among property owners, business owners and the general public. The survey is open November 4 to 15, and results will be shared ahead of Council's budget deliberations beginning December 9.

As part of the 2019-2022 operating and capital budgets development and approval process, education and engagement opportunities included event outreach, a My Budget survey and a non-statutory public hearing. The public can provide feedback on the SOBA at the Non-statutory Public Hearing on December 3, 2020.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): The City of Edmonton has a resilient financial position | | | | | |
|---|---|-----------|-----------|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | |
| The City of Edmonton has a resilient financial position. | Adjustments to the approved Operating Budget results in the same or lower approved tax rate increase. | TBD | 0% (2021) | | |

Attachments

- 1. Previous Council/Committee Budget Actions
- 2. 2021-2022 Operating Budget Changes
- 3. Fall 2020 Supplemental Operating Budget Adjustment
- 4. Budget Reduction Strategies (Private)

Others Reviewing this Report

- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- J. Meliefste, Acting Deputy City Manager, Integrated Infrastructure Services
- K. Armstrong, Deputy City Manager, Employee Services
- R. Smyth, Deputy City Manager, Citizen Services

Page 12 of 13 Report: FCS00078

- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- B. Andriachuk, City Solicitor

Page 13 of 13 Report: FCS00078

Previous Council/Committee Budget Actions

At the September 21/23, 2020 City Council meeting, the following motion was passed:

That Administration return to the Fall 2020 Supplemental Operating and Capital Budget Adjustment deliberations as appropriate with two scenarios to reduce supervisor FTEs by 5% (up to 92 FTEs /\$13.2 million) and 10% (up to 184 FTEs/\$26.4 million), aligning with page 18 of the September 18, 2020, Office of the City Auditor report OCA00035.

At the July 6/8, 2020, City Council meeting, the following motion was passed:

That Administration:

- b. Prepare amendments for Council's consideration at the Fall 2020 Supplemental Operating Budget Discussion:
 - i. Amendments to reduce the Edmonton Police Service budget from 2021 levels by \$11M with reductions split over the 2021 and 2022 budget years;
 - ii. Adjustments to suspend the Edmonton Police Service Funding Formula Policy C604 pending review and reframing as an Edmonton Community Safety and Well-being Funding Policy informed by the analysis directed above;
 - iii. Amendments to re-direct savings realized to fund supportive housing construction grants to end homelessness and to fund programs and partners within the community development/ human services / social safety net ecosystem with advice and budget recommendations from the Community Safety and Well-being Task Force;

At the May 25-27, 2020, City Council meeting, the following motions were passed:

That Administration:

- bring an updated operating and capital budget analysis to include low and high-impact scenarios out to the end of 2020 and 2021 to give multi-year context for budget shortfalls arising from COVID19.
- 2. analyze the balance of the 2019-2022 Capital Budget and bring forward prioritized infrastructure cutback scenarios to tax-funded discretionary (pay-as-you-go) and debt supported projects to transfer to offset ongoing operating budget shortfalls
- 3. apply the following principles to Part 2. above: that
 - a. cuts be prioritized based on growth before renewal and minimizing risk to critical assets like bridges,

Page 1 of 2 Report: FCS00078

Attachment 1

- b. the corresponding infrastructure deficit is in cosmetic or lower-risk areas where possible,
- c. facility closures be considered, and
- d. the leverage of discretionary dollars against time and provincial or federal grants be maintained where possible.
- 4. that the prioritized budgeting process be advanced to provide a prioritized list of programs and services simultaneous with the above.

Page 2 of 2 Report: FCS00078





GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Edmonton Alberta

For the Quadrennial Beginning

January 1, 2019

Christopher P. Morrill

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 years beginning January 1, 2019, January 1, 2020, January 1, 2021 and January 1, 2022.

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

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

Table of Contents

| Corpo | rate Summary | |
|---------|---|-----|
| | Impact on a Typical Homeowner | 1 |
| | Corporate Summary Tables | 2 |
| Budge | et Reduction Strategies | 12 |
| Servic | e Package Summaries | |
| | Summary of Funded Service Package | 22 |
| | Funded Service Package | 23 |
| | Summary of Unfunded Service Package | 25 |
| | Unfunded Service Package | 26 |
| | Summary of Service Packages Deferred or Withdrawn | 27 |
| | Previously Approved Service Packages | 29 |
| Depar | tment & Branch Summary Tables | 38 |
| Priorit | y Based Budgeting | 113 |
| Suppl | ementary Schedules | |
| | User Fees, Fines & Permits | 128 |
| | Amortization Schedule | 145 |
| | Debt Schedule | 146 |
| | Reserve Schedule | 147 |

Impact of the Proposed 2021-2022 municipal tax increase on a Typical Homeowner (\$387,000 Assessed Value)

| | 2020 Budget | 2021 Budget | Annual Impact | 2022 Budget | Annual Impact |
|---------------------------------|----------------|----------------|------------------|----------------|------------------|
| Municipal Services ¹ | 1,663 | 1,633 | (30) | 1,656 | 23 |
| Police Services ² | 558 | 568 | 10 | 574 | 6 |
| Alley Renewal ³ | 244 | 249 | 5 | 252 | 3 |
| Valley Line LRT ⁴ | 73 | 88 | 15 | 97 | 9 |
| | | | | | |
| Total Property Tax Bill | 2,538 | 2,538 | - | 2,579 | 41 |

Impact of the Proposed 2021-2022 municipal tax increase per \$100,000 of assessment value, residential

| | 2020 Budget | 2021 Budget | Annual Impact | 2022 Budget | Annual Impact |
|---|----------------|----------------|------------------|----------------|------------------|
| Municipal Services ¹ | 430 | 422 | (8) | 428 | 6 |
| Police Services ² | 144 | 147 | 3 | 148 | 1 |
| Alley Renewal ³ | 63 | 64 | 1 | 65 | 1 |
| Valley Line LRT ⁴ | 19 | 23 | 4 | 25 | 2 |
| Per \$100K of assessment value, residential | 656 | 656 | - | 666 | 10 |

¹⁻Municipal Services is based on a proposed tax decrease of 1.5% in 2021 and increase of 0.2% in 2022. This includes impacts of assessment growth.

⁴⁻Valley Line LRT is based on a proposed tax increase of 0.6% in 2021 and 0.4% in 2022.

| Impact of the Proposed Tax Increase | | | | | | |
|-------------------------------------|-------|------|--|--|--|--|
| | 2021 | 2022 | | | | |
| Municipal Services | (1.5) | 0.2 | | | | |
| Police Services | 0.6 | 0.7 | | | | |
| Alley Renewal | 0.3 | 0.3 | | | | |
| Valley Line LRT | 0.6 | 0.4 | | | | |
| | - | 1.6 | | | | |

²⁻Police Services is based on a proposed tax increase of 0.6% in 2021 and 0.7% in 2022.

³⁻Alley Renewal is based on a proposed tax increase of 0.3% in 2021 and 0.3% in 2022.

2019-2022 Budget - Tax-supported Operations by Category

| | | | | 2021 | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| | | 2020 | 2021 | Proposed | 2021 | 2022 |
| | 2019 | Adjusted | Approved | Budget | Proposed | Proposed |
| (\$000) | Actual | Budget | Budget | Changes | Budget | Budget |
| Revenue & Transfers | | | | | | |
| Taxation Revenues | 1,650,574 | 1,696,003 | 1,785,960 | (71,111) | 1,714,849 | 1,777,649 |
| User Fees, Fines, Permits, etc. | 477,624 | 388,105 | 386,248 | (1,172) | 385,076 | 384,483 |
| Franchise Fees | 171,840 | 175,821 | 179,490 | 8,477 | 187,967 | 193,060 |
| EPCOR Dividends | 171,000 | 171,000 | 171,000 | - | 171,000 | 171,000 |
| Transit Revenue | 129,885 | 133,074 | 138,534 | (2,058) | 136,476 | 140,368 |
| Transfer From Reserves | 123,663 | 138,909 | 152,242 | (32,585) | 119,657 | 152,095 |
| Other Revenue | 105,175 | 120,081 | 119,481 | 4,510 | 123,991 | 119,507 |
| Operating Grants | 114,010 | 107,416 | 107,696 | 499 | 108,195 | 108,705 |
| Investment Earnings & Dividends for Capital | 92,368 | 78,266 | 81,168 | (13,047) | 68,121 | 69,789 |
| One-time Items | - | (112,398) | - | - | - | - |
| Total Revenue & Transfers | \$3,036,139 | \$2,896,277 | \$3,121,819 | (\$106,487) | \$3,015,332 | \$3,116,656 |
| Net Expenditure & Transfers | | | | | | |
| Personnel | 1,543,680 | 1,609,683 | 1,631,706 | (38,306) | 1,593,400 | 1,603,995 |
| Materials, Goods, and Supplies | 214,272 | 221,157 | 218,120 | (4,895) | 213,225 | 213,044 |
| External Services | 326,363 | 282,673 | 338,610 | (27,326) | 311,284 | 359,293 |
| Fleet Services | 163,777 | (41,159) | (39,057) | (634) | (39,691) | (39,236) |
| Intra-municipal Charges | 133,935 | 75,681 | 77,269 | (443) | 76,826 | 77,394 |
| Debt | 287,202 | 308,881 | 324,866 | (12,513) | 312,353 | 332,144 |
| Utilities & Other Charges | 386,238 | 427,395 | 446,716 | (32,350) | 414,366 | 436,140 |
| Transfer to Reserves | 348,864 | 320,912 | 325,664 | 9,980 | 335,644 | 337,092 |
| Intra-municipal Recoveries | (453,958) | (200,150) | (202,075) | - | (202,075) | (203,210) |
| One-time Items | - | (108,796) | - | _ | - | - |
| 2019 Surplus/(Deficit) | 85,766 | - | - | - | - | - |
| Total Net Expenditure & Transfers | \$3,036,139 | \$2,896,277 | \$3,121,819 | (\$106,487) | \$3,015,332 | \$3,116,656 |
| Total Net Operating Requirement | - | | - | | | |
| Full-time Equivalents | | | | | | |
| Boards & Commissions | | | | | | |
| Economic Development Corporation | 586.0 | 586.0 | 586.0 | - | 586.0 | 586.0 |
| Police Service | 2,681.6 | 2,756.2 | 2,796.7 | 9.0 | 2,805.7 | 2,850.7 |
| Public Library | 524.9 | 525.3 | 525.3 | - | 525.3 | 525.3 |
| Other Boards & Commissions | 56.0 | 56.0 | 56.0 | - | 56.0 | 56.0 |
| Civic Departments | | | | | | |
| Citizen Services | 2,847.5 | 2,875.8 | 2,871.8 | (46.0) | 2,825.8 | 2,832.0 |
| City Operations | 4,827.3 | 4,835.5 | 4,833.4 | (149.1) | 4,684.3 | 4,685.5 |
| Communications & Engagement | 385.4 | 403.8 | 403.8 | (17.0) | 386.8 | 386.8 |
| Corporate Expenditures & Revenues | 0.5 | 10.5 | 10.5 | (40.5) | (30.0) | (30.0) |
| Employee Services | 245.0 | 236.0 | 236.0 | (12.0) | 224.0 | 224.0 |
| Financial & Corporate Services | 1,055.9 | 1,035.8 | 1,020.4 | (37.5) | 982.9 | 970.9 |
| Integrated Infrastructure Services | 532.8 | 541.3 | 541.3 | (9.0) | | 532.3 |
| Mayor & Councillor Offices | 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 |
| Office of the City Manager | 194.4 | 199.4 | 199.4 | (8.5) | 190.9 | 185.9 |
| Urban Form & Corporate Strategic Development | 719.0 | 681.0 | 676.9 | (27.4) | 649.5 | 642.9 |
| One-time Items Total Full-time Equivalents | - | (631.6) | - | | - | - |
| | 14,722.3 | 14,177.0 | 14,823.5 | (338.0) | 14,485.5 | 14,514.3 |

2019-2022 Budget - Tax-supported Operations by Department

| | | | | 2021 | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| | | 2020 | 2021 | Proposed | 2021 | 2022 |
| | 2019 | Adjusted | Approved | Budget | Proposed | Proposed |
| (\$000) | Actual | Budget | Budget | Changes | Budget | Budget |
| Revenue & Transfers | | | | | | |
| Boards & Commissions | | | | | | |
| Economic Development Corporation | 47,963 | 44,382 | 45,038 | - | 45,038 | 46,857 |
| Police Service | 93,271 | 95,593 | 95,720 | 1,991 | 97,711 | 97,728 |
| Public Library | 62,474 | 8,978 | 9,128 | - | 9,128 | 9,474 |
| Other Boards & Commissions | 422 | 3,316 | 3,316 | - | 3,316 | 3,316 |
| Total Boards & Commissions | \$204,130 | \$152,269 | \$153,202 | \$1,991 | \$155,193 | \$157,375 |
| Civic Departments | | | | | | |
| Citizen Services | 105,080 | 112,852 | 111,294 | (110) | 111,184 | 108,789 |
| City Operations | 205,524 | 208,299 | 233,489 | (17,312) | 216,177 | 235,874 |
| Communications & Engagement | 1,529 | 703 | 703 | - | 703 | 703 |
| Employee Services | 8 | - | - | - | - | - |
| Financial & Corporate Services | 22,668 | 14,661 | 14,248 | (386) | 13,862 | 11,634 |
| Integrated Infrastructure Services | 7,917 | 917 | 1,417 | - | 1,417 | 1,417 |
| Mayor & Councillor Offices | 33 | _ | _ | _ | _ | - |
| Office of the City Manager | 895 | 732 | 2,375 | - | 2,375 | 732 |
| Urban Form & Corporate Strategic Development | 115,949 | 113,152 | 119,912 | (11,290) | 108,622 | 128,725 |
| Corporate Revenues | 721,832 | 709,087 | 699,219 | (8,269) | 690,950 | 693,758 |
| Total Taxation Revenue | 1,650,574 | 1,696,003 | 1,785,960 | (71,111) | 1,714,849 | 1,777,649 |
| One-time Items | - | (112,398) | - | - | - | - |
| Total Revenue & Transfers | \$3,036,139 | \$2,896,277 | \$3,121,819 | (\$106,487) | \$3,015,332 | \$3,116,656 |
| | | | | | | |
| Net Expenditure & Transfers Boards & Commissions | | | | | | |
| | 69.006 | 62.025 | E2 E91 | | E2 E01 | EE 400 |
| Economic Development Corporation Police Service | 68,006 | 63,925 | 53,581 | (3.500) | 53,581 | 55,400 |
| | 450,899 | 468,597 | 485,032 | (3,509) | 481,523 | 493,481 |
| Public Library | 62,760 | 63,508 | 63,660 | (500) | 63,660 | 64,004 |
| Other Boards & Commissions | 37,275 | 42,484 | | (500) | 43,797 | 45,835 |
| Total Boards & Commissions | \$618,940 | \$638,514 | \$646,570 | (\$4,009) | \$642,561 | \$658,720 |
| Civic Departments | | | | | | |
| Citizen Services | 473,573 | 487,106 | 487,850 | (13,341) | 474,509 | 472,877 |
| City Operations | 698,973 | 703,834 | 739,898 | (40,514) | 699,384 | 714,440 |
| Communications & Engagement | 33,828 | 34,433 | 34,610 | (1,864) | 32,746 | 32,914 |
| Employee Services | 26,349 | 27,480 | 27,557 | (1,287) | 26,270 | 26,386 |
| Financial & Corporate Services | 152,059 | 149,588 | 146,758 | (5,729) | 141,029 | 138,834 |
| Integrated Infrastructure Services | 30,444 | 23,688 | 21,314 | (1,263) | 20,051 | 19,880 |
| Mayor & Councillor Offices | 6,056 | 6,938 | 7,012 | 7 | 7,019 | 7,117 |
| Office of the City Auditor | 2,534 | 2,661 | 2,688 | - | 2,688 | 2,713 |
| Office of the City Manager | 26,864 | 26,222 | 30,158 | 311 | 30,469 | 26,477 |
| Urban Form & Corporate Strategic Development | 171,605 | 167,445 | 176,582 | (14,806) | 161,776 | 184,442 |
| Corporate Expenditures | 553,202 | 581,218 | 639,496 | (23,992) | 615,504 | 665,230 |
| Neighbourhood Renewal | 155,946 | 155,946 | 161,326 | - | 161,326 | 166,626 |
| One-time Items | - | (108,796) | - | - | - | - |
| 2019 Surplus/(Deficit) | 85,766 | - | - | - | - | - |
| Total Net Expenditure & Transfers | \$3,036,139 | \$2,896,277 | \$3,121,819 | (\$106,487) | \$3,015,332 | \$3,116,656 |
| Total Net Operating Requirement | | | | | | |
| - Constitution of the control of the | | | | | | |

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

| | | | | 2021 | | |
|---|----------------|-----------------|-----------------|-------------------|--------------------|-----------------|
| | 2212 | 2020 | 2021 | Proposed | 2021 | 2022 |
| (\$000) | 2019 Actual | Adjusted Budget | Approved Budget | Budget Changes | Proposed Budget | Proposed Budget |
| Boards & Commissions | Actual | Duaget | Duuget | Onlanges | Duaget | Duuget |
| Economic Development Corporation | 20,043 | 19,543 | 8,543 | _ | 8,543 | 8,543 |
| Police Service | 357,628 | 373,004 | 389,312 | (5,500) | | 395,753 |
| Public Library | 286 | 54,530 | 54,532 | (=,===) | 54,532 | 54,530 |
| Other Boards & Commissions | 36,853 | 39,168 | 40,981 | (500) | | 42,519 |
| Total Boards & Commissions | \$414,810 | \$486,245 | \$493,368 | (\$6,000) | | \$501,345 |
| Civic Departments | | | | | | |
| Citizen Services | | | | | | |
| Community & Recreation Facilities | 62,838 | 60,439 | 61,057 | (3,027) | 58,030 | 58,423 |
| Community Standards & Neighbourhoods | 44,545 | 44,673 | 44,136 | (2,982) | 41,154 | 41,241 |
| Fire Rescue Services | 221,287 | 225,793 | 228,263 | (729) | 227,534 | 229,272 |
| Integrated Strategic Development | 6,198 | 6,942 | 7,073 | (417) | 6,656 | 6,698 |
| Social Development | 33,625 | 36,407 | 36,027 | (6,076) | 29,951 | 28,454 |
| City Operations | | | | | | |
| 41ST AVE SW QE2 HWY Interchange | - | - | - | - | - | - |
| Business Performance & Customer Experience | 2,405 | 2,523 | 2,523 | - | 2,523 | 2,523 |
| Edmonton Transit | 229,897 | 228,783 | 242,959 | (4,526) | 238,433 | 241,083 |
| Fleet & Facility Services | 62,487 | 68,196 | 66,560 | (7,365) | 59,195 | 53,792 |
| Parks & Roads Services | 198,660 | 196,033 | 194,367 | (11,311) | 183,056 | 181,168 |
| Communications & Engagement | | | | | | |
| Engagement | 17,276 | 19,050 | 18,868 | (236) | 18,632 | 18,705 |
| External and Intergovernmental Relations | 3,020 | 3,289 | 3,303 | (275) | 3,028 | 3,038 |
| Integrated Marketing Communications | 9,456 | 8,943 | 8,723 | (907) | 7,816 | 7,895 |
| Reputation and Brand | 2,547 | 2,448 | 3,013 | (446) | 2,567 | 2,573 |
| Employee Services | | | | | | |
| Employee Relations & Compensation | 4,194 | 4,330 | 4,338 | - | 4,338 | 4,345 |
| Organizational Design & Development | 2,479 | 3,862 | 3,847 | (230) | 3,617 | 3,591 |
| Talent Acquisition, Service & Solutions | 12,688 | 12,870 | 13,056 | (732) | 12,324 | 12,481 |
| Workforce Safety & Employee Health | 6,980 | 6,418 | 6,316 | (325) | 5,991 | 5,969 |
| Financial & Corporate Services | | | | | | |
| Assessment & Taxation | 20,382 | 20,947 | 20,331 | (1,197) | 19,134 | 19,134 |
| Corporate Procurement & Supply Services | 18,113 | 14,025 | 13,107 | (500) | 12,607 | 12,379 |
| Financial Services | 18,463 | 19,884 | 19,344 | (1,139) | 18,205 | 18,101 |
| Open City & Technology | 48,726 | 51,277 | 50,770 | (1,735) | 49,035 | 47,927 |
| Real Estate | 23,707 | 28,794 | 28,958 | (772) | 28,186 | 29,659 |
| Integrated Infrastructure Services | | | | | | |
| Building Great Neighbourhoods and Open Spaces | 2,448 | 2,501 | 2,512 | - | 2,512 | 2,519 |
| Business Planning & Support | 5,493 | 8,252 | 7,547 | (1,140) | 6,407 | 6,324 |
| Infrastructure Delivery | 3,232 | 1,814 | 1,872 | - | 1,872 | 1,885 |
| Infrastructure Planning & Design | 10,112 | 9,491 | 7,241 | (123) | 7,118 | 7,006 |
| LRT Expansion & Renewal | 1,242 | 713 | 725 | - | 725 | 729 |
| | | | | | | |
| Mayor & Councillor Offices | 6,023 | 6,938 | 7,012 | 7 | 7,019 | 7,117 |

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

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Office of the City Manager | | | | | | |
| City Manager | 2,304 | 2,026 | 2,026 | (119) | 1,907 | 1,906 |
| Legal Services | 11,990 | 11,970 | 12,068 | (626) | 11,442 | 10,764 |
| Office of the City Clerk | 11,675 | 11,494 | 13,689 | 1,056 | 14,745 | 13,075 |
| Urban Form & Corporate Strategic Development | | | | | | |
| City Planning | 13,059 | 17,983 | 16,811 | (580) | 16,231 | 15,329 |
| Corporate Strategy | 5,628 | 5,328 | 5,335 | (256) | 5,079 | 5,079 |
| Development Services | 12,565 | 5,453 | 5,714 | (850) | 4,864 | 5,303 |
| Economic & Environmental Sustainability | 24,263 | 25,529 | 28,810 | (1,830) | 26,980 | 30,006 |
| The Quarters Downtown CRL (prior to 2020) | 141 | - | - | - | - | - |
| Total Civic Departments | \$1,162,682 | \$1,178,079 | \$1,190,989 | (\$49,388) | \$1,141,601 | \$1,138,206 |
| Corporate Expenditures & Revenues | | | | | | |
| Automated Enforcement | - | - | - | - | - | - |
| Capital Project Financing | 164,828 | 186,529 | 214,237 | 741 | 214,978 | 228,656 |
| Corporate Expenditures | 17,565 | 30,653 | 64,396 | (8,698) | 55,698 | 88,632 |
| Corporate Revenues | (396,967) | (398,451) | (397,056) | (7,766) | (404,822) | (409,916) |
| Taxation Expenditures | 10,144 | 7,300 | 7,300 | - | 7,300 | 7,000 |
| Valley Line LRT | 35,800 | 46,100 | 51,400 | - | 51,400 | 57,100 |
| Total Corporate Expenditures & Revenues | (\$168,630) | (\$127,869) | (\$59,723) | (\$15,723) | (\$75,446) | (\$28,528) |
| Neighbourhood Renewal | | | | | | |
| Neighbourhood Renewal | 155,946 | 162,949 | 168,326 | - | 168,326 | 173,626 |
| Less: Microsurfacing - Parks & Roads Services | - | 7,003 | 7,000 | - | 7,000 | 7,000 |
| Fransfer to Capital - Corporate Programs | \$155,946 | \$155,946 | \$161,326 | - | \$161,326 | \$166,626 |
| Total Taxation Revenue | (1,650,574) | (1,696,003) | (1,785,960) | 71,111 | (1,714,849) | (1,777,649) |
| One-time Items | - | 3,602 | - | - | - | - |
| 2019 Surplus/(Deficit) | 85,766 | - | - | - | - | - |
| Total Net Operating Requirement | <u> </u> | - | - | <u>.</u> | | |

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

| | | 2020 | 2021 | 2021 Proposed | 2021 | 2022 |
|---|----------------|--------------------|-----------------|-------------------|--------------------|--------------------|
| (\$000) | 2019 Actual | Adjusted Budget | Approved Budget | Budget Changes | Proposed Budget | Proposed Budget |
| Boards & Commissions | Actual | Buuget | Duuget | Changes | Buaget | Duuget |
| Economic Development Corporation | 68,006 | 63,925 | 53,581 | _ | 53,581 | 55,400 |
| Police Service | 450,899 | 468,597 | 485,032 | (3,509) | 481,523 | 493,481 |
| Public Library | 62,760 | 63,508 | 63,660 | (=,===) | 63,660 | 64,004 |
| Other Boards & Commissions | 37,275 | 42,484 | 44,297 | (500) | | 45,835 |
| Fotal Boards & Commissions | \$618,940 | \$638,514 | \$646,570 | (\$4,009) | | \$658,720 |
| Civic Departments | | | | | | |
| Citizen Services | | | | | | |
| Community & Recreation Facilities | 126,048 | 128,382 | 128,570 | (3,387) | 125,183 | 125,388 |
| Community Standards & Neighbourhoods | 49,647 | 50,729 | 50,231 | (2,882) | 47,349 | 47,442 |
| Fire Rescue Services | 223,762 | 227,160 | 229,630 | (579) | 229,051 | 230,789 |
| Integrated Strategic Development | 6,244 | 6,988 | 7,119 | (417) | 6,702 | 6,744 |
| Social Development | 67,872 | 73,847 | 72,300 | (6,076) | 66,224 | 62,514 |
| City Operations | | | | | | |
| 41ST AVE SW QE2 HWY Interchange | 602 | - | - | - | - | - |
| Business Performance & Customer Experience | 2,405 | 2,523 | 2,523 | - | 2,523 | 2,523 |
| Edmonton Transit | 365,122 | 368,720 | 409,067 | (22,438) | 386,629 | 410,176 |
| Fleet & Facility Services | 79,834 | 85,338 | 83,740 | (7,365) | 76,375 | 71,016 |
| Parks & Roads Services | 251,010 | 247,253 | 244,568 | (10,711) | 233,857 | 230,725 |
| Communications & Engagement | | | | | | |
| Engagement | 17,733 | 19,050 | 18,868 | (236) | 18,632 | 18,705 |
| External and Intergovernmental Relations | 3,020 | 3,289 | 3,303 | (275) | 3,028 | 3,038 |
| Integrated Marketing Communications | 10,331 | 9,646 | 9,426 | (907) | 8,519 | 8,598 |
| Reputation and Brand | 2,744 | 2,448 | 3,013 | (446) | 2,567 | 2,573 |
| Employee Services | | | | | | |
| Employee Relations & Compensation | 4,198 | 4,330 | 4,338 | - | 4,338 | 4,345 |
| Organizational Design & Development | 2,480 | 3,862 | 3,847 | (230) | 3,617 | 3,591 |
| Talent Acquisition, Service & Solutions | 12,691 | 12,870 | 13,056 | (732) | 12,324 | 12,481 |
| Workforce Safety & Employee Health | 6,980 | 6,418 | 6,316 | (325) | 5,991 | 5,969 |
| Financial & Corporate Services | | | | | | |
| Assessment & Taxation | 20,393 | 20,947 | 20,331 | (1,197) | 19,134 | 19,134 |
| Corporate Procurement & Supply Services | 18,781 | 14,405 | 13,487 | (500) | 12,987 | 12,759 |
| Financial Services | 20,345 | 21,606 | 21,579 | (1,139) | 20,440 | 20,364 |
| Open City & Technology | 49,410 | 51,671 | 51,164 | (1,735) | 49,429 | 48,321 |
| Real Estate | 43,130 | 40,959 | 40,197 | (1,158) | 39,039 | 38,256 |
| Integrated Infrastructure Services | | | | | | |
| Building Great Neighbourhoods and Open Spaces | 2,907 | 2,501 | 2,512 | - | 2,512 | 2,519 |
| Business Planning & Support | 6,286 | 8,714 | 8,509 | (1,140) | 7,369 | 7,286 |
| Infrastructure Delivery | 5,752 | 1,814 | 1,872 | - | 1,872 | 1,885 |
| Infrastructure Planning & Design | 12,901 | 9,491 | 7,241 | (123) | 7,118 | 7,006 |
| LRT Expansion & Renewal | 2,598 | 1,168 | 1,180 | - | 1,180 | 1,184 |
| Mayor & Councillor Offices | 6,056 | 6,938 | 7,012 | 7 | 7,019 | 7,117 |
| Office of the City Auditor | 2,534 | 2,661 | 2,688 | - | 2,688 | 2,713 |

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

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Office of the City Manager | | | | | | |
| City Manager | 2,304 | 2,026 | 2,026 | (119) | 1,907 | 1,906 |
| Legal Services | 11,993 | 11,970 | 12,068 | (626) | 11,442 | 10,764 |
| Office of the City Clerk | 12,567 | 12,226 | 16,064 | 1,056 | 17,120 | 13,807 |
| Urban Form & Corporate Strategic Development | | | | | | |
| City Planning | 52,566 | 63,451 | 68,774 | (11,870) | 56,904 | 76,528 |
| Corporate Strategy | 5,628 | 5,328 | 5,335 | (256) | 5,079 | 5,079 |
| Development Services | 77,920 | 71,637 | 72,177 | (850) | 71,327 | 71,378 |
| Economic & Environmental Sustainability | 30,585 | 27,029 | 30,296 | (1,830) | 28,466 | 31,457 |
| The Quarters Downtown CRL (prior to 2020) | 4,906 | - | - | - | = | - |
| Total Civic Departments | \$1,622,285 | \$1,629,395 | \$1,674,427 | (\$78,486) | \$1,595,941 | \$1,626,080 |
| Corporate Expenditures | | | | | | |
| Automated Enforcement | 52,851 | 45,690 | 40,880 | - | 40,880 | 38,290 |
| Capital Project Financing | 428,236 | 445,549 | 467,367 | (15,294) | 452,073 | 467,948 |
| Corporate Expenditures | 18,625 | 31,490 | 65,249 | (8,698) | 56,551 | 89,501 |
| Corporate Revenues | 1,812 | 89 | 2,300 | - | 2,300 | 91 |
| Taxation Expenditures | 15,878 | 12,300 | 12,300 | - | 12,300 | 12,300 |
| Valley Line LRT | 35,800 | 46,100 | 51,400 | - | 51,400 | 57,100 |
| Total Corporate Expenditures | \$553,202 | \$581,218 | \$639,496 | (\$23,992) | \$615,504 | \$665,230 |
| Neighbourhood Renewal | | | | | | |
| Neighbourhood Renewal | 155,946 | 162,949 | 168,326 | - | 168,326 | 173,626 |
| Less: Microsurfacing - Parks & Roads Services | - | 7,003 | 7,000 | - | 7,000 | 7,000 |
| Transfer to Capital - Corporate Programs | \$155,946 | \$155,946 | \$161,326 | - | \$161,326 | \$166,626 |
| One-time Items | - | (108,796) | - | - | - | - |
| 2019 Surplus/(Deficit) | 85,766 | - | - | - | - | - |
| Total Net Expenditure & Transfers | \$3,036,139 | \$2,896,277 | \$3,121,819 | (\$106,487) | \$3,015,332 | \$3,116,656 |

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

| | | 2020 | 2021 | 2021 Proposed | 2021 | 2022 |
|--|-------------------|--------------------|--------------------------|------------------|--|--------------------|
| | 2019 | Adjusted | Approved | Budget | Proposed | Proposed |
| (\$000) | Actual | Budget | Budget | Changes | Budget | Budget |
| Boards & Commissions | 47.000 | 44.000 | 45.000 | | 45.000 | 40.057 |
| Economic Development Corporation | 47,963 | 44,382 | 45,038 | - | 45,038 | 46,857 |
| Police Service | 93,271 | 95,593 | 95,720 | 1,991 | 97,711 | 97,728 |
| Public Library | 62,474 | 8,978 | 9,128 | - | 9,128 | 9,474 |
| Other Boards & Commissions Total Boards & Commissions | \$204,130 | 3,316 \$152,269 | 3,316 \$153,202 | - \$1,991 | - , | 3,316 \$157,375 |
| | 4 _0 1,100 | ¥ , | * · · · · , _ · · | * 1, | , , , , , , , , , , , , , , , , , , , | ***** |
| Civic Departments | | | | | | |
| Citizen Services | | | | | | |
| Community & Recreation Facilities | 63,210 | 67,943 | 67,513 | (360) | 67,153 | 66,965 |
| Community Standards & Neighbourhoods | 5,102 | 6,056 | 6,095 | 100 | 6,195 | 6,201 |
| Fire Rescue Services | 2,475 | 1,367 | 1,367 | 150 | 1,517 | 1,517 |
| Integrated Strategic Development | 46 | 46 | 46 | - | 46 | 46 |
| Social Development | 34,247 | 37,440 | 36,273 | - | 36,273 | 34,060 |
| City Operations | | | | | | |
| 41ST AVE SW QE2 HWY Interchange | 602 | - | - | - | - | - |
| Edmonton Transit | 135,225 | 139,937 | 166,108 | (17,912) | 148,196 | 169,093 |
| Fleet & Facility Services | 17,347 | 17,142 | 17,180 | - | 17,180 | 17,224 |
| Parks & Roads Services | 52,350 | 51,220 | 50,201 | 600 | 50,801 | 49,557 |
| Communications & Engagement | | | | | | |
| Engagement | 457 | - | - | - | - | - |
| Integrated Marketing Communications | 875 | 703 | 703 | - | 703 | 703 |
| Reputation and Brand | 197 | - | - | - | - | - |
| Employee Services | | | | | | |
| Employee Relations & Compensation | 4 | - | - | - | - | - |
| Organizational Design & Development | 1 | - | - | - | - | - |
| Talent Acquisition, Service & Solutions | 3 | - | - | - | - | - |
| Financial & Corporate Services | | | | | | |
| Assessment & Taxation | 11 | - | - | - | - | - |
| Corporate Procurement & Supply Services | 668 | 380 | 380 | - | 380 | 380 |
| Financial Services | 1,882 | 1,722 | 2,235 | - | 2,235 | 2,263 |
| Open City & Technology | 684 | 394 | 394 | - | 394 | 394 |
| Real Estate | 19,423 | 12,165 | 11,239 | (386) | 10,853 | 8,597 |
| Integrated Infrastructure Services | | | | | | |
| Building Great Neighbourhoods and Open Spaces | 459 | - | - | - | - | - |
| Business Planning & Support | 793 | 462 | 962 | - | 962 | 962 |
| Infrastructure Delivery | 2,520 | - | - | - | - | - |
| Infrastructure Planning & Design | 2,789 | - | - | - | - | - |
| LRT Expansion & Renewal | 1,356 | 455 | 455 | - | 455 | 455 |
| Mayor & Councillor Offices | 33 | - | - | - | - | - |
| Office of the City Manager | | | | | | |
| Legal Services | 3 | - | - | - | - | - |
| Office of the City Clerk | 892 | 732 | 2,375 | - | 2,375 | 732 |
| | | | | | | |

2019-2022 Budget - Tax-supported Operations by Branch

| R | ev | en | ue | Sı | ımı | mai | ry |
|---|----|----|----|----|-----|-----|----|
| | | | | | | | |

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Urban Form & Corporate Strategic Development | | | | | | |
| City Planning | 39,507 | 45,468 | 51,963 | (11,290) | 40,673 | 61,199 |
| Corporate Strategy | - | - | - | - | - | - |
| Development Services | 65,355 | 66,184 | 66,463 | - | 66,463 | 66,075 |
| Economic & Environmental Sustainability | 6,322 | 1,500 | 1,486 | - | 1,486 | 1,451 |
| The Quarters Downtown CRL (prior to 2020) | 4,765 | - | - | - | - | - |
| Total Civic Departments | \$459,603 | \$451,316 | \$483,438 | (\$29,098) | \$454,340 | \$487,874 |
| Corporate Expenditures & Revenues | | | | | | |
| Automated Enforcement | 52,851 | 45,690 | 40,880 | - | 40,880 | 38,290 |
| Capital Project Financing | 263,408 | 259,020 | 253,130 | (16,035) | 237,095 | 239,292 |
| Corporate Expenditures | 1,060 | 837 | 853 | - | 853 | 869 |
| Corporate Revenues | 398,779 | 398,540 | 399,356 | 7,766 | 407,122 | 410,007 |
| Taxation Expenditures | 5,734 | 5,000 | 5,000 | - | 5,000 | 5,300 |
| Total Corporate Expenditures & Revenues | \$721,832 | \$709,087 | \$699,219 | (\$8,269) | \$690,950 | \$693,758 |
| Total Taxation Revenue | 1,650,574 | 1,696,003 | 1,785,960 | (71,111) | 1,714,849 | 1,777,649 |
| One-time Items Total Revenue & Transfers | \$3,036,139 | (112,398) \$2,896,277 | \$3,121,819 | (\$106,487) | \$3,015,332 | \$3,116,656 |

2019-2022 Budget - Municipal Enterprises

| | 2019 | 2020 Adjusted | 2021 Approved | 2021 Proposed Budget | 2021 Proposed | 2022 Proposed |
|--|---------------------------|-------------------|------------------|----------------------------|-------------------|-------------------|
| (\$000) | Actual | Budget | Budget | Changes | Budget | Budget |
| Blatchford Redevelopment Project | | | | | | |
| Revenues & Transfers | 6,008 | 16,525 | 22,304 | - | 22,304 | 28,785 |
| Less: Expenditure & Transfers | 8,803 | 18,392 | 15,884 | - | 15,884 | 30,787 |
| Net Income/(Loss) | (\$2,795) | (\$1,867) | \$6,420 | - | \$6,420 | (\$2,002) |
| Land Development | 22.400 | 24 204 | 47.004 | | 47.004 | 20 507 |
| Revenues & Transfers | 23,160 | 21,284 | • | - | 17,894 | 28,597 |
| Less: Expenditure & Transfers Net Income/(Loss) | 12,449 \$10,711 | 18,249 \$3,035 | | - | 15,718 \$2,176 | 26,746 \$1,851 |
| Land for Municipal Purposes | | | | | | |
| Revenues & Transfers | 314 | 14,881 | 5,256 | - | 5,256 | 11,313 |
| Less: Expenditure & Transfers | 2,519 | 10,740 | 5,431 | - | 5,431 | 9,524 |
| Net Income/(Loss) | (\$2,205) | \$4,141 | (\$175) | - | (\$175) | \$1,789 |

2019-2022 Budget - Community Revitalization Levies

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Belvedere CRL | | | | | | |
| Revenues & Transfers | 1,997 | 3,886 | 4,573 | - | 4,573 | 7,265 |
| Less: Expenditure & Transfers | 1,997 | 3,886 | 4,573 | - | 4,573 | 7,265 |
| Net Income/(Loss) | - | - | - | - | - | - |
| Capital City Downtown CRL | | | | | | |
| Revenues & Transfers | 27,349 | 32,365 | 35,134 | - | 35,134 | 37,786 |
| Less: Expenditure & Transfers | 27,349 | 32,365 | 35,134 | - | 35,134 | 37,786 |
| Net Income/(Loss) | - | - | - | - | - | - |
| The Quarters Downtown CRL | | | | | | |
| Revenues & Transfers | - | 6,890 | 7,985 | - | 7,985 | 9,096 |
| Less: Expenditure & Transfers | - | 6,890 | 7,985 | - | 7,985 | 9,096 |
| Net Income/(Loss) | | | | | | - |

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

| | 2019 | 2020 Adjusted | 2021 Approved | 2021 Proposed Budget | 2021 Proposed | 2022 Proposed |
|-----------------------------------|----------|------------------|------------------|----------------------------|------------------|------------------|
| (\$000) | Actual | Budget | Budget | Changes | Budget | Budget |
| Revenue & Transfers | | | | | | |
| Combative Sports Commission | 109 | 45 | 45 | - | 45 | 45 |
| Fort Edmonton Park | 75 | 3,271 | 3,271 | - | 3,271 | 3,271 |
| Heritage Council | 238 | - | - | - | - | - |
| Total Revenue & Transfers | \$422 | \$3,316 | \$3,316 | - | \$3,316 | \$3,316 |
| Net Expenditure & Transfers | | | | | | |
| Arts Council | 13,755 | 14,917 | 16,305 | _ | 16,305 | 17,805 |
| Combative Sports Commission | 19 | 45 | 45 | _ | 45 | 45 |
| Federation of Community Leagues | 6,031 | 6,238 | 6,238 | (500) | 5,738 | 5,738 |
| Fort Edmonton Park | 4,235 | 7,455 | 7,476 | - | 7,476 | 7,492 |
| Greater Edmonton Foundation | 4,400 | 4,600 | 4,600 | _ | 4,600 | 4,900 |
| Heritage Council | 1,347 | 1,359 | 1,559 | _ | 1,559 | 1,709 |
| Reach Edmonton | 5,183 | 5,371 | 5,575 | - | 5,575 | 5,647 |
| TELUS World of Science | 2,305 | 2,499 | 2,499 | - | 2,499 | 2,499 |
| Total Net Expenditure & Transfers | \$37,275 | \$42,484 | \$44,297 | (\$500) | \$43,797 | \$45,835 |
| | | | | | | |
| Net Operating Requirement | | | | | | |
| Arts Council | 13,755 | 14,917 | 16,305 | - | 16,305 | 17,805 |
| Combative Sports Commission | (90) | - | - | - | - | - |
| Federation of Community Leagues | 6,031 | 6,238 | 6,238 | (500) | 5,738 | |
| Fort Edmonton Park | 4,160 | 4,184 | 4,205 | - | 4,205 | 4,221 |
| Greater Edmonton Foundation | 4,400 | 4,600 | 4,600 | - | 4,600 | 4,900 |
| Heritage Council | 1,109 | 1,359 | 1,559 | - | 1,559 | 1,709 |
| Reach Edmonton | 5,183 | 5,371 | 5,575 | - | 5,575 | 5,647 |
| TELUS World of Science | 2,305 | 2,499 | 2,499 | - | 2,499 | 2,499 |
| Total Net Operating Requirement | \$36,853 | \$39,168 | \$40,981 | (\$500) | \$40,481 | \$42,519 |

| Full-time Equivalents | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Fort Edmonton Park | 56.0 | 56.0 | 56.0 | - | 56.0 | 56.0 |
| Total Full-time Equivalents | 56.0 | 56.0 | 56.0 | - | 56.0 | 56.0 |

Budget Reduction Strategies

The following is a list of reduction strategies that are included as recommendations in the Fall 2020 Supplemental Operating Budget Adjustment in order to achieve a zero percent tax increase in 2021. Additional details on each reduction strategy are provided in the Department & Branch Summary Tables section of this attachment.

| | | | | 2021 | | | 2022 | |
|----|--|--|---------|---------|---------|---------|---------|---------|
| | | | | | Net | | | Net |
| # | Strategy/Branch | Description of Change | Expense | Revenue | Impact | Expense | Revenue | Impact |
| | Efficiencies | | | | | | | |
| 1 | Assessment & Taxation | Reduction in postage related to expected uptake in property owner subscription for electronic notices for tax assessments and tax notices. Savings of approximately \$2 per property registrant. | (70) | - | (70) | _ | - | - |
| 2 | Community & Recreation Facilities | Reductions in FTEs through efficiencies and realignment of workforce. | (520) | - | (520) | - | - | _ |
| 3 | | Transitioning select on-site rental services. Centralized model of rental services | (156) | _ | (156) | - | _ | _ |
| 4 | | Optimizing and adjusting existing programming and scheduling to maximize participation. Programs adjusted will include group fitness, Kids Den scheduling, and equipment loan program. | (610) | (10) | (600) | _ | - | - |
| 5 | Corporate Expenditures and Revenues | Claims process efficiencies | (115) | _ | (115) | _ | _ | - |
| 6 | Fleet and Facility Services/Edmonton Transit Service | Complete a review of cleaning processes in Transit to identify efficiencies. | (1,223) | - | (1,223) | - | - | - |
| 7 | Fleet and Facility Services | Efficiencies related to fleet optimization, private-sector alternatives, and service level changes. Reimagine Services | (2,250) | - | (2,250) | (3,750) | - | (3,750) |
| 8 | | Cost savings in municipal fleet maintenance through efficiencies in maintenance intervals and from sander dump box refurbishment. | (445) | - | (445) | (200) | - | (200) |
| 9 | Office of the City Clerk | Program and Service Review - Tribunals | (144) | - | (144) | - | - | - |
| 10 | Parks and Road Services | Optimal mix and amount of sand and salt to be put on the roads has been identified, resulting in less material needing to be picked up in the summer. | (1,740) | - | (1,740) | _ | - | _ |
| 11 | | Cost savings in parks, roads and sidewalks operations through optimization of fleet usage and enhanced shift scheduling. | (500) | - | (500) | _ | - | - |
| 12 | | Increase use of chemical weed control in shrub beds to target regulated weeds, and use chemical control in exempt areas (e.g. City wide high profile parks). Both are permitted within the current herbicide exemption. Efficiencies from reduced mechanical control (i.e. hand pulling of weeds) in shrub beds. | (1,143) | _ | (1,143) | - | - | _ |
| | | Efficiencies through outsourcing, service level changes, and inter-departmental efficiencies. | | | | | | |
| 13 | | Reimagine Services | (200) | 200 | (400) | (600) | - | (600) |
| 14 | | Power consumption savings due to conversion from high pressure sodium bulbs to LED lighting. | (400) | - | (400) | - | - | - |
| | | Total Efficiencies | (9,516) | 190 | (9,706) | (4,550) | - | (4,550) |

| | | | | 2021 | | | 2022 | |
|----|--|---|---------|---------|---------------|---------|---------|---------------|
| # | Strategy/Branch | Description of Change | Expense | Revenue | Net Impact | Expense | Revenue | Net Impact |
| | Expense Reduction | | | | | | | |
| 15 | Communications and Engagement - All branches | Reduction in external services | (26) | _ | (26) | (13) | _ | (13) |
| 16 | Community Standards & Neighbourhoods | Reduction in contractor and training budgets | (200) | | (200) | - (13) | _ | - (10) |
| 17 | Corporate Expenditures and Revenues | Reduction in training | (520) | | (520) | _ | _ | _ |
| 18 | 1.070.1000 | Reduction in hosting | (443) | | (443) | - | _ | _ |
| 19 | Economic & Environmental Sustainability | Funding adjustment from tax levy to Downtown CRL. There are no service level impacts and no anticipated impacts to current projected milestones for the Downtown CRL. | (453) | | (453) | 5 | - | 5 |
| 20 | | Reduction to Renewable Energy Certificates (REC), which equates to a 5% reduction to the approved REC budget and will modestly impact environmental targets. Additional time will be required to progress towards 100% coverage of the green energy budget that is targeted for 2023. | (339) | _ | (339) | _ | _ | _ |
| 21 | | Reduction in external services | (150) | | (150) | _ | _ | _ |
| 22 | Edmonton Transit Service | Cost reductions achieved through revised approach to employee recognition and ongoing savings from previous FTE reductions. | (344) | | (344) | - | - | - |
| 23 | Financial Services | Reduction in budget available for external professional services | (433) | - | (433) | _ | - | - |
| 24 | Fire Rescue Services | Reduced uniform and clothing allowance | (150) | - | (150) | - | - | - |
| 25 | Fleet and Facility Services | Cost reductions achieved through reductions to travel and training, savings from contract efficiencies, and heightened vacancy management. | (1,219) | _ | (1,219) | _ | _ | _ |
| 26 | Integrated Strategic Development | Reduction in contractor costs | (16) | | (16) | _ | - | - |
| 27 | Open City and Technology | Reduction of costs related to ESNA Cloudlink. Switch voicemail delivery to either Gmail or Cisco Unity for VoIP phone users. No service impact. | (90) | - | (90) | _ | - | - |
| 28 | Parks and Road Services | Reductions to parks, roads & sidewalks, and bridge maintenance budgets to reflect efficiencies; no service impacts. Additionally a partial reduction in consulting and communication budget. | (479) | - | (479) | - | - | - |
| 29 | Real Estate | Reduced operating costs per square foot in Edmonton Tower | (750) | - | (750) | - | - | - |
| 30 | | Reductions in rates associated with upcoming office space lease renewals | (403) | - | (403) | (203) | - | (203) |
| 31 | | Reduced utility costs resulting from the move of the Technology Data Centre | (100) | - | (100) | - | - | - |
| 32 | | Various other reduction strategies | (57) | - | (57) | - | - | - |
| 33 | Talent Acquisition, Service & Solutions | Reduction related to the Cultural Commitment Awards | (50) | _ | (50) | - | - | - |
| 34 | Workplace Safety and Employee Health | Reduction in external services | (173) | | (173) | | - | - |
| | | Total Expense Reduction | (6,395) | - | (6,395) | (211) | - | (211) |

| | | | | 2021 | | | 2022 | |
|----|---|---|---------|---------|---------------|----------|---------|---------------|
| # | Strategy/Branch | Description of Change | Expense | Revenue | Net Impact | Expense | Revenue | Net Impact |
| п | Strategy/ branch | Description of change | Lxpense | Revenue | Impact | LAPETISE | Revenue | ППрасс |
| | Facility closures | | | | | | | |
| | Community & Recreation Facilities/Fleet and | Scona Pool Reimagine Services, Program and Service Review Recommendation Community Recreation Facilities (\$226) | | | | | | |
| 35 | Facilities | Fleet and Facilities (\$79) | (305) | - | (305) | - | - | - |
| 36 | | Eastglen Pool Reimagine Services, Program and Service Review Recommendation Community Recreation Facilities (\$410) Fleet and Facilities (\$137) | (796) | (249) | (547) | (277) | - | (277) |
| 37 | | Oliver Pool Reimagine Services, Program and Service Review Recommendation Community Recreation Facilities (\$131) Fleet and Facilities (\$60) | (253) | (62) | (191) | _ | - | - |
| 38 | | Oliver Arena Reimagine Services, Program and Service Review Recommendation Community Recreation Facilities (\$13) Fleet and Facilities (\$32) | (152) | (107) | (45) | (11) | - | (11) |
| 39 | | Tipton Arena Community Recreation Facilities (\$45) Fleet and Facilities (\$39) | (216) | (132) | (84) | (13) | - | (13) |
| 40 | Parks and Road Services | Asphalt Plant Reimagine Services, Program and Service Review Recommendation | (231) | _ | (231) | _ | _ | _ |
| | | Total Facility closures | (1,953) | (550) | (1,403) | (301) | - | (301) |
| | Funding to partners | | | | | | | |
| 41 | Edmonton Federation of Community Leagues | Reduction in funding to Edmonton Federation of Community Leagues for 2021 & 2022. | (500) | - | (500) | - | - | - |
| 42 | Social Development | This reduction eliminates the Community Investment Grant (CIG) program and is responsive to audit recommendations from November 2020 that concluded this grant has a low impact towards Social Development branch outcomes. This grant provides operating assistance to non-profit organizations whose activities benefit citizens, assists with the costs of travel to sporting championships, and supports organizations with costs associated with the hosting of recreational, amateur sport, and/or multicultural events within Edmonton. | (3,751) | - | (3,751) | _ | - | _ |
| 43 | | The reduction eliminates the Community Facility Partner Capital Grant (CFPCG) program, which supports partnerships that enhance public use facilities so Edmontonians can thrive in an active and attractive city. Reduced budget in this grant program (due to the previously approved removal of funding for CFPGC from the Traffic Safety & Automated Enforcement Reserve) significantly limits the City's ability to fund larger projects. The increased competition for grant funding and the difficulty with fundraising currently makes it difficult for groups to obtain their 66% of the matching funding requirement (the City provides 33% funding). | (1,859) | - | (1,859) | - | _ | - |
| 44 | | Elimination of support to Edmonton's NextGen Committee | (151) | - | (151) | - | - | - |
| 45 | | Elimination of support to Clareview Multicultural Centre | (150) | | (150) | - | - | - |
| | | Total Funding to partners | (6,411) | - | (6,411) | - | - | - |

| | | | | 2021 | | | 2022 | |
|----|--------------------------------------|--|---------|---------|---------|---------|---------|--------|
| | | | | | Net | | | Net |
| # | Strategy/Branch | Description of Change | Expense | Revenue | Impact | Expense | Revenue | Impact |
| | | | | | | | | |
| | Increased revenue/recovery | | | | | | | |
| 46 | Community & Recreation Facilities | Growth in fees from cemeteries and increase in Muttart admission fees. | - | 145 | (145) | _ | 100 | (100) |
| 47 | Community Standards & Neighbourhoods | Adjustment to snow/weed removal revenue budgets. No impacts to services or fees. | _ | 100 | (100) | _ | - | - |
| 48 | Corporate Expenditures and Revenues | Increased Land Enterprise dividend | _ | 400 | (400) | - | - | - |
| 49 | Fire Rescue Services | Increase in storage tank registration certificate fees | - | 150 | (150) | - | - | - |
| 50 | Parks and Road Services | Pilot of Snow and Ice Control Snow Dump Site Cost Recovery with City of St. Albert. Initiative will be implemented in the fall of 2020 for the 2020/2021 snow season. | - | 50 | (50) | - | - | - |
| 51 | | Permits issued for the temporary use of any public road right-of-way (Waste Bin/POD Permits). City Council approved amendments to Construction Hoarding Policy C580A, allowing Administration to charge fees for the use of public road right-of-way. Permit fees for use of public road right-of-way have been rolled out since Q1 2019 to allow for stakeholder engagement. Engagement for Waste Bins/PODs started late 2019 and into 2020 for fee implementation in 2021. | _ | 350 | (350) | _ | _ | - |
| | | Total Increased revenue/recovery | - | 1,195 | (1,195) | - | 100 | (100) |

| | | | | 2021 | | | 2022 | |
|----|--|--|---------|---------|---------------|---------|---------|---------------|
| # | Strategy/Branch | Description of Change | Expense | Revenue | Net Impact | Expense | Revenue | Net Impact |
| | Service level reductions | | | | | | | |
| 52 | Communications and Engagement - All branches | Reduction in internal service delivery. The impact on service levels will be mitigated through a reallocation of work. | (440) | - | (440) | (2) | - | (2) |
| 53 | Community & Recreation Facilities | Eliminate New Years Eve Program and only host fireworks show, eliminate Canada Day program and only host one firework show at Kinsmen, Eliminate Millwoods Canada Day Fireworks show, reduce budget for event attractions and Family Day Civic Precinct programming. Decrease Civic Precinct year round programming. | (196) | - | (196) | (50) | - | (50) |
| 54 | | Discontinue program support for Central Lions Seniors Association. No longer staffing spray parks and skateboards parks from June - August. Eliminate fall/winter/spring Greenshack programming and YEG YOUTH Drop in Programs. | (530) | (20) | (510) | _ | - | - |
| 55 | | Closure of outdoor pools from May-June (Borden, Fred, Queen Elizabeth), free admission for 12 and under and reinstate admission fees for over 12. Reduced access to outdoor pools and the reinstatement of fees may impact customer satisfaction with available recreation opportunities. | (383) | (77) | (306) | _ | - | - |
| 56 | Community Standards & Neighbourhoods | Elimination of Edmonton Police Services/Transit Peace Officer (TPO) Transit Safety Initiative. A 24/7/365 presence will remain on transit, at LRT stations, and on buses. The funding reduction proposed was set aside specifically for the pilot and does not impact personnel numbers or citizen experience. The current complement of TPOs will ensure safety on transit. | (400) | _ | (400) | _ | _ | - |
| 57 | | Adjustment of programs and services across a number of streams, including fewer peace officers working statutory holidays and reduction of community relations budgets. | (500) | _ | (500) | _ | _ | _ |
| 58 | | Elimination of spay and neuter services | (100) | | (100) | _ | _ | _ |
| 59 | | Decrease in graffiti program funding and services | (80) | | (80) | 30 | _ | 30 |
| 60 | | Reductions in Transit Peace Officers. This reduction is not anticipated to impact patron safety on transit. Reduction in staff providing neighbourhood capacity and development services, professional standards oversight, municipal enforcement responsibilities, and administrative support services. These reductions may have some impact on citizens, including slower response times for enforcement issues. | (1,095) | _ | (1,095) | _ | _ | _ |
| 61 | | Eliminate the aerial (helicopter) treatment of development sites both within the City of Edmonton and in areas beyond the city boundaries, in surrounding counties and jurisdictions. This accounts for 75-80% of habitat treated by the program, and may be accompanied by an increase in numbers of mosquitoes. | (507) | - | (507) | - | - | - |
| 62 | Development Services | Reduction in cannabis resources. Processing of cannabis applications will be absorbed within existing resources. Implications to service levels are to be determined, as cannabis application volumes are not as high as when cannabis was first legalized. | (236) | - | (236) | - | - | - |
| 63 | Edmonton Transit Service | Reduce service hours from peak and rapid frequency routes in the Bus Network Redesign (BNR) in April 2021. For some people, they will wait an additional 5 minutes for service. The annualized reductions equal 25,059 service hours and over the long term reduce 10 buses from the current fleet size. | (1,086) | (139) | (947) | (535) | (69) | (466) |

| | | | | 2021 | | | 2022 | |
|----|--------------------------------|---|----------|---------|----------|---------|---------|---------|
| | | | | | Net | | | Net |
| # | Strategy/Branch | Description of Change | Expense | Revenue | Impact | Expense | Revenue | Impact |
| 64 | Fleet and Facility Services | Reduction to City facility maintenance and renovation contracted services and using services in-house to carry out a lower level of base services potentially resulting in increased wait times for maintenance work to be completed. | (2,154) | - | (2,154) | _ | - | - |
| 65 | | Continue operating with current adjusted service levels of on-site day porters. This strategy maintains the existing frequency of entrance glass cleaning, spot mopping, and vacuuming. This impacts aesthetics with limited impact to facility cleanliness and safety as it relates to the COVID pandemic. However, this reduction may negatively impact the public perception of facility cleanliness and the optics of services at recreation centres during a pandemic. Impacted recreation centres include Terwillegar, Commonwealth, Clareview and Meadows. | (950) | - | (950) | _ | - | - |
| 66 | Legal Services | Savings by reducing hours of security service at City Hall Control Centre, reduced support for higher level industrial and commercial tax assessment hearings, and change in level of contractual legal review based on risk assessment. | (601) | _ | (601) | (750) | - | (750) |
| 67 | Office of the City Clerk | Adjustment to align with service adjustments | (180) | - | (180) | (1) | - | (1) |
| 68 | Parks and Road Services | Modify the turf maintenance program through changes to timing, frequency and inventory. - Permanently naturalize over 150ha of the total 238ha of Stormwater Management Facilities (wet ponds and lakes); - Eliminate one full trimming cycle across all inventory; - Condense the turf season by starting mid-May (instead of mid-April) and close at the end of September (instead of end of October); - Condense annual flower watering season by starting first week of June and close at the end of September (instead of end of October). | (1,750) | - | (1,750) | - | - | - |
| 69 | | Condense the splash park season to open mid-June and close mid-August. Will reduce water usage by 50%. | (221) | _ | (221) | _ | - | - |
| 70 | | Reduce the previously approved Council service levels for the benchmark program. Critical (safety) repairs will continue to be addressed, however, planned maintenance will increase from 3-4 years to 6-7 years. There will be no impact on the number of new benches for commemoration as these are recoverable. | (224) | - | (224) | - | - | - |
| 71 | | Reducing annual service levels with respect to alley pothole repairs, slab levelling, oil and gravel road maintenance and culvert repairs. The cracksealing program will be limited to only arterials and collector roads and dust abatement services will only be applied under extreme circumstances. Reductions will capitalize on potential efficiencies and will not result in breach of policy. All safety issues will continue to be addressed and changes will be implemented in an integrated approach with rehabilitation programs. | (1,768) | - | (1,768) | - | - | - |
| | | Total Service level reductions | (13,401) | (236) | (13,165) | (1,308) | (69) | (1,239) |

| | | | | | 2021 | | | 2022 | |
|----|---|---------------------|---|---------|---------|---------|---------|---------|--------|
| | | | | | _ | Net | | | Net |
| # | Strategy/Branch | 1 | Description of Change | Expense | Revenue | Impact | Expense | Revenue | Impact |
| | Workforce Stra | teaies | | | | | | | |
| 72 | Assessme Taxation | | Vacancy management and other strategies. In the event that assessment appeals do increase, reductions in staff resourcing could impact the City's capacity to adequately defend appeals resulting in tax revenue losses. | (1,127) | - | (1,127) | _ | - | - |
| 73 | Business F Support/Int Planning & | rastructure | Vacancy management: Business Planning & Support (\$1,140) Infrastructure Planning & Design (\$123) | (1,263) | _ | (1,263) | (6) | - | (6) |
| 74 | Communic Engageme branches | | Vacancy management: Engagement (\$229) External & Intergovernmental relations (\$269) Integrated Marketing Communications (\$900) | (1,398) | - | (1,398) | (6) | - | (6) |
| 75 | Corporate Expenditur Revenues | es and | Creation of Service Innovation and Performance Branch. Corporate strategy consolidation | (3,250) | | (3,250) | | | - |
| 76 | | | Other workforce strategies | (650) | | (650) | | | - |
| 77 | | | Vacancy management | (900) | - | (900) | (9) | - | (9) |
| 78 | Corporate Procureme Services | ent & Supply | Vacancy management and other strategies. Risk of potential service reductions relating to procurement and supply chain support to business partners. | (500) | - | (500) | - | - | - |
| 79 | Financial S | Services | Vacancy management and other strategies | (706) | - | (706) | - | - | - |
| 80 | Fire Rescu | e Services | Reduction in overtime | (192) | | (192) | - | - | - |
| 81 | | | Vacancy management | (237) | - | (237) | - | - | _ |
| 82 | Integrated Developme | • | Vacancy management | (401) | - | (401) | (2) | - | (2) |
| 83 | Office of th Manager - branches | | Vacancy management: Office of the City Manager (\$119) Office of the City Clerk (\$108) Legal Services (\$25) | (252) | _ | (252) | (2) | _ | (2) |
| 84 | Open City Technolog | | Reductions are anticipated to be achieved through workforce strategies and vacancy management. Service impact may be a loss of institutional knowledge. | (1,645) | - | (1,645) | - | - | - |
| 85 | Organizati & Developi | onal Design ment | The reduction in FTEs is due to the reduced need for inperson branch and training administrative support, and the fact that support services are being shared across the Employee Services Department. Position eliminations may result in minor changes to service response time, if/when demand for in-person administrative work resumes. There is a low and controllable risk. | (230) | | (230) | (2) | - | (2) |
| 86 | Parks and Services | Road | Cost reductions achieved through a variety of workforce strategies including reductions to travel and training, vacancy management and suspension of the review and implementation of organizational structure. | (2,055) | _ | (2,055) | (5) | _ | (5) |
| 87 | Real Estate | e | Vacancy management and other strategies | (100) | | (100) | (3) | _ | (3) |
| 88 | Social Dev | | Vacancy management | (163) | | (163) | _ | - | _ |
| _ | Talent Acq | | Position eliminations may result in minor changes to service primarily in response times. The impact of the reductions will be minimized through more effective use of the workforce. As an example, teams in Talent Acquisition are being optimized by being cross trained to support other teams in the section during various peak workload times to provide additional support in the areas of outreach and sourcing. | | | (/) | | | |
| 89 | Service & | | | (682) | _ | (682) | (5) | - | (5) |

| | | | | | 2021 | | | 2022 | |
|----|-------|---|---|----------|------|----------|---------|------|---------------|
| | | | | | | Net | | | Net |
| # | Strat | tegy/Branch | Net Impact Vacancy management. Work will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to external facing service levels are anticipated. Elimination of vacant FTEs, which will be offset by efficiencies gained through the Corporate Strategy Transformation Project. No impacts to service levels are anticipated. Vacancy management. Work will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are anticipated. Vacancy management. Work will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are anticipated. Vacancy management. Work plans will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are anticipated. Vacancy management. Work plans will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are anticipated. Includes (\$56) of overtime. Position eliminations may result in minor changes to service response times. Efforts to minimize delays will include recalibrating client portfolios and implementing new efficiencies in our service delivery model. Total Budget Reductions (\$55,916) 599 (\$65,515) (\$6,418) 31 (\$6,445) | Impact | | | | | |
| 90 | | City Planning | reallocated within the branch to accommodate the removal of positions. Minimal impacts to external facing service | (581) | | (581) | (2) | | (2) |
| 91 | | Corporate Strategy | efficiencies gained through the Corporate Strategy Transformation Project. No impacts to service levels are | (256) | | (256) | (2) | | (2) |
| 92 | | Development Services | reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are | (613) | | (613) | (1) | | (1) |
| 93 | | Economic & Environmental Sustainability | reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are | (888) | - | (888) | (6) | - | (6) |
| 94 | | Workforce Safety & Employee Health | service response times. Efforts to minimize delays will include recalibrating client portfolios and implementing new | (152) | - | (152) | (1) | - | (1) |
| | | | Total Workforce strategies | (18,240) | - | (18,240) | (48) | - | (48) |
| | | | Total Budget Reductions | (55,916) | 599 | (56,515) | (6,418) | 31 | (6,449) |
| | | | | | | | | | |
| | | | | | 2021 | | | 2022 | |
| | | | Summary of Reduction Strategies | Expense | | | Expense | | Net Impact |
| | | | Emiliante | (0.540) | 400 | (0.700) | (4.550) | | (4.550) |
| | | | | | | | | | , |
| | | | | | | | | | . , |
| | | | | | | | , , | | (301) |
| | | | | - | | , | | | (100) |
| | | | , | (13,401) | | , | | | (1,239) |
| | | | | | | | | ` ' | (48) |
| | | | Total Budget Reductions | (55,916) | 599 | (56,515) | (6,418) | 31 | (6,449) |

Summary of Service Packages – Funded

For Consideration

Summary of Service Packages - Funded Operating Impacts of Capital

| Operating Impacts of Capital | (\$000) | 2019 Net Req | 2020 Net Req | 2021 Net Req | 2022 Net Req |
|---|---------------|--------------------|--------------------|--------------------|--------------------|
| Citizen Services - Community & Recreation Facilities | 3 | | | | |
| Dr. Anne Anderson High School Annual Impact to Operating Budget | | | | | |
| The master agreement with Edmonton Public Schools speaks to a 10-20 | Annualization | - | - | - | 5 |
| year agreement for access. The overall term and use of facility by the | New Budget | - | - | 231 | - |
| City of Edmonton will be determined by expansion needs of Edmonton Public Schools in the school and/or the City of Edmonton's plan to build a | Total | - | - | 231 | 5 |
| separate Multi-purpose recreation centre on this Heritage Valley district park. | FTEs | - | - | 4.1 | 8.2 |
| Total Operating Impacts of Capital | Total | - | - | \$231 | \$5 |
| | FTEs | - | | 4.1 | 8.2 |
| Total Service Packages | Total | | - | \$231 | \$5 |
| | FTEs | | | 4.1 | 8.2 |

Program - Facility Operations
Title - Dr. Anne Anderson High
School Annual Impact to Operating
Budget

Operating Impacts of Capital Funded Ongoing

Results to be Achieved

Opening of the first new City of Edmonton public Recreation Centre since 2015. Being delivered via partnership based model with Edmonton Public Schools. This Community Centre facility was approved by Edmonton City Council, with a \$5.5 million capital contribution (over three years 19-21), on July 10/11, 2018. Facility to open September 2021.

Description

Establishing the Dr. Anne Anderson High School & Community Centre as a Community Hub in Heritage Valley, for this and surrounding neighborhoods. The School and Community Centre is being built by Edmonton Public Schools Board in partnership with City of Edmonton, where City of Edmonton contributes \$5.5 Million Capital budget to the project to incorporate a 3rd Gymnasium, Fitness Centre, Studio and Functional Training area into the school build. The City of Edmonton will have access to these spaces as well as others (e.g. Multi-Purpose Rooms) during agreed upon times and will be offering dryland Recreation Centre programs and services (including drop-in, spontaneous use and registered programs), rental opportunities, registered programs including Arts Outreach and Summer camps. The attached outlines the operating model, both expenses and revenue and reflects the yearly operating impacts.

Justification

Council-approved Capital project. It was shared operating costs would be brought forward at a later date via a supplemental operating budget process or other - around one year in advance of opening.

| incremental | | 20 ⁻ | 19 | | | 2020 2021 | | | 2022 | | | | | | | |
|---------------|-----|-----------------|-----|------|-----|-----------|-----|------|-------|-----|-------|------|-------|-----|-----|------|
| (\$000) | Ехр | Rev | Net | FTEs | Ехр | Rev | Net | FTEs | Ехр | Rev | Net | FTEs | Ехр | Rev | Net | FTEs |
| Annualization | - | - | - | - | - | - | - | - | - | - | - | - | \$767 | 762 | \$5 | 8.2 |
| New Budget | - | - | - | - | - | - | - | - | \$383 | 152 | \$231 | 4.1 | - | - | - | - |
| Total | - | - | - | - | - | - | - | - | \$383 | 152 | \$231 | 4.1 | \$767 | 762 | \$5 | 8.2 |

Summary of Service Packages – Unfunded

For Consideration

Summary of Service Packages - Unfunded

| Growth on Existing Services | (\$000) | 2019 Net Req | 2020 Net Req | 2021 Net Req | 2022 Net Req |
|--|---------------|--------------------|--------------------|--------------------|--------------------|
| City Operations - Edmonton Transit | | | | | |
| Valley Line SE - Precursor Service | | | | | |
| Due to the differences in timing of opening the Valley Line Southeast and | Annualization | - | - | - | - |
| implementing the new bus network, a precursor express bus route will be | New Budget | - | - | - | - |
| required to operate from late April 2021 until early December 2021. Service on the route will be very frequent (4-5 minutes in the peaks) and will utilize a | Total | - | - | - | - |

FTEs

47.9

(47.9)

the route will be very frequent (4-5 minutes in the peaks) and will utilize a

significant component of Edmonton's articulated bus fleet.

| Total Growth on Existing Services | Total | - | - | - | - |
|-----------------------------------|-------|---|---|------|--------|
| | FTEs | - | - | 47.9 | (47.9) |
| | | | | | |
| Total Service Packages | Total | | | | - |
| | FTEs | | | 47.9 | (47.9) |

Branch - Edmonton Transit

Program - Bus and LRT
Title - Valley Line SE - Precursor Service

Growth on Existing Services
Unfunded
One Time

Results to be Achieved

Maintain, on an uninterrupted basis, the capacity to connect the citizens in Southeast Edmonton with their destinations for the interim period between the implementation of the redesigned bus network and the start of service on the Valley Line SE LRT line. This will support the use of public transit and achieving ridership objectives.

This temporary bus service will operate at a similar frequency to the Valley Line SE LRT service between late April and early December 2021.

Description

Due to the differences in timing of opening the Valley Line Southeast and implementing the new bus network, a precursor express bus route will be required to operate from late April 2021 until late December 2021. The route will be very frequent (4-5 minutes in the peaks) and will use a significant component of Edmonton's articulated bus fleet.

Upon Valley Line Southeast service commencement, the route will be replaced by the LRT service. This transition may involve a short period of overlapping service, in which a modified precursor service would operate in parallel with the Valley Line operation, in order to support customers switching to the new LRT service.

The service will require incremental Transit Operators over the existing complement, as well as additional training resources. The personnel requirement is as follows:

- 53 Transit Operator positions (42 FTE in 2021);
- 9 Transit Fleet Maintenance positions (5.9 FTE in 2021).

Additional investment, on a one-time basis, in Transit Operator training and Transit Instructors will also be required in 2021.

Justification

The Valley Line South East LRT service is a centre piece in planning future transit service in Edmonton. As such, the operation of the Valley Line SE was a key assumption in optimizing planning of the new, redesigned bus network. With the redesigned bus network scheduled to launch in late April 2021, the precursor service will maintain the connection of citizens of Southeast Edmonton with their destinations until Valley Line SE LRT service begins. It is proposed to utilize funding from the LRT Reserve for this service starting in late April 2021 and for the duration of the precursor service during 2021.

| incremental | | 201 | 19 | | 2020 2021 | | | 2022 | | | | | | | | |
|---------------|-----|-----|-----|------|-----------|-----|-----|------|---------|-------|-----|------|-----------|---------|-----|--------|
| (\$000) | Ехр | Rev | Net | FTEs | Ехр | Rev | Net | FTEs | Ехр | Rev | Net | FTEs | Ехр | Rev | Net | FTEs |
| Annualization | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| New Budget | - | - | - | - | - | - | - | - | \$4,760 | 4,760 | - | 47.9 | (\$4,760) | (4,760) | - | (47.9) |
| Total | - | - | - | - | - | - | - | - | \$4,760 | 4,760 | - | 47.9 | (\$4,760) | (4,760) | - | (47.9) |

Summary of Service Packages – Unfunded

Withdrawn or Deferred by Administration

For Information

Summary of Service Packages Withdrawn or Deferred by Administration

| | | 2019 | 2020 | 2021 | 2022 |
|-----------------------------|---------|------|------|------|------|
| Growth on Existing Services | (\$000) | Net | Net | Net | Net |
| | (+/ | Req | Req | Req | Req |

Citizen Services - Social Development

Community Facility Partner Capital Grant (CFPCG) Funding - WITHDRAWN BY ADMINISTRATION

The Community Facility Partner Capital Grant (CFPCG) program provides support to organizations for the planning, conservation, enhancement and development of public use facilities that benefit the community. This service package will replenish the loss of funding from the Traffic Safety and Automated Enforcement Reserve and maintain the CFPCG program with an annual budget of \$4.75 million.

| | | _ | | |
|---------------|---|---|-------|-------|
| Annualization | - | - | - | - |
| | | | | |
| New Budget | - | - | 1,067 | 1,833 |
| | | | | |
| Total | - | - | 1,067 | 1,833 |
| FTF. | | | | |
| FTEs | - | - | - | _ |

City Operations - Edmonton Transit

Valley Line SE - Increased Service Level - DEFERRED TO SPRING 2021 SOBA

This service package will fund the higher capacity service needed to accommodate anticipated passenger demand, allowing for the use of two-car trains used in weekday service (Service Level 11 as defined in the Operating Agreement) from commencement of service in mid-2021. Frequency of weekday peak period service will be 5 minutes.

| Annualization | - | - | - | - |
|---------------|---|---|-------|-------|
| New Budget | - | - | 2,413 | 1,749 |
| Total | - | - | 2,413 | 1,749 |
| FTEs | - | - | - | - |

| Total Growth on Existing Services | Total | - | - | \$3,480 | \$3,582 |
|-----------------------------------|-------|---|---|---------|---------|
| | FTEs | | | | - |

| | | 2019 | 2020 | 2021 | 2022 |
|------------------------------|---------|------|------|------|------|
| New or Enhanced Service | (\$000) | Net | Net | Net | Net |
| 11011 01 =1111411004 0011100 | (4000) | Req | Req | Req | Req |

City Operations - Parks & Roads Services

Dogs in Open Spaces Implementation - WITHDRAWN BY ADMINISTRATION

Support of the Dogs in Open Spaces Strategy and Implementation Plan including program coordinator, bylaw and etiquette enforcement, and education and communications. This package addresses the recommendations of the Dogs in Open Spaces reports CR_3560 and CR_6763.

| U 111.U.1 | | | | |
|---------------|---|-----|-----|-----|
| Annualization | - | - | - | - |
| New Budget | - | 281 | 133 | 206 |
| Total | - | 281 | 133 | 206 |
| FTEs | - | 1.0 | 1.0 | 2.0 |

Urban Form & Corporate Strategic Development - City Planning

City Planning and OCT Data Requests - WITHDRAWN BY ADMINISTRATION

This request is for data purchases and development of the modeling platforms that are critical for planning, development and performance monitoring across the organization. The request includes:

 Annualization

 New Budget
 70
 200

 Total
 70
 200

 FTEs

50

50

- 1. GIS data (LIDAR, 3D Data, Building outlines)
- 2. Employment/business listings related data (InfoCanada data)
- 3. Vegetation/natural area related data
- 4. Ongoing Development of the Modeling Platform (e.g RTM)

| Total New or Enhanced Service | Total | \$351 | \$333 | \$256 |
|--|-------|-------|---------|---------|
| | FTEs | 1.0 | 1.0 | 2.0 |
| | | | | |
| Total Service Packages Withdrawn or Deferred | Total | \$351 | \$3,813 | \$3,838 |
| | FTEs | 1.0 | 1.0 | 2.0 |

Summary of Service Packages – Funded

Previously Approved

For Information

Previously Approved Service Packages

During the 2019-2022 operating budget discussions as well as the subsequent 2019 Fall, 2019 Spring and 2020 Spring SOBAs, Council approved the following service packages with an overall net incremental increase of \$34.3 million in 2019, \$24.4 million in 2020, \$12.9 million in 2021 and \$1.8 million in 2022.

| Operating Impacts of Capital | incremental (\$000) | | 2019 | | 2020 | | 2021 | : | 2022 |
|---|------------------------|----|---------|----|-------|----|--------|----|-------|
| Fire Rescue Services | | | | | | | | | |
| South Edmonton Hazardous Materials Unit | 2019 - 2022 Original | | | | | | | | |
| HazMat response in Edmonton is currently being provided from one station | Expense | \$ | - | \$ | 240 | \$ | 3,388 | \$ | 259 |
| on the north side. The average HazMat response time in the north side has | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| been significantly better than that of the south side. With proposed | Net | \$ | - | \$ | 240 | \$ | 3,388 | \$ | 259 |
| annexation and increased local petrochemical processing and | FTEs | | - | | - | | 25.0 | | - |
| transportation activities, the need to boost Fire Rescue Service's HazMat | | | | | | | | | |
| response capacity is accentuated. | | | | | | | | | |
| Annexation South Edmonton Tanker Unit | 2019 - 2022 Original | | | | | _ | | | |
| The annexation of Leduc County land has increased urgency for tanker | Expense | \$ | 1,636 | \$ | 111 | - | 84 | \$ | 89 |
| apparatus due to the land being annexed not having fire hydrants. | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| Therefore a tanker response is required for structure and wildland fires, | Net | \$ | 1,636 | Ş | 111 | Ş | 84 | \$ | 89 |
| vehicle fires and hazardous materials incidents. The tanker truck was | FTEs | | 12.0 | | - | | - | | - |
| approved in the 2017 fall SCBA and will arrive in 2019. | | | | | | | | | |
| Fleet Growth 2016-2018 | 2019 - 2022 Original | | | | | _ | | | |
| Resources are required to meet the maintenance schedules for City | Expense | \$ | 1,442 | \$ | - | \$ | - | \$ | - |
| municipal vehicles. Preventative maintenance programs ensure that | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| vehicles are safe, reliable and available for programs and services provided | Net | \$ | 1,442 | Ş | - | \$ | - | \$ | - |
| to citizens. | FTEs | | 2.0 | | - | | - | | - |
| Edmonton Transit | 2010 2022 Octobrol | | | | | | | | |
| Heritage Valley Park and Ride - Operating Impacts of Capital | 2019 - 2022 Original | _ | | _ | 2.050 | _ | 0.0 | _ | 60 |
| Shuttle service linking the Heritage Valley park and ride and the Century | Expense | \$ | - | \$ | 2,968 | \$ | 98 | \$ | 63 |
| Park LRT station beginning February 2020. Service will be delivered by 8 | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| new 60' articulated buses (weekday peak) and existing 40' buses (off peak, | Net | \$ | - | \$ | 2,968 | Ş | 98 | \$ | 63 |
| evenings and weekends). The increased service hours for the shuttle | FTEs | | - | | 25.7 | | - | | - |
| service and fleet expansion require increases to the Transit Operator complement and well as Fleet Service personnel. | | | | | | | | | |
| | 2010 2020 0 1 1 1 | | | | | | | | |
| Regional Smart Fare System - Operating Impacts of Capital | 2019 - 2022 Original | _ | (4.700) | _ | 2 225 | _ | 2.000 | _ | 040 |
| Funding in this service package is incremental to the approved 2016 Smart | Expense | | (4,792) | | 2,396 | \$ | 3,090 | \$ | 912 |
| Fare Service Package and contains updated assumptions on system | Revenue | \$ | - | \$ | 2 200 | \$ | - | \$ | 881 |
| operator fees, merchant fees as well as the operational savings to be | Net | \$ | (4,792) | Þ | 2,396 | \$ | 3,090 | \$ | 31 |
| realized by discontinuing the production and distribution of the existing | FTEs | | - | | - | | (2.0) | | (5.0) |
| transit passes and tickets. | | | | | | | | | |
| Valley Line SE In Service - Operating Impacts of Capital | 2019 - 2022 Original | | | | | | | | |
| The launch of the Valley Line South East (VLSE) LRT service in December of | Expense | \$ | 682 | \$ | 3,206 | \$ | 23,053 | \$ | 1,235 |
| 2020 will result in operating impacts to several branches in the City. Some | Revenue | \$ | 685 | \$ | 3,216 | \$ | 23,057 | \$ | 1,235 |
| of these costs, particularly Transit Peace Officer security costs, will start to | Net | \$ | (2) | \$ | (10) | \$ | (4) | \$ | - |
| be incurred well in advance of the VLSE scheduled start date to allow | FTEs | | 3.2 | | 12.9 | | 5.4 | | - |
| sufficient time for recruitment, training and on-the-job experience prior to | | | | | | | | | |
| the start of service. | | | | | | | | | |
| Valley Line SE In Service - Operating Impacts of Capital - Energy Charges | 2019 - 2022 Original | | | | | | | | |
| This service package covers the energy costs including electricity and | Expense | \$ | - | \$ | 87 | \$ | 2,050 | \$ | 177 |
| natural gas associated with operating the system at the base level of | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| service that was not included in the base level operations service package. | Net | \$ | - | \$ | 87 | \$ | 2,050 | \$ | 177 |
| | FTEs | | - | | - | | - | | - |
| Fleet & Facility Services | | | | | | | | | |
| [FMS] Co-Located Emergency Dispatch Ops Centre (CEDOC) | 2019 - 2022 Original | | | Ţ | | | | Ţ | |
| Fleet and Facility Services, Facility Maintenance Services provides custodial | Expense | \$ | 120 | \$ | - | \$ | - | \$ | - |
| services within City owned and operated facilities. This service package will | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| fund custodial services at a new facility (Co-located Emergency Dispatch | Net | \$ | 120 | \$ | - | \$ | - | \$ | - |
| Operations Centre) planned to be in service by 2019. The cost for this | FTEs | | - | | - | | - | | - |
| service package is for contracted custodial services. | | | | | | | | | |

| Development Services | | | | | | | | | |
|--|----------------------|---------|---------|---------|-------|---------|---------|---------|-------|
| Operating Costs of Capital for IT Enhancement Project (19-17-2040) | 2019 - 2022 Original | | | | | | | | |
| The service package enables the continued use of technology that supports | Expense | \$ | - | \$ | - | \$ | - | \$ | - |
| the following services: | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| Servicing Agreements and Engineering Drawings | Net | \$ | - | \$ | - | \$ | - | \$ | - |
| Construction Completion and Final Acceptance Certificates for Municipal | FTEs | | - | | - | | - | | - |
| Improvements | | | | | | | | | |
| Development and Building Permits | Total Net Budget | \$ | (1,596) | \$ | 5,792 | \$ | 8 706 | \$ | 619 |
| Total Operating Impacts of Capital | Total FTEs | Ψ | 17.2 | Ψ | 38.6 | Ψ | 28.4 | Ψ | (5.0) |
| | | | | | | | | | (515) |
| New or Enhanced Convices | incremental | | 2040 | | 2020 | | 2024 | | 2022 |
| New or Enhanced Services | (\$000) | | 2019 | | 2020 | 2 | 2021 | 2 | 2022 |
| Community & Recreation Facilities | | | | | | | | | |
| Junos event attraction in 2022 | 2019 - 2022 Original | | | | | | | | |
| This package is to support a bid to attract the JUNO Awards to Edmonton in | Expense | \$ | - | \$ | - | \$ | 550 | \$ | (550 |
| 2022. | Revenue | \$ | - | \$ | - | \$ | 550 | \$ | (550 |
| | Net | \$ | - | \$ | - | \$ | - | \$ | - |
| | FTEs | | - | | - | | - | | - |
| TU World Triathlon Grand Final Edmonton | 2019 - 2022 Original | | | | | | | | |
| The COE has been awarded the 2020 International Triathlon Union (ITU) | Expense | \$ | - | \$ | 2,800 | \$ | (2,800) | \$ | - |
| Grand Final. This package includes funding for the local organizing | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| committee for the 2020 ITU Grand Final awarded to Edmonton, which | Net | \$ | - | \$ | 2,800 | \$ | (2,800) | \$ | - |
| includes costs associated with civic services. The COE contribution is | FTEs | | - | | - | | - | | - |
| contingent on the provincial and federal governments contributing funding | | | | | | | | | |
| for the event. CR 3795 - July 4, 2016. | | | | | | | | | |
| Festival & Event Action Plan Implementation | 2019 - 2022 Original | | | | | _ | | _ | |
| This package would provide funding to implement three recommendations | Expense | \$ | 718 | \$ | - | \$ | - | \$ | - |
| as outlined in the 2018 Festival & Event Strategy: | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| - Safety & Security | Net | \$ | 718 | \$ | - | \$ | - | \$ | - |
| - Transit Services Increase | FTEs | | - | | - | | - | | - |
| - Civic Services Subsidy Community Standards & Neighbourhoods | | | | | | | | | |
| Alberta Avenue and Jasper Place Revitalization Resource Continuation | 2010 Spring | | | | | | | | |
| The service package supports a four year transition strategy and | 2019 Spring | \$ | 297 | \$ | (73) | ċ | (224) | ċ | |
| sustainability plan for Alberta Avenue and Jasper Place for 'Revitalization | Expense Revenue | \$ | 297 | \$ | (73) | | (224) | | |
| 2.0'. The program goal is to continue and improve the livability, vibrancy, | Net | ۶ \$ | 297 | ۶ \$ | (73) | ۶ \$ | (224) | ۶ \$ | - |
| leadership, safety and development of these twelve transitioning | | Ą | - | Ą | - | Ą | - | Ģ | - |
| neighbourhoods. | FTEs | | - | | - | | - | | - |
| Animal Protection Act Enforcement Services | 2019 Spring | | | | | | | | |
| This service package supports a transition strategy of Animal Protection Act | · - | \$ | 230 | Ś | (230) | Ś | - | \$ | - |
| enforcement responsibilities from the Edmonton Humane Society to the | Revenue | \$ | 230 | \$ | (230) | | _ | Ś | _ |
| City of Edmonton. The objective is to ensure no gap in service is | Net | \$ | _ | \$ | _ | \$ | _ | \$ | _ |
| experienced by citizens who register animal welfare or neglect concerns. | FTEs | • | - | • | _ | • | _ | • | _ |
| Integrated Strategic Development | | | | | | | | | |
| 2019-2022 Cannabis Legalization Project Management | 2019 - 2022 Original | | | | | | | | |
| For cannabis legalization, the project management resource will continue | Expense | \$ | 140 | \$ | (140) | \$ | - | \$ | - |
| to manage the impacts of legalization primarily in the areas of public | Revenue | \$ | - | \$ | - 1 | \$ | - | \$ | - |
| consumption and prepare the City for legalization of edibles and lounges. | Net | \$ | 140 | \$ | (140) | \$ | _ | \$ | - |
| They will also implement the statistical measures to track the impacts of | FTEs | · | 1.3 | | (1.3) | | _ | | - |
| cannabis legalization on the City. | | | | | , , | | | | |
| Social Development | | | | | | | | | |
| Affordable Housing Investment Program | 2019 - 2022 Original | | | | | | | | |
| The 2018 Affordable Housing Investment Plan guides the delivery of City | Expense | \$ | 3,500 | \$ | - | \$ | - | \$ | - |
| affordable housing programs. The plan's budget is based on a continuation | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| of \$6 million in operating funding. Currently, \$3.5 million of this is | Net | \$ | 3,500 | \$ | - | \$ | - | \$ | - |
| requested annually from FSR. On November 8, 2016 (CR_3659) Council | FTEs | | - | | - | | - | | - |
| passed a motion requesting Administration to submit a service package to | | | | | | | | | |
| request ongoing funding through tax-levy. | 2040 5222 5 1 1 1 | | | | | | | | |
| Urban Wellness / Recover | 2019 - 2022 Original | | | | | | | | |
| On August 15, 2018 the Community and Public Services Committee | Expense | \$ | 400 | \$ | (100) | | (100) | | (100 |
| approved a recommendation to prepare an unfunded service package for | Revenue | \$ | 400 | \$ | (100) | | (100) | | (100 |
| \$1.0 million over 4 years (2019-2022) with the understanding | Net | \$ | - | \$ | - | \$ | - | \$ | - |
| Administration will pursue a cost-sharing model. Administration requires a | FTEs | | - | | - | | - | | - |
| declining amount each year starting with \$400,000 for 2019, \$300,000 for | | | | | | | | | |
| 2020, \$200,000 for 2021 and \$100,000 for 2022. (CR_6236) | | | | | | | | | |

| Edmonton Transit | | | | | | | | | |
|--|--|-----------------------------|-------------|-----------------------------|--------------------|-----------------|-------------------------------------|-----------------|---------------------------|
| Ride Transit - Transition from Pilot to Program | 2019 - 2022 Original | | | | | | | | |
| Funding to extend the Ride Transit Pilot through 2019; this is aligned with | Expense | \$ | 2,101 | | - | \$ | - | \$ | - |
| the term for the City of Calgary pilot. | Revenue | | , , | | - | \$ | - | \$ | - |
| Administration from the Province has indicated that there would be 4.725 | Net | \$ | 5,393 | \$ | - | \$ | - | \$ | - |
| M available to fund the extension. | FTEs | | 20.5 | | - | | - | | - |
| Transit Security - Safety and Security Enhancements | 2019 - 2022 Original | | | | | | | | |
| Funding for: TPO (10), Sergeant (1), Transit Security Room Monitors (4), | Expense | \$ | 9,700 | \$ | 523 | \$ | 9 | \$ | 332 |
| accelerated recruitment of TPO/Sergeants, LRT Inspectors (4), Bus | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| Inspectors (14), Superintendent (2), 24/7/365 Security Guards, \$400K in | Net | \$ | 9,700 | \$ | 523 | \$ | 9 | \$ | 332 |
| EPS support. Investment in Transit Inspectors will improve incident | FTEs | | 29.4 | | 6.1 | | 0.5 | | - |
| response and management, On-site security and increased Peace Officer | | | | | | | | | |
| complement will visibly increase level of security. | | | | | | | | | |
| 20-16 First Km/Last Km Transit Service Pilot (MicroTransit Service) | 2020 Spring | | | | | | | | |
| On a 24 month pilot basis, provide an innovative on-demand service | Expense | \$ | - | \$ | 3,675 | \$ | 6,732 | \$ | (3,484) |
| delivery option for areas of Edmonton that are challenging to serve with | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| conventional fixed route transit service. | Net | \$ | - | \$ | 3,675 | \$ | 6,732 | \$ | (3,484) |
| | FTEs | | - | | 0.7 | | 0.3 | | (0.3) |
| Fleet & Facility Services | | | | | | | | | |
| [Fleet] Transit External Revenue | 2019 - 2022 Original | | | | | | | | |
| To provide Transit fleet maintenance and fuel services to Spruce Grove and | Expense | \$ | 358 | \$ | 1 | \$ | 1 | \$ | 1 |
| Beaumont. (\$357K expense fully recovered through external revenue; net | Revenue | \$ | 359 | | 1 | \$ | 1 | \$ | 1 |
| dollar impact is zero) costs and 2.0 FTEs will be fully recovered through | Net | \$ | (1) | \$ | - | \$ | - | \$ | - |
| external revenue; therefore the net dollar impact is zero (\$357K | FTEs | | 2.0 | | - | | - | | - |
| expense/revenue). | | | | | | | | | |
| Workforce Safety & Employee Health | 2040 5222 5 1 1 1 | | | | | | | | |
| Trauma Support | 2019 - 2022 Original | | | _ | | | | 4 | |
| This package would enhance existing prevention, incident response, | Expense | \$ | 674 | \$ | 1 | \$ | 1 | \$ | 1 |
| support and reintegration services for employees involved in traumatic | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| incidents, including first responders in Fire Rescue Services. The aim is to | Net | \$ | 674 | \$ | 1 | \$ | 1 | \$ | 1 |
| ensure timely, effective services and supports are in place. This will help | FTEs | | 2.0 | | - | | - | | - |
| mitigate risks and employees manage and recover following traumatic | | | | | | | | | |
| events and re-integrate safely back at work and home. | | | | | | | | | |
| Infrastructure Delivery | 2010 Cpring | | | | | | | | |
| 19-39 Downtown District Energy Strategy | 2019 Spring | | 607 | | (607) | , | | , | |
| The estimated funding required for ENMAX to advance this project is | Expense | \$ | 637 | \$ | (637) | | - | \$ | - |
| \$15.4M. Based on the alignment with Council's Energy Transition Strategy, | Revenue | \$ | 637 | | (637) | | - | \$ | - |
| a contribution of up to a third of the funding is recommended to | Net | \$ | - | \$ | - | \$ | - | \$ | - |
| demonstrate the City's commitment to other orders of government. The | FTEs | | - | | - | | - | | - |
| City has already approved \$2.4M towards design costs. Report CR_6666 | | | | | | | | | |
| was presented to Executive Committee on April 8, 2019. | | | | | | | | | |
| Office of the City Clerk Integrity Office | 2019 - 2022 Original | | | | | | | | |
| · . | 2019 - 2022 Original | ċ | 170 | ċ | | ċ | _ | ċ | 1 |
| Council has directed Administration to recruit an Integrity Commissioner | Expense | \$ ¢ | 179 | \$ ¢ | - | \$ | - | \$ | 1 |
| and Ethics Advisor on their behalf. The Integrity Commissioner will accept | Revenue | \$ | - 170 | \$ | - | \$ | - | \$ | - |
| complaints of potential breaches of the Code of Conduct and investigate as | Net | \$ | 179 | > | - | \$ | - | \$ | 1 |
| required. The Ethics Advisor will provide ethical and legal advice to | FTEs | | 1.0 | | - | | - | | - |
| Councillors, both individually or to Council as a whole, by request or as required to provide clarification guidance. | | | | | | | | | |
| required to provide clarification guidance. | 2019 - 2022 Original | | | | | | | | |
| 2021 Municipal Floation | ZUIS - ZUZZ Uriginal | | | Ļ | | 4 | 2 220 | Ļ | (2.220) |
| 2021 Municipal Election | | 4 | | _ | - | \$ | 2,236 | | (2,236) |
| City of Edmonton Elections must be run in accordance with all | Expense | \$ ¢ | - | \$ | | Ċ | 1 (1) | | (1,643) |
| City of Edmonton Elections must be run in accordance with all requirements of the Local Authorities Election Act, the City of Edmonton | Expense Revenue | \$ | - | \$ | - | \$ | 1,643 | | /F001 |
| City of Edmonton Elections must be run in accordance with all | Expense Revenue Net | | - - - | | - | \$ \$ | 1,643 593 | \$ | (593) |
| City of Edmonton Elections must be run in accordance with all requirements of the Local Authorities Election Act, the City of Edmonton Election Regulation and the City of Edmonton Election Bylaw. | Expense Revenue | \$ | - - - | \$ | | - | • | | (593) - |
| City of Edmonton Elections must be run in accordance with all requirements of the Local Authorities Election Act, the City of Edmonton Election Regulation and the City of Edmonton Election Bylaw. City Planning | Expense Revenue Net FTEs | \$ | - - - | \$ | - - - | - | • | | (593) - |
| City of Edmonton Elections must be run in accordance with all requirements of the Local Authorities Election Act, the City of Edmonton Election Regulation and the City of Edmonton Election Bylaw. City Planning Phase II/III Municipal Development Plan/Transportation Master Plan (MDP/T | Expense Revenue Net FTEs N 2019 - 2022 Original | \$ \$ | - | \$ \$ | - | \$ | 593 | \$ | |
| City of Edmonton Elections must be run in accordance with all requirements of the Local Authorities Election Act, the City of Edmonton Election Regulation and the City of Edmonton Election Bylaw. City Planning Phase II/III Municipal Development Plan/Transportation Master Plan (MDP/T City Plan will set out an approach for how Edmonton grows to a city of 2 | Expense Revenue Net FTEs A 2019 - 2022 Original Expense | \$ \$ | 999 | \$ \$ \$ | - - - 751 | \$ | • | \$ | (593) - 26 |
| City of Edmonton Elections must be run in accordance with all requirements of the Local Authorities Election Act, the City of Edmonton Election Regulation and the City of Edmonton Election Bylaw. City Planning Phase II/III Municipal Development Plan/Transportation Master Plan (MDP/T City Plan will set out an approach for how Edmonton grows to a city of 2 million. The coordinated delivery of a new Zoning Bylaw provides a | Expense Revenue Net FTEs A 2019 - 2022 Original Expense Revenue | \$ \$ \$ \$ | - | \$ \$ \$ \$ | - | \$ \$ | 593 - (1,414) - | \$ \$ \$ | 26 |
| City of Edmonton Elections must be run in accordance with all requirements of the Local Authorities Election Act, the City of Edmonton Election Regulation and the City of Edmonton Election Bylaw. City Planning Phase II/III Municipal Development Plan/Transportation Master Plan (MDP/T City Plan will set out an approach for how Edmonton grows to a city of 2 million. The coordinated delivery of a new Zoning Bylaw provides a framework to deliver on the built form outcomes of City Plan. The city- | Expense Revenue Net FTEs A 2019 - 2022 Original Expense Revenue Net | \$ \$ | - 999 | \$ \$ \$ | - 751 | \$ \$ | 593 - (1,414) - (1,414) | \$ \$ \$ | 26 - 26 |
| City of Edmonton Elections must be run in accordance with all requirements of the Local Authorities Election Act, the City of Edmonton Election Regulation and the City of Edmonton Election Bylaw. City Planning Phase II/III Municipal Development Plan/Transportation Master Plan (MDP/T City Plan will set out an approach for how Edmonton grows to a city of 2 million. The coordinated delivery of a new Zoning Bylaw provides a framework to deliver on the built form outcomes of City Plan. The city-building narrative describes an integrated, accountable, and successful | Expense Revenue Net FTEs A 2019 - 2022 Original Expense Revenue | \$ \$ \$ \$ | - | \$ \$ \$ \$ | - | \$ \$ | 593 - (1,414) - | \$ \$ \$ | 26 |
| City of Edmonton Elections must be run in accordance with all requirements of the Local Authorities Election Act, the City of Edmonton Election Regulation and the City of Edmonton Election Bylaw. City Planning Phase II/III Municipal Development Plan/Transportation Master Plan (MDP/T City Plan will set out an approach for how Edmonton grows to a city of 2 million. The coordinated delivery of a new Zoning Bylaw provides a framework to deliver on the built form outcomes of City Plan. The city- | Expense Revenue Net FTEs A 2019 - 2022 Original Expense Revenue Net | \$ \$ \$ \$ | - 999 | \$ \$ \$ \$ | - 751 | \$ \$ | 593 - (1,414) - (1,414) | \$ \$ \$ | 26 - 26 |

| 19-39 Exhibition Lands | 2019 Spring | 4 | 1.622 | , | (4.633) | , | | _ | |
|--|---|--------------------------------|--|---------------------------------------|-----------------------------|------------------------------------|---|-----------------------------|---|
| Funding is needed to offset expenses associated with the final stage of site | Expense | \$ | | | (1,622) | | - | \$ | - |
| surrender (Northlands Park) to the City. This service package includes day- to-day operations, security, utilities and facilities and grounds maintenance | Revenue Net | \$ \$ | 1,622 | ۶ \$ | (1,622) | \$ \$ | - | \$ \$ | - |
| for these additional lands and buildings. Revenues associated with utilities | FTEs | Þ | - | Þ | - | Ģ | - | Þ | - |
| assignment and license agreements partially offset anticipated expense | 11123 | | _ | | _ | | _ | | _ |
| requirements. | | | | | | | | | |
| Glenora Conservation Areas - Direct Control Zoning | 2019 - 2022 Original | | | | | | | | |
| The initiative will allow the development of special heritage character area | Expense | \$ | 190 | \$ | (181) | \$ | (9) | \$ | - |
| zoning for portions of the Glenora community south of Stony Plain Road. A | Revenue | \$ | 190 | \$ | (181) | | (9) | | _ |
| range of development regulations and guidelines will be prepared as a new | Net | \$ | - | \$ | - | \$ | - ` ` | \$ | - |
| Direct Development Control (DC1) Provision(s) that will aim at new | FTEs | | 0.5 | | (0.5) | | - | | - |
| development in keeping with the established historic character of these | | | | | | | | | |
| areas. Refer to UPC motion on Sep 11, 2018. | | | | | | | | | |
| Development Services | 2010 2000 0 1 1 | | | | | | | | |
| Planning & Development Business Model | 2019 - 2022 Original | , | | , | | <u>,</u> | | _ | |
| As part of the Current Planning business model and reserve review, some services have been identified to change funding sources from Current | Expense | \$ ¢ | - (E00) | \$ | - (1 000) | \$ ¢ | - (1 000) | \$ ¢ | - (E00) |
| Planning Reserve to tax levy. Refer to CR 5782 received by the Audit | Revenue | \$ \$ | (500) 500 | ۶ \$ | (1,000) 1,000 | | | | (500) |
| Committee on April 11, 2018. | Net FTEs | Ģ | - | Ģ | - | Þ | 1,000 | \$ | 500 |
| 2019-2022 Cannabis Legalization (DS) | 2019 - 2022 Original | | | | - | | | | _ |
| Legalization of cannabis will affect virtually all sectors of the City. This | Expense | \$ | 465 | \$ | (105) | ¢ | _ | \$ | _ |
| service package is only looking after the funding requests for | Revenue | \$ | 128 | | 56 | | 1 | \$ | 1 |
| UF/Development Services. | Net | \$ | 337 | | (161) | | (1) | | (1) |
| 7 | FTEs | * | 4.0 | * | (1.0) | * | - | * | - |
| Economic & Environmental Sustainability | | | | | (=:0) | | | | |
| OP-46 Energy Transition Community Investment/Programming | 2019 - 2022 Original | | | | | | | | |
| Increasing resources as identified in this service package to meet the | Expense | \$ | 1,500 | \$ | 1,998 | \$ | 1,000 | \$ | 1,000 |
| greenhouse gas reduction targets includes 3 FTEs for program | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| development and ongoing administration around community energy | Net | \$ | 1,500 | \$ | 1,998 | \$ | 1,000 | \$ | 1,000 |
| efficiency and renewable energy programs. Additionally, this will provide | FTEs | | 1.0 | | 2.0 | | - | | - |
| | | | | | | | | | |
| support for civic operations in achievement of the Civic Operations | | | | | | | | | |
| Greenhouse Gas Management Plan and the Sustainable Building Policy | | | | | | | | | |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). | | | | | | | | | |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity | 2019 - 2022 Original | | 500 | 4 | 1 000 | | 1.500 | | 2.000 |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse | Expense | \$ | 500 | \$ | 1,000 | \$ | 1,500 | \$ | 2,000 |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on | Expense Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse | Expense Revenue Net | | 500 - 500 | | 1,000 - 1,000 | \$ | 1,500 - 1,500 | | 2,000 - 2,000 |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases | Expense Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in | Expense Revenue Net | \$ | - | \$ | - | \$ | - | \$ | - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. | Expense Revenue Net FTEs | \$ | - | \$ | - | \$ | - | \$ | - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team | Expense Revenue Net FTEs 2019 - 2022 Original | \$ \$ | - 500 - | \$ \$ | 1,000 | \$ \$ | - | \$ \$ | - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. | Expense Revenue Net FTEs | \$ \$ | - | \$ \$ | - | \$ \$ | - | \$ \$ | - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a | Expense Revenue Net FTEs 2019 - 2022 Original Expense | \$ \$ | - 500 - 500 | \$ \$ | 1,000 - (3) | \$ \$ \$ \$ | - | \$ \$ | - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue | \$ \$ \$ \$ | - 500 - 500 | \$ \$ \$ \$ | 1,000 | \$ \$ \$ \$ | - | \$ \$ \$ \$ | - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net | \$ \$ \$ \$ | 500 - 500 - 500 | \$ \$ \$ \$ | 1,000 - (3) | \$ \$ \$ \$ | - | \$ \$ \$ \$ | - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net | \$ \$ \$ \$ | 500 - 500 - 500 | \$ \$ \$ \$ | 1,000 - (3) | \$ \$ \$ \$ | - | \$ \$ \$ \$ | - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation. | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs | \$ \$ \$ \$ | 500 - 500 - 500 3.0 | \$ \$ \$ \$ | (3) - (3) | \$ \$ \$ \$ | - | \$ \$ \$ \$ | - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation. OP-14 Chinatown Strategy Implementation 20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original | \$ \$ \$ \$ | 500 - 500 - 500 3.0 | \$ \$ \$ \$ | (3) - (3) | \$ \$ \$ \$ | 1,500 - - - - - - - | \$ \$ \$ \$ \$ | 2,000 - - - - - - - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation. OP-14 Chinatown Strategy Implementation 20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown Strategy. 30/04/18 - Executive Committee received an update on the | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense | \$ \$ \$ \$ \$ \$ \$ \$ | 500 - 500 - 500 3.0 | \$ \$ \$ \$ \$ | (3) - (3) - (3) | \$ \$ \$ \$ | 1,500 - - - - - - - - (14) | \$ \$ \$ \$ \$ | - 2,000 - - - - - - - |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation. OP-14 Chinatown Strategy Implementation 20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown Strategy. 30/04/18 - Executive Committee received an update on the Chinatown Strategy (Report CR_4983) and directed Administration to | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue | \$ \$ \$ \$ \$ | 500 - 500 - 500 3.0 | \$ \$ \$ \$ \$ | (3) - (3) - (3) | \$ \$ \$ \$ \$ | 1,500 - - - - - - - - (14) | \$ \$ \$ \$ \$ \$ | - 2,000 - - - - - - - - - (35) (35) |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation. OP-14 Chinatown Strategy Implementation 20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown Strategy. 30/04/18 - Executive Committee received an update on the Chinatown Strategy (Report CR_4983) and directed Administration to prepare a business case for 2019-2022 seed funding for a non-profit | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs | \$ \$ \$ \$ \$ | 500 - 500 - 500 3.0 | \$ \$ \$ \$ \$ | (3) - (3) - (3) | \$ \$ \$ \$ \$ | 1,500 - - - - - - - - (14) | \$ \$ \$ \$ \$ \$ | - 2,000 - - - - - - - - - (35) (35) |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation. OP-14 Chinatown Strategy Implementation 20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown Strategy. 30/04/18 - Executive Committee received an update on the Chinatown Strategy (Report CR_4983) and directed Administration to prepare a business case for 2019-2022 seed funding for a non-profit Society to implement the actions identified in the Chinatown Strategy. | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTES | \$ \$ \$ \$ \$ | 500 - 500 - 500 3.0 | \$ \$ \$ \$ \$ | (3) - (3) - (3) | \$ \$ \$ \$ \$ | 1,500 - - - - - - - - (14) | \$ \$ \$ \$ \$ \$ | - 2,000 - - - - - - - - - (35) (35) |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation. OP-14 Chinatown Strategy Implementation 20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown Strategy. 30/04/18 - Executive Committee received an update on the Chinatown Strategy (Report CR_4983) and directed Administration to prepare a business case for 2019-2022 seed funding for a non-profit Society to implement the actions identified in the Chinatown Strategy. OP-6 Edmonton Global | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs | \$ \$ \$ \$ \$ | 500 - 500 - 500 3.0 | \$ \$ \$ \$ \$ | (3) - (3) - (3) | \$ \$ \$ \$ \$ | 1,500 - - - - - - - - (14) | \$ \$ \$ \$ \$ | - 2,000 - - - - - - - - - (35) (35) |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation. OP-14 Chinatown Strategy Implementation 20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown Strategy. 30/04/18 - Executive Committee received an update on the Chinatown Strategy (Report CR_4983) and directed Administration to prepare a business case for 2019-2022 seed funding for a non-profit Society to implement the actions identified in the Chinatown Strategy. OP-6 Edmonton Global At the May 23, 2017 meeting, Council approved the subscription for a | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs | \$ \$ \$ \$ \$ | 500 - 500 - 500 3.0 | \$ \$ \$ \$ \$ | (3) - (3) - (3) | \$ \$ \$ \$ \$ \$ | 1,500 - - - - - - - - (14) | \$ \$ \$ \$ \$ \$ | - 2,000 - - - - - - - - - (35) (35) |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation. OP-14 Chinatown Strategy Implementation 20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown Strategy. 30/04/18 - Executive Committee received an update on the Chinatown Strategy (Report CR_4983) and directed Administration to prepare a business case for 2019-2022 seed funding for a non-profit Society to implement the actions identified in the Chinatown Strategy. OP-6 Edmonton Global At the May 23, 2017 meeting, Council approved the subscription for a share in the "proposed regional economic development company" in the | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Revenue | \$ \$ \$ \$ \$ | 500 - 500 - 500 3.0 170 170 - - | \$ \$ \$ \$ \$ \$ \$ \$ | (3) - (3) - (3) | \$ \$ \$ \$ \$ \$ \$ | 1,500 - - - - - - - - (14) | \$ \$ \$ \$ \$ \$ | - 2,000 - - - - - - - - - (35) (35) |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation. OP-14 Chinatown Strategy Implementation 20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown Strategy. 30/04/18 - Executive Committee received an update on the Chinatown Strategy (Report CR_4983) and directed Administration to prepare a business case for 2019-2022 seed funding for a non-profit Society to implement the actions identified in the Chinatown Strategy. OP-6 Edmonton Global At the May 23, 2017 meeting, Council approved the subscription for a share in the "proposed regional economic development company" in the Edmonton metropolitan region (CR_4770). These funds are the City's | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs | \$ \$ \$ \$ \$ | 500 - 500 - 500 3.0 | \$ \$ \$ \$ \$ \$ \$ \$ | (3) - (3) - (3) | \$ \$ \$ \$ \$ \$ | 1,500 - - - - - - - - (14) | \$ \$ \$ \$ \$ \$ | - 2,000 - - - - - - - - (35) (35) |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation. OP-14 Chinatown Strategy Implementation 20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown Strategy. 30/04/18 - Executive Committee received an update on the Chinatown Strategy (Report CR_4983) and directed Administration to prepare a business case for 2019-2022 seed funding for a non-profit Society to implement the actions identified in the Chinatown Strategy. OP-6 Edmonton Global At the May 23, 2017 meeting, Council approved the subscription for a share in the "proposed regional economic development company" in the Edmonton metropolitan region (CR_4770). These funds are the City's annual shareholder contribution to Edmonton Global. The total requisition | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Revenue | \$ \$ \$ \$ \$ | 500 - 500 - 500 3.0 170 170 - - | \$ \$ \$ \$ \$ \$ \$ \$ | (3) - (3) - (3) | \$ \$ \$ \$ \$ \$ \$ | 1,500 - - - - - - - - (14) | \$ \$ \$ \$ \$ \$ | - 2,000 - - - - - - - - (35) (35) |
| Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). OP-5 Green Electricity Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles. OP-20.1 Climate Change Adaptation Strategy Team FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation. OP-14 Chinatown Strategy Implementation 20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown Strategy. 30/04/18 - Executive Committee received an update on the Chinatown Strategy (Report CR_4983) and directed Administration to prepare a business case for 2019-2022 seed funding for a non-profit Society to implement the actions identified in the Chinatown Strategy. OP-6 Edmonton Global At the May 23, 2017 meeting, Council approved the subscription for a share in the "proposed regional economic development company" in the Edmonton metropolitan region (CR_4770). These funds are the City's | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs | \$ \$ \$ \$ \$ | 500 - 500 - 500 3.0 170 170 - - | \$ \$ \$ \$ \$ \$ \$ \$ | (3) - (3) - (3) | \$ \$ \$ \$ \$ \$ \$ | 1,500 - - - - - - - - (14) | \$ \$ \$ \$ \$ \$ | - 2,000 - - - - - - - - (35) (35) |

| OP-21 Corner Store Program | 2019 - 2022 Original | | | | | | | | |
|---|----------------------|----------|------------------|----------|-------|----------|-------|----------|----------|
| This service package is a result of a September 10, 2018 Executive | Expense | \$ | 250 | - | 250 | \$ | - | \$ | - |
| Committee motion to bring forward a service package for the Corner Store | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| Program for Council's consideration during the 2019-2022 budget | Net | \$ | 250 | \$ | 250 | \$ | - | \$ | - |
| deliberations (CR_5479). Ongoing funding would support wider | FTEs | | - | | - | | - | | - |
| enhancement of commercial areas through a framework to deliver | | | | | | | | | |
| infrastructure improvements and smaller flexible grants. | | | | | | | | | |
| OP-35 Development Incentive Program | 2019 - 2022 Original | | | | | | | | |
| This service package is a result of a September 10, 2018 Executive | Expense | \$ | 250 | \$ | 250 | \$ | 250 | \$ | - |
| Committee motion to bring forward a request for the Development | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| Incentive Program for Council's consideration during the 2019-2022 budget | Net | \$ | 250 | \$ | 250 | \$ | 250 | \$ | - |
| deliberations (CR_5478). This program provides support to property | FTEs | | - | | - | | - | | - |
| owners renovating vacant or building new commercial and residential | | | | | | | | | |
| spaces in business improvement and Council Supported Initiative areas. | | | | | | | | | |
| OP-12 Edmonton Screen Industries Office (ESIO) | 2019 - 2022 Original | | | | | | | | |
| At the June 18, 2018 meeting, the Executive Committee directed the | Expense | \$ | 916 | Ś | 240 | \$ | 25 | \$ | 27 |
| Administration to work with Edmonton Screen Industries Office to prepare | Revenue | \$ | - | \$ | - | \$ | - | \$ | _ |
| a service package for Council's consideration during the 2019-2022 budget | Net | \$ | 916 | | 240 | | 25 | \$ | 27 |
| deliberations. The ESIO is a non-profit society governed by an independent | FTEs | • | - | • | - | • | _ | • | _ |
| Board of business leaders and led by a CEO who is screen media industries | | | | | | | | | |
| veteran. | | | | | | | | | |
| Arts Council | | | | | | | | | |
| Edmonton Arts Council - Arts & Heritage Plan | 2019 - 2022 Original | | | | | | | | |
| Ambitions and Aims of Connections & Exchanges will build upon the | Expense | \$ | 500 | \$ | • | \$ | 1,500 | \$ | 1,500 |
| success of The Art of Living to ensure Edmonton has a thriving cultural | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| ecosystem which is welcoming and inclusive of all cultural practitioners. | Net | \$ | 500 | \$ | 1,500 | \$ | 1,500 | \$ | 1,500 |
| The EAC will further engage community to develop and implement a suite | FTEs | | - | | - | | - | | - |
| of programs, services, and impact/learning measures based on the Plan | | | | | | | | | |
| and aligned with Council's Vision 2050. | | | | | | | | | |
| Combative Sports Commission | | | | | | | | | |
| Executive Director Position Funding | 2019 - 2022 Original | | | | | | (4) | _ | |
| The Edmonton Combative Sports Commission generates sufficient revenue | Expense | \$ | 92 | | - | \$ | (1) | | 1 |
| to cover its operating costs but not enough to cover administrative | Revenue | \$ | - | \$ | - | \$ | - (4) | \$ | |
| support. The proposed new funding model allows budget clarity and sustainability for the Executive Director position into the future. This | Net FTEs | \$ | 92 0.5 | Þ | - | \$ | (1) | Þ | 1 |
| service package allows ongoing funding of an Administration position that | FIES | | 0.5 | | - | | - | | - |
| will stay within Administration's budget, each year. | | | | | | | | | |
| Economic Development Corporation | | | | | | | | | |
| 19-39 Increase Startup Edmonton Programming & Capacity | 2019 Spring | | | | | | | | |
| Startup Edmonton's funding will increase the reach and capacity of proven | Expense | \$ | 250 | \$ | (250) | \$ | - | \$ | - |
| early stage entrepreneur development programming and student retention | Revenue | \$ | 250 | \$ | (250) | \$ | - | \$ | - |
| model. Subsidized incubation space, on-site campus presence and | Net | \$ | - | \$ | - | \$ | - | \$ | - |
| diversified programming will result in an increased number of new tech- | FTEs | | - | | - | | - | | - |
| enabled companies and jobs. | | | | | | | | | |
| Heritage Council | | | | | | | | | |
| Edmonton Heritage Council - 10 year Arts & Heritage Plan | 2019 - 2022 Original | <u>,</u> | 450 | , | 250 | , | 200 | , | 450 |
| Reinvest in the Edmonton City Museum project, establishing it as an ongoing program rather than a time-bound project. Fund new initiatives as | Expense | \$ | 150 | \$ \$ | 250 | \$ \$ | 200 | \$ \$ | 150 - |
| indicated in the ambitions, outcomes, and strategies of the 10-Year Arts & | Revenue | \$ • | 150 | | 250 | | 200 | | |
| Heritage Plan (i.e. Indigenous partnerships and outreach, heritage | Net FTEs | \$ | 150 | Þ | 250 | \$ | 200 | \$ | 150 |
| interpretation in public spaces). Increase in the Heritage Community | 1 1 E S | | - | | - | | - | | - |
| Investment Grants. | | | | | | | | | |
| Alberta Aviation Museum | 2019 - 2022 Original | | | | | | | | |
| The Alberta Aviation Museum Association is requesting \$238 in additional | Expense | \$ | 238 | \$ | (238) | \$ | - | \$ | - |
| funds in order to sustain operations through the 2019 calendar year. A | Revenue | \$ | 238 | \$ | (238) | \$ | - | \$ | - |
| portion of funds will be allocated towards the development of a | Net | \$ | - | \$ | - | \$ | - | \$ | - |
| sustainable and realistic plan for AAM's operations, governance, and | FTEs | | - | | - | | - | | - |
| function, accomplished with the support of Edmonton Heritage Council | | | | | | | | | |
| and external consultants. | | | | | | | | | |
| | | | | | | | | | |

| EPL's Heritage Valley storefront has experienced the highest use of both children's materials and usage per square foot than any EPL branch. Program attendance averages 75 attendees. EPL is requesting funding for expanded hours of service to manage customer demand. While a full size branch is planned for the future, expanded hours in the interim will help address unmet customer needs. Reach Edmonton Countering Hate Motivated Violence This funding will support the development, deployment and maintenance of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton. the Edmonton Police Service and the RCMP. Total New or Enhanced Services Social Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs Total Net Budget Total FTEs incremental (\$000) 2019 - 2022 Original Expense | | 151 - 151 2.2 119 - 119 - 27,659 69.4 2019 | \$ \$ \$ | - | | 112 - 112 - 8,706 (2.2) | \$ \$ \$ \$ \$ \$ \$ \$ | 72 - 72 - 72 - 1,532 (2.3 |
|--|--|--------------------------|--|--------------------------|---------------------------------------|--------------------------|--|--------------------------------|--|
| children's materials and usage per square foot than any EPL branch. Program attendance averages 75 attendees. EPL is requesting funding for expanded hours of service to manage customer demand. While a full size branch is planned for the future, expanded hours in the interim will help address unmet customer needs. Reach Edmonton Countering Hate Motivated Violence This funding will support the development, deployment and maintenance of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton. the Edmonton Police Service and the RCMP. Total New or Enhanced Services Social Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs Total Net Budget Total FTEs incremental (\$000) 2019 - 2022 Original | \$ \$ \$ \$ \$ \$ | 119 - 119 - 27,659 69.4 | \$ \$ \$ \$ \$ \$ | 188 - 188 - 14,122 9.0 | \$ \$ \$ \$ \$ \$ | 112 - 112 - | \$ \$ \$ \$ | - 72 - 1,532 |
| Program attendance averages 75 attendees. EPL is requesting funding for expanded hours of service to manage customer demand. While a full size branch is planned for the future, expanded hours in the interim will help address unmet customer needs. Reach Edmonton Countering Hate Motivated Violence This funding will support the development, deployment and maintenance of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton. the Edmonton Police Service and the RCMP. Total New or Enhanced Services Social Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs Total Net Budget Total FTEs incremental (\$000) 2019 - 2022 Original | \$ \$ \$ \$ | 151 2.2 119 - 119 - 27,659 69.4 | \$ \$ \$ \$ | 188 - 188 - 14,122 9.0 | \$ \$ \$ \$ | 112 - 112 - | \$ \$ \$ | - 72 - 1,532 |
| expanded hours of service to manage customer demand. While a full size branch is planned for the future, expanded hours in the interim will help address unmet customer needs. Reach Edmonton Countering Hate Motivated Violence This funding will support the development, deployment and maintenance of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton. the Edmonton Police Service and the RCMP. Total New or Enhanced Services Growth on Existing Services Growth on Existing Services Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | FTEs 2019 - 2022 Original Expense Revenue Net FTEs Total Net Budget Total FTEs incremental (\$000) | \$ \$ \$ | 119 - 119 - 27,659 69.4 | \$ \$ \$ | 188 - 188 - 14,122 9.0 | \$ \$ \$ | 112 - 112 - | \$ \$ \$ | - 72 - 1,532 |
| branch is planned for the future, expanded hours in the interim will help address unmet customer needs. Reach Edmonton Countering Hate Motivated Violence This funding will support the development, deployment and maintenance of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton. the Edmonton Police Service and the RCMP. Total New or Enhanced Services Growth on Existing Services Growth on Existing Services Growth Or Existing Services Growth on Existing Services | 2019 - 2022 Original Expense Revenue Net FTEs Total Net Budget Total FTEs incremental (\$000) | \$ \$ | 119 - 119 - 27,659 69.4 | \$ \$ | 188 - 14,122 9.0 | \$ | - 112 - 8,706 | \$ \$ | - 72 - 1,532 |
| address unmet customer needs. Reach Edmonton Countering Hate Motivated Violence This funding will support the development, deployment and maintenance of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton. the Edmonton Police Service and the RCMP. Total New or Enhanced Services Growth on Existing Services Social Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | Expense Revenue Net FTEs Total Net Budget Total FTEs incremental (\$000) 2019 - 2022 Original | \$ \$ | - 119 - 27,659 69.4 | \$ \$ | 188 - 14,122 9.0 | \$ | - 112 - 8,706 | \$ \$ | - 72 - 1,532 |
| Countering Hate Motivated Violence This funding will support the development, deployment and maintenance of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton. the Edmonton Police Service and the RCMP. Total New or Enhanced Services Growth on Existing Services Social Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | Expense Revenue Net FTEs Total Net Budget Total FTEs incremental (\$000) 2019 - 2022 Original | \$ \$ | - 119 - 27,659 69.4 | \$ \$ | 188 - 14,122 9.0 | \$ | - 112 - 8,706 | \$ \$ | - 72 - 1,532 |
| This funding will support the development, deployment and maintenance of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton. the Edmonton Police Service and the RCMP. Total New or Enhanced Services Growth on Existing Services Social Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | Expense Revenue Net FTEs Total Net Budget Total FTEs incremental (\$000) 2019 - 2022 Original | \$ \$ | - 119 - 27,659 69.4 | \$ \$ | 188 - 14,122 9.0 | \$ | - 112 - 8,706 | \$ \$ | - 72 - 1,532 |
| This funding will support the development, deployment and maintenance of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton. the Edmonton Police Service and the RCMP. Total New or Enhanced Services Growth on Existing Services Social Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | Expense Revenue Net FTEs Total Net Budget Total FTEs incremental (\$000) 2019 - 2022 Original | \$ \$ | - 119 - 27,659 69.4 | \$ \$ | 188 - 14,122 9.0 | \$ | - 112 - 8,706 | \$ \$ | - 72 - 1,532 |
| of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton. the Edmonton Police Service and the RCMP. Total New or Enhanced Services Growth on Existing Services Social Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | Revenue Net FTEs Total Net Budget Total FTEs incremental (\$000) 2019 - 2022 Original | \$ \$ | - 119 - 27,659 69.4 | \$ \$ | 188 - 14,122 9.0 | \$ | - 112 - 8,706 | \$ \$ | 1,532 |
| hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton. the Edmonton Police Service and the RCMP. Fotal New or Enhanced Services Growth on Existing Services Social Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | Net FTES Total Net Budget Total FTES incremental (\$000) 2019 - 2022 Original | \$ | 27,659 69.4 | \$ | 14,122 9.0 | \$ | 8,706 | \$ | 1,532 |
| of Violence with the involvement of REACH Edmonton, the City of Edmonton. the Edmonton Police Service and the RCMP. Fotal New or Enhanced Services Growth on Existing Services Gocial Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | Total Net Budget Total FTEs incremental (\$000) 2019 - 2022 Original | \$ | 27,659 69.4 | \$ | 14,122 9.0 | \$ | 8,706 | | 1,532 |
| Edmonton. the Edmonton Police Service and the RCMP. Total New or Enhanced Services Growth on Existing Services Social Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | Total Net Budget Total FTEs incremental (\$000) 2019 - 2022 Original | | 69.4 | | 9.0 | | | \$ | |
| Growth on Existing Services Social Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | Total FTEs incremental (\$000) 2019 - 2022 Original | | 69.4 | | 9.0 | | | \$ | |
| Social Development Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | (\$000) 2019 - 2022 Original | | 2019 | | 2020 | , | | | |
| Affordable Housing Public Information Campaign On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | _ | | | | | | 2021 | : | 2022 |
| On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional | _ | | | | | | | | |
| Administration to prepare a service package to fund additional | Expense | | | | | | | | |
| · · · · · · · · · · · · · · · · · · · | | \$ | 550 | \$ | (210) | | - | \$ | (90 |
| communications and public engagement support dedicated to affordable | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| | Net | \$ | 550 | \$ | (210) | \$ | - | \$ | (90 |
| | FTEs | | - | | - | | - | | - |
| specialist and a public engagement specialist ongoing. An additional \$1.48 million in one-time funding will fund a public information campaign. | | | | | | | | | |
| V interCity | 2019 - 2022 Original | | | | | | | | |
| • | Expense | \$ | 970 | \$ | (890) | Ś | - | \$ | _ |
| | Revenue | \$ | 940 | \$ | (940) | | _ | \$ | _ |
| | Net | \$ | 30 | \$ | 50 | | - | \$ | _ |
| receiving CD, EAFO !! Francising !! Alimber Festivale Appropriate Machanism for | FTEs | * | - | * | - | * | _ | * | _ |
| Investment Distribution" as information. | 1123 | | | | | | | | |
| C5 North East Community Hub Operating Funding | 2019 - 2022 Original | | | | | | | | |
| | Expense | \$ | 300 | \$ | _ | \$ | _ | \$ | _ |
| | Revenue | \$ | 500 | \$ | | \$ | | \$ | |
| | Net | ۶ \$ | 300 | ۶ \$ | - | ۶ \$ | - | ۶ \$ | - |
| and the second state of th | | Ą | 300 | Ą | - | Ą | - | Ą | - |
| generations and traditions. The community space is designed to: ensure | FTEs | | - | | - | | - | | - |
| everyone feels they belong, share cultures and stories, build relationships. | | | | | | | | | |
| | 2020 Spring | | | | | | | | |
| | Expense | \$ | _ | \$ | 1,750 | ¢ | (1,750) | ¢ | _ |
| | Revenue | \$ | _ | \$ | - | \$ | (1,730) | ¢ | _ |
| | Net | \$ | _ | \$ | 1,750 | - | (1 750) | Ġ | _ |
| - | FTEs | ب | | ب | -,,,,,, | ų | - - | ب | - |
| addressing pressing health and safety issues and proactively managing the | | | | | | | | | • |
| closure of the property and relocation of its occupants. | | | | | | | | | |
| Edmonton Transit | | | | | | | | | |
| | 2019 - 2022 Original | | | | | | | | |
| | Expense | \$ | 926 | \$ | 708 | \$ | (5) | ċ | 131 |
| | • | | | | | | (5) | | |
| | Revenue | \$ • | - 026 | \$ • | - 700 | \$ • | - /=\ | \$ • | - 121 |
| | Net | \$ | | \$ | 708 | Ą | (5) | Ģ | 131 |
| | FTES | | 3.0 | | 2.2 | | 1.0 | | 0.6 |
| | 2019 - 2022 Original | , | | , | | , | | , | |
| | Expense | \$ | 877 | \$ | - | \$ | - | \$ | - |
| A control of the cont | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| | Net | \$ | 877 | \$ | - | \$ | - | \$ | - |
| | FTEs | | - | | - | | - | | - |
| emergency first aid training per Transit Operator (2-year cycle) as well as 1.5 hours of driver evaluation(4-year cycle). | | | | | | | | | |

| Fleet & Facility Services FFS Police Service Package Request | 2019 - 2022 Original | | | | | | | | |
|---|---|-----------------------------|---|-----------------------------|-------|-----------------------------|--|-----------------------------|------------------------|
| This package will allow Fleet and Facility Services to add additional | Expense | \$ | (4) | ċ | (1) | ċ | | \$ | |
| maintenance and custodial personnel to meet service level requirements | Revenue | ۶ \$ | - (4) | ۶ \$ | - (1) | ۶ \$ | - | ۶ \$ | - |
| for the Edmonton Police Service. The package is fully recoverable through | Net | \$ | (4) | | (1) | | _ | \$ | _ |
| EPS; therefore the net dollar impact is zero. | FTEs | 7 | 7.0 | ۲ | 1.0 | Υ. | - | 7 | - |
| Parks & Roads Services | | | | | | | | | |
| Annexation - Parks and Roads Services | 2019 - 2022 Original | | | | | | | | |
| This service package addresses the service requirements of additional | Expense | \$ | 2,000 | \$ | - | \$ | - | \$ | - |
| road, bridge and green space inventory being annexed from the County of | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| Leduc in 2019. | Net FTEs | \$ | 2,000 | \$ | - | \$ | - | \$ | - |
| Infrastructure Planning & Design | 1123 | | | | | | | | |
| Westwood Tank Farm Decommissioning and Remediation | 2019 - 2022 Original | | | | | | | | |
| The City is responsible for the remediation of the underground storage | Expense | \$ | 350 | \$ | 2,150 | \$ | (2,350) | \$ | (150 |
| tanks (UST) on the Westwood Tank Farm site legally described as Lot 3U, | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| Block 6, Plan 5518NY along with the pipelines under 106A Street. The UST | Net | \$ | 350 | \$ | 2,150 | \$ | (2,350) | \$ | (150 |
| will need to to be removed and remediated within 2 years of the City | FTEs | | - | | - | | - | | - |
| stopping usage, anticipated to be January 16, 2019 with the closure of the Westwood Transit Garage. | | | | | | | | | |
| City Planning | | | | | | | | | |
| Urban Growth - Infrastructure Analysis | 2019 - 2022 Original | | | | | | | | |
| Funding is required to deliver on Council's Goal of Urban Places and the | Expense | \$ | 1,109 | \$ | (80) | \$ | (480) | \$ | (549 |
| City Plan. This supports Evolving Infill (refer to CR_6223 to be presented to | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| Council on Nov 6, 2018). The Growth Fiscal framework includes Impacts of | Net | \$ | 1,109 | \$ | (80) | \$ | (480) | \$ | (549 |
| Growth (refer to CR_3592 received by Exec. Comm. on Jul 4, 2017), Offsite | FTEs | | 2.0 | | - | | - | | (2.0 |
| Levies (refer to CR_5344 received by Exec. Comm. on Jan 15, 2018) and | | | | | | | | | |
| Integrated Infrastructure implementation. | | | | | | | | | |
| Arts Council | | | | | | | | | |
| 19-39 Art Gallery of Alberta - Access Initiatives | 2019 Spring | | | | /a=a\ | _ | | | |
| The AGA aims to engage communities and enhance the arts ecosystem of | Expense | \$ | 250 | \$ | (250) | | - | \$ | - |
| the City, and contribute to the realization of Connections & Exchanges: A | Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| 10-Year Plan To Transform Arts and Heritage In Edmonton. | Net | \$ | 250 | \$ | (250) | Ş | - | \$ | - |
| \$250,000 of funding from City Council in 2019 will support continued free | FTEs | | | | _ | | - | | - |
| 7250,000 of fatiging from City Council in 2015 will support continued free | | | - | | | | | | |
| | | | - | | | | | | |
| admission opportunities for everyone, providing access to the AGA for a | | | - | | | | | | |
| | | | - | | | | | | |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation | 2019 - 2022 Original | | - | | | | | | |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation | 2019 - 2022 Original Expense | \$ | 400 | \$ | 200 | \$ | - | \$ | 300 |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs | _ | \$ | 400 | \$ | 200 | \$ \$ | - | \$ | 300 |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both | Expense | | 400 - 400 | | - | | - - - | | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 | Expense Revenue | \$ | - | \$ | - | \$ | - - - - | \$ | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their | Expense Revenue Net | \$ | - | \$ | - | \$ | | \$ | 300 - 300 |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life. | Expense Revenue Net | \$ | - | \$ | - | \$ | : | \$ | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life. Reach Edmonton | Expense Revenue Net | \$ | - | \$ | - | \$ | : | \$ | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life. Reach Edmonton | Expense Revenue Net FTEs | \$ | - | \$ | - | \$ | : : | \$ | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life. Reach Edmonton REACH - YEG Ambassador | Expense Revenue Net FTEs 2019 - 2022 Original | \$ \$ | - 400 - | \$ \$ | - | \$ | | \$ \$ | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life. Reach Edmonton REACH - YEG Ambassador The YEG Ambassador program, a partnership with City of Edmonton, the | Expense Revenue Net FTEs 2019 - 2022 Original Expense | \$ \$ | - 400 - | \$ \$ | - | \$ \$ | | \$ \$ | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life. Reach Edmonton REACH - YEG Ambassador The YEG Ambassador program, a partnership with City of Edmonton, the North Edge Business Association and REACH Edmonton, responds to significant revitalization in Edmonton's city core. Ambassador teams connect people who live, work, operate businesses, study or visit these | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue | \$ \$ \$ \$ | - 400 - 349 - | \$ \$ \$ \$ | - | \$ \$ \$ \$ | | \$ \$ \$ \$ | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life. Reach Edmonton REACH - YEG Ambassador The YEG Ambassador program, a partnership with City of Edmonton, the North Edge Business Association and REACH Edmonton, responds to significant revitalization in Edmonton's city core. Ambassador teams connect people who live, work, operate businesses, study or visit these areas by sharing information to services/resources that align with | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net | \$ \$ \$ \$ | - 400 - 349 - | \$ \$ \$ \$ | - | \$ \$ \$ \$ | | \$ \$ \$ \$ | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life. Reach Edmonton REACH - YEG Ambassador The YEG Ambassador program, a partnership with City of Edmonton, the North Edge Business Association and REACH Edmonton, responds to significant revitalization in Edmonton's city core. Ambassador teams connect people who live, work, operate businesses, study or visit these areas by sharing information to services/resources that align with hospitality, community connection, and business supports. | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs | \$ \$ \$ \$ | - 400 - 349 - | \$ \$ \$ \$ | - | \$ \$ \$ \$ | | \$ \$ \$ \$ | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life. Reach Edmonton REACH - YEG Ambassador The YEG Ambassador program, a partnership with City of Edmonton, the North Edge Business Association and REACH Edmonton, responds to significant revitalization in Edmonton's city core. Ambassador teams connect people who live, work, operate businesses, study or visit these areas by sharing information to services/resources that align with hospitality, community connection, and business supports. REACH - 24/7 Crisis Diversion | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs | \$ \$ \$ \$ | 349 - | \$ \$ \$ \$ | - | \$ \$ \$ \$ | | \$ \$ | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life. Reach Edmonton REACH - YEG Ambassador The YEG Ambassador program, a partnership with City of Edmonton, the North Edge Business Association and REACH Edmonton, responds to significant revitalization in Edmonton's city core. Ambassador teams connect people who live, work, operate businesses, study or visit these areas by sharing information to services/resources that align with hospitality, community connection, and business supports. REACH - 24/7 Crisis Diversion Additional resources to 24/7 Crisis Diversion will allow the maintenance of | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense | \$ \$ \$ \$ | - 400 - 349 - | \$ \$ \$ \$ \$ \$ | - | \$ \$ \$ \$ | - - - - - | \$ \$ \$ \$ \$ \$ | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life. Reach Edmonton REACH - YEG Ambassador The YEG Ambassador program, a partnership with City of Edmonton, the North Edge Business Association and REACH Edmonton, responds to significant revitalization in Edmonton's city core. Ambassador teams connect people who live, work, operate businesses, study or visit these areas by sharing information to services/resources that align with hospitality, community connection, and business supports. REACH - 24/7 Crisis Diversion Additional resources to 24/7 Crisis Diversion will allow the maintenance of target for existing demands for service and allow for increased efficiency | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue | \$ \$ \$ \$ \$ | - 400 - 349 - 349 - 875 - | \$ \$ \$ \$ \$ \$ | - | \$ \$ \$ \$ \$ \$ | - | \$ \$ \$ \$ \$ \$ | - |
| admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. Greater Edmonton Foundation GEF Inflation Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life. Reach Edmonton REACH - YEG Ambassador The YEG Ambassador program, a partnership with City of Edmonton, the North Edge Business Association and REACH Edmonton, responds to significant revitalization in Edmonton's city core. Ambassador teams connect people who live, work, operate businesses, study or visit these areas by sharing information to services/resources that align with hospitality, community connection, and business supports. REACH - 24/7 Crisis Diversion Additional resources to 24/7 Crisis Diversion will allow the maintenance of | Expense Revenue Net FTEs 2019 - 2022 Original Expense Revenue Net FTEs 2019 - 2022 Original Expense | \$ \$ \$ \$ | - 400 - 349 - 349 - 875 - | \$ \$ \$ \$ \$ \$ | - | \$ \$ \$ \$ | - - - - - - - - 92 | \$ \$ \$ \$ \$ \$ | - |

| rovision for Appropriate Base Funding | 2019 - 2022 Original | | | | | |
|---|----------------------|----|--------|--------------|---------------|------------|
| TWOSE has a Vision: To be THE destination to engage Albertans' hearts and | Expense | \$ | 194 | \$ 194 | \$ - | \$ - |
| minds in science. In this project, a 35-year old building is being readied for | Revenue | \$ | - | \$ - | \$ - | \$ - |
| the next 30 years of increased usage and demand. TWOSE's development is | Net | \$ | 194 | \$ 194 | \$ - | \$ - |
| built around its Strategic Plan which articulates goals in science education, visitor experience, financial sustainability, and continued evolution into a must-see attraction. | FTEs | | - | - | - | - |
| atal Cuawith an Eviation Caminas | Total Net Budget | \$ | 8,206 | \$ 4,511 | \$ (4,493) | \$ (35 |
| otal Growth on Existing Services | Total FTEs | | 12.0 | 3.2 | 1.0 | (1.4 |
| | Total Net Budget | • | 34,269 | \$ 24,425 | \$ 12,919 | \$ 1.79 |
| otal of Previously Approved Service Packages | | | | | | |

Department & Branch Summary Tables

Citizen Services

Department - Citizen Services

2019-2022 Budget - Department Summary by Branch

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--------------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Community & Recreation Facilities | 63,210 | 67,943 | 67,513 | (360) | 67,153 | 66,965 |
| Community Standards & Neighbourhoods | 5,102 | 6,056 | 6,095 | 100 | 6,195 | 6,201 |
| Fire Rescue Services | 2,475 | 1,367 | 1,367 | 150 | 1,517 | 1,517 |
| Integrated Strategic Development | 46 | 46 | 46 | - | 46 | 46 |
| Social Development | 34,247 | 37,440 | 36,273 | - | 36,273 | 34,060 |
| Total Revenue & Transfers | \$105,080 | \$112,852 | \$111,294 | (\$110) | \$111,184 | \$108,789 |
| Net Expenditure & Transfers | | | | | | |
| Community & Recreation Facilities | 126,048 | 128,382 | 128,570 | (3,385) | 125,185 | 125,388 |
| Community Standards & Neighbourhoods | 49,647 | 50,729 | 50,231 | (2,882) | 47,349 | 47,442 |
| Fire Rescue Services | 223,762 | 227,160 | 229,630 | (579) | 229,051 | 230,789 |
| Integrated Strategic Development | 6,244 | 6,988 | 7,119 | (417) | 6,702 | 6,744 |
| Social Development | 67,872 | 73,847 | 72,300 | (6,076) | 66,224 | 62,514 |
| Total Net Expenditure & Transfers | \$473,573 | \$487,106 | \$487,850 | (\$13,339) | \$474,511 | \$472,877 |
| Total Net Operating Requirement | \$368,493 | \$374,254 | \$376,556 | (\$13,229) | \$363,327 | \$364,088 |

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Civic Events and Partnerships | 2,010 | 1.200 | 1.750 | _ | 1,750 | 1,200 |
| Facility Operations | 60,904 | 66,505 | 65,525 | (360) | 65,165 | 65,527 |
| River Valley Parks and Facilities | 296 | 238 | 238 | - | 238 | 238 |
| Total Revenue & Transfers | \$63,210 | \$67,943 | \$67,513 | (\$360) | \$67,153 | \$66,965 |
| Net Expenditure & Transfers | | | | | | |
| Civic Events and Partnerships | 9,375 | 7,862 | 8,227 | (196) | 8,031 | 7,445 |
| Facility Operations | 111,930 | 115,267 | 115,082 | (3,189) | 111,893 | 112,670 |
| River Valley Parks and Facilities | 4,743 | 5,253 | 5,261 | - | 5,261 | 5,273 |
| Total Net Expenditure & Transfers | \$126,048 | \$128,382 | \$128,570 | (\$3,385) | \$125,185 | \$125,388 |
| | | | | <u> </u> | | |
| Total Net Operating Requirement | \$62,838 | \$60,439 | \$61,057 | (\$3,025) | \$58,032 | \$58,423 |

Explanation of Changes:

Proposed Budget Increases:

Funded Service Package: Operating Impacts of Capital (\$233)

The operating impacts of a capital service package associated with the opening of the Dr. Anne Anderson High School & Community Centre.

Proposed Reduction Strategies:

#53 Service Level Reduction: Elimination of civic event programming and services (\$196)

The elimination of New Year's Eve and Canada Day programming (leading up to the Fireworks shows) and cancelling Family Day in the Civic Precinct. The Fireworks shows will continue for New Year's Eve and Canada Day, but City Hall and Square public programming will not. Program elimination includes: roving artists, crafts, face painting, musical performances, City Hall Sings, Holiday Magic, Movies on the Square, and some shoulder season programming on the new Plaza, etc. For Canada Day, other agencies provide public programming (i.e. Alberta Government on the Alberta Legislature Grounds and the Works on the Square). The Fountain is expected to be open and monitored for safety. The event attraction budget (to attract and/or sponsor large scale national and international events) and year round programming to animate the Civic Precinct will also be reduced.

2019-2022 Budget - Branch Summary by Program

Explanation of Changes, continued:

35-39 Facility Closure: Closure of Facilities (\$825)

FTE Impact (12.7)

Scona Pool (\$226)

Reimagine Services, Program and Service Review recommendation

Eastglen Pool (\$410)

Reimagine Services, Program and Service Review recommendation

Oliver Pool (\$131)

Reimagine Services, Program and Service Review recommendation

Oliver Arena (\$13)

Reimagine Services, Program and Service Review recommendation

Tipton Arena (\$45)

The closure of several facilities based on Program and Service Review recommendations: Eastglen Pool, Scona Pool, Oliver Outdoor Pool, Oliver Arena, and Tipton Arena. The reductions would close these lower attendance and aging facilities. FMS would continue legislative maintenance, essential maintenance and emergency response to sustain the facilities at a low level state. Some citizens will be impacted from the loss of these neighbourhood facilities. Remaining leisure and recreation facilities within the vicinity would meet the commitment to providing recreational opportunities with a 5 km radius as per the Approach to Community Recreation Planning. This is not the case for arenas, however, as they are already at capacity and, as such, this represents a reduction in service for citizens. FTEs reduced include lifeguards and rink attendants. These savings are exclusive to CRF; the FMS reductions associated with closures are in City Operations.

#46 Increased Revenue/Recovery: Cemeteries Revenue (\$145)

Additional revenue opportunities in Cemeteries through new inventory (indoor niches) and increased admission fees at Muttart Conservatory. Additional fees may impact customer satisfaction and attendance at Muttart Conservatory, though the increased pricing reflects the attraction's reopening, refreshed facility, and the introduction of new experiences. No service impacts are anticipated.

#2 Efficiencies: FTE Reductions (\$520)

Reduction in FTEs through efficiencies and other strategies. This reduction will impact multiple programs and services across the Branch, including marketing and sales, bookings, operations, analytics, youth programming, and summer playground programming. Some service impacts both within the Branch and to citizens may occur: reduced revenue opportunities through less marketing, fewer programs, and a reduced ability to provide analytics enhancing safety and security in operations, among others.

#3 Efficiencies: Transitioning Select On-Site Rental Services (\$156)

This reduction reflects a movement towards a centralized model of rental services, especially as it pertains to room rentals. Collaboration with onsite Admissions and Customer Service staff will ensure that customer service is maintained.

#54 Service Level Reduction: Reduced Programming and Staffing Support (\$510)

This reduction cuts across several areas:

- Elimination of spring, fall and winter Green Shack Programs (eg. firebuilding, bannock making, winter play activities, nature walks, learn to skate);
- YEG youth drop in programs: this reduction would end year round, direct programming for youth. The available amenity space would be offered to partners to deliver this kind of programming. CoE will continue to offer opportunities for youth to be physically active at CoE recreation centres through dedicated times for Basketball, Badminton, Table tennis and Indoor Soccer (at CCRC only), the Youth in Action course (a prerequisite for Youth aged 13-15 to then use the fitness centre on their own), access to all group fitness programs (youth aged 13 or older) and aquatics opportunities
- Discontinued program support for the Central Lions Seniors Association: FTE supporting seniors programming at this facility would be eliminated
- Elimination of staff oversight at 5 spray parks and 6 skateboard parks (June August). Animation of these facilities will be impacted, as will the provision of miscellaneous first aid and other safety oversight services.

2019-2022 Budget - Branch Summary by Program

Explanation of Changes, continued:

#55 Service Level Reduction: Closure of Outdoor Pools and Fee Adjustments (\$306)

This reduction would keep outdoor pools closed from May to June at Borden, Fred Broadstock, Queen Elizabeth pools. In addition, admission fees for patrons over the age of 12 will be reinstated. Children 12 and under would remain free. The Leisure Access Pass ensures access for low income Edmontonians. Reduced access to outdoor pools and the reinstatement of fees may impact customer satisfaction with available recreation opportunities.

#4 Efficiencies: Programming Optimization (\$600)

Optimizing existing programming and scheduling to maximize participation, by adjusting program schedules to focus on bigger classes in bigger spaces and reduce programming hours during low peak times. These changes will impact citizens' programming time options and structures that they may prefer. Programs adjusted will include Group Fitness, Kids Den Scheduling, and the Equipment Loan Program.

Changes may include:

- Moving a high-intensity class into a gymnasium or a spin class onto a volleyball court to reach a larger audience;
- Possibly expanding Kids Den hours to Sun morning, but reducing during middle of the day hours during the week (or other low peak times);
- Aligning with outdoor opportunities especially around Recreation centres during summer months

The Equipment Loan Program has been transferred to the EFCL, our partner group supporting community leagues. The program will be available to other not for profits who offer programming to the public.

Branch - Community Standards & Neighbourhoods

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Animal Care and Pest Management | 3,140 | 3,739 | 3,740 | - | 3,740 | 3,740 |
| Enforcement and Program Services | 1,661 | 2,316 | 2,354 | 100 | 2,454 | 2,460 |
| Neighbourhoods Services | 301 | 1 | 1 | - | 1 | 1 |
| Total Revenue & Transfers | \$5,102 | \$6,056 | \$6,095 | \$100 | \$6,195 | \$6,201 |
| Net Expenditure & Transfers | | | | | | |
| Animal Care and Pest Management | 7,217 | 7,136 | 6,948 | (1,162) | 5,786 | 5,602 |
| Enforcement and Program Services | 34,761 | 36,088 | 35,747 | (1,405) | 34,342 | 34,591 |
| Neighbourhoods Services | 7,669 | 7,505 | 7,536 | (315) | 7,221 | 7,249 |
| Total Net Expenditure & Transfers | \$49,647 | \$50,729 | \$50,231 | (\$2,882) | \$47,349 | \$47,442 |
| | | | | | | |
| Total Net Operating Requirement | \$44,545 | \$44,673 | \$44,136 | (\$2,982) | \$41,154 | \$41,241 |

Explanation of Changes:

Proposed Reduction Strategies:

#16A Expense Reduction: General Services (\$100)

Reduce historically underspent general services budget. No service, citizen or internal impact is anticipated.

#16B Expense Reduction: Training (\$100)

25% reduction in branch training budgets by eliminating discretionary training while maintaining mandatory training such as First Aid. No service or citizen impact anticipated. Internal impact to staff.

#47 Increased Revenue/Recovery: Historical Adjustment (\$100)

Align snow/weed removal revenue with historical trends and forward outlook. This reduction will not have a service impact on citizens.

#56 Service Level Reductions: EPS/TPO Transit Safety Initiative (\$400)

The pilot project between the Edmonton Police Service and Administration designed to enhance transit safety concluded in 2020 when EPS discontinued resourcing. Regular and special patrols of Transit Peace Officers (TPOs), and joint operations with the Edmonton Police Service, will ensure the line remains safe. A 24/7/365 presence will remain on transit, at LRT stations, and on buses. The funding reduction proposed was set aside specifically for the pilot and does not impact personnel numbers or citizen experience. The current complement of TPOs will ensure safety on transit.

#57 Service Level Reductions: Adjustment of programs and services (\$500)

This reduction spans two areas, and reflects an adjustment of programs and services including:

- fewer peace officers working stat holidays (excluding Canada Day and Heritage Day). Peace Officers working stat holidays currently receive double-time pay. Reducing the number of peace officers reduces this salary requirement. This reduction would have an impact across the city, as calls for service would be prioritized and officers deployed on a reactive, not proactive, basis. Safety related calls would become a priority. Additionally, any special events taking place at these times would be required to provide funding should they require dedicated resources, as this workload could not be absorbed into the new deployment.
- reducing the community relations budget for products like brochures and information pamphlets (e.g. addressing pet licensing, barking, graffiti, back to school parking, coyotes, etc.) and social marketing research (e.g. how to modify behaviours around snow removal, pet licensing, and others).

Branch - Community Standards & Neighbourhoods

2019-2022 Budget - Branch Summary by Program

Explanation of Changes, continued:

#58 Service Level Reductions: Spay and Neuter Service (\$100)

This reduction eliminates spay and neuter services performed by the City's Animal Care and Control Centre. The City provides this service for unclaimed animals that are ready for adoption. The service impacts rescue groups that accept these animals from the City for adoption. By not providing this service, the cost of spay and neuter is transferred to prospective owners or other agencies, thereby limiting their capacity to accept animals from the City. Pets that are already spayed/neutered are more likely to be adopted, though private veterinary clinics also provide spay and neuter services to the general public.

#59 Service Level Reductions: Decrease in graffiti program funding and services (\$80)

Decrease in graffiti program funding and services including contract spending and conducting the Graffiti Audit biannually instead of annually. This reduction will not impact the amount of graffiti cleaned and/or removed, meaning little to no impact on businesses and citizens.

#60 Service Level Reductions: Reduction in TPO's and other resources (\$1,095)

Reductions are as follows:

- Transit Peace Officers arising from reduced frequency of service and ridership on transit resulting from COVID-19. This reduction is not anticipated to impact patron safety on transit. Ridership is anticipated to remain low over the next two years, and the Branch will continue to work with ETS to monitor patron safety and growth to normal ridership rates (pre-COVID). This reduction is supported by ETS.
- Resources providing neighbourhood capacity and development services, professional standards oversight, municipal enforcement responsibilities, and administrative support services. These reductions may have some impact on citizens, including slower response times for enforcement issues.

#61 Service Level Reductions: Aerial Mosquito Spraying (\$507)

This reduction would eliminate the aerial (helicopter) treatment of development sites both within the City of Edmonton and in areas beyond the city boundaries, in surrounding counties and jurisdictions. This accounts for 75-80% of habitat treated by the program, and may be accompanied by an increase in numbers of mosquitoes.

Branch - Fire Rescue Services

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Fire Rescue Operations | 1,487 | 501 | 501 | - | 501 | 501 |
| Public Safety | 689 | 765 | 765 | 150 | 915 | 915 |
| Training and Logistics | 299 | 101 | 101 | - | 101 | 101 |
| Total Revenue & Transfers | \$2,475 | \$1,367 | \$1,367 | \$150 | \$1,517 | \$1,517 |
| Net Expenditure & Transfers | | | | | | |
| Fire Rescue Operations | 163,546 | 164,230 | 165,729 | (192) | 165,537 | 166,843 |
| Planning and Office of Emergency Management | 1,348 | 1,367 | 1,370 | - | 1,370 | 1,374 |
| Public Safety | 21,436 | 22,476 | 22,942 | (237) | 22,705 | 22,736 |
| Technical Services | 10,023 | 10,617 | 10,683 | - | 10,683 | 10,743 |
| Training and Logistics | 27,409 | 28,470 | 28,906 | (150) | 28,756 | 29,093 |
| Total Net Expenditure & Transfers | \$223,762 | \$227,160 | \$229,630 | (\$579) | \$229,051 | \$230,789 |
| | | | | | | |
| Total Net Operating Requirement | \$221,287 | \$225,793 | \$228,263 | (\$729) | \$227,534 | \$229,272 |

Explanation of Changes:

Proposed Reduction Strategies:

#24 Expense Reduction: Reduce uniform and clothing allowance (\$150)

Uniform and clothing allowance budget reduction: Little to no impact on service to citizens.

#49 Increased Revenue/Recovery: Storage Tank Registration Certificate Fees (\$150)

This is a new service and revenue opportunity. The program was previously administered by the Petroleum Tank Management Association of Alberta (PTMAA); as of August 31, 2020, they no longer provided the program, and it must now be managed by the Municipality. Anticipated net revenues of \$150K annually are based on a fee of \$75 per tank (the fee the Provincial Association previously charged for the storage tank certification process). Other impacted jurisdictions, including the City of Calgary, are proposing a similar fee. A service impact on citizens is not expected.

#80 Workforce Strategies: Overtime Budget Reduction (\$192)

This total reflects a 10% reduction in overtime across the branch.

#81 Workforce Strategies: Vacancy Management (\$237)

As social norms have shifted and acceptance of cannabis use has matured, resources are no longer required. Further, the bulk of the work arising initially from the legalization of cannabis has been completed and can be managed through existing resources. Tasks will be redistributed so service levels to citizens and businesses are not significantly impacted.

Branch - Integrated Strategic Development

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Business Performance Program | 46 | 46 | 46 | - | 46 | 46 |
| Total Revenue & Transfers | \$46 | \$46 | \$46 | - | \$46 | \$46 |
| Net Expenditure & Transfers | | | | | | |
| Business Performance Program | 3,895 | 4,334 | 4,456 | (417) | 4,039 | 4,068 |
| Partnership & Organizational Development | 1,146 | 1,292 | 1,298 | - | 1,298 | 1,305 |
| Strategic Design | 1,203 | 1,362 | 1,365 | - | 1,365 | 1,371 |
| Total Net Expenditure & Transfers | \$6,244 | \$6,988 | \$7,119 | (\$417) | \$6,702 | \$6,744 |
| · | | | | | | |
| Total Net Operating Requirement | \$6,198 | \$6,942 | \$7,073 | (\$417) | \$6,656 | \$6,698 |

Explanation of Changes:

Proposed Reduction Strategies:

#82 Workforce Strategies: Vacancy Management - Reduction in Vacant Positions (\$401)

A reduction in vacant supervisory and non-supervisory FTEs. This reduction is not anticipated to impact citizen service delivery. The ability to conduct research, deliver policy and planning recommendations, and provide analytics to inform sound decision making in frontline service provision will be impacted.

#26 Expense Reduction: Reduction in Contracting (\$16)

A reduction in contracting dollars. This is not anticipated to impact service delivery.

Branch - Social Development

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-------------------------------------|----------------|---------------------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Affordable Housing and Homelessness | 6,320 | 11,915 | 11,915 | _ | 11,915 | 11,635 |
| Community Resources | 25,235 | 23,635 | 22,568 | _ | 22,568 | 20,735 |
| Indigenous Relations | 40 | 23,000 | 22,300 | _ | 22,300 | 20,733 |
| Safe & Healthy Communities | 2,602 | 1,890 | 1,790 | _ | 1,790 | 1,690 |
| • | * | 1,090 | 1,790 | - | 1,790 | 1,090 |
| Social Identity & Social Inclusion | 50 | | | | | - |
| Total Revenue & Transfers | \$34,247 | \$37,440 | \$36,273 | - | \$36,273 | \$34,060 |
| Net Expenditure & Transfers | | | | | | |
| Affordable Housing and Homelessness | 16,620 | 23,709 | 23,719 | - | 23,719 | 23,360 |
| Community Resources | 37,482 | 39,079 | 37,274 | (5,773) | 31,501 | 28,210 |
| Indigenous Relations | 1,529 | 1,744 | 1,741 | - | 1,741 | 1,747 |
| Safe & Healthy Communities | 7,747 | 6,373 | 6,314 | - | 6,314 | 6,241 |
| Social Identity & Social Inclusion | 4,494 | 2,942 | 3,252 | (303) | 2,949 | 2,956 |
| Total Net Expenditure & Transfers | \$67,872 | \$73,847 | \$72,300 | (\$6,076) | \$66,224 | \$62,514 |
| • | • | · · · · · · · · · · · · · · · · · · · | | , , , | | |
| Total Net Operating Requirement | \$33,625 | \$36,407 | \$36,027 | (\$6,076) | \$29,951 | \$28,454 |

Explanation of Changes:

Proposed Reduction Strategies:

#42 Funding to Partners: Community Investment Grant (CIG) Program (\$3,751)

This reduction eliminates the Community Investment Grant (CIG) program and is responsive to audit recommendations from November 2020. This grant provides operating assistance to non-profit organizations whose activities benefit citizens, assists with the costs of travel to sporting championships, and supports organizations with costs associated with the hosting of recreational, amateur sport, and/or multicultural events within Edmonton.

This grant is provided to 300 of the approximately 6,000 non-profits in the City. 55.8% of applicants received the full maximum grant of \$16,500 however the Community Investment Operating Grant (CIOG) still represents less than 10% of revenue for just over 86% of the organizations. On average, the operating grant is approximately 5-6% of the organizations revenue. In 2019, the total grants awarded in this program were as follows: CIOG Multicultural (40), CIOG Sport & Recreation (143), CIOG Social Services (111), Travel Grants (67) and Hosting Grants (20). A City audit recommendation during 2020 suggested this grant has a low impact towards Social Development branch outcomes.

Branch - Social Development

2019-2022 Budget - Branch Summary by Program

Explanation of Changes, continued:

#43 Funding to Partners: Community Facility Partner Capital Grant (CFPCG) (\$1,859)

The reduction eliminates the Community Facility Partner Capital Grant (CFPCG) program, which supports partnerships that enhance public use facilities so Edmontonians can thrive in an active and attractive city. Funding is provided to groups whose objectives align with the City's goals and objectives and whose primary mandate is one of the following: Arts and heritage, Indigenous/Aboriginal, Multicultural, Recreation/amateur sport and Social services.

Reduced budget in this grant program (due to the removal of funding from the Traffic Safety & Automated Enforcement Reserve) significantly limits the City's ability to fund larger projects. The increased competition for grant funding and the difficulty with fundraising currently makes it difficult for groups to obtain their 66% of the matching funding requirement (the City provides 33% funding). Community groups also often depend on City financing to leverage funding from other levels of government. In 2019, 10 new projects were funded through this grant, with the City providing \$619K in funding (total), with a total project value in the community of \$4.7M.

#44 Funding to Partners: Edmonton's NextGen Committee (Operating Dollars & Admin Support) (\$151)

This reduction eliminates support to the NextGen Council Initiative. This Committee supports the work plan and hosts community-based activities designed to promote civic engagement and volunteerism among 18-40 year olds in Edmonton. It does not advise Administration or Council (like the other Council Advisory Committees within the corporation). This reduction is not anticipated to impact service levels to citizens given the passionate, independent nature of NextGen volunteers.

#45 Funding to Partners: Operational Funding for Clareview Multicultural Centre (\$150)

Reduction in operating funding supporting a non-profit to operate within the Clareview Multicultural Centre site. At this time, this space is vacant as the previous tenants have moved out of the location.

Currently, an impact to any particular group is not anticipated, as the space is vacant and there is no active tenant using the facility space. This will have an impact on the Community and Recreation Facilities budget, as the operating dollars that have been used for this space in the past (as a subsidy for the non-profit) will be unavailable until a new tenant rents the space.

#88 Vacancy Management Strategy: FTE Reduction (\$163)

There is no anticipated impact on service levels for the community, given Branch reorganization and transition of functions internally.

City Operations

Department - City Operations

2019-2022 Budget - Department Summary by Branch

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| 41ST AVE SW QE2 HWY Interchange | 602 | - | _ | - | - | - |
| Edmonton Transit | 135,225 | 139,937 | 166,108 | (17,912) | 148,196 | 169,093 |
| Fleet & Facility Services | 17,347 | 17,142 | 17,180 | - | 17,180 | 17,224 |
| Parks & Roads Services | 52,350 | 51,220 | 50,201 | 600 | 50,801 | 49,557 |
| Total Revenue & Transfers | \$205,524 | \$208,299 | \$233,489 | (\$17,312) | \$216,177 | \$235,874 |
| | | | | | | |
| 41ST AVE SW QE2 HWY Interchange | 602 | - | - | - | - | - |
| Business Performance & Customer Experience | 2,405 | 2,523 | 2,523 | - | 2,523 | 2,523 |
| Edmonton Transit | 365,122 | 368,720 | 409,067 | (22,438) | 386,629 | 410,176 |
| Fleet & Facility Services | 79,835 | 85,338 | 83,740 | (7,365) | 76,375 | 71,016 |
| Parks & Roads Services | 251,010 | 247,253 | 244,568 | (10,711) | 233,857 | 230,725 |
| Total Net Expenditure & Transfers | \$698,974 | \$703,834 | \$739,898 | (\$40,514) | \$699,384 | \$714,440 |
| - | | | | | | |
| Total Net Operating Requirement | \$493,450 | \$495,535 | \$506,409 | (\$23,202) | \$483,207 | \$478,566 |

Branch - 41ST AVE SW QE2 HWY Interchange

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| | | | | | | |
| Revenue & Transfers 41st AVE SW QE2 HWY | 602 | - | - | - | - | - |
| Total Revenue & Transfers | \$602 | - | - | - | - | - |
| Not Expanditure & Transfers | | | | | | |
| Net Expenditure & Transfers 41st AVE SW QE2 HWY | 602 | - | - | - | - | - |
| Total Net Expenditure & Transfers | \$602 | - | - | - | - | - |
| | | | | | | |
| Total Net Operating Requirement | - | • | - | - | - | - |

Branch - Business Performance & Customer Experience

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Total Revenue & Transfers | - | - | - | - | - | - |
| Net Expenditure & Transfers | 0.405 | 0.500 | 0.500 | | 0.500 | 0.500 |
| Business Performance & Customer Experience | 2,405 | 2,523 | 2,523 | - | 2,523 | 2,523 |
| Total Net Expenditure & Transfers | \$2,405 | \$2,523 | \$2,523 | - | \$2,523 | \$2,523 |
| | | | | | | |
| Total Net Operating Requirement | \$2,405 | \$2,523 | \$2,523 | - | \$2,523 | \$2,523 |

Branch - Edmonton Transit Service

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|-------------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Bus and LRT | 134,683 | 138,902 | 165,073 | (17,912) | 147,161 | 168,058 |
| DATS | 542 | 1,035 | 1,035 | | 1,035 | 1,035 |
| Total Revenue & Transfers | \$135,225 | \$139,937 | \$166,108 | (\$17,912) | \$148,196 | \$169,093 |
| Net Expenditure & Transfers | 224.040 | 227 200 | 277 204 | (00, 400) | 254.000 | 270 040 |
| Bus and LRT DATS | 334,846 30,276 | 337,209 31,511 | 377,304 31,763 | (22,438) | 354,866 31,763 | 378,013 32,163 |
| Total Net Expenditure & Transfers | \$365,122 | \$368,720 | \$409,067 | (\$22,438) | \$386,629 | \$410,176 |
| Total Net Operating Requirement | \$229,897 | \$228,783 | \$242,959 | (\$4,526) | \$238,433 | \$241,083 |

Explanation of Changes:

Proposed Budget Decreases:

Valley Line SE Operating Impacts of Capital (\$17.8M reduction to Revenue & Expenditures)

The expected launch of the Valley Line South East (VLSE) LRT service has been revised from 2020 to 2021. The transition from construction to ongoing operation of the VLSE results in operating impacts that were originally funded through the "Valley Line SE In Service - Operating Impacts of Capital" service package approved as part of the 2019-2022 budget. This adjustment will shift revenue and expense budgets to match the revised expected launch date and is funded from the LRT Reserve. The adjustment also includes updates to the inflation and non-fare revenue assumptions.

Regional Smart Fare System Operating Impacts of Capital (\$2.0M reduction to Expenditures)

Timing of the transition from procurement and implementation to ongoing operation of the Smart Fare system results in a change to the operating impacts that were funded through the "Smart Fare" Service Package approved as part of the 2019-2022 budget.

Proposed Reduction Strategies:

#22 Expense Reductions: Cost Reductions (\$0.3M)

Cost reductions achieved through revised approach to employee recognition and ongoing savings from previous FTE reductions.

#63 Service Level Reduction: ETS service reduction (\$1.0M)

Reduce service hours from peak and rapid frequency routes in the Bus Network Redesign (BNR) in April 2021. For some people, they will wait an additional 5 minutes for service. The annualized reductions equal 25,059 service hours and, over the long term, reduce 10 buses from the current fleet size.

#6 Efficiencies: Transit Cleaning Processes (\$1.2M)

Complete a review of cleaning processes in Transit to identify efficiencies.

Branch - Fleet & Facility Services

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Davidura 9 Transfers | | | | | | |
| Revenue & Transfers Branch Operations | 4,334 | 4,536 | 4,573 | _ | 4,573 | 4,610 |
| Facility Maintenance Services | 839 | 619 | 619 | _ | 619 | 619 |
| Municipal Maintenance | 11,627 | 11,794 | 11,794 | _ | 11,794 | 11,801 |
| Transit Maintenance | 547 | 193 | 194 | _ | 194 | 194 |
| - | | | | | | |
| Total Revenue & Transfers | \$17,347 | \$17,142 | \$17,180 | - | \$17,180 | \$17,224 |
| Not Expanditure 9 Transfers | | | | | | |
| Net Expenditure & Transfers Branch Operations | 15,601 | 15,308 | 15,464 | (558) | 14,906 | 14,961 |
| Facility Maintenance Services | 68,807 | 70,609 | 69,113 | (4,705) | | 62,015 |
| Municipal Maintenance | 1,990 | 2,907 | 3,020 | (1,254) | 1,766 | 446 |
| Transit Maintenance | (6,563) | (3,486) | (3,857) | (848) | (4,705) | (6,406) |
| - | | | | ` ′ | | , , |
| Total Net Expenditure & Transfers | \$79,835 | \$85,338 | \$83,740 | (\$7,365) | \$76,375 | \$71,016 |
| | | | | | | |
| Total Net Operating Requirement | \$62,488 | \$68,196 | \$66,560 | (\$7,365) | \$59,195 | \$53,792 |

Explanation of Changes:

Proposed Reduction Strategies:

#6 Efficiencies: Transit Cleaning Processes

Complete a review of cleaning processes in Transit to identify efficiencies

#25 Expense Reductions: Branch Cost Reduction (\$1.2M)

Cost reductions achieved through reductions to travel and training, savings from contract efficiencies, and heightened vacancy management.

#35 Facility Closure: (\$0.4M)

Closure of the several underutilized facilities; some of these facilities have been identified through the Program Service Review (PSR) and will reduce overall maintenance costs. These facilities include: Scona Pool (\$79K), Eastglen Pool (\$137K), Oliver Pool (\$60K), Oliver Arena (\$32K), Tipton Arena \$(39K).

#7 Efficiencies: Reimagine Services Review (\$2.3M)

Reimagine services review that are intended to achieve efficiencies in both Facility and Fleet maintenance services. Some options for consideration include fleet optimization, private-sector alternatives, and service level changes.

#8 Efficiencies: Municipal Fleet Efficiencies & Savings (\$0.4M)

Cost savings in municipal fleet maintenance through efficiencies in maintenance intervals and from sander dump box refurbishment.

#64 Service Level Reduction: Facility Maintenance and Renovation Reductions (\$2.2M)

Reduction to City facility maintenance and renovation contracted services and using services in-house to carry out a lower level of base services potentially resulting in increased wait times for maintenance work to be completed.

#65 Service Level Reduction: Cleaning Reduction (\$0.9M)

Continue operating with current adjusted service levels of on-site day porters. This strategy maintains the existing frequency of entrance glass cleaning, spot mopping, and vacuuming. This impacts aesthetics with limited impact to facility cleanliness and safety as it relates to the COVID pandemic. However, this reduction may negatively impact the public perception of facility cleanliness and the optics of services at recreation centres during a pandemic. Impacted recreation centres include Terwillegar, Commonwealth, Clareview and Meadows.

Branch - Parks & Roads Services

2019-2022 Budget - Branch Summary by Program

| | 2019 | 2020 Adjusted | 2021 Approved | 2021 Proposed Budget | 2021 Proposed | 2022 Proposed |
|-----------------------------------|-----------|------------------|------------------|----------------------------|------------------|------------------|
| (\$000) | Actual | Budget | Budget | Changes | Budget | Budget |
| Revenue & Transfers | | | | | | |
| Infrastructure Maintenance | 4,576 | 5,526 | 5,526 | _ | 5,526 | 5,526 |
| Infrastructure Operations | 8,024 | 4,365 | 4,371 | 200 | 4,571 | 4,577 |
| Network Operations | 5,501 | 10,107 | 10,107 | 350 | 10,457 | 10,457 |
| Parking Operations | 17,694 | 15,976 | 16,051 | - | 16,051 | 16,051 |
| Snow and Ice Control | 26 | 13 | 13 | 50 | 63 | 63 |
| Traffic Safety Section | 16,529 | 15,233 | 14,133 | - | 14,133 | 12,883 |
| Total Revenue & Transfers | \$52,350 | \$51,220 | \$50,201 | \$600 | \$50,801 | \$49,557 |
| | | | | | | |
| Net Expenditure & Transfers | | | | | | |
| Infrastructure Maintenance | 41,895 | 56,425 | 54,348 | (4,170) | 50,178 | 49,754 |
| Infrastructure Operations | 111,712 | 80,796 | 82,236 | (5,970) | 76,266 | 75,813 |
| Network Operations | 22,719 | 29,145 | 28,679 | (425) | 28,254 | 27,755 |
| Parking Operations | 7,353 | 6,373 | 6,301 | (146) | 6,155 | 6,148 |
| Snow and Ice Control | 54,006 | 61,392 | 59,886 | - | 59,886 | 58,137 |
| Traffic Safety Section | 13,325 | 13,122 | 13,118 | - | 13,118 | 13,118 |
| Total Net Expenditure & Transfers | \$251,010 | \$247,253 | \$244,568 | (\$10,711) | \$233,857 | \$230,725 |
| | | | | | | |
| Total Net Operating Requirement | \$198,660 | \$196,033 | \$194,367 | (\$11,311) | \$183,056 | \$181,168 |

Explanation of Changes:

Proposed Reduction Strategies:

#28 Expense Reduction: Branch Cost Reductions (\$0.5M)

Reductions to Parks, Roads & Sidewalks, and Bridge maintenance budgets to better align to business budgetary needs. Also includes reduction to automatic inclusion of communications and engineering budget for new project requests.

#40 Facility Closures: Asphalt Plant Closure (\$0.2M)

Operational savings from closure of the Asphalt Plant in alignment with Program & Service Review recommendation.

#50 Increased Revenue/Recovery: Snow and Ice Increased Revenue (Dump Site Cost Recovery): \$0.05M

Pilot of SNIC Snow Dump Site Cost Recovery with City of St. Albert. Initiative will be implemented in the fall of 2020 for the 2020/2021 snow season.

#10 Efficiencies: Snow and Ice Spring Cleaning Savings: (\$1.7M)

Optimal mix (and amount) of sand and salt to be put on the roads has been identified, resulting in less material needing to be picked up in the summer.

#51 Increased Revenue/Recovery: Waste Bin / POD Permits: \$0.35M

Permits issued for the temporary use of any public road right-of-way (Waste Bin/POD Permits). City Council approved amendments to Construction Hoarding Policy C580A, allowing Administration to charge fees for the use of public road right-of-way. Permit fees for use of public road right-of-way have been rolled out since Q1 2019 to allow for stakeholder engagement. Engagement for Waste Bins/PODs started late 2019 and into 2020 for fee implementation in 2021.

Branch - Parks & Roads Services

2019-2022 Budget - Branch Summary by Program

#11 Efficiencies: Parks and Roads Services Fleet Optimization: (\$0.5M)

Cost savings in parks, roads and sidewalks operations through optimization of fleet usage and enhanced shift scheduling.

#12 Efficiencies: Horticulture Shrub Bed Management: (\$1.1M)

Increase use of chemical weed control in shrub beds to target regulated weeds, and use chemical control in exempt areas (e.g. City wide high profile parks). Both are permitted within the current herbicide exemption. Efficiencies from reduced mechanical control (i.e. hand pulling of weeds) in shrub beds.

#13 Efficiencies: REIMAGINE Open Spaces: (\$0.4M)

Reimagine services review that could result in reductions through efficiencies. Possible areas for consideration include outsourcing; service level changes; and inter-departmental efficiencies.

#14 Efficiencies: LED Lighting Savings: (\$0.4M)

Power consumption savings due to conversion from high pressure sodium bulbs to LED lighting.

#68 Service Level Reductions: Turf and Horticulture (\$1.8M)

Modify the turf maintenance program through changes to timing, frequency and inventory.

- Permanently naturalize over 150ha of the total 238ha of Stormwater Management Facilities (wet ponds and lakes);
- Eliminate one full trimming cycle across all inventory;
- Condense the turf season by starting mid-May (instead of mid-April) and close at the end of September (instead of end of October);
- Condense annual flower watering season by starting first week of June and close at the end of September (instead of end of October).

#69 Service Level Reduction: Spray Parks Water: (\$0.22M)

Condense the splash park season to open mid-June and close mid-August. Will reduce water usage by 50%.

#70 Service Level Reduction: Site Furnishings (\$0.22M)

Reduce the previously approved Council service levels for the benchmark program. Critical (safety) repairs will continue to be addressed, however, planned maintenance will increase from 3-4 years to 6-7 years. There will be no impact on the number of new benches for commemoration as these are recoverable.

#71 Service Level Reductions: Road and Sidewalk Maintenance (\$1.77M)

Reducing annual service levels with respect to alley pothole repairs, slab levelling, oil and gravel road maintenance and culvert repairs. The crack sealing program will be limited to only arterials and collector roads and dust abatement services will only be applied under extreme circumstances. Reductions will capitalize on potential efficiencies and will not result in breach of policy. All safety issues will continue to be addressed and changes will be implemented in an integrated approach with rehabilitation programs.

#86 Workforce Strategies: Branch Workforce Strategies: (\$2.1M)

Cost reductions achieved through a variety of workforce strategies including reductions to travel and training, vacancy management and suspension of the review and implementation of organizational structure.

Communications & Engagement

Department - Communications & Engagement

2019-2022 Budget - Department Summary by Branch

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Engagement | 457 | - | - | _ | - | _ |
| Integrated Marketing Communications | 875 | 703 | 703 | - | 703 | 703 |
| Reputation and Brand | 197 | - | - | - | - | - |
| Total Revenue & Transfers | \$1,529 | \$703 | \$703 | - | \$703 | \$703 |
| Net Expenditure & Transfers | | | | | | |
| Engagement | 17,733 | 19,050 | 18,868 | (236) | 18,632 | 18,705 |
| External and Intergovernmental Relations | 3,020 | 3,289 | 3,303 | (275) | 3,028 | 3,038 |
| Integrated Marketing Communications | 10,352 | 9,646 | 9,426 | (907) | 8,519 | 8,598 |
| Reputation and Brand | 2,722 | 2,448 | 3,013 | (446) | 2,567 | 2,573 |
| Total Net Expenditure & Transfers | \$33,827 | \$34,433 | \$34,610 | (\$1,864) | \$32,746 | \$32,914 |
| Total Net Operating Requirement | \$32,298 | \$33,730 | \$33,907 | (\$1,864) | \$32,043 | \$32,211 |

Branch - Engagement

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| 311/Inside Information | 409 | - | - | - | - | - |
| Public Engagement | 48 | - | - | - | - | - |
| Total Revenue & Transfers | \$457 | - | - | - | - | - |
| Net Expenditure & Transfers | | | | | | |
| 311/Inside Information | 15,663 | 14,539 | 14,297 | (106) | 14,191 | 14,243 |
| Public Engagement | 2,070 | 1,959 | 1,994 | (130) | 1,864 | 1,873 |
| Service Centre | - | 2,552 | 2,577 | - | 2,577 | 2,589 |
| Total Net Expenditure & Transfers | \$17,733 | \$19,050 | \$18,868 | (\$236) | \$18,632 | \$18,705 |
| | | | | | | |
| Total Net Operating Requirement | \$17,276 | \$19,050 | \$18,868 | (\$236) | \$18,632 | \$18,705 |

Explanation of Changes:

Proposed Reduction Strategies:

#15A Expense Reduction: Reduction of external services/consultants (\$7)

Reduction of external services/consultants as per vendor management reduction requirements of 4/3/2/1% (2019-2022).

#52A Service Level Reduction: Adjustment to Service Levels (\$106)

There is a potential reduction in internal service delivery. The impact on service levels will be mitigated through a reallocation of work.

#73A Workforce Strategies: Elimination of vacancy (\$123)

Ongoing cost savings through vacancy elimination. There is no impact on service levels as job responsibilities are reallocated.

Branch - External and Intergovernmental Relations

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Total Revenue & Transfers | - | - | - | - | - | - |
| Net Expenditure & Transfers | | | | | | |
| Corporate Relationships | 285 | 145 | 145 | - | 145 | 145 |
| External Relations & Protocol | 1,787 | 2,363 | 2,377 | (275) | 2,102 | 2,112 |
| Intergovernmental Affairs | 948 | 781 | 781 | - | 781 | 781 |
| Total Net Expenditure & Transfers | \$3,020 | \$3,289 | \$3,303 | (\$275) | \$3,028 | \$3,038 |
| Total Net Operating Requirement | \$3,020 | \$3,289 | \$3,303 | (\$275) | \$3,028 | \$3,038 |

Explanation of Changes:

Proposed Reduction Strategies:

#15B Expense Reduction: External Services (\$7)

Reduction of external services/consultants as per vendor management reduction requirements of 4/3/2/1% (2019-2022).

#52B Service Level Reduction: Adjustment to Service Levels (\$268)

There is a potential reduction in internal service delivery. The impact on service levels will be mitigated through a reallocation of work.

Branch - Integrated Marketing Communications

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Creative & Digital | 4 | - | - | - | - | - |
| IMC Support | 871 | 703 | 703 | - | 703 | 703 |
| Total Revenue & Transfers | \$875 | \$703 | \$703 | - | \$703 | \$703 |
| Net Expenditure & Transfers | | | | | | |
| Creative & Digital | 3,009 | 2,759 | 2,771 | (446) | 2,325 | 2,336 |
| IMC Support | 7,343 | 6,887 | 6,655 | (461) | 6,194 | 6,262 |
| Total Net Expenditure & Transfers | \$10,352 | \$9,646 | \$9,426 | (\$907) | \$8,519 | \$8,598 |
| | | | | | | |
| Total Net Operating Requirement | \$9,477 | \$8,943 | \$8,723 | (\$907) | \$7,816 | \$7,895 |

Explanation of Changes:

Proposed Reduction Strategies:

#15C Expense Reduction: External Services (\$7)

Reduction of external services/consultants as per vendor management reduction requirements of 4/3/2/1% (2019-2022).

#52C Service Level Reduction: Adjustment to Service Levels (\$778)

There is a potential reduction in internal service delivery. The impact of service levels will be mitigated through a reallocation of work and process efficiencies (supported by an external vendor).

#73B Workforce Strategies: Vacancy Management: (\$122)

Ongoing cost savings through vacancy elimination. There is no impact on service levels as job responsibilities are reallocated.

Branch - Reputation and Brand

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Reputation | 174 | - | - | - | - | - |
| Story & Brand | 23 | - | - | - | - | - |
| Total Revenue & Transfers | \$197 | - | - | - | - | - |
| Net Expenditure & Transfers | | | | | | |
| Reputation | 1,575 | 1,559 | 1,572 | (277) | 1,295 | 1,302 |
| Story & Brand | 1,147 | 889 | 1,441 | (169) | 1,272 | 1,271 |
| Total Net Expenditure & Transfers | \$2,722 | \$2,448 | \$3,013 | (\$446) | \$2,567 | \$2,573 |
| Total Net Operating Requirement | \$2,525 | \$2,448 | \$3,013 | (\$446) | \$2,567 | \$2,573 |

Explanation of Changes:

Proposed Reduction Strategies:

#15D Expense Reduction: External Services (\$6)

Reduction of external services/consultants as per vendor management reduction requirements of 4/3/2/1% (2019-2022).

#52D Service Level Reduction: Adjustment to Service Levels (\$440)

There is a potential reduction in internal service delivery. The impact on service levels will be mitigated through a reallocation of work.

Employee Services

Department - Employee Services

2019-2022 Budget - Department Summary by Branch

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Employee Relations & Compensation | 4 | - | _ | _ | - | - |
| Organizational Design & Development | 1 | - | - | - | - | _ |
| Talent Acquisition, Service & Solutions | 3 | - | - | - | - | - |
| Total Revenue & Transfers | \$8 | - | - | - | - | - |
| Net Expenditure & Transfers | | | | | | |
| Employee Relations & Compensation | 4,198 | 4,330 | 4,338 | - | 4,338 | 4,345 |
| Organizational Design & Development | 2,480 | 3,862 | 3,847 | (230) | 3,617 | 3,591 |
| Talent Acquisition, Service & Solutions | 12,691 | 12,870 | 13,056 | (732) | 12,324 | 12,481 |
| Workforce Safety & Employee Health | 6,980 | 6,418 | 6,316 | (325) | 5,991 | 5,969 |
| Total Net Expenditure & Transfers | \$26,349 | \$27,480 | \$27,557 | (\$1,287) | \$26,270 | \$26,386 |
| | | | | | | |
| Total Net Operating Requirement | \$26,341 | \$27,480 | \$27,557 | (\$1,287) | \$26,270 | \$26,386 |

Branch - Employee Relations & Compensation

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Labour Relations | 4 | - | - | - | - | - |
| Total Revenue & Transfers | \$4 | - | - | - | - | - |
| Net Expenditure & Transfers | | | | | | |
| Labour Relations | 4,198 | 4,330 | 4,338 | - | 4,338 | 4,345 |
| Total Net Expenditure & Transfers | \$4,198 | \$4,330 | \$4,338 | - | \$4,338 | \$4,345 |
| Total Net Operating Requirement | \$4,194 | \$4,330 | \$4,338 | | \$4,338 | \$4,345 |

Branch - Organizational Design & Development

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Organizational Design & Development | 1 | - | - | - | - | - |
| Total Revenue & Transfers | \$1 | - | - | - | - | - |
| Net Expenditure & Transfers Organizational Design & Development | 2,480 | 3,862 | 3,847 | (230) | 3,617 | 3,591 |
| Total Net Expenditure & Transfers | \$2,480 | \$3,862 | \$3,847 | (\$230) | \$3,617 | \$3,591 |
| | | | | | | |
| Total Net Operating Requirement | \$2,479 | \$3,862 | \$3,847 | (\$230) | \$3,617 | \$3,591 |

Explanation of Changes:

Proposed Reduction Strategies:

#85 Workforce Strategies: Reduction in FTEs (\$230)

The reduction in FTEs is due to the reduced need for in-person branch and training administrative support, and the fact that support services are being shared across the Employee Services Department.

Position eliminations may result in minor changes to service response time, if/when demand for in-person administrative work resumes. There is a low and controllable risk.

Branch - Talent Acquisition, Service & Solutions

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Talent Acquisition | 3 | - | - | - | - | - |
| Total Revenue & Transfers | \$3 | - | - | - | - | - |
| Net Expenditure & Transfers | | | | | | |
| Corporate Culture | 1,013 | - | - | - | - | - |
| Employee Service Centre | 2,941 | 2,744 | 2,762 | (160) | 2,602 | 2,621 |
| HR Consulting and Systems | 6,414 | 6,929 | 6,999 | (164) | 6,835 | 6,894 |
| Talent Acquisition | 2,323 | 3,197 | 3,295 | (408) | 2,887 | 2,966 |
| Total Net Expenditure & Transfers | \$12,691 | \$12,870 | \$13,056 | (\$732) | \$12,324 | \$12,481 |
| | | | | | | |
| Total Net Operating Requirement | \$12,688 | \$12,870 | \$13,056 | (\$732) | \$12,324 | \$12,481 |

Explanation of Changes:

Proposed Reduction Strategies:

#89 Workforce Strategies: Reduction in FTEs (\$682)

Position eliminations may result in minor changes to service primarily in response times. The impact of the reductions will be minimized through more effective use of the workforce. As an example, teams in talent acquisition are being optimized by being cross trained to support other teams in the section during various peak workload times to provide additional support in the areas of outreach and sourcing.

#33 Expense Reduction: Reduction to Cultural Commitments Awards (\$50)

The Cultural Commitments Awards program will be delivered in a more efficient, reimagined way.

Branch - Workforce Safety & Employee Health

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Total Revenue & Transfers | - | - | - | - | - | - |
| | | | | | | |
| Net Expenditure & Transfers | | | | | | |
| Corporate Safety & Health Services | 2,396 | 2,362 | 2,263 | (105) | 2,158 | 2,153 |
| Disability Management, Wellness & Mental Health | 1,913 | 1,827 | 1,814 | (129) | 1,685 | 1,659 |
| Occupational Health, Safety & Environment | 2,671 | 2,229 | 2,239 | (91) | 2,148 | 2,157 |
| Total Net Expenditure & Transfers | \$6,980 | \$6,418 | \$6,316 | (\$325) | \$5,991 | \$5,969 |
| | | | | | | |
| Total Net Operating Requirement | \$6,980 | \$6,418 | \$6,316 | (\$325) | \$5,991 | \$5,969 |

Explanation of Changes:

Proposed Reduction Strategies:

#94 Workforce Strategies: Reduction in FTEs (\$152)

Position eliminations may result in minor changes to service response times. Efforts to minimize delays will include recalibrating client portfolios and implementing new efficiencies in our service delivery model.

#34 Expense Reduction: External Services (\$173)

This represents a reduction in general professional services, non-legislated external medical services, and reductions in general branch administration costs. No service impact is expected.

Financial & Corporate Services

Department - Financial & Corporate Services

2019-2022 Budget - Department Summary by Branch

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Assessment & Taxation | 11 | _ | _ | _ | _ | _ |
| Corporate Procurement & Supply Services | 668 | 380 | 380 | _ | 380 | 380 |
| Financial Services | 1,882 | 1,722 | 2,235 | _ | 2,235 | 2,263 |
| Open City & Technology | 684 | 394 | 394 | _ | 394 | 394 |
| Real Estate | 19,423 | 12,165 | 11,239 | (386) | 10,853 | 8,597 |
| Total Revenue & Transfers | \$22,668 | \$14,661 | \$14,248 | (\$386) | \$13,862 | \$11,634 |
| | | | | | | |
| Net Expenditure & Transfers | | | | | | |
| Assessment & Taxation | 20,393 | 20,947 | 20,331 | (1,197) | 19,134 | 19,134 |
| Corporate Procurement & Supply Services | 18,781 | 14,405 | 13,487 | (500) | 12,987 | 12,759 |
| Financial Services | 20,345 | 21,606 | 21,579 | (1,139) | 20,440 | 20,364 |
| Open City & Technology | 49,410 | 51,671 | 51,164 | (1,735) | 49,429 | 48,321 |
| Real Estate | 43,130 | 40,959 | 40,197 | (1,158) | 39,039 | 38,256 |
| Total Net Expenditure & Transfers | \$152,059 | \$149,588 | \$146,758 | (\$5,729) | \$141,029 | \$138,834 |
| | | | | | | |
| Total Net Operating Requirement | \$129,391 | \$134,927 | \$132,510 | (\$5,343) | \$127,167 | \$127,200 |

Branch - Assessment & Taxation

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Taxation | 11 | _ | _ | _ | - | - |
| Total Revenue & Transfers | \$11 | - | - | - | - | - |
| | | | | | | |
| Net Expenditure & Transfers | | | | | | |
| Assessment | 17,838 | 18,026 | 17,407 | (1,197) | 16,210 | 16,185 |
| Taxation | 2,555 | 2,921 | 2,924 | - | 2,924 | 2,949 |
| Total Net Expenditure & Transfers | \$20,393 | \$20,947 | \$20,331 | (\$1,197) | \$19,134 | \$19,134 |
| | | | | | | |
| Total Net Operating Requirement | \$20,382 | \$20,947 | \$20,331 | (\$1,197) | \$19,134 | \$19,134 |

Explanation of Changes:

Proposed Reduction Strategies:

#1 Efficiencies: Property Assessment & Taxes E-Notices (\$70)

\$70 reduction in postage related to expected uptake in property owner subscription for electronic notices for tax assessments and tax notices. Savings of approximately \$2 per property registrant.

#72 Workforce Strategies: Vacancy Management and Other (\$1,127)

Through a vacancy management strategy the branch will eliminate vacant positions. The impact of service levels will be mitigated through a reallocation of work and a risk based approach to those reallocations.

A reduction through efficiencies due to various workforce strategies. The 2021 taxation year is extremely challenging due to real estate market volatility due to a depressed economy. In the event that assessment appeals do increase, reductions in staff resourcing could impact the City's capacity to adequately defend appeals and could result in tax revenue losses.

Branch - Corporate Procurement & Supply Services

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Corporate Print and Mail Services | 51 | _ | _ | _ | _ | _ |
| Supply Chain Management | 617 | 380 | 380 | _ | 380 | 380 |
| Total Revenue & Transfers | \$668 | \$380 | \$380 | _ | 380 | 380 |
| - | | | | | | |
| Net Expenditure & Transfers | | | | | | |
| Corporate Contracts & Continuous Improvement | 7,292 | 2,278 | 2,103 | - | 2,103 | 1,983 |
| Corporate Print and Mail Services | 603 | 1,083 | 915 | - | 915 | 921 |
| Procurement | 3,352 | 4,328 | 4,075 | (500) | 3,575 | 3,628 |
| Supply Chain Management | 7,534 | 6,716 | 6,394 | - | 6,394 | 6,227 |
| Total Net Expenditure & Transfers | \$18,781 | \$14,405 | \$13,487 | (\$500) | \$12,987 | \$12,759 |
| - | | | | | | |
| Total Net Operating Requirement | \$18,113 | \$14,025 | \$13,107 | (\$500) | \$12,607 | \$12,379 |

Explanation of Changes:

Proposed Reduction Strategies:

#78 Workforce Strategies: Vacancy Management and Other (\$500)

Reduction reflects the reduction of staff to optimize the staffing complement. The change may result in reductions in service levels to business partners relating to procurement and supply chain. The impact of service levels will be mitigated through a reallocation of work and a risk based approach to those reallocations. Reductions will be achieved by offering separation packages through the City's Workforce Transition Program.

Branch - Financial Services

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|------------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Corporate Accounting and Reporting | 363 | 130 | 430 | _ | 430 | 305 |
| Investment Management | 386 | 391 | 404 | _ | 404 | 417 |
| Treasury Management | 1,133 | 1,201 | 1,401 | _ | 1,401 | 1,541 |
| Total Revenue & Transfers | \$1,882 | \$1,722 | \$2,235 | - | \$2,235 | \$2,263 |
| Net Expenditure & Transfers | | | | | | |
| Budget Planning & Development | 2,982 | 2,884 | 2,907 | (329) | 2,578 | 2,592 |
| Business Financial Analytics | 7,686 | 7,887 | 7,460 | (265) | 7,195 | 7,237 |
| Corporate Accounting and Reporting | 5,931 | 6,097 | 6,614 | (545) | 6,069 | 5,957 |
| Investment Management | (3,360) | (2,792) | (2,789) | - | (2,789) | (2,847) |
| Treasury Management | 7,106 | 7,530 | 7,387 | - | 7,387 | 7,425 |
| Total Net Expenditure & Transfers | \$20,345 | \$21,606 | \$21,579 | (\$1,139) | \$20,440 | \$20,364 |
| | | | | <u> </u> | | |
| Total Net Operating Requirement | \$18,463 | \$19,884 | \$19,344 | (\$1,139) | \$18,205 | \$18,101 |

Explanation of Changes:

Proposed Reduction Strategies:

#79 Workforce Strategies: Vacancy Management and Other (\$706)

A reduction in the personnel budget due to various workforce strategies. Service level reductions may occur and the branch may be required to prioritize work to respond to current initiative or emerging issues. The Branch has undertaken steps to distribute and reallocate the key responsibilities of each of the positions being eliminated.

#23 Expense Reduction: Reduction to External Services (\$433)

A reduction in the budget for external services for the Branch to match the historic spending trend. This reduces ability to contract for external financial review services which will be mitigated within current resources. No service level reduction is anticipated.

Branch - Open City & Technology

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Corporate Data & Analytics | 4 | _ | _ | _ | _ | _ |
| Digital Enablement | 152 | _ | _ | _ | _ | _ |
| Technology Strategy and Planning | 525 | 394 | 394 | _ | 394 | 394 |
| Technology Transformation | 3 | - | _ | _ | _ | - |
| Total Revenue & Transfers | \$684 | \$394 | \$394 | - | 394 | 394 |
| Net Expenditure & Transfers | | | | | | |
| Business Resilience | 2,764 | 4,163 | 3,955 | _ | 3,955 | 4,074 |
| Corporate Data & Analytics | 5,202 | 4,864 | 5,846 | - | 5,846 | 5,870 |
| Digital Enablement | 1,747 | - | - | - | - | - |
| Technology Strategy and Planning | 4,431 | 5,955 | 5,837 | (580) | 5,257 | 4,416 |
| Technology Transformation | 35,266 | 36,689 | 35,526 | (1,155) | 34,371 | 33,961 |
| Total Net Expenditure & Transfers | \$49,410 | \$51,671 | \$51,164 | (\$1,735) | \$49,429 | \$48,321 |
| - | | | | | | |
| Total Net Operating Requirement | \$48,726 | \$51,277 | \$50,770 | (\$1,735) | \$49,035 | \$47,927 |

Explanation of Changes:

Proposed Reduction Strategies:

#84A Workforce Strategies: Vacancy Management (\$1,065)

A vacancy management strategy will be utilized to reduce the personnel budget by not filling select vacancies as individuals retire or resign. Service impact may be a loss of institutional knowledge.

#84B Workforce Strategies: Workforce Transition Program (\$580)

Reductions are anticipated to be achieved through the voluntary workforce transition program for staff who are eligible to retire or are considering leaving the organization. Service impact may be a loss of institutional knowledge. There is also a risk of not delivering IT plans to meet current corporate plans and expectations. Prioritization of plans and resources to meet IT requirements will continue to occur.

#27 Cost Reduction: ESNA Cloudlink Removal (\$90)

A reduction of \$90 related to ESNA Cloudlink. This is a switch of voicemail delivery to either Gmail or Cisco Unity for VoIP phone users. No service impact.

Branch - Real Estate

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| | | | | | | |
| Revenue & Transfers | | | | | | |
| Land Development | 7,200 | 3,940 | 3,075 | - | 3,075 | 2,217 |
| Property Services | 12,223 | 8,225 | 8,164 | (386) | 7,778 | 6,380 |
| Total Revenue & Transfers | \$19,423 | \$12,165 | \$11,239 | (\$386) | \$10,853 | \$8,597 |
| Net Expenditure & Transfers | 0.404 | 5.004 | 0.754 | (07) | 0.747 | 0.500 |
| Land Development | 8,421 | 5,224 | 3,754 | (37) | 3,717 | 3,588 |
| Property Services | 33,412 | 34,293 | 34,793 | (1,111) | 33,682 | 33,205 |
| Property Transactions | 1,297 | 1,442 | 1,650 | (10) | 1,640 | 1,463 |
| Total Net Expenditure & Transfers | \$43,130 | \$40,959 | \$40,197 | (\$1,158) | \$39,039 | \$38,256 |
| | | | | | | |
| Total Net Operating Requirement | \$23,707 | \$28,794 | \$28,958 | (\$772) | \$28,186 | \$29,659 |

Explanation of Changes:

Proposed Budget Increases:

Increase in building operating expenditures of \$252 as a result of the surrender and transfer of the Advanced Technology Building in the Edmonton Research Park by EEDC.

Proposed Budget Decreases:

Decrease in lease revenues of \$386 as a result of the surrender and transfer of the Advanced Technology Building in Edmonton Research Park by EEDC.

Proposed Reduction Strategies:

#29,30,31,32 Expense Reduction: Various (\$1,310)

A reduction in leased building operating costs of \$750 related to reduced operating costs per square foot in Edmonton Tower as well as \$403 reduction in rent and leased building operating costs associated with upcoming office space lease renewals. A reduction in utility costs of \$100 after the move of the Technology Data Centre. A reduction of \$57 as a result of various other reduction strategies. There are minimal anticipated impacts to service delivery.

#87 Workforce Strategies: Workforce Transition Program (\$100)

Workforce Transition Program - minimal anticipated impacts to service delivery.

Integrated Infrastructure Services

Department - Integrated Infrastructure Services

2019-2022 Budget - Department Summary by Branch

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Building Great Neighbourhoods and Open | 459 | _ | _ | _ | _ | _ |
| Spaces | | | | | | |
| Business Planning & Support | 793 | 462 | 962 | - | 962 | 962 |
| Infrastructure Delivery | 2,520 | - | - | - | - | - |
| Infrastructure Planning & Design | 2,789 | - | - | - | - | - |
| LRT Expansion & Renewal | 1,356 | 455 | 455 | - | 455 | 455 |
| Total Revenue & Transfers | \$7,917 | \$917 | \$1,417 | - | \$1,417 | \$1,417 |
| Net Expenditure & Transfers | | | | | | |
| Building Great Neighbourhoods and Open Spaces | 2,907 | 2,501 | 2,512 | - | 2,512 | 2,519 |
| Business Planning & Support | 6,286 | 8,449 | 8,509 | (1,140) | 7,369 | 7,285 |
| Infrastructure Delivery | 5,752 | 1,814 | 1,872 | - | 1,872 | 1,885 |
| Infrastructure Planning & Design | 12,901 | 9,491 | 7,241 | (123) | 7,118 | 7,006 |
| LRT Expansion & Renewal | 2,598 | 1,168 | 1,180 | - | 1,180 | 1,184 |
| Total Net Expenditure & Transfers | \$30,444 | \$23,423 | \$21,314 | (\$1,263) | \$20,051 | \$19,879 |
| | | | | | | |
| Total Net Operating Requirement | \$22,527 | \$22,506 | \$19,897 | (\$1,263) | \$18,634 | \$18,462 |

Branch - Building Great Neighbourhoods and Open Spaces

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Building Great Neighbourhoods Planning and Design | 1 | - | - | - | - | - |
| Open Space Infrastructure Delivery | 458 | - | - | - | - | - |
| Total Revenue & Transfers | \$459 | - | - | - | - | - |
| Net Expenditure & Transfers | | | | | | |
| Building Great Neighbourhoods Infrastructure Delivery | 620 | 1,354 | 1,357 | - | 1,357 | 1,361 |
| Building Great Neighbourhoods Planning and Design | (355) | (1,584) | (1,602) | - | (1,602) | (1,581) |
| Open Space Infrastructure Delivery | 1,104 | 1,001 | 1,021 | - | 1,021 | 1,032 |
| Open Space Planning and Design | 1,538 | 1,730 | 1,736 | - | 1,736 | 1,707 |
| Total Net Expenditure & Transfers | \$2,907 | \$2,501 | \$2,512 | - | \$2,512 | \$2,519 |
| | | | | | | |
| Total Net Operating Requirement | \$2,448 | \$2,501 | \$2,512 | - | \$2,512 | \$2,519 |

Branch - Business Planning & Support

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Department and Business Management | 243 | - | 500 | _ | 500 | 500 |
| Engineering Services | 517 | 444 | 444 | - | 444 | 444 |
| Workplace Systems | 33 | 18 | 18 | - | 18 | 18 |
| Total Revenue & Transfers | \$793 | \$462 | \$962 | - | \$962 | \$962 |
| Net Expenditure & Transfers Department and Business Management | 1,130 | 2,655 | 2,662 | (807) | 1,855 | 1,819 |
| Engineering Services | 1,627 | 3,140 | 3,170 | - | 3,170 | 3,116 |
| Project Management Centre of Excellence | 1,459 | 1,213 | 1,231 | - | 1,231 | 1,242 |
| Workplace Systems | 2,070 | 1,441 | 1,446 | (333) | 1,113 | 1,109 |
| Total Net Expenditure & Transfers | \$6,286 | \$8,449 | \$8,509 | (\$1,140) | \$7,369 | \$7,285 |
| | | | | | | |
| Total Net Operating Requirement | \$5,493 | \$7,987 | \$7,547 | (\$1,140) | \$6,407 | \$6,323 |

Explanation of Changes:

Proposed Reduction Strategies:

#73A Workforce Strategies: Vacancy Management (\$1,140)

The positions listed in BPS and the DCMO are vacant. Some of those positions have been recently vacated, while others are due to the hiring pause or a small change in structure. There is a need to fill project-related resources when a capital project warrants a project manager or coordinator, however current levels of the capital program are being managed with the current staffing complement.

Other changes within the department's structure created two of these vacancies that will not be required moving forward.

Therefore, IIS does not anticipate a service impact with these reductions.

Branch - Infrastructure Delivery

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Department and Business Management | 571 | - | - | - | - | - |
| Engineering Services | 1,945 | - | - | - | - | - |
| Workplace Systems | 4 | - | - | - | - | - |
| Total Revenue & Transfers | \$2,520 | - | - | - | - | - |
| Net Expenditure & Transfers | | | | | | |
| Facilities Infrastructure Delivery | 1,748 | 1,745 | 1,745 | - | 1,745 | 1,718 |
| Renewable Energy Systems | 2,568 | 170 | 172 | - | 172 | 173 |
| Transportation Infrastructure Delivery | 1,436 | (381) | (332) | - | (332) | (301) |
| Workplace Systems | - | 280 | 287 | - | 287 | 295 |
| Total Net Expenditure & Transfers | \$5,752 | \$1,814 | \$1,872 | - | \$1,872 | \$1,885 |
| | | | | | | |
| Total Net Operating Requirement | \$3,232 | \$1,814 | \$1,872 | - | \$1,872 | \$1,885 |

Branch - Infrastructure Planning & Design

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Facility Planning and Design | 2,767 | _ | _ | _ | _ | _ |
| Lifecycle Management | 2,707 | | _ | | | |
| Transportation Planning and Design | 14 | | _ | _ | _ | _ |
| Total Revenue & Transfers | \$2,789 | | | | | |
| Total Revenue & Transiers | Ψ2,709 | | | | | |
| Net Expenditure & Transfers | | | | | | |
| <unassigned></unassigned> | 8 | _ | _ | - | - | - |
| Facility Planning and Design | 6,621 | 5,403 | 3,084 | (123) | 2,961 | 2,832 |
| Lifecycle Management | 4,942 | 2,445 | 2,485 | - | 2,485 | 2,541 |
| Transportation Planning and Design | 1,298 | 1,297 | 1,324 | - | 1,324 | 1,289 |
| Yellowhead Trail Planning, Design and Delivery | 32 | 346 | 348 | - | 348 | 344 |
| Total Net Expenditure & Transfers | \$12,901 | \$9,491 | \$7,241 | (\$123) | \$7,118 | \$7,006 |
| . otta . tot Experianta. o a Transiono | Ψ.2,001 | Ψ0,101 | Ψ1,211 | (Ψ120) | Ψί,τιο | Ψ1,000 |
| Total Net Operating Requirement | \$10,112 | \$9,491 | \$7,241 | (\$123) | \$7,118 | \$7,006 |

Explanation of Changes:

Proposed Reduction Strategies:

#73B Workforce Strategies: Vacancy Management (\$123)

There is a need to fill project-related resources when a capital project warrants a project manager or coordinator, however current levels of the capital program are being managed with the current staffing complement.

Branch - LRT Expansion & Renewal

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| LRT Expansion and Renewal | 1,356 | 455 | 455 | - | 455 | 455 |
| Total Revenue & Transfers | \$1,356 | \$455 | \$455 | - | \$455 | \$455 |
| Net Expenditure & Transfers | | | | | | |
| Open Space Planning and Design | 2,598 | 1,168 | 1,180 | - | 1,180 | 1,184 |
| Total Net Expenditure & Transfers | \$2,598 | \$1,168 | \$1,180 | - | \$1,180 | \$1,184 |
| | | | | | | |
| Total Net Operating Requirement | \$1,242 | \$713 | \$725 | - | \$725 | \$729 |

Mayor & Councillor Offices

Department - Mayor & Councillor Offices

2019-2022 Budget - Department Summary by Branch

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Mayor & Councillor Offices | 33 | - | - | - | - | - |
| Total Revenue & Transfers | \$33 | - | - | - | - | - |
| Net Expenditure & Transfers | | | | | | |
| Mayor & Councillor Offices | 6,056 | 6,938 | 7,012 | 7 | 7,019 | 7,117 |
| Total Net Expenditure & Transfers | \$6,056 | \$6,938 | \$7,012 | \$7 | \$7,019 | \$7,117 |
| Total Not Operating Requirement | &c 023 | ¢6 029 | ¢7.042 | ¢7 | \$7.040 | ¢7 117 |
| Total Net Operating Requirement | \$6,023 | \$6,938 | \$7,012 | \$7 | \$7,019 | \$7,117 |

Branch - Mayor & Councillor Offices

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Mayor | 20 | | | | | |
| Councillor Offices | 13 | - | - | - | - | - |
| Total Revenue & Transfers | \$33 | - | - | - | - | - |
| Net Expenditure & Transfers | | | | | | |
| Mayor | 1,606 | 1,788 | 1,805 | | 1,805 | 1,823 |
| Councillor Offices | 4,450 | 5,150 | 5,207 | 7 | 5,214 | 5,294 |
| Total Net Expenditure & Transfers | \$6,056 | \$6,938 | \$7,012 | \$7 | \$7,019 | \$7,117 |
| Total Net Operating Requirement | \$6,023 | \$6,938 | \$7,012 | \$7 | \$7,019 | \$7,117 |

Explanation of Changes:

Proposed Budget Increases:

Flexible Spending Account (in dollars)

On October 19, 2020, City Council approved an increase to the Mayor and Councillors' budget to fund Recommendation 4.1 of the Independent Council Compensation Committee to switch from a Health Spending Account in the amount of \$500 per Council Member annually to a Flexible Spending Account Health Plan in the amount of \$3,600 per Council Member annually, effective after the Edmonton general election in 2021. All of the Committee's recommendations were approved by Council

This results in an annual budget increase of \$40,300, over 2021 and 2022.

Office of the City Auditor

Branch - Office of the City Auditor

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Total Revenue & Transfers | - | - | - | - | - | - |
| | | | | | | |
| Net Expenditure & Transfers | | | | | | |
| Office of the City Auditor | 2,534 | 2,661 | 2,688 | - | 2,688 | 2,713 |
| Total Net Expenditure & Transfers | \$2,534 | \$2,661 | \$2,688 | - | \$2,688 | \$2,713 |
| | | | | | | |
| Total Net Operating Requirement | \$2,534 | \$2,661 | \$2,688 | - | \$2,688 | \$2,713 |

Office of the City Manager

Department - Office of the City Manager

2019-2022 Budget - Department Summary by Branch

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Legal Services | 3 | _ | - | - | - | - |
| Office of the City Clerk | 892 | 732 | 2,375 | - | 2,375 | 732 |
| Total Revenue & Transfers | \$895 | \$732 | \$2,375 | - | \$2,375 | \$732 |
| Net Expenditure & Transfers | | | | | | |
| City Manager | 2,304 | 2,026 | 2,026 | (119) | 1,907 | 1,906 |
| Legal Services | 11,993 | 11,970 | 12,068 | (626) | 11,442 | 10,764 |
| Office of the City Clerk | 12,567 | 12,226 | 16,064 | 1,056 | 17,120 | 13,807 |
| Total Net Expenditure & Transfers | \$26,864 | \$26,222 | \$30,158 | \$311 | \$30,469 | \$26,477 |
| Total Net Operating Requirement | \$25,969 | \$25,490 | \$27,783 | \$311 | \$28,094 | \$25,745 |

Branch - City Manager

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Total Revenue & Transfers | - | - | - | - | - | - |
| | | | | | | |
| Net Expenditure & Transfers | | | | | | |
| City Manager | 2,304 | 2,026 | 2,026 | (119) | 1,907 | 1,906 |
| Total Net Expenditure & Transfers | \$2,304 | \$2,026 | \$2,026 | (\$119) | \$1,907 | \$1,906 |
| | | | | | | |
| Total Net Operating Requirement | \$2,304 | \$2,026 | \$2,026 | (\$119) | \$1,907 | \$1,906 |

Explanation of Changes:

| Proposed Reduction Strategies: |
|--|
| #83A Vacancy Management Strategy: Position Vacancy (\$119) |
| Ongoing cost savings through vacancy management. |

Branch - Legal Services

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved | 2021 Proposed Budget Changes | 2021 Proposed | 2022 Proposed |
|-----------------------------------|----------------|----------------------------|------------------|---------------------------------------|------------------|------------------|
| (\$000) | Actual | Buugei | Budget | Changes | Budget | Budget |
| Revenue & Transfers | | | | | | |
| Corporate Security | 3 | - | - | - | - | - |
| Total Revenue & Transfers | \$3 | - | - | - | - | - |
| | | | | | | |
| Net Expenditure & Transfers | | | | | | |
| Corporate Security | 1,796 | 1,956 | 1,961 | (140) | 1,821 | 1,828 |
| Legal Services | 8,513 | 8,326 | 8,400 | (486) | 7,914 | 7,208 |
| Risk Management | 1,684 | 1,688 | 1,707 | - | 1,707 | 1,728 |
| Total Net Expenditure & Transfers | \$11,993 | \$11,970 | \$12,068 | (\$626) | \$11,442 | \$10,764 |
| | | | | | | |
| Total Net Operating Requirement | \$11,990 | \$11,970 | \$12,068 | (\$626) | \$11,442 | \$10,764 |

Explanation of Changes:

Proposed Reduction Strategies:

#66 Service Level Reduction: (\$601)

This reduction is attributable to reducing resources. Savings by reducing hours of security service at City Hall Control Centre, reduced support for higher level industrial and commercial tax assessment hearings, and change in level of contractual legal review based on risk assessment. This reduction has the following risks: potential increase in judicial reviews for procedural errors; decreased capacity to develop and manage template procurement documents, which could result in increased litigation; longer timelines for processing of insurance claims that have regulatory timelines; and longer timelines for processing security card access.

#83B Workforce Strategies: (\$25)

This reduction is the result of a reclassification of a position.

#66 Service Level Reduction: Resource efficiencies (\$750 - 2022)

This 2022 reduction relates to savings that can be realized as a result of a decrease in resource needs and other related expenses. Those savings are dependent on changes in legislation.

Branch - Office of the City Clerk

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| (4000) | Hotaui | Buagot | Buagot | onangoo | Duaget | Baaget |
| Revenue & Transfers | | | | | | |
| Elections and Census | 395 | 213 | 1,856 | - | 1,856 | 213 |
| Governance, Tribunals, Corporate Information Governance and Administration | 497 | 519 | 519 | - | 519 | 519 |
| Total Revenue & Transfers | \$892 | \$732 | \$2,375 | - | \$2,375 | \$732 |
| Net Expenditure & Transfers Elections and Census | 2,691 | 1,172 | 5,016 | | 5,016 | 643 |
| | , | , | • | 1.050 | · · | |
| Governance, Tribunals, Corporate Information Governance and Administration Office of the Integrity Commissioner | 9,750 | 10,904 150 | 10,898 150 | 1,056 | 11,954 150 | 13,014 150 |
| Total Net Expenditure & Transfers | \$12,567 | \$12,226 | \$16,064 | \$1,056 | \$17,120 | \$13,807 |
| | | | | | | |
| Total Net Operating Requirement | \$11,675 | \$11,494 | \$13,689 | \$1,056 | \$14,745 | \$13,075 |

Explanation of Changes:

Proposed Budget Increases:

Memberships: \$470

This is a historical adjustment to fund Council-directed Memberships.

Shareholder Subsidy: 2021 \$1,017; 2022 \$1,023

At the Edmonton Global Extraordinary Shareholder meeting on October 22, 2020, a resolution was carried to increase shareholder contributions going forward. The impact to the City of Edmonton annual shareholder contribution equates to an increase from \$1,300 to \$3,300, over 2021 and 2022.

Proposed Reduction Strategies:

#67 Service Level Reduction: FTE Reduction (\$180)

Reduction of FTE count in line with service adjustment.

#99 Reduction Through Efficiencies: Tribunals Supervisor Consolidation (\$144)

Ongoing cost savings resulting from the Program and Service Review.

#83C Workforce Strategies: Vacancy Management (\$108)

Workforce Strategies - Ongoing cost savings through vacancy elimination.



Urban Form & Corporate Strategic Development

Department - Urban Form & Corporate Strategic Development

2019-2022 Budget - Department Summary by Branch

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| | | | | | | |
| Revenue & Transfers | 00.507 | 45 400 | 5 4.000 | (44.000) | 40.070 | 04.400 |
| City Planning | 39,507 | 45,468 | 51,963 | (11,290) | 40,673 | 61,199 |
| Corporate Strategy | - | - | - | - | - | - |
| Development Services | 65,355 | 66,184 | 66,463 | - | 66,463 | 66,075 |
| Economic & Environmental Sustainability | 6,322 | 1,500 | 1,486 | - | 1,486 | 1,451 |
| Total Revenue & Transfers | \$111,184 | \$113,152 | \$119,912 | (\$11,290) | \$108,622 | \$128,725 |
| Net Expenditure & Transfers | | | | | | |
| City Planning | 52,566 | 63,451 | 68,774 | (11,870) | 56,904 | 76,528 |
| Corporate Strategy | 5,628 | 5,328 | 5,335 | (256) | 5,079 | 5,079 |
| Development Services | 77,920 | 71,637 | 72,177 | (850) | 71,327 | 71,378 |
| Economic & Environmental Sustainability | 30,585 | 27,029 | 30,296 | (1,830) | 28,466 | 31,457 |
| Total Net Expenditure & Transfers | \$166,699 | \$167,445 | \$176,582 | (\$14,806) | \$161,776 | \$184,442 |
| | | | | | | |
| Total Net Operating Requirement | \$55,515 | \$54,293 | \$56,670 | (\$3,516) | \$53,154 | \$55,717 |

Branch - City Planning

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--------------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Policy Development | 2,081 | 10 | 10 | _ | 10 | 10 |
| Urban Analysis | 16 | - | - | _ | - | - |
| Urban Growth and Open Space Strategy | 37,410 | 45,458 | 51,953 | (11,290) | 40,663 | 61,189 |
| Total Revenue & Transfers | \$39,507 | \$45,468 | \$51,963 | (\$11,290) | \$40,673 | \$61,199 |
| | | | | | | |
| Net Expenditure & Transfers | | | | | | |
| Policy Development | 8,865 | 7,269 | 7,135 | (129) | 7,006 | 6,642 |
| Urban Analysis | 4,616 | 2,347 | 2,225 | (148) | 2,077 | 1,819 |
| Urban Growth and Open Space Strategy | 39,085 | 53,835 | 59,414 | (11,593) | 47,821 | 68,067 |
| Total Net Expenditure & Transfers | \$52,566 | \$63,451 | \$68,774 | (\$11,870) | \$56,904 | \$76,528 |
| - | | | | | | |
| Total Net Operating Requirement | \$13,059 | \$17,983 | \$16,811 | (\$580) | \$16,231 | \$15,329 |

Explanation of Changes:

Proposed Budget Decreases:

There is an economic adjustment for the Sanitary Servicing Strategy Fund (SSSF) program of the Urban Growth and Open Space Strategy Section.

Due to a decline in development growth activity, the revenue and expenditure forecast need to be adjusted lower to align with the current economic condition. This adjustment reduces project expenditures funded through SSSF by (11,290) in 2021 on a one-time basis to recognize slower growth needs, offset by reduced revenue collection of (\$1,657) million (expansion assessments, trunk charges and utility contributions) and a reduced transfer from the SSS reserve of (\$9,633). This adjustment does not impact the net tax levy.

Proposed Reduction Strategies:

#90 Workforce Strategies: Vacancy Management (\$581)

Work will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to external facing service levels are anticipated.

Branch - Corporate Strategy

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Enterprise Performance Management | - | - | - | - | - | - |
| Strategic Design | - | - | - | - | - | - |
| Total Revenue & Transfers | - | - | - | - | - | - |
| | | | | | | |
| Net Expenditure & Transfers | | | | | | |
| Business Performance | 1,715 | 2,018 | 2,010 | (256) | 1,754 | 1,742 |
| Enterprise Performance Management | 869 | - | - | - | - | - |
| Service Improvement | 1,294 | 1,326 | 1,329 | - | 1,329 | 1,334 |
| Strategic Design | 1,750 | 1,984 | 1,996 | - | 1,996 | 2,003 |
| Total Net Expenditure & Transfers | \$5,628 | \$5,328 | \$5,335 | (\$256) | \$5,079 | \$5,079 |
| | | | | | | |
| Total Net Operating Requirement | \$5,628 | \$5,328 | \$5,335 | (\$256) | \$5,079 | \$5,079 |

Explanation of Changes:

Proposed Reduction Strategies:

#91 Workforce Strategies: Vacancy Management (\$256)

Elimination of vacant FTEs, which will be offset by efficiencies gained through the Corporate Strategy Transformation Project. No impacts to service levels are anticipated.

Branch - Development Services

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|---|--|--|--|--|--|
| Davanua 9 Transfers | | | | | | |
| Revenue & Transfers Development & Zoning Services | 5,670 | 4,383 | 4,272 | _ | 4,272 | 4,136 |
| - | · | • | , | | · | |
| Planning Coordination & Operations | 55,535 | 58,442 | 57,713 | - | 57,713 | 57,482 |
| Subdivision & Development Coordination | 4,150 | 3,359 | 4,478 | - | 4,478 | 4,457 |
| Total Revenue & Transfers | \$65,355 | \$66,184 | \$66,463 | - | \$66,463 | \$66,075 |
| Net Expenditure & Transfers Development & Zoning Services Planning Coordination & Operations Safety Codes, Permits and Inspections Subdivision & Development Coordination Total Net Expenditure & Transfers | 17,569 37,818 15,662 6,871 \$77,920 | 17,339 24,939 16,620 12,739 \$71,637 | 17,378 24,077 16,892 13,830 \$72,177 | 37 (329) (117) (441) (\$850) | 17,415 23,748 16,775 13,389 \$71,327 | 15,998 25,102 16,864 13,414 \$71,378 |
| Total Net Operating Requirement | \$12,565 | \$5,453 | \$5,714 | (\$850) | \$4,864 | \$5,303 |

Explanation of Changes:

Proposed Reduction Strategies:

#92 Workforce Strategies: Vacancy Management (\$613)

Work will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are anticipated.

#62 Service Level Reduction: Eliminate Cannabis Positions (\$236)

Eliminate cannabis resources; processing of cannabis applications will be absorbed within existing resources and there will no longer be specific positions dedicated to cannabis applications. Implications to service levels are to be determined, as cannabis application volumes are not as high as when cannabis was first legalized.

Branch - Economic & Environmental Sustainability

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-------------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| City Environmental Strategies | 264 | 854 | 854 | _ | 854 | 854 |
| Economic Investment and Development | 347 | - | - | _ | - | - |
| Local & Emerging Economy | 115 | 441 | 441 | - | 441 | 441 |
| Regional Development | 5,426 | - | - | - | - | _ |
| Urban Renewal | 170 | 205 | 191 | - | 191 | 156 |
| Total Revenue & Transfers | \$6,322 | \$1,500 | \$1,486 | - | \$1,486 | \$1,451 |
| Net Expenditure & Transfers | | | | | | |
| City Environmental Strategies | 10,131 | 15,176 | 18,179 | (494) | 17,685 | 20,685 |
| Economic Investment and Development | 2,856 | 3,105 | 3,109 | (657) | 2,452 | 2,450 |
| Local & Emerging Economy | 4,642 | 5,674 | 5,963 | - | 5,963 | 5,994 |
| Regional Development | 12,298 | 2,350 | 2,341 | (226) | 2,115 | 2,112 |
| Urban Renewal | 658 | 724 | 704 | (453) | 251 | 216 |
| Total Net Expenditure & Transfers | \$30,585 | \$27,029 | \$30,296 | (\$1,830) | \$28,466 | \$31,457 |
| | | | | | | |
| Total Net Operating Requirement | \$24,263 | \$25,529 | \$28,810 | (\$1,830) | \$26,980 | \$30,006 |

Explanation of Changes:

Proposed Reduction Strategies:

#93 Workforce Strategies: Vacancy Management (\$888)

Work plans will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are anticipated. Includes (\$56) of overtime.

#19 Expense Reduction: Funding Adjustment (\$453)

Funding adjustment from tax levy to Downtown CRL in the Urban Renewal Section - includes 2 FTEs. There are no service level impacts and no anticipated impacts to current projected milestones for the Downtown CRL.

#20 Expense Reductions: Reduce Renewable Energy Certificate (REC) (\$339)

Equates to a 5% reduction to the approved REC budget and will modestly impact environmental targets. Additional time will be required to progress towards 100% coverage of the green energy budget that is targeted for 2023.

#21 Expense Reductions: Reduction in External Services (\$150)

Consulting reductions through efficiencies; reducing the external services budget through ongoing vendor management. No impacts to service levels are anticipated.

2019 - 2022 Budget - Department Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| | | | | | | |
| Revenue & Transfers | 50.054 | 45.000 | 40.000 | | 40.000 | 00.000 |
| Automated Enforcement | 52,851 | 45,690 | 40,880 | - | 40,880 | 38,290 |
| Capital Project Financing | 263,408 | 259,020 | 253,130 | (16,035) | 237,095 | 239,292 |
| Corporate Expenditures | 1,060 | 837 | 853 | - | 853 | 868 |
| Corporate Revenues | 398,779 | 398,540 | 399,356 | 7,766 | 407,122 | 410,008 |
| Taxation Expenditures | 5,734 | 5,000 | 5,000 | - | 5,000 | 5,300 |
| Total Revenue & Transfers | \$721,832 | \$709,087 | \$699,219 | (\$8,269) | \$690,950 | \$693,758 |
| Net Expenditure & Transfers | | | | | | |
| Automated Enforcement | 52,851 | 45,690 | 40,880 | - | 40,880 | 38,290 |
| Capital Project Financing | 428,236 | 445,549 | 467,367 | (15,294) | 452,073 | 467,948 |
| Corporate Expenditures | 104,391 | 31,490 | 65,249 | (8,698) | 56,551 | 89,501 |
| Corporate Revenues | 1,812 | 89 | 2,300 | - | 2,300 | 91 |
| Neighbourhood Renewal | 155,946 | 155,946 | 161,326 | - | 161,326 | 166,626 |
| Taxation Expenditures | 15,878 | 12,300 | 12,300 | - | 12,300 | 12,300 |
| Valley Line LRT | 35,800 | 46,100 | 51,400 | - | 51,400 | 57,100 |
| Total Net Expenditure & Transfers | \$794,914 | \$737,164 | \$800,822 | (\$23,992) | \$776,830 | \$831,856 |
| | | | | | | |
| Total Net Operating Requirement | \$73,082 | \$28,077 | \$101,603 | (\$15,723) | \$85,880 | \$138,098 |

Explanation of Changes:

Proposed Net Operating Requirement Decrease:

Net Revenue & Transfers

Capital Project Financing - Revenues (\$16,035)

Lower investment earnings of (\$13,047) as a result of market conditions offset with a reduced transfer to capital (below). No net impact to the tax levy.

Lower transfer from the LRT Reserve of (\$7,684) as a result of lower budgeted financing costs for the Valley Line Southeast LRT to reflect revisions in the project schedule. No net impact to the tax levy.

Higher Local Improvement revenue of \$4,510 as a result of the anticipated completion of local improvement construction projects with an increased transfer to the Local Improvement Reserve (below). No net impact to the tax levy.

An increase in the transfer from the Interim Reserve of \$186 to offset an increase in non-CRL debt charges that will be incurred in relation to the Downtown Arena to true up to the budget to the actual debt servicing. No net impact to the tax levy.

2019 - 2022 Budget - Department Summary by Program

Explanation of Changes, continued:

Corporate Revenues \$7,766

Annual Adjustments \$7,366

Increase in revenue related to ATCO Gas Franchise Fees \$11,016 reflecting an increase in delivery tariff rates on which the franchise fee calculation is based.

Increased revenue for Business Licensing of \$89. Business Licensing is budgeted in the Development Services branch, within Urban Form and Corporate Strategic Development. The balance of the business licensing revenues in excess of related expenses each year is transferred to Corporate Revenues.

A decrease in EPCOR Franchise Fees of (\$2,539) as a result of forecasted changes in volume and inflationary increases. Franchise fees received from EPCOR are related to power, water, wastewater treatment, and drainage and are calculated in accordance with corresponding agreements.

A decrease in Tag/Fine Revenues (\$1,200) within the 2021 budget based on prior year trending of actual tag/fine revenues.

#48 Increased Revenue/Recovery: Proposed Reduction Strategies \$400

Increased Revenue/Recovery of \$400 for additional dividend received from Land Enterprise.

Net Expenditure & Transfers

Capital Project Financing - Expenses (\$15,294)

Lower transfer to capital of (\$13,047) as a result of lower investment earnings resulting from unfavourable market conditions in the year (above). No net impact to the tax levy.

Lower budget required for financing costs for the Valley Line Southeast LRT of (\$7,684) to reflect revisions in the project schedule for the Valley Line Southeast LRT. Offset by a lower transfer from the LRT Reserve (above). No net impact to the tax levy.

Higher transfer to the Local Improvement Reserve of \$4,510 as a result of anticipated completion of local improvement construction projects (above). No net impact to the tax levy.

An increase in non-CRL debt charges of \$186 that will be incurred in relation to the Downtown Arena to true up to the budget to the actual debt servicing. This is offset by an increased transfer from the Interim Financing Reserve (above). No net impact to the tax levy.

An increase to the net operating expense of \$741 to adjust the tax supported debt servicing budget to reflect the revised timing of borrowing for capital projects.

2019 - 2022 Budget - Department Summary by Program

Explanation of Changes, continued:

Corporate Expenditures (\$8,698)

Annual Adjustments (\$2,820)

Reduction in the Financial Strategies budget of (\$2,654). The Financial Strategies budget provides flexibility for unknown amounts. This budget will be redistributed to the appropriate programs as factors become known.

Reduced transfer to the Revolving Industrial Servicing Fund (RISF) Reserve (\$166). The transfer is equal to 50% of the incremental property tax revenue from the end-user developments. Further information on the RISF can be found in the Reserves Funds (Supplementary Information) section of the budget.

Proposed Reduction Strategies (\$5,878)

#75,76,77 Workforce Strategies - reductions of (\$4,915) including consolidation strategies, vacancy management and merit. Consolidation strategies includes a reduction for anticipated savings for the consolidation of the Corporate Strategy Function within the newly created Service Innovation and Performance Branch within Corporate and Financial Services. Reduction in the maximum allowable merit increase of 2.5%. Management employees eligible for merit adjustments will receive a maximum increase of 2.5% (down from a maximum increase of 5%), this is expected to impact a number of management employees.

#17 Expense Reduction - Reduction in training of (\$520) reflected within corporate expenditures. Training budgets in branches will be reduced to the corporate average per full time equivalent. Administrative budget adjustments will transfer these reductions to the applicable branches once the allocations are finalized. Budgets for mandatory, legislative and required safety training will be preserved. The impact to staff can be mitigated by shifting to internal training.

#18 Expense Reduction - Reduction of hosting in (\$443) is included within corporate expenditures to reflect the reduction of hosting across the corporation eliminating hosting for internal events. Administrative budget adjustments will transfer these reductions to the applicable branches once the allocations are finalized.

Boards and Commissions

Branch - Federation of Community Leagues

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers Total Revenue & Transfers | - | - | - | - | - | - |
| Net Expenditure & Transfers | | | | | | |
| Federation of Community Leagues | 6,031 | 6,238 | 6,238 | (500) | 5,738 | 5,738 |
| Total Net Expenditure & Transfers | \$6,031 | \$6,238 | \$6,238 | (\$500) | \$5,738 | \$5,738 |
| Total Net Operating Requirement | \$6,031 | \$6,238 | \$6,238 | (\$500) | \$5,738 | \$5,738 |

Proposed Reduction Strategies:

#41 Funding to Partners: Reduced Grant Payment (\$500)

Since the inception of the CLIP program in 2011 there has been less than \$1,600 in small and intermediate grant requests annually. Each year there are two to three new, large projects (usually new halls) that utilize about \$1,000 of CLIP. All leagues currently proceeding with new halls have approved funding. When leagues decide to build a hall, it typically takes them at least two years to raise matching funds. Reducing CLIP by \$500 in each of 2021 and 2022 would still enable the City to fund necessary rehabilitation and renovation projects but would effectively pause investment in new halls and facilities until a review of the current approach can be completed.

Municipal Enterprises & Community Revitalization Levies

Branch - Blatchford Redevelopment Project

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Blatchford Redevelopment | 6,008 | 16,525 | 22,304 | - | 22,304 | 28,785 |
| Total Revenue & Transfers | \$6,008 | \$16,525 | \$22,304 | - | \$22,304 | \$28,785 |
| Net Expenditure & Transfers Blatchford Redevelopment | 8.803 | 18.392 | 15.884 | _ | 15.884 | 30,787 |
| Total Net Expenditure & Transfers | \$8,803 | \$18,392 | \$15,884 | - | \$15,884 | \$30,787 |
| | | | | | | |
| Net Income/(Loss) | (\$2,795) | (\$1,867) | \$6,420 | - | \$6,420 | (\$2,002) |

Branch - Land Enterprise

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted | 2021 Approved | 2021 Proposed Budget | 2021 Proposed | 2022 Proposed |
|--|----------------|------------------|------------------|----------------------------|------------------|------------------|
| (\$000) | Actual | Budget | Budget | Changes | Budget | Budget |
| Revenue & Transfers | | | | | | |
| Land Development | 23,160 | 21,284 | 17,894 | - | 17,894 | 28,597 |
| Land for Future Municipal Purposes | 314 | 14,881 | 5,256 | - | 5,256 | 11,313 |
| Total Revenue & Transfers | \$23,474 | \$36,165 | \$23,150 | - | \$23,150 | \$39,910 |
| Net Expenditure & Transfers | | | | | | |
| Land Development | 12,449 | 18,249 | 15,718 | - | 15,718 | 26,746 |
| Land for Future Municipal Purposes | 2,519 | 10,740 | 5,431 | - | 5,431 | 9,524 |
| Total Net Expenditure & Transfers | \$14,968 | \$28,989 | \$21,149 | - | \$21,149 | \$36,270 |
| | | | | | | |
| Net Income/(Loss) | \$8,506 | \$7,176 | \$2,001 | - | \$2,001 | \$3,640 |

Department - Community Revitalization Levies

2019-2022 Budget - Department Summary by Branch

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| | | | | | | |
| Revenue & Transfers | | | | | | |
| Belvedere CRL | 1,997 | 3,886 | 4,573 | - | 4,573 | 7,265 |
| Capital City Downtown CRL | 27,349 | 32,365 | 35,134 | - | 35,134 | 37,786 |
| The Quarters Downtown CRL* | 4,907 | 6,403 | 7,985 | - | 7,985 | 9,096 |
| Total Revenue & Transfers | \$34,253 | \$42,654 | \$47,692 | - | \$47,692 | \$54,147 |
| Net Expenditure & Transfers | | | | | | |
| Belvedere CRL | 1,997 | 3,886 | 4,573 | - | 4,573 | 7,265 |
| Capital City Downtown CRL | 27,349 | 32,365 | 35,134 | - | 35,134 | 37,786 |
| The Quarters Downtown CRL* | 4,765 | 6,403 | 7,985 | - | 7,985 | 9,096 |
| Total Net Expenditure & Transfers | \$34,111 | \$42,654 | \$47,692 | - | \$47,692 | \$54,147 |
| | | | | | | |
| Total Net Operating Requirement | (\$142) | - | - | - | - | - |

^{*2019} and prior year actuals are reflected in the Corporate Summary for tax supported departments. 100% reserve funding begins 2020.

Branch - Belvedere CRL

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Belvedere CRL | 1,997 | 3,886 | 4,573 | - | 4,573 | 7,265 |
| Total Revenue & Transfers | \$1,997 | \$3,886 | \$4,573 | - | \$4,573 | \$7,265 |
| Net Expenditure & Transfers | | | | | | |
| Belvedere CRL | 1,997 | 3,886 | 4,573 | - | 4,573 | 7,265 |
| Total Net Expenditure & Transfers | \$1,997 | \$3,886 | \$4,573 | - | \$4,573 | \$7,265 |
| Net Income/(Loss) | - | - | - | - | - | - |

Branch - Capital City Downtown CRL

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|--|--------------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| Capital City Downtown CRL | 27,349 | 32,365 | 35,134 | _ | 35,134 | 37,786 |
| Total Revenue & Transfers | \$27,349 | \$32,365 | \$35,134 | - | \$35,134 | \$37,786 |
| Net Expenditure & Transfers | 27.240 | 22.265 | 25 124 | | 25 424 | 27 706 |
| Capital City Downtown CRL Total Net Expenditure & Transfers | 27,349 \$27,349 | 32,365 \$32,365 | 35,134 \$35,134 | <u>-</u> | 35,134 \$35,134 | 37,786 \$37,786 |
| Net Income/(Loss) | 421,010 | - | ψου, 10 T | | φου, το τ | - |

Explanation of Changes:

Proposed Budget Increases:

\$319 Funding adjustment from Tax Levy to Reserve, for the personnel portion of the Urban Renewal section to better align funding with services. There are no service level impacts and no anticipated impacts to current projected milestones for the Downtown CRL. Offset with a reduction to transfer to reserve expense.

Proposed Budget Decreases:

(\$319) Reduction to transfer to reserve expense to offset the increase to the personnel for the funding transfer of FTEs from tax levy to reserve. No net impact to revenue or expenditures.

Branch - The Quarters Downtown CRL

2019-2022 Budget - Branch Summary by Program

| (\$000) | 2019 Actual* | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|-----------------------------------|-----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Revenue & Transfers | | | | | | |
| The Quarters Downtown CRL | 4,907 | 6,403 | 7,985 | - | 7,985 | 9,096 |
| Total Revenue & Transfers | \$4,907 | \$6,403 | \$7,985 | - | \$7,985 | \$9,096 |
| Net Expenditure & Transfers | | | | | | |
| The Quarters Downtown CRL | 4,765 | 6,403 | 7,985 | - | 7,985 | 9,096 |
| Total Net Expenditure & Transfers | \$4,765 | \$6,403 | \$7,985 | - | \$7,985 | \$9,096 |
| Net Income/(Loss) | (\$142) | - | - | - | - | - |

^{*2019} and prior year actuals are reflected in the Corporate Summary for tax supported departments. 100% reserve funding begins 2020.



Priority Based Budgeting

Priority-Based Budget for 2021- 2022 (Limited Scope) - Operating

Priority Based Budget Process

Priority Based Budget (PBB) provides a methodical process to establish a comprehensive multi-year budget centered around Council's strategic goals and priorities. The PBB approach generally involves the following main steps:

1. Determine services

The first step in the PBB process is determining the services to evaluate against priorities. This step is ever-evolving to determine the appropriate level of services that provides meaningful insight. As a modern municipal corporation, the City of Edmonton identified 73 different lines of service, many of which cross departments and branches within the organization. Administration considered the level of detail required for certain service lines to make well informed budget decisions. Administration identified sub-services for the purposes of PBB based on the services used for the original development of the 2019-2022 operating budget. As a result, a total of 182 distinct services were evaluated and prioritized for the Fall 2020 Supplemental Operating Budget Adjustment (SOBA).

2. Cost of services

Once the services are defined, the full cost of each is determined. The existing 2021 and 2022 operating budgets were allocated to the 182 services to analyze the City's operating budget through a service lens.

3. <u>Identify priorities</u>

Following best practice in PBB, each service is evaluated according to a consistent set of operating criteria known as "Basic Program Attributes":

Mandated to Provide Service - Degree to which the City is mandated or legislated to provide the service.

Reliance on City to Provide Service - Degree to which citizens and employees rely on the City to provide the service, regardless of *how* the City decides to best provide such service (e.g. internally or contracted).

Portion of Community or Organization Served - Portion of citizens or employees supported through the service provided. Services discretionary in nature are evaluated based on the utilization of the service. Non-discretionary services (e.g. emergency response) are assessed based on the availability to serve the community or organization.

Demand of Service - Degree to which the change in demand for the service has decreased or increased, both historically and anticipated in years ahead, prior to

impacts of the COVID-19 pandemic. At this time the long term impacts on service level demand as a result of COVID-19 are unknown. This will be assessed again through full scope Priority Based Budgeting for the 2023-2026 budget cycle once further information on the long term effects of the pandemic are better known.

Cost Recovery - Extent to which a service's costs are recovered from external resources. Cost recovery can be used to determine revenue generation opportunities through increased user fees where appropriate. Assessing user fees is important, and it will take time and consultation to implement meaningful changes. This work will be guided by Reimagine initiatives and based on City Policy *C624 Fiscal Policy for Revenue Generation* approved by Council on November 2, 2020. The evaluation of services' cost recovery levels in PBB will help determine revenue generation opportunities through the full scope PBB work plan for the 2023-2026 operating budget.

In addition to the operational criteria above, an organization must identify the priorities in which to base the budget upon. This process should align to the City's strategic plans. For the implementation of PBB in 2020's SOBA, Administration identified services as either public facing or support programs, and evaluated them against the Corporate Business Plans service or support objectives accordingly.

Identifying Priorities

OPERATIONAL CRITERIA

Mandated to Provide Service

Reliance on City to Provide Service

Portion of Community or Organization Served

Demand of Service

Cost Recovery of Service

STRATEGIC CRITERIA

| Service Objectives | Support Objectives |
|----------------------------|--------------------------------------|
| Public facing services | Internal support services |
| Recreation & Culture | People, Relationships & Partnerships |
| Social Support | Project & Asset Management |
| Civic Services | Strategy & Business |
| Public Safety | Technology & Data |
| Community Development | Employee Experience & Safety |
| Movement of People & Goods | Environmental Stewardship |
| Land Development | Financial Management |
| Economic Development | |
| Environmental Protection | |

4. Evaluate services against priorities

All services were scored against the five operational criteria on a scale of 0-4, based on specific definitions and underlying assumptions.

In addition, public facing services were scored against strategic criteria using the nine service objectives, and support services scored against the seven support objectives. Scoring considered if each service had a direct, indirect, or limited to no impact for each objective. Consideration was based on the degree of

influence and decision-making abilities the service has in contributing to each objective.

Each City department completed a self-score based on the background and expertise of their own services. All scores were then peer-reviewed through several cross-departmental groups to ensure consistency, transparency and accuracy in the final evaluation.

5. Analyze insights and provide recommendations

The final results of the evaluation process have been summarized and presented in four quadrants. The descriptions below generally describe the resulting reasons for a service being in each of the quadrants.

Quadrant 1 - identifies services that scored high on the operational criteria and were also highly aligned with the strategic criteria.

Quadrants 2 and 3 - indicates that services may have scored higher on a combination of either the operational or the strategic criteria.

Quadrant 4 - indicates services that may have scored higher on either the operational criteria or strategic criteria, but generally not both.

Lower quadrants (3 and 4) are not indicative of a service being less important or necessary to the organization and do not rationalize more reductions than services in higher quadrants (1 and 2). Often services provided in higher quadrants are critical for the organization and are allocated a larger portion of the overall budget. This also means that these services have a greater opportunity for cost savings and efficiencies.

The different quadrants provide insight on varying solutions to maximize effectiveness of the service's delivery including, but not limited to:

- partnership with other orders of government,
- efficiency opportunities, reallocation of resources,
- service increase, or
- service reductions depending on the aspects of where a service scored higher or lower.

These insights will be further assessed as a part of the implementation of full priority-based budgeting for the 2023-2026 development.

<u>Limited Scope PBB and Full Scope PBB</u>

A full PBB process can take several months to fully implement for the development of a multi-year budget. On May 25, 2020, City Council motioned "that the prioritized budgeting process be advanced to provide a prioritized list of programs and services"

and be brought back for the Fall 2020 Supplemental Operating Budget Adjustment. Considering the time available to advance the PBB process to assist with current budget challenges, Administration implemented the process on a limited scope basis. Some of the key differences between the limited scope and full scope PBB process are highlighted below.

| Steps | PBB Limited Scope (2021-2022 Budget) | PBB Full Scope (2023-2026 Budget) |
|--|---|---|
| Determine Services | Used existing budgeted services Not consistent across the organization | Consistent definition of services Similar level of services across the City |
| Costing of Services | Partial costing of services Indirect costs not fully allocated | Full costing of services |
| Identification of Priorities | Used priorities from Corporate Business Plan and did not prioritize based on input from Council | Priorities discussed and prioritized with Council |
| Analyze findings and provide recommendations (Insights) | Heavily focused on budget reductions | Enterprise Performance Management used to determine effectiveness of service Enterprise Risk Management used to determine risks to be addressed Assessment of new services required Reallocation of resources to meet needs of citizens New revenue generation opportunities Partnership, regionalization opportunities Efficiency opportunities Service level assessments Cost reduction opportunities |

PRIORITY BASED BUDGETING

QUADRANT SUMMARY

All City of Edmonton services were scored and evaluated against a defined set of operational and strategic criteria. The results are represented in four quadrants based on the degree of alignment to the criteria.

Additional details on reduction strategies and impacts are provided in the Department & Branch Summary Tables section of this attachment.

| | QUADRANT 1 | |
|-----------|---------------------|-----------|
| \$ | # Services | 29 |
| š | Total Budget | \$548.3 M |
| • | Total Reductions | \$22.8 M |
| • | % of Budget Reduced | 4.2% |
| _ | # Services impacted | 19 |
| | | |

| q | UADRANT 2 | |
|-----------|---------------------|--------|
| \$ | # Services | 75 |
| \$ | Total Budget \$4 | 50.2 M |
| • | Total Reductions | 18.7 M |
| • | % of Budget Reduced | 4.2% |
| • | # Services impacted | 31 |
| | | |

| q | UADRANT 3 | |
|-----------|---------------------|----------|
| \$ | # Services | 52 |
| š | Total Budget | \$92.4 M |
| • | Total Reductions | \$4.5 M |
| • | % of Budget Reduced | 4.9% |
| • | # Services Impacted | 19 |
| | | |

| QUADRANT 4 | |
|----------------------|----------------|
| # Services | 26 |
| Total Budget | \$66.8 M |
| ▼ Total Reductions | \$3.8 M |
| ▼ % of Budget Reduc | ed 5.7% |
| ▼ # Services Impacte | d 12 |
| | |

^{*}Corporate wide budget reduction strategies within Corporate Expenditures and Revenues have not been allocated to specific services at this time. As a result the reduction strategies by quadrant do not include corporate wide budget strategies.

Page 650 of 1367



Priority Based Budgeting Limited Scope

SERVICES BY OUADRANT



QUADRANT ONE

Comms Bridge & Structure Maintenance

Civic Agencies

Corporate Accounting & Reporting:

Corporate Budget Planning & Consolidation

Corporate Safety & Health

TOTAL BUDGET **\$548 M**

Disability Management & Mental Health

Emergency Management & Planning

29 SERVICES

REDUCTIONS \$23 M

% OF BUDGET REDUCED 4.2%

Bus & LRT

City Manager's Office

Capital & Operating

Facility Management Fire Rescue Emergency Response Communications

Lahour Relations

Engineering

Fleet Procurement & Fuel

Land Use Planning: Policy Development

Legal

Lifecycle Management Municipal Fleet Maintenance

Occupational Health & Safety

Parks & Open Space Management Pavroll

Risk Management

Road & Sidewalk Maintenance & Operations

Snow & Ice Control **Technology Planning**

Traffic Operations

Traffic Safety & Automated Enforcement

QUADRANT TWO

75 SERVICES

REDUCTIONS \$19 M

% OF BUDGET REDUCED 4.2%

Accounts Payable

Accounts Receivable & Remittance Processing

Affordable Housing Strategy

Animal Care

Assessment & Taxation Support

Assessment Valuation, inc. Support & Systems Management

Building Great Neighbourhoods Planning Design & Delivery

Business Solutions and Solution Delivery, inc. Infrastructure Operations & Leadership

Business, Budget & Workforce Development Services, inc. Project Management Support

Bylaw & Provincial Act Enforcement: Safety Codes, Permits & Inspections

Bylaw Ticket Administration

Cemetery Operations & Sales

City Clerk's Office

Community & Cultural Grants

TOTAL BUDGET \$450 M

Corporate Data & Analytics Corporate Security

Corporate Strategy: Strategic Design

Corporate Training

Creative & Digital

Department Financial Planning, Analysis & Reporting

Development: Development & Zoning,

Subdivision & Development Coord Development: Planning Coord & Operations

Diversity Advisory & Community Group Capacity Building

Elections/Census/Ward Boundaries inc. Annual Election Costs

Enforcement, inc. Animal Bylaw Enforcement

Environmental Strategies

Facilities & Transportation Delivery

Facility Infrastructure Planning & Design Fire Investigations

e-Learning Fire Suppression, Medical, Rescue Emergency

Event Response & Emergency Response Technology Management

Fire Rescue Recruitment, Training &

Fire: Prevention, Safety Public Ed, Protection Engineering

Inside Information

Integrated Service Center

Land Development

Land Use Planning: Planning Coord Land Use Planning: Urban Growth &

Open Space Strategy

Leasing

LRT Infrastructure Delivery

Media Relations, Issues & Crisis

Open Space Infrastructure Planning,

Design & (Parks) Delivery

Organizational Design & Transformation

Paratransit

Park Ranger

Procurement, Corporate Contracts & Continuous Improvement

Property Management Services

Public Engagement

Recruitment

Regional Development

Renewable Energy Systems

Respect in the Workplace

Safety Codes Plans Examination & Inspections

Tax Accounting & Collection

Transit Fleet Maintenance

Transportation Infrastructure Planning

& Design Urban Renewal

Waste Management: Collection

Waste Management: Processing & Disposal

Yellowhead Trail Freeway Conversion Zoo Operations & Programming

QUADRANT THREE

Blatchford Land Development

Blatchford Renewable Energy Utility

Branch Operations

Business Licensing

Bylaw & Provincial Act Enforcement:

Cash Consulting

Community Group Capacity Building Community Relations

TOTAL BUDGET \$92 M

52 SERVICES

REDUCTIONS \$5 M

REDUCTIONS \$4 M

% OF BUDGET REDUCED 4.9%

Appraisal

Development & Zoning

Capital City Clean Up

City Archives & City Artifact Operations

Contract & Inventory Management

Corporate Information Services

Corporate Memberships and Records Corporate Strategy: Business Performance and Enterprise Performance Management

Direct Special Event Delivery Economic Development, inc. Local & Emerging

Economy Enterprise Land Development

Event Attraction & Sponsorship External Relations & Intergovernmental Coord

Fire Hydrant Maintenance & Repair Contract Fire Rescue Facilities, Fleet & Equipment Management

Front Counter Service, Revenue Strategy and

Governance & Legislative Services & Council Liaison Team

Individual & Family Well Being, Elder Abuse & Spousal Violence Intervention

Industrial Investment

Inspection

Investment Management

Land Management Land Use Planning: Urban Analysis

Mail Delivery Office of the Integrity Commissioner Other Events/Sponsorships

Pest Management

Property Acquisitions & Sales

Property Sales

Protocol

Public Communications

Specialized Facility Operations &

Programming Strategic Initiative Management Service

Survey

Tenant Advisory Services

Tribunals Urhan Renewal

QUADRANT FOUR

Coin Processing

Corporate Policy

Council Communications Support

Festival & Event Coord/Partnership Development/Orange Hub

TOTAL BUDGET \$67 M

Financial Planning, Records & Contract

Fire Rescue Accreditation & Continuous

Improvement Processes Fire Rescue Employee Health & Wellness Programming

Golf Operations

26 SERVICES

Neighbourhood Capacity Building Outdoor Facility and Parks Operations and

> Partnership Strategy & Organizational Development

Indoor Facility Operations and Programming

Printing

Stadium & Sport Field Operations

% OF BUDGET REDUCED **5.7%**

Strategic Foresight & Policy Development Warehousing & Logistics

Page 65⁴⁰ of 1367

| QUADRA | | |
|--------|--|--|
| | | |

| DEPARTMENT | | 2021 Budget | Budget Reduction | |
|---|--|---------------------------|-------------------------|------------------|
| Branch | Service | Net Requirement | Net Reduction | % Reduced |
| CITIZEN SERVICES | | | | |
| Fire Rescue Services | Emergency Management & Planning | \$1,370 | \$0 | 0% |
| | Fire Rescue Emergency Response Communications | \$6,251 | \$0 | 0% |
| | | \$7,621 | \$0 | 0% |
| CITY OPERATIONS | | | | |
| Edmonton Transit | Bus & LRT | \$213,354 | -\$2,514 | -19 |
| Fleet & Facility Services | Facility Management | \$68,494 | -\$4,705 | -7% |
| , | Fleet Procurement & Fuel | \$10,893 | -\$607 | -6% |
| | Municipal Fleet Maintenance | -\$8,841 | -\$1,303 | 15% |
| Parks & Roads Services | Bridge & Structure Maintenance | \$11,534 | -\$656 | -6% |
| | Parks & Open Space Management | \$58,151 | -\$3,446 | |
| | Road & Sidewalk Maintenance & Operations | \$57,069 | -\$6,459 | -11% |
| | Snow & Ice Control | \$59,873 | \$0 | 0% |
| | Traffic Operations | \$18,572 | -\$750 | -4% |
| | Traffic Safety & Automated Enforcement | -\$1,014 | \$0 | 0% |
| | | \$488,086 | -\$20,440 | -4% |
| EMPLOYEE SERVICES | | | | |
| Employee Relations & Compensation | Labour Relations | \$4,338 | \$0 | 0% |
| Talent Acquisition, Service & Solutions | Payroll Services | \$2,761 | -\$274 | |
| Workforce Safety & Employee Health | Corporate Safety & Health Services | \$1,727 | -\$105 | -6% |
| Worklorde dalety & Employee Fleatin | Disability Management & Mental Health | \$1,765 | -\$129 | -7% |
| | Occupational Health & Safety Services | \$2,230 | -\$91 | -4% |
| | Occupational Ficultina Curcity Convices | \$12,821 | -\$599 | -5% |
| FINANCIAL AND CORPORATE SERVICE | :S | . , | | |
| Financial Services | Corporate Accounting & Reporting - Capital & Operating | \$6,365 | -\$545 | -9% |
| i ilialiciai Selvices | Corporate Budget Planning & Consolidation | \$2,906 | -\$329 | -11% |
| Open City & Technology | Technology Planning | \$2,900 \$4,149 | -\$329 \$0 | 0% |
| Open City & Technology | recinology Flaming | \$13,420 | - \$874 | - 7 % |
| INTEGRATED INFRASTRUCTURE SERV | ICES | 410,120 | ψ011 | • / |
| | | ¢2 727 | ድ ດ | 00/ |
| Business Planning & Support | Engineering Services | \$2,727 | \$0 | 0% |
| Infrastructure Planning & Design | Lifecycle Management | \$4,131 \$6,858 | \$0 \$0 | 0% 0 % |
| OFFICE OF THE CITY MANAGER | | φ0,030 | φυ | 0 / |
| | 01.14 | 40.000 | | |
| City Manager | City Manager's Office | \$2,026 | -\$119 | -6% |
| Legal Services | Legal Services | \$8,400 | -\$601 | -7% |
| 011111111111111111111111111111111111111 | Risk Management | \$1,707 | \$0 | 0% |
| Office of the City Clerk | Civic Agencies | \$287 | \$0 \$730 | 0% |
| LIDDAN FORM & CORPORATE STRATEG | CIC DEVELOPMENT | \$12,421 | -\$720 | -6% |
| URBAN FORM & CORPORATE STRATEG | | | | |
| City Planning | Land Use Planning Service - Policy Development | \$7,058 | -\$129 | -2% |
| | | \$7,058 | -\$129 | -2% |
| | | | | |
| QUADRANT ONE TOTAL | | \$548,285 | -\$22,762 | -4.2% |

Budget reductions were assigned to specific services for an epoples of 265 and may be subject to change within the same branch.

| \sim | | | | | $\overline{}$ |
|--------|-----|-----|---------------------|------|---------------|
| / NI | ΙΛ. | DR | $\Lambda \Lambda I$ | ~~~/ | ٠, |
| | IA | דתו | AIN | | _, |
| | | | | | |

| DEPARTMENT | | 2021 Budget | Budget Reduction | |
|---|--|---------------------------|------------------------|--------------|
| Branch | Service | Net Requirement | Net Reduction | % Reduced |
| CITIZEN SERVICES | | | | |
| Community & Recreation Facilities | Cemetery Operations & Sales | \$1,411 | -\$100 | -7% |
| oonmanity & recreation racinites | Zoo Operations & Programming | \$4,384 | -ψ100 \$0 | 0% |
| Community Standards & Neighbourhoods | Animal Care | -\$910 | -\$690 | 76% |
| Community Standards & Neighbourhoods | Enforcement Services, including Animal Bylaw Enforcement | \$28,595 | - φ 090 | -5% |
| | Park Ranger Service | \$1,318 | -φ1,303 \$0 | -5 <i>%</i> |
| Fire Rescue Services | Fire Investigations | \$2,397 | \$0 \$0 | 0% |
| -ile Rescue Selvices | Fire Prevention, Fire Safety Public Education, Fire Protection Engineering | | • | -8% |
| | Fire Rescue Emergency Response Technology Management Service | \$7,520 \$3,760 | -\$579 | |
| | | \$3,769 | \$0 | 0% |
| | Fire Rescue Recruitment, Training & e-Learning | \$4,895 | \$0 | 0% |
| | Fire Suppression, Medical, Rescue Emergency Event Response | \$165,228 | \$0 | 0% |
| Social Development | Affordable Housing Strategy | \$11,363 | \$0 | 0% |
| | Community & Cultural Grants | \$10,345 | -\$5,610 | -54% |
| | Diversity Advisory & Community Group Capacity Building | \$7,883 | -\$464 | -6% |
| | | \$248,199 | -\$8,748 | -4% |
| CITY OPERATIONS | | | | |
| Edmonton Transit | Paratransit | \$30,728 | \$0 | 0% |
| Fleet & Facility Services | Transit Fleet Maintenance | -\$5,174 | -\$750 | 14% |
| Waste Management Services | Waste Management Processing & Disposal Services | -\$76,976 | \$0 | 0% |
| | Waste Management - Collection Services | \$66,894 | \$0 | 0% |
| | | \$15,472 | -\$750 | -5% |
| COMMUNICATIONS & ENGAGEMENT | | | | |
| Engagement | Inside Information | \$1,252 | \$0 | 0% |
| 9-9 | Integrated Service Center | \$2,577 | \$0 | 0% |
| | Public Engagement | \$1,994 | -\$130 | -7% |
| ntegrated Marketing Communications | Creative & Digital | \$2,771 | -\$446 | -16% |
| Reputation & Brand | Media Relations, Issues & Crisis | \$756 | -\$76 | -10% |
| Reputation & Brand | moda reductio, recase a crisis | \$9,349 | -\$ 652 | -7% |
| EMPLOYEE SERVICES | | 40,000 | 7002 | |
| Organizational Design & Development | Corporate Training | \$1,576 | -\$62 | -4% |
| Organizational Design & Development | Organizational Design & Transformation | \$2,271 | -\$168 | -7% |
| Talant Agguinitian Sandaa & Salutiana | Recruitment | | | |
| Talent Acquisition, Service & Solutions | Respect in the Workplace | \$3,295 | -\$408 | -12% |
| | Respect in the workplace | \$2,348 \$9,491 | -\$50 -\$688 | -2% |
| NTEGRATED INFRASTRUCTURE SERVI | CES | ψ3,431 | -φ000 | -1 /0 |
| | | 04.057 | | 00/ |
| Building Great Neighbourhoods & Open | Building Great Neighbourhoods Delivery | \$1,357 | \$0 | 0% |
| Spaces | Building Great Neighbourhoods Planning Design | \$1,404 | \$0 | 0% |
| | Open Space (Parks) Delivery | \$1,022 | \$0 | 0% |
| | Open Space Infrastructure Planning & Design | \$1,736 | \$0 | 0% |
| Business Planning & Support | Business, Budget & Workforce Development Services | \$4,148 | -\$122 | -3% |
| | Project Management Support | \$1,231 | -\$540 | -44% |
| nfrastructure Delivery | Facilities (buildings & other) Delivery | \$1,745 | \$0 | 0% |
| | Renewable Energy Systems | \$173 | \$0 | 0% |
| | Transportation (Roads & Bridges) Delivery | \$1,174 | \$0 | 0% |
| nfrastructure Planning & Design | Facility Infrastructure Planning & Design | \$3,085 | -\$123 | -4% |
| | Transportation Infrastructure Planning & Design | \$1,324 | -\$145 | -11% |
| | Yellowhead Trail Freeway Conversion | \$348 | \$0 | 0% |
| _RT Expansion & Renewal | LRT Infrastructure Delivery | \$724 | \$0 | 0% |
| | Page 65 ³ € of 1367 | \$19,470 | -\$929 | -5% |

| DEPARTMENT | | 2021 Budget | Budget Re | duction |
|---|--|--------------------|------------------|-------------|
| Branch | Service | Net Requirement | Net Reduction | % Reduce |
| FINANCIAL & CORPORATE SERVICES | | | | |
| Assessment & Taxation | Assessment & Taxation Support | \$4,507 | -\$1,197 | -279 |
| | Assessment Valuation | \$9,854 | \$0 | 09 |
| | Assessment Valuation Support & Systems Management | \$3,045 | \$0 | 09 |
| | Tax Accounting & Collection | \$2,924 | \$0 | 0' |
| Corporate Procurement & Supply Services | Corporate Contracts & Continuous Improvement | \$2,102 | \$0 | 0 |
| | Procurement Services | \$4,075 | -\$500 | -12 |
| inancial Services | Accounts Payable | \$1,655 | \$0 | 0 |
| manda del vides | Accounts Receivable | \$2,020 | \$0 | 0 |
| | Bylaw Ticket Administration | | | 0 |
| | Department Financial Planning, Analysis & Reporting | \$908 | \$0 | |
| | | \$7,460 | -\$265 | -4 |
| | Remittance Processing | \$110 | \$0 | (|
| Open City & Technology | Business Solutions | \$14,538 | -\$1,645 | -11 |
| | Corporate Data & Analytics | \$5,605 | \$0 | (|
| | Information Security | \$3,956 | \$0 | (|
| | Infrastructure Operations | \$18,283 | -\$90 | (|
| | Solutions Delivery | \$3,764 | \$0 | (|
| Real Estate | Land Development Services | \$679 | -\$37 | -4 |
| | Leasing Services | \$688 | \$0 | (|
| | Property Management Services | \$25,126 | -\$1,363 | -5 |
| | | \$111,301 | -\$5,097 | -5 |
| OFFICE OF THE CITY MANAGER | | | | |
| Legal Services | Corporate Security | \$1,960 | -\$140 | -7 |
| Office of the City Clerk | Annual Election Costs | \$430 | \$0 | 0 |
| | City Clerk's Office | \$940 | \$0 | C |
| | Elections/Census/Ward Boundaries | \$2,731 | \$0 | C |
| | | \$6,061 | -\$140 | -2 |
| JRBAN FORM & CORPORATE STRATEGI | C DEVELOPMENT | | | |
| Community Revitalization Levies | Urban Renewal | \$0 | \$0 | C |
| City Planning | Land Use Planning Service - Urban Growth & Open Space Strategy | \$7,307 | -\$303 | -4 |
| Corporate Strategy | Corporate Strategy - Strategic Design | \$1,996 | \$0 | (|
| Development Services | Bylaw & Provincial Act Enforcement - Safety Codes, Permits & Inspections | \$887 | \$0 | (|
| · | Development Service - Development & Zoning Services | \$10,123 | -\$236 | -2 |
| | Development Service - Planning Coordination & Operations | -\$40,886 | \$0 | (|
| | Development Service - Subdivision & Development Coord | \$9,352 | -\$343 | -4 |
| | Land Use Planning Service - Planning Coordination | \$6,737 | -\$143 | -2 |
| | Safety Codes Plans Examination & Inspections | \$16,006 | \$0 | (|
| Economic & Environmental Sustainability | Environmental Strategies | \$16,945 | -\$494 | -3 |
| | Regional Development | \$2,341 | -\$226 | -1(|
| | • · | \$30,808 | -\$1,745 | -6 |

| \sim 1 | 145 | | | |
|----------|------|--------------------|----------------|------|
| OL | ΙΔΙΊ | $\square \Delta N$ | | HREE |
| w | ノヘレ | | N I I I | |

| DEPARTMENT | | 2021 Budget | Budget Re | duction |
|--|--|---------------------------|-----------------------|--------------|
| Branch | Service | Net Requirement | Net Reduction | % Reduced |
| CITIZEN SERVICES | | | | |
| Community & Recreation Facilities | City Archives & City Artifact Operations | 1,347 | \$0 | 0% |
| | Direct Special Event Delivery | 1,681 | -\$146 | -9% |
| | Event Attraction & Sponsorship | 1,507 | -\$50 | -3% |
| | Front Counter Service, Revenue Strategy & Marketing | 3,837 | -\$314 | -8% |
| | Specialized Facility Operations & Programming | 1,707 | \$0 | 0% |
| Community Standards & Neighbourhoods | Capital City Clean Up | 3,135 | -\$80 | -3% |
| | Community Relations | 344 | \$0 | 0% |
| | Pest Management | 2,473 | -\$507 | -21% |
| Fire Rescue Services | Fire Hydrant Maintenance & Repair Contract | 12,260 | \$0 | 0% |
| | Fire Rescue Facilities & Equipment Management Service | 8,237 | -\$150 | -2% |
| | Fire Rescue Fleet & Equipment Management Service | 13,977 | \$0 | 0% |
| Social Development | Community Group Capacity Building | 1,599 | \$0 | 0% |
| | Individual & Family Well Being, Elder Abuse & Spousal Violence | | | |
| | Intervention | 4,398 | \$0 | 0% |
| | Tenant Advisory Services | 440 | \$0 | 0% |
| | | 56,942 | -\$1,247 | -2% |
| CITY OPERATIONS | | | | |
| Business Performance & Customer Experience | Strategic Initiative Management Service | 2,523 | \$0 | 0% |
| Parks & Roads Services | Parking Services | | \$0 | |
| | • | (9,751) (7,228) | φU - | 0% |
| COMMUNICATIONS & ENGAGEMENT | | () -/ | | |
| Engagement | 311 | 11,036 | -\$106 | -1% |
| External & Intergovernmental Relations | External Relations | 558 | -\$91 | |
| External a intergovernmental relations | Intergovernmental Coordination | 781 | \$0 | |
| | Other Events/Sponsorships | 51 | \$0 | |
| | Protocol Services | 851 | -\$183 | |
| Integrated Marketing Communications | Public Communications | 6,430 | -\$461 | |
| integrated Marketing Communications | 1 doile communications | 19,707 | -\$842 | |
| FINANCIAL & CORPORATE SERVICES | | 10,101 | 70.12 | 170 |
| Corporate Procurement & Supply Services | Contract & Inventory Management | 471 | \$0 | 0% |
| Corporate i rodarement a cappiy corvices | Mail Delivery Service | 401 | \$0 | |
| Financial Services | Cash Consulting | 812 | \$0 \$0 | |
| i mandai dei vides | Investment Management | (3,193) | \$0 \$0 | |
| Land Enterprise | Enterprise Land Development | (2,178) | \$0 | |
| Land Enterprise | Land Management | (2,178) | \$0 \$0 | |
| Open City & Technology | | 674 | | |
| Open City & Technology | Branch Operations | | \$0 | |
| Real Estate | Appraisal Services | 586 | \$0 | |
| | Property Science | 867 | \$0 \$10 | |
| | Property Sales | 96 (1,288) | -\$10 -\$10 | |
| INTEGRATED INFRASTRUCTURE SERVICE | CES | (1,200) | -φ10 | 1 70 |
| Blatchford Redevelopment | Blatchford Land Development | (6,419) | \$0 | 0% |
| Business Planning & Support | | 1,428 | -\$325 | |
| = assured a samuly of support | Survey Services Page 6554 of 1367 | 1,120 | 4020 | 2070 |

| QUADRANT THE | REE |
|--------------|-----|
|--------------|-----|

| DEPARTMENT | | 2021 Budget | Budget Re | duction |
|---|--|--------------------|------------------|--------------|
| Branch | Service | Net Requirement | Net Reduction | % Reduced |
| Infrastructure Delivery | Inspection Services | 287 | \$0 | 0% |
| Blatchford Renewable Energy Utility | Blatchford Renewable Energy Utility | 2,229 | \$0 | 0% |
| | | (2,476) | -\$325 | 13% |
| OFFICE OF THE CITY CLERK | | | | |
| Office of the City Clerk | Corporate Information Services | 1,351 | \$0 | 0% |
| | Corporate Memberships | 2,617 | \$0 | 0% |
| | Corporate Records | 1,427 | -\$109 | -8% |
| | Council Liaison Team | 460 | \$0 | 0% |
| | Governance & Legislative Services | 1,208 | \$0 | 0% |
| | Office of the Integrity Commissioner | 109 | \$0 | 0% |
| | Tribunals | 2,128 | -\$322 | -15% |
| | | 9,300 | -\$431 | -5% |
| URBAN FORM & CORPORATE STRATEG | SIC DEVELOPMENT | | | |
| City Planning | Land Use Planning Service - Urban Analysis | 2,350 | -\$148 | -6% |
| Corporate Strategy | Corporate Strategy - Business Performance | 2,011 | -\$256 | -13% |
| | Corporate Strategy - Enterprise Performance Management | - | \$0 | 0% |
| Development Services | Business Licensing Service | (172) | \$0 | 0% |
| | Bylaw & Provincial Act Enforcement - Development & Zoning Services | 3,765 | -\$128 | -3% |
| Economic & Environmental Sustainability | Economic Development | 500 | \$0 | 0% |
| | Industrial Investment | 2,989 | -\$657 | -22% |
| | Local & Emerging Economy | 5,522 | \$0 | 0% |
| | Urban Renewal | 513 | -\$453 | -88% |
| | | 17,479 | -\$1,642 | -9% |
| QUADRANT THREE TOTAL | | \$92,437 | -\$4,496 | -4.9% |

QUADRANT FOUR

| DEPARTMENT | | 2021 Budget | Budget Ro | eduction |
|---|---|--------------------|------------------|--------------|
| Branch | Service | Net Requirement | Net Reduction | % Reduced |
| CITIZEN SERVICES | | | | |
| Community & Recreation Facilities | Festival & Event Coordination Support | 1,869 | \$0 | 0% |
| | Golf Operations | (770) | \$0 | 0% |
| | Indoor Arena Operations & Programming | 2,685 | -\$58 | -2% |
| | Indoor Pool & Fitness Centre Operations & Programming | 19,740 | -\$735 | -4% |
| | Multipurpose Recreation & Sport Centre Operations & Programming | 7,068 | -\$768 | -11% |
| | Muttart Operations & Programming | 1,449 | -\$45 | -3% |
| | Orange Hub Operations | 285 | \$0 | 0% |
| | Outdoor Pool Operations & Programming | 1,114 | -\$437 | -39% |
| | Partnership Development & Support | 656 | \$0 | 0% |
| | RV Park Operations & Programming | 7,149 | -\$555 | -8% |
| | RV Rental Facility Operations & Programming | 12 | \$0 | 0% |
| | Seniors Centre Operations | 876 | -\$50 | -6% |
| | Stadium & Sport Field Operations | (567) | \$0 | 0% |
| Community Standards & Neighbourhoods | Neighbourhood Capacity Building | 7,536 | -\$400 | -5% |
| Fire Rescue Services | Fire Rescue Accreditation & Continuous Improvement Processes | 661 | \$0 | 0% |
| | Fire Rescue Employee Health & Wellness Programming | 1,697 | \$0 | 0% |
| Integrated Strategic Development | Financial Planning, Records & Contract Management | 3,034 | -\$401 | -13% |
| | Partnership Strategy & Organizational Development | 1,298 | -\$16 | -1% |
| | Strategic Foresight & Policy Development | 1,365 | \$0 | 0% |
| | | 57,158 | -\$3,465 | -6% |
| COMMUNICATIONS & ENGAGEMENT | | | | |
| Reputation & Brand | Council Communications Support | 365 | -\$201 | -55% |
| · | Story & Brand | 1,441 | -\$169 | -12% |
| | · | 1,806 | -\$370 | -20% |
| FINANCIAL AND CORPORATE SERVICES | | | | |
| Corporate Procurement & Supply Services | Printing Services | 514 | \$0 | 0% |
| отретине то | Warehousing & Logistics Service | 5,542 | \$0 | 0% |
| Financial Services | Coin Processing | 481 | \$0 | |
| | | 6,537 | \$0 | |
| URBAN FORM & CORPORATE STRATEGI | IC DEVELOPMENT | ,,,,,, | | |
| Corporate Strategy | Corporate Policy | 1,329 | \$0 | 0% |
| | | 1,329 | \$0 | |
| | | | | |
| QUADRANT FOUR TOTAL | | \$66,830 | -\$3,835 | -5.7% |

Supplementary Schedules

| Citizen Services - Community and Recreation Facilities | Proposed | Changes are | highlighted i | in yellow |
|---|---|---|---|--|
| | | Appro | | |
| Program/Service | 2019 | 2020 | 2021 | 2022 |
| Facility - (fees and passes include access to Outdoor Pools. Outdoor pools free | ee for children | 12 and und | er.) | |
| Facility - Single Admission | | | | |
| Child | \$5.50 | \$5.75 | \$6.00 | \$6.25 |
| Youth/Senior | \$7.00 | \$7.25 | \$7.50 | \$7.75 |
| Adult | \$8.25 | \$8.50 | \$8.75 | \$9.00 |
| Family | \$22.00 | \$22.75 | \$23.50 | \$24.25 |
| Facility - Multi Per Visit | | | | |
| Child | \$4.95 | \$5.20 | \$5.40 | \$5.65 |
| Youth/Senior | \$6.30 | \$6.55 | \$6.75 | \$7.00 |
| Adult | \$7.45 | \$7.70 | \$7.90 | \$8.10 |
| Family | \$19.80 | \$20.50 | \$21.15 | \$21.85 |
| Facility - Regular 1 Month Pass | ****** | 7 =5155 | * = | * = |
| Child | \$37.00 | \$39.00 | \$41.00 | \$43.00 |
| Youth/Senior | \$46.00 | \$48.00 | \$50.00 | \$52.00 |
| Adult | \$55.00 | \$57.00 | \$59.00 | \$61.00 |
| Family | \$150.00 | \$156.00 | \$162.00 | \$168.00 |
| Facility - Continuous Monthly | ψ.00.00 | ψ100.00 | Ψ.02.00 | ψ.00.00 |
| Child | \$29.00 | \$31.00 | \$33.00 | \$35.00 |
| Youth/Senior | \$40.00 | \$42.00 | \$44.00 | \$46.00 |
| Adult | \$45.00 | \$47.00 | \$49.00 | \$51.00 |
| Family | \$123.00 | \$128.00 | \$133.00 | \$138.00 |
| Facility - Annual | ψ123.00 | ψ120.00 | φ133.00 | φ130.00 |
| Child | \$312.00 | \$330.00 | \$348.00 | \$372.00 |
| Youth/Senior | \$408.00 | \$432.00 | \$456.00 | \$480.00 |
| Adult | \$480.00 | \$504.00 | \$528.00 | \$552.00 |
| Family | \$1,308.00 | \$1,356.00 | \$1,404.00 | \$1,452.00 |
| Fallilly | | | | |
| | \$ 1,000.00 | ψ.,σσσ.σσ | ψ1,101.00 | Ψ1,402.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool | | | | ψ1,402.00 |
| | | | | Ψ1,402.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool | | | | \$7.50 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission | s free for child | ren 12 and | under.) | |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child | s free for child | ren 12 and \$7.00 | under.) \$7.25 | \$7.50 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior | s free for child \$7.00 \$8.75 | ren 12 and \$7.00 \$8.75 | s 7.25 | \$7.50 \$9.25 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult | \$ free for child \$7.00 \$8.75 \$10.25 | \$7.00 \$8.75 \$10.50 | \$7.25 \$9.00 \$10.75 | \$7.50 \$9.25 \$11.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family | \$ free for child \$7.00 \$8.75 \$10.25 | \$7.00 \$8.75 \$10.50 | \$7.25 \$9.00 \$10.75 | \$7.50 \$9.25 \$11.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit | \$ free for child \$7.00 \$8.75 \$10.25 \$27.00 | \$7.00 \$8.75 \$10.50 \$27.75 | \$7.25 \$9.00 \$10.75 \$28.50 | \$7.50 \$9.25 \$11.00 \$29.25 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child | \$ free for child \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 | \$7.00 \$8.75 \$10.50 \$27.75 | \$7.25 \$9.00 \$10.75 \$28.50 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior | \$ free for child \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family | \$ free for child \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult | \$ free for child \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass | \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child | \$ free for child \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 \$48.00 \$61.00 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 \$50.00 \$62.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child Youth/Senior | \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 \$46.00 \$59.00 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 \$46.00 \$59.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 \$50.00 \$62.00 \$76.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child Youth/Senior Adult Family | \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 \$46.00 \$59.00 \$70.00 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 \$46.00 \$59.00 \$72.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 \$48.00 \$61.00 \$74.00 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 \$50.00 \$62.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child Youth/Senior Adult Family Facility Plus - Continuous Monthly | \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 \$46.00 \$59.00 \$70.00 \$189.00 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 \$46.00 \$59.00 \$72.00 \$195.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 \$48.00 \$61.00 \$74.00 \$200.00 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 \$50.00 \$62.00 \$76.00 \$206.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child Youth/Senior Adult Family Facility Plus - Continuous Monthly Child | \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 \$46.00 \$59.00 \$70.00 \$189.00 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 \$46.00 \$72.00 \$195.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 \$48.00 \$61.00 \$74.00 \$200.00 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 \$50.00 \$62.00 \$76.00 \$206.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child Youth/Senior Adult Family Facility Plus - Continuous Monthly Child Youth/Senior | \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 \$46.00 \$59.00 \$70.00 \$189.00 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 \$46.00 \$72.00 \$195.00 \$40.00 \$50.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 \$48.00 \$61.00 \$74.00 \$200.00 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 \$50.00 \$62.00 \$76.00 \$206.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child Youth/Senior Adult Family Facility Plus - Continuous Monthly Child Youth/Senior Adult | \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 \$46.00 \$59.00 \$70.00 \$189.00 \$40.00 \$50.00 \$60.00 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 \$46.00 \$72.00 \$195.00 \$40.00 \$50.00 \$62.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 \$48.00 \$61.00 \$74.00 \$200.00 \$41.00 \$51.00 \$64.00 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 \$50.00 \$76.00 \$206.00 \$43.00 \$53.00 \$66.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child Youth/Senior Adult Family Facility Plus - Continuous Monthly Child Youth/Senior Adult Family | \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 \$46.00 \$59.00 \$70.00 \$189.00 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 \$46.00 \$72.00 \$195.00 \$40.00 \$50.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 \$48.00 \$61.00 \$74.00 \$200.00 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 \$50.00 \$62.00 \$76.00 \$206.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child Youth/Senior Adult Family Facility Plus - Continuous Monthly Child Youth/Senior Adult Family Facility Plus- Continuous Monthly Child Youth/Senior Adult Family Facility Plus- Annual | \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 \$46.00 \$59.00 \$70.00 \$189.00 \$50.00 \$60.00 \$161.00 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 \$46.00 \$59.00 \$195.00 \$40.00 \$50.00 \$62.00 \$166.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 \$48.00 \$61.00 \$74.00 \$200.00 \$41.00 \$51.00 \$64.00 \$171.00 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 \$50.00 \$62.00 \$76.00 \$206.00 \$43.00 \$53.00 \$66.00 \$176.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child Youth/Senior Adult Family Facility Plus - Continuous Monthly Child Youth/Senior Adult Family Facility Plus- Continuous Monthly Child Youth/Senior Adult Family Facility Plus- Annual Child | \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 \$46.00 \$59.00 \$70.00 \$189.00 \$60.00 \$161.00 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 \$46.00 \$59.00 \$195.00 \$40.00 \$50.00 \$62.00 \$166.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 \$48.00 \$61.00 \$74.00 \$200.00 \$41.00 \$51.00 \$64.00 \$171.00 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 \$50.00 \$62.00 \$76.00 \$206.00 \$43.00 \$66.00 \$176.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child Youth/Senior Adult Family Facility Plus - Continuous Monthly Child Youth/Senior Adult Family Facility Plus- Continuous Monthly Child Youth/Senior Adult Family Facility Plus- Annual Child Youth/Senior | \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 \$46.00 \$59.00 \$70.00 \$189.00 \$60.00 \$161.00 \$410.00 \$520.00 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 \$46.00 \$59.00 \$195.00 \$40.00 \$62.00 \$166.00 \$415.00 \$525.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 \$48.00 \$61.00 \$74.00 \$200.00 \$41.00 \$51.00 \$64.00 \$171.00 \$430.00 \$540.00 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 \$50.00 \$62.00 \$76.00 \$206.00 \$43.00 \$66.00 \$176.00 \$450.00 \$550.00 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pool Facility Plus- Single Admission Child Youth/Senior Adult Family Facility Plus - Multi Per Visit Child Youth/Senior Adult Family Facility Plus - Regular 1 Month Pass Child Youth/Senior Adult Family Facility Plus- Continuous Monthly Child Youth/Senior Adult Family Facility Plus- Continuous Monthly Child Youth/Senior Adult Family Facility Plus- Annual Child | \$7.00 \$8.75 \$10.25 \$27.00 \$6.30 \$7.90 \$9.25 \$24.30 \$46.00 \$59.00 \$70.00 \$189.00 \$60.00 \$161.00 | \$7.00 \$8.75 \$10.50 \$27.75 \$6.30 \$7.90 \$9.45 \$25.00 \$46.00 \$59.00 \$195.00 \$40.00 \$50.00 \$62.00 \$166.00 | \$7.25 \$9.00 \$10.75 \$28.50 \$6.50 \$8.10 \$9.70 \$25.65 \$48.00 \$61.00 \$74.00 \$200.00 \$41.00 \$51.00 \$64.00 \$171.00 | \$7.50 \$9.25 \$11.00 \$29.25 \$6.75 \$8.35 \$9.90 \$26.35 \$50.00 \$62.00 \$76.00 \$206.00 \$43.00 \$66.00 \$176.00 |

| John Janzen Nature Centre Single Admission \$8.00< | Citizen Services - Community and Recreation Facilities | Proposed Changes are highlighted in yellow | | | | |
|---|--|--|--------------------|------------|-------------|--|
| All Facility (fees and passes include access to Outdoor Pools. Outdoor pools free for children 12 and under.) All Facility - Single Admission Child \$7.25 \$7.25 \$7.50 \$7.25 \$7.50 \$7.25 | Program/Service | 2019 | | | 2022 | |
| Mart Author Mart | · · | · · | | · | | |
| Child | , | ols free for childre | en 12 and ui | nder.) | | |
| Youth/Senior \$9,00 \$9,00 \$9,25 \$9,50 Family \$31,50 \$31,50 \$31,50 \$32,25 \$33,00 All Facility - Mutti Per Visit Child \$6,55 \$6,55 \$6,75 \$7,00 Child \$8,10 </td <td>•</td> <td>¢7.25</td> <td>¢7 25</td> <td>\$7.50</td> <td>¢7 75</td> | • | ¢7.25 | ¢7 25 | \$7.50 | ¢7 75 | |
| Adult \$11.50 \$11.50 \$11.50 \$11.75 \$12.00 Family \$31.50 \$31.50 \$31.50 \$31.20 \$32.25 \$30.20 \$31.50 \$31.50 \$31.50 \$31.20 \$31.20 \$31.50 \$31.50 \$31.50 \$31.00 \$31.00 \$31.00 \$31.00 \$30.00 \$35.00 | | | | | | |
| Pamily | | | | | | |
| All Facility - Multi Por Visit Se.55 Se.57 Se. | | | | | | |
| Child \$6.55 \$6.55 \$6.75 \$7.00 Vouth/Senior \$8.10 \$8.10 \$8.10 \$8.30 \$8.55 Adult \$10.35 \$10.35 \$10.60 \$10.80 Family \$28.35 \$28.35 \$28.95 \$29.70 All Facility - Regular 1 Month Pass \$48.00 \$48.00 \$50.00 \$52.00 Child \$74.00 \$61.00 \$65.00 \$52.00 \$52.00 Child \$74.00 \$74.00 \$78.00 \$78.00 Family \$218.00 \$218.00 \$218.00 \$22.00 \$20.00 Adult \$61.00 \$61.00 \$65.00 \$78.00 \$78.00 Family \$41.00 \$41.00 \$43.00 \$45.00 \$50 | • | ψ51.50 | ψ51.50 | ψ32.23 | ψ55.00 | |
| Youth/Senior \$8.10 \$8.10 \$8.30 \$8.50 Family \$28.35 \$20.55 \$29.70 \$28.35 \$28.35 \$28.05 \$29.70 All Facility - Regular 1 Month Pass All Facility - Regular 1 Month Pass Child \$48.00 \$48.00 \$48.00 \$50.00 \$52.00 Youth/Senior \$61.00 \$61.00 \$63.00 \$50.00 \$78.00 Family \$218.00 \$214.00 \$214.00 \$224.00 \$20.00 Adult \$41.00 \$41.00 \$43.00 \$245.00 \$20.00 All Facility - Continuous Monthly \$41.00 \$41.00 \$43.00 \$245.00 \$20.00 All Facility - Continuous Monthly \$41.00 \$41.00 \$43.00 \$45.00 \$50.00< | - | \$6.55 | \$6.55 | \$6.75 | \$7.00 | |
| Adult \$10.35 \$10.35 \$10.35 \$20.55 \$29.75 \$2 | | | | | | |
| Family | | | | | | |
| All Facility - Regular 1 Month Pass Secundary Se | | · | | | | |
| Child \$48.00 \$48.00 \$50.00 \$52.00 Youth/Senior \$61.00 \$61.00 \$61.00 \$65.00 \$65.00 \$78.00 \$89.0 | • | φ20.33 | φ20.55 | φ29.00 | φ29.70 | |
| Youth/Senior \$61.00 \$61.00 \$63.00 \$65.00 Adult \$74.00 \$74.00 \$76.00 \$78.00 \$85.00 \$85.00 \$85.00 \$85.00 \$85.00 \$86.00 \$89.00 \$18.00 \$18.00 \$19.00< | • | \$48.00 | \$49.00 | \$50.00 | ¢52.00 | |
| Adult \$74.00 \$76.00 \$78.00 \$78.00 \$78.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$28.00 \$45.00 \$49.00 </td <td></td> <td>·</td> <td></td> <td></td> <td></td> | | · | | | | |
| Family | | | | | | |
| All Facility - Continuous Monthly S41.00 | | | | | | |
| Child \$41.00 \$41.00 \$43.00 \$45.00 Youth/Senior \$51.00 \$51.00 \$50.00 \$67.00 \$69.00 Adult \$66.00 \$65.00 \$67.00 \$69.00 Family \$188.00 \$188.00 \$193.00 \$198.00 All Facility - Annual *** *** \$421.00 \$421.00 \$444.00 \$468.00 Youth/Senior \$530.00 \$530.00 \$552.00 \$576.00 Adult \$686.00 \$686.00 \$708.00 \$732.00 Family \$1,928.00 \$1,928.00 \$1,980.00 \$732.00 Muttart Conservatory *** New Fee New Fee Muttart Conservatory *** New Fee New Fee Muttart Conservatory *** New Fee New Fee Single Admission *** *** New Fee New Fee Single Admission *** *** *** *** *** *** *** *** *** *** *** * | • | φ210.00 | φ∠ 10.00 | φ∠∠4.00 | φ∠30.00 | |
| Youth/Senior \$51.00 \$51.00 \$53.00 \$55.00 Adult \$65.00 \$65.00 \$67.00 \$69.00 Family \$188.00 \$188.00 \$193.00 \$198.00 All Facility - Annual \$421.00 \$421.00 \$444.00 \$468.00 Youth/Senior \$530.00 \$530.00 \$552.00 \$57.00 Adult \$686.00 \$686.00 \$708.00 \$732.00 Family \$1,928.00 \$1,928.00 \$1,980.00 \$22.028.00 Muttart Conservatory \$1,928.00 \$1,928.00 \$1,980.00 \$22.028.00 Muttart Conservatory \$1,928.00 \$1,928.00 \$1,980.00 \$22.028.00 Muttart Conservatory \$1,928.00 \$1,980.00 \$22.00 \$2.00 \$1,980.00 \$22.00 \$22.00 \$22.00 \$22.00 \$22.00 \$12.95 \$12.95 \$12.95 \$12.95 \$12.95 \$12.95 \$12.95 \$14.95 \$14.95 \$14.95 \$14.95 \$44.95 \$44.95 \$44.95 \$44.95 \$44.95 | | ¢44.00 | ¢44.00 | ¢42 00 | ¢45.00 | |
| Adult \$65.00 \$67.00 \$69.00 \$69.00 \$69.00 \$69.00 \$198.00 \$198.00 \$198.00 \$198.00 \$198.00 \$198.00 \$198.00 \$198.00 \$198.00 \$198.00 \$198.00 \$198.00 \$198.00 \$444.00 \$446.00 \$444.00 \$468.00 \$60.00 \$530.00 \$552.00 \$576.00 \$676.00 \$60.00 \$60.00 \$60.00 \$70.00 \$732.00 <td></td> <td></td> <td></td> <td></td> <td></td> | | | | | | |
| Family \$188.00 \$188.00 \$193.00 \$198.00 All Facility - Annual All Facility - Annual \$421.00 \$421.00 \$444.00 \$468.00 Youth/Senior \$530.00 \$530.00 \$552.00 \$576.00 Adult \$686.00 \$686.00 \$708.00 \$732.00 Family \$1,928.00 \$1,928.00 \$1,980.00 \$2,028.00 Muttart Conservatory \$1,980.00 \$1,980.00 \$2,000 < | | | | | | |
| Pacility - Annual S421.00 | | | | | | |
| Child \$421.00 \$421.00 \$444.00 \$468.00 Youth/Senior \$530.00 \$530.00 \$552.00 \$576.00 Adult \$686.00 \$686.00 \$708.00 \$732.00 Family \$1,928.00 \$1,928.00 \$1,980.00 \$2,028.00 Muttart Conservatory New Fee New Fee New Fee Single Admission Child \$6.50 \$6.50 \$7.75 \$7.75 Youth/Senior \$10.50 \$12.50 \$14.95 \$12.95 \$12.95 \$12.95 \$14.95 \$14.95 \$44.95 <t< td=""><td>·</td><td>\$188.00</td><td>\$188.00</td><td>\$193.00</td><td>\$198.00</td></t<> | · | \$188.00 | \$188.00 | \$193.00 | \$198.00 | |
| Youth/Senior \$530.00 \$530.00 \$552.00 \$576.00 Adult \$686.00 \$686.00 \$708.00 \$732.00 Family \$1,928.00 \$1,928.00 \$1,928.00 \$1,900.00 \$2,028.00 Muttart Conservatory New Fee New Fee Muttart Conservatory New Fee Single Admission Child \$6.50 \$6.50 \$7.75 \$7.75 Youth/Senior \$10.50 \$10.50 \$12.95 \$12.95 \$12.95 \$14.95 </td <td>•</td> <td>0404.00</td> <td>#404.00</td> <td>044400</td> <td>#400.00</td> | • | 0404.00 | # 404.00 | 044400 | #400.00 | |
| Adult Family \$686.00 \$686.00 \$708.00 \$732.00 Family \$1,928.00 \$1,928.00 \$1,928.00 \$1,928.00 \$2,028.00 Muttart Conservatory New Fee New Fee New Fee Single Admission Child \$6.50 \$6.50 \$10.50 \$12.95 \$12.95 \$12.95 \$12.95 \$12.95 \$12.95 \$12.95 \$14.95 \$1 | | | | | | |
| Muttart Conservatory \$1,928.00 \$1,928.00 \$1,928.00 \$2,028.00 Single Admission Child \$6.50 \$6.50 \$7.75 \$7.75 Youth/Senior \$10.50 \$10.50 \$12.50 \$12.95 \$12.95 \$12.95 \$14. | | • | | | | |
| Muttart Conservatory New Fee New Fee New Fee Single Admission \$6.50 \$6.50 \$7.75 \$7.75 Youth/Senior \$10.50 \$10.50 \$12.95 \$14.95 | | | | | | |
| Single Admission Child \$6.50 \$6.50 \$7.75 \$7.75 Youth/Senior \$10.50 \$10.50 \$12.95 \$12.95 Adult \$12.50 \$12.50 \$14.95 \$14.95 Family \$37.00 \$37.00 \$37.00 \$44.95 \$44.95 Annual Pass \$23.00 \$23.00 \$29.95 \$29.95 \$29.95 \$29.95 \$29.95 \$44.95 \$44.95 \$44.95 \$44.95 \$44.95 \$44.95 \$44.95 \$44.95 \$44.95 \$44.95 \$44.95 \$45.00 \$54.95 \$ | ramily | \$1,928.00 | \$1,928.00 | \$1,980.00 | \$2,028.00 | |
| Single Admission Child \$6.50 \$6.50 \$7.75 \$7.75 Youth/Senior \$10.50 \$10.50 \$12.95 \$12.95 Adult \$12.50 \$12.50 \$14.95 \$14.95 Family \$37.00 \$37.00 \$37.00 \$44.95 \$44.95 Annual Pass \$23.00 \$23.00 \$29.95 \$29.95 \$29.95 \$29.95 \$29.95 \$29.95 \$44.95 \$44.95 \$44.95 \$44.95 \$44.95 \$45.00 \$54.95 \$ | Muttart Conservatory | | | New Fee | New Fee | |
| Child \$6.50 \$6.50 \$7.75 \$7.75 Youth/Senior \$10.50 \$10.50 \$12.95 \$12.95 Adult \$12.50 \$12.50 \$14.95 \$14.95 Family \$37.00 \$37.00 \$44.95 \$44.95 Annual Pass ************************************ | - | | | Wew ree | ivew rec | |
| Youth/Senior \$10.50 \$10.50 \$12.95 \$12.95 Adult \$12.50 \$12.50 \$14.95 \$14.95 Family \$37.00 \$37.00 \$44.95 \$44.95 Annual Pass Child \$23.00 \$23.00 \$29.95 \$29.95 Youth/Senior \$37.00 \$37.00 \$44.95 \$44.95 Adult \$45.00 \$45.00 \$54.95 \$54.95 Family \$130.00 \$130.00 \$149.95 \$149.95 John Janzen Nature Centre Single Admission Child \$8.00 \$8.00 \$8.00 \$8.00 Youth/Senior \$8.00 \$8.00 \$8.00 \$8.00 Adult \$8.00 \$8.00 \$8.00 \$8.00 Annual Pass \$17.00 \$17.00 \$17.00 \$17.00 Child \$30.00 \$30.00 \$30.00 \$30.00 Youth/Senior \$30.00 \$30.00 \$30.00 \$30.00 Adult \$30.00 \$30.00 \$30.00 \$30.00 | · · | \$6.50 | \$6.50 | \$7.75 | \$7.75 | |
| Adult \$12.50 \$12.50 \$14.95 \$14.95 Family \$37.00 \$37.00 \$44.95 \$44.95 Annual Pass Child \$23.00 \$23.00 \$29.95 \$29.95 Youth/Senior \$37.00 \$37.00 \$44.95 \$44.95 Adult \$45.00 \$45.00 \$54.95 \$54.95 Family \$130.00 \$130.00 \$149.95 \$149.95 John Janzen Nature Centre Single Admission Child \$8.00 \$8.00 \$8.00 \$8.00 Youth/Senior \$8.00 \$8.00 \$8.00 \$8.00 Adult \$8.00 \$8.00 \$8.00 \$8.00 Family \$17.00 \$17.00 \$17.00 \$17.00 Annual Pass Child \$30.00 </td <td></td> <td></td> <td></td> <td></td> <td></td> | | | | | | |
| Family \$37.00 \$37.00 \$44.95 \$44.95 Annual Pass Child \$23.00 \$23.00 \$29.95 \$29.95 \$29.95 \$29.95 \$29.95 \$44.95 | | | | | | |
| Annual Pass Child \$23.00 \$23.00 \$29.95 \$29.95 Youth/Senior \$37.00 \$37.00 \$44.95 \$44.95 Adult \$45.00 \$45.00 \$54.95 \$54.95 Family \$130.00 \$130.00 \$149.95 \$149.9 | | | | | | |
| Child \$23.00 \$23.00 \$29.95 \$29.95 Youth/Senior \$37.00 \$37.00 \$44.95 \$44.95 Adult \$45.00 \$45.00 \$54.95 \$54.95 Family \$130.00 \$130.00 \$149.95 \$149.95 John Janzen Nature Centre Single Admission Child \$8.00 \$8.00 \$8.00 \$8.00 Youth/Senior \$8.00 \$8.00 \$8.00 \$8.00 Adult \$8.00 \$8.00 \$8.00 \$8.00 Family \$17.00 \$17.00 \$17.00 \$17.00 Annual Pass Child \$30.00 \$30.00 \$30.00 \$30.00 Youth/Senior \$30.00 \$30.00 \$30.00 \$30.00 Adult \$30.00 \$30.00 \$30.00 \$30.00 | • | ψ07.00 | ψον.σσ | Ψ11.00 | ψ++.00 | |
| Youth/Senior \$37.00 \$37.00 \$44.95 \$44.95 Adult \$45.00 \$45.00 \$54.95 \$54.95 Family \$130.00 \$130.00 \$149.95 \$149.95 John Janzen Nature Centre Single Admission Child \$8.00 \$8.00 \$8.00 \$8.00 Youth/Senior \$8.00 \$8.00 \$8.00 \$8.00 Adult \$8.00 \$8.00 \$8.00 \$8.00 Family \$17.00 \$17.00 \$17.00 \$17.00 Annual Pass Child \$30.00 \$30.00 \$30.00 \$30.00 Youth/Senior \$30.00 \$30.00 \$30.00 \$30.00 Adult \$30.00 \$30.00 \$30.00 \$30.00 | | \$23.00 | \$23.00 | \$20.05 | \$20.05 | |
| Adult \$45.00 \$45.00 \$54.95 \$54.95 Family \$130.00 \$130.00 \$149.95 \$149.95 John Janzen Nature Centre Single Admission Child \$8.00 \$8.00 \$8.00 \$8.00 Youth/Senior \$8.00 \$8.00 \$8.00 \$8.00 Adult \$8.00 \$8.00 \$8.00 \$8.00 Family \$17.00 \$17.00 \$17.00 \$17.00 Annual Pass \$30.00 | | | | | | |
| Samily S | | | | | | |
| Single Admission Child \$8.00 \$8.00 \$8.00 \$8.00 Youth/Senior \$8.00 \$8.00 \$8.00 \$8.00 Adult \$8.00 \$8.00 \$8.00 \$8.00 Family \$17.00 \$17.00 \$17.00 \$17.00 Annual Pass \$30.00 <td></td> <td></td> <td></td> <td></td> <td>\$149.95</td> | | | | | \$149.95 | |
| Single Admission Child \$8.00 \$8.00 \$8.00 \$8.00 Youth/Senior \$8.00 \$8.00 \$8.00 \$8.00 Adult \$8.00 \$8.00 \$8.00 \$8.00 Family \$17.00 \$17.00 \$17.00 \$17.00 Annual Pass \$30.00 <td>John Janzen Nature Centre</td> <td></td> <td></td> <td></td> <td></td> | John Janzen Nature Centre | | | | | |
| Child \$8.00 \$8.00 \$8.00 \$8.00 Youth/Senior \$8.00 \$8.00 \$8.00 \$8.00 Adult \$8.00 \$8.00 \$8.00 \$8.00 Family \$17.00 \$17.00 \$17.00 \$17.00 Annual Pass Child \$30.00< | | | | | | |
| Youth/Senior \$8.00 \$17.00< | • | \$8.00 | \$8.00 | \$8.00 | \$8.00 | |
| Adult \$8.00 \$8.00 \$8.00 \$8.00 Family \$17.00 \$17.00 \$17.00 \$17.00 Annual Pass \$30.00 < | | | | | | |
| Family \$17.00 \$17.00 \$17.00 \$17.00 Annual Pass \$30.00 | | | | | | |
| Annual Pass \$30.00 </td <td></td> <td></td> <td></td> <td></td> <td></td> | | | | | | |
| Child \$30.00 \$30.00 \$30.00 \$30.00 Youth/Senior \$30.00 \$30.00 \$30.00 \$30.00 Adult \$30.00 \$30.00 \$30.00 \$30.00 | | ψ.1.00 | ÷oo | ÷oo | ş 00 | |
| Youth/Senior \$30.00 \$30.00 \$30.00 \$30.00 Adult \$30.00 \$30.00 \$30.00 \$30.00 | | \$30.00 | \$30.00 | \$30.00 | \$30.00 | |
| Adult \$30.00 \$30.00 \$30.00 \$30.00 | | | | | | |
| | | | | | | |
| | Family | \$50.00 \$59.00 | \$50.00 \$59.00 | \$59.00 | \$50.00 | |

| Citizen Services - Community and Recreation Facilities | Proposed | l Changes are | highlighted i | in yellow |
|--|----------|---------------|---------------|-----------|
| | | Appro | | |
| Program/Service | 2019 | 2020 | 2021 | 2022 |
| Edmonton Valley Zoo | | | | |
| Single Admission - High Season | | | | |
| Child | \$10.00 | \$10.50 | \$11.00 | \$11.50 |
| Youth/Senior | \$12.50 | \$13.00 | \$13.50 | \$14.00 |
| Adult | \$15.00 | \$15.50 | \$16.00 | \$16.50 |
| Family | \$50.00 | \$52.00 | \$54.00 | \$56.00 |
| Single Admission - Low Season | | | | |
| Child | \$7.50 | \$8.00 | \$8.25 | \$8.75 |
| Youth/Senior | \$9.50 | \$9.75 | \$10.25 | \$10.50 |
| Adult | \$11.25 | \$11.75 | \$12.00 | \$12.50 |
| Family | \$37.50 | \$39.00 | \$40.00 | \$42.00 |
| Annual Pass | | | | |
| Child | \$29.00 | \$29.00 | \$29.00 | \$29.00 |
| Youth/Senior | \$30.00 | \$30.00 | \$30.00 | \$30.00 |
| Adult | \$46.00 | \$46.00 | \$46.00 | \$46.00 |
| Family | \$152.50 | \$152.50 | \$152.50 | \$152.50 |
| Arenas (per hour) | | | | |
| Winter Ice Rental | | | | |
| Good Time | \$296.00 | \$302.00 | \$309.00 | \$316.00 |
| Fair Time | \$236.00 | \$241.00 | \$246.00 | \$251.00 |
| Marginal Time | \$176.00 | \$180.00 | \$184.00 | \$188.00 |
| Minor Rates | | | | |
| Good Time | \$148.00 | \$151.00 | \$155.00 | \$159.00 |
| Fair Time | \$118.00 | \$121.00 | \$124.00 | \$126.00 |
| Marginal Time | \$88.00 | \$90.00 | \$92.00 | \$94.00 |
| Summer Ice Rental - Ice Off Season | | | | |
| High Priority | \$230.00 | \$235.00 | \$240.00 | \$245.00 |
| Low Priority | \$174.00 | \$178.00 | \$182.00 | \$186.00 |
| Summer Ice Rental - Concrete | | | | |
| Adult | \$144.00 | \$147.00 | \$150.00 | \$153.00 |
| Minor | \$72.00 | \$74.00 | \$76.00 | \$77.00 |
| Athletic Fields (per hour) | | | | |
| Premier Artificial Turf (Clarke) | | | | |
| Field - Adult | \$138.00 | \$141.00 | \$144.00 | \$147.00 |
| Field - Minor | \$75.00 | \$77.00 | \$78.00 | \$79.00 |
| Standard Artificial Turf (Clareview, Jasper Place Bowl, Millwoods) | | | | |
| Field - Adult | \$105.00 | \$105.00 | \$105.00 | \$105.00 |
| Field - Minor | \$75.00 | \$77.00 | \$78.00 | \$79.00 |
| Riverside and Victoria Golf Course | | | | |
| Monday to Thursday | | _ | _ | |
| 9 Holes | \$33.00 | \$34.00 | \$35.00 | \$36.00 |
| 18 Holes | \$49.00 | \$50.00 | \$51.00 | \$52.00 |
| Friday Saturday, Sunday and Holidays | | _ | _ | |
| 9 Holes | \$37.00 | \$38.00 | \$39.00 | \$40.00 |
| 18 Holes | \$60.00 | \$61.00 | \$62.00 | \$63.00 |
| Rundle Park Golf Course | | | | |
| Monday to Thursday | | | | |
| 9 Holes | \$20.00 | \$20.00 | \$20.00 | \$20.00 |
| 18 Holes | \$28.00 | \$28.00 | \$28.00 | \$28.00 |
| Friday Saturday, Sunday and Holidays | | | | |
| 9 Holes | \$24.00 | \$24.00 | \$24.00 | \$24.00 |
| 18 Holes | \$34.00 | \$34.00 | \$34.00 | \$34.00 |
| | | | | |

Citizen Services / City Operations -

Community & Recreation Facilities / Parks and Roads Services (Sportsfields, Picnics)

| Community & Recreation Facilities / Fairs and Roads Servi | (5)511 | Appro | | |
|---|----------|----------|-----------|----------|
| Program/Service | 2019 | 2020 | 2021 | 2022 |
| | | | | |
| "Staffed" Diamonds/Rectangular Fields/Art.Tracks | | | | |
| Adult | \$45.05 | \$46.00 | \$46.95 | \$47.90 |
| Minor | \$22.50 | \$22.95 | \$23.45 | \$23.95 |
| Diamonds/Rectangular Fields/Art.Tracks (Premier Fields) | | | | |
| Adult | \$10.65 | \$10.90 | \$11.15 | \$11.40 |
| Minor | \$5.40 | \$5.55 | \$5.70 | \$5.85 |
| "Standard" Diamonds/Rectangular Fields (Standard fields) | | | | |
| Adult | \$5.40 | \$5.55 | \$5.70 | \$5.85 |
| Minor | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Jasper Place Bowl - Artificial Turf | | | | |
| Field - Adult | \$105.00 | \$105.00 | \$105.00 | \$105.00 |
| Field - Minor | \$75.00 | \$77.00 | \$78.00 | \$79.00 |
| | ψ. σ.σσ | ψ. 1.00 | ψ. Ο. Ο Ο | ψ10.00 |
| Millwoods - Artificial Turf | | | | |
| Field - Adult | \$105.00 | \$105.00 | \$105.00 | \$105.00 |
| Field - Minor | \$75.00 | \$77.00 | \$78.00 | \$79.00 |
| Picnic Sites | | | | |
| Canopied Sites (per hour) | \$38.95 | \$38.95 | \$38.95 | \$38.95 |
| Non - Canopied Sites (per hour) | \$29.85 | \$29.85 | \$29.85 | \$29.85 |
| Sites with Ball Diamonds (per hour) | \$38.95 | \$38.95 | \$38.95 | \$38.95 |
| Borden Park Pavillion (per hour) | \$49.20 | \$49.20 | \$49.20 | \$49.20 |
| Borden Park Pavillion - Full Day | \$408.50 | \$408.50 | \$408.50 | \$408.50 |
| Jackie Parker Pavillion (per hour) | \$49.20 | \$49.20 | \$49.20 | \$49.20 |
| Jackie Parker Pavillion - Full Day | \$408.50 | \$408.50 | \$408.50 | \$408.50 |
| Goldstick Park Meeting Room (per hour) | \$49.20 | \$49.20 | \$49.20 | \$49.20 |
| Goldstick Park Meeting Room - Full Day | \$408.50 | \$408.50 | \$408.50 | \$408.50 |
| Goldstick Park Meeting Room - Event | \$398.10 | \$398.10 | \$398.10 | \$398.10 |
| John Fry Park - Canopy Site | \$49.05 | \$49.05 | \$50.25 | \$51.50 |
| Picnic Extra Service Fees | | | | |
| Power Access at selected sites | \$46.80 | \$46.80 | \$46.80 | \$46.80 |
| Vehicle Access at selected sites | \$46.80 | \$46.80 | \$46.80 | \$46.80 |
| Extra Picnic Tables | \$28.40 | \$28.40 | \$28.40 | \$28.40 |
| Occade Building (contract) | 000.75 | #00.7F | 000.75 | 000.75 |
| Gazebo Bookings (per hour) | \$38.75 | \$38.75 | \$38.75 | \$38.75 |
| Tennis Courts | | | | |
| Outdoor Tennis Courts - Adult (per hour) | \$9.00 | \$9.20 | \$9.40 | \$9.60 |
| Outdoor Tennis Courts - Yth/Senior (per hour) | \$6.70 | \$6.85 | \$7.00 | \$7.15 |
| Outdoor Tennis Courts - Child (per hour) | \$4.60 | \$4.70 | \$4.80 | \$4.90 |

Fees are reviewed periodically with other municipalities. Generally revenue rates are increased annually by CPI and rounded to nearest dollar.

| Citizen Services - Fire Rescue Services | | Proposed | Cha | anges are | | | in ye | llow |
|--|----------|--------------|----------|---------------|----------|--------------|----------|--------------|
| Program/Service | | 2019 | | Appro 2020 | | 2021 | : | 2022 |
| Fire Inspection Fees | | | | | | | | |
| Inspection of Flammable/Combustible Fuel Tanks each hour | \$ | 97 | \$ | 99 | \$ | 101 | \$ | 102 |
| Plan Examination and Letter of Compliance | \$ | 220 | \$ | 224 | \$ | 228 | \$ | 232 |
| Occupancy Load Approval | \$ | 135 | \$ | 137 | \$ | 140 | \$ | 143 |
| Occupancy Load Certificate Replacement | \$ | 70 | \$ | 71 | \$ | 73 | \$ | 74 |
| Occupant Load Calculation | \$ | 135 | \$ | 137 | \$ | 140 | \$ | 143 |
| New Business License Approval - Low and Moderate Risk | \$ | 70 | \$ | 71 | \$ | 73 | \$ | 74 |
| New Business License Approval - High and Maximum Risk | \$ | 210 | \$ | 213 | \$ | 218 | \$ | 222 |
| Second Re-Inspection of Quality Management Plan occupancy or building | \$ | 133 | \$ | 135 | \$ | 138 | \$ | 140 |
| Requested Inspection | \$ | 133 | \$ | 135 | \$ | 138 | \$ | 140 |
| Special Event Floor Plan Review and Inspection | \$ | 133 | \$ | 135 | \$ | 138 | \$ | 140 |
| (during the hours of 08:00-17:20, Monday to Friday) | | | | | | | | |
| Major Development/Construction Site Plan Review | \$ | 133 | \$ | 135 | \$ | 138 | \$ | 140 |
| Construction Site Fire Safety Plan Review | \$ | 386 | \$ | 392 | \$ | 400 | \$ | 408 |
| File Search/Summary Report of Fire Inspection History | \$ | 134 | \$ | 136 | \$ | 139 | \$ | 142 |
| Fire Permits | | | | | | | | |
| Petroleum Tank Certificate | | | | | \$ | 105 | \$ | 105 |
| Hazardous Material Permit | \$ | 85 | \$ | 86 | \$ | 88 | \$ | 90 |
| Permit for the sale of fireworks and pyrotechnic devices | \$ | 97 | \$ | 99 | \$ | 101 | \$ | 102 |
| Permit for Professional display for Family/Consumer fireworks 7.2/1.4G | \$ | 145 | \$ | 147 | \$ | 150 | \$ | 153 |
| Permit for the Display fireworks 7.1/1.3G 9 (on-site Fire Inspection Required) | \$ | 178 | \$ | 181 | \$ | 184 | \$ | 188 |
| Permit for the use of pyrotechnic devices | \$ | 97 | \$ | 99 | \$ | 101 | \$ | 102 |
| Permit for indoor venues for fire performers up to one year | \$ | 133 | \$ | 135 | \$ | 138 | \$ | 140 |
| Permit for outdoor venues for fire performers per event | \$ | 133 | \$ | 135 | \$ | 138 | \$ | 140 |
| Permit for Special Event fire pits per event | \$ | 133 | \$ | 135 | \$ | 138 | \$ | 140 |
| Permit for open burning per municipal address up to one year | \$ | 133 | \$ | 135 | \$ | 138 | \$ | 140 |
| Fire Rescue Fees | • | 075 | • | 070 | Φ. | 005 | • | 000 |
| Hazardous Material Incident - One Single Pumper Apparatus | \$ | 275 | \$ | 279 | \$ | 285 | \$ | 290 |
| Fire Rescue Response to Residential False Alarm 2nd Response | \$ | 85 | \$ | 86 | \$ | 88 | \$ | 90 |
| Fire Rescue Response to Residential False Alarm 3rd Response | \$ | 416 | \$ | 423 | \$ | 431 | \$ | 439 |
| Fire Rescue Response to Residential False Alarm 4th Response or more | \$ | 829 | \$ | 842 | \$ | 859 | \$ | 875 |
| Fire Rescue Response to Commercial False Alarm 2nd Response | \$ | 326 649 | \$ | 331 659 | \$ | 338 | \$ | 344 685 |
| Fire Rescue Response to Commercial False Alarm 3rd Response | \$ | | \$ | | \$ | 673 | \$ | |
| Fire Rescue Response to Commercial False Alarm 4th Response or more Residential Security Alarms routed to Fire Rescue Services | \$ \$ | 1,295 829 | \$ \$ | 1,316 842 | \$ \$ | 1,342 859 | \$ \$ | 1,368 875 |
| Commercial Security Alarms routed to Fire Rescue Services | \$ | 1,295 | \$ | 1,316 | \$ | 1,342 | \$ | 1,368 |
| Pumpers, Pump tankers, rescue trucks, aerial trucks, jet boat, ambulance bus, | \$ | 415 | \$ | 422 | \$ | 430 | \$ | 438 |
| air monitoring truck: per Apparatus, per half hour or portion thereof | Ψ | 413 | Ψ | 722 | Ψ | 400 | Ψ | 430 |
| Chiefs' vans/cars, salvage truck, hose tender, fan truck, water cannon, mobile | \$ | 209 | \$ | 212 | \$ | 217 | \$ | 221 |
| command, bus, medical support units, Metzler boat, Zodiac, 4 x 4 mobile | | | | | | | | |
| pumps, and any other unspecified Apparatus | | | | | | | | |
| Hazardous Material Apparatus for first 30 minutes | \$ | 621 | \$ | 631 | \$ | 644 | \$ | 656 |
| Hazardous Material Apparatus for subsequent 30 minutes or portion thereof | \$ | 415 | \$ | 422 | \$ | 430 | \$ | 438 |
| Costs related to overtime per Member, per half hour or portion thereof | \$ | 66 | \$ | 67 | \$ | 68 | \$ | 70 |
| Costs related to dispatch, monitoring and response management per Member, | \$ | 66 | \$ | 67 | \$ | 68 | \$ | 70 |
| per half hour or portion thereof | | | | | | | | |
| Costs related to Fire Inspection, per half hour or portion thereof | \$ | 66 | \$ | 67 | \$ | 68 | \$ | 70 |
| Costs related to Fire Investigation per Member, per half hour or portion thereof | \$ | 66 | \$ | 67 | \$ | 68 | \$ | 70 |
| Costs related to K-9 search per team (includes a handler and a canine) | \$ | 87 | \$ | 88 | \$ | 90 | \$ | 92 |

A non-cash fare increase of 2% per year for 2021 and 2022 has been included to address increased service delivery costs for Edmonton Transit. Cash fare increases in each of 2019- 2021 has been included, to more closely align to the anticipated maximum fare payable in the Regional SMART Fare fare collection system. The fare rate increases for 2021 and 2022 have been put on hold, pending further review by Council.

City Operations - Edmonton Transit

| Proposed | Changes ar | e highlighted | l in vellow |
|----------|------------|---------------|-------------|
| | | | |

| The second contract of | vod | | | |
|--|----------|----------|----------|----------|
| Dragram/Camilian | Appro | | On Ho | |
| Program/Service | 2019 | 2020 | 2021 | 2022 |
| Cash Fare | \$3.50 | \$3.50 | \$3.75 | \$4.00 |
| Tickets (ten) | | | | |
| Adult | \$26.25 | \$27.00 | \$27.75 | \$28.25 |
| Youth/Senior | \$23.00 | \$19.00 | \$19.75 | \$20.25 |
| Monthly Passes | | | | |
| Youth (6-24 years) | \$75.00 | \$72.50* | \$73.00 | \$74.00 |
| Adult | \$97.00 | \$97.00 | \$100.00 | \$102.00 |
| Senior | \$15.50 | \$34.00 | \$35.00 | \$35.75 |
| Subsidized Passes | | | | |
| Adult Subsidized Pass - Ride Base | \$35.00 | \$34.00 | \$35.00 | \$35.75 |
| Youth Subsidized Pass - Ride Base | \$35.00 | \$34.00 | \$35.00 | \$35.75 |
| Adult Subsidized Pass - Ride Tier 1 | \$35.00 | \$34.00 | \$35.00 | \$35.75 |
| Youth Subsidized Pass - Ride Tier 1 | \$35.00 | \$34.00 | \$35.00 | \$35.75 |
| Adult Subsidized Pass - Ride Tier 2 | \$50.00 | \$48.50 | \$50.00 | \$51.00 |
| Youth Subsidized Pass - Ride Tier 2 | \$50.00 | \$48.50 | \$50.00 | \$51.00 |
| Student Passes | | | | |
| Post Secondary | \$88.50 | N/A | N/A | N/A |
| UPASS - Winter Semester | \$141.44 | \$145.60 | \$149.76 | TBD |
| UPASS - Summer Semester | \$141.44 | \$145.60 | \$149.76 | TBD |
| UPASS - Fall Semester | \$145.60 | \$149.76 | TBD | TBD |
| Senior Annual Passes | | | | |
| Regular | \$136.50 | \$374.00 | \$385.00 | \$393.25 |
| Low Income - Base and Tier 1 | \$59.25 | \$0.00 | \$0.00 | \$0.00 |
| Low Income - Tier 2 | N/A | \$136.50 | \$139.00 | \$141.75 |
| Family Pass / Day Pass | \$9.75 | \$10.00 | \$10.25 | \$10.50 |
| Charter Rates | \$145.00 | \$145.00 | \$148.00 | \$151.00 |
| Airport Monthly Pass | \$90.00 | \$90.00 | \$90.00 | \$90.00 |

^{*} Effective September 1, 2020, the Youth Monthly Pass decreased from \$75.00 to \$72.50.

ETS receives 83.2% of the U-PASS fees, with the remainder split between City of St. Albert, Strathcona County, City of Spruce Grove, City of Fort Saskatchewan, and City of Leduc.

Current U-PASS agreements end in August 2021, with new rates to be negotiated.

Effective February 21 2020, Regular Senior Annual Passes were offered at \$136.50 to individuals who purchased a Regular Senior Annual Pass in 2019 to facilitate a one-year transition period.

Urban Form & Corporate Strategic Development - City Planning

Proposed Changes are highlighted in yellow

| | | J | ggea) | |
|---|----------|----------|----------|----------|
| | Approved | Approved | Proposed | Proposed |
| Sanitary Servicing Strategy Fund (SSSF) Rates | 2019 | 2020 | 2021 | 2022 |
| Expansion Assessment | | | | |
| North Edmonton Sanitary Trunk (NEST per hectare) | \$23,735 | \$24,448 | \$24,937 | \$24,937 |
| South Edmonton Sanitary Sewer (SESS per hectare) | \$23,735 | \$24,448 | \$24,937 | \$24,937 |
| West Edmonton Sanitary Sewer (WESS per hectare) | \$29,673 | \$30,563 | \$31,174 | \$31,174 |
| | | | | |
| Sanitary Sewer Trunk Charges | | | | |
| Single Family or Duplex (per dwelling) | \$1,662 | \$1,712 | \$1,746 | \$1,746 |
| Multi-Family (per dwelling) | \$1,186 | \$1,222 | \$1,246 | \$1,246 |
| Secondary Suite (per dwelling) | \$735 | \$758 | \$773 | \$773 |
| Commercial/Industrial/Institutional (per hectare) | \$8,311 | \$8,560 | \$8,731 | \$8,731 |

As stated in the EPCOR Drainage Services Bylaw approved by Council on August 30th, commencing January 1, 2018 and for each subsequent year on that date the Sanitary Sewer Trunk Charge shall be adjusted in accordance with an adjustment notice provided by the City of Edmonton, as applicable.

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| | Approved | Approved | Proposed | Proposed |
|---|--|--|--|--|
| Program/Service | 2019 | 2020 | 2021 | 2022 |
| ninistrative Fees | | | | |
| Non-refundable Administrative Fee (or 20%, whichever is greater)* | \$110 | \$112 | \$112 | \$114 |
| Recirculation Fee | 50% of original permit fee | 50% of original permit fee | 50% of original permit fee | 50% of original permit fee |
| Re-inspection Fee | \$259 | \$264 | \$264 | \$269 |
| Re-examination of Plans Fee | \$259 | \$264 | \$264 | \$269 |
| Search of Records/Outstanding Orders Search (per titled lot) | \$110 | \$112 | \$112 | \$114 |
| Reproduction Fee: 8" x 11" document over 20 pages (per page) | \$0.25 | \$0.25 | \$0.25 | \$0.2 |
| Reproduction Fee: for larger documents (fee charged per sq ft by vendor) | \$1 | \$1 | \$1 | \$ |
| relopment Permits | | | | |
| Residential Applications | | | | |
| Home Improvement | | | | |
| Additions to: | | | | |
| | | | | |
| Mobile Home | \$174 | \$176 | \$176 | \$180 |
| Mobile Home Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height | \$174 \$173 | \$176 \$176 | \$176 \$176 | · |
| Single Detached, Duplex, or Semi-Detached Housing with NO | · | · | · | \$18 \$18 \$44 |
| Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height Single Detached, Duplex, or Semi-Detached Housing with | \$173 | \$176 | \$176 | \$18 |
| Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height Single Detached, Duplex, or Semi-Detached Housing with increase in floor area or height | \$173 \$425 | \$176 \$433 | \$176 \$433 | \$18 \$44 |
| Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height Single Detached, Duplex, or Semi-Detached Housing with increase in floor area or height Accessory Building | \$173 \$425 \$118 | \$176 \$433 \$120 | \$176 \$433 \$120 | \$18 \$44 \$12 \$18 |
| Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height Single Detached, Duplex, or Semi-Detached Housing with increase in floor area or height Accessory Building Driveway Extension | \$173 \$425 \$118 \$173 | \$176 \$433 \$120 \$176 | \$176 \$433 \$120 \$176 | \$18 \$44 \$12 \$18 \$18 |
| Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height Single Detached, Duplex, or Semi-Detached Housing with increase in floor area or height Accessory Building Driveway Extension Fireplace | \$173 \$425 \$118 \$173 \$173 | \$176 \$433 \$120 \$176 \$176 | \$176 \$433 \$120 \$176 \$176 | \$18 \$44 \$12 \$18 \$18 \$18 |
| Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height Single Detached, Duplex, or Semi-Detached Housing with increase in floor area or height Accessory Building Driveway Extension Fireplace Overheight Fence | \$173 \$425 \$118 \$173 \$173 \$179 | \$176 \$433 \$120 \$176 \$176 | \$176 \$433 \$120 \$176 \$176 \$182 | \$180 \$444 \$120 \$180 \$180 \$180 \$180 \$290 |
| Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height Single Detached, Duplex, or Semi-Detached Housing with increase in floor area or height Accessory Building Driveway Extension Fireplace Overheight Fence Secondary Suites | \$173 \$425 \$118 \$173 \$173 \$179 \$288 | \$176 \$433 \$120 \$176 \$176 \$182 \$293 | \$176 \$433 \$120 \$176 \$176 \$182 \$293 | \$18 \$44 \$12 \$18 \$18 \$18 \$29 \$12 |
| Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height Single Detached, Duplex, or Semi-Detached Housing with increase in floor area or height Accessory Building Driveway Extension Fireplace Overheight Fence Secondary Suites Solar Panels or Renewable Energy | \$173 \$425 \$118 \$173 \$173 \$179 \$288 \$118 | \$176 \$433 \$120 \$176 \$176 \$182 \$293 \$120 | \$176 \$433 \$120 \$176 \$176 \$182 \$293 \$120 | \$18 \$44 \$12 |

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow **Approved Approved Proposed Proposed** Program/Service 2021 2022 2019 2020 Exterior Alterations Exterior Alterations to Single Detached, Duplex, or Semi-\$176 \$176 \$180 Detached Housing with NO increase in floor area or height Exterior Alterations to Existing Multi-dwelling Residential \$368 \$375 \$375 \$383 Buildina New Dwellings Garden Suites \$288 \$293 \$293 \$299 Single Detached Housing, Duplex, Semi-Detached, Residential \$493 \$502 \$502 \$512 Sales Centres \$881 Apartment and Row Housing, an all other housing units \$848 \$864 \$864 (excluding Single Detached, Duplex, or Semi-Detached), up to 4 dwelling units For each additional dwelling above 4 \$77 \$79 Residential Related and Move On Applications Group Homes, Limited Group Homes - (conversions of \$344 \$351 \$351 \$358 dwellings to) \$327 \$334 Major Home Occupation \$321 \$327 Minor Home Occupation \$127 \$129 \$129 \$132 Mobile Home Move On \$174 \$177 \$181 \$177 Residential Move On \$344 \$351 \$351 \$358 Residential Demolition \$87 \$89 \$89 \$91 Recreational Vehicle Parking \$179 \$182 \$182 \$186 Commercial, Industrial, Institutional, Mixed Use Applications New or Additions to Existing Buildings Gross Floor Area up to 500 square meters (5,381.95 sq. ft.) \$963 \$981 \$1,080 \$1,102 Each additional 100 square meters (1,076.39 sq. ft.) of Gross \$98 \$100 \$110 \$112 Floor Area or part thereof in commercial portion Cannabis Retail Sales and Cannabis Production and \$5,600 \$5,600 \$5,600 \$5,600 Distribution as a General Industrial Building Mixed Use Buildings Gross Floor Area up to 500 square meters (5,381.95 sq. ft.) in \$1,877 \$1,913 \$1,913 \$1,951 commercial portion and up to 4 dwelling units in residential Each additional 100 square meters of Gross Floor Area or part \$98 \$100 \$110 \$112 thereof in commercial portion \$77 \$79 Each additional dwelling unit in residential portion \$76 \$77 Change of Use Child Care Services \$331 \$337 \$375 \$383 Discretionary Use \$518 \$528 \$528 \$539 Permitted Use or Uses in Direct Control Districts \$281 \$286 \$383 \$375 Cannabis Retail sales or Cannabis Production and Distribution \$5,600 \$5,600 \$5,600 \$5,600 (including ones proposed as new construction) Non-Accessory Parking \$848 \$864 \$864 \$881 **General** Carnival \$275 \$280 \$280 \$286 Christmas Tree Lot \$275 \$280 \$280 \$286 Commercial Demolition \$87 \$89 \$89 \$91 Commercial Move On \$894 \$911 \$911 \$929 Exterior alterations or renovations to existing commercial \$368 \$375 \$375 \$383 buildings Outdoor Patio, Special Events, Temporary Garden \$368 \$375 \$375 \$383 Greenhouse, Garden Centre, Solar Panels Satellite Signal Receiving Antenna, Satellite Dish, Amateur \$191 \$195 \$195 \$199 Radio Antennae and Support Structures Sidewalk Cafe (5 years) \$518 \$528 \$528 \$539 Cell Towers Freestanding \$3.568 \$3.636 \$3.636 \$3.709 Rooftop \$2,665 \$2,716 \$2,716 \$2,770 Other Development Permits & Supporting Services

Encroachment Applications

| | Approved | Approved | Proposed | Proposed |
|---|----------------|---|----------------|---|
| ogram/Service | 2019 | 2020 | 2021 | 2022 |
| Application Fee | 2019 | 2020 | 2021 | 2022 |
| Encroachments under 0.05 meters | No charge | No charge | No charge | No cha |
| Applications that do not require circulation | \$300 | - | \$300 | |
| Applications that require circulation | \$500 | · | \$500 | |
| Encroachment Fee | 7 | , , , , , | , , , , | Ţ. |
| Encroachments onto easements; aerial, canopy or projecting signs encroachments | \$50 | \$50 | \$50 | |
| Encroachments under 0.05 meters | \$100 | \$100 | \$100 | \$ |
| Encroachments under 0.3 meters and under 2 square meters in area | \$100 | \$100 | \$100 | \$ |
| Encroachments under 0.3 meters and under 5 square meters in area | \$350 | \$350 | \$350 | \$ |
| Encroachments over 0.3 meters and/or over 5 square meters in area | of the Owner's | Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment | of the Owner's | the Area of Owner's La times the Ar |
| Compliance Certificates and Zoning Confirmation | | | | |
| Compliance Certificate - Single Detached, Semi-Detached or Duplex (Regular Service) | \$133 | \$136 | \$136 | \$ |
| Compliance Certificate - Single Detached, Semi-Detached or Duplex (Express Service) | \$264 | \$269 | \$269 | \$ |
| Compliance Certificate - Multi-Family, Commercial, Industrial (Regular Service) | \$276 | \$281 | \$281 | \$ |
| Compliance Certificate - Multi-Family, Commercial, Industrial (Express Service) | \$550 | \$560 | \$560 | \$ |
| Compliance Certificate Revision | \$84 | · | \$86 | |
| Zoning Confirmation of Letter (per site) | \$112 | | \$114 | |
| Pick-up/Mail Out of Compliance Certificates | \$25 | \$25 | \$25 | |
| <u>Lot Grading Fee</u> | | | | |
| Single Detached Housing | \$145 | \$148 | \$148 | · |
| Semi-Detached Housing (per dwelling unit) | \$145 | \$148 | \$148 | |
| Multi-Family housing *** | \$236 | \$240 | \$240 | \$ |
| *** Additional fee for each dwelling unit on the first level that contains dwelling units | \$58 | \$58 | \$60 | |
| Any other land use - Minimum fee per hectare | \$236 | \$240 | \$240 | \$ |
| Re-inspection | N/A | \$160 | \$160 | \$ |
| <u>Sign Developments</u> | | | | |
| Digital Signs | \$458 | · · | \$900 | \$ |
| Fascia Signs | \$94 | | \$120 | |
| Permanent, Freestanding, Projecting or Roof Signs | \$282 | · | \$375 | \$ |
| Temporary Signs - Valid for 90 days | \$94 | · | \$96 | |
| Temporary Signs - Valid for 365 days | \$282 | \$287 | \$287 | \$ |
| Comprehensive Sign Design | N/A | \$380 | \$380 | \$ |
| <u>Urban Agriculture</u> | | | | |
| Urban Garden | \$55 | | \$56 | |
| Urban Hen Enclosure | \$55 | \$56 | \$56 | |
| Urban Indoor Farm | \$275 | \$280 | \$280 | \$ |
| Urban Outdoor Farm | \$55 | \$56 | \$56 | |
| ditional Fees | | | | |
| <u>Development Permit Inspections</u> | | | | |
| Residential Development Permits (excluding Row Housing, Stacked Row Housing, and Apartment Housing) for the first two inspections | \$207 | \$211 | \$211 | \$ |
| Other Development Permits for the first two inspections | \$518 | \$528 | \$528 | \$ |

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| | | 1 Toposed Chariges are highlighted in Yellow | | | | |
|---|--------------------------------|--|--------------------------------|-------------------------------|--|--|
| | Approved | Approved | Proposed | Proposed | | |
| ogram/Service | 2019 | 2020 | 2021 | 2022 | | |
| Development existing without a required Development Permit | Double regular application fee | Double regular application fee | Double regular application fee | Double regul application f | | |
| Leave As Built - Accessory Building for House/Other Residential Renovations & Additions | \$112 | \$114 | \$114 | \$1 | | |
| Leave as Built - Single Detached, Semi-Detached, Duplex | \$167 | \$170 | \$170 | \$1 | | |
| Leave As Built - Other Development Permits (Multi-Family, Commercial, Industrial) | \$386 | \$393 | \$393 | \$4 | | |
| Pre-Application Meeting | | | | | | |
| Major Development Permits-Commercial, Industrial, Institutional, Mixed Use, and Multi-dwelling Development Applications | \$331 | \$337 | \$450 | \$4 | | |
| Minor Development Permits-New Infill Construction for Single Detached Housing, Semi Detached Housing, Duplex Housing, Garden Suite Applications | N/A | N/A | \$176 | \$1 | | |
| Revision Fees | | | | | | |
| Minor Amendment to Development Permit - Minor Residential Applications | \$112 | \$114 | \$114 | \$1 | | |
| Minor Amendment to Development Permit - Single Detached, Semi-Detached, Duplex | \$167 | \$170 | \$170 | \$1 | | |
| Minor Amendment to Development Permit - Other (Multi-Family, Commercial, Industrial) | \$386 | \$393 | \$393 | \$4 | | |
| Recirculation Fee (for the third and subsequent re-circulations) | 50% original permit fee | 50% original permit fee | 50% original permit fee | 50% origii permit | | |
| Re-examination of Plans Fee | \$259 | \$264 | \$264 | \$2 | | |
| Non-refundable Administrative Fee (or 20%, whichever is greater)* | \$110 | \$112 | \$112 | \$ | | |

^{*}The Development Officer may reduce or waive Development Permit Fees, including any additional fees, where payment of the fee will result in hardship or inequity

Sanitary Sewer Trunk Charge (SSTC)

| New Residential - One or Two Dwellings (per dwelling) | \$1,662 | \$1,712 | \$1,746 | \$1,746 |
|--|---------|---------|---------|---------|
| New Residential - Secondary, Garage or Garden Suite (per dwelling) | \$735 | \$758 | \$773 | \$773 |
| New Residential - Three or More Dwellings (per dwelling) | \$1,186 | \$1,222 | \$1,246 | \$1,246 |
| New Industrial, Commercial, Institutional (per hectare) | \$8,311 | \$8,560 | \$8,731 | \$8,731 |
| Redevelopment/Expansion of Any Type of Development; | | | | |

Where A = SSTC that should be paid by new development and B = charge paid, or would have been paid, by existing development on site

| alculated Construction Value per square foot of floor area | | | | |
|--|---------|---------|---------|------|
| New semi-detached, duplex, row-housing or stacked row-housing (floor area of the basement and garage should be excluded) | \$115 | \$120 | \$120 | \$^ |
| New residential and mixed use residential projects, not more than 6 storeys in height | \$185 | \$175 | \$175 | \$ |
| New residential and mixed use residential projects, not more than 12 storeys in height | \$200 | \$180 | \$180 | \$ |
| New residential and mixed use residential projects, buildings not more than 39 storeys in height | \$215 | \$190 | \$190 | \$ |
| New residential and mixed use residential projects, buildings 40 or more storeys in height | \$250 | \$200 | \$200 | \$ |
| New hotels and motels | \$207 | \$213 | \$213 | \$ |
| New parkade development | \$80 | \$90 | \$90 | |
| ombo Building Mechanical Permit Fee - Single Detached Housing | | | | |
| 0 - 1050 sq. ft. | \$611 | \$623 | \$623 | \$ |
| 1051 - 1150 sq. ft. | \$750 | \$764 | \$764 | \$ |
| 1151 - 1250 sq. ft. | \$817 | \$833 | \$833 | \$ |
| 1251 - 1450 sq. ft. | \$973 | \$991 | \$991 | \$1, |
| 1451 - 1650 sq. ft. | \$1,090 | \$1,111 | \$1,111 | \$1, |
| 1651 - 1850 sq. ft. | \$1,210 | \$1,233 | \$1,233 | \$1, |
| 1851 - 2050 sq. ft. | \$1,382 | \$1,408 | \$1,408 | \$1, |
| 2051 - 2250 sq. ft. | \$1,499 | \$1,527 | \$1,527 | \$1, |
| 2251 - 2500 sq. ft. | \$1,642 | \$1,673 | \$1,673 | \$1, |
| 2501 - 3000 sq. ft. | \$1,947 | \$1,984 | \$1,984 | \$2, |

| | Approved | Approved | Proposed | Proposed |
|---|----------|--------------|----------|----------|
| rogram/Service | 2019 | 2020 | 2021 | 2022 |
| 3001 - 3500 sq. ft. | \$2,253 | \$2,296 | \$2,296 | \$2,342 |
| 3501 - 4000 sq. ft. | \$2,804 | \$2,857 | \$2,857 | \$2,914 |
| 4001 - 4500 sq. ft. | \$3,462 | \$3,528 | \$3,528 | \$3,599 |
| 4501 - 5000 sq. ft. | \$4,251 | \$4,332 | \$4,332 | \$4,419 |
| 5001 - 5500 sq. ft. | \$5,200 | \$5,299 | \$5,299 | \$5,405 |
| 5501 - 6000 sq. ft. | \$6,339 | \$6,459 | \$6,459 | \$6,588 |
| Over 6000 sq. ft. | \$7,699 | \$7,845 | \$7,845 | \$8,002 |
| ombo Building Mechanical Permit Fee - Garden Suites | | | | |
| 0 - 1050 sq. ft. | \$816 | \$832 | \$832 | \$849 |
| 1051 - 1150 sq. ft. | \$955 | \$973 | \$973 | \$992 |
| 1151 - 1250 sq. ft. | \$1,022 | \$1,041 | \$1,041 | \$1,062 |
| 1251 - 1450 sq. ft. | \$1,179 | \$1,201 | \$1,201 | \$1,225 |
| 1451 - 1650 sq. ft. | \$1,295 | \$1,320 | \$1,320 | \$1,346 |
| 1651 - 1850 sq. ft. | \$1,415 | \$1,442 | \$1,442 | \$1,471 |
| 1851 - 2050 sq. ft. | \$1,587 | \$1,617 | \$1,617 | \$1,649 |
| 2051 - 2250 sq. ft. | \$1,704 | \$1,736 | \$1,736 | \$1,771 |
| 2251 - 2500 sq. ft. | \$1,847 | \$1,882 | \$1,882 | \$1,920 |
| 2501 - 3000 sq. ft. | \$2,152 | \$2,193 | \$2,193 | \$2,237 |
| 3001 - 3500 sq. ft. | \$2,459 | \$2,506 | \$2,506 | \$2,556 |
| 3501 - 4000 sq. ft. | \$3,009 | \$3,066 | \$3,066 | \$3,127 |
| 4001 - 4500 sq. ft. | \$3,667 | \$3,737 | \$3,737 | \$3,812 |
| 4501 - 5000 sq. ft. | \$4,456 | \$4,541 | \$4,541 | \$4,632 |
| 5001 - 5500 sq. ft. | \$5,405 | \$5,508 | \$5,508 | \$5,618 |
| 5501 - 6000 sq. ft. | \$6,544 | \$6,668 | \$6,668 | \$6,801 |
| Over 6000 sq. ft. | \$7,904 | \$8,054 | \$8,054 | \$8,215 |
| ilding Permits | Ψ1,504 | ψ0,004 | ψ0,004 | Ψ0,210 |
| For Additions/Alterations to Single Detached Housing | | | | |
| For minor residential projects: accessory building, uncovered | \$110 | \$112 | \$112 | \$114 |
| deck, hot tub, swimming pool, detached garage, single family house demolition, wheelchair ramp, or mobile home move on | ΨΠΟ | Ψ112 | ΨΠΖ | ψιιτ |
| Construction value: \$0 - \$5,000 | \$110 | \$112 | \$112 | \$114 |
| Construction value: \$5,001 - \$10,000 | \$157 | \$160 | \$276 | \$282 |
| Construction value: \$10,001 - \$25,000 | \$271 | \$276 | \$276 | \$282 |
| Construction value: \$25,001 - \$50,000 | \$503 | \$513 | \$513 | \$523 |
| Construction value: \$50,001 - \$100,000 | \$975 | \$994 | \$994 | \$1,014 |
| Construction value: \$100,000+ | \$1,899 | \$1,935 | \$1,935 | \$1,974 |
| For New Commercial, Industrial, Institutional or additions/alterations to Multi-Family Developments, Mixed Use Developments, Hotels and Motels, or Underground Parkades | | | | |
| For each Construction Value under \$1,000,000 - per \$1,000 of Construction Value | \$11 | \$11 | \$11 | \$11 |
| For each Construction Value over \$1,000,000 - per \$1,000 of Construction Value | \$9 | \$10 | \$10 | \$10 |
| Minimum Fee | \$158 | \$161 | \$264 | \$269 |
| ns Permits | | | | |
| Commercial, Industrial, Institutional or Multi-Family Developments | 0400 | 0.170 | 0.470 | 0.475 |
| Construction value: \$0 - \$15,000 | \$169 | \$172 | \$172 | \$175 |
| Construction value: \$15,0001 - \$500,000 | \$246 | \$251 | \$251 | \$256 |
| Construction value: \$500,001 - \$1,000,000 | \$330 | \$336 | \$336 | \$343 |
| Construction value: \$1,000,001 - \$5,000,000 | \$494 | \$503 | \$503 | \$513 |
| Construction value: \$5,000,001+ | \$818 | \$834 | \$834 | \$851 |
| Additional Meter Set | \$44 | \$45 | \$45 | \$46 |
| Single Detached Housing or Single Unit in a Residential Multi- | \$110 | \$112 | \$112 | \$114 |
| Family Developments Temporary Heat - Commercial Permits | \$169 | \$172 | \$172 | \$175 |
| Temporary Heat - Single Detached Housing or Single Unit in a | \$110 | \$112 | \$112 | \$114 |
| Residential Multi-Family Development | Ψιιο | ΨιιΖ | Ψ112 | ψιιτ |

| | | sed Changes are | | |
|--|------------|-----------------|------------|----------|
| | Approved | Approved | Proposed | Proposed |
| rogram/Service | 2019 | 2020 | 2021 | 2022 |
| umbing Permits & Sewer Permits | | | | |
| Plumbing Permit for Residential Multi-Family Development and Single Detached Housing Development (per dwelling unit) | \$110 | \$112 | \$112 | \$1 |
| Sewer Connection: Residential Multi-Family Development - per | \$110 | \$112 | \$112 | \$1 |
| dwelling unit | **** | | | |
| Sewer Connection: Residential Multi-Family Development - Maximum Fee | \$205 | \$209 | \$209 | \$2 |
| Plumbing Permits for Other Developments - per \$1,000 of | \$0.51 | \$0.52 | \$0.52 | \$0 |
| Construction Value Plumbing Permits for Other Developments - Minimum Fee | \$169 | \$172 | \$172 | \$1 |
| VAC Permits | φ109 | φ1/2 | \$172 | φι |
| Alterations/Replacing Existing HVAC in Residential Multi- | \$110 | \$112 | \$112 | \$ |
| Development (per unit) | ΨΠΟ | Ψ112 | Ψ1.12 | |
| New Residential Multi-Family Development - per \$1,000 of | \$0.59 | \$0.60 | \$0.60 | \$0 |
| Construction Value New Single Detached Housing or Single Unit in Residential Multi- | \$110 | \$112 | \$112 | \$ |
| Family Development | · | | | |
| Other Developments - per \$1,000 of Construction Value | \$0.59 | \$0.60 | \$0.60 | \$0 |
| Other Developments - minimum fee | \$169 | \$172 | \$172 | \$ |
| parding Permits | | | | |
| Hoarding projecting from property line towards a roadway | 0 E | 0 E | 0 E | |
| Per lineal meter of boulevard occupied | \$5 C4 | \$5 | \$5 | |
| Under 2.4 meters from the edge of the sidewalk or roadway - per square meter of sidewalk or roadway occupied | \$4 | \$4 | \$4 | |
| Over 2.4 meters from the edge of a sidewalk or roadway - per | \$16 | \$16 | \$16 | , |
| square meter of sidewalk or roadway occupied | | | | |
| Hoarding projecting from a property line towards an alley Under 1.5 meters from edge of alley - per square meter of alley | \$4 | \$4 | \$4 | |
| occupied | Ψ4 | Ψ4 | Ψ4 | |
| Over 1.5 meters from edge of alley - per square meter of alley | | \$16 \$ | \$16 | , |
| occupied. NOTE : The fee for hoarding building permit may also include hoarding | | | | |
| permit rental fees which are based on the size and location of | | | | |
| space occupied. Hoarding rental fee rates are per month and | | | | |
| are subject to GST. ectrical Permits | | | | |
| For New Single Detached Housing Developments | | | | |
| Underground Service Cable Permit Fee | \$82 | \$84 | \$84 | |
| House Wiring Permit: 0 - 1050 sq. ft. | \$232 | \$236 | \$236 | \$ |
| House Wiring Permit: 1051 - 1150 sq. ft. | \$241 | \$246 | \$246 | \$ |
| House Wiring Permit: 1151 - 1250 sq. ft. | \$250 | \$255 | \$255 | \$ |
| House Wiring Permit: 1251 - 1450 sq. ft. | \$259 | \$264 | \$264 | \$ |
| House Wiring Permit: 1451 - 1650 sq. ft. | \$270 | \$275 | \$275 | \$ |
| House Wiring Permit: 1651 - 1850 sq. ft. | \$281 | \$286 | \$286 | \$ |
| House Wiring Permit: 1851 - 2050 sq. ft. | \$293 | \$299 | \$299 | \$ |
| House Wiring Permit: 2051 - 2250 sq. ft. | \$304 | \$310 | \$310 | \$ |
| House Wiring Permit: 2251 - 2500 sq. ft. | \$316 | \$322 | \$322 | \$ |
| House Wiring Permit: 2501 - 3000 sq. ft. | \$329 | \$335 | \$335 | \$ |
| House Wiring Permit: 3001 - 3500 sq. ft. | \$342 | \$348 | \$348 | \$ |
| House Wiring Permit: 3501 - 4000 sq. ft. | \$355 | \$362 | \$362 | \$ |
| House Wiring Permit: 4001 - 4500 sq. ft. | \$369 | \$376 | \$376 | \$: |
| House Wiring Permit: 4501 - 5000 sq. ft. | \$385 | \$392 | \$392 | \$4 |
| House Wiring Permit: 5001 - 5500 sq. ft. | \$399 | \$407 | \$407 | \$4 |
| House Wiring Permit: 5501 - 6000 sq. ft. | \$415 | \$423 | \$423 | \$ |
| House Wiring Permit: Over 6000 sq. ft. | \$432 | \$440 | \$440 | \$ |
| Other New Developments | | | | |
| New Semi-Detached, Duplex or Row Housing - Underground | \$82 | \$84 | \$84 | ; |
| Service Cable Permit Fee | | | | |

| | Propos | ed Changes are | highlighted in y | ellow |
|--|----------------|----------------|------------------|-----------|
| , | Approved | Approved | Proposed | Proposed |
| ogram/Service | 2019 | 2020 | 2021 | 2022 |
| New Apartment Housing - Underground Service Cable Permit Fee | \$177 | \$180 | \$180 | \$^ |
| New Apartment Housing - House Wiring Permit Fee | \$116 | \$118 | \$118 | \$ |
| For Owners Residing in a Single Family Residential Dwelling | | | | |
| Service Changes | \$200 | \$204 | \$204 | \$ |
| Minor Alterations | \$146 | \$149 | \$149 | \$ |
| Annual Electrical Permits | | | | |
| Electrical Installation Cost - Minimum Fee | \$311 | \$317 | \$317 | \$ |
| Annual Electrical Permit Fee (per \$100 of Electrical Installation Cost) | \$1.04 | \$1.06 | \$1.06 | \$ |
| Inspection Fee - First hour | \$146 | \$149 | \$149 | \$ |
| Inspection Fee - Each additional hour | \$146 | \$149 | \$149 | \$ |
| For Stand Alone Electrical Permits | | | | |
| Electrical Installation Cost: \$0 - \$3,000 | \$146 | \$149 | \$149 | \$ |
| Electrical Installation Cost: \$3,001 - \$10,000 Base Fee | \$68 | \$69 | \$69 | |
| Electrical Installation Cost: \$3,001 - \$10,000 Multiplier | 0.02662 | 0.02713 | 0.02713 | 0.02 |
| Electrical Installation Cost: \$10,001 - \$50,000 Base Fee | \$271 | \$276 | \$276 | \$ |
| Electrical Installation Cost: \$10,001 - \$50,000 Multiplier | 0.00599 | 0.00610 | 0.00610 | 0.00 |
| Electrical Installation Cost: \$50,001 - \$250,000 Base Fee | \$357 | \$364 | \$364 | 9.55 |
| Electrical Installation Cost: \$50,001 - \$250,000 Multiplier | 0.00447 | 0.00455 | 0.00455 | 0.00 |
| Electrical Installation Cost: \$250,000+ Base Fee | \$971 | \$989 | \$989 | \$1 |
| Electrical Installation Cost: \$250,000+ Multiplier | 0.00203 | 0.00207 | 0.00207 | 0.00 |
| For Electrical Permits Obtained in Connection with Other Permits | 0.00203 | 0.00207 | 0.00201 | 0.00 |
| Construction Value: \$0 - \$24,000 Base Fee | \$146 | \$149 | \$149 | \$ |
| | \$68 | \$69 | \$69 | 4 |
| Construction Value: \$24,000 - \$80,000 Base Fee | | | | 0.00 |
| Construction Value: \$24,000 - \$80,000 Multiplier | 0.00334 | 0.00340 | 0.00340 | 0.00 |
| Construction Value: \$80,001 - \$400,000 Base Fee | \$271 | \$276 | \$276 | \$ |
| Construction Value: \$80,001 - \$400,000 Multiplier | 0.00075 | 0.00076 | 0.00076 | 0.00 |
| Construction Value: \$400,001 - \$2,000,000 Base Fee | \$357 | \$364 | \$364 | \$ |
| Construction Value: \$400,001 - \$2,000,000 Multiplier | 0.00055 | 0.00056 | 0.00056 | 0.00 |
| Construction Value: \$2,000,000+ Base Fee | \$971 | \$989 | \$989 | \$1 |
| Construction Value: \$2,000,000+ Multiplier | 0.00025 | 0.00025 | 0.00025 | 0.00 |
| Additional Meter Set | N/A | \$45 | \$45 | |
| For Temporary Events | | | | |
| Inspection Fee - First Hour | \$146 | \$149 | \$149 | \$ |
| Inspection Fee - Each Additional Hour | \$116 | \$118 | \$118 | \$ |
| Inspection Fee - Outside of 8AM to 5PM on weekdays, weekends and stat holidays - Minimum Fee | \$518 | \$528 | \$528 | \$ |
| Inspection Fee - Outside of 8AM to 5PM on weekdays, weekends and stat holidays - First Hour Inspection Fee - Outside of 8AM to 5PM on weekdays, | \$293 \$232 | \$299 \$236 | \$299 \$236 | \$ |
| weekends and stat holidays - Each Additional Hour | ΨΖΟΖ | Ψ230 | Ψ230 | 4 |
| Emergency or After Hours Inspection Fees - First 3 hours | \$518 | \$528 | \$528 | \$ |
| Emergency or After Hours Inspection Fees - Each additional hour | \$254 | \$259 | \$259 | \$ |
| ditional Fees | | | | |
| Additional Inspections | \$259 | \$264 | \$264 | \$ |
| Mailing Out Minor Building Permit Flat Plans | \$25 | \$25 | \$25 | |
| #REF! | \$110 | \$112 | \$112 | \$ |
| #REF! | \$0.25 | \$0.25 | \$0.25 | \$(|
| #REF! | \$1 | \$1 | \$1 | · · · · · |
| Fire Inspection Fee for Secondary Suites (For Secondary Suites | \$135 | \$133 | \$133 | \$ |
| existing before December 31, 2006 with a Development Permit) ** | | | Ψ.55 | |
| Fire Inspection Services Fee for Construction Site Plan Review ** | \$392 | \$386 | \$386 | \$ |
| Interior Alterations to Commercial/Industrial Buildings Commenced BEFORE Permit is Issued | \$391 | \$398 | \$398 | \$ |
| Occupant Load Certificate | \$110 | \$112 | \$112 | \$ |

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| | i reference entanger are ingling men | | | |
|--|--------------------------------------|----------|----------|----------|
| | Approved | Approved | Proposed | Proposed |
| ogram/Service | 2019 | 2020 | 2021 | 2022 |
| Re-examination of Revised Plans | \$259 | \$264 | \$264 | \$269 |
| Sign Building Permit - per \$1,000 of Construction Value | \$11 | \$11 | \$11 | \$11 |
| Sign Building Permit - Minimum Fee | \$158 | \$161 | \$161 | \$164 |
| Jnmetered Construction Water Fee - per \$1,000 of Construction /alue | \$0.44 | \$0.44 | \$0.44 | \$0.44 |
| Inmetered Construction Water Fee - Maximum Per Project Fee | \$625 | \$625 | \$625 | \$625 |
| #REF! | \$110 | \$112 | \$112 | \$114 |

^{*}Only refundable if circulation has not commenced.

^{**}per the Fire Rescue Services Bylaw 15309, fee amount may subject to change in early 2021.

| siness Licences | | | | |
|---|----------|----------|----------|--------|
| Adult Theatre | \$2,364 | \$2,409 | \$2,409 | \$2,4 |
| After Hours Dance Club | \$630 | \$642 | \$642 | \$6 |
| After Hours Dance Event | \$395 | \$403 | \$403 | \$4 |
| Alcohol Sales (Consumption Off-Premises) | \$239 | \$244 | \$244 | \$2 |
| Alcohol Sales (Consumption On Premises/ Minors Allowed) | \$239 | \$244 | \$244 | \$2 |
| Alcohol Sales (Consumption On Premises/ Minors NOT Allowed) | \$630 | \$642 | \$642 | \$6 |
| Amusement Establishment | \$239 | \$244 | \$244 | \$2 |
| Auction Establishment | \$239 | \$244 | \$244 | \$2 |
| Bed and Breakfast | \$239 | \$244 | \$244 | \$2 |
| Bingo Establishment | \$487 | \$496 | \$496 | \$5 |
| Body Rub Centre | \$630 | \$642 | \$642 | \$6 |
| Body Rub Practitioner | \$0 | \$0 | \$0 | |
| Cannabis Cultivation Facility | \$2,500 | \$2,500 | \$2,500 | \$2,5 |
| Cannabis Processing Facility | \$2,500 | \$2,500 | \$2,500 | \$2,5 |
| Cannabis Retail Sales | \$2,500 | \$2,500 | \$2,500 | \$2,5 |
| Carnival - 25 or more shows/games/rides (fee per day) | \$1,884 | \$1,920 | \$1,920 | \$1,9 |
| Carnival - 25 or more shows/games/rides (maximum per year) | \$18,825 | \$19,183 | \$19,183 | \$19,5 |
| Carnival - less than 25 shows/games/rides (fee per day) | \$791 | \$806 | \$806 | \$8 |
| Casino Establishment | \$3,154 | \$3,214 | \$3,214 | \$3,2 |
| Commercial Leasing | \$239 | \$244 | \$244 | \$2 |
| Commercial Schools | \$239 | \$244 | \$244 | \$2 |
| Construction Vehicle and Equipment Sales/Rentals | \$239 | \$244 | \$244 | \$2 |
| Delivery/Transportation Services | \$77 | \$78 | \$78 | 5 |
| Escort | \$0 | \$0 | \$0 | |
| Escort Agency | \$630 | \$642 | \$642 | \$6 |
| Escort Agency (Independent) | \$0 | \$0 | \$0 | |
| Exhibition Hall | \$239 | \$244 | \$244 | \$2 |
| Exotic Entertainer | \$0 | \$0 | \$0 | |
| Exotic Entertainment Agency | \$630 | \$642 | \$642 | \$6 |
| Exotic Entertainment Venue | \$630 | \$642 | \$642 | \$6 |
| Farmer's Market | \$239 | \$244 | \$244 | \$2 |
| Festival | \$239 | \$244 | \$244 | \$2 |
| Firearm/Ammunition Dealer | \$239 | \$244 | \$244 | \$2 |
| Food Processing | \$239 | \$244 | \$244 | \$2 |
| Funeral, Cremation and Cemetery Services | \$239 | \$244 | \$244 | \$2 |
| General Business | \$239 | \$244 | \$244 | \$2 |
| General Contractor | \$239 | \$244 | \$244 | \$2 |
| General Industrial | \$239 | \$244 | \$244 | \$2 |
| Health Enhancement Centre | \$239 | \$244 | \$244 | \$2 |
| Health Enhancement Centre (Independent) | \$239 | \$244 | \$244 | \$2 |
| Health Enhancement Practitioner | \$92 | \$94 | \$94 | \$ |
| Independent Laboratory | \$239 | \$244 | \$244 | \$2 |

| | Approved | Approved | Proposed | Proposed |
|---|----------|----------|----------|----------|
| rogram/Service | 2019 | 2020 | 2021 | 2022 |
| Livestock Operation | \$239 | \$244 | \$244 | \$24 |
| Major Retail Store | \$487 | \$496 | \$496 | \$50 |
| Minor Retail Store | \$239 | \$244 | \$244 | \$24 |
| Participant Recreation Services | \$239 | \$244 | \$244 | \$24 |
| Pawn Shop | \$487 | \$496 | \$496 | \$50 |
| Personal Services Shop | \$239 | \$244 | \$244 | \$24 |
| Public Market Organizer | \$239 | \$244 | \$244 | \$24 |
| Public Market Vendor | \$56 | \$57 | \$57 | \$ |
| Rental Accommodation | \$239 | \$244 | \$244 | \$24 |
| Restaurant or Food Service | \$239 | \$244 | \$244 | \$2 |
| Second Hand Store | \$487 | \$496 | \$496 | \$5 |
| Short-Term Residential Rental Accommodation | \$92 | \$94 | \$94 | \$ |
| Small Animal Breeding/Boarding Establishment | \$487 | \$496 | \$496 | \$50 |
| Spectator Entertainment Establishment | \$487 | \$496 | \$496 | \$50 |
| Tobacco Sales | \$487 | \$496 | \$496 | \$5 |
| Traveling or Temporary Food Sales (1 to 3 days) | \$56 | \$57 | \$57 | \$ |
| Traveling or Temporary Food Sales (3+ days) | \$239 | \$244 | \$244 | \$2 |
| Traveling or Temporary Sales (1 to 3 days) | \$56 | \$57 | \$57 | \$ |
| Traveling or Temporary Sales (3+ days) | \$239 | \$244 | \$244 | \$2 |
| Vehicle Fuelling Station | \$239 | \$244 | \$244 | \$2 |
| Vehicle Repair | \$239 | \$244 | \$244 | \$2 |
| Vehicle Sales/Rentals | \$239 | \$244 | \$244 | \$2 |
| Consultation Fee | \$77 | \$78 | \$78 | \$ |
| Non-Profit Organization Fee | \$44 | \$45 | \$45 | \$- |
| Non-Resident Fee | \$549 | \$559 | \$559 | \$5 |
| Service Fee | \$49 | \$50 | \$50 | \$ |
| le For Hire | | | | |
| <u>Driver's Licence</u> | | | | |
| One Year | \$63 | \$64 | \$64 | \$ |
| Two Year | \$104 | \$106 | \$106 | \$1 |
| <u>Dispatch Licence</u> | | | | |
| General Dispatch: 1-50 vehicles* | \$1,036 | \$1,056 | \$1,056 | \$1,0 |
| General Dispatch: 51+ vehicles* & ** | \$1,036 | \$1,056 | \$1,056 | \$1,0 |
| Taxi Dispatch | \$1,036 | \$1,056 | \$1,056 | \$1,0 |
| Transportation Network Dispatch: 1-15 vehicles* | \$3,048 | \$3,106 | \$3,106 | \$3,1 |
| Transportation Network Dispatch: 16-50 vehicles* | \$10,160 | \$10,353 | \$10,353 | \$10,5 |
| Transportation Network Dispatch: 51+ vehicles* & ** | \$20,320 | \$20,706 | \$20,706 | \$21,1 |
| <u>Vehicle Licence</u> | | | | |
| Accessible Taxi | \$415 | \$423 | \$423 | \$43 |
| Limousine | \$415 | \$423 | \$423 | \$4 |
| Private Transportation Provider | \$415 | \$423 | \$423 | \$4 |
| Shuttle | \$415 | \$423 | \$423 | \$4 |
| Taxi | \$415 | \$423 | \$423 | \$4 |
| Administration Fee | \$37 | \$38 | \$38 | \$ |
| Licence Replacement Fee | \$104 | \$106 | \$106 | \$1 |
| Taxi/Licence/Accessible Taxi Licence Transfer Fee | \$964 | \$982 | \$982 | \$1,0 |
| 650 per vehicle Licence Fee Accessibility Surcharge | | | | |
| \$0.30 per Trip Fee | | | | |
| Development Applications | | | | |
| Rezoning Applications | | | | |
| Rezoning - Zone Category 1 to 1; | \$1,320 | \$1,345 | \$1,345 | \$1,3 |
| Rezoning - Zone Category 2 to 2 | \$1,540 | \$1,569 | \$1,569 | \$1,60 |

| | P | and Character | hiabliabta - ! :- | ollou: |
|---|------------------|------------------|-------------------|--------------|
| | | sed Changes are | | |
| | Approved | Approved | Proposed | Proposed |
| ogram/Service | 2019 | 2020 | 2021 | 2022 |
| 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 | \$1,540 | \$1,569 | \$1,569 | \$1,6 |
| 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 | \$1,870 | \$1,906 | \$1,906 | \$1,94 |
| 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 | \$2,309 | \$2,353 | \$2,353 | \$2,4 |
| 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 | \$3,299 | \$3,362 | \$3,362 | \$3,42 |
| Rezoning - Zone Category 1 to 7; Zone Category 2 to 7; Zone Category 3 to 7; Zone Category 8 to 7; | \$3,849 | \$3,922 | \$3,922 | \$4,00 |
| Rezoning - Zone Category 1 to 4; Zone Category 4 to 7; Zone Category 5 to 7; Zone Category 6 to 6 | \$4,398 | \$4,482 | \$4,482 | \$4,5 |
| Rezoning - Zone Category 1 to 5; Zone Category 2 to 5; Zone Category 3 to 5; | \$4,728 | \$4,818 | \$4,818 | \$4,9 |
| Rezoning - Zone Category 2 to 8; Zone Category 3 to 8; Zone Category 4 to 8 | \$2,749 | \$2,801 | \$2,801 | \$2,8 |
| Rezoning - Zone Category 6 to 7 | \$5,277 | \$5,377 | \$5,377 | \$5,4 |
| Rezoning - Zone Category 8 to 8 | \$1,650 | \$1,681 | \$1,681 | \$1,7 |
| Direct Control - Administrative | \$6,658 | \$6,785 | \$6,785 | \$6,9 |
| Direct Control - Minor (Base Fee) | \$6,658 | \$6,785 | \$6,785 | \$6,9 |
| Direct Control - Minor (plus, per m² of buildable floor area = site size * FAR) | \$0.53 | \$0.54 | \$0.54 | \$0. |
| Direct Control - Major (Base Fee) | \$13,314 | \$13,567 | \$13,567 | \$13,8 |
| Direct Control - Major (plus, per m² of buildable floor area = site size * FAR) | \$0.89 | \$0.91 | \$0.91 | \$0. |
| ncept Plans and Plan Amendments | | | | |
| Text Amendment to the Zoning Bylaw | \$10,363 | \$10,560 | \$10,560 | \$10,7 |
| Municipal Development Plan Amendment | \$8,972 | \$9,142 | \$9,142 | \$9,3 |
| Area Structure Plan, Neighbourhood Structure Plan, Servicing Design | \$304 | \$310 | \$310 | \$3 |
| Area Structure Plan, Neighbourhood Structure Plan, Servicing Design Concept Brief, Outline Plan (minimum fee) | \$2,748 | \$2,800 | \$2,800 | \$2,8 |
| Area Structure Plan Amendment (per gross ha) | \$304 | \$310 | \$310 | \$3 |
| Area Structure Plan Amendment (minimum fee) | \$2,748 | \$2,800 | \$2,800 | \$2,8 |
| Neighbourhood Structure Plan Amendment, Area Redevelopment Plan Amendment (per gross ha) Neighbourhood Structure Plan Amendment, Area Redevelopment | \$304 \$2,748 | \$310 \$2,800 | \$310 \$2,800 | \$3 \$2,8 |
| Plan Amendment (minimum fee) odivisions and Condominium Applications | Ψ2,1 40 | Ψ2,000 | Ψ2,000 | Ψ2,0 |
| Subdivision Application | | | | |
| Each lot designated for single detached or semi-detached dwelling | \$281 | \$286 | \$286 | \$2 |
| Each lot designated for multi-unit housing development | \$2,576 | \$2,625 | \$2,625 | \$2,67 |
| Each lot designated for commercial development | \$1,690 | \$1,722 | \$1,722 | \$1,7 |
| Each let designated for industrial development. 0.5 ha or less | φ1,000 | ψ1,722 ¢712 | ψ1,722 ¢712 | ψ1,7 C |

\$699

\$712

\$712

\$726

Each lot designated for industrial development - 0.5 ha or less

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| Proposed Changes are highlighted in yellow | | | | reliow |
|--|---------------------------------|---------------------------------|---|--|
| (0) | Approved | Approved | Proposed | Proposed |
| ogram/Service | 2019 | 2020 | 2021 | 2022 |
| Each lot designated for industrial development - 0.5 ha to 1 ha | \$1,395 | \$1,422 | \$1,422 | \$1,450 |
| Each lot designated for industrial development - 1 ha to 1.5 ha | \$2,099 | \$2,139 | \$2,139 | \$2,18 |
| Each lot designated for industrial development - over 1.5 ha | \$2,802 | \$2,855 | \$2,855 | \$2,91 |
| Each lot designated but not covered by the above categories, except reserve lot or public utility lot | \$281 | \$286 | \$650 | \$66 |
| Change request base fee | N/A | N/A | \$650 | \$66 |
| Plus re-phasing | \$433 | \$441 | \$650 | \$66 |
| Plus fee per each additional lot | N/A | N/A | Refer to Subdivision Application fees, above | Refer to Subdivision Application fees, abov |
| <u>Subdivision Endorsement</u> | | | | |
| Each lot designated for single detached or semi-detached dwelling | \$673 | \$686 | \$686 | \$70 |
| Each lot designated for multi-unit housing development | \$2,974 | \$3,031 | \$3,031 | \$3,09 |
| Each lot designated for commercial development | \$2,087 | \$2,127 | \$2,127 | \$2,17 |
| Each lot designated for industrial development - 0.5 ha or less | \$1,097 | \$1,118 | \$1,118 | \$1,14 |
| Each lot designated for industrial development - 0.5 ha to 1 ha | \$1,787 | \$1,821 | \$1,821 | \$1,85 |
| Each lot designated for industrial development - 1 ha to 1.5 ha | \$2,497 | \$2,544 | \$2,544 | \$2,59 |
| Each lot designated for industrial development - over 1.5 ha | \$3,243 | \$3,305 | \$3,305 | \$3,37 |
| Each lot designated but not covered by the above categories, except reserve lot or public utility lot | \$673 | \$686 | \$686 | \$70 |
| Time Extension for Endorsement | \$433 | \$441 | \$650 | \$66 |
| Bare Land Condominium Fees | | | | |
| Bare Land Condominium Application Fee (per bare land unit to be created) | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fee |
| Bare Land Condominium Endorsement Fee (per bare land unit to be created) | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fee |
| Flat fee for parking stalls converted to a bare land unit (per stall) | \$158 | \$161 | \$161 | \$16 |
| Strata Space Plan Fees | | | | |
| Strata Space Plan Application Fee | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fee |
| Strata Space Plan Endorsement Fee | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fee |
| <u>Condominium Fees</u> | | | | |
| Application fee per unit excluding common property pursuant to the Condominium Property Regulation [1] | \$40 | \$40 | \$40 | \$4 |
| Flat fee for parking stalls converted to condominium units (per stall) | \$27 | \$28 | \$28 | \$2 |
| litional Land Development Application Fees | 1 | | | |
| Re-circulation (3rd and subsequent recirculation) | \$1,079 | \$1,100 | \$1,100 | \$1,12 |
| Re-activation (on an existing file that has been on hold for 12 months or more) | N/A | N/A | \$1,100 | \$1,12 |
| Authorization Fee | \$2,748 | \$2,800 | \$2,800 | \$2,85 |
| Pre-Application Meeting | \$331 | \$337 | \$450 | \$45 |
| Advertising Fee | \$1,388 | \$1,414 | \$1,414 | \$1,44 |
| Re-notification Fee | \$3 | \$3 | \$3 | \$ |
| DC2 Notification Fee (per label) | \$5 | \$5 | \$5 | \$ |
| DC2 Notification Fee minimum | \$40 | \$41 | \$41 | \$4 |
| International Notification Fee (per label) | \$3 | \$3 | \$3 | \$ |
| Arterial Roadway Administration Fee ** | \$2,111 | \$2,159 | \$2,159 | \$2,20 |
| Road Closure Applications | \$1,540 | \$1,569 | \$1,569 | \$1,60 |
| Change of Address (per address) | \$365 | \$372 | \$372 | \$37 |
| Show Home Agreement Application ** | \$1,079 | \$1,104 | \$1,104 | \$1,12 |

^{*} The Subdivision Officer and Director of Planning Coordination may reduce or waive Land Development Application Fees, including any additional fees, where payment of the fee will result in a hardship or an inequity.

^{**} The fee will be finalized in February 2021.

2019-2022 Budget - Amortization

| | Amortization | | | | |
|--|----------------|--------------------|----------------|----------------|--|
| | | 2020 | | | |
| (\$000) | 2019 Actual | Adjusted Budget | 2021 Budget | 2022 Budget | |
| Boards & Commissions | riotaai | Zaagot | Daagot | Daagot | |
| Economic Development Corporation | 1,351 | - | - | - | |
| Police Service | 24,115 | 31,800 | 33,400 | 34,800 | |
| Public Library | 10,008 | 9,758 | 9,858 | 9,833 | |
| Civic Departments | | | | | |
| Citizen Services | | | | | |
| Community & Recreation Facilities | 6,506 | 6,143 | 6,167 | 5,774 | |
| Fire Rescue Services | 2,271 | 2,638 | 2,614 | 2,358 | |
| Social Development | 795 | 804 | 469 | 135 | |
| City Operations | | | | | |
| Edmonton Transit | 59,818 | 64,341 | 74,941 | 72,570 | |
| Fleet & Facility Services | 149,389 | 178,255 | 189,780 | 191,854 | |
| Parks & Roads Services | 255,285 | 266,578 | 280,327 | 291,834 | |
| Corporate Expenditures & Revenues | | | | | |
| Drainage Retained Assets | 372 | 1,447 | 1,765 | 2,157 | |
| Employee Services | | | | | |
| Talent Acquisition, Service & Solutions | 34 | 34 | 34 | 34 | |
| Financial & Corporate Services | | | | | |
| Corporate Procurement & Supply Services | 4 | 4 | 4 | 4 | |
| Financial Services | 189 | 189 | 189 | 189 | |
| Open City & Technology | 22,612 | 27,138 | 28,223 | 29,100 | |
| Real Estate | 1,038 | 1,253 | 1,234 | 1,111 | |
| Mayor & Councillor Offices | 6 | 6 | 6 | 6 | |
| Office of the City Auditor | 8 | 8 | 8 | 8 | |
| Office of the City Manager | | | | | |
| City Manager | 10 | 10 | 10 | 10 | |
| Legal Services | 61 | 61 | 61 | 61 | |
| Office of the City Clerk | 147 | 170 | 170 | 170 | |
| Urban Form & Corporate Strategic Development | | | | | |
| City Planning | 157 | 124 | 124 | 124 | |
| Development Services | - | 1,439 | 1,439 | 1,439 | |
| Total | \$534,176 | \$592,200 | \$630,823 | \$643,571 | |

Outstanding Debt Summary as at Dec 31, 2019 (\$000s)

| Debt and Debt Servicing | Debt Outstanding | Debt Servicing Requirements |
|--|---------------------|--------------------------------|
| Tax-Supported Debt | | |
| Multi-Purpose Recreation Centres | 237,838 | 17,563 |
| (Commonwealth, Meadows, Clareview) | | |
| Lewis Farms | 4,400 | 249 |
| Whitemud Drive/Quesnell Bridge | 115,417 | 10,379 |
| NLRT | 101,491 | 8,191 |
| Terwilliger Recreation Centre | 79,799 | 7,373 |
| Roadways | 24,104 | 4,638 |
| Yellowhead Trail | 32,385 | 990 |
| Valleyline South East LRT | 420,370 | 7,491 |
| Valleyline West LRT | 70,727 | 4,212 |
| Great Neighbourhoods | 80,703 | 9,403 |
| Other Recreation & Cultural Facilities | 42,423 | 5,604 |
| Transportation | 176,345 | 9,686 |
| Protective Services | 100,881 | 7,035 |
| Library | 57,063 | 5,518 |
| Corporate Land & Buildings | 15,975 | 5,120 |
| Walterdale Bridge | 132,649 | 8,928 |
| Fleet | 31,385 | 3,716 |
| Energy Greenhouse | 3,370 | 546 |
| Northlands | 41,696 | 4,288 |
| Total Tax-Supported Debt | 1,769,023 | 120,930 |
| Self-Supporting Tax Guaranteed | | |
| SLRT | 317,144 | 44,694 |
| Other (Quarters, Land Fund, RISF, Downtown) | 159,149 | 12,212 |
| Arena | 491,366 | 33,074 |
| Total Self-Supporting Tax Guaranteed Debt | 967,659 | 89,981 |
| Self Liquidating Debt | | |
| Waste | 223,971 | 28,009 |
| Blatchford Development | 88,597 | 5,758 |
| Local Improvements | 128,044 | 13,886 |
| Other (Housing, Soccer Centres, Research Park) | 25,471 | 3,098 |
| Total Self Liquidating Debt | 466,083 | 50,751 |
| Total Debt Outstanding and Debt Servicing | 3,202,765 | 261,661 |

Debt Servicing Requirement at December 31, 2019 of \$261,661 includes a principal portion of \$156,202 and interest of \$105,459.

Reserve Fund

Responsibility Area and Description

Affordable Housing

Social Development, Citizen Services

To assist the Social Development branch in delivering Affordable Housing units as outlined in the Council approved "Road Map" for Affordable Housing Investment Plan implementation. Due to the unpredictable spending pattern of expenditures and involvement of other orders of government, this reserve permits unexpended funds to be retained and applied to support future funding requirements. No interest earnings are applied to this reserve.

Brownfield Redevelopment

Economic and Environmental Sustainability, Urban Form and Corporate Strategic Development

To facilitate implementation of City Policy C571 Brownfield Remediation and Redevelopment Support, the reserve supports Phase III Brownfield Redevelopment grant payments to qualified developers under the program to help finance developer costs related to environmental testing, remediation and/or exposure control in preparation for redevelopment. The reserve will accumulate timing differences between recognition of the City's liability (expense) to provide funds to the grant applicant for Phase III redevelopment work and receipt of future municipal tax uplift from the redevelopment. Upon approval of the Phase III Grant Funding Agreement by City Council a liability is recognized by the City. The liability and related expense will be up to the lesser of 100% of the total Phase III remediation costs or the projected net municipal tax uplift, as calculated by the City Assessor.

City of Edmonton Library Public Library, Boards and Authorities

Reserves for future expenditures relating to Library Operations include amounts set aside by the Library Board for specific purposes. This will include amounts for Library facility projects and other major projects. No interest is applied to this reserve.

Commonwealth Stadium | Community and Recreation Facilities, Citizen Services

Approved in 1995 and established with \$750,000 from the original Vehicle Equipment Reserve as a result of the agreement between the City of Edmonton and the Edmonton Eskimo Football Club for the operation of the Commonwealth Stadium on an entrepreneurial basis. Annually \$200,000 of tax-levy funding is allocated to the reserve for development of new revenue, marketing strategies or capital programs. The City's portion of concession earnings are held in this reserve for capital concession capital projects. Effective January 1, 2007, 15% of net concession revenues from City events or co-sponsored events is contributed by the Eskimos annually to the reserve for replacement of concession equipment. Interest earnings are applied to this reserve.

Community Revitalization Levy - Belvedere Community Revitalization Levy, Urban Form and Corporate Strategic Development

The purpose of the CRL reserves is to capture timing differences between program operating costs and incremental tax-levy increases and land sales. Belvedere CRL (Station Pointe) is financed through borrowing Bylaw 14883 which was passed in 2008 that enabled the City to undertake infrastructure improvements and land development along Fort Road. In January 2012, Bylaw 15932 was passed to allow for the Belvedere CRL to fund this project. The accumulated net deficit balance is due to timing difference between program operating costs (including debt servicing) and incremental tax-levy revenues and land sales. The deficit will be repaid from future CRL revenues and net proceeds from sale of land. The assessment baseline for the CRL is December 31, 2012. The CRL can remain in place for up to a maximum of 20 years from 2013 to 2032.

The purpose of the CRL reserves is to capture timing differences between program operating costs and incremental tax-levy increases. Council approved a boundary for the Capital City Downtown CRL on March 5, 2013. The Province approved the CRL regulation on July 25, 2013, and Council approved the CRL Plan and Bylaw 16521 on September 17, 2013. The Province gave final approval of the CRL bylaw on April 16, 2014. The accumulated net deficit balance is due to timing difference between program operating costs (including debt servicing) and incremental tax-levy revenues. The deficit will be repaid from future CRL revenues. The assessment baseline for the CRL is December 31, 2014. The CRL can remain in place for up to a maximum of 20 years from 2015 to 2034.

Reserve Fund

Responsibility Area and Description

Community Revitalization Levy - Quarters

Quarters Community Revitalization Levy, Urban Form and Corporate Strategic Development

The purpose of the CRL reserves is to capture timing differences between program operating costs and incremental tax-levy increases. City Council approved Bylaw 15800, Schedule "A" - The Quarters Downtown CRL Plan on June 22, 2011. Quarters CRL is financed through borrowing Bylaw 15977 which was passed on January 18, 2012 that enabled the City to undertake infrastructure improvements and land development. The accumulated net deficit balance is due to timing difference between program operating costs (including debt servicing) and incremental tax-levy revenues. The deficit will be repaid from future CRL revenues. The assessment baseline for the CRL is December 31, 2011. The CRL can remain in place for up to a maximum of 20 years from 2012 to 2031.

Developer Recoveries Parks and Roads Services and Other Tax-Supported Branches, City Operations

Fees collected from external developers, for developments where the City was the initial developer, will be transferred to the reserve and withdrawals will be made to fund future ARA recoverable capital projects as approved by City Council through the capital budget process. Interest earnings would be applied to this reserve as it is intended to maintain future capital purchasing power.

Development Incentive Economic and Environmental Sustainability, Urban Form and Corporate Strategic Development

Approved during the 2010 budget deliberations to facilitate the implementation of City Policy C553C Development Fund Program. This reserve will be used to capture any unspent funding from the Development Incentive Program. The Development Incentive Program is designed to stimulate new infill development or redevelopment of existing buildings for mixed-use, commercial and/or multi-unit residential uses and fill vacant retail and commercial building storefronts with eligible commercial uses. In April 2014, City Council approved policy amendments to continue delivering the program and to expand it to be available to all Business Revitalization Zones and other City Council supported initiative areas. No interest earnings are applied to this reserve.

Edmonton Police Service Edmonton Police Service, Edmonton Police Service

Established June 26, 2018 and governed by City Policy C605 Edmonton Police Service Reserve. The reserve is established to manage operational surpluses and deficits of the Edmonton Police Service over time.

Enterprise Portfolio Community and Recreation Facilities, Citizen Services

To facilitate the implementation of City Policy C479 Fiscal Policy for the Enterprise Portfolio - Community Services by managing revenue fluctuations and fund business development opportunities for all facilities managed by the Community and Recreational Facilities branch. Interest earnings are applied to this reserve.

Façade and Storefront Improvements

Economic and Environmental Sustainability, Urban Form and Corporate Strategic Development

This reserve facilitates implementation of City Policy C216C 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.

Financial Stabilization Corporate Expenditures & Revenues, Corporate Expenditures & Revenues

The Financial Stabilization Reserve (FSR) was established in 1997 to provide flexibility in addressing financial risks associated with revenue instability and unforeseen costs on a transitional basis, and to ensure the orderly provision of services to citizens. As per City Policy C217D 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 and gain or loss on disposal of capital assets) has been established. The source of funding for the FSR has generally been tax-supported operating surplus. No interest is applied to this reserve.

Financial Stabilization - Corporate Expenditures & Revenues and Other Tax-Supported Branches, Corporate Expenditures & Revenues

The Financial Stabilization Reserve (FSR) - Appropriated tracks amounts that have been appropriated from the FSR for specific purposes in current or future years. No interest is applied to this reserve.

Fleet Services - Vehicle Replacement

Fleet Services, City Operations

Approved at the October 14, 2009 City Council Meeting, this reserve is used to fund the replacement of fleet assets that have reached their useful life. Fleet assets for Edmonton Transit and Edmonton Police Services are excluded from the scope of this reserve. Funds to replenish the reserve come from fixed charges paid by tax-supported and utility operations.

Reserve Fund Responsibility Area and Description

Fort Edmonton Train Maintenance

Fort Edmonton Park, Boards and Authorities

As a condition of an ongoing agreement between the City of Edmonton and the Fort Edmonton Historical Foundation, annually a maximum of \$5,000 from the Fort Edmonton operations is set aside in this reserve to fund major maintenance expenses of the steam railway system within the Park. Interest earnings are applied to the reserve.

Funds in Lieu Residential City Planning, Urban Form and Corporate Strategic Development

This reserve was approved in 1985 based on City Council's direction to separate the residential portion from the commercial/industrial portion in the Parkland Purchase Reserve. Funds received from developers and from the sale of parkland in residential areas is used to purchase and develop parkland in residential areas. The funds are generated as a result of the parkland dedication required in accordance with the Municipal Government Act (MGA) of up to 10%. The MGA requires that such funds be used for "a public park, a public recreation area, school authority purposes, or to separate areas of land that are used for different purposes". The funds collected are restricted by City Policy C468A Policy to Govern the Use of Funds from the Sale of Surplus School Sites to usage within the same neighbourhood. Interest earnings are applied to the reserve.

Heritage Resources City Planning, Urban Form and Corporate Strategic Development

The Heritage Resources 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.

Interim Financing Capital Project Financing and Real Estate, Corporate Expenditures & Revenues

The Interim Financing Reserve was originally approved on November 19, 2014 and later amended on November 29, 2016. The purpose of the reserve is to accommodate timing differences between operating impacts of capital projects and related external funding sources and differences that arise between the timing of cash outflows (budget) and recognition of expenses (accounting) to ensure that the City can levy taxes in a manner that matches the cash outflow of the expenses. Reserve deficit balances will be repaid through external funding sources. No interest earnings are applied to this reserve.

Local Improvement Capital Project Financing, Corporate Expenditures & Revenues

Approved at the October 31, 2012 City Council meeting, this reserve will accumulate the annual difference between local improvement revenues and debt servicing related to local improvements. No interest earnings are applied to this reserve.

LRT Capital Project Financing and Transit, Corporate Expenditures & Revenues

An annual funding level of \$5.0 million is provided from tax-levy and is used to cover any deficiency of the Federal Gas Tax Fund over SLRT debt charges annually with any residual added to the reserve. Furthermore, a multi-year dedicated funding level is provided from tax-levy to support the construction and future operation of the new Valley Line LRT. The reserve is to be made available for funding city-wide LRT expansion. No interest earnings are applied to this reserve.

The City self-insures automobile liability claims with any amount in excess of the self insured amount being insured by external commercial insurers. Pursuant to Section 825, Part 7 of the Alberta Insurance Act, the Corporation must maintain a separate insurance fund. The amount is approved annually by the Superintendent of Insurance for the Province, and the City is required to sign a statutory declaration indicating that a separate insurance fund of the required amount is maintained. The amount of \$2.5 million, in addition to the amount set aside to satisfy third party liability and accident benefit claims is the current approved requirement. Since the City records an ongoing liability for claim estimates, the established limit in the reserve has remained stable. The reserve balance is invested in the Balanced Fund. Interest earnings on the investments form part of the corporate investment earnings budget.

Natural Areas City Planning, Urban Form and Corporate Strategic Development

Approved March 2, 1999, the Natural Areas reserve was established to facilitate the acquisition and conservation of environmentally sensitive natural areas, as per City Policy C531 Natural Area Systems. Bylaw 15164, approved July 22, 2009 expanded the purpose of the reserve to facilitate the repayment of debt incurred in the purchase of natural areas. The expected source of funding is \$1 million transferred annually from tax levy through the budget process. Interest earnings are applied to the reserve.

Neighbourhood Renewal Corporate Expenditures & Revenues and Other Tax-Supported Branches, Corporate Expenditures & Revenues

The Neighbourhood Renewal reserve will contain tax funding dedicated to the Neighbourhood Renewal Program net of annual expenditures, as approved through the annual City budget process, as per City Policy C595A Neighbourhood Renewal Program. No interest is applied to this reserve.

Reserve Fund

Responsibility Area and Description

Parkland Purchase

City Planning, Urban Form and Corporate Strategic Development

The reserve receives funds from developer levies, the sale of municipal reserve lands in industrial and commercial areas, proceeds from the sale of municipal reserve land in the river valley communities (where land was originally purchased with Parkland Reserve funds) and money received from the rental of City property on park land. The Municipal Government Act (MGA) requires that such funds must be used for "a public park, a public recreation area, school authority purposes, or to separate areas of land that are used for different purposes". The funds collected can be used anywhere in the City for the required purposes. Interest earnings are applied to the reserve.

Pay-As-You-Go Capital Capital Project Financing, Corporate Expenditures & Revenues

Pay-As-You-Go (PAYG) funding is largely made available from annual investment income, the Ed Tel Endowment Fund dividend, and property taxes. Annually the approved PAYG operating funds will be transferred to the reserve. Amounts will be transferred from the reserve to fund tax-supported operations (excluding Edmonton Police Services) capital projects as approved by City Council through the capital budget process. Over the capital budget cycle, total withdrawals from the reserve cannot exceed total available funding. In order to provide the necessary flexibility in the use of PAYG funds to manage the general government operations capital program, in any year of the current capital budget cycle funds may be withdrawn from the reserve in excess of available funding. At the end of the capital budget cycle, the reserve must be in a surplus or balanced position. Sufficient PAYG funds need to be available in the current capital budget cycle to fund the total cost of approved capital projects to be funded with PAYG, including those costs with cash flows extending beyond the current capital budget cycle. Proceeds from the sale of capital assets paid for with PAYG funds are to be transferred to the reserve to be used to fund future capital projects.

Pay-As-You-Go Capital -

Edmonton Police

Edmonton Police Service, Edmonton Police Service

Services

Pay-As-You-Go (PAYG) funding for Edmonton Police Services comprises property taxes. Annually the approved PAYG operating funds will be transferred to the reserve. Amounts will be transferred from the reserve to fund Edmonton Police Services capital projects as approved by City Council through the capital budget process. Over the capital budget cycle, total withdrawals from the reserve cannot exceed total available funding. In order to provide the necessary flexibility in the use of PAYG funds to manage the Edmonton Police Services capital program, in any year of the current capital budget cycle funds may be withdrawn from the reserve in excess of available funding. At the end of the capital budget cycle, the reserve must be in a surplus or balanced position. Sufficient PAYG funds need to be available in the current capital budget cycle to fund the total cost of approved capital projects to be funded with PAYG, including those costs with cash flows extending beyond the current capital budget cycle. Proceeds from the sale of capital assets paid for with PAYG funds are to be transferred to the reserve to be used to fund future capital projects.

Perpetual Care

Community and Recreation Facilities, Citizen Services

The Perpetual Care Reserve is used for preservation, improvement, embellishment, and maintenance in perpetuity of the municipal cemeteries. 25% of specific cemetery revenue is applied to the reserve at the time revenue is recognized. Investment earnings on the fund balance are redirected back to the reserve.

Planning and Development

Development Services, Urban Form and Corporate Strategic Development

Approved by Council on November 27, 2018 as part of City Policy C610 Fiscal Policy for the Planning and Development Business. The purpose of the reserve is to manage the long term fiscal sustainability of the Planning and Development Business. The balance in the reserve represents the appropriated accumulated surplus of the Planning and Development Business over time. This reserve is only intended to stabilize the Planning and Development Business over long periods of time and is not to support any other activities, including tax-supported operations. No interest is applied to this reserve. This reserve replaces the previous Current Planning Reserve.

Reserve Fund Revolving Industrial Servicing Fund City Planning, Urban Form and Corporate Strategic Development

The purpose of this reserve is to facilitate implementation of City Policy C533A Revolving Industrial Servicing Fund. The City provides rebates to Front End Developers that undertake construction of cost shareable infrastructure. The City often borrows debt in order to provide these rebates. Front End Developers are eligible for a rebate providing they construct End-User Development that increases the taxable property assessment by \$10 million or more (excluding machinery and equipment). The source of funding for this reserve will be 50% of the incremental property tax revenue from these End-User Developments and recoveries from subsequent developers attributable to the City, and these will be used to offset related debt servicing costs first. Additional recoveries shall be deposited into the reserve to fund future rebates. Interest earnings are applied to the reserve.

Rogers Place Arena Capital Project Financing, Corporate Expenditures & Revenues

The ticket surcharge agreement between the City of Edmonton and the Edmonton Arena Corporation identifies ticket surcharge revenues of \$375,000 per quarter (\$1.5 million annually) to fund certain repair and maintenance costs associated with major building components of Rogers Place Arena. These funds will be transferred to the reserve quarterly. Amounts will be drawn from the reserve to fund the repair and maintenance costs. Interest earnings are applied to the reserve.

Sanitary Servicing Strategy Fund City Planning, Urban Form and Corporate Strategic Development

Fees collected by the City from developers and EPCOR Drainage will be transferred to the reserve, and withdrawals will be made to reimburse EPCOR Drainage for eligible capital design and construction costs as approved by the Sanitary Servicing Strategy Fund (SSSF) Oversight Committee. Transfers to and from the reserve will be approved by City Council annually through the operating budget, however actual reserve transfers may vary from the budget approved by City Council at the discretion of the SSSF Oversight Committee in order to appropriately manage major sanitary truck projects. Annual transfers from the reserve for reimbursement of EPCOR Drainage project costs are limited to the available funding in the reserve, and as a result the reserve is not allowed to go into a deficit balance. Interest earnings would be applied to this reserve as it is intended to maintain future capital purchasing power.

EPCOR Drainage capital design and construction costs must be related to major sanitary trunks to service growth within the city and in new development areas.

St. Francis Xavier Community and Recreation Facilities, Citizen Services

Established August 5, 2011 as a condition of an on-going agreement with the City of Edmonton and the Edmonton Catholic School Board to fund life/cycle maintenance for the St. Francis Xavier Sports Centre. Tax-levy funding is approved annually in the amount of 78% of annual estimated maintenance costs, to fund the City's portion of major life/cycle maintenance. Any funding timing differences for the year are applied to the reserve. Interest earnings are applied to this reserve.

Tax-Supported Debt Capital Project Financing, Corporate Expenditures & Revenues

Approved on October 29, 2002 to accommodate timing differences between debt servicing requirements and receipt of taxes for the \$250 million 5 year program of tax-supported debt. As approved at the October 31, 2012 City Council meeting the purpose of the reserve was expanded to accommodate timing differences between debt servicing and receipt of taxes for all City tax-supported debt. A minimum balance of \$1.0 million is to be maintained and any unappropriated balance above this is made available to stabilize debt servicing costs within a year or to fund capital on a pay-as-you go basis. The minimum balance is to be used to manage any interest rate or cash flow fluctuations. No interest is applied to this reserve.

Telus Field Capital Corporate Expenditures & Revenues, Corporate Expenditures & Revenues

The Telus Field Capital Reserve was established in 2004 as part of the license agreement between the City of Edmonton and the Northern League in Edmonton Incorporated (subsequently assumed by Katz Baseball Corporation) who operated out of the ballpark, which was named Telus Field at the time. The agreement stated that the license fees earned from the agreement be held in a separate account, resulting in the creation of the Telus Field Capital Reserve. This reserve was intended to pay for structural repairs at Telus Field (now RE/MAX Field) for the term of the agreement. Upon expiry or termination of the agreement, the funds remaining in the reserve were to be released to general City revenue, subject City Policy C217D Revenue and Equity Accounts. The City and Katz Baseball Corporation agreed to terminate the license agreement effective March 31, 2016. Following a review of the reserve in 2018, Administration decided to maintain the reserve should future structural work be required at the ballpark. Interest earnings are applied to this reserve. On October 5, 2020, Council approved funding from the Telus Field Capital Reserve to fund the work required to investigate and resolve the drainage issue at RE/MAX Field.

Reserve Fund Responsibility Area and Description

Traffic Safety and Corporate Expenditures & Revenues and Other Tax-Supported Branches, Corporate Expenditures & Revenues

Established November 26, 2014 and governed by City Policy C579B Traffic Safety and Automated Enforcement Reserve. The reserve is intended to accumulate surpluses (and fund shortfalls) that may arise from the variability of photo enforcement revenues, and transparently show budgeted allocations toward: a) The Office of Traffic Safety, b) Edmonton Police Services, c) Other traffic safety initiatives (operating and capital), and d) Community infrastructure programs such as, but not restricted to, the Community Facility Partner Capital Grant and Community League Infrastructure Grant programs. The reserve will be funded from automated enforcement revenues and is to have a minimum balance of 5% of automated enforcement revenue. Interest earnings are applied to this Reserve.

Tree Management Parks and Roads Services, City Operations

A requirement of City Policy C456C 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.

Vehicle for Hire Development Services, Urban Form and Corporate Strategic Development

The reserve may be utilized for specified purposes as approved by City Council through the operating and capital budget process. The amounts in the reserve are used for initiatives that benefit the Vehicle for Hire industry, such as full enforcement and coverage during peak hours and the need to purchase additional vehicles. The reserve will also stabilize resources across extended periods of time and offset annual program deficits. Annual program surpluses are transferred to the reserve. No interest earnings are applied to this reserve.

Reserve Funds - Balances

The following are lists by year of the City of Edmonton reserve funds for 2019-2022 including proposed changes to the reserve balances. The description of the reserves are listed on the preceding pages.

| Reserve Fund in Alphabetical Order | 2019 Ending | 2020 Ending | 2021 Ending | 2022 Ending |
|---|----------------|----------------|----------------|----------------|
| (\$000) | Balance | Balance | Balance | Balance |
| Affordable Housing | 44,956 | 34,879 | 25,604 | 16,304 |
| Brownfield Redevelopment | (2,900) | (2,975) | (3,050) | (3,125) |
| City of Edmonton Library Board | 8,680 | 9,715 | 10,750 | 11,785 |
| Commonwealth Stadium | 1,968 | 1,812 | 1,760 | 1,708 |
| Community Revitalization Levy - Belvedere | (10,093) | (10,199) | (11,678) | (10,670) |
| Community Revitalization Levy - Downtown | (19,872) | (15,075) | (10,450) | (6,903) |
| Community Revitalization Levy - Quarters | (8,650) | (10,615) | (13,782) | (16,762) |
| Developer Recoveries | 12,078 | 6,841 | 5,264 | 3,620 |
| Development Incentive | 1,699 | 1,358 | 1,017 | 676 |
| Edmonton Police Service | 2,245 | 2,067 | 1,889 | 1,711 |
| Enterprise Portfolio | 2,044 | 1,034 | 1,034 | 1,034 |
| Façade and Storefront Improvements | 616 | 516 | 416 | 316 |
| Financial Stabilization | 123,886 | 140,201 | 140,201 | 140,201 |
| Financial Stabilization - Appropriated | 51,291 | 30,040 | 25,357 | 22,580 |
| Fleet Services - Vehicle Replacement | 28,418 | (2,564) | 2,547 | 8,216 |
| Fort Edmonton Train Maintenance | 43 | 48 | 53 | 58 |
| Funds in Lieu - Residential | 26,582 | 20,568 | 17,593 | 14,612 |
| Heritage Resources | 2,324 | 2,847 | 4,104 | 5,686 |
| Interim Financing | (40,556) | (37,996) | (37,970) | (36,728) |
| Local Improvement | 123,003 | 126,789 | 135,165 | 138,408 |
| LRT | 40,486 | 48,338 | 74,284 | 85,079 |
| Motor Vehicle Insurance | 2,500 | 2,500 | 2,500 | 2,500 |
| Natural Areas | 8,722 | 2,222 | 1,722 | 2,722 |
| Neighbourhood Renewal | 2,042 | (37,374) | (349) | 25,468 |
| Parkland | 20,647 | 6,330 | 5,869 | 5,253 |
| Pay-As-You-Go Capital | 185,874 | (30,540) | (19,337) | (52,987) |
| Pay-As-You-Go Capital - Edmonton Police | 13,734 | 9,508 | 9,508 | 9,508 |
| Perpetual Care | 3,719 | 2,923 | 3,364 | 3,785 |
| Planning and Development | 16,156 | (688) | (4,418) | (7,010) |
| Revolving Industrial Servicing Fund | 923 | (7,920) | (8,107) | (8,294) |
| Rogers Place Arena Capital | 5,439 | 6,939 | 8,439 | 9,939 |
| Sanitary Servicing Strategy Fund | 66,320 | 48,746 | 34,576 | 1,166 |
| St. Francis Xavier | 1,934 | 1,934 | 1,934 | 1,934 |
| Tax-Supported Debt | 5,380 | 2,719 | 2,719 | 2,719 |
| Telus Field Capital | 374 | 374 | 374 | 374 |
| Traffic Safety and Automated Enforcement | 16,903 | 8,970 | 4,139 | 901 |
| Tree Management | 8,161 | 8,161 | 8,161 | 8,161 |
| Vehicle for Hire | 2,353 | 1,501 | 1,380 | 1,294 |
| Total | \$749,429 | \$373,934 | \$422,582 | \$385,239 |

Reserve Funds - 2020

| Reserve Fund in Alphabetical Order (\$000) | Actual: 2019 Ending / 2020 Opening Balance | Transfer to Operating Budget | Transfer from Operating Budget | Transfer (to)/from Capital Budget | Transfer (to)/from Other Reserve | Transfer from surplus | Interest | Budgeted: 2020 Ending / 2021 Opening Balance |
|--|---|---------------------------------------|---|--|---|-----------------------------|----------|---|
| Affordable Housing | 44,956 | (10,136) | 1,553 | (1,494) | - | - | - | 34,879 |
| Brownfield Redevelopment | (2,900) | (854) | 779 | - | = | - | - | (2,975) |
| City of Edmonton Library Board | 8,680 | - | 1,035 | - | = | - | - | 9,715 |
| Commonwealth Stadium | 1,968 | (53) | 301 | (404) | = | - | - | 1,812 |
| Community Revitalization Levy - Belvedere | (10,093) | (106) | - | - | _ | - | - | (10,199) |
| Community Revitalization Levy - Downtown | (19,872) | (2,534) | 7,620 | (289) | - | - | - | (15,075) |
| Community Revitalization Levy - Quarters | (8,650) | (1,965) | - | - | - | - | - | (10,615) |
| Developer Recoveries | 12,078 | - | - | (5,237) | - | - | - | 6,841 |
| Development Incentive | 1,699 | (341) | - | - | - | - | - | 1,358 |
| Edmonton Police Service | 2,245 | (178) | - | - | - | - | - | 2,067 |
| Enterprise Portfolio | 2,044 | (100) | 100 | (1,010) | - | - | - | 1,034 |
| Façade and Storefront Improvements | 616 | (100) | - | - | = | - | - | 516 |
| Financial Stabilization | 123,886 | - | - | - | (3,812) | 20,127 | - | 140,201 |
| Financial Stabilization - Appropriated | 51,291 | (21,677) | 1,800 | (5,186) | 3,812 | - | - | 30,040 |
| Fleet Services - Vehicle Replacement | 28,418 | - | 24,012 | (54,994) | - | - | - | (2,564) |
| Fort Edmonton Train Maintenance | 43 | - | 5 | - | = | - | - | 48 |
| Funds in Lieu - Residential | 26,582 | - | 4,342 | (10,356) | = | - | - | 20,568 |
| Heritage Resources | 2,324 | - | 541 | (18) | = | - | - | 2,847 |
| Interim Financing | (40,556) | (3,431) | 5,991 | - | - | - | - | (37,996) |
| Local Improvement | 123,003 | - | 3,786 | - | = | - | - | 126,789 |
| LRT | 40,486 | (45,760) | 52,193 | 1,419 | = | - | - | 48,338 |
| Motor Vehicle Insurance | 2,500 | - | - | - | = | - | - | 2,500 |
| Natural Areas | 8,722 | - | 1,000 | (7,500) | = | - | - | 2,222 |
| Neighbourhood Renewal | 2,042 | - | 155,946 | (195,362) | = | = | - | (37,374) |
| Parkland | 20,647 | (1,045) | 3,246 | (16,518) | = | = | - | 6,330 |
| Pay-As-You-Go Capital | 185,874 | - | 73,706 | (290,120) | - | - | - | (30,540) |
| Pay-As-You-Go Capital - Edmonton Police | 13,734 | - | 9,619 | (13,845) | - | - | - | 9,508 |
| Perpetual Care | 3,719 | | 500 | (1,296) | = | - | - | 2,923 |
| Planning and Development | 16,156 | (14,983) | - | (1,861) | = | - | - | (688) |
| Revolving Industrial Servicing Fund | 923 | (10,903) | 2,060 | - | = | - | - | (7,920) |
| Rogers Place Arena Capital | 5,439 | | 1,500 | - | = | - | - | 6,939 |
| Sanitary Servicing Strategy Fund | 66,320 | (17,574) | - | - | = | - | - | 48,746 |
| St. Francis Xavier | 1,934 | | - | - | - | - | - | 1,934 |
| Tax-Supported Debt | 5,380 | (2,661) | - | - | - | - | - | 2,719 |
| Telus Field Capital Traffic Safety and Automated Enforcement | 374 16,903 | (41,585) | - 45,690 | - (12,038) | - | - | - | 374 8,970 |
| Tree Management | 8,161 | (400) | 400 | - | _ | _ | _ | 8,161 |
| Vehicle for Hire | 2,353 | (856) | 4 | - | - | - | - | 1,501 |
| Total | \$749,429 | (\$177,242) | \$397,729 | (\$616,109) | - | \$20,127 | | \$373,934 |

Reserve Funds - 2021

| Reserve Fund in Alphabetical Order (\$000) | Budgeted: 2020 Ending / 2021 Opening Balance | Transfer to Operating Budget | Transfer from Operating Budget | Transfer (to)/from Capital Budget | Transfer (to)/from Other Reserve | Transfer from surplus | Interest | Budgeted: 2021 Ending / 2022 Opening Balance |
|--|---|---------------------------------------|---|--|---|-----------------------------|----------|---|
| Affordable Housing | 34,879 | (10,109) | 1,132 | (298) | - | - | - | 25,604 |
| Brownfield Redevelopment | (2,975) | (854) | 779 | - | - | - | - | (3,050) |
| City of Edmonton Library Board | 9,715 | - | 1,035 | - | - | - | - | 10,750 |
| Commonwealth Stadium | 1,812 | (53) | 301 | (300) | - | - | - | 1,760 |
| Community Revitalization Levy - Belvedere | (10,199) | (1,479) | - | - | - | - | - | (11,678) |
| Community Revitalization Levy - Downtown | (15,075) | (2,534) | 7,363 | (204) | - | - | - | (10,450) |
| Community Revitalization Levy - Quarters | (10,615) | (3,167) | - | - | - | - | - | (13,782) |
| Developer Recoveries | 6,841 | - | - | (1,577) | - | - | - | 5,264 |
| Development Incentive | 1,358 | (341) | - | - | - | - | - | 1,017 |
| Edmonton Police Service | 2,067 | (178) | - | - | - | - | - | 1,889 |
| Enterprise Portfolio | 1,034 | (100) | 100 | - | - | - | - | 1,034 |
| Façade and Storefront Improvements | 516 | (100) | - | - | - | - | - | 416 |
| Financial Stabilization | 140,201 | - | - | - | - | - | - | 140,201 |
| Financial Stabilization - Appropriated | 30,040 | (6,623) | 2,210 | (270) | - | - | - | 25,357 |
| Fleet Services - Vehicle Replacement | (2,564) | - | 24,098 | (18,987) | - | - | - | 2,547 |
| Fort Edmonton Train Maintenance | 48 | - | 5 | - | - | - | - | 53 |
| Funds in Lieu - Residential | 20,568 | - | 4,125 | (7,100) | - | - | - | 17,593 |
| Heritage Resources | 2,847 | - | 1,257 | - | - | - | - | 4,104 |
| Interim Financing | (37,996) | (3,615) | 3,641 | - | - | - | - | (37,970) |
| Local Improvement | 126,789 | - | 8,376 | - | - | - | - | 135,165 |
| LRT | 48,338 | (36,903) | 62,849 | - | - | - | - | 74,284 |
| Motor Vehicle Insurance | 2,500 | - | - | - | - | - | - | 2,500 |
| Natural Areas | 2,222 | - | 1,000 | (1,500) | - | - | - | 1,722 |
| Neighbourhood Renewal | (37,374) | - | 161,326 | (124,301) | - | - | - | (349) |
| Parkland | 6,330 | (1,045) | 3,084 | (2,500) | - | - | - | 5,869 |
| Pay-As-You-Go Capital | (30,540) | - | 118,895 | (107,692) | - | - | - | (19,337) |
| Pay-As-You-Go Capital - Edmonton Police | 9,508 | - | 7,102 | (7,102) | - | - | - | 9,508 |
| Perpetual Care | 2,923 | - | 500 | (59) | - | - | - | 3,364 |
| Planning and Development | (688) | (2,730) | - | (1,000) | - | - | - | (4,418) |
| Revolving Industrial Servicing Fund | (7,920) | (2,190) | 2,003 | - | - | - | - | (8,107) |
| Rogers Place Arena Capital | 6,939 | - | 1,500 | - | - | - | - | 8,439 |
| Sanitary Servicing Strategy Fund | 48,746 | (14,170) | - | - | - | - | - | 34,576 |
| St. Francis Xavier | 1,934 | - | - | - | - | - | - | 1,934 |
| Tax-Supported Debt | 2,719 | - | - | - | _ | - | _ | 2,719 |
| Telus Field Capital | 374 | - | - | - | _ | - | _ | 374 |
| Traffic Safety and Automated Enforcement | 8,970 | (38,961) | 40,880 | (6,750) | - | - | - | 4,139 |
| Tree Management | 8,161 | (400) | 400 | - | - | - | - | 8,161 |
| Vehicle for Hire | 1,501 | (125) | 4 | - | | - | | 1,380 |
| Total | \$373,934 | (\$125,677) | \$453,965 | (\$279,640) | - | - | | - \$422,582 |

Reserve Funds - 2022

| Reserve Fund in Alphabetical Order (\$000) | Budgeted: 2021 Ending / 2022 Opening Balance | Transfer to Operating Budget | Transfer from Operating Budget | Transfer (to)/from Capital Budget | Transfer (to)/from Other Reserve | Transfer from surplus | Interest | Budgeted: 2022 Ending Balance |
|--|---|---------------------------------------|---|--|---|-----------------------------|----------|-------------------------------------|
| Affordable Housing | 25,604 | (10,074) | 774 | - | - | - | - | 16,304 |
| Brownfield Redevelopment | (3,050) | (854) | 779 | _ | _ | - | - | (3,125) |
| City of Edmonton Library Board | 10,750 | - | 1,035 | - | _ | - | - | 11,785 |
| Commonwealth Stadium | 1,760 | (53) | 301 | (300) | _ | - | - | 1,708 |
| Community Revitalization Levy - Belvedere | (11,678) | - | 1,008 | - | _ | - | - | (10,670) |
| Community Revitalization Levy - Downtown | (10,450) | (2,534) | 6,608 | (527) | _ | - | - | (6,903) |
| Community Revitalization Levy - Quarters | (13,782) | (2,980) | - | - | _ | - | - | (16,762) |
| Developer Recoveries | 5,264 | - | - | (1,644) | - | - | - | 3,620 |
| Development Incentive | 1,017 | (341) | - | - | - | - | - | 676 |
| Edmonton Police Service | 1,889 | (178) | - | - | - | - | - | 1,711 |
| Enterprise Portfolio | 1,034 | (100) | 100 | - | - | - | - | 1,034 |
| Façade and Storefront Improvements | 416 | (100) | - | - | - | - | - | 316 |
| Financial Stabilization | 140,201 | - | - | - | - | - | - | 140,201 |
| Financial Stabilization - Appropriated | 25,357 | (2,777) | - | - | - | - | - | 22,580 |
| Fleet Services - Vehicle Replacement | 2,547 | - | 24,268 | (18,599) | - | - | - | 8,216 |
| Fort Edmonton Train Maintenance | 53 | - | 5 | - | - | - | - | 58 |
| Funds in Lieu - Residential | 17,593 | - | 3,919 | (6,900) | - | - | - | 14,612 |
| Heritage Resources | 4,104 | - | 1,582 | - | - | - | - | 5,686 |
| Interim Financing | (37,970) | (2,249) | 3,491 | - | - | - | - | (36,728) |
| Local Improvement | 135,165 | - | 3,243 | - | - | - | - | 138,408 |
| LRT | 74,284 | (59,820) | 70,615 | - | - | - | - | 85,079 |
| Motor Vehicle Insurance | 2,500 | - | - | - | - | - | - | 2,500 |
| Natural Areas | 1,722 | - | 1,000 | - (4.40.000) | - | - | - | 2,722 |
| Neighbourhood Renewal | (349) 5,869 | - (4.045) | 166,626 | (140,809) | = | - | - | 25,468 5,253 |
| Parkland | (19,337) | (1,045) | 2,929 | (2,500) | - | - | - | (52,987) |
| Pay-As-You-Go Capital Pay-As-You-Go Capital - Edmonton | 9,508 | - | 117,836 | (151,486) | - | - | = | 9,508 |
| Police | | - | 5,985 | (5,985) | - | - | - | |
| Perpetual Care | 3,364 | - | 500 | (79) | - | - | - | 3,785 |
| Planning and Development | (4,418) | (1,592) | - | (1,000) | - | - | - | (7,010) |
| Revolving Industrial Servicing Fund | (8,107) | (2,190) | 2,003 | - | - | - | - | (8,294) |
| Rogers Place Arena Capital | 8,439 | - | 1,500 | - | - | - | - | 9,939 |
| Sanitary Servicing Strategy Fund | 34,576 | (33,410) | - | - | - | - | - | 1,166 |
| St. Francis Xavier | 1,934 | - | - | - | - | - | - | 1,934 |
| Tax-Supported Debt | 2,719 | - | - | - | - | - | - | 2,719 |
| Telus Field Capital Traffic Safety and Automated Enforcement | 374 4,139 | (35,878) | - 38,290 | (5,650) | - | - | - - | 374 901 |
| Tree Management | 8,161 | (400) | 400 | - | _ | _ | _ | 8,161 |
| Vehicle for Hire | 1,380 | (90) | 4 | | = | | | 1,294 |
| Total | \$422,582 | (\$156,665) | \$454,801 | (\$335,479) | - | | | \$385,239 |

Reserve Funds - SOBA Impacts

The following includes only the proposed changes from the Fall 2020 Supplemental Operating Budget Adjustment.

SOBA Operating Impacts only - (000s)

| | SOBA Operating imp | acts only - (000s) |
|---|--------------------|--------------------|
| Reserve Fund in Alphabetical Order | 2021 | 2022 |
| Affordable Housing | | |
| Brownfield Redevelopment | | |
| City of Edmonton Library Board | | |
| Commonwealth Stadium | | |
| Community Revitalization Levy - Belvedere | | |
| Community Revitalization Levy - Downtown | (319) | (319) |
| Community Revitalization Levy - Quarters | | |
| Developer Recoveries | | |
| Development Incentive | | |
| Edmonton Police Service | | |
| Enterprise Portfolio | | |
| Façade and Storefront Improvements | | |
| Financial Stabilization | | |
| Financial Stabilization - Appropriated | | |
| Fleet Services - Vehicle Replacement | | |
| Fort Edmonton Train Maintenance | | |
| Funds in Lieu - Residential | | |
| Heritage Resources | | |
| Interim Financing | (186) | (147) |
| Local Improvement | 4,595 | (366) |
| LRT | 29,209 | 8,991 |
| Motor Vehicle Insurance | | |
| Natural Areas | | |
| Neighbourhood Renewal | | |
| Parkland | | |
| Pay-As-You-Go Capital | | |
| Pay-As-You-Go Capital - Edmonton Police | | |
| Perpetual Care | | |
| Planning and Development | | |
| Revolving Industrial Servicing Fund | (166) | (314) |
| Rogers Place Arena Capital | | |
| Sanitary Servicing Strategy Fund | 9,633 | |
| St. Francis Xavier | | |
| Tax-Supported Debt | | |
| Telus Field Capital | | |
| Traffic Safety and Automated Enforcement | | |
| Tree Management | | |
| Vehicle for Hire | | |
| Total | \$42,766 | \$7,845 |

Planning and Development Business Model

Proposed Fiscal Strategy

Recommendation

- That the 2021 operating expenditure budget for the Planning and Development branch be decreased by \$2.4 million on an ongoing basis, with an offsetting decrease in the transfer from the Planning and Development Reserve.
- 2. That the 2021 and 2022 tax-supported branch operating expenditure budgets be reduced by \$2.4 million in each year (reduced recoveries), as outlined in Attachment 7 of the November 16, 2020, Urban Form and Corporate Strategic Development report CR_8335, and be offset with funding from the Financial Stabilization Reserve.

Executive Summary

Delivering efficient, predictable planning and development services to city-building partners attracts investment to Edmonton, creates economic prosperity, and supports quality of life for Edmontonians. Similar to funding models in other major Canadian cities, these services are funded through the fees charged for Land Development Applications, Development Permits, Building Permits, and other associated services. Managing expenses, revenues, and the Planning and Development Reserve fund supports predictable service levels, as well as ongoing service improvement in partnership with industry. This model and the resulting outcomes ultimately support the Regional Prosperity strategic goal in ConnectEdmonton.

Administration has been proactively working to ensure the health of the Planning and Development Business Model and align with Policy C610 - *Fiscal Policy for Planning and Development Business*. Early this year a Cost of Service Study was done by a third party that identified the business model was close to, but still below, full cost recovery even after reducing the expense budget by more than 10 percent in 2019. The recent economic downturn and the COVID-19 pandemic has further impacted construction activity and permitting revenue in 2020.

This report highlights a number of key fiscal initiatives that are currently underway to support the health of the Planning and Development Business Model. Without these initiatives the balance of the Reserve is projected to be in a deficit position of \$2.2 million at the end of 2021, and deficit position of \$5.4 million at the end of 2022. With these measures the reserve balance is projected to be \$4.1 million at the end of 2021 and \$7.8 million at the end of 2022.

Report

Industry and Economic Outlook

The relationship between city building partners and the City is one of mutual benefit. City building partners and businesses in Edmonton face challenges in the upcoming years, and providing reliable service levels will contribute to the success of our city as a whole.

The Planning and Development Business Model is similar to funding models in other major Canadian cities such as Calgary, Toronto, Vancouver and Winnipeg. The reserve provides a mechanism to stabilize funding with fluctuating construction activity and revenue, and allows Administration flexibility to respond to these fluctuations. Administration's ability to sustain service levels through ups and downs of economic cycles provides stability and predictability, and supports competitiveness and relevance for our businesses at the local and global level, ultimately supporting regional prosperity.

The Planning and Development revenue forecasts (Attachment 1) show a 10-15 percent drop as a result of COVID-19 impacts, but are expected to return to normal levels in 2022. This projection aligns with other regional forecasts. If there is another period of unexpected economic weakness, the potential results may be a deeper, more prolonged slowdown in land development and construction activity.

As Edmonton and Alberta come to grips with the economic impacts of COVID-19, the recovery is expected to be slow and uneven. The recovery will rely on stable oil prices, strong household spending, net positive migration and sustained employment growth. Attachment 2 provides an overview of the impact on the reserve balance.

Carrying out the fiscal initiatives outlined in the report are key in maintaining a positive balance in the Reserve to the end of 2021. Without these steps, the most likely case, as indicated by the orange line in Attachment 2, shows that there would be a negative balance of \$2.2 million at the end of 2021 and a negative balance of \$5.4 million at the end of 2022 in the Reserve.

For the Reserve to maintain a reasonable positive balance at the end of the budget cycle a combination of ongoing savings or revenues of \$5.9 million needs to be identified by the end of 2021.

Revised Reserve Forecast

The revised Planning and Development Reserve forecast, which combines fiscal initiatives outlined below with the economic outlook, shows a decline in the Reserve balance continuing until the end of 2021, and then recovers as a result of pent-up demand in 2022 and 2023 as indicated by the blue line in Attachment 2.

Factors that could put downward pressure on the Reserve forecasts include:

Lower than forecasted net migration levels

- Weaker than expected energy markets
- Economic impacts of a second wave of COVID-19 infections

Any new cost reduction initiatives need to be done strategically to ensure that service levels are not adversely impacted and do not negatively affect Edmonton's economic recovery.

Cost of Service and Municipal Benchmarking Studies

In 2020, a third party Cost of Service study was conducted and showed that the business model was close to, but still below, full cost recovery even after reducing the expense budget by more than 10 percent in 2019. In order to ensure Edmonton's competitiveness, Administration conducted a municipal comparison on Planning and Development fees. Some of the early key findings from the studies include:

- The need to review and potentially reduce and reallocate overhead costs that are not attributable to the business area.
 - Steps are currently underway to reallocate costs and full implementation of this work will result in \$3.2 million savings by 2021, reducing overhead costs by 17 percent.
- Costs are under-recovered for upstream development services such as land development applications and subdivision applications and over-recovered in downstream development services such as building permits.
- Areas of under-recovery and misalignment of fees that need to be corrected to sustain service delivery.
- Edmonton is very competitive with similar sized cities; however, there are potential areas for better recovery while still staying competitive.

Fiscal Strategy for Planning and Development Business Model Health

A number of fiscal initiatives are already underway to support the health of the Planning and Development Business Model (Attachment 3).

Current Cost-Saving Actions

In 2019, Administration was able to reduce expenditures by \$6.9 million from the original budget and thereby limit the amount drawn from the Reserve. To limit ongoing draws, Administration identified combined cost avoidance/cost savings of \$4.6 million in 2020, \$5.8 million in 2021 and \$8.0 million in 2022.

An additional \$4.4 million savings in 2020 was identified to offset the impact of COVID-19 by continuing to hold unfilled positions vacant, savings from temporary layoffs, ending temporary staff contracts, negotiating with vendors, plus other savings. Vacancy management will continue into 2021.

Targeted fee increases

To ensure that the under-recovering services can continue to be provided at current levels while ensuring Edmonton's competitiveness, the 2021 proposed fee schedule

changes (Attachment 4) has targeted fee adjustments. The changes highlighted are expected to generate an additional ongoing \$0.4 million.

Inflation price adjustments are being paused for 2021 and will be included as part of the 2022 proposed fee changes to help support the industry's recovery. Any major fee adjustments will need to be done in concert with a substantial economic recovery.

An additional \$5.3 million in cost savings or revenue generation still needs to be identified over 2021 and 2022 to ensure the reserve has a positive balance by the end of 2022.

Longer-term cost reduction actions

Longer-term cost reduction actions (Attachment 5) will continue to support the focused work on returning the Reserve to the minimum target balance of 30 percent of annual operating expenses while maintaining service levels. Longer-term fiscal initiatives will be addressed through a combination of focused fee changes and the following long term cost reduction initiatives:

- Implementation of cost reductions and cost reallocations (Attachment 3)
- Exploration of additional cost reduction actions such as reduced consumption of office space and other corporate services.
- Revision and Continued implementation of Policy C610 (Fiscal Policy for Planning and Development Business)
- Zoning Bylaw Renewal Initiative
- Service Improvement Projects
 - The current improvements build on the success of the Urban Business Transformation project completed in 2019 (Attachment 6). Report CR 7581 Reductions to Small Business Regulations, presented to the Executive Committee on October 26, 2020, provides more information on improvement work completed and underway.
- Setting Service Levels

Next Steps

Administration will provide an annual update to City Council in Q4 2021 or sooner if the outlook changes materially. The next annual update will include financial impacts of some of the longer-term cost reduction plans as part of the long term sustainability and health of the Planning and Development Business Model.

Financial/Budget Implications

The fees inflation pause will impact 2021 revenues by \$0.588 million. Next year this will be offset by additional reductions in both personnel and non-personnel costs. 2022 targeted fee increases will address the ongoing impact of the inflation pause.

While efforts have been in place to reduce direct program expenses and clarify the Business Model scope, indirect program expenses such as shared service costs have not yet been adjusted accordingly.

The 2019–2022 corporate shared service recovery budget was initially calculated in 2018. Considering the subsequent and significant financial adjustments to the Business Model there is a desire to revisit and recalibrate budgeted shared service cost recoveries.

Administration estimates that approximately \$2.436 million annually over 2021 and 2022 reflects a commensurate reduction to shared service costs in alignment with direct / frontline cost management strategies and adjustments to the scope of the Business Model. This reduction to shared service recoveries represents approximately 20% of budgeted recoveries.

The reduced demand on shared services and transition of services to the tax levy will result in reduced recoveries (revenues) for tax-supported areas originally recovered from the Planning and Development Business Model. Administration recommends the reduced recoveries be offset with a transfer from the Financial Stabilization Reserve to avoid an impact to the tax-levy. Attachment 7 outlines the adjustments by branch.

This one-time budget adjustment will provide shared service areas with the appropriate lead time to adjust resourcing levels (stranded costs) to align with the reduced recoveries and assess the appropriate level of support resources moving forward. The shared service cost model will be recalibrated and a new baseline resource level will be reset for the 2023-2026 budget cycle.

Public Engagement

Administration engaged with key city-building partners on the recommended fee changes and elements of the fiscal strategy. Partners included:

- Alberta Sign Association (ASA)
- Canadian Home Builders Association (CHBA)
- Edmonton Construction Association (ECA)
- Infill Development Association in Edmonton (IDEA)
- Urban Development Institute (UDI)
- National Association for Industrial and Office Parks (NAIOP)

Engagement with key stakeholders and city building partners revealed that predictable timelines were critical to business success. In response to some of the difficult challenges stakeholders are facing, Administration has paused any inflation fee increases and only proposed targeted fee increases.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Conditions of Success | | | | | |
|---|---|---|---|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | |
| The City of Edmonton has a resilient financial position | The Planning and Development Reserve as a percentage of annual operating expenditure | 12% of annual operating expenditures can be covered by the Planning and Development reserve by the end of 2020. | 30% of annual operating expenditures can be covered by the Planning and Development reserve by the end of 2025. | | |

Risk Assessment

| Risk Element | Risk Description | Likeli- hood | Impact | Risk Score (with current mitigations) | Current Mitigations | Potential Future Mitigations |
|-------------------------|---|--------------------------|-----------------|--|--|---|
| Financial | If the recommended strategy is not approved, the Planning and Development Reserve Fund will be depleted and the ability to fund service delivery will be reduced | 5 - almost certain | 2 - moderate | 10 - medium | Hiring restraint to maintain favourable cost variance Cost reductions plan to ensure expenditure match lower revenues | Revisions to the proposed fiscal strategy based on Council direction |
| Economic | If construction activity slows beyond current forecasts, the Planning and Development Reserve Fund will be depleted and the ability to fund service delivery will be reduced | 4 - possible | 3 - moderate | 6 -medium | Improve revenue forecasting model and incorporate changes to forecasts into the budget | Develop a flexible workforce strategy that allows for resources to be deployed as volumes and revenues fluctuate |
| Customers / Citizens | If the recommended strategy is not approved, further cost reduction will be required to avoid depletion of the Planning and Development Reserve Fund and the ability to deliver service will be reduced | 3 - possible | 2 - moderate | 6 - low | Develop contingency plans for achieving further cost reduction Process improvement work, to ensure better delivery of services without increasing costs | Revisions to the Planning and Development Business Model that improve long-term service stability |

Attachments

- 1. 2020-2023 Revenue Forecast
- 2. Reserve Balance Previous and Revised Forecast
- 3. Summary of planned budget revisions starting in 2019

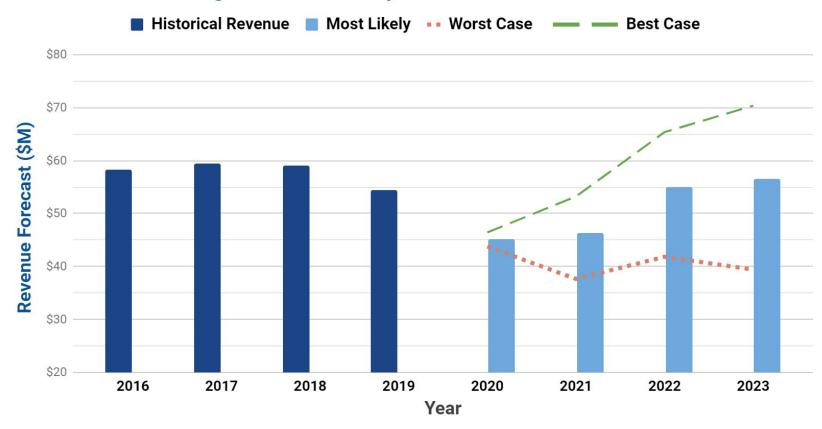
- 4. 2021 Planning and Development Business Model fee changes
- 5. Summary or longer-term cost reduction actions
- 6. 2019 Urban Form Business Transformation Accomplishments
- 7. Planning and Development Business Model's shared service 2021 and 2022 budget reallocation adjustments

Others Reviewing this Report

- M. Persson, Deputy City Manager and Chief Financial Officer, Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- J. Meliefste, Acting Deputy City Manager, Integrated Infrastructure Services
- K. Armstrong, Deputy City Manager, Employee Services
- B. Andriachuk, City Solicitor

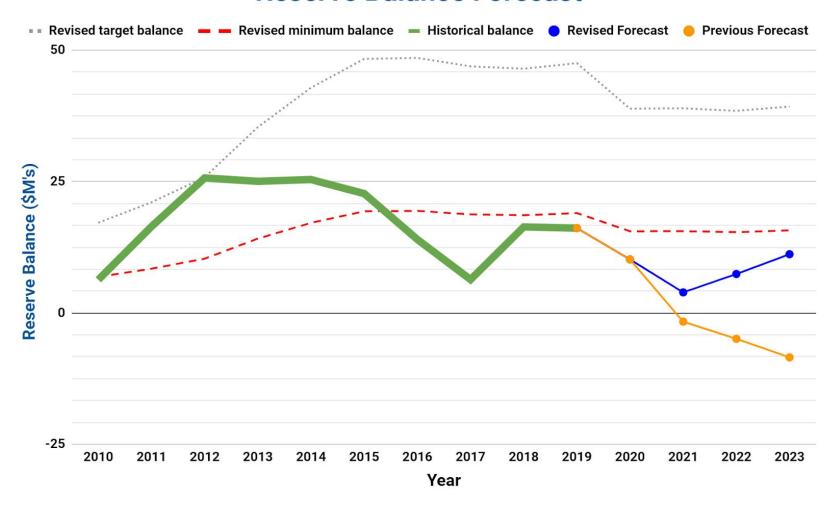
2020-2023 Revenue Forecast

Planning and Development Revenue Forecast



Reserve Balance - Previous and Revised Forecast

Reserve Balance Forecast



Summary of planned budget revisions starting in 2019

| Actions | Savings Impact | | | | | |
|---|-----------------------------|--|--|--|--|--|
| 2019 Budget Adjustments (CR_7315 Planning and Development Business Model: Proposed Fiscal Strategy) | | | | | | |
| 2019 - operational savings (vacancy management, overtime reductions, vendor management) | \$6.9 million (one-time) | | | | | |
| 2020 cost avoidance/savings | \$4.6 million (ongoing) | | | | | |
| 2021 incremental cost avoidance/savings | \$1.2 million (ongoing) | | | | | |
| 2022 incremental cost avoidance/savings | \$2.2 million (ongoing) | | | | | |
| 2020 Budget Adjustments | | | | | | |
| 2020 - Spring Supplementary Operating Budget Adjustment workforce strategies (temporary layoffs, end contracts, vacancy management, vendor management) | \$4.4 million (one-time) | | | | | |
| 2021 - Department overhead cost reductions | \$0.8 million (ongoing) | | | | | |
| 2021 - Corporate overhead cost reallocations | \$2.4 million (ongoing) | | | | | |
| 2021 - Fee adjustments | \$0.4 million (ongoing) | | | | | |
| 2021 - Cost savings/revenue generation to still be identified | \$2.6 million (ongoing) | | | | | |

2021 Planning and Development Business Model fee changes

| City of Edmonton's 2021 Plannin | ng and Development Business Model pro | pposed fee changes | Updated October 22, 2020 |
|--|---|---|---|
| Suggestion / Description | Current Fee | Proposed Fee | Change in Permit / Service fee |
| Better alignment of service delivery costs | | | |
| Add an infill development permit pre-application meeting fee | \$0 | \$176 | \$176 |
| Align land development application, subdivision, rezoning and commercial pre-application meeting fees with meeting preparation costs | Commercial and Land Development Applications: \$337 Subdivisions & Rezonings: \$0 | Commercial and Land Development Applications: \$450 Subdivisions & Rezonings: \$450 | Commercial and Land Development Applications: \$113 Subdivisions & Rezonings: \$450 |
| Increase sign development permits to better reflect of service delivery costs | Permanent, Freestanding, Projecting or Roof: \$287 Fascia Signs: \$96 Digital signs: \$467 | Permanent, Freestanding, Projecting or Roof: \$375 Fascia Signs: \$120 Digital signs: \$900 | Permanent, Freestanding, Projecting or Roof: \$88 Fascia Signs: \$24 Digital signs: \$433 |
| Major development permit fees for new construction is not reflective of service delivery costs | Gross floor area up to 500 square metres: \$981 Each additional 100 square metres of gross floor area: \$100 | Gross floor area up to 500 square metres: \$1080 Each additional 100 square metres of gross floor area: \$110 | Gross floor area up to 500 square metres: \$99 Each additional 100 square metres of gross floor area: \$10 |
| Allow a fee for reactivating subdivision files that have been paused by the clients for more than a year | \$0 | Re-activation (after 12 months): \$1,100 | \$1,100 |
| Establish base fee for re-lotting applications and align it with staging request fee | Re-lotting: \$286 for each additional single detached lot Processing Staging Request (per request): \$441 | Re-lotting: base fee \$650 base fee plus \$286 for each additional lot Processing Staging Request (per request): \$650 | Re-lotting: base fee \$650 base fee Processing Staging Request (per request): \$209 |
| Align "other" lot subdivision fee with the staging fee | "other" lots subdivision fee: \$281 | "other" lots subdivision fee: \$650 | "other" lots subdivision fee: \$369 |
| Simplifying the fee schedule | | | |
| Align permitted use(s) in direct control zone and child care service development permit fees with exterior alterations development permit fees | Child care services: \$337 Permitted Use or Uses in Direct Control Districts: \$286 | Child care services: \$375 Permitted Use or Uses in Direct Control Districts: \$375 | Child care services: \$38 Permitted Use or Uses in Direct Control Districts: \$89 |
| Fee corrections | | | |
| Reactivate the first level per dwelling unit fee for multi-family dwellings | \$240 base fee | \$240 base and \$60 per dwelling | \$60 per dwelling |
| Align minimum permit fee with restamp fee for both residential and non-residential properties | Re-examination fee: \$264 Residential permit fee for construction value of \$5,001 - \$10,000: \$160 Minimum non-residential fee: \$161 | Re-examination fee: \$264 Residential Permit fee for construction value of \$5,001 - \$10,000: \$276 (matches \$10,001-\$25,000) Minimum non-residential fee: \$264 | Re-examination fee: \$0 Residential Permit fee for construction value of \$5,001 - \$10,000: \$116 Minimum non-residential fee: \$103 |

Summary of longer-term cost reduction actions

In addition to the steps discussed in the report, other work is planned over the next few years which will reduce Planning and Development costs and improve the delivery of services. The work will also support the goal of reaching the minimum target of 30 percent of annual operating expenditures as outlined in the Planning and Development Business Model Policy.

Implementation and revision of Policy C610 (Fiscal Policy for Planning and Development Business)

Planning and Development Reserve costs will be reviewed to ensure all elements of overhead reductions have been implemented according to the policy. A review of other municipalities' planning and development reserve policies, along with the sustainability of their reserves, will inform potential future policy revisions. These changes are expected to take effect in 2022.

Zoning Bylaw Renewal Initiative

The Zoning Bylaw Renewal Initiative is a comprehensive overhaul of Edmonton's current Zoning Bylaw that includes rethinking how, what and why the City regulates in terms of zoning and land development. The quality of the Zoning Bylaw has a direct impact on the efficiency of our development permitting and inspection services. The new Zoning Bylaw will create a modern regulatory environment that focuses on simplifying and streamlining requirements and supports efficient service delivery. This work will help enable all people, places and businesses to thrive and prosper. The project is expected to be completed in 2022.

Exploration of additional cost reduction actions such as reduced consumption of office and other corporate services

Reserve related expenses for such things as downtown office space and technology should decrease given the quicker than expected transition to online service delivery, lower service demands, process and automation improvements and the transition to work from home strategies, resulting in lower rental costs as part of the next budget cycle

Service Improvement Work

The current improvements build on the success of the Urban Business Transformation project completed in 2019 (Attachment 6). The improvements focus on applying a risk-based and data-driven approach to meet service expectations.

Administration continues to focus on improving the reliability, efficiency and effectiveness of services. Report CR 7581 Reductions to Small Business Regulations, presented to the Executive Committee on October 26, 2020, provides more information on improvement work completed and underway.

Setting Service Levels

The service level project will identify and communicate timeline targets for planning and development services. Service levels will reflect the City's fiscal realities, support reliable service, and link to service delivery improvements. Clear, well-communicated service levels will give stakeholders, industry and Council a better understanding and expectations of services and timelines.

PROCESS IMPROVEMENT PROJECTS

Urban Form Business Transformation | Wrap Up



The Urban Form Business Transformation (UFBT) initiative was about changing the way we provide planning and development services and improve customer service. The team worked with City staff and city-building partners (industry, citizens, service providers, etc) to find and implement creative solutions to the challenges experienced today. Our approach focused on speed to market with the ultimate goal o building a vibrant Edmonton. The initiative which includes improvements to processes, technology and service delivery was completed in December 2019. Many of the positive impacts are evident now, while others will be realized at the beginning of 2020. The inertia of these changes will support the on-going improvement efforts within the Urban Form and Corporate Strategic Development (UFCSD) department.

| Project/Stream | Goal and Sponsor | What We Delivered |
|---------------------------------|---|--|
| UFBT OVERALL INITIATIVE | Efficient and effective planning and development services | Delivered updated and improved planning and development services to improve customer service on time and on budget that includes: Six major projects supported by technology updates and financial policies Three quick wins projects: expansion of the Greenfield Expedited Development Permit program, risk-based approach to reducing footing & foundation permits, and the Home Improvement Permit. Engaged city-building partners including staff, industry groups and applicants in the initiative - over 350 contributors Provided regular reporting through <u>Building Edmonton</u> and reports to Urban Planning Committee |
| BUILDING BETTER TOGETHER | Improved process navigation for select city-building applications | Hired new team lead for the Client Liaison Unit that serves to support and navigate city-building projects - edmonton.ca/clientliaison Launched an enhanced service through the Client Liaison Unit for customers with qualifying, industrial, commercial or large-scale residential infill projects. Service includes scoping meetings, intake criteria and project specific timelines. Completed pilot exploring permit process and timelines for commercial, industrial and large site residential infill applications |
| REZONING REDESIGN | New rezoning process | Standardized and expanded pre-application meetings to Land Development Applications to proactively address issues Improved application requirements and streamlining by creating application categories based on complexity to provide clarity to applicants Updated the Land Development Application (LDA) web page (edmonton.ca/rezoning) and application form (permits.edmonton.ca) to align with the requirements and checklists. Implemented a streamlined process for application circulation Set target timelines of 90 days for non-complex applications and 160 days for complex applications (from complete application to public hearing) |
| SUBDIVISION PROCESS IMPROVEMENT | Evolved subdivision process | Standardized and expanded pre-application meetings to Land Development Applications to proactively address issues Improved application requirements and streamlining by creating application categories based on complexity to provide clarity to applicants Updated the Land Development Application (LDA) web page (<u>edmonton.ca/subdivision</u>) and application form (<u>permits.edmonton.ca</u>) to align with the requirements and checklists Enabled online submission of endorsements Implemented a streamlined process for application circulation Set target timelines of 100 days for complex applications (from complete application to conditional approval) |

| SAFETY CODES INSPECTION EFFICIENCIES | Introduce an AI predictive model to predict the pass probability of discretionary inspections | Implemented an AI predictive model to reduce the number of discretionary inspections for four inspection types (Plumbing stack, Plumbing groundworks, HVAC stack and HVAC groundworks) enabling prioritization of inspections. |
|---|---|--|
| CUSTOMER ORIENTED WEBSITE ENHANCEMENT | Update planning and development website content and navigation for ease of use | Overhauled web page layout and content across a ranges of services to make it easier for customer to find information: demonton.ca/permits, edmonton.ca/urbanplanning, edmonton.ca/business, Develop Your Property, Resources New Commercial Buildings, Changes to Existing Buildings, Zoning Approval for Business Rezoning and Plan Amendments, Subdivision, Lot Splitting Commercial Safety Codes Inspections, Commercial Building Inspections, Electrical, HVAC, Plumbing & Gas Added sample diagrams to help home improvement permit customers Renovations & Basements, Decks, Detached Garage and Sheds Operationalized a Content Management Governance Plan to ensure information across multiple platforms is current and up-to-date. |
| KNOWLEDGE LIBRARY | Implement a system to store all information for consistency and ease of use | Launched an internally facing <u>Knowledge Library</u> to house up-to-date information for City staff to support providing consistent service and provide a point of contact to manage content. Populated Knowledge Library with content focused on rezoning, subdivision and permit services. Operationalized a Content Management Governance Plan to ensure information across multiple platforms is current and up-to-date. |
| \$ FINANCIAL STREAM | Update reserve funding financial model and policy | Developed a financial dashboard for Senior Management Team that allows them to review real-time revenue inputs and monthly financials Implemented policies that ensure that reductions in revenues are matched with a reduction in costs Develop new revenue forecasting model Completed initial cost of service studies |
| E-SERVICES | Increased online services | Delivered technology changes to support the Rezoning Redesign, Subdivision Process Improvement, and Safety Codes Inspection Efficiency process improvement projects Updated and expanded land development online services, such as endorsement of subdivisions and pre-application meetings Moved Home Improvement Permit applications online to improve customer experience and streamline the process Moved commercial and industrial permit (development & building) application, with digital plan review online. |

2020 PROCESS IMPROVEMENT PROJECTS

| Project | Goal | What We'll Deliver |
|--|---|---|
| 2020 Process Improvement Projects UFCSD Department | Efficient and effective planning and development services | Ongoing process improvements to planning and development services will continue as a cooperative effort across the department. Next year will include: monitoring changes made in 2019 to ensure adoption and continuously measure value, a focus on improving development permits, building permits and business licensing services to support a business-friendly city, and expanding specific timeline targets to all planning and development services for increased predictability. |

Planning and Development Business Model's shared service 2021 and 2022 budget reallocation adjustments

| Shared Service Provider | Reallocation per year (\$000s) |
|---|-----------------------------------|
| Open City and Technology | 856 |
| Engagement | 366 |
| Legal Services | 336 |
| Financial Services | 250 |
| Corporate Expenditures | 207 |
| Corporate Procurement and Supply Services | 105 |
| Talent Acquisition, Service and Solutions | 90 |
| Integrated Marketing Communications | 83 |
| Organizational Design and Development | 57 |
| Workforce Safety & Employee Health | 35 |
| Employee Relations and Compensation | 29 |
| Reputation and Brand | 13 |
| Corporate Strategy | 10 |
| GRAND TOTAL | 2,436 |

Notes:

- 1. Recovery budgets for respective shared service providers will be reduced from the Planning and Development Business Model and reallocated with a transfer from the Financial Stabilization Reserve to avoid an impact to the tax-levy.
- 2. Real Estate (space rent) is excluded from budget reallocation.

Capital Financial Update - September 30, 2020

Recommendation

That the November 16, 2020, Financial and Corporate Services report FCS00103, be received for information.

Executive Summary

The City of Edmonton has an obligation to measure and transparently report actual results against the City's budget to Edmontonians and City Council. Administration meets this obligation through the Capital Financial Updates, provided three times a year. Consistent and timely financial reporting to Council is part of managing the corporation for the community.

This report provides the September 30, 2020 capital financial update, including updates on significant capital projects, results and projections against the approved 2019-2022 Capital Budget, and an update on the City's forecasted debt and debt servicing.

Report

The Capital Financial Update focuses on the approved 2019-2022 Capital Budget, reporting the status of significant capital profiles against budget and budgeted completion dates. Significant projects are capital profiles that have expenditures greater than or equal to \$20 million within the 2019-2022 Capital Budget cycle; or profiles that are highly strategic, complex, include many stakeholders, have major constraints, and/or include a high level of risk. For the period ended September 30, 2020, 77 profiles met this definition and are considered significant projects. These 77 profiles account for 86 percent of the total approved Capital Budget.

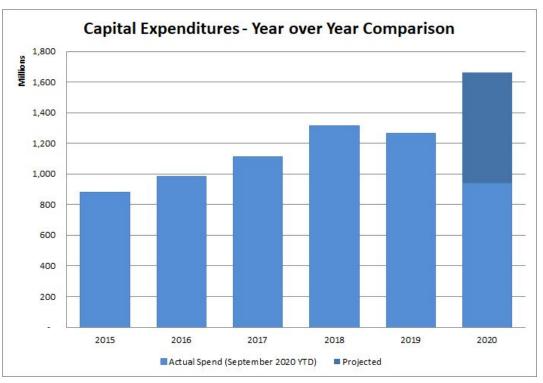
2019-2022 Capital Budget Performance against Planned Performance

The total approved 2019-2022 Capital Budget is \$9,695.6 million, which includes carry forwards from the 2015-2018 Capital Budget and approved capital expenditures beyond 2022.

The 2019-2022 Capital Budget is composed of 354 active profiles (228 standalone profiles and 126 composite profiles). Composite profiles include funding for multiple projects that are similar in nature; for example, Neighbourhood Renewal program funding is held in a composite profile. Once projects complete preliminary design (Checkpoint 3), and budgets for growth projects reach \$2 million and renewal projects

reach \$5 million, the projects are removed from the composite profile and individual profiles are established.

2020 Projected Spending Comparison



The projected spend of \$1,664.5 million for 2020 is significantly higher than the 2019 spend due to:

- timing of bus deliveries in 2020 compared to 2019;
- higher spending on LRT as the Metro Line extension and Valley Line to Lewis Farms projects start;
- Yellowhead Trail project progressing; and
- Fort Edmonton Park Utilities project progressing as it comes to a close by the end of 2020.

Budget Cycle Spend

Budgeted expenditures for 2019-2022 total \$7,293.3 million. As of September 30, 2020, the City spent \$2,217.9 million, or 30.4 percent of the budgeted capital expenditures in the four year cycle. For comparison, planned expenditures for the 2015-2018 Budget Cycle totalled \$5,954.0 million, of which 25.8 percent was spent as of the same period of that cycle, September 30, 2016. The majority of the increased spending in the 2019-2022 Budget Cycle is for LRT projects, primarily the Valley Line Southeast.

Page 2 of 7 Report: FCS00103

Attachment 1 provides the budgeted capital expenditures within and beyond that 2019-2022 period for tax-supported, enterprise and utility operations and the allocation of the Capital Budget by department.

Capital Project Reporting

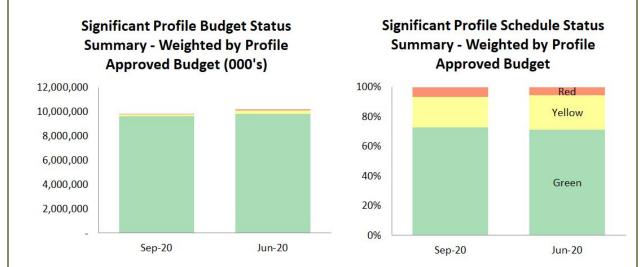
The September 30, 2020 Capital Financial Update reports on 77 (43 standalone and 34 composites) of the 354 active profiles that meet the definition of a significant capital project. Since the last Capital Financial Update reporting to June 30, 2020, no new profiles have been added. Four profiles were removed since the Q2 2020 report as they were substantially completed:

- 1. Kathleen Andrews Transit Garage
- 2. Milner Library Renewal
- 3. Bonnie Doon Pool Rehabilitation
- 4. Capital Line LRT Heritage Valley Park and Ride

Capital Profile Performance

Of the 354 active profiles within the 2019-2022 Capital Budget, 77 are considered "significant" for the September 30, 2020 Capital Financial Update. Of these, 76 are within the acceptable tolerance for budget status, and 61 significant profiles are within the acceptable tolerance for schedule status.

The following charts represent the budget and schedule status of significant capital profiles weighted by approved budget of the profile. Budget includes total budget by profile regardless of the year of expenditure.



*Project status in the charts above are presented with green status on the bottom, yellow in the middle, and red at the top, as noted in the right chart.

Page 3 of 7 Report: FCS00103

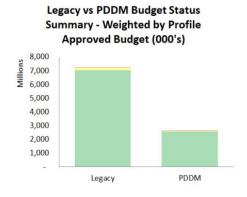
As of September 30, 2020, the majority of capital profiles, weighted by approved budget, are within an acceptable tolerance (profiles with a green or yellow status) for budget (99.7 percent) and schedule (93.4 percent).

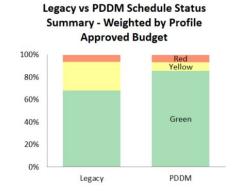
Project Development and Delivery Model

The Project Development Delivery Model (PDDM) was implemented in April 2017 and no significant profiles have yet been completed under this model. Of the 43 significant standalone capital profiles in this report, 20 profiles are being delivered under PDDM. Of these 20, all are reporting within an acceptable tolerance (profiles with green or yellow status) for budget and 17 are within acceptable tolerance for schedule.

The majority of composite profiles are new in the 2019-2022 Capital Budget and, as a result, 64.2 percent of the approved budget for significant composite profiles is being delivered under the PDDM. 98.8 percent of the approved budget for significant projects are within an acceptable tolerance for budget, and 93.6 percent are within an acceptable tolerance for schedule.

The charts below compare current projected performance of the significant legacy profiles compared to the significant PDDM profiles. A larger majority of significant profiles are in progress previous to the implementation of PDDM. As the legacy projects are completed and removed from the list of active projects, the majority of the projects will transition to PDDM delivery. Early results show improved budget and schedule performance for PDDM projects compared to legacy-managed profiles. Compared to legacy projects, the improved performance is partly due to PDDM's strategy of adapting the budget and schedule based on higher levels of design.





Page 4 of 7 Report: FCS00103

Emerging Risk and Funding Implications

The City's Capital Budget is highly dependent on grant funding, both for the rehabilitation and renewal of existing infrastructure and for major strategic growth projects such as LRT network expansion.

Local Government Fiscal Framework

The long-term capital funding provided to municipalities through the provincial Municipal Sustainability Initiative (MSI) is set to be replaced in 2022 by the Local Government Fiscal Framework (LGFF). The Local Government Fiscal Framework Act has been passed in the Alberta Legislature and has received Royal Assent. It must still be proclaimed before it comes into force. The City of Edmonton's 2022 LGFF funding allocation is estimated to be approximately \$184.1 million. Edmonton's 2020 MSI funding allocation was \$191.9 million. To maintain approved schedules and budgets, the City of Edmonton is advocating that the same projects that were eligible for MSI funding remain eligible for the LGFF.

Capital Line Southeast LRT Extension

The City continues its long-term vision for the LRT network expansion with Phase 1 of the Capital Line Southeast Extension. This approximately \$1 billion project will extend the Capital Line to the south by 4.5 km and create two new LRT stations, one new maintenance facility and add 24 light rail vehicles. At the request of the Province, the City has submitted a business case to the provincial and federal governments seeking funding to support the Capital Line Southeast LRT extension. To meet the provincial goal of a 2021 construction start, both the provincial and federal approvals must occur in an expedited manner. The Province is supportive of the project as it utilizes existing funding commitments, creates significant job opportunities and has a considerable economic impact within the capital region. The City is engaging with each order of government during the review process to ensure construction can begin on time.

COVID-19 Response

The City of Edmonton has received capital funding to support its COVID-19 response through the Municipal Stimulus Program. Under the Municipal Stimulus Program, the City has been allocated \$115.6 million to support shovel-ready capital infrastructure projects, with the primary objective to sustain and create local jobs. All funding must be utilized by the end of 2021.

Exchange Rate Risk

Exchange rates have differing effects on project financial performance. In many road and open space projects, the labour, equipment and materials (e.g., asphalt, concrete, etc.) are primarily sourced locally so the foreign exchange risk is lower. Building projects, or those sourced with equipment and materials not found locally (e.g., plumbing, mechanical, electrical, etc.), can experience moderate risk of cost

Page 5 of 7 Report: FCS00103

pressures. Fleet and IT projects similarly have moderate to high risk with financial performance linked directly to fluctuating exchange rates. As part of the budget process, estimates are developed based on current and projected trends related to exchange rates within the four-year budget timeframe.

The average forecasted rate, based on the most recent exchange rate forecasts from Canada's five largest chartered banks, indicates a more optimistic outlook for the Canadian dollar against the US dollar relative to forecasts from Q2 2020. The average exchange rate forecast across the five banks for Q4 2020 is 1.32, compared to an average of 1.36 in Q3. The average exchange rate forecast across all five banks then holds at 1.32 before ticking down to 1.31 in Q3 2021.

See Attachment 2 of the November 16, 2020, Financial and Corporate Services report FCS00104 - Operating Financial Update - September 30, 2020 for further economic information.

Debt Update

The City is projecting to end 2020 at 54.9 percent of the *Municipal Government Act* (MGA) debt limit, with \$3.3 billion of outstanding debt, which is a net increase of \$99 million (three percent) from 2019. This includes projected borrowings of \$221 million tax-supported debt and \$23 million self-liquidating debt through the Alberta Capital Finance Authority (ACFA), and \$116.4 million in P3 financing for Valley Line Southeast.

The City's 20-year borrowing rates have decreased over the past year, going from 2.464 percent in September 2019 to 1.882 percent in September 2020. City rates through the ACFA are locked in for the full term of the borrowing.

Attachment 3 provides outstanding debt and debt servicing projections based on currently approved capital projects using debt financing. These projections are compared to both the externally imposed MGA debt limits and the City's more restrictive debt limits set in Policy C203C - Debt Management Fiscal Policy.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): The City of Edmonton has a resilient financial position | | | | | | | | | | | |
|---|---|----------------------------------|-----------|--|--|--|--|--|--|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | | | | | | |
| City budget reporting demonstrates corporate accountability and performance | Percentage of significant capital profiles that are projected to be within acceptable tolerance (green/yellow status) | 94.7% (as of September 30, 2020) | 100% | | | | | | | | |

Page 6 of 7 Report: FCS00103

Ensure transparent, conservative and reasonable debt financing as a source of funding to support the City's long-term capital plans and strategies while maintaining long-term financial affordability, flexibility and sustainability.

- The City of Edmonton is subject to limits both for total debt and debt servicing by the Municipal Government Act and by the City's internal Debt Management Fiscal Policy (C203C).
 - The Municipal Government Act debt limit is two times the revenue of the City and the debt servicing limit is 35% of City revenues. For this calculation, revenues are net of capital government transfers and contributed tangible capital assets.
 - The internal Debt Management Fiscal Policy (C203C) sets more conservative debt service limits at 22% (total debt) of City revenues and 15% (tax-supported debt) of Tax Levy Revenues.
- Based on the limits set under the *Municipal Government Act*, for December 31, 2020, the City is projecting to use 54.9% of its debt limit and 30.0% of its debt servicing limit.
- Based on the limits under the *Debt Management Fiscal Policy*, for December 31, 2020, the City is projecting to use 61.5% of its tax-supported debt servicing limit and 45.5% of its total debt servicing limit.

Total debt and debt servicing are below the limits set by the Municipal Government Act and by the internal Debt Management Fiscal Policy (C203C).

Attachments

- 1. Capital Results 2019 to 2022
- 2. Capital Financial Update September 30, 2020
- 3. Debt Update September 30, 2020

Others Reviewing this Report

- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- J. Meliefste, Acting Deputy City Manager, Integrated Infrastructure Services
- K. Armstrong, Deputy City Manager, Employee Services
- R. Smyth, Deputy City Manager, Citizen Services
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development

Page 7 of 7 Report: FCS00103

Capital Results - 2019 to 2022

September 30, 2020

(\$ millions)

Tax-Supported

| | Total Approved Budget | | 2023 and Beyond | | 2019 - 2022 Budget | | 2015 - 2018 Budget Adjusted |
|-------------------------------|--------------------------|----|--------------------|-----|-----------------------|-----|-----------------------------------|
| Valley Line South East | \$ 1,011.4 | \$ | - | \$ | 1,011.4 | \$ | 844.3 |
| Valley Line West | 2,545.4 | | 1,398.3 | | 1,147.1 | | 63.5 |
| Yellowhead Trail | 985.7 | | 524.9 | | 460.8 | | 176.9 |
| Other | 4,288.5 | | 162.2 | | 4,126.3 | | 4,320.2 |
| Approved Budget | \$ 8,831.0 | \$ | 2,085.4 | \$ | 6,745.6 | \$ | 5,404.9 |
| | | | | Jar | 1 2019 - Sept | Jaı | n 2015 - Sept |
| | | | | | 2020 | | 2016 |
| Capital Expenditures - actual | | | | \$ | 2,138.5 | \$ | 1,455.5 |
| % Spend | | | | | 31.7% | | 26.9% |

Enterprises

| | Total Approved Budget | | | 2023 and Beyond | 2019 - 2022 Budget | | 2015 - 2018 Budget Adjusted | |
|---|--------------------------|----------------|----|--------------------|-----------------------|-----------------------|-----------------------------------|---------------------|
| Blatchford Redevelopment Land Enterprise | \$ | 493.7 115.4 | \$ | 303.9 | \$ | 189.8 115.4 | \$ | 149.5 241.2 |
| Approved Budget | \$ | 609.1 | \$ | 303.9 | \$ | 305.2 | \$ | 390.7 |
| | | | | | Jar | n 2019 - Sept 2020 | Jar | 2015 - Sept 2016 |
| Capital Expenditures - actual | | | | | \$ | 27.7 | \$ | 42.9 |
| % Spend | | | | | | 9.1% | | 11.0% |

Utilities

| | Total Approved Budget | | | 2023 and Beyond | 2019 - 2022 Budget | | | 2015 - 2018 Budget Adjusted | |
|-------------------------------|--------------------------|-------|----|--------------------|-----------------------|-----------------------|-----|-----------------------------------|--|
| Waste Management | \$ | 215.9 | \$ | 13.0 | \$ | 202.9 | \$ | 140.4 | |
| Blatchford DES | | 39.6 | | - | | 39.6 | | 18.0 | |
| Approved Budget | \$ | 255.5 | \$ | 13.0 | \$ | 242.5 | \$ | 158.4 | |
| | | | | | Jaı | n 2019 - Sept 2020 | Jar | n 2015 - Sept 2016 | |
| Capital Expenditures - actual | | | | | \$ | 51.7 | \$ | 38.1 | |
| % Spend | | | | | | 21.3% | | 24.1% | |

Consolidated

| | т | otal Approv Budget | ed | 2023 and Beyond | | 2019 - 2022 Budget | | 2015 - 2018 Budget Adjusted | |
|-------------------------------|----|-----------------------|------|--------------------|----|-----------------------|----|-----------------------------------|--|
| Approved Budget | \$ | 9,695 | 6 \$ | 2,402.3 | \$ | 7,293.3 | \$ | 5,954.0 | |
| Capital Expenditures - actual | | | | | \$ | 2,217.9 | \$ | 1,536.5 | |
| % Spend | | | | | | 30.4% | | 25.8% | |

Budget by Department

| | l Approved Budget | 2023 and Beyond | 2019 - 2022 Budget | Percentage of Total Budget | |
|--|----------------------|--------------------|-----------------------|-------------------------------|--|
| Integrated Infrastructure Services | \$ 8,343.7 | 2,369.1 | 5,974.6 | 86% | |
| Financial & Corporate Services | 270.7 | 7.0 | 263.7 | 3% | |
| City Operations | 536.6 | - | 536.6 | 6% | |
| Boards and Commissions | 205.0 | - | 205.0 | 2% | |
| Urban Form and Corporate Strategic Development | 260.3 | - | 260.3 | 3% | |
| Citizen Services | 79.3 | 26.2 | 53.1 | 1% | |
| Total | \$ 9,695.6 | \$ 2,402.3 | \$ 7,293.3 | 100% | |

Attachment 2 Significant Capital Project Update As of September 30, 2020

Table of Content

| Department | Page # |
|--|--------|
| Summary | 2 |
| Integrated Infrastructure Services | 3 |
| Financial & Corporate Services | 18 |
| City Operations | 21 |
| Urban Form & Corporate Strategic Development | 23 |
| Boards & Commissions | 24 |
| Citizen Services | 25 |
| Utilities | 26 |

Definitions

Significant Capital Project - Project that has an approved budget greater than or equal to \$20 million over the 2019-2022 time period. Projects may also include those that are highly strategic, complex, have many stakeholders, have major constraints and/or include a high level of risk.

Red Project Status - Develop stage projects with a greater than 30% variance from adjusted original budget or schedule. Deliver stage projects with greater than 20% variance from adjusted original budget or schedule. Profiles/projects not being delivered under the Project Design and Deliver Model with greater than 20% variance from last approved budget or schedule. Project status to be assessed qualitatively when budget or schedule assessments are not available.

Yellow Project Status - Yellow status is meant to flag profiles that are projecting over the approved budget or schedule, but still within an acceptable tolerance. Develop stage projects report yellow status when between 0%-30% variance from adjusted original budget or schedule. Deliver stage projects report yellow status when between 0%-20% variance from adjusted original budget or schedule. Legacy projects report yellow status when between 0%-20% variance from last approved budget or schedule. Project status to be assessed qualitatively when budget or schedule assessments are not available.

Green Project Status - Project is on/under cost and on/ahead of schedule.

Adjusted Original Budget - Develop/Deliver stage projects compare to original approved budgets adjusted for any partner or City Council directed scope changes to calculate status. Legacy profiles adjusted original budget will equal current approved budget, which going forward would not be adjusted for future budget adjustments unless tied to a partner or City Council directed scope change.

% Delay (Project Schedule Variance %) - Calculated as the difference between the Estimated or Actual In Service Date and Budgeted End Date in comparison to the estimated project duration. (Estimated or Actual In Service Date - Budgeted End Date)/(Budgeted End Date - Estimated or Actual Start Date).

% Over Budget (Project Cost Variance %) - Calculated as the difference between the Total Projection and the Adjusted Original Budget. (Total Projection -Adjusted Original Budget)/(Adjusted Original Budget)

Profile-to-Date Actuals - Total project cost from inception of the project to the reporting date.

% Complete based on Total Projection - Project-to-Date Actuals as a percentage of Total Projection.

Approved Budget - The total authorized budget at the reporting date.

Total Projection - Estimated costs over the life of the project/profile.

Estimated or Actual Start Date - Month and year the project commenced based on the date cumulative project costs are expected to be or are greater than \$10,000.

Budget End Date - Month and year the project is expected to be completed based on the Approved Budget. This may differ from the completion date based on the Original Budget if subsequent budget adjustments have changed project timelines.

Actual or Estimated In Service Date - Month and year the asset is expected to be available for use. Total project costs may not be incurred by this date, however the asset is available or is expected to be available for use.

Project Phase - Identifies whether a project is reporting in the develop, deliver, or is being considered a legacy project for the purposes of calculating the status of the project. Departments outside of IIS will continue to report as legacy until adopting a similar project deliver model to IIS.

Threshold - The threshold % is applied to the budget or schedule variance and reflects the acceptable tolerance level for a project. A project over the threshold value is flagged with a red status for either budget or schedule.

Funding Implications - Funding implications identifies any impacts to external funding sources, such as federal/provincial grants or partnership funding, due to delays to the project.

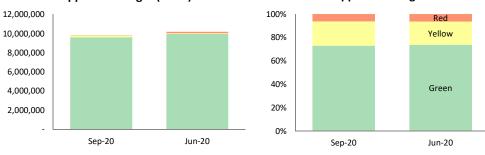
Significant Capital Project Update As of September 30, 2020

Budget and Schedule Variance Summary

| - | <u>Sep-20</u> | <u>Jun-20</u> |
|-------------------------------------|---------------|---------------|
| Project Budget Variance | | |
| Within or Under Budget | 70 | 77 |
| Over Budget up to 20% (30% Develop) | 6 | 2 |
| Over budget > 20% (30% Develop) | 1 | 2 |
| | 77 | 81 |
| | | |
| Project Schedule Variance | | |
| On Time or Ahead of Schedule | 56 | 59 |
| Delay up to 20% (30% Develop) | 6 | 5 |
| Delay > 20% (30% Develop) | 15 | 17 |
| | 77 | 81 |
| | | |

Significant Profile Budget Status Summary - Weighted by Profile Approved Budget (000's)

Significant Profile Schedule Status Summary - Weighted by Profile Approved Budget



Schedule

| | | <u>% D</u> | <u>elay</u> |
|--------|---|------------|---------------|
| Page # | <u>Profile</u> | Sep-20 | <u>Jun-20</u> |
| p4 | 12-60-1376 - Northwest Campus | >20% | >20% |
| р5 | 13-33-2023 - High Solids Anaerobic Digestion Facility | 236% | 236% |
| р5 | 15-21-5785 - Lewis Farms Community Recreation Centre and Library | 31% | 31% |
| р5 | 15-21-5801 - Coronation Community Recreation Centre | 93% | 93% |
| р5 | 17-99-2001 - Century Place Base Bldg Rehab & Tenant Improvements | 6% | 39% |
| p6 | 17-21-1000 - Edmonton Soccer Association South Soccer Centre Expansion | 42% | 35% |
| p6 | 19-22-9003 - 105 Avenue | 29% | 29% |
| р7 | 15-21-7777 - The Orange Hub | 56% | 56% |
| р7 | 18-66-6503 - 50 Street CPR Grade Separation | >0% | >0% |
| p8 | 11-66-1673 - Valley Line LRT | >0% | >0% |
| p18 | 19-18-1903 - Recreation and Attractions Management (RAMS) Program | 34% | 34% |
| p21 | 14-66-2570 - Parking Control Technology | 418% | 418% |
| p21 | CM-66-2566 - LED Streetlight Conversion | 23% | 23% |
| p21 | 13-66-1294 - Transit Smart Fare System (Smart Card) | 8% | 8% |
| p22 | CM-66-3608 - Electric Buses | 52% | 52% |
| p23 | 15-74-4104 - Warehouse Campus Neighbourhood Central Park Land Acquisition | 131% | 131% |
| p23 | 15-74-4031 - The Quarters Downtown - Phase II | 54% | 54% |
| | 17-99-2010 - Bonnie Doon Pool Rehabilitation | NA | 22% |

Cost

| | | % Over | Budget |
|------|---|--------|--------|
| Page | # Profile | Sep-20 | Jun-20 |
| p5 | 15-21-6600 - TELUS World of Science | 4% | 0% |
| р5 | 17-99-2001 - Century Place Base Bldg Rehab & Tenant Improvements | 1% | 0% |
| р9 | 16-66-7020 - LRT Prelim Design: Metro Line: Blatchford to Campbell Rd | 0.49% | 0% |
| p18 | 19-18-1903 - Recreation and Attractions Management (RAMS) Program | 78% | 0% |
| p22 | CM-66-3608 - Electric Buses | 5% | 5% |
| p23 | 15-74-4104 - Warehouse Campus Neighbourhood Central Park Land Acquisition | 1% | 0% |
| | 15-21-5801 - Coronation Community Recreation Centre | 0% | 41% |

(\$000's)

| | Approved | Profile To- | Adjusted Original | | Budgeted End | | Project | % Over | ~ 5.1 | Expected Compltion | | |
|--|--|-----------------|----------------------|---------------------------------------|--------------|---------------------|---------------|---------------|---------------|---|---|--|
| Capital Profile Building Great Neighbourhoods and Open Spaces | Budget | Date Actuals | Budget | Total Projection | Date | Date | Phase | Budget | % Delay | (PY - Prior Year) | Approved Funding | |
| 19-40-9010 - NRP Recon - Alberta Avenue | 50,500 | 18,415 | 50,500 | 50,500 | Dec-23 | Dec-22 | Deliver | 0% | 0% | PY - 23% 2020 - 25% 2021 - 25% 2022 - 24% 2023 - 2% | Developer Financing - 0 Local Improvements Prop. Share - 3,888 Neighborhood Renewal Reserve - 45,540 Pay-As-You-Go - 783 Tax-Supported Debt - 289 | |
| Comments (including funding implications if any) | | - | | scope of work is by the end of 20 | | n track to be in-se | ervice by the | end of the ye | ar. | | | |
| 19-40-9011 - NRP Recon - Central McDougall | 28,000 | 13,480 | 28,000 | 26,000 | Dec-21 | Dec-20 | Deliver | 0% | 0% | PY - 28% 2020 - 66% 2021 - 6% | Developer Financing - 16 Local Improvements Prop. Share - 1,762 Neighborhood Renewal Reserve - 23,528 Pay-As-You-Go - 213 Tax-Supported Debt - 2,481 | |
| Comments (including funding implications if any) | Construction of the 2020 (year 2 of 2) scope of work commenced in early May and is anticipated to be in-service by the end of the year. Project information can be found at edmonton.ca/BuildingCentralMcDougall. | | | | | | | | | | | |
| 19-40-9012 - NRP Recon - Highlands | 47,079 | 10,475 | 47,079 | 47,080 | Dec-22 | Dec-21 | Deliver | 0% | 0% | PY - 12% 2020 - 44% 2021 - 42% 2022 - 2% | Developer Financing - 1 Local Improvements Prop. Share - 3,328 Neighborhood Renewal Reserve - 41,719 Pay-As-You-Go - 1,724 Tax-Supported Debt - 307 | |
| Comments (including funding implications if any) | anticipated to be | in-service by t | he end of 2021 | | | · | | | · | · | he end of the year. The overall project is able for sod to take root and will resume in the | |
| 19-40-9013 - NRP Recon - Inglewood | 51,897 | 21,464 | 51,897 | 51,897 | Dec-22 | Dec-21 | Deliver | 0% | 0% | PY - 22% 2020 - 39% 2021 - 31% 2022 - 9% | Developer Financing - 2 Local Improvements Prop. Share - 3,660 Munc Sustain. Initiative - MSI - 374 Neighborhood Renewal Reserve - 45,392 Pay-As-You-Go - 283 Tax-Supported Debt - 2,186 | |
| Comments (including funding implications if any) | | | • | way and is anticip | | | | new pole bas | es. Those loc | ations will be addressed | early in the spring of 2021. | |
| 19-40-9014 - NRP Recon - Strathcona | 65,100 | 23,773 | 65,100 | 65,100 | Dec-22 | Dec-21 | Deliver | 0% | 0% | PY - 25% 2020 - 34% 2021 - 37% 2022 - 3% | Developer Financing - 1 Local Improvements Prop. Share - 4,320 Neighborhood Renewal Reserve - 55,140 Pay-As-You-Go - 5,639 | |
| Comments (including funding implications if any) | | | | f work has comme by the end of 202 | | e in-service by th | e end of the | year. | | | | |

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budgeted End Date | Est/Act Completion Date | Project Phase | % Over Budget | % Delay | Expected Compltion (PY - Prior Year) | Approved Funding |
|---|--------------------|-----------------------------|--------------------------------|--|----------------------|-------------------------------|------------------|------------------|----------------|---|---|
| 19-40-9015 - NRP Recon - Royal Gardens | 27,400 | 17,988 | 27,400 | 25,400 | Dec-21 | Dec-20 | Deliver | 0% | 0% | PY - 33% 2020 - 59% 2021 - 8% | Local Improvements Prop. Share - 2,120 Neighborhood Renewal Reserve - 24,535 Pay-As-You-Go - 287 Tax-Supported Debt - 458 |
| Comments (including funding implications if any) | | | | f work commence t edmonton.ca/bu | · | • | to be in-serv | ice by the en | d of the year | r. | |
| 20-40-9017 - NRP Recon - Eastwood/Elmwood Park/Yellowhead Corridor East Ind | 51,135 | 11,469 | 51,135 | 51,135 | Dec-23 | Dec-22 | Deliver | 0% | 0% | 2020 - 30% 2021 - 30% 2022 - 30% 2023 - 9% | Local Improvements Prop. Share - 3,798 Munc Sustain. Initiative - MSI - 6 Neighborhood Renewal Reserve - 46,610 Pay-As-You-Go - 667 Tax-Supported Debt - 54 |
| Comments (including funding implications if any) Construction of the 2020 (Year 1 of 3) scope of work commenced in April and is anticipated to be in-service by the end of the year. The construction of the overall project is anticipated to be complete and inservice by the end of 2022. Further project information can be found at edmonton.ca/BuildingEastwoodElmwoodPark | | | | | | | | | | | |
| 20-40-9018 - NRP Recon - Grandview Heights | 21,097 | 3,037 | 21,097 | 21,097 | Dec-22 | Dec-21 | Deliver | 0% | 0% | 2020 - 49% 2021 - 50% 2022 - 1% | Local Improvements Prop. Share - 1,488 Munc Sustain. Initiative - MSI - 63 Neighborhood Renewal Reserve - 19,216 Pay-As-You-Go - 330 |
| Comments (including funding implications if any) | | • | · | way and is anticip | | · | of the year. T | he overall pr | oject is antic | ipated to be complete l | by the end of 2021. |
| 20-40-9019 - NRP/NARP Recon - Lorelei Neighbourhood and Alleys | 38,337 | 3,595 | 38,337 | 38,337 | Dec-22 | Dec-22 | Deliver | 0% | 0% | 2020 - 41% 2021 - 32% 2022 - 27% | Local Improvements Prop. Share - 2,524 MSI Replacement - 1,396 Munc Sustain. Initiative - MSI - 1,396 Neighborhood Renewal Reserve - 33,021 |
| Comments (including funding implications if any) | The overall proje | ect is anticipate | d to be in-servi | f work is underward fice by the end of 2 n.ca/buildinglorele | 2022. | ted to be in-servi | ce by the end | of the year. | | | |
| Infrastructure Delivery | | | | | | | | | | | |
| 12-60-1376 - Northwest Campus | 119,475 | 110,296 | 119,475 | 119,475 | Mar-19 | TBD | Legacy | 0% | >20% | PY - 89% 2020 - 11% 2021 - 0% | Pay-As-You-Go - 12,815 Tax-Supported Debt - 106,660 |
| Comments (including funding implications if any) Construction for the Northwest Police Campus was substantially completed at the end of 2018, with a previously anticipated Edmonton Police Service (EPS) in-service date of Q1 2019. Through the course of the 2018-2019 winter and into the spring of this year, the building experienced a number of roof leaks. As a result, the occupancy of the building was deferred until the performance of the roof was repaired to meet expectations. Repair work was completed and monitored during the freeze / thaw cycles. It was determined that the remediation had not resolved the issues and a full roof replacement was required. Replacement of the roof commenced in early July 2020 and remains on schedule to meet the anticipated completion in Q4 2020. A date for occupancy will be determined once the City is confident the roofing issues have been resolved. | | | | | | | | | | | |

| | Approved | Profile To- | Adjusted Original | | Budgeted End | Est/Act Completion | Project | % Over | | Expected Compltion | | |
|---|---|---------------|----------------------|-------------------------|-------------------|-----------------------|----------------|--------------|-----------------|--|--|--|
| Capital Profile | Budget | Date Actuals | Budget | Total Projection | Date | Date | Phase | Budget | % Delay | (PY - Prior Year) | Approved Funding | |
| 12-66-1044 - Groat Road over N. Sask. River | 55,215 | 44,517 | 55,215 | 55,215 | Dec-20 | Nov-20 | Legacy | 0% | 0% | PY - 58% 2020 - 31% 2021 - 11% | Fuel Rebate - 198 Munc Sustain. Initiative - MSI - 44,131 Pay-As-You-Go - 10,886 | |
| Comments (including funding implications if any) | Full traffic across the North Saskatchewan River is planned for end of October 2020. | | | | | | | | | | | |
| 13-33-2023 - High Solids Anaerobic Digestion Facility | 41,707 | 40,598 | 41,707 | 41,707 | Dec-15 | Dec-20 | Legacy | 0% | 236% | PY - 95% 2020 - 2% 2021 - 2% | Partnership Funding - 10,843 Self-Liquidating Debentures - 30,864 | |
| Comments (including funding implications if any) | Complexities in t | he commission | ning phase exte | nded schedule and | d budget. A por | tion of the facility | is in-use, and | d the remain | ing facility is | expected to resume co | mmissioning in Q4 2020. | |
| 15-21-5785 - Lewis Farms Community Recreation Centre and Library | 27,111 | 22,439 | 27,111 | 27,111 | Dec-19 | Mar-21 | Deliver | 0% | 31% | PY - 57% 2020 - 39% 2021 - 4% | Partnership Funding - 200 Pay-As-You-Go - 3,500 Tax-Supported Debt - 23,411 | |
| Comments (including funding implications if any) | | | | | | | | | | | the approved baseline. Currently, the revised and acquisition has been successfully completed. | |
| 15-21-5801 - Coronation Community Recreation Centre | 112,260 | 2,351 | 112,260 | 3,984 | Dec-20 | Jun-24 | Legacy | 0% | 93% | PY - 6% 2020 - 91% 2021 - 3% | Partnership Funding - 4,000 Pay-As-You-Go - 1,000 Tax-Supported Debt - 107,260 | |
| Comments (including funding implications if any) | The design for the Coronation Community Recreation Centre is 60% complete. The project team is currently working towards Checkpoint 3 as part of the (PDDM) Project Development and Delivery Model. and is preparing a cost savings information memo to be received at Council in the Fall Supplemental Capital Budget Adjustment (SCBA). | | | | | | | | | | | |
| 17-99-2001 - Century Place Base Bldg Rehab & Tenant Improvements | 32,465 | 20,453 | 32,465 | 32,871 | Dec-20 | Mar-21 | Legacy | 1% | 6% | PY - 26% 2020 - 41% 2021 - 33% | Financial Stabilization Resrv 800 Munc Sustain. Initiative - MSI - 13,500 Pay-As-You-Go - 18,165 | |
| Comments (including funding implications if any) | Construction for | Century Place | has reached 66 | % completion. The | e project is plan | ned to be In-Serv | ice by Q3 202 | 21. | | 1 | | |
| 15-21-6600 - TELUS World of Science | 40,000 | 17,300 | 40,000 | 41,500 | TBD | Dec-20 | Legacy | 4% | 0% | PY - 42% 2020 - 17% 2021 - 31% 2022 - 10% | Partnership Funding - 28,000 Pay-As-You-Go - 12,000 | |
| Comments (including funding implications if any) | Telus World of S and Health Galle | | | | STEM: Science, | Technology, Eng | ineering, and | Math from t | he the Auro | ra Project which will inc | orporate a new Arctic Gallery, Science Garage | |

| | Approved | Profile To- | Adjusted Original | | Budgeted End | Est/Act Completion | Project | % Over | | Expected Compltion | | |
|---|---|-----------------|----------------------|-------------------|------------------|-----------------------|---------------|---------------|--------------|--|--|--|
| Capital Profile | Budget | Date Actuals | Budget | Total Projection | _ | Date | Phase | Budget | % Delay | (PY - Prior Year) | Approved Funding | |
| 15-21-6973 - Fort Edmonton Park - Utilities & Enhancements | 159,114 | 102,684 | 159,114 | 139,953 | Dec-21 | May-21 | Legacy | 0% | 0% | PY - 46% 2020 - 33% 2021 - 20% | Federal Bldg Canada Fund - 47,295 Munc Sustain. Initiative - MSI - 63,690 Other Grants - Federal - 500 Partnership Funding - 10,000 Pay-As-You-Go - 7,078 Provincial Grant - 30,551 | |
| Comments (including funding implications if any) | Construction for the front entry has reached 90% completion. The project continues to progress per baseline plan where construction is on target to be complete by Q4 2020 and overall complete (In-Service) by Q2 2021. | | | | | | | | | | | |
| 17-21-1000 - Edmonton Soccer Association South Soccer Centre Expansion | 30,021 | 2,016 | 30,021 | 30,021 | Dec-20 | Sep-22 | Deliver | 0% | 42% | PY - 6% 2020 - 1% 2021 - 93% | Enterprise Reserve - 2,000 Partnership Funding - 600 Pay-As-You-Go - 143 Self Supporting-Tax Guaranteed - 9,500 Tax-Supported Debt - 17,778 | |
| Comments (including funding implications if any) | Redesign for the Edmonton South Soccer Centre Expansion has passed the design development milestone. The project has experienced some strains on the schedule which has impacted the approved baseline. The initial construction tender occurred in Q3 2019. The tender was not awarded as all bids received were over budget and the sourcing event was cancelled. The project will proceed with a Construction Manager procurement. The project is forecast to be completed by Q3 2022. Activity highlights for Q2 consisted of the completion of a sourcing event for Construction Manager procurement proceeding with an award to occur in late September 2020. A presentation on the revised design to the Edmonton Design Committee was completed at the end of Q2 2020. | | | | | | | | | | | |
| 19-10-1101 - Edmonton Convention Centre Underground Structure Renewal | 15,109 | 3,819 | 15,109 | 15,109 | Dec-21 | Nov-21 | Deliver | 0% | 0% | 2020 - 47% 2021 - 53% | Munc Sustain. Initiative - MSI - 11,137 Pay-As-You-Go - 3,972 | |
| Comments (including funding implications if any) | The first stages of | f roadway reco | onstruction on . | lasper Avenue are | nearing comple | etion. Traffic will | be restricted | to one lane i | n each direc | tion on Jasper Avenue u | as well as the removal of the Fank Oliver pedway. ntil fall 2020 when it will be restored to two lanes Jasper Avenue to 102 Avenue. | |
| 19-22-9002 - Imagine Jasper 109-114 St - Phase 1 | 25,900 | 4,473 | 25,900 | 25,900 | Dec-21 | Oct-21 | Deliver | 0% | 0% | 2020 - 39% 2021 - 61% | Developer Financing - 6,540 Munc Sustain. Initiative - MSI - 15,682 Pay-As-You-Go - 3,678 | |
| Comments (including funding implications if any) | Completion of roadway is scheduled for fall 2021, with completion of soft landscaping in 2022. Jasper Avenue will be restored to 5 lanes of traffic for the winter of 2020 to 2021. Detour using 104 Avenue and 107 Avenue. Note alternating closures of intersecting streets as work progresses; access to all properties will be maintained. | | | | | | | | | | | |
| 19-22-9003 - 105 Avenue | 16,275 | 924 | 16,275 | 16,276 | Dec-22 | Dec-23 | Deliver | 0% | 29% | PY - 4% 2020 - 6% 2021 - 43% 2022 - 47% | Developer Financing - 285 MSI Replacement - 6,300 Munc Sustain. Initiative - MSI - 8,100 Pay-As-You-Go - 1,590 | |
| Comments (including funding implications if any) | Detailed design i starting in 2021. | s ongoing. Thir | d-party utility r | elocations has be | gun in 2020. Cor | nstruction of Colu | imbia Avenue | is scheduled | to begin in | 2021. Columbia Avenue | will be closed in stages during construction | |

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budgeted End Date | Est/Act Completion Date | Project Phase | % Over Budget | % Delay | Expected Compltion (PY - Prior Year) | Approved Funding | |
|---|---|-------------------------------------|------------------------------------|--|--|-------------------------------|------------------|------------------|---------------|---|---|--|
| 20-20-9202 - Yellowhead Trail East Widening (61 St to North Saskatchewan River | 36,330 | 10,660 | 36,330 | 36,330 | Dec-21 | Dec-21 | Deliver | 0% | 0% | 2020 - 13% 2021 - 87% | Federal Bldg Canada Fund - 11,989 Tax-Supported Debt - 24,341 | |
| Comments (including funding implications if any) | Construction for Yellowhead Trail East Widening (from 61 Street to the North Saskatchewan River) began in late May 2020 and is expected to continue through to the end of Fall 2021 (with a break over the winter months). Construction of the westbound lanes of Yellowhead Trail and three dry ponds have been the primary focus of work in 2020. A portion of the road widening east of 50 Street in the eastbound direction, as well as the first phase of modifications at Victoria Trail, and at Rundle Park Road are currently underway and will be completed in the fall of 2020. Additional work within the project area to ensure that the road is safe for the winter is ongoing. Construction of eastbound Yellowhead Trail, as well as improvements at 50 Street and Victoria Trail, along with landscaping will be completed in 2021. Information about the project is being shared via the project website, e-newsletters and targeted construction bulletins. | | | | | | | | | | | |
| 20-83-9001 - Downtown District Energy Initiative | 27,900 | 0 | 27,900 | 27,900 | Dec-22 | Dec-22 | Deliver | 0% | 0% | 2020 - 0% 2021 - 42% 2022 - 58% | Pay-As-You-Go - 14,129 Self-Liquidating Debentures - 13,771 | |
| Comments (including funding implications if any) | Project is going to | echnical and fi | nancial analysis | for an involveme | nt of EPCOR. De | cision on how to | proceed is a | nticipated in | November 2 | 020. | | |
| 15-21-7777 - The Orange Hub | 21,925 | 19,704 | 21,925 | 21,925 | Mar-19 | Jul-20 | Legacy | 0% | 56% | PY - 94% 2020 - 6% | Munc Sustain. Initiative - MSI - 18,693 Pay-As-You-Go - 2,044 Tax-Supported Debt - 1,189 | |
| Comments (including funding implications if any) | | - | | | _ | | | | | mitted the detailed desidesign back into alignm | ign for review. The Construction Manager has ent with the budget. | |
| 17-74-4103 - Jasper Avenue New Vision Phase 2 | 31,125 | 11,037 | 31,125 | 31,125 | Dec-23 | Jul-23 | Deliver | 0% | 0% | PY - 12% 2020 - 39% 2021 - 38% 2022 - 10% 2023 - 1% | Debt CRL Downtown - 30,400 Debt CRL Quarters - 725 | |
| Comments (including funding implications if any) | Convention Cent Traffic on Jasper | er has been co Avenue will re | mpleted. concr main as one lar | ete walk and plan | ters are still ong n until the fall o | oing in this area. | Landscaping | of 100 Stree | t and along J | Waterproofing and pavasper avenue has begu | ing along Jasper Avenue over the Edmonton n. i 2020/2021. Similar traffic capacity will occur in | |
| nfrastructure Planning & Design | | | | | | | | | | | | |
| 18-66-6503 - 50 Street CPR Grade Separation | 102,900 | 9,881 | 102,900 | 102,900 | Dec-23 | TBD | Develop | 0% | >0% | PY - 9% 2020 - 9% 2021 - 25% 2022 - 25% 2023 - 26% 2024 - 6% | Federal Grant - 39,800 Partnership Funding - 1,500 Pay-As-You-Go - 16,500 Provincial Grant - 28,300 Tax-Supported Debt - 16,800 | |
| Comments (including funding implications if any) | Negotiations with Utility discussion | h CP Rail are or s and designs a | ngoing and land are underway, v | l acquisition is adv vith initial utility r | rancing. elocations expe | cted to begin in 2 | 021. | · | | Inpleted by the end of 2 | | |

| | Approved | Profile To- | Adjusted Original | | Budgeted End | Est/Act Completion | Project | % Over | | Expected Compltion | |
|---|--|--|---|--|--|---|---|--|---|--|---|
| Capital Profile | Budget | Date Actuals | Budget | Total Projection | _ | Date | Phase | Budget | % Delay | (PY - Prior Year) | Approved Funding |
| 19-10-1011 - Stadium LRT Station Upgrade | 31,540 | 7,690 | 31,540 | 31,540 | Dec-22 | Dec-22 | Develop | 0% | 0% | PY - 3% 2020 - 41% 2021 - 53% 2022 - 3% | Federal - Public Transit Infrastructure Fund - 815 Munc Sustain. Initiative - MSI - 247 Other Grants - Provincial - 407 Pay-As-You-Go - 1,731 Tax-Supported Debt - 28,340 |
| Comments | | - | - | way. One of the g | oals during cons | truction is to mir | nimize impact | ts to the publ | ics daily use | of the station. LRT serv | rice for major events at Commonwealth Stadium |
| (including funding implications if any) | will continue thro Construction is o services. | - | | interim works, gr | ade beam for th | ne Southbound Pl | latform and C | CN fiber reloc | ation. East Co | oncourse Roof repair w | vill start after the Southbound Track placed in |
| 19-22-9006 - Terwillegar Drive Expressway Upgrades - Alternate Staging | 104,000 | 4,471 | 104,000 | 104,000 | Dec-24 | Dec-24 | Develop | 0% | 0% | PY - 3% 2020 - 4% 2021 - 30% 2022 - 34% 2023 - 23% 2024 - 6% | Pay-As-You-Go - 1,300 Tax-Supported Debt - 102,700 |
| Comments (including funding implications if any) | 0.0 | | | , , , | | ٠. | | | | | ty Committee is to help refine the approach to c will commence in October. The overall project is |
| LRT Expansion & Renewal | 1 | ı | | 1 | 1 | T | | | | | |
| 11-66-1673 - Valley Line LRT | 1,758,418 | 1,357,190 | 1,758,418 | 1,758,418 | Dec-20 | 2021 | Legacy | 0% | >0% | PY - 62% 2020 - 20% 2021 - 16% 2022 - 0% 2023 - 1% | Climate Leadership Plan - Prov - 177,888 Developer Financing - 3,550 Federal Bldg Canada Fund - 150,000 Federal P3 Canada Grant - 250,000 Green-trip - 424,984 LRT Reserve - 8,032 Munc Sustain. Initiative - MSI - 20,915 Other - 0 Other Reserve - 0 Pay-As-You-Go - 34 Provincial BCF - matching - 0 Tax-Supported Debt - 723,015 |
| Comments (including funding implications if any) | installation of rai maintenance fac entire corridor; a Significant projec delivery of a tot completion of t opening of the TransEd has achi | I supports and ility building co nd Light Rail V It milestones w ial of seventee he Tawatinâ Bi Kâhasinîskâk B | systems in the ommissioning; Sehicle (LRV) fin vere achieved in (17) LRVs to cidge primary stridge to pedest ogress (to end commissioning). | tunnel; Tawatina stop construction: al assembly in Kin ncluding: late; tructure; and, rians; | Bridge construction of the entire gston, ON. Testi | tion in the river v corridor; overhe ing and commissi by the Independe | ralley; Davies and catenary i coning activiti | Station const installation al es have starte There is an in | truction; Dav ong the entir ed on the sys creased risk | ies Transit Centre and re corridor; track slab / stem along 66 Street. | uction of 102 Avenue and river bank portals; Park'N'Ride construction; operation and rail installation / roadway construction along the |

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budgeted End Date | Est/Act Completion Date | Project Phase | % Over Budget | % Delay | Expected Compltion (PY - Prior Year) | Approved Funding |
|--|--------------------|-----------------------------------|--------------------------------|--|----------------------|-------------------------------|------------------|------------------|---------------|--|--|
| 16-66-7013 - Metro Line LRT (NAIT - Blatchford) Extension | 351,350 | 38,564 | 351,350 | 351,350 | Dec-25 | Dec-24 | Legacy | 0% | 0% | PY - 6% 2020 - 13% 2021 - 34% 2022 - 26% 2023 - 14% 2024 - 7% 2025+ - 1% | Climate Leadership Plan - Prov - 127,200 Federal - Investing in Canada Infrastructure Prgm 127,200 Federal - Public Transit Infrastructure Fund - 10,868 Munc Sustain. Initiative - MSI - 5,619 Other Grants - Provincial - 5,743 Pay-As-You-Go - 1,885 Tax-Supported Debt - 72,835 |
| Comments (including funding implications if any) | 1 - | - | - | rd and for the Lle ling drainage, wat | | | | | | nory parking lot reconfig | gurations, as well as remediation and site grading |
| 16-66-7017 - Valley Line LRT: Downtown to Lewis Farms | 2,608,912 | 134,700 | 2,608,912 | 2,608,912 | Dec-27 | TBD | Legacy | 0% | 0% | PY - 4% 2020 - 3% 2021 - 4% 2022 - 11% 2023 - 21% 2024 - 26% 2025+ - 32% | Climate Leadership Plan - Prov - 1,007,760 Developer Financing - 465 Federal - Investing in Canada Infrastructure Prgm 948,560 Federal - Public Transit Infrastructure Fund - 13,801 Munc Sustain. Initiative - MSI - 7,012 Other Grants - Provincial - 6,901 Pay-As-You-Go - 3,134 Tax-Supported Debt - 621,280 |
| Comments (including funding implications if any) | end of 2020. The | City plans to so work includes | tart construction | on for the project | in 2021. Through | nout 2020, the pr | oject team w | ill continue t | o complete t | he early construction w | e procurement phase will be completed by the vork that is required before full construction nitor the COVID 19 situation and will adjust |
| 16-66-7020 - LRT Prelim Design: Metro Line: Blatchford to Campbell Rd | 24,197 | 24,316 | 24,197 | 24,316 | Dec-19 | Dec-19 | Legacy | 0.5% | 0% | PY - 95% 2020 - 5% | Federal - Public Transit Infrastructure Fund - 12,075 Munc Sustain. Initiative - MSI - 5,833 Other Grants - Provincial - 5,562 Pay-As-You-Go - 728 |
| Comments (including funding implications if any) | Preliminary desig | gn of this proje | ct was complet | ed in Q1 2020 wh | en the consultar | nt submitted the | last report. T | his project is | complete w | ith no further budget/so | cope remaining. |
| Blatchford Redevelopment Project | | | | | | | | | | | |
| 14-02-2106 - Blatchford Redevelopment Implementation | 631,925 | 164,100 | 631,925 | 631,925 | Dec-38 | Dec-38 | Legacy | 0% | 0% | PY - 25% 2020 - 2% 2021 - 4% 2022 - 3% 2023 - 3% 2024 - 2% 2025+ - 60% | Blatchford Lands Retained Earnings - 551,383 Tax-Supported Debt - 80,542 |
| Comments (including funding implications if any) | Blatchford's first | homes are und | ler construction | n, with the first re | sident schedule | d to move in soor | n. Landscapin | g of the Stag | e 1 is underv | vay and Stage 2 is planr | ned for construction start in Q4-2020. |

Integrated Infrastructure Services - Composite Profiles

| | al Profile ng Great Neighbourhoods and Open Spaces | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | | Schedule Status - % within acceptable tolerance | % of active budget | Expected Compltion (PY - Prior Year) | Approved Funding |
|-----|---|---|---|--|--|---|--|--|---|--|
| CM | -21-5800 - Great Neighbourhoods Initiative | 53,106 | 31,937 | 53,106 | 53,106 | 100% | 100% | 4% | PY - 54% 2020 - 7% 2021 - 12% 2022 - 27% | Pay-As-You-Go - 447 Tax-Supported Debt - 52,659 |
| | | Great Neighbor Place (Stony Plathe remainder Drainage Rener | urhoods Initia ain Road), and of the buildin wal and Neigh hancements | itive is investing d partial funding g's purchase. 38 abourhood Rene may include con | in 4 Revitalization of for MacEwan We B neighbourhoods wal Projects. The inections made to | n areas throu est Campus (have been ic work identif | gh streetsca \$15M) as par dentified for ied reflects t | pe projects in t of the Jaspe the work of E he uniquene | n McCauley, Centra er Place area revita Building Great Neig ss of each neighbo | and Business Development. From 20152018, the al McDougall/Queen Mary Park, 118 Ave, Jasper alization. Profile 1521-7777 includes \$16M to fund shourhoods from 20152022, coordinated with urhood and includes priorities identified by the ded pathways, trees, benches, and improving |
| CM- | 25-0000 - Transportation: Neighbourhoods - Renewal | 230,135 | 57,860 | 230,135 | 230,097 | 100% | 97% | 18% | PY - 17% 2020 - 21% 2021 - 22% 2022 - 39% | Developer Financing - 42 Local Improvements Prop. Share - 23,202 Neighborhood Renewal Reserve - 206,896 Pay-As-You-Go6 |
| | Comments (including funding implications if any) | | needs, and the | e renewal and r | ebuilding of alleys | _ | | | • | ach to address Edmonton's neighbourhood industrial) neighbourhoods. |

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budget Status - % within acceptable tolerance | Schedule Status - % within acceptable tolerance | % of active budget | Expected Compltion (PY - Prior Year) | Approved Funding |
|---|-------------------------------------|---|--|---|---|---|----------------------------------|---|---|
| CM-40-4040 - Building Great Neighbourhoods: Planning and Design - Growth | 4,190 | 284 | 4,190 | 4,190 | 100% | 100% | 0% | PY - 0% 2020 - 19% 2021 - 19% 2022 - 61% | Pay-As-You-Go - 4,190 |
| Comments (including funding implications if any) | capital projects well as the Cap | prior to budgital Governandesign). This | get approval. Th ice Policy that w composite profi | is approach is cor as approved by C le will develop pro | nsistent with ouncil. Fundi | Administrations | on's impleme Ifile will be us | entation of the Prosed to support proj | Building Great Neighbourhoods Infrastructure ject Development & Delivery Model (PDDM), as ject development (concept, preliminary planning ycle and into the start of the next budget cycle. |
| CM-40-9000 - Building Great Neighbourhoods Delivery - Growth | 14,565 | 0 | 14,565 | 14,565 | 100% | 100% | 0% | 2020 - 1% 2021 - 16% 2022 - 83% | Financial Stabilization Resrv 270 Pay-As-You-Go - 14,295 |
| Comments (including funding implications if any) | placeholder de | livery compos odel (PDDM) | site aligns with t and Project Ma | he corporate requi nagement Refere | uirements of | adopting the | Capital Gove | | eighbourhoods. The provision of funding for a 91) and implementing the Project Development ect oversight. |
| nfrastructure Delivery | | | | | | | | | |
| CM-81-2045 - Waste Services IIS Infrastructure Delivery | 24,707 | 2,510 | 24,707 | 24,707 | 75% | 75% | 27% | PY - 0% 2020 - 9% 2021 - 68% 2022 - 23% | Self-Liquidating Debentures - 24,707 |
| Comments (including funding implications if any) | budget cycle. T | he scope incluew (2019-202 | udes the detaile 2) projects was | d design, constru | ction and pro | ject closeou | t stages for W | /aste infrastructur | tructure Delivery Branch in the 2019 - 2022 capital e projects with more significant scope and budgets expenditure through 2020 as projects progress |

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | - | Schedule Status - % within acceptable tolerance | % of active budget | Expected Compltion (PY - Prior Year) | Approved Funding |
|---|---|--|--|---|--|---|---|--|---|
| CM-99-9600 - Yellowhead Trail Freeway Conversion: Project Delivery | 643,397 | 16,528 | 643,397 | 643,397 | 100% | 100% | 0% | PY - 2% 2020 - 1% 2021 - 6% 2022 - 12% 2023 - 19% 2024 - 21% 2025+ - 39% | Federal Bldg Canada Fund - 214,641 Provincial BCF - matching - 241,584 Tax-Supported Debt - 187,172 |
| Comments (including funding implications if any) | 2019-2022 Cap level of service Yellowhead Tra | ital Budget as for this key ir ail to a freewa | a transformati nter-city, inter-r y. The Yellowho | onal project, the fegional and interead Trail freeway | reeway conv provincial go will consist of | ersion progra ods moveme six core lane | m will upgra nt corridor. T s with a targ | de Yellowhead Tra he Program includ et operating speed | Program. Identified in the City's proposed il to improve the safety, operational capacity and les a number of projects in support of upgrading I of 80 km/hr. Program. Budget is in alignment with forecast |
| CM-11-0000 - Facility: Safety and Security - Renewal | 29,354 | 2,726 | 29,354 | 29,311 | 100% | 71% | 8% | PY - 7% 2020 - 13% 2021 - 37% 2022 - 38% 2023 - 6% | MSI Replacement - 11,477 Munc Sustain. Initiative - MSI - 14,953 Pay-As-You-Go - 2,924 |
| Comments (including funding implications if any) | applicable, opp This profile pro Stations and Po structural syste Building Condii Additionally, th GHG emissions efficiency upgr | portunities to portunities to possible funding blice Stations. It is common to the funding | improve the en for the rehabil The scope of w cludes structura ent reports and also explore op 030 from 2005 I ng facilities. | ergy efficiency an- itation work assoc ork will include up il deficiencies and the Building Main portunities to red evel. Utilizing the | d reduce the ciated with the ogrades to, an roofing syste tenance Deciuce energy callity renew | GHG emission e safety and replacements. The facilosion Support on sumption aval program to the safety and the | ns will be inc security facil ent of major d ities are rank System. and Greenho o implement | corporated into relities within the city components within ted based on criter use Gas (GHG) em energy retrofits p | ce is provided to the citizens of Edmonton. Where labilitation projects. /, which may include, but is not limited to, Fire in the mechanical, electrical, architectural, and ia developed by Lifecycle Management using the issions to contribute to the City's goal to reduce its rovides an opportunity to realize significant energy ycle, should more \$ are made available. |

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budget Status - % within acceptable tolerance | Schedule Status - % within acceptable tolerance | % of active budget | Expected Compltion (PY - Prior Year) | Approved Funding |
|---|---|--|--|---|---|--|--|--|--|
| CM-12-0000 - Facility: Service Delivery - Renewal | 116,301 | 11,294 | 116,301 | 117,474 | 83% | 75% | 11% | PY - 4% 2020 - 17% 2021 - 31% 2022 - 47% 2023 - 1% | Federal Gas Tax Fund - 45,700 MSI Replacement - 38,696 Munc Sustain. Initiative - MSI - 38,258 Partnership Funding - 91 Pay-As-You-Go6,444 |
| Comments (including funding implications if any) | applicable, opp This profile pro and Leisure Ce mechanical, ele Management u In addition, thi 2030 | portunities to point of the sector of the se | improve the eng for the rehabil attractions, and cructural serviceding Condition Areduce energy of the coast cash flow | ergy efficiency an itation work association work association other Service Deless which includes sassessment report consumption and | d reduce the ciated with th ivery facilities structural def is and the Bu GreenHouse | GHG emission e service del sont the scope of iciencies and Iding Mainte Gas (GHG) er | ns will be inc ivery facilities of work will in roofing syste nance Decision nissions to co | orporated into ref s within the city w nclude upgrades to ems. The facilities on Support System ontribute to the Ci | ce is provided to the citizens of Edmonton. Where habilitation projects. hich may include, but not limited to, Recreational or and replacement of major components within the are ranked based on criteria developed by Lifecycle it. by's goal to reduce the its GHG emissions by 50% by the creation of the components within the are ranked based on criteria developed by Lifecycle it. cty's goal to reduce the its GHG emissions by 50% by the creation of the components within the compone |
| CM-13-0000 - Facility: Service Support - Renewal | 47,634 | 5,072 | 47,634 | 47,444 | 100% | 67% | 8% | PY - 9% 2020 - 11% 2021 - 42% 2022 - 38% | MSI Replacement - 20,119 Munc Sustain. Initiative - MSI - 25,348 Partnership Funding - 1,000 Pay-As-You-Go - 1,166 |
| | applicable, opp This profile pro office buildings mechanical, ele Management u In addition, thi by 2030 | portunities to ovides funding s, armouries, ectrical and st using the Build s profile is to | improve the eng for the rehabil and other suppo ructural system ding Condition A | ergy efficiency an itation work assocort admin and par is which includes sassessment report consumption and | d reduce the ciated with th k facilities. Th structural def cs and the Bu | GHG emission e service supple scope of wiciencies and Iding Mainte | ns will be incoport facilities ork will inclured roofing systemance Decisions | orporated into rel s within the city who de upgrades to, ar ems. The facilities on Support System | ce is provided to the citizens of Edmonton. Where nabilitation projects. nich may include, but not limited to, Fleet garages, and replacement of major components within the are ranked based on criteria developed by Lifecycle 1. ity's goal to reduce the its GHG emissions by 50% |

| Capit | al Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | | Schedule Status - % within acceptable tolerance | % of active budget | Expected Compltion (PY - Prior Year) | Approved Funding |
|-------|--|---|--|---|---|---|---|---|--|--|
| Cr | И-21-0000 - Transportation: Public Transit - Renewal | 41,911 | 5,681 | 41,911 | 42,322 | 100% | 100% | 30% | PY - 1% 2020 - 32% 2021 - 51% 2022 - 16% | MSI Replacement - 13,508 Munc Sustain. Initiative - MSI - 22,969 Pay-As-You-Go - 5,434 |
| | (including funding implications if any) | standards as re elements, cross Critical projects elevator and es High priority pr busway renews structures, was transit infrastru | equired. This persings and turns include address include address include al, replacement throoms, spriructure. | orofile includes touts, transit ce tessing safety, so vals and tunnel, and turnel to free turn of mechanicankler systems arent a complete | renewal and mino ntres, busways an ecurity and access /station life safety out replacements, al, electrical and bind wayfinding ren package of fundin | or upgrades of doubus stops, sibility issues, systems rep, replacemen uilding syster ewals to mee | f LRT facilitie system wide , track tie and lacements. t of bus stop ms equipmen et the corpora | s, structures, wayfinding a distribution rep pads at end at in the LRT at a terminate standard. | ancillary equipme nd barrier free acc lacement, Backup of life, renewal of I and bus stations, le This profile is one | icorporating new technology, design codes and City nt, LRT tunnels, bridges and track & rightof-way ess renewals. power and generator systems replacements, ous transit centre components, park & ride lot and akage control, bus stop pad renewal, substations of seven profiles dealing with the renewal of |
| CM- | 22-0000 - Transportation: Goods Movement - Arterial Renewal | 118,639 | 41,646 | 118,639 | 118,639 | 100% | 92% | 7% | PY - 19% 2020 - 21% 2021 - 29% 2022 - 31% | MSI Replacement - 31,730 Munc Sustain. Initiative - MSI - 65,719 Pay-As-You-Go - 21,191 |
| | (including funding implications if any) | renewal and re Cashflow is in h | building of ro narmony with | ads, sidewalks, the approved b | and streetlights. | n target to fu | ally expend th | ne budget at | the end of Q3 and | nonton's major road infrastructure needs via the will remain poised to meet capital cycle cashflows. |

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | | Schedule Status - % within acceptable tolerance | % of active budget | Expected Compltion (PY - Prior Year) | Approved Funding |
|--|---|---|--|--|---|--|---|--|---|
| CM-24-0000 - Transportation: Bridges & Auxiliary Structures - Renewal | 55,937 | 5,668 | 55,937 | 55,936 | 91% | 91% | 14% | PY - 3% 2020 - 18% 2021 - 23% 2022 - 56% | Federal Gas Tax Fund - 11,200 Local Improvements Prop. Share7,810 MSI Replacement - 21,356 Munc Sustain. Initiative - MSI - 23,962 Pay-As-You-Go - 7,229 |
| Comments (including funding implications if any) | very good conc physical condit condition. This the trend over The Bridge and and the renew. This profile will | lition has seen ion. It's for the has ranged from the past 10 youngers, and of bridges, of see a surge in the profile guession. | n an upward tre is reason that a om 16 percent ears indicates a acture Renewal culverts, retaini n capital expeni rowth target is o | end. Much of this of better measure of in 2007 to 12 per gradual improven composite progra ng walls, sound w mditure in the as i | or the attributed in the effective cent in 2016, ment in the column outlines a ralls and traff | uted to the action of the cost effective barriers. | ddition of new City's renew so to more that assets, the elong term a | w assets (growth), al programs is the n one in every ten re are problem are and strategic appro o delivery in the n | ysical condition of the citywide assets in good and which would naturally raise the overall average percentage of assets in poor and very poor assets being in poor or very poor condition. While eas requiring continuing attention. each to address Edmonton's Infrastructure needs ew quarter. Cashflows will hold as planned in the ital funds alloted for renewal projects. Growth |
| CM-32-0000 - Open Space: Parks - Renewal | 40,308 | 3,183 | 40,308 | 40,308 | 100% | 64% | 19% | PY - 3% 2020 - 23% 2021 - 42% 2022 - 32% | MSI Replacement - 3,967 Munc Sustain. Initiative - MSI - 22,973 Partnership Funding - 37 Pay-As-You-Go - 13,330 |
| Comments (including funding implications if any) | to underground out play featur fields), running undertaken wit parks system. F improve condit | d utilities, planes), site amer tracks, artific thin the progr Renewal projection; meet use f projects fund | y space structur nities (eg. tables nial turf fields ar am extend the nots for parks, poer requirements | res (renewal of pla , seating and sign , d fixtures, and ac life of existing cap ark amenities, par ; reduce/prevent | ay equipment age), sport fic cess systems sital assets, re kland utilitie injuries, main | t, spray parks elds and fixtu (trails, stairce duce longer s and park ac ntenance cos | and skatebo ires (to refurbases, roads a term repair of cess features ts and closur | ard parks to addre oish worn out and nd parking lots) or costs, and correct p s are eligible for fu es. | s outside the River Valley including but not limited isses code changes, unsafe equipment and worn heavily used neighbourhood and district sports in neighbourhood and district parks. The projects potential or impending safety concerns within the inding. Projects are generally required in order to increase as projects move into construction |

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budget Status - % within acceptable tolerance | Schedule Status - % within acceptable tolerance | % of active budget | Expected Compltion (PY - Prior Year) | Approved Funding |
|--|--|---|--|--|---|---|---|--|--|
| CM-34-0000 - Open Space: Environmental - Renewal | 30,228 | 4,632 | 30,228 | 30,228 | 100% | 100% | 23% | PY - 6% 2020 - 31% 2021 - 31% 2022 - 31% | Developer Financing - 6,053 MSI Replacement - 5,925 Munc Sustain. Initiative - MSI - 16,426 Pay-As-You-Go - 1,825 |
| Comments (including funding implications if any) | Remediation ar This composite and several nev | nd Exposure C profile suppo w sites have a | Control. orts landslide ar risen in 2020 di | nd erosion repair p | orojects as we ditions. Fundi | ell as contaming from this | inated sites r composite sl | remediation and ex nould be reserved | d Protection Projects, as well as Contaminated Site sposure control. A number of geohazard sites exist to remediate current and emerging (eg. unplanned |
| CM-81-0005 - Waste Services IIS Infrastructure Planning and Design | 3,432 | 3,210 | 3,432 | 3,432 | 100% | 50% | 12% | PY - 56% 2020 - 25% 2021 - 10% 2022 - 9% | Waste Mgt Retained Earnings - 3,432 |
| Comments (including funding implications if any) | capital projects Material Recov | with more si ery Facility (N | gnificant scope ARF) Renewal p | and budgets. roject scope of wo | ork was spilt i | n phases ext | ending the so | · · | d Design Branch for Waste Services infrastructure iject. Site Security Upgrades required additional ment. |
| CM-99-0060 - Yellowhead Trail Freeway Conversion: Project Development | 315,357 | 38,711 | 315,357 | 315,356 | 100% | 100% | 95% | PY - 8% 2020 - 5% 2021 - 58% 2022 - 20% 2023 - 4% 2024 - 3% 2025+ - 1% | Federal Bldg Canada Fund - 12,454 Pay-As-You-Go - 8,698 Tax-Supported Debt - 294,205 |
| Comments (including funding implications if any) | 2019- 2022 Cap level of service Yellowhead Tra | pital Budget a for this key in all to a freewa program sup | s a transformat ntercity, inter-re y. The Yellowhe | ional project, the egional and inter-pead Trail freeway | freeway convorovincial goo will consist of | version progr ods movemer six core lane | am will upgrant corridor. The with a targ | ade Yellowhead Tra he Program include et operating speed | version Program. Identified in the City's proposed ail to improve the safety, operational capacity and es a number of projects in support of upgrading d of 80 km/hr. version Program. Budget is in alignment with |

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | | Schedule Status - % within acceptable tolerance | % of active budget | Expected Compltion (PY - Prior Year) | Approved Funding |
|---|--------------------|--------------------------------|--------------------------------|------------------|------|---|--------------------|---|---|
| CM-99-9000 - Infrastructure Delivery - Growth | 33,944 | 3,073 | 33,944 | 33,944 | 100% | 100% | 0% | PY - 4% 2020 - 53% 2021 - 19% 2022 - 24% | Financial Stabilization Resrv 255 Local Improvements Prop. Share - 0 MSI Replacement - 740 Munc Sustain. Initiative - MSI - 8,013 Other - 0 Pay-As-You-Go - 24,936 |
| Comments (including funding implications if any) | | | | | • | • | • | | hieve Checkpoint #3. profiles as the development of project is |

Financial & Corporate Services

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budgeted End Date | Est/Act Completion Date | % Over Budget | % Delay | Expected Compltion (PY - Prior Year) | Approved Funding |
|---|---------------------------------|--|-----------------------------------|--------------------|---------------------------------------|-------------------------------|-----------------------------|-----------------------------|--|---|
| Open City & Technology | | | | | | | | | | |
| 19-51-1904 - Next Generation 9-1-1 (NG911) IP Call Handling | 4,293 | 313 | 4,293 | 4,293 | Dec-22 | Apr-21 | 0% | 0% | PY - 2% 2020 - 16% 2021 - 81% | Pay-As-You-Go - 4,293 |
| Comments (including funding implications if any) | The IP Call Har formally kick-o | ndling contrac off the project the earliest. O | t has been sign implementation | on with the City p | essful vendor, So roject team unti | lacom, with an e | ffective date refore, imple | of October (mentation p |)1. However, due to lanning artifacts are | o contract signing delays, Solacom can not e not expected to be completed until late dget consumption expectations and timeline can |
| 19-18-1903 - Recreation and Attractions Management (RAMS) Program | 2,252 | 1,969 | 2,252 | 4,003 | Dec-19 | May-20 | 78% | 34% | PY - 34% 2020 - 22% 2021 - 24% 2022 - 20% | Pay-As-You-Go - 2,252 |
| | maximize its re | eturn over its | lifecycle. \$1.7N | | to the capital p | • • | | | | ion of the platform to keep it relevant and to be processed as an administrative adjustment |
| 19-18-1901 - Information Security and Disaster Recovery Enhancements | 9,908 | 5,387 | 9,908 | 9,908 | Dec-22 | Dec-22 | 0% | 0% | PY - 48% 2020 - 17% 2021 - 20% 2022 - 15% | Pay-As-You-Go - 9,908 |
| Comments (including funding implications if any) | Significant effo | ort has been a | pplied to mitig | | and disaster re | covery risks, inclu | uding but not | limited to th | ne improved detect | tion and response of cyber attacks, and work is starting to progress. |
| CM-18-1517 - Technology Planning - Growth | 530 | 290 | 530 | 530 | Dec-22 | Dec-22 | 0% | 0% | PY - 47% 2020 - 11% 2021 - 19% 2022 - 23% | Pay-As-You-Go - 530 |
| Comments (including funding implications if any) | operating bud | get in the 202 | 0 year-end bed | • | ct activities relat | ed to the edmon | ton.ca projec | | | g to transfer a portion of this capital profile to the hts of 2020 accomplishments within this profile |

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budgeted End Date | Est/Act Completion Date | % Over Budget | % Delay | Expected Compltion (PY - Prior Year) | Approved Funding |
|---|---|---|--|---|---|--|---------------------------|---------------------------|---|---|
| CM-18-1515 - Technology Infrastructure - Renewal | 23,221 | 12,488 | 23,221 | 23,221 | Dec-22 | Dec-22 | 0% | 0% | PY - 24% 2020 - 37% 2021 - 17% 2022 - 22% | Pay-As-You-Go - 23,221 |
| Comments (including funding implications if any) | Highlights of 2 *Corporate Sto | 020 accomplis orage Platform | shments within ns - GCP Archiv | progressing as plar n this profile includes es Storage m - Remedy on Pr | de: | ecasted to be on | budget with | in the 4-year | capital cycle. | |
| CM-18-1514 - Technology Implementation - Growth | 3,884 | 2,057 | 3,884 | 3,884 | Dec-22 | Dec-22 | 0% | 0% | PY - 32% 2020 - 55% 2021 - 6% 2022 - 6% | Pay-As-You-Go - 3,884 |
| Comments (including funding implications if any) | operating bud Highlights of 2 *Feature deve *Completion of | get in the 2020 020 accomplis lopment, testi of deployment | O year-end becoments within ing, and migrat on the Compu | rause some project this profile include tion of the various tter Aided Dispatc | t activities relate de: edmonton.ca w h revitalization p | ed to the edmon vebsites progress project. | ton.ca projec | t are non-ca | pitalizable. | g to transfer a portion of this capital profile to the |
| CM-18-1510 - Technology Applications - Renewal | 12,204 | 2,033 | 12,204 | 12,204 | Dec-22 | Dec-22 | 0% | 0% | PY - 5% 2020 - 30% 2021 - 33% 2022 - 32% | Pay-As-You-Go - 12,204 |
| Comments (including funding implications if any) | items through Several large in upgrade, the C CCURE. | out the year. nitiatives that Siro Hastus up | were delayed : grade, POSSE - | from the original of Microsoft Office | estimated start/ Transition Projec | finish dates have ct, Adobe Livecyc | now comme ele, Mailman | nced. These Replacemen | include the Solutic t, SAP Workflow In | omic climate and will continue to re-prioritize on Manager (Solman) upgrade, Transit Master approvement, iVOS Application Upgrade, and ArcGIS software, and Azure Cloud infrastructure. |
| Real Estate | <u> </u> | | | | | | | | , | , |
| 19-16-5055 - Heritage Valley Land Development | 22,300 | 1 | 22,300 | 22,300 | Dec-22 | Dec-22 | 0% | 0% | 2020 - 0% 2021 - 20% 2022 - 38% 2023 - 30% 2024 - 11% | Land Fund Retained Earnings - 22,300 |
| Comments (including funding implications if any) | _ | | | \$8.8M for plannin ections have been | - | | - | | | o the profile to account for further design, |

| m | Approved | Profile To- Date | Adjusted Original | T. 15 | Budgeted End | Est/Act Completion | % Over | ~~ 5.1 | Expected Compltion (PY - | |
|---|------------------|---------------------|----------------------|-------------------------|-------------------|-----------------------|------------|---------|---|--|
| CM-16-2020 - Residential/Mixed-Use Land Development (Abeyance) | Budget 63,092 | Actuals 14,245 | Budget 63,092 | Total Projection 63,092 | Date Dec-22 | Date Dec-22 | Budget 0% | % Delay | Prior Year) PY - 23% 2020 - 3% 2021 - 40% 2022 - 33% | Approved Funding Land Fund Retained Earnings - 63,092 |
| Comments (including funding implications if any) | development p | orojects over t | he next four ye | | M to complete p | | | | • | n on the Laurel 10 and Laurel 22 land ojects. This work is ongoing. The remainder of the |
| CM-16-2015 - Industrial-Commercial-Investment Land Acquisition | 14,548 | 3,293 | 14,548 | 14,548 | Dec-22 | Dec-22 | 0% | 0% | PY - 3% 2020 - 20% 2021 - 74% 2022 - 4% | Land Fund Retained Earnings - 14,548 |
| Comments (including funding implications if any) | This profile rel | ates to purcha | ase of land for f | uture developme | nt and is subject | t to market condi | tions. | | | |
| CM-16-2010 - Industrial-Commercial-Investment Land Development | 56,476 | 18,715 | 56,476 | 56,476 | Dec-22 | Dec-22 | 0% | 0% | PY - 29% 2020 - 11% 2021 - 25% 2022 - 35% | Land Fund Retained Earnings - 56,476 |
| Comments (including funding implications if any) | projects with t | he remainder | | eleased from abe | • | | • | | | ile for Industrial Commercial Land Development ot development is influenced by market |
| Financial Services | | | | | _ | | | | | |
| 19-18-1904 - Enterprise Systems Transformation Program | 63,322 | 7,734 | 63,322 | 63,322 | Dec-22 | Dec-22 | 0% | 0% | 2020 - 26% 2021 - 42% 2022 - 32% | Pay-As-You-Go - 63,322 |
| Comments (including funding implications if any) | approved. Ove | rall, the ESTP | project cost is | | .5 Million with a | completion date | of Decembe | | | ay 25, 2020 the additional \$33.5 Million was awarded both the software solution contract and |

City Operations

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budgeted End Date | Est/Act Completion Date | % Over Budget | % Delay | Expected Compltion (PY - Prior Year) | Approved Funding |
|--|---|---|--|--|--|---|-----------------------------|--------------|--|---|
| Parks & Roads Services | Swaper | 7101010 | 244504 | · Otali · · Ojedilo | . 5010 | 5415 | Dauget | 70 20.00 | 11101 10017 | , , , , , , , , , , , , , , , , , , , |
| 14-66-2570 - Parking Control Technology | 11,794 | 9,151 | 11,794 | 10,285 | Dec-15 | Dec-21 | 0% | 418% | PY - 85% 2020 - 6% 2021 - 9% | Other - 11,794 |
| Comments (including funding implications if any) | Phase 1 - Imple Phase 2 - Licen Phase 3 - Auto Phase 4 - Elect Phase 5 - Elect This profile is f | ementation of the plate recommated parking ronic parking ronic parking the parking ronic parking the parking ronic parking the parking the parking is anticessionaires (20 021) lability Signag | gnition technol g enforcement Availability sig permissions for Interim Financ ment burden o ipated for: 20) | achines (Complete logy for automate system in operat nage/counter for r monthly parking ing Reserve whicl | ed parking enford ion (Currently in City Hall Parkad g, residential per h requires full re | development); e (Spend 2020); mit parking, and payment from th | commercial ne Parking Se | parking pern | Awaiting approval nits (Spend 2021) im. Profile favourand repayment abil | ble variance due to reduction in future capital |
| CM-66-2566 - LED Streetlight Conversion | 20,000 | 747 | 20,000 | 20,000 | Dec-22 | Dec-23 | 0% | 23% | PY - 0% 2020 - 6% 2021 - 32% 2022 - 32% 2023 - 30% | Tax-Supported Debt - 20,000 |
| Comments (including funding implications if any) | adjustments d | ue to COVID a | and the inabilit | | t vacancies that | were supporting | | | - | ization, that were further impacted by workforce ort services which required power disconnection |
| Edmonton Transit | • | | | | | | | | | |
| 13-66-1294 - Transit Smart Fare System (Smart Card) | 53,536 | 26,450 | 53,536 | 53,536 | Dec-20 | Aug-21 | 0% | 8% | PY - 41% 2020 - 15% 2021 - 44% | Alberta Community Partnership - ACP - 5,519 Green-trip - 28,030 Munc Sustain. Initiative - MSI - 11,453 Partnership Funding - 5,991 Pay-As-You-Go - 2,544 |
| Comments (including funding implications if any) | An in-private r | eport was pre | esented to City | Council in Q3. Fu | rther updates or | the Smart Fare S | System will b | e provided t | o City Council in Q | 4, 2020. |

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budgeted End Date | Est/Act Completion Date | % Over Budget | % Delay | Expected Compltion (PY - Prior Year) | Approved Funding |
|--|--------------------|--------------------------------|--------------------------------|-------------------------------------|----------------------|-------------------------------|------------------|---------------|--|---|
| CM-66-3608 - Electric Buses | 43,735 | 35,464 | 43,735 | 45,751 | Mar-19 | Aug-20 | 5% | 52% | PY - 12% 2020 - 88% | Federal - Public Transit Infrastructure Fund - 21,863 Munc Sustain. Initiative - MSI - 9,434 Other Grants - Provincial - 10,882 Pay-As-You-Go - 1,556 |
| Comments (including funding implications if any) | is now Q4 202 | 0/Q1 2021 and | d are funded th | nrough profile CM | -66-3600 Bus Fle | eet & Equipment | Rehab & Rep | lacement. A | s a result, a reque | 30, 2020. Expected delivery of remaining (15) units st for PTIF program extension has been submitted oreign exchange pricing pressures in 2020. |
| CM-66-3600 - Bus Fleet & Equipment Rehab & Replacement | 239,287 | 154,477 | 239,287 | 239,287 | Dec-22 | Dec-22 | 0% | 0% | PY - 33% 2020 - 50% 2021 - 9% 2022 - 9% | Federal Gas Tax Fund - 54,299 MSI Replacement - 18,065 Munc Sustain. Initiative - MSI - 125,882 Pay-As-You-Go - 41,041 |
| (including funding implications if any) | manufacturing | delays. The 2 | 020 order of (4 | • | still expected in | Q4/2020 and Q1 | /2021. (15) e | lectric units | and (7) DATS units | d to late Q4/earlyQ1 2021 due to Covid-related are required to comply with the scope of the PTIF |
| Fleet & Facility Services | | | | | | | | | | |
| CM-25-1001 - Vehicle and Equipment Replacement | 182,848 | 108,515 | 182,848 | 174,184 | Dec-22 | Dec-22 | 0% | 0% | PY - 53% 2020 - 17% 2021 - 15% 2022 - 15% | Fleet Services Replacement Rsv - 182,691 Pay-As-You-Go - 157 |
| (including funding implications if any) | | n the delivery | of approved r | 2021 related to: eplacements due | to the timing of | approvals and ve | endor capacit | y delays asso | ociated with COVIE | 0-19 |

Urban Form & Corporate Strategic Development

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budgeted End Date | Est/Act Completion Date | Project Phase | Threshold | % Over Budget | % Delay | Expected Compltion (PY - Prior Year) | Approved Funding |
|--|--------------------|--------------------------------|--------------------------------|---------------------|----------------------|-------------------------------|------------------|------------------|------------------|---------------|--|--|
| Capital City Downtown CRL | | • | | | | | | | | | | |
| 15-74-4104 - Warehouse Campus Neighbourhood Central Park Land Acquisition | 36,047 | 28,452 | 36,047 | 36,526 | Dec-18 | Dec-22 | Standalone | 20% | 1% | 131% | PY - 77% 2020 - 13% 2021 - 10% | Debt CRL Downtown - 36,047 |
| Comments | | | • | | | | nd the origina | l estimate. Cou | ncil approve | dadditional | unding at the May | 2020 SCBA. Legal expenses associated with |
| (including funding implications if any) | expropriation 6 | expected to c | ontinue while l | and compensation | n proceedings p | rogress. | | | | | | |
| | 1% over budge | t reflects the | anticipated pu | rchase price of a p | parcel of land. If | and when the tr | ansaction goe | s ahead, we wil | ll adjust the b | oudget accor | dingly. | |
| 15-74-4031 - The Quarters Downtown - Phase II | 35,334 | 17,091 | 35,334 | 35,334 | Dec-18 | Dec-20 | Standalone | 20% | 0% | 54% | PY - 37% 2020 - 14% 2021 - 32% 2022 - 16% | Debt CRL Quarters - 33,834 Other Grants - Federal - 1,500 |
| Comments | | | | | | | | - | | - | | nd acquisition and development of the Kinistinaw |
| (including funding implications if any) | Park Phase I ar | nd design of P | hase II. The de | lays are due to co | ordinating timin | g and sequencing | g with LRT cor | nstruction and s | lower than e | xpected pro | gress on land acqui | isition. |
| | Two Fall SCBA' | s totalling \$1. | .2M will result i | in a decrease to th | nis profiles CRL d | lebt funding by y | ear end. | | | | | |
| CM-74-4100 - Downtown CRL | 65,482 | (0) | 65,482 | 65,002 | Dec-22 | Dec-22 | Composite | 20% | 0% | 0% | PY - 0% 2021 - 3% 2022 - 97% | Debt CRL Downtown - 64,462 Downtown CRL Reserve - 1,019 |
| Comments | | | | | | | | | | | • | Precinct (Centennial Plaza), and Green and |
| (including funding implications if any) | Walkable . Fun | iding adjustm | ent to transfer | \$8M to profile 15 | -74-4104 - Ware | ehouse Campus, | was approved | l in SCBA report | on May 25th | n, to account | for litigation costs | and a land acquisition as described above. |
| | Percent of Art | may require a | a SCBA to move | e to Operating in n | ear future. | | | | | | | |
| City Planning | | 1 | | | 1 | | | | | | 1 | |
| CM-16-1232 - Dry Pond Land Acquisition | 26,000 | 4,496 | 26,000 | 26,000 | Dec-22 | Dec-22 | Composite | 20% | 0% | 0% | PY - 0% 2020 - 17% 2021 - 52% 2022 - 31% | EPCOR Contribution - 26,000 |
| Comments (including funding implications if any) | This profile sup | oports land ac | equisitions to su | upport Dry Pond c | onstruction and | flood mitigation | | | | | | |

Boards & Commissions

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budgeted End Date | Est/Act Completion Date | % Over Budget | % Delay | Expected Compltion (PY - Prior Year) | Approved Funding |
|---|--------------------|--------------------------------|--------------------------------|----------------------|----------------------|-------------------------------|------------------|-------------|--|--|
| Public Library | | | | | | | • | • | | |
| CM-20-0051 - Library Materials | 49,918 | 33,998 | 49,918 | 49,918 | Dec-22 | Dec-22 | 0% | 0% | PY - 61% 2020 - 12% 2021 - 13% 2022 - 13% | Partnership Funding - 125 Pay-As-You-Go - 2,484 Pay-As-You-Go - Library - 47,309 |
| Comments (including funding implications if any) | No variance ex | pected, librar | y materials are | bought on a cont | inuous basis and | d put into service | during the y | ear purchas | ed. | |
| Police Service | | | | | | | | | | |
| CM-60-1765 - Vehicle Replacements | 57,942 | 38,952 | 57,942 | 57,942 | Dec-22 | Dec-22 | 0% | 0% | PY - 61% 2020 - 9% 2021 - 19% 2022 - 10% | MSI Replacement - 1,274 Munc Sustain. Initiative - MSI - 3,673 Pay-As-You-Go - 2,800 PAYG Capital Reserve - Police - 50,196 |
| Comments (including funding implications if any) | | ch as mobile d | ata workstatio | ons, radios and ligh | | | | _ | | outfitting the vehicles with police specific ated manufacturing plant shut downs and it is |

Citizen Services

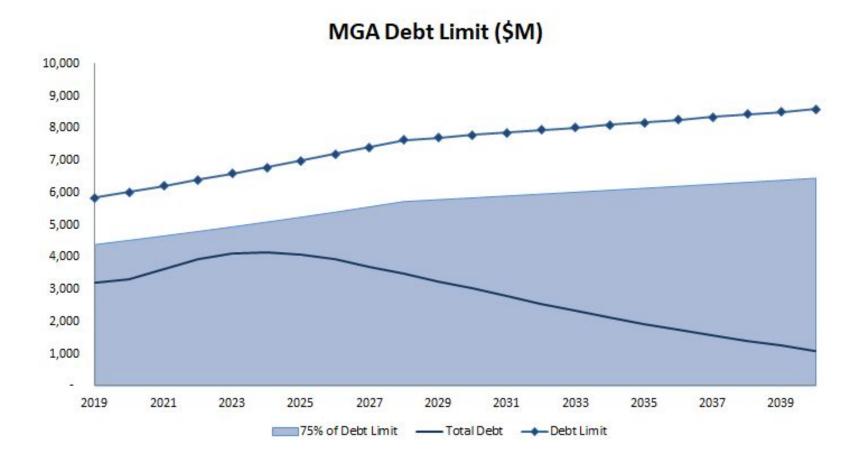
| | Approved | Profile To- Date | Adjusted Original | | Budgeted End | Est/Act Completion | % Over | | Expected Compltion (PY - | |
|--|---|---|--|--|--|--|--|--|--|--|
| Capital Profile | Budget | Actuals | Budget | Total Projection | Date | Date | Budget | % Delay | Prior Year) | Approved Funding |
| Social Development | 1 | | | 1 | 1 | | | | | |
| 19-90-4100 - Affordable Housing Land Acquisition & Site Development | 53,000 | 4,767 | 53,000 | 53,000 | Dec-26 | Dec-26 | 0% | 0% | PY - 2% 2020 - 9% 2021 - 39% 2022 - 21% 2023 - 26% 2024 - 2% 2025+ - 2% | Pay-As-You-Go - 53,000 |
| Comments (including funding implications if any) | Capital Profile associated wit contributing contributing contributing contributing contributing contributing contributing contributing contribution | 19-90-4100 to h these project apital funds to proved the salt, the project c s of these four will be requested adjustment is paission. The proof the 2020 expusing sites for the in Evansdale llage at that loces for rezonic | provide subsits, concomitation the projects. Ile of the projects incurred in projects is \$2 and to transfer forward object scope has been ditures are future develop will enable the cation. Site deng, noise impa | idies to fund the cont with funding pure test sites to Homew must be transferre (100K. Beyond 2020 capital budget dol (SCBA-C-2020-003) is two components for the acquisition purent is ongoing, the lease of that lanevelopment work of the site of the second of the secon | onstruction of for result of the capital of the cap | ur permanent sucanada Mortgage e 29, 2020. Hom al to the operati ovide subsidies to to cover the cos sea to be used a ng cost analysis seleroes, a non-pro- se school site will lies, environmen | eward Trust ing budget so o Homeward t of the subsi Government Existing Build is development tudies for eigofft organizat continue wit | will develop that progre Trust for the dies provide of Alberta alings and Ne ent sites for the ght sites, cosion that prohiplanned con high planned con the prohip planned con the prohip progression that prohip planned con the prohip proposition that prohip planned con the prohip pr | and own the supposes payments can be see projects on a ped. and City of Edmonto w Construction of lituture supportive hiting approximately vides supportive he completion by the elements of the completion by the elements of the construction of the completion by the elements of the completion of the completion of the elements of the completion by the elements of the completion | AA-C-2020-00163) to transfer existing funding from 7838. Council's motion to fund the capital costs a context of the provincial government not cortive housing projects. As these four sites will not be made during the construction period. The 2020 roject completion basis. Annual budget con's Municipal Stimulus Program applications - Modular Housing Units. Housing projects. Planning work to prepare 1/430K each. Servicing upgrades worth \$0.4M for a cousing for Canadian military veterans will developed of 2021 - with projected costs of \$1.4M. These functions FTEs for communications and public |

Utilities

| Capital Profile | Approved Budget | Profile To- Date Actuals | Adjusted Original Budget | Total Projection | Budgeted End Date | Est/Act Completion Date | % Over Budget | % Delay | Expected Compltion (PY - Prior Year) | Approved Funding |
|---|--|---|--|---------------------|---|-------------------------------|------------------|---------------|--|--|
| Waste Management Services | | | | • | | | • | • | • | |
| 20-81-2041 - Source Separated Organics Program | 51,494 | 935 | 51,494 | 43,349 | Dec-22 | Dec-22 | 0% | 0% | PY - 0% 2020 - 16% 2021 - 80% 2022 - 5% | Self-Liquidating Debentures - 51,494 |
| Comments (including funding implications if any) | expected to re contracted ca Separate SCBA | educe to \$6.8N rt maintenanc A and SOBA wi | M due to COVII se costs, cart st ill be submitte | D, and the realloca | ation of some ca etc. The capital- vhole project. | pital funding to o | perating rela | ited to proje | | Il happening in 2020. Annual projection is of be capitalized for accounting purposes, such as budget. |
| CM-81-2048 - Waste Services Vehicles & Equipment | 50,504 | 9,483 | 50,504 | 42,944 | Dec-22 | Dec-22 | 0% | 0% | PY - 12% 2020 - 32% 2021 - 30% 2022 - 26% | Waste Mgt Retained Earnings - 50,504 |
| Comments (including funding implications if any) | | received 19 o | • | | | | | - | | n 2019 and are still scheduled to be delivered in Iditional delays resulting from factors such as a |

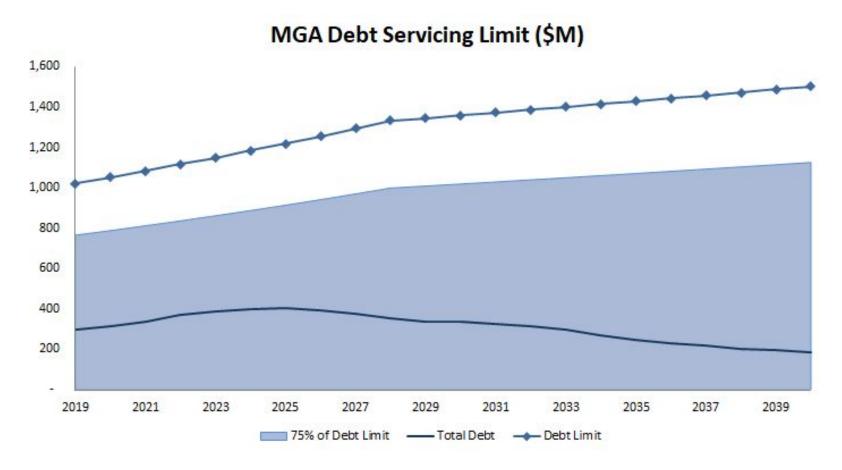
Debt Update - September 30, 2020

The Municipal Government Act (MGA) and related regulations establish limits for municipal debt levels and annual debt servicing costs. The following provides an update on the City's compliance with the Municipal Government Act debt and debt servicing limits, as well as compliance with the internal Debt Management Fiscal Policy (DMFP) - C203C debt servicing limits. Forecasted debt in the following charts is based on currently approved debt projects.

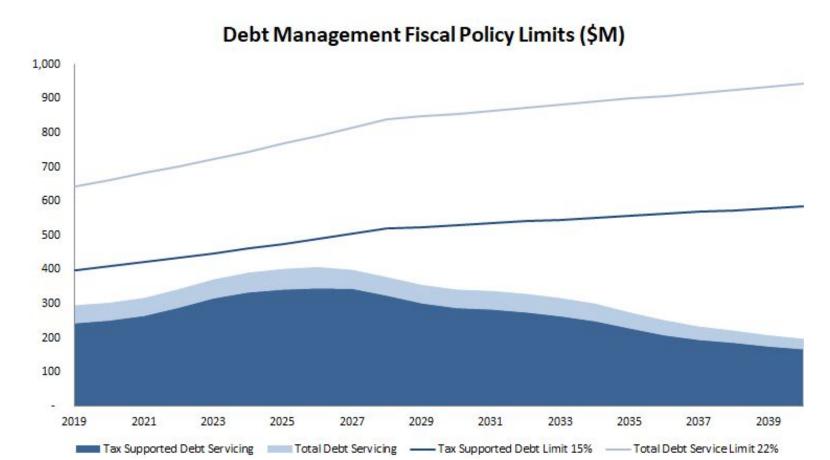


Page 1 of 7 Report: FCS00103

Total projected debt peaks in 2024 at \$4.09 billion primarily due to matching funding from other levels of government for large transit and road projects such as Valley Line LRT and Yellowhead Trail Freeway Conversion projects.



The internal Debt Management Fiscal Policy (DMFP) - C203C sets more conservative debt service limits than those established in the MGA, with limits for all City operations and tax-supported operations. DMFP limits in the table below are 22 percent of City revenues for total debt servicing, and 15 percent of tax levy revenues for tax-supported debt servicing.



(includes debt related to Alberta Community Transit funded projects as well as Lewis Farms Recreation Center)

Page 3 of 7 Report: FCS00103

Attachment 3

The City borrows almost exclusively through the Alberta Capital Finance Authority (ACFA). ACFA maintains a credit review process for borrowers who:

- i) have exceeded borrowing limits established under the Municipal Government Act,
- ii) are within 25 percent of the limit established under the Municipal Government Act and have a credit rating less than "A", or
- iii) are considered to be in financial difficulty.

Based on the criteria, the City considers debt and debt servicing risk to be elevated when they are within 25 percent, or have exceeded 75 percent, of the debt and debt servicing limits established under the Municipal Government Act. The City may not fall under the credit review process when exceeding 75 percent of the limits as the credit rating is currently higher than an A rating.

The interest rate on 20 year debentures borrowed on September 15, 2020 was 1.882 percent, down 0.582 percent from 2.464 percent on September 15, 2019.

Page 4 of 7 Report: FCS00103

Attachment 3

The following table provides a breakdown of the borrowing by quarter, as well as outstanding debt and debt servicing compared to both the MGA and DMFP debt limits.

| Debt Update - City of | Edmonton | | |
|-----------------------|-----------|-------------|-------|
| Sept 30, 2020 | | | |
| (millions) | | | |
| | Tax- | Self- | Total |
| Borrowing 2020 | Supported | Liquidating | lotal |
| March | 50 | 7 | 58 |
| June | 28 | 8 | 36 |
| September | 58 | 6 | 64 |

136

21

157

December Total

| | | Projection | | | | | | | | | | | |
|---|--------------------|--------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | Actual Dec 2018 | Actual Dec 2019 | Dec-20 | Dec-21 | Dec-22 | Dec-23 | Dec-24 | Dec-25 | Dec-26 | Dec-27 | Dec-28 | Dec-29 | Dec-30 |
| Outstanding Debt (Note 3) | | | | | | | | | | | | | |
| Tax-Supported Debt | 1800 1800 | 1111 | | | | | | 18.98 | | | | | |
| Long-Term | 1,606 | 1,772 | 1,902 | 2,193 | 2,493 | 2,675 | 2,769 | 2,746 | 2,702 | 2,566 | 2,425 | 2,282 | 2,139 |
| Self-Supporting Tax Guaranteed (Note 1) | 989 | 981 | 957 | 952 | 972 | 922 | 845 | 763 | 676 | 590 | 514 | 453 | 401 |
| | 2,595 | 2,753 | 2,858 | 3,146 | 3,465 | 3,597 | 3,614 | 3,509 | 3,378 | 3,157 | 2,938 | 2,735 | 2,539 |
| Self-Liquidating Debt (net of EPCOR) | 451 | 450 | 444 | 475 | 475 | 504 | 540 | 562 | 557 | 539 | 522 | 501 | 480 |
| Total Outstanding Debt | 3,046 | 3,203 | 3,302 | 3,621 | 3,940 | 4,101 | 4,154 | 4,071 | 3,935 | 3,696 | 3,460 | 3,236 | 3,020 |
| Debt Limit (2x Revenue)(Note 2) | 5,593 | 5,841 | 6,016 | 6,196 | 6,382 | 6,574 | 6,771 | 6,974 | 7,183 | 7,399 | 7,621 | 7,697 | 7,774 |
| % used | 54.5% | 54.8% | 54.9% | 58.4% | 61.7% | 62.4% | 61.3% | 58.4% | 54.8% | 50.0% | 45.4% | 42.0% | 38.8% |
| % avaliable | 45.5% | 45.2% | 45.1% | 41.6% | 38.3% | 37.6% | 38.7% | 41.6% | 45.2% | 50.0% | 54.6% | 58.0% | 61.2% |
| Debt Servicing (MGA - Note 4) | | | | | | | | | | | | | |
| Tax-Supported Debt | | | | | | | | | | | | | |
| Long-Term | 151 | 160 | 170 | 189 | 208 | 223 | 231 | 236 | 239 | 231 | 226 | 223 | 221 |
| Self-Supporting Tax Guaranteed (Note 1) | 84 | 92 | 95 | 101 | 109 | 111 | 111 | 110 | 106 | 94 | 76 | 66 | 63 |
| | 235 | 252 | 266 | 289 | 317 | 334 | 342 | 346 | 345 | 325 | 302 | 289 | 284 |
| Self-Liquidating Debt (net of EPCOR) | 50 | 49 | 50 | 51 | 53 | 55 | 58 | 59 | 53 | 52 | 51 | 51 | 51 |
| Total Debt Servicing (MGA) | 284 | 301 | 316 | 341 | 369 | 389 | 400 | 406 | 397 | 376 | 354 | 340 | 336 |
| MGA Debt Servicing Limit (35%)(Note 5, 7) | 979 | 1,022 | 1,053 | 1,084 | 1,117 | 1,150 | 1,185 | 1,220 | 1,257 | 1,295 | 1,334 | 1,347 | 1,360 |
| % used | 29.1% | 29.5% | 30.0% | 31.4% | 33.1% | 33.8% | 33.8% | 33.2% | 31.6% | 29.1% | 26.5% | 25.2% | 24.7% |
| % avaliable | 70.9% | 70.5% | 70.0% | 68.6% | 66.9% | 66.2% | 66.2% | 66.8% | 68.4% | 70.9% | 73.5% | 74.8% | 75.3% |

Page 5 of 7 Report: FCS00103

| | Projection | | | | | | | | | | | | |
|--|--------------------|--------------------|-------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | Actual Dec 2018 | Actual Dec 2019 | Dec-20 | Dec-21 | Dec-22 | Dec-23 | Dec-24 | Dec-25 | Dec-26 | Dec-27 | Dec-28 | Dec-29 | Dec-30 |
| Debt Servicing (DMFP - Note 4) | | | | | | | | | | | | | |
| Tax-Supported Debt | | | | | | | | | | | | | |
| Long-Term | 133 | 155 | 160 | 170 | 189 | 208 | 223 | 231 | 236 | 239 | 231 | 226 | 223 |
| Self-Supporting Tax Guaranteed (Note 1) | 86 | 89 | 92 | 95 | 101 | 109 | 111 | 111 | 110 | 106 | 94 | 76 | 66 |
| | 219 | 244 | 252 | 266 | 289 | 317 | 334 | 342 | 346 | 345 | 325 | 302 | 289 |
| Self-Liquidating Debt (net of EPCOR) | 51 | 50 | 49 | 50 | 51 | 53 | 55 | 58 | 59 | 53 | 52 | 51 | 51 |
| Total Debt Servicing (DMFP) | 270 | 294 | 30 <u>1</u> | 316 | 341 | 369 | 389 | 400 | 406 | 397 | 376 | 354 | 340 |
| DMFP Total Debt Servicing Limit (22%)(Note 6, 7) | 615 | 642 | 662 | 682 | 702 | 723 | 745 | 767 | 790 | 814 | 838 | 847 | 855 |
| % used | 43.8% | 45.7% | 45.5% | 46.3% | 48.6% | 51.1% | 52.3% | 52.2% | 51.3% | 48.8% | 44.9% | 41.8% | 39.7% |
| % avaliable | 56.2% | 54.3% | 54.5% | 53.7% | 51.4% | 48.9% | 47.7% | 47.8% | 48.7% | 51.2% | 55.1% | 58.2% | 60.3% |

Notes:

% avaliable

% used

DMFP Tax-supported Debt Servicing Limit (15%)(Note 6, 7)

380

57.6%

42.4%

398

61.3%

38.7%

410

61.5%

38.5%

1) Self-Supporting Tax Guaranteed debt is issued to fund capital expenditures for tax-supported operations, which generate sufficient cash, other than tax-levy, to fund the debt obligation. Any funding shortfall to repay the debt will be funded through tax-levy revenues. The servicing costs for the SLRT debt is funded with the federal fuel tax. Other Self-Supporting Tax Guaranteed debt includes debt to be repaid through user fees, reserves, property sales and community revitalization levies.

435

66.6%

33.4%

448

70.7%

29.3%

461

72.4%

27.6%

475

72.1%

27.9%

489

70.7%

29.3%

504

68.4%

31.6%

519

62.5%

37.5%

524

57.6%

42.4%

530

54.5%

45.5%

2) The Municipal Government Act debt limit for 2018 is calculated as two times consolidated revenues (inlcudes 8 months of drainage operations) net of capital government transfers and developer contributed tangible capital assets as reported in the 2018 audited financial statements.

422

62.9%

37.1%

- 3) Debt beyond 2018 includes financing for capital projects approved by Council through the 2019-2022 Capital Budget, 2015-2018 Capital Budget and projects approved as a part of the 2012-2014 capital budget with cash flows beyond 2018. Borrowing beyond 2019 assumes borrowing in the second and fourth quarters, using the approved term for the project and the assumed interest rates per term.
- 4) Municipal Government Act Debt Limit Regulations state that debt servicing is the total amount of principal and interest that the municipality will be required to pay in respect of those borrowings during the 12 months after the calculation time. For purposes of monitoring compliance with the City's internal Debt Management Fiscal Policy (C203C), debt servicing is assumed to be actual debt principal and interest paid in the year.

Municipal Government Act Debt Limit Regulations also state that borrowings in which the municipality is not required to pay in the following 12 months at the time of calculation, the debt servicing be reflected on a pro rata basis. The City's internal Debt Management Fiscal Policy (C203C) assumes debt servicing related to short-term borrowing be reflected in the year the debt servicing is incurred.

- 5) Municipal Government Act debt servicing limit for 2018 is 35% of consolidated revenues net of capital government transfers and contributed tangible capital assets as reported in the 2018 audited financial statements.
- 6) The internal Debt Management Fiscal Policy (C203C) sets more conservative debt service limits at 22% (total debt) of 2018 consolidated City revenues and 15% (tax-supported debt) of 2018 tax levy revenues as reported in the 2018 audited financial statements.

Attachment 3

The following table provides a breakdown of projected outstanding debt by major project:

| Projected Outstanding Debt Summary | | Sept 30 | , 2020 | |
|---|-------|---------|--------|-------|
| Sept 30, 2020 | 2020 | 2021 | 2022 | 2023 |
| Tax supported | | | | |
| Valley Line Southeast | 440 | 580 | 588 | 593 |
| Arena | 474 | 466 | 447 | 428 |
| Valley Line West | 107 | 118 | 259 | 353 |
| YHT Freeway Conversion | 60 | 125 | 231 | 321 |
| SLRT | 285 | 254 | 221 | 186 |
| Multipurpose Rec Centres | 228 | 219 | 208 | 198 |
| Westwood Transit Garage (Kathleen Andrews) | 175 | 177 | 172 | 166 |
| Lewis Farms Community Rec Centre & Library | 21 | 22 | 22 | 21 |
| Downtown CRL | 83 | 101 | 160 | 166 |
| Walterdale Bridge | 128 | 123 | 118 | 113 |
| Metro Line (NLRT: Downtown to NAIT) | 130 | 126 | 121 | 115 |
| Whitemud/Quesnel Bridge | 102 | 96 | 91 | 85 |
| Police - North Campus | 91 | 88 | 85 | 82 |
| Great Neighbourhoods | 83 | 83 | 84 | 76 |
| Terwillegar Community Rec Centre | 76 | 72 | 67 | 63 |
| Quarters CRL | 56 | 60 | 74 | 73 |
| Terwillegar Drive Expressway | 2 | 22 | 56 | 82 |
| Co-located Dispatch and EOC | 5 | 7 | 7 | 6 |
| LRT Design: Metro Line (NAIT - Blatchford) Extension | 18 | 49 | 53 | 52 |
| Milner Library Renewal & Upgrades | 45 | 42 | 39 | 36 |
| Northlands Capital Construction | 39 | 37 | 35 | 33 |
| Valley Zoo | 29 | 27 | 25 | 23 |
| Transit Priority Improvements - Heritage Valley to Century Park | 2 | 4 | 5 | 4 |
| New Transit Bus Garage | 0 | 2 | 5 | 5 |
| <u>Other</u> | | | | |
| Other | 181 | 240 | 277 | 304 |
| Total Tax-Supported | 2,856 | 3,139 | 3,452 | 3,584 |
| Self Liquidating | | | | |
| Waste Management | 218 | 199 | 181 | 163 |
| Local Improvements | 132 | 136 | 140 | 144 |
| Blatchford Development | 69 | 65 | 62 | 58 |
| Other | 27 | 81 | 105 | 152 |
| Total Self Liquidating | 446 | 482 | 488 | 517 |
| Total Debt | 3,302 | 3,621 | 3,940 | 4,101 |

Page 7 of 7 Report: FCS00103

Operating Financial Update - September 30, 2020

Recommendation

That the November 16, 2020, Financial and Corporate Services report FCS00104, be received for information.

Executive Summary

This report provides the September 30, 2020, operating financial update, including year-to-date operating results and projected year-end results compared to the approved budget for tax-supported, enterprise/utility and Community Revitalization Levy (CRL) programs. The projections are based on the September 30, 2020, year-to-date results and other available information. An update is also provided on certain reserves and the economy. There continues to be uncertainty related to the impacts of the COVID-19 pandemic so projected results may change based on actual impacts of the pandemic.

Report

Refer to Operating Financial Update - September 30, 2020, included as Attachment 1.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): The City of Edmonton has a resilient financial position | | | | | | | |
|---|---|---|--|--|--|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | | |
| Financial reporting demonstrates corporate accountability and performance | Actual year-to-date variance to budget for tax-supported operations (actual revenue net of actual expenses) Projected year-end variance to budget for tax-supported operations (projected revenue net of projected expenses) | \$32.6 million (as of September 30, 2020) (\$1.6) million (as of September 30, 2020) | Financial results are expected to be in line with approved budgets | | | | |

Attachments

- 1. Operating Financial Update September 30, 2020
- 2. Quarterly Economic Update

Others Reviewing this O

- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- J. Meliefste, Acting Deputy City Manager, Integrated Infrastructure Services
- K. Armstrong, Deputy City Manager, Employee Services
- R. Smyth, Deputy City Manager, Citizen Services
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- B. Andriachuk, City Solicitor

Page 2 of 2 Report: FCS00104

OPERATING FINANCIAL UPDATE SEPTEMBER 30, 2020

^{*} Due to reporting requirements and timeline constraints this year the "Tax-Supported Operations (excluding Police Services) - By Department & Branch - Year-to-Date Results and Year-End Projections" is not included as part of this report. Variances by branch are provided as supplemental information.

Table of Contents

| 1. Tax-Supported Operations (excluding Police Services) - Summary Year-to-Date Results and Year-Er Projections * | |
|--|----|
| 2. Edmonton Police Service - Budget Variance for the Period Ending August 31, 2020 | 9 |
| 3. Enterprise and Utility Operations - Year-to-Date Results and Year-End Projections | 12 |
| 4. Community Revitalization Levy Operations - Year-to-Date Results and Year-End Projections | 16 |
| 5. Reserves Update | 17 |
| 6. Traffic Safety and Automated Enforcement Reserve Schedule | 19 |

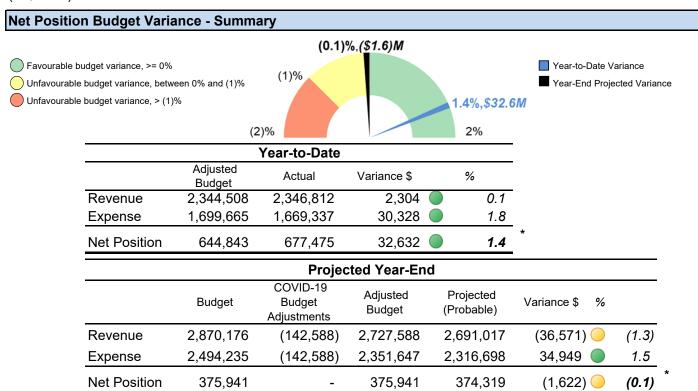
Supplemental Information

Tax-Supported Operations – September 30, 2020 Financial Results and Projections

^{*} Due to reporting requirements and timeline constraints this year the "Tax-Supported Operations (excluding Police Services) - By Department & Branch - Year-to-Date Results and Year-End Projections" is not included as part of this report. Variances by branch are provided as supplemental information.

Tax-Supported Operations (excluding Edmonton Police Services) Summary Year-to-Date Results and Year-End Projections September 30, 2020

(in \$000's)



^{*} Net position percentage based on annual expense budget

The adjusted budget as reflected in this report represents the approved budget as adjusted by the Spring Supplemental Budget Adjustment and includes the revenue and expense adjustments for the response to the COVID-19 pandemic and the management expense strategies and capital reduction strategies that formed part of that adjustment.

Projections reflect the Administration's assessment of the probable scenario given the current provincial guidance around re-opening. Actual results may vary significantly depending on the timing of service openings and changes in public health guidance.

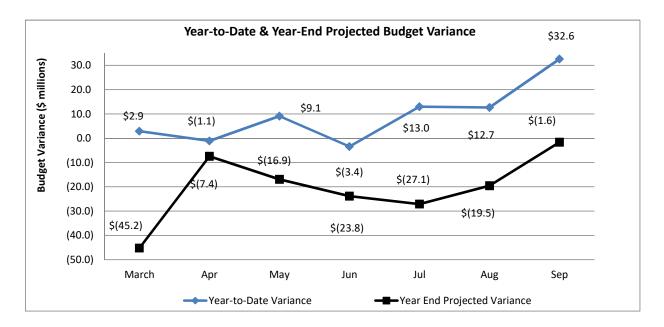
The Safe Restart Funding was announced on July 23, 2020 to help funding for incremental operating costs incurred due to the COVID-19 pandemic response and restart, as well as other operating losses or deficits incurred as a result of COVID-19 impacts on revenues and operations. The City will be receiving a total funding allocation: \$158.2 million; General Operating Component: \$98.5 million, Transit Component: \$59.7 million. A COVID-19 pandemic Financial Impact and Funding Strategy budget adjustment report will be provided to City Council in advance of 2021 budget deliberations, Fall 2020 Supplemental Operating Budget Adjustments (SOBA), recommending the use of these funds to help offset the COVID-19 pandemic related budget impacts.

Year-to-Date Variance - Tax-supported operations reflect a year-to-date favourable budget variance of \$32.6 million, or 1.4% of the overall expense budget. This is mainly due to:

- Additional Transit fare revenue due to earlier than budgeted fare resumption,
- Higher gas franchise fees,
- Arena bookings revenue earlier than budgets since this activity resumed in July instead of mid-September and savings for utilities and external services due to the phased approach for the Recreation Centres Relaunch,
- Lower facility maintenance costs,
- Lower than budgeted contract work and material costs due to delayed start in maintenance for sidewalks and concrete restoration, and
- Other cumulative variances.

These favourable budget variances are partially offset by the purchase of safety materials related to the COVID-19 pandemic.

Projected Year-End Variance - Tax-supported operations are projecting a net unfavourable year-end budget variance of (\$1.6) million, or (0.1%) of the overall expense budget. This is mainly due to lower fare revenue for reduced transit ridership for the duration of the year and no expected UPass revenue for the Fall post secondary term, and additional costs of the COVID-19 pandemic response in excess of the amounts budgeted. These unfavourable budget variances are partially offset by higher gas franchise fees, and other cumulative variances.



Year-to-date and year-end projections are based on variances from the budget adjusted for impacts of COVID-19 on April 27.

Following are highlights of Year-to-Date (YTD) variances and/or Year-End Projected variances, greater than \$2.8 million, that contribute to the net tax-supported variance:

| Net Position | Budget Vari | ance - Details |
|-------------------------------------|---|---|
| YTD Variance (in millions \$) | Year-End Projected Variance (in millions \$) | Variance Explanations |
| 7.7 | (12.8) | Transit Fare Revenue (Edmonton Transit, City Operations) Fare revenue is significantly reduced this year as a result of the COVID-19 pandemic as lower ridership is expected to continue, and no UPass revenue is expected from post secondary institutions for the Fall term. Actual results to September 30 reflect higher than budgeted transit fares as the budget adjustment approved in April assumed transit fares would not resume until mid-September. Transit fares resumed in mid-June and as a result transit revenue is favourable year to date. Projected year end results reflect lower than budgeted revenue as ridership is expected to remain lower than normal for the remainder of the year but the budget for transit revenue from mid-September assumed normal operations for the remainder of the year. |
| 6.3 | 6.2 | Gas Franchise Fees (Corporate Revenues, Corporate Programs) YTD & Projected - Favourable budget variance due to higher gas franchise fees as a budget adjustment was processed to reflect less commercial gas volume due to the COVID-19 pandemic, but actuals have been consistent with the original budget. |
| 4.2 | (2.8) | Recreation Centres Relaunch Revenue (Community and Recreation Facilities, Citizen Services) Recreation centre revenue is significantly reduced this year as a result of the COVID-19 pandemic. Actual results to September 30 reflect higher than budgeted recreation centre revenues as the budget adjustment approved in April assumed recreation centres would not reopen until mid-September. Some recreations centres started to reopen as early as mid-July and as a result recreation centre revenue is favourable year to date. Projected year end results reflect lower than budgeted revenue as attendance is expected to remain lower than normal for the remainder of the year but the budget for recreation centre revenue from mid-September assumed normal operations for the remainder of the year. |
| 1.4 | 2.8 | Recreation Centres Relaunch Operating Costs (Community and Recreation Facilities, Citizen Services) YTD & Projected - Favourable budget variance due to savings for utilities and external services due to the phased approach for the Recreation Centres Relaunch. |
| 3.8 | 3.5 | Facility Maintenance (Fleet and Facility Services, City Operations) YTD & Projected - Favourable budget variance mainly due to lower contracted services, delays in the opening of new facilities, and lower material costs due to less internal breakdown work. |
| 3.4 | 3.6 | Business License Revenues (Corporate Revenues, Corporate Programs) YTD & Projected - Favourable budget variance due to higher business license revenue as activity is less impacted by the COVID-19 pandemic than initially projected and there is also an increased uptake in online permitting for new business licenses. |
| 3.3 | 2.6 | Infrastructure Maintenance Costs (Parks and Road Services, City Operations) YTD & Projected - Favourable budget variance due to lower than budgeted contract work and materials due to delayed start in maintenance for sidewalks and concrete restoration as a result of the COVID-19 pandemic, decreased scope of work and weather constraints. |

| Net Position | n Budget Vari | ance - Details (continued) | | | | | |
|-------------------------------------|---|---|--|--|--|--|--|
| YTD Variance (in millions \$) | Year-End Projected Variance (in millions \$) | Variance Explanations | | | | | |
| 1.3 | 3.0 | DATS Contract Costs (Edmonton Transit, City Operations) YTD & Projected - Favourable budget variance due to lower contractor costs from lower trip volumes as a result of demand and using City of Edmonton operators instead of contractors. | | | | | |
| 1.3 | 2.9 | Tax Penalties (Corporate Revenues, Corporate Programs) YTD & Projected - Favourable budget variance due to higher tax penalties as a result of higher outstanding tax amounts. | | | | | |
| 0.0 | 3.9 | Economic Recovery Grant (Economic and Environmental Sustainability, Urban Formand Corporate Strategic Development) Projected - Favourable budget variance due to lower than budgeted grant expense for Phase I and Phase II Economic Recovery grant programs; Phase II is planned to occin 2021. | | | | | |
| (1.8) | (2.4) | Streetlights and Signals Work (Parks and Road Services, City Operations) YTD & Projected - Unfavourable budget variance due to higher electrical contract wo costs as a result of unrealized contract savings, site access and materials disposition | | | | | |
| (2.3) | (3.0) | Higher Fuel Costs (Edmonton Transit, City Operations) YTD & Projected - Unfavourable budget variance due to higher fuel costs due to a loss on the fuel hedge plus higher fuel costs anticipated as service levels increased sooner than originally expected. | | | | | |
| (11.9) | (6.1) | COVID-19 Pandemic Response (All Departments) YTD & Projected - Unfavourable budget variance due to additional costs related to the COVID-19 pandemic response for items such as materials and equipment (such as disposable facemasks and other sanitation products), and operating the EXPO Centre. A detailed schedule is included in the COVID-19 Response Detail section of this report. | | | | | |
| 2.1 | 4.1 | Personnel Costs, net of discounting and significant recoveries (All Departments) YTD - Favourable budget variance mainly due to due to vacancies and delayed staffing requirements from the deferred opening of new facilities and planned shutdowns in Facility Maintenance; partially offset by higher costs than anticipated for minimal service levels contemplated with the spring budget adjustment Community and Recreation Facilities, and unbudgeted costs for enhanced cleaning and higher costs for Transit Operators as a result of the COVID-19 pandemic in Edmonton Transit. Projected - Favourable budget variance mainly due to savings resulting from higher than expected vacancies and delayed return of temporary layoffs and staff efficiencies in Open City and Technology, and other cumulative favourable variances across other tax-supported branches; partially offset with unbudgeted costs for enhanced cleaning and higher costs for Transit Operators as a result of COVID-19 in Edmonton Transit, and greater than budgeted costs in Community and Recreation Facilities for staff returning to work for the phased Recreation Centres Relaunch, higher costs due to the delay in the timing of layoffs and overall budget reduction related to the COVID-19 pandemic. The projected year-end personnel cost budget variance is 0.4% of the overall annual tax-supported personnel expense budget. | | | | | |
| 13.8 | (7.1) | Other net cumulative variances across tax-supported areas. | | | | | |
| 32.6 | (1.6) | Total Net Position Budget Variance | | | | | |
| 1.4% | (0.1)% | Total Net Position Budget Variance Percentage (based on annual expense budget) | | | | | |

Edmonton Police Services financial results are reflected in the "Edmonton Police Service - Budget Variance for the Period Ending August 31, 2020" section of this report. Results are as of August 31, 2020 (the most recent financial reporting provided to the Edmonton Police Commission).

COVID-19 Pandemic Response Detail

The costs presented in the table are related to the anticipated costs budgeted for in April. The budget is held within Financial Strategies and will be allocated to the specific costs by the end of the year as these costs are known. As such the current year-to-date budget does not include a portion of the total \$9.7 million approved budget.

There are some additional costs due to the COVID-19 pandemic reported separately by each related branch, such as additional costs to clean buses reported within Edmonton Transit.

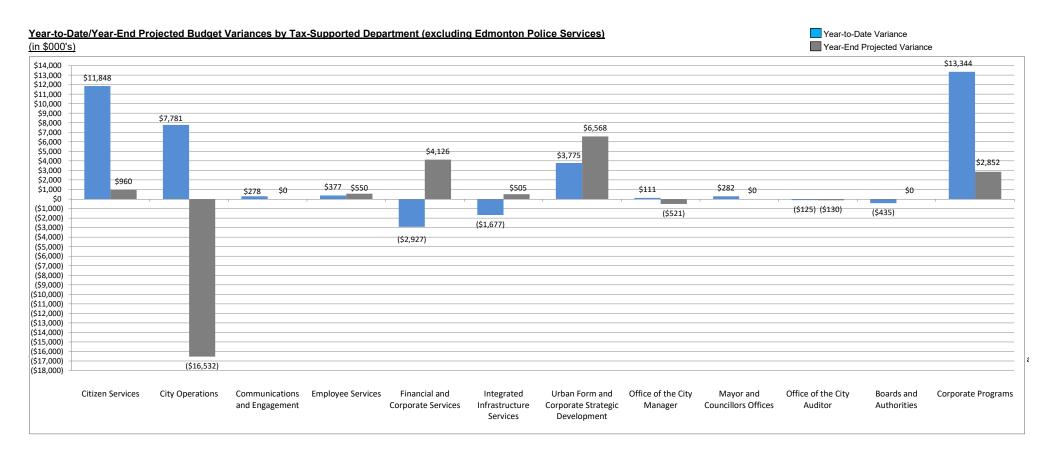
The full impact of the COVID-19 pandemic will be reported to Council before deliberations commence for the fall Supplemental Operating Budget Adjustments (SOBA).

| | | | | | | Year-End |
|------------------------|------------|-------------|----------|--------------|-----------|-----------|
| | | | YTD | | Projected | Projected |
| | YTD Budget | YTD Actuals | Variance | Total Budget | Year-End | Variance |
| Material and Equipment | - | 7,226 | (7,226) | 7,176 | 9,900 | (2,724) |
| Expo Centre | - | 3,654 | (3,654) | 1,156 | 4,982 | (3,826) |
| Legal Services | - | - | - | 750 | - | 750 |
| Department Specific - | - | 1,000 | (1,000) | 657 | 1,000 | (343) |
| Incremental | | | | | | |
| Total | - | 11,880 | (11,880) | 9,739 | 15,882 | (6,143) |

Potential Impacts to Year-End Results

Projected operating year-end results for tax-supported operations reflect the information available to date. Certain items involve a greater degree of uncertainty. Administration continues to monitor the following matters and update projections as necessary:

- In March 2020, the Province of Alberta declared a state of public health emergency due to the outbreak of a novel coronavirus (COVID-19). In April City Council approved budget adjustments for the potential impacts related to this. The actual impact is being monitored by Administration based on the current situation. Financial projections are based on assumptions that are subject to change and can have a significant impact on the City's financial position.
- All in scope employee contracts, with exception of Edmonton Police Association and Edmonton Police Service Senior Officers' Association, expired in December 2018. New contracts have been completed with most unions. The collective agreement with the Edmonton Fire Fighters' Union has yet to be negotiated.
- Snow and ice control expenditures are difficult to predict. Fluctuations from current assumptions may further impact the Snow and Ice Control program projected results.
- Fluctuating fuel costs may increase/decrease cost of fuel for the City. The City hedges half of its annual fuel purchases to mitigate financial impacts of fuel price fluctuations.
- Foreign currency exchange rate fluctuations may impact for materials and services.
- Tariffs may impact the prices of parts and equipment purchases from the United States.
- Currently, Administration is accepting applications regarding the Workforce Transition Program (WTP). Approved applications will result in ongoing savings, starting in 2021. Approved applications also will result in related one-time expenses in 2020. As such, the WTP will have an impact on the 2020 year-end results. However, at this point in time, it is difficult to estimate what the 2020 impact will be.
- Council approved the opening of a pandemic shelter for the period of November 1 through to the end of March and has entered into an agreement with various social agencies to operate the shelter at the Edmonton Convention Centre. While funding for the shelter of approximately \$8 million has been approved from the municipal operating support transfer, expenses may fluctuate depending on the demand for shelter services. Administration continues to monitor the impact on the City's financial operations.





EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE:

2020 September 28

SUBJECT:

Budget Variance for the Period Ending August 31, 2020

RECOMMENDATION(S):

That this report be received for information.

INTRODUCTION:

This report provides information and updates to the Edmonton Police Commission (EPC) on the Edmonton Police Service (EPS) current financial position as of August 31, 2020.

COMMENTS / DISCUSSION:

Operating Results

The operating results for the period ending August 31, 2020 indicate a net surplus position of \$2.054 million or 0.8% mainly due to an underspend in non-personnel of \$5.717 million. This is partially offset by a shortfall in revenue of \$3.080 million and an overspend in personnel of \$0.583 million.

The overbudget position in Personnel is primarily the result of higher salary costs due to decreases in vacation taken, higher part time and overtime costs in the Police Communications Branch resulting from 911 position civilianization, and Edmonton Police Association personnel being over strength at the start of the year.

The main causes of the underbudget position in non-personnel costs are detailed in Attachment I and include lower demand for Extra Duty services, lower expenses for forensic biology related services and delays in the Human-centered Engagement and Liaison Partnership (HELP) program initiatives.

The revenue shortfall is due to lower demand for several EPS services and fewer Traffic Safety Act fine tickets issued.

COVID-19 Financial Impact

The impact to EPS' year-end projection includes \$3.691 million for increased operating expenses and revenue shortfalls.

CONCLUSION:

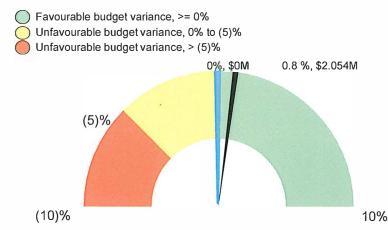
The year-end forecast projects an operating surplus of \$1.264 million. This is the result of savings in non-personnel and overtime costs and EPA collective bargaining where the increase is payable effective December 2020, offset by impact of COVID-19 pandemic. In accordance with EPS Reserve Policy, this surplus will be placed in the EPS Operating Reserve.

ADDITIONAL INFORMATION ATTACHED:

Attachment 1 – Budget Variance by Major Category of Revenue& Expenditures

| written by: | Kathryn RETNOLDS, Director, Financial Management Branch |
|--------------|--|
| Reviewed By: | Robert DAVIDSON, Executive Director, Business Development Division |
| Approved By: | Darren DERKO, Deputy Chief, Corporate Services Bureau |

Edmonton Police Service Budget Variance by Major Category of Revenue & Expenditures For the Period Ending August 31, 2020



| Year-to-Date | | | | | | | | |
|---------------|---------|---------|-------------|-------|--|--|--|--|
| | Budget | Actual | Variance \$ | % | | | | |
| Revenue | 62,453 | 59,373 | (3,080) | -4.9% | | | | |
| Personnel | 252,271 | 252,854 | (583) | -0.2% | | | | |
| Non-Personnel | 52,470 | 46,753 | 5,717 | 10.9% | | | | |
| Expense | 304,741 | 299,607 | 5,134 | 1.7% | | | | |
| Net Position | 242,288 | 240,234 | 2,054 | 0.8% | | | | |

| Projected Year-End | | | | | | | | |
|----------------------|---------|---------|-------------|-------|--|--|--|--|
| | Budget | Actual | Variance \$ | % | | | | |
| Revenue | 96,904 | 92,731 | (4,173) | -4.3% | | | | |
| Personnel | 381,623 | 383,891 | (2,268) | -0.6% | | | | |
| Non-Personnel | 81,564 | 73,859 | 7,705 | 9.4% | | | | |
| Expense | 463,187 | 457,750 | 5,437 | 1.2% | | | | |
| TCA (Note 1) | 9,658 | 9,658 | - | 0.0% | | | | |
| Transfer to/from EPS | | | | | | | | |
| Reserve (Note 2) | (#) | 1,264 | (1,264) | 0.0% | | | | |
| Net Position | 375,941 | 375,941 | 0 | 0.0% | | | | |



Year-to-Date Variance Projected Year-End Variance

Year-to Date

Revenue - The under budget position is the result of fewer tows of seized vehicles, less demand for Extra Duty services because of the cancellation of several events, offset by lower contract and service costs paid to members, and lower demand for Police Information Checks (PICS). Lower Traffic Safety Act revenues are due to a lower number of tickets issued. The Municipal Policing Assistance Grant received to date is higher than anticipated. There have been less E911 Grant related costs resulting in less revenue recognized to date.

Personnel - The over budget position is due to higher salary costs because of decreases in vacation taken, higher part time costs in the Police Communications Branch (PCB) resulting from 911 position civilianization, and Edmonton Police Association personnel being over strength at the beginning of the year. Overtime is under budget because of favourable staffing or deployment models in the Community Policing Bureau, partially offset by higher overtime costs in PCB and the COVID-19 pandemic response to meet minimum staffing and operational requirements. Conversely, City of Edmonton Council ratified the two-year Collective Agreement with Civic Service Union 52 at 0% increase resulting in savings.

Non-Personnel - The under budget position is due to lower Extra Duty and tow lot contract expenses, which are offset by reductions in revenue. Also contributing to the under spend are the lower than expected expense for forensic biology related services, and the delay in the Human-centered Engagement and Liaison Partnership (HELP) program initiatives . Travel and training is underspent due to restrictions in travel and training. Building maintenance and custodial costs are lower than anticipated. Supplies and equipment are over budget in response to the COVID-19 pandemic.

Projected Year-End

Revenue - The same as year to date. The projection for PICS revenue includes the impact of the increase in the online rate, which is offset by online service and credit card processing fees.

Personnel - The same as year to date partially offset by the collective bargaining settlement where the increase is payable effective December 2020.

Non-Personnel - Under budget as organizational opportunities have been held to manage pressures such as COVID-19 pandemic response. This is marginally offset by HELP planning to hire social workers for the program in 4th quarter of 2020, ahead of the previous Quarter 1, 2021 schedule, and increase in PICS online service and credit card processing fees, which is expected to generate additional revenue.

Notes:

- (1) TCA refers to Tangible Capital Assets, where budget is held to cover capital-qualifying expenses for purchases such as vehicles and/or information technology projects.
- (2) On June 26, 2018 City Council approved Policy C605 Edmonton Police Reserve. In accordance with the policy and in the event the reserve falls into a deficit position, a strategy will be developed by the EPS, to be approved by City Council, to achieve a balanced position over a period not to exceed three years, starting with the subsequent year operating budget. Balance in the EPS Reserve as at December 31, 2019 was \$2.245 million. During the 2020 Spring SCBA, \$2.179 million was transferred to the EPS Reserve for Alberta First Responders Radio Communications System (AFRRS). The total balance of the EPS Reserve as at August 31, 2020 was \$4.246 million (\$2.001 million is restricted).

| 2019 Year-to-Date | | | 2019 Year-End | | | | | | |
|----------------------|---------|---------|---------------|------|----------------------|---------|---------|------------------|-------|
| N. | Budget | Actual | Variance \$ | % | | Budget | Actual | Variance \$ | % |
| Revenue | 60,836 | 60,928 | 92 | 0.2% | Revenue | 96,957 | 94,470 | (2,487) | 3.8% |
| Expense | 289,999 | 288,948 | 1,051 | 0.4% | Expense | 454,581 | 451,011 | 3,570 | 0.8% |
| Transfer to/from EPS | (4) | - | - | 0.0% | Transfer to/from EPS | 7 | 1,083 | (1,083) | 0.0% |
| Reserve (Note 2) | | | | | Reserve (Note 2) | | | | |
| Net Position | 229,163 | 228,020 | 1,143 | 0.5% | Net Position | 357,624 | 357,624 | 3 5 5 | -0.8% |

Enterprise and Utility Operations Year-to-Date Results and Year-End Projections September 30, 2020 (in \$000's)

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

Unfavourable budget variance, > (10)%

Branch revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed.

Waste Services

| Year-to-Date | | | | | | | |
|--------------|--------------------|---------|-------------|-------|--|--|--|
| | Adjusted Budget | Actual | Variance \$ | % | | | |
| Revenue | 162,171 | 160,887 | (1,284) | (0.8) | | | |
| Expense | 155,496 | 144,650 | 10,846 🔵 | 7.0 | | | |
| Net Position | 6,675 | 16,237 | 9,562 | 143.3 | | | |

Year-to-Date

Revenue - Unfavourable budget variance primarily due to (\$1,412) decrease in Trade Waste revenue due to lower than budgeted volume, and other cumulative variances; partially offset by \$1,959 higher commercial collection revenue than budgeted as the program was budgeted to fully wind down in 2020, but is now expected to wind down fully in 2021 due to contractual obligations.

Expense - Favourable budget variance of \$4,600 primarily due to lower than anticipated contractor costs for the demolition of Edmonton Composting Facility (ECF) due to slower than expected progress and less demand for feedstock from the Refuse Derived Fuel (RDF) facility, \$2,341 lower amortization than budgeted as fewer assets were capitalized in 2019, \$1,024 fuel savings from lower fuel consumption and prices, \$945 lower material usage in all sections, and \$882 lower power and natural gas charges overall primarily due to delayed commissioning of the Anaerobic Digestion Facility (ADF) and less demand for feedstock from the RDF at the Waste to Biofuels and Chemicals Facility. This is partially offset with (\$1,733) high landfill and hauling costs due to higher volume and delayed commissioning of the Anaerobic Digestion Facility (ADF).

Enterprise and Utility Operations Year-to-Date Results and Year-End Projections September 30, 2020

(in \$000's)

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

Unfavourable budget variance, > (10)%

Waste Services (Continued)

| Projected Year-End | | | | | | | |
|--------------------|---------|-----------------------------------|--------------------|-------------------------|-------------|-------|--|
| | Budget | COVID-19 Budget Adjustments | Adjusted Budget | Projected (Probable) | Variance \$ | % | |
| Revenue | 218,966 | (4,199) | 214,767 | 210,812 | (3,955) | (1.8) | |
| Expense | 221,152 | (4,199) | 216,953 | 205,518 | 11,435 🔵 | 5.3 | |
| Net Position | (2,186) | - | (2,186) | 5,294 | 7,480 | 342.2 | |

COVID-19 Budget Adjustments

Revenue and Expense - Recommended operating budget changes for the Waste Services Utility as a result of COVID-19. In light of the current pandemic and the immediate limitations it poses to transformational work, Administration is recommending to defer implementation of the Single Unit Waste Set-out program from July 2020 to the first quarter of 2021. By establishing a new timeline for the cart rollout, \$4,200 in costs from 2020 can be avoided and those savings can be passed onto the ratepayer to demonstrate accountability and transparency in managing the utility budget.

Projected

Revenue - Unfavourable budget variance primarily due to (\$1,738) decrease in Trade Waste revenue due to lower than anticipated volume, (\$1,000) decreased utility rate revenue as a result of lower than budgeted growth in multi-unit customers, (\$750) anticipated decrease in Landfill Gas revenue, and other cumulative unfavourable variances such as decreased recyclables revenue from Materials Recycling Facility (MRF) as a result of downward pressure on commodity market for paper and lower recovery rates on materials, decreased self haul revenue, decreased Eco Station revenue primarily resulting from closure of Ambleside Eco Station due to COVID-19, and lower investment earnings. This is partially offset by \$2,288 higher commercial collection revenue than budgeted as the program was budgeted to fully wind down in 2020 but is now expected to wind down fully in 2021 due to contractual obligations.

Expense - Favourable budget variance mainly due to \$4,577 lower than anticipated contractor costs for the demolition of Edmonton Composting Facility (ECF) due to slower than expected progress and less demand for feedstock from the Refuse Derived Fuel (RDF) facility, \$1,380 lower than budgeted requirement for direct material, \$1,139 lower amortization than budgeted as fewer assets were capitalized in 2019, \$1,006 lower power charges overall plus less demand for feedstock at the Waste to Biofuels and Chemicals Facility, \$800 fuel savings from lower fuel consumption and prices, \$783 anticipated personnel savings from lower than budgeted overtime, and other cumulative variances.

Enterprise and Utility Operations Year-to-Date Results and Year-End Projections September 30, 2020

(in \$000's)

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

Unfavourable budget variance, > (10)%

Land Enterprise

| Year-to-Date | | | | | | | |
|--------------|--------------------|--------|-------------|-------|--|--|--|
| | Adjusted Budget | Actual | Variance \$ | % | | | |
| Revenue | 12,852 | 12,908 | 56 | 0.4 | | | |
| Expense | 12,510 | 9,953 | 2,557 | 20.4 | | | |
| Net Position | 342 | 2,955 | 2,613 | 764.0 | | | |

Year-to-Date

Expense - Favourable budget variance due to \$2,446 lower cost of land sold and timing of final sales payment.

| Projected Year-End | | | | | | | |
|--------------------|--------|-----------------------------------|--------------------|-------------------------|-------------|-------|--|
| | Budget | COVID-19 Budget Adjustments | Adjusted Budget | Projected (Probable) | Variance \$ | % | |
| Revenue | 36,165 | - | 36,165 | 33,119 | (3,046) | (8.4) | |
| Expense | 28,989 | - | 28,989 | 11,728 | 17,261 🔵 | 59.5 | |
| Net Position | 7,176 | - | 7,176 | 21,391 | 14,215 | 198.1 | |

Projected

Revenue - Unfavourable budget variance due to (\$3,046) lower than expected sales due to market conditions and development for Civic use; partially offset within expenses below.

Expense - Favourable budget variance due to \$16,955 lower cost of land sold due to delays in sales.

Blatchford Redevelopment

| Year-to-Date | | | | | | | | |
|--------------|--------------------|--------|-------------|-------------|--|--|--|--|
| | Adjusted Budget | Actual | Variance \$ | % | | | | |
| Revenue | 1,886 | 1,969 | 83 | 4.4 | | | | |
| Expense | 3,355 | 2,798 | 557 | 16.6 | | | | |
| Net Position | (1,469) | (829) | 640 | 43.6 | | | | |

Year-to-Date - Other net cumulative variances.

| Projected Year-End | | | | | | | |
|--------------------|---------|-----------------------------------|--------------------|-------------------------|-------------|--------|--|
| | Budget | COVID-19 Budget Adjustments | Adjusted Budget | Projected (Probable) | Variance \$ | % | |
| Revenue | 16,525 | - | 16,525 | 4,502 | (12,023) | (72.8) | |
| Expense | 18,393 | - | 18,393 | 7,071 | 11,322 | 61.6 | |
| Net Position | (1,868) | - | (1,868) | (2,569) | (701) | (37.5) | |

Projected

Revenue - Unfavourable budget variance mainly due to (\$12,184) lower than expected sales due to market conditions.

Expense - Favourable budget variance due to \$10,716 lower cost of land sold due to delay in sales.

Enterprise and Utility Operations Year-to-Date Results and Year-End Projections September 30, 2020

(in \$000's)

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

Unfavourable budget variance, > (10)%

Blatchford Renewable Energy Utility

| Year-to-Date | | | | | | | | |
|--------------|--------------------|---------|-------------|--------|--|--|--|--|
| | Adjusted Budget | Actual | Variance \$ | % | | | | |
| Revenue | 121 | 30 | (91) | (75.2) | | | | |
| Expense | 1,795 | 1,150 | 645 🔵 | 35.9 | | | | |
| Net Position | (1,674) | (1,120) | 554 | 33.1 | | | | |

Year-to-Date - Other net cumulative variances.

| Projected Year-End | | | | | | | |
|--------------------|---------|-----------------------------------|--------------------|-------------------------|-------------|--------|--|
| | Budget | COVID-19 Budget Adjustments | Adjusted Budget | Projected (Probable) | Variance \$ | % | |
| Revenue | 161 | - | 161 | 60 | (101) | (62.7) | |
| Expense | 2,394 | - | 2,394 | 2,136 | 258 🔵 | 10.8 | |
| Net Position | (2,233) | - | (2,233) | (2,076) | 157 | 7.0 | |

Projected - Other net cumulative variances.

Community Revitalization Levy Operations Year-to-Date Results and Year-End Projections September 30, 2020

(in \$000's)

- Favourable budget variance, >= 0%
- Ounfavourable budget variance, between 0% and (10)%
- Unfavourable budget variance, > (10)%

Community Revitalization revenue and expense variances are explained where individual variances for revenues, expenses, recoveries and transfers to/from reserves exceed \$0.75 million. Variances below this amount are not specifically addressed. An annual CRL update report will be presented to City Council in the first quarter of 2021 and will provide an update on the long-term CRL forecasts.

Belvedere Community Revitalization Levy

| | Year-To-Date | | | | | | | | | | | |
|---------------|--------------|--------|-------------|--------|--|--|--|--|--|--|--|--|
| | Budget | Actual | Variance \$ | % | | | | | | | | |
| Revenue | 3,780 | 1,122 | (2,658) | (70.3) | | | | | | | | |
| Expense | 2,927 | 955 | 1,972 🔵 | 67.4 | | | | | | | | |
| Net Income | | | | | | | | | | | | |
| /(Deficit) | 853 | 167 | (686) | (80.4) | | | | | | | | |
| Transfer (to) | | | | | | | | | | | | |
| /from Reserve | - | - | - | - | | | | | | | | |
| Net Position | 853 | 167 | (686) | (80.4) | | | | | | | | |

| Projected Year-End | | | | | | | | | | | |
|--------------------|--------|-----------|-------------|---------|--|--|--|--|--|--|--|
| | Budget | Projected | Variance \$ | % | | | | | | | |
| Revenue | 3,780 | 1,124 | (2,656) | (70.3) | | | | | | | |
| Expense | 3,886 | 1,934 | 1,952 🔵 | 50.2 | | | | | | | |
| Net Income | | | | | | | | | | | |
| /(Deficit) | (106) | (810) | (704) | (664.2) | | | | | | | |
| Transfer (to) | | | | | | | | | | | |
| /from Reserve | 106 | 810 | 704 🔵 | 664.2 | | | | | | | |
| Net Position | - | - | - 🔾 | - | | | | | | | |

Capital City Downtown Community Revitalization Levy

| - | Ye | ar-To-Da | te | |
|---------------|--------|----------|-------------|-------|
| | Budget | Actual | Variance \$ | % |
| Revenue | 29,831 | 29,110 | (721) | (2.4) |
| Expense | 19,213 | 18,060 | 1,153 🔵 | 6.0 |
| Net Income | | | | |
| /(Deficit) | 10,618 | 11,050 | 432 | 4.1 |
| Transfer (to) | | | | |
| /from Reserve | 2,534 | 2,534 | - | - |
| Net Position | 13,152 | 13,584 | 432 | 3.3 |

| | Proje | cted Year | -End | |
|---------------|---------|-----------|-------------|-------|
| | Budget | Projected | Variance \$ | % |
| Revenue | 29,831 | 28,492 | (1,339) | (4.5) |
| Expense | 24,744 | 22,924 | 1,820 | 7.4 |
| Net Income | | | | |
| /(Deficit) | 5,087 | 5,568 | 481 🔵 | 9.5 |
| Transfer (to) | | | | |
| /from Reserve | (5,087) | (5,568) | (481) 🔵 | 9.5 |
| Net Position | - | - | - 🔾 | - |

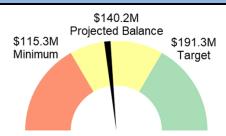
Quarters Community Revitalization Levy

| | Year-To-Date | | | | | | | | | | | |
|---------------|--------------|--------|-------------|-------|--|--|--|--|--|--|--|--|
| | Budget | Actual | Variance \$ | % | | | | | | | | |
| Revenue | 4,925 | 4,842 | (83) | (1.7) | | | | | | | | |
| Expense | 5,063 | 4,235 | 828 🔵 | 16.4 | | | | | | | | |
| Net Income | | | | | | | | | | | | |
| /(Deficit) | (138) | 607 | 745 | 539.9 | | | | | | | | |
| Transfer (to) | | | | | | | | | | | | |
| /from Reserve | 487 | 487 | - | - | | | | | | | | |
| Net Position | 349 | 1,094 | 745 | 213.5 | | | | | | | | |

| | Proje | cted Year | -End | |
|---------------|---------|-----------|-------------|--------|
| | Budget | Projected | Variance \$ | % |
| Revenue | 4,925 | 4,725 | (200) | (4.1) |
| Expense | 6,890 | 5,968 | 922 🔵 | 13.4 |
| Net Income | | | | |
| /(Deficit) | (1,965) | (1,243) | 722 🔵 | 36.7 |
| Transfer (to) | | | | |
| /from Reserve | 1,965 | 1,243 | (722) 🔵 | (36.7) |
| Net Position | - | - | - | - |

Reserves Update September 2020 (in \$000's)

Financial Stabilization Reserve

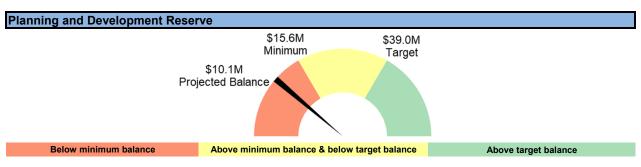


Below minimum balance

Above minimum balance & below target balance

Above target balance

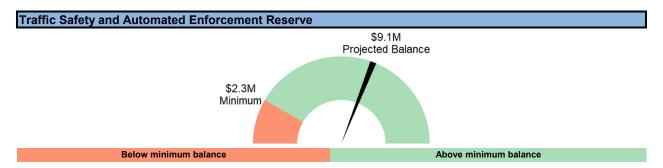
- As outlined in City Policy C217D Reserve and Equity Accounts, the Financial Stabilization Reserve (FSR) is an
 uncommitted Reserve account established for the purpose of providing funding to address significant emergent
 financial issues.
- The projected December 31, 2020 year-end balance for the reserve is \$140.2 million, which is above its minimum required balance of \$115.3 million for 2020, but below the target balance of \$191.3 million. This balance does not reflect the projected year-end tax-supported position.
- The minimum and target balances are calculated as 5% and 8.3% of general government expenses, excluding non-cash amortization (as reflected in the most recent audited City financial statements), respectively.



- In accordance with City Policy C610 Fiscal Policy for the Planning and Development Business the minimum balance is calculated as 30% of budgeted expenditures and the target balance is calculated as 75% of budgeted expenditures. The projected December 31, 2020 year-end reserve balance of \$10.2 million (20%) is below its minimum required balance of \$15.5 million for 2020.
- This is the fifth consecutive year the reserve has had a balance that is below the minimum requirement. The reserve has been drawn on more than budgeted in recent years mainly due to lower than expected volumes of building applications and permits. The impacts of COVID-19 have further exasperated the decrease in activity.
- A report was approved by City Council on February 3 outlining the Planning and Development Business Model fiscal strategy. Council has approved an exception to the Planning and Development Reserve minimum balance requirements under Policy C610 Fiscal Policy for the Planning and Development Business until December 31, 2022.
- Current forecasts indicate revenue declines into 2021 that will continue to put pressure on maintaining the reserve balance above zero.

Next steps forward include:

- Cost management throughout 2021 & 2022
- Continuing forecasting improvements to support improved resource management
- Targeted fee increases to ensure expected cost recovery
- Reallocation of Business Model overhead costs
- Continue the Permit and Licensing Improvement initiative to improve applicant experience for permit and licensing services, and improve productivity.
- Return to Council on November 16, 2020 with report CR_8335 Planning and Development Business Model Proposed Fiscal Strategy with recommendations on a fiscal strategy.



- The purpose of the reserve is to address the revenue variability unique to automated traffic enforcement. Automated photo enforcement revenues are transferred to the reserve and used to fund traffic safety initiatives and other programs approved by City Council through the budget process. Changes in driving behaviour has resulted in declining revenues from automated enforcement. This revenue is shared between the Edmonton Police Service and Parks and Road Services to fund traffic safety measures including technology, engineering measures, signage and signaling. The decrease in revenues must be balanced with continued work to keep motorists, cyclists, and pedestrians safe on our roadways.
- The projected December 31, 2020 year-end balance of the reserve for 2020 is \$9.1 million, which is above its minimum required balance of \$2.3 million for 2020. The minimum balance is calculated as 5% of budgeted annual revenue in accordance with City Policy C579B Traffic Safety and Automated Enforcement Reserve. In the event the reserve balance falls below the minimum level, a strategy is required to achieve the minimum level over a period not to exceed three years.
- The 2019/2020 provincial budget was released October 24, 2019 and included a reduction in the City's share of automated enforcement revenues from 73.3% to 60% starting in 2020 and continuing on an on-going basis. The City is still assessing the impact to annual automated enforcement revenues and the Traffic Safety and Automated Enforcement Reserve. Early analysis indicates annual revenues could decrease in the range of \$7 to \$9 million. Based on this the 2020-2022 revenue budgets were revised as part of the Fall SOBA approved by Council on December 11, 2019. The 2020-2022 budgets have been updated to reflect the approved changes per the SOBA. With the reduced revenue the current budgeted 2022 available funds in the reserve will be below the minimum reserve balance of 5% of budgeted annual revenues. Administration will bring forward a plan for the 2021-2025 period that will address the reduced revenue impact.

A schedule of the reserve balance including the projected balance for 2020 is included in the "Traffic Safety and Automated Enforcement Reserve Schedule".

Traffic Safety and Automated Enforcement Reserve Schedule September 2020 (\$ millions)

Summary Schedule

| | | 2 | 020 | | 2021 ¹ | 2022 ¹ |
|--|--------------------|------------|-----------------------------|-----------------------------------|--------------------|--------------------|
| | Approved Budget | Projection | Actual (September 30) | Remaining (Budget - Actual) | Approved Budget | Approved Budget |
| Transfers to the Reserve: Automated enforcement revenues and interest earnings | 45.7 | 45.7 | 31.9 | (13.8) | 40.9 | 38.3 |
| Funding from the reserve | (53.7) | (53.5) | (31.3) | (22.4) | (45.7) | (41.6) |
| Annual Surplus/(Deficit) | (8.0) | (7.8) | 0.6 | | (4.8) | (3.3) |
| Opening Reserve Balance | 16.9 | 16.9 | 16.9 | | 8.9 | 4.1 |
| Closing Reserve balance (Cumulative) | 8.9 | 9.1 | 17.5 | | 4.1 | 0.8 |
| Minimum reserve balance - 5% of budgeted revenues | 2.3 | 2.3 | 2.3 | | 2.0 | 1.9 |
| Available funds (closing reserve balance less minimum reserve balance) | 6.6 | 6.8 | | | 2.1 | - |

(Detailed schedule on next page)

Traffic Safety and Automated Enforcement Reserve Schedule September 2020 (\$ millions) Detailed Schedule

| | | 2 | 020 | | 2021 ¹ | 2022 ¹ |
|--|--------------------|------------|-----------------------------|-----------------------------------|--------------------|--------------------|
| | Approved Budget | Projection | Actual (September 30) | Remaining (Budget - Actual) | Approved Budget | Approved Budget |
| Transfers to the Reserve: | | | | | | |
| Automated enforcement revenues | 45.7 | 45.7 | 31.8 | (13.9) | 40.9 | 38.3 |
| Interest earnings | - | - | 0.1 | 0.1 | 40.0 | 00.0 |
| morost samings | 45.7 | 45.7 | 31.9 | (13.8) | 40.9 | 38.3 |
| Funding from the reserve: | | | 00 | (1010) | | 00.0 |
| Operating: | | | | | | |
| Edmonton Police Service | (22.3) | (22.3) | (16.7) | (5.6) | (22.3) | (22.3 |
| Traffic Safety section | (13.5) | (13.3) | (9.5) | (4.0) | (13.0) | (12.9 |
| Road Safety Strategy - Public Engagement (Marketing) | (0.7) | (0.7) | (0.2) | (0.5) | (0.7) | `(0.7 |
| Corporate Traffic Safety Initiatives | (2.2) | (2.2) | - / | (2.2) | (1.1) | - |
| Community Facility Partner Capital Grant Program | (2.9) | (2.9) | (1.8) | (1.1) | (1.8) | - |
| | (41.6) | (41.4) | (28.2) | (13.4) | (38.9) | (35.9 |
| Capital: ² | , , | , , | , , | , , | | , |
| Community Traffic Safety Countermeasures (CM-66-2555) | (0.3) | (0.3) | _ | (0.3) | _ | _ |
| Regulated Safety Upgrades at Railway Crossings (CM-66-2194) | (1.0) | (1.0) | (0.2) | (0.8) | (0.6) | _ |
| Crosswalk Safety (CM-66-2585) | (4.7) | (4.7) | (0.9) | (3.8) | (3.0) | (3.0 |
| School Safety (CM-66-2590) | (2.7) | (2.7) | (1.5) | (1.2) | (2.7) | (2.7 |
| Traffic Safety Engineering Measures (CM-66-2550) | (0.6) | (0.6) | (0.4) | (0.2) | - | - |
| 2020 Street Safety Priorities (CM-66-2595) | (1.3) | (1.3) | (0.1) | (1.2) | _ | _ |
| Speed Limit Reduction (CM-66-2580) | (1.5) | (1.5) | - | (1.5) | (0.5) | _ |
| Traffic Signals - Pedestrian Vehicle Safety (CM-66-2520) | (1.0) | (1.0) | (0.1) | 0.1 | (0.0) | _ |
| Traffic Safety - Speed Management Equipment (CM-66-2545) | _ | _ | 0.1 | (0.1) | _ | _ |
| Traine Salety Speed Management Equipment (SM 66 2546) | (12.1) | (12.1) | (3.1) | (9.0) | (6.8) | (5.7 |
| Total funding from the reserve | (53.7) | (53.5) | (31.3) | (22.4) | (45.7) | (41.6 |
| Annual Surplus/(Deficit) | (8.0) | (7.8) | 0.6 | | (4.8) | (3.3 |
| Opening Reserve Balance | 16.9 | 16.9 | 16.9 | | 8.9 | 4.1 |
| Closing Reserve balance (Cumulative) | 8.9 | 9.1 | 17.5 | | 4.1 | 0.8 |
| Minimum reserve balance - 5% of budgeted revenues | 2.3 | 2.3 | 2.3 | | 2.0 | 1.9 |
| Available funds (closing reserve balance less minimum reserve balance) | 6.6 | 6.8 | | | 2.1 | - |

Traffic Safety and Automated Enforcement Reserve Schedule September 2020 (\$ millions)

Notes:

1. Funding from the reserve for 2020 is based on the approved 2019-2022 operating and capital budgets, and approved carryforward of unspent 2019 budgets.

The 2019/2020 provincial budget was released on October 24, 2019 and included a reduction in the City's share of automated enforcement revenues from 73.3% to 60% starting in 2020 and continuing on an on-going basis. The City is still assessing the impact to annual automated enforcement revenues and the Traffic Safety and Automated Enforcement Reserve. Early analysis indicates annual revenues could decrease in the range of \$7 to \$9 million. Based on this the 2020-2022 revenue budgets were revised as part of the Fall SOBA approved by Council on December 11, 2019. The 2020-2022 budgets have been updated to reflect the approved changes per the SOBA.

2. Road Safety Strategy capital profiles were approved through the Implementation Plan for the 2016-2020 Road Safety Strategy - Report CR_2981 (November 27, 2015 City Council Meeting) with budget approved into 2020 as part of the 2019 capital budget carryforward process. Additional capital profiles were approved on June 4, 2019 as part of CR_7087 Unfunded Capital Profile – School Safety Program and on May 25, 2020 as part of CR_8009 Spring 2020 Supplemental Capital Budget Adustment – Safe Mobility Strategy.

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

| (in \$000's) | | Year-to-Date (YTD) | | | | | Proj | ected Year-E | nd | | |
|--------------------------|--------------|--------------------|-----------|-------------|--------------------|-----------|-------------------------|--------------------|-------------------------|-------------|--------------------|
| | | Adjusted Budget | Actual | Variance \$ | % | Budget | COVID-19 2020 Budget | Adjusted Budget | Projected (Probable) | Variance \$ | % |
| Citizen Services | | | | | | | | | | | |
| Community and Recreation | Revenue | 15,238 | 21,076 | 5,838 | 38.3 | 68,127 | (37,649) | 30,478 | 24,916 | (5,562) | (18.2) |
| Facilities | Expense | 69,878 | 69,804 | 74 | 0.1 | 129,622 | (28,559) | 101,063 | 98,397 | 2,666 | 2.6 |
| | Net Position | (54,640) | (48,728) | 5,912 | 10.8 | (61,495) | (9,090) | (70,585) | (73,481) | (2,896) | (4.1) |
| Community Standards and | Revenue | 5,066 | 4,253 | (813) | (16.0) | 7,424 | _ | 7,424 | 6,099 | (1,325) | (17.8) |
| Neighbourhoods | Expense | 38,541 | 34,627 | 3,914 | `10.2 [´] | 52,456 | (1,331) | 51,125 | 48,508 | 2,617 | ` 5.1 [′] |
| - | Net Position | (33,475) | (30,374) | 3,101 | 9.3 | (45,032) | 1,331 | (43,701) | (42,409) | 1,292 | 3.0 |
| Fire Rescue Services | Revenue | 1,025 | 2,084 | 1,059 | 103.3 | 1,367 | _ | 1,367 | 1,634 | 267 | 19.5 |
| The resource octations | Expense | 169,161 | 172,289 | (3,128) | (1.8) | 227,159 | (531) | 226,628 | 225,713 | 915 | 0.4 |
| | Net Position | (168,136) | (170,205) | (2,069) | (1.2) | (225,792) | 531 | (225,261) | (224,079) | 1,182 | 0.5 |
| Integrated Strategic | Revenue | 34 | _ | (34) | (100.0) | 46 | _ | 46 | _ | (46) | (100.0) |
| Development | Expense | 4,938 | 4,690 | 248 | ` 5.0 [′] | 6,988 | (454) | 6,534 | 6,261 | 273 | ` 4.2 [´] |
| | Net Position | (4,904) | (4,690) | 214 | 4.4 | (6,942) | 454 | (6,488) | (6,261) | 227 | 3.5 |
| Social Development | Revenue | 22,482 | 30,215 | 7,733 | 34.4 | 38,191 | _ | 38,191 | 48,929 | 10,738 | 28.1 |
| 2 0 0 0 0 p 111 0 111 | Expense | 46,201 | 49,244 | (3,043) | (6.6) | 75,594 | (1,874) | 73,720 | 83,303 | (9,583) | (13.0) |
| | Net Position | (23,719) | (19,029) | 4,690 | 19.8 | (37,403) | | (35,529) | (34,374) | 1,155 | 3.3 |
| Citizen Services | Revenue | 43,845 | 57,628 | 13,783 | 31.4 | 115,155 | (37,649) | 77,506 | 81,578 | 4,072 | 5.3 |
| OILIZEIT GET VICES | Expense | 328,719 | 330,654 | (1,935) | (0.6) | 491,819 | (32,749) | 459.070 | 462,182 | (3,112) | (0.7) |
| - | Net Position | (284,874) | (273,026) | 11,848 | 4.2 | (376,664) | | (381,564) | (380,604) | 960 | 0.3 |

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

| (in \$000's) | | Year-to-Date (YT | D) | | | | Pro | jected Year-E | nd | | |
|-----------------------------|-------------------------|--------------------|-----------|-------------|--------|-----------|-------------------------|--------------------|-------------------------|-------------|--------|
| | | Adjusted Budget | Actual | Variance \$ | % | Budget | COVID-19 2020 Budget | Adjusted Budget | Projected (Probable) | Variance \$ | % |
| City Operations | | | | | | | | | | | |
| Business Performance and | Revenue | - | - | - | - | - | - | - | - | - | - |
| Customer Experience | Expense | 1,904 | 1,741 | 163 | 8.6 | 2,522 | - | 2,522 | 2,192 | 330 | 13.1 |
| | Net Position | (1,904) | (1,741) | 163 | 8.6 | (2,522) | - | (2,522) | (2,192) | 330 | 13.1 |
| Edmonton Transit | Revenue | 45,145 | 49,633 | 4,488 | 9.9 | 140,815 | (56,674) | 84,141 | 69,254 | (14,887) | (17.7) |
| | Expense | 251,426 | 252,652 | (1,226) | (0.5) | 370,001 | (23,474) | 346,527 | 346,754 | (227) | (0.1) |
| | Net Position | (206,281) | (203,019) | 3,262 | 1.6 | (229,186) | (33,200) | (262,386) | (277,500) | (15,114) | (5.8) |
| Fleet and Facility Services | Revenue | 12,820 | 13,350 | 530 | 4.1 | 17,141 | _ | 17,141 | 17,291 | 150 | 0.9 |
| , | Expense | 59.447 | 57,529 | 1,918 | 3.2 | 85,336 | (6,037) | 79,299 | 77,349 | 1,950 | 2.5 |
| | Net Position | (46,627) | (44,179) | 2,448 | 5.3 | (68,195) | . , , | (62,158) | (60,058) | 2,100 | 3.4 |
| Parks and Road Services | Revenue | 21,790 | 21,615 | (175) | (0.8) | 50.708 | (13,970) | 36.738 | 33,838 | (2,900) | (7.9) |
| r arno aria ricaa corvicco | Expense | 141,666 | 136,966 | 4,700 | 3.3 | 186,515 | (11,040) | 175,475 | 176,423 | (948) | (0.5) |
| | Net Position | (119,876) | (115,351) | 4,525 | 3.8 | (135,807) | | (138,737) | (142,585) | (3,848) | (2.8) |
| Snow and Ice Control | Revenue | 9 | 2 | (7) | (77.8) | 13 | _ | 13 | 13 | - | _ |
| Show and los Sonitor | Expense | 39,158 | 41,768 | (2,610) | (6.7) | 60,237 | (507) | 59,730 | 59,730 | - | _ |
| | Net Position | (39,149) | (41,766) | (2,617) | (6.7) | (60,224) | 507 | (59,717) | (59,717) | - 0 | - |
| 41 Avenue/Queen Elizabeth | Revenue | _ | _ | - • | _ | 1.406 | _ | 1.406 | 1,406 | - | _ |
| Highway 2 Interchange | Expense | 138 | 138 | - | _ | 1,406 | _ | 1,406 | 1,406 | - | _ |
| riigiiriay 2 iilioronarigo | Net Position | (138) | (138) | - 0 | - | - | - | - | - | - 0 | - |
| City Operations | Revenue | 79,764 | 84,600 | 4,836 | 6.1 | 210,083 | (70.644) | 120 420 | 121,802 | (17 627) | (12.6) |
| City Operations | | 79,764 493.739 | 490.794 | | 0.1 | 706.017 | (70,644) | 139,439 | | (17,637) | (12.6) |
| | Expense Not Position | , | , - | 2,945 | | | (41,058) | 664,959 | 663,854 | 1,105 | 0.2 |
| | Net Position | (413,975) | (406,194) | 7,781 | 1.9 | (495,934) | (29,586) | (525,520) | (542,052) | (16,532) | (3.1) |

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

| (in \$000's) | | Year-to-Date (YTD) | | | | | Projected Year-End | | | | |
|-----------------------------|--------------|--------------------|----------|-------------|---------|----------|-------------------------|--------------------|-------------------------|-------------|---|
| | | Adjusted Budget | Actual | Variance \$ | % | Budget | COVID-19 2020 Budget | Adjusted Budget | Projected (Probable) | Variance \$ | % |
| Communications and Enga | gement | | | | | | | | | | |
| Engagement | Revenue | 88 | - | (88) | (100.0) | 118 | - | 118 | 118 | - 🔵 | - |
| | Expense | 14,057 | 13,610 | 447 | 3.2 | 19,351 | (562) | 18,789 | 18,789 | - | - |
| | Net Position | (13,969) | (13,610) | 359 | 2.6 | (19,233) | 562 | (18,671) | (18,671) | - (| - |
| External and | Revenue | - | _ | - | _ | _ | _ | _ | _ | - • | _ |
| Intergovernmental Relations | Expense | 2,046 | 1,498 | 548 | 26.8 | 3,289 | (499) | 2,790 | 2,790 | - 0 | _ |
| mergovernmental relations | Net Position | (2,046) | (1,498) | 548 | 26.8 | (3,289) | | (2,790) | (2,790) | - 0 | - |
| Reputation and Brand | Revenue | 63 | 63 | - 🔘 | - | 63 | _ | 63 | 63 | - • | _ |
| • | Expense | 1,836 | 1,836 | - | - | 2,533 | (81) | 2,452 | 2,452 | - 🔘 | - |
| | Net Position | (1,773) | (1,773) | - 0 | - | (2,470) | 81 | (2,389) | (2,389) | - 🔘 | - |
| Integrated Marketing | Revenue | 961 | 449 | (512) | (53.3) | 1,338 | (43) | 1,295 | 1,295 | - (| _ |
| Communications | Expense | 7,685 | 7,802 | (117) | (1.5) | 10,767 | (522) | 10,245 | 10,245 | - 0 | _ |
| | Net Position | (6,724) | (7,353) | (629) | (9.4) | (9,429) | | (8,950) | (8,950) | - 0 | - |
| Communications and | Revenue | 1,112 | 512 | (600) | (54.0) | 1,519 | (43) | 1,476 | 1,476 | - (| _ |
| Engagement | Expense | 25,624 | 24,746 | 878 | 3.4 | 35,940 | (1,664) | 34,276 | 34,276 | - 0 | _ |
| = iigagoiiioiit | Net Position | (24,512) | (24,234) | 278 | 1.1 | (34,421) | 1,621 | (32,800) | (32,800) | - 0 | - |

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

| (in \$000's) | | Year-to-Date (YTD) | | | | | Projected Year-End | | | | | |
|-----------------------------|--------------|--------------------|----------|-------------|-------|----------|-------------------------|--------------------|-------------------------|-------------|-------|--|
| | | Adjusted Budget | Actual | Variance \$ | % | Budget | COVID-19 2020 Budget | Adjusted Budget | Projected (Probable) | Variance \$ | % | |
| Employee Services | | | | | | | | | | | | |
| Workforce Safety and | Revenue | - | - | - 🔵 | - | - | - | - | - | - 🔘 | - | |
| Employee Health | Expense | 4,745 | 4,643 | 102 | 2.1 | 6,419 | (182) | 6,237 | 6,037 | 200 | 3.2 | |
| | Net Position | (4,745) | (4,643) | 102 | 2.1 | (6,419) | 182 | (6,237) | (6,037) | 200 | 3.2 | |
| Talent Acquisition, Service | Revenue | 130 | 127 | (3) | (2.3) | 130 | - | 130 | 130 | - • | _ | |
| and Solutions | Expense | 9,487 | 9,247 | 240 | 2.5 | 13,000 | (406) | 12,594 | 12,244 | 350 | 2.8 | |
| | Net Position | (9,357) | (9,120) | 237 | 2.5 | (12,870) | 406 | (12,464) | (12,114) | 350 | 2.8 | |
| Organizational Design and | Revenue | - | - | - • | - | _ | - | - | _ | - • | _ | |
| Development | Expense | 2,684 | 2,511 | 173 | 6.4 | 3,863 | (254) | 3,609 | 3,409 | 200 | 5.5 | |
| | Net Position | (2,684) | (2,511) | 173 | 6.4 | (3,863) | 254 | (3,609) | (3,409) | 200 | 5.5 | |
| Employee Relations and | Revenue | _ | _ | - | - | _ | - | _ | _ | - • | _ | |
| Compensation | Expense | 3,131 | 3,266 | (135) | (4.3) | 4,330 | (149) | 4,181 | 4,381 | (200) | (4.8) | |
| | Net Position | (3,131) | (3,266) | (135) | (4.3) | (4,330) | 149 | (4,181) | (4,381) | (200) | (4.8) | |
| Employee Services | Revenue | 130 | 127 | (3) | (2.3) | 130 | - | 130 | 130 | - (| - | |
| | Expense | 20,047 | 19,667 | 380 | 1.9 | 27,612 | (991) | 26,621 | 26,071 | 550 | 2.1 | |
| | Net Position | (19,917) | (19,540) | 377 | 1.9 | (27,482) | | (26,491) | (25,941) | 550 | 2.1 | |

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

| (in \$000's) | | Year-to-Date (YTI | D) | | | | Pro | jected Year-E | nd | | |
|----------------------------|--------------|--------------------|-----------|-------------|--------|-----------|-------------------------|--------------------|-------------------------|-------------|--------|
| | | Adjusted Budget | Actual | Variance \$ | % | Budget | COVID-19 2020 Budget | Adjusted Budget | Projected (Probable) | Variance \$ | % |
| Financial and Corporate Se | rvices | | | | | | | | | | |
| Assessment and Taxation | Revenue | - | - | - | - | - | - | - | - | - 🔵 | - |
| | Expense | 14,899 | 14,011 | 888 | 6.0 | 20,948 | (1,157) | 19,791 | 19,341 | 450 | 2.3 |
| | Net Position | (14,899) | (14,011) | 888 | 6.0 | (20,948) | 1,157 | (19,791) | (19,341) | 450 | 2.3 |
| Corporate Procurement and | Revenue | 285 | 314 | 29 | 10.2 | 380 | - | 380 | 380 | - | - |
| Supply Services | Expense | 10,322 | 17,564 | (7,242) | (70.2) | 14,404 | (420) | 13,984 | 13,984 | - • | - |
| | Net Position | (10,037) | (17,250) | (7,213) | (71.9) | (14,024) | 420 | (13,604) | (13,604) | - • | - |
| Financial Services | Revenue | 1,118 | 1,120 | 2 🔵 | 0.2 | 1,722 | - | 1,722 | 1,702 | (20) | (1.2) |
| | Expense | 15,361 | 14,280 | 1,081 | 7.0 | 21,606 | (879) | 20,727 | 19,747 | 980 | 4.7 |
| | Net Position | (14,243) | (13,160) | 1,083 | 7.6 | (19,884) | 879 | (19,005) | (18,045) | 960 | 5.1 |
| Open City and Technology | Revenue | 295 | 398 | 103 | 34.9 | 394 | - | 394 | 522 | 128 | 32.5 |
| | Expense | 39,285 | 41,186 | (1,901) | (4.8) | 51,707 | (2,243) | 49,464 | 49,139 | 325 | 0.7 |
| | Net Position | (38,990) | (40,788) | (1,798) | (4.6) | (51,313) | | (49,070) | (48,617) | 453 | 0.9 |
| Real Estate | Revenue | 7.730 | 8,216 | 486 | 6.3 | 12,165 | _ | 12,165 | 10,094 | (2,071) | (17.0) |
| | Expense | 28,227 | 24,600 | 3,627 | 12.8 | 40,883 | (412) | 40,471 | 36,137 | 4,334 | 10.7 |
| | Net Position | (20,497) | (16,384) | 4,113 | 20.1 | (28,718) | \ / | (28,306) | (26,043) | 2,263 | 8.0 |
| Financial and Corporate | Revenue | 9,428 | 10,048 | 620 | 6.6 | 14,661 | _ | 14,661 | 12,698 | (1,963) | (13.4) |
| Services | Expense | 108,094 | 111,641 | (3,547) | (3.3) | 149.548 | (5,111) | 144,437 | 138,348 | 6,089 | 4.2 |
| 00111000 | Net Position | (98,666) | (101,593) | (2,927) | (3.0) | (134,887) | 5,111 | (129,776) | (125,650) | 4,126 | 3.2 |

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

| (in \$000's) | | Year-to-Date (YTI | D) | | | | Pro | jected Year-E | nd | | |
|------------------------------|--------------|--------------------|----------|-------------|--------|----------|-------------------------|--------------------|-------------------------|-------------|-------|
| | | Adjusted Budget | Actual | Variance \$ | % | Budget | COVID-19 2020 Budget | Adjusted Budget | Projected (Probable) | Variance \$ | % |
| Integrated Infrastructure Se | rvices | | | | | | | | | | |
| Building Great | Revenue | - | 2 | 2 🔵 | - | - | - | - | - | - 🔵 | - |
| Neighbourhoods and Open | Expense | 2,573 | 2,627 | (54) 🔵 | (2.1) | 2,501 | (41) | 2,460 | 2,011 | 449 | 18.3 |
| | Net Position | (2,573) | (2,625) | (52) | (2.0) | (2,501) | 41 | (2,460) | (2,011) | 449 | 18.3 |
| Business Planning and | Revenue | 347 | 400 | 53 | 15.3 | 463 | - | 463 | 463 | - | _ |
| Support | Expense | 6,558 | 6,980 | (422) | (6.4) | 8,715 | (631) | 8,084 | 8,084 | - • | - |
| | Net Position | (6,211) | (6,580) | (369) | (5.9) | (8,252) | 631 | (7,621) | (7,621) | - • | |
| Infrastructure Delivery | Revenue | 329 | 226 | (103) | (31.3) | 329 | - | 329 | 329 | - 📵 | _ |
| , | Expense | 1,830 | 1,380 | 450 | 24.6 | 2,143 | (32) | 2,111 | 1,405 | 706 | 33.4 |
| | Net Position | (1,501) | (1,154) | 347 | 23.1 | (1,814) | 32 | (1,782) | (1,076) | 706 | 39.6 |
| Infrastructure Planning and | Revenue | _ | _ | - | _ | _ | - | _ | _ | - • | _ |
| Design | Expense | 7,616 | 9,418 | (1,802) | (23.7) | 9,537 | (1,005) | 8,532 | 9,351 | (819) | (9.6) |
| | Net Position | (7,616) | (9,418) | (1,802) | (23.7) | (9,537) | 1,005 | (8,532) | (9,351) | (819) | (9.6) |
| LRT Expansion and Renewal | Revenue | 342 | 311 | (31) | (9.1) | 455 | _ | 455 | 455 | - • | _ |
| | Expense | 907 | 677 | 230 | 25.4 | 2,482 | (2) | 2,480 | 2,311 | 169 | 6.8 |
| | Net Position | (565) | (366) | 199 | 35.2 | (2,027) | | (2,025) | (1,856) | 169 | 8.3 |
| Integrated Infrastructure | Revenue | 1,018 | 939 | (79) | (7.8) | 1,247 | _ | 1,247 | 1,247 | - 0 | - |
| Services | Expense | 19,484 | 21,082 | (1,598) | (8.2) | 25,378 | (1,711) | 23,667 | 23,162 | 505 | 2.1 |
| | Net Position | (18,466) | (20,143) | (1,677) | (9.1) | (24,131) | | (22,420) | (21,915) | 505 | 2.3 |
| | | | | | | | | | | | |

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

| (in \$000's) Year-to-Date (YTD) | | | | | Projected Year-End | | | | | | |
|--|--|-----------------------------|-----------------------------|--|----------------------|-----------------------------|-------------------------|-----------------------------|-----------------------------|--|------------------------|
| | | Adjusted Budget | Actual | Variance \$ | % | Budget | COVID-19 2020 Budget | Adjusted Budget | Projected (Probable) | Variance \$ | % |
| Urban Form and Corporate | Strategic Developmen | ı <u>t</u> | | | | | | | | | |
| City Planning | Revenue | 36,766 | 25,272 | (11,494) 🔵 | (31.3) | 47,598 | - | 47,598 | 34,547 | (13,051) | (27.4) |
| | Expense | 48,069 | 36,676 | 11,393 | 23.7 | 65,588 | (2,358) | 63,230 | 49,779 | 13,451 🔵 | 21.3 |
| | Net Position | (11,303) | (11,404) | (101) 🔵 | (0.9) | (17,990) | 2,358 | (15,632) | (15,232) | 400 | 2.6 |
| Corporate Strategy | Revenue | 375 | 37 | (338) | (90.1) | 850 | - | 850 | 675 | (175) | (20.6) |
| , 3, | Expense | 3,596 | 2,775 | 821 | 22.8 | 7,179 | (727) | 6,452 | 5,952 | 500 | ` 7.7 [′] |
| | Net Position | (3,221) | (2,738) | 483 | 15.0 | (6,329) | | (5,602) | (5,277) | 325 | 5.8 |
| Development Services | Revenue Net transfer to/(from) P&D Reserve | 35,677 (7,829) | 41,376 (966) | 5,699 (6,863) (| 16.0 87.7 | 72,025 (4,394) | (15,000) (10,589) | 57,025 (14,983) | 53,101 (7,008) | (3,924) (7,975) (1,975) | (6.9) 53.2 |
| | Expense | 47,761 | 47,445 | 316 | 0.7 | 82,288 | (6,223) | 76,065 | 64,958 | 11,107 | 14.6 |
| | Net Position | (4,255) | (5,103) | (848) | (19.9) | (5,869) | 1,812 | (4,057) | (4,849) | (792) | (19.5) |
| Economic and Environmental Sustainability | Revenue Expense Net Position | 1,205 17,020 (15,815) | 1,526 13,100 (11,574) | 321 3 ,920 4 ,241 3 | 26.6 23.0 26.8 | 3,100 34,928 (31,828) | (1,649) 1,649 | 3,100 33,279 (30,179) | 2,059 25,603 (23,544) | (1,041) (7,676 (6,635 (| (33.6) 23.1 22.0 |
| Urban Form and Corporate | Revenue | 74,023 | 68,211 | (5,812) | (7.9) | 123,573 | (15,000) | 108,573 | 90,382 | (18,191) | (16.8) |
| Strategic Development | Expense | 108,617 | 99,030 | 9,587 | 8.8 | 185,589 | (21,546) | 164,043 | 139,284 | 24,759 | 15.1 |
| | Net Position | (34,594) | (30,819) | 3,775 | 10.9 | (62,016) | 6,546 | (55,470) | (48,902) | 6,568 | 11.8 |

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

| (in \$000's) | | Year-to-Date (YTI |) | | | | Pro | jected Year-E | nd | | |
|----------------------------|--------------|--------------------|-----------|-------------|---------|-------------|-------------------------|--------------------|-------------------------|-------------|---------|
| | | Adjusted Budget | Actual | Variance \$ | % | Budget | COVID-19 2020 Budget | Adjusted Budget | Projected (Probable) | Variance \$ | % |
| Office of the City Manager | | | | | | | | | | | |
| City Manager | Revenue | - | - | - | - | - | - | - | - | - | - |
| | Expense | 1,394 | 1,437 | (43) | (3.1) | 2,025 | (150) | 1,875 | 1,875 | - 0 | - |
| | Net Position | (1,394) | (1,437) | (43) | (3.1) | (2,025) | 150 | (1,875) | (1,875) | - 🔘 | |
| Office of the City Clerk | Revenue | 390 | 177 | (213) | (54.6) | 733 | - | 733 | 733 | - • | _ |
| · | Expense | 9,531 | 9,235 | 296 | 3.1 | 12,419 | (511) | 11,908 | 12,429 | (521) | (4.4) |
| | Net Position | (9,141) | (9,058) | 83 | 0.9 | (11,686) | 511 | (11,175) | (11,696) | (521) | (4.7) |
| Law | Revenue | _ | _ | - | _ | _ | _ | _ | _ | - 🔘 | _ |
| | Expense | 8,959 | 8,888 | 71 | 0.8 | 12,155 | (316) | 11,839 | 11,839 | - 0 | _ |
| | Net Position | (8,959) | (8,888) | 71 | 0.8 | (12,155) | 316 | (11,839) | (11,839) | - 0 | - |
| Office of the City Manager | Revenue | 390 | 177 | (213) | (54.6) | 733 | _ | 733 | 733 | - (| _ |
| omoc or the oity manager | Expense | 19,884 | 19,560 | 324 | 1.6 | 26,599 | (977) | 25,622 | 26,143 | (521) | (2.0) |
| | Net Position | (19,494) | (19,383) | 111 | 0.6 | (25,866) | 977 | (24,889) | (25,410) | (521) | (2.1) |
| | | | | | _ | | | | | | |
| Mayor and Councillors | Revenue | 9 | 19 | 10 | 111.1 | 12 | - | 12 | 12 | - 🔘 | - |
| <u>Offices</u> | Expense | 4,564 | 4,292 | 272 | 6.0 | 6,950 | (695) | 6,255 | 6,255 | - 0 | - |
| | Net Position | (4,555) | (4,273) | 282 | 6.2 | (6,938) | 695 | (6,243) | (6,243) | - 🔵 | - |
| Office of the City Auditor | Revenue | - | - | - 🔵 | - | - | - | - | - | - 🔘 | - |
| | Expense | 2,024 | 2,149 | (125) 🔵 | (6.2) | 2,661 | - | 2,661 | 2,791 | (130) 🔵 | (4.9) |
| | Net Position | (2,024) | (2,149) | (125) | (6.2) | (2,661) | - | (2,661) | (2,791) | (130) | (4.9) |
| Boards and Authorities | Revenue | 2,816 | 1 | (2,815) | (100.0) | 3,271 | - | 3,271 | 1 | (3,270) | (100.0) |
| | Expense | 92,237 | 89,857 | 2,380 | 2.6 | 110,542 | - | 110,542 | 107,272 | 3,270 | 3.0 |
| | Net Position | (89,421) | (89,856) | (435) | (0.5) | (107,271) | - | (107,271) | (107,271) | - 0 | - |
| Sub-Total | Revenue | 212,535 | 222,262 | 9,727 | 4.6 | 470,384 | (123,336) | 347,048 | 310,059 | (36,989) | (10.7) |
| Department Programs | Expense | 1,223,033 | 1,213,472 | 9,561 | 0.8 | 1,768,655 | (106,502) | 1,662,153 | 1,629,638 | 32,515 | 2.0 |
| Dopartinont i rogianis | Net Position | (1,010,498) | (991,210) | 19,288 | 1.9 | (1,298,271) | (16,834) | (1,315,105) | (1,319,579) | (4,474) | (0.3) |

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

| (in \$000's) Year-to-Date (YTD) | | | | | | | Pro | jected Year-E | ind | | |
|--|------------------------|--------------------|-----------|-------------|--------|-------------|-------------------------|--------------------|-------------------------|-------------|--------|
| | | Adjusted Budget | Actual | Variance \$ | % | Budget | COVID-19 2020 Budget | Adjusted Budget | Projected (Probable) | Variance \$ | % |
| Corporate Programs | | | | | | | | | | | |
| Capital Project Financing | Revenue | 108,656 | 93,691 | (14,965) 🔵 | (13.8) | 253,686 | - | 253,686 | 244,239 | (9,447) 🔵 | (3.7) |
| | Expense | 227,502 | 212,215 | 15,287 | 6.7 | 437,515 | (46,520) | 390,995 | 381,548 | 9,447 | 2.4 |
| | Net Position | (118,846) | (118,524) | 322 | 0.3 | (183,829) | 46,520 | (137,309) | (137,309) | - 0 | - |
| Corporate Expenses | Revenue | 950 | 960 | 10 | 1.1 | 987 | _ | 987 | 1,087 | 100 | 10.1 |
| | Expense | 7,171 | 5,789 | 1,382 | 19.3 | 26,140 | 10,434 | 36,574 | 43,216 | (6,642) | (18.2) |
| | Net Position | (6,221) | (4,829) | 1,392 | 22.4 | (25,153) | (10,434) | (35,587) | (42,129) | (6,542) | (18.4) |
| Corporate Revenues | Revenue | 279,006 | 289,244 | 10,238 | 3.7 | 398,426 | (17,041) | 381,385 | 392,711 | 11,326 | 3.0 |
| Corporate Nevertues | Expense | 67 | 67 | - | - | 1,889 | (17,041) | 1,889 | 1,889 | - 0 | - |
| | Net Position | 278,939 | 289,177 | 10,238 | 3.7 | 396,537 | (17,041) | 379,496 | 390,822 | 11,326 | 3.0 |
| | | | | | | | • | | | | |
| Taxation Expense | Revenue | 1,394 | 1,855 | 461 | 33.1 | 5,000 | (2,211) | 2,789 | 2,850 | 61 | 2.2 |
| | Expense | 5,000 | 3,976 | 1,024 | 20.5 | 12,300 | - | 12,300 | 12,671 | (371) | (3.0) |
| | Net Position | (3,606) | (2,121) | 1,485 | 41.2 | (7,300) | (2,211) | (9,511) | (9,821) | (310) | (3.3) |
| Taxation Revenues | Revenue | 1,707,121 | 1,707,028 | (93) | (0.0) | 1,696,003 | - | 1,696,003 | 1,694,381 | (1,622) | (0.1) |
| | Expense | - | - | - | - | - | - | - | - | - | - |
| | Net Position | 1,707,121 | 1,707,028 | (93) | (0.0) | 1,696,003 | - | 1,696,003 | 1,694,381 | (1,622) | (0.1) |
| Traffic Safety and Automated | Revenue | 34,846 | 31,772 | (3,074) | (8.8) | 45,690 | _ | 45,690 | 45,690 | - (| _ |
| Enforcement | Net transfer to/(from) | 34,846 | 31,772 | 3,074 | 8.8 | 45,690 | _ | 45,690 | 45,690 | - 0 | - |
| | TSAE Reserve | . , . | - , | | | -, | | , | -, | | |
| | Net Position | - | - | - (| - | - | - | - | - | - (| - |
| Neighbourhood Renewal | Revenue | _ | _ | - • | - | _ | - | _ | _ | - | _ |
| Program - Dedicated Tax- | Expense | 155,946 | 155,946 | - (| - | 155,946 | - | 155,946 | 155,946 | - | - |
| Levy Contribution | Net Position | (155,946) | (155,946) | - (| - | (155,946) | - | (155,946) | (155,946) | - • | - |
| Valley Line LDT Dedicated | Davanua | | | | | • | | | | | |
| Valley Line LRT - Dedicated Tax-Levy Contribution | Revenue Expense | - 46 100 | 46 100 | - 0 | - | - 46 100 | - | - 46 100 | - 46 100 | - 0 | - |
| rax-Levy Contribution | | 46,100 | 46,100 | | | 46,100 | - | 46,100 | 46,100 | - 0 | |
| | Net Position | (46,100) | (46,100) | - 📗 | | (46,100) | - | (46,100) | (46,100) | - 📗 | |
| Corporate Programs | Revenue | 2,131,973 | 2,124,550 | (7,423) 🔵 | (0.3) | 2,399,792 | (19,252) | 2,380,540 | 2,380,958 | 418 | 0.0 |
| | Expense | 476,632 | 455,865 | 20,767 | 4.4 | 725,580 | (36,086) | 689,494 | 687,060 | 2,434 | 0.4 |
| | Net Position | 1,655,341 | 1,668,685 | 13,344 | 8.0 | 1,674,212 | 16,834 | 1,691,046 | 1,693,898 | 2,852 | 0.2 |

Favourable budget variance, >= 0%

Unfavourable budget variance, between 0% and (10)%

| (in \$000's) Year-to-Date (YTD) | | | | | Projected Year-End | | | | | | |
|---------------------------------|---------------------------------------|--------------------|-----------|-------------|--------------------|-----------|-------------------------|--------------------|-------------------------|-------------|-------|
| | | Adjusted Budget | Actual | Variance \$ | % | Budget | COVID-19 2020 Budget | Adjusted Budget | Projected (Probable) | Variance \$ | % |
| Total | Revenue | 2,344,508 | 2,346,812 | 2,304 | 0.1 | 2,870,176 | (142,588) | 2,727,588 | 2,691,017 | (36,571) | (1.3) |
| Tax-Supported Operations | Expense | 1,699,665 | 1,669,337 | 30,328 | 1.8 | 2,494,235 | (142,588) | 2,351,647 | 2,316,698 | 34,949 | 1.5 |
| (excluding Police Services) | Net Position | 644,843 | 677,475 | 32,632 | 0.0 | 375,941 | - | 375,941 | 374,319 | (1,622) | |
| | | | | | | | | | | | |
| Police Services | Revenue | 62,453 | 59,373 | (3,080) 🔵 | (4.9) | 96,904 | - | 96,904 | 92,731 | (4,173) 🔵 | (4.3) |
| | Expense | 304,741 | 299,607 | 5,134 | 1.7 | 472,845 | - | 472,845 | 467,408 | 5,437 | 1.1 |
| | Net Income /(Deficit) | (242,288) | (240,234) | 2,054 | 0.8 | (375,941) | - | (375,941) | (374,677) | 1,264 | 0.3 |
| | Net transfer to/(from) EPS Reserve | - | - | - 🔘 | - | - | - | - | 1,264 | (1,264) | - |
| | Net Position | (242,288) | (240,234) | 2,054 | 0.8 | (375,941) | - | (375,941) | (375,941) | - (| - |
| | | | | | | | • | | • | | |
| Total | Revenue | 2,406,961 | 2,406,185 | (776) 🦲 | (0.0) | 2,967,080 | (142,588) | 2,824,492 | 2,783,748 | (40,744) 🔵 | (1.4) |
| Tax-Supported Operations | Expense | 2,004,406 | 1,968,944 | 35,462 | 1.8 | 2,967,080 | (142,588) | 2,824,492 | 2,785,370 | 39,122 | 1.4 |
| | Net Position | 402,555 | 437,241 | 34,686 | | - | - | - | (1,622) | (1,622) | • |



City of Edmonton

Q3 2020 Economic Update

Office of the Chief Economist

Felicia Mutheardy, Chief Corporate Economist (Acting) Financial and Corporate Services (780) 496-6144

For media inquiries:

Matt Pretty, Communications Advisor Financial and Corporate Services (780) 442-0970

TABLE OF CONTENTS

| 1. | Introduction | PG 3 |
|----|---|------|
| 2. | International, National and Provincial Outlooks | PG 3 |
| 3. | Energy Prices | PG 5 |
| 4. | Interest Rates | PG 6 |
| 5. | Economic Update for Edmonton and the Region | PG 7 |
| | 5.1 Employment in the Edmonton region | |
| | 5.2 Inflation | |
| | 5.3 Building Permit Values | |
| | 5.4 Housing Starts | |

1. Introduction

The COVID-19 pandemic has continued to affect economic activity in the Edmonton region in Q3 2020. Though stage 2 of the provincial relaunch strategy has allowed businesses to continue operating, many are facing the challenges of service reductions and adapting to accommodate health measures. Measures allowing some operations have helped the labour market in its recovery: employment gains from Q2 2020 are 53,200, bringing the unemployment rate down to 12.6 percent from 15.7 percent. However, without a medical solution to the virus, there is no end in sight to the pandemic's health and economic toll. Uncertainty will weigh on Edmonton and the region's economic recovery paths, especially with rising case counts in the Edmonton health zone in fall 2020. Based on the City of Edmonton's spring 2020 forecast, pre-COVID output levels are not expected until 2022, though downside risks to the recovery of factors such as net in-migration and consumer and business confidence could affect the timeline of Edmonton's economic recovery.

2. International, National and Provincial Outlooks

In its October 2020 update¹, the International Monetary Fund (IMF) slightly improved its outlook for the global economy compared to June 2020. The IMF now expects the global economy to contract by 4.4 percent in 2020 (compared to 4.9 percent in June) and then to grow 5.2 percent in 2021. The IMF's October 2020 forecast for Canada improved compared to June, predicting a contraction of 7.1 percent instead of 8.4 percent followed by growth of 5.2 percent in 2021.

The IMF cited positive surprises in economic activity, as reopening plans across the globe came into effect, as one factor in upgrading its global outlook. Another factor was the high level of fiscal and monetary policy support, including direct financial transfers, asset purchases, loans and credit guarantees. There were positive surprises in consumer spending and a faster-than-expected normalization in overall economic activity than anticipated in the June report for some economies, resulting in lifted expectations for output in 2020. Economic activity in China, in particular, was strong, which partially offset the IMF's significant forecast downgrade for India in 2020, within the broader scope of emerging and developing Asian economies.

Despite the improvement in the IMF's outlook, economic scarring is expected to weigh on potential supply post-COVID, to varying degrees across economies. The impact on supply will

¹The International Monetary Fund, October 2020 World Economic Outlook

depend on factors like the extent of the pandemic's damage on businesses and worker confidence. As well, data have shown that the pandemic is causing different effects than previous recessions. In previous recessions, services-producing sectors were relatively stable, whereas in this case, these sectors are being hit particularly hard, causing a disproportionate impact on underrepresented populations, including younger workers and women.

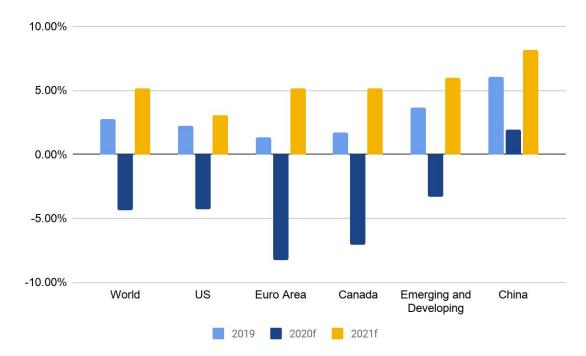


Figure 1. IMF October 2020 World Economic Outlook, real GDP growth rates

Source: International Monetary Fund's October 2020 World Economic Outlook

In the Bank of Canada's October 2020 Monetary Policy Report², the Canadian economy is projected to contract by 5.7 percent in 2020, an improvement from a projected 7.8 percent contraction in the Bank's July 2020 central scenario. The improvement is based on a stronger than expected rebound in economic activity from easing containment measures over the summer. There remains a high degree of uncertainty about Canada's economic recovery as the pandemic's future path is unknown. At the time of writing, the average rate of contraction in real gross domestic product across Canada's five largest banks was 5.6 percent in 2020, followed by an average rate of growth of 4.5 percent in 2021.

Canada's economic recovery will likely be protracted and uneven, especially without a medical solution to the virus. Export Development Canada (EDC) developed the Canadian

² Bank of Canada, October 2020 Monetary Policy Report

Economic Recovery Tracker (CERT)³ to track economic activity in Canada through a combination of 11 high-frequency indicators. On October 2, 2020, the CERT indicated that Canada's economic recovery was trending downward from estimated improvements largely throughout the summer months. EDC cited a number of factors in this decline:

- rising weekly COVID-19 cases across the country;
- provincial reimplementation of restrictions in hotspots;
- setbacks in financial markets;
- and weaker oil prices.

According to ATB Financial's latest economic outlook, the provincial economy is expected to contract by 7.1 percent in 2020, after which positive growth is expected to return in 2021. As mentioned in the Q2 2020 Economic Update, there is a wide range of predictions on the extent of the pandemic's economic impact and on what recovery could look like. However, common across forecasts is that the impact will be more negative for non-renewable resource-based economies given the collapse in oil prices earlier this year, along with heightened uncertainty that will impact medium- to long-term growth.

3. Energy Prices

Oil prices have partially recovered since collapsing in the spring. In September, the average price per barrel of Western Canadian Select was US \$29.38; for West Texas Intermediate, prices averaged US \$40.22 per barrel and for Brent, the average price per barrel was US \$40.95. Average prices for all three commodities were lower in September compared to the previous month (as indicated in Figure 2), though marginal compared to the sharp drops earlier in the year.

³ Export Development Canada, Canadian Economic Recovery Tracker

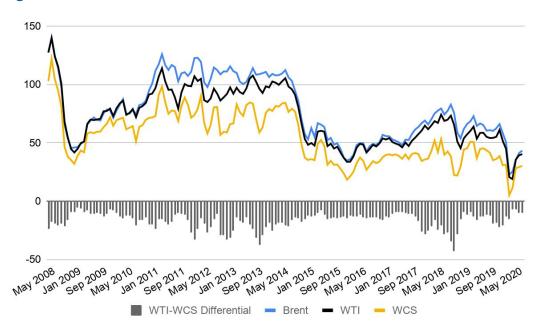


Figure 2. Oil Prices, USD

Source: Bloomberg

4. Interest Rates

The Bank of Canada has maintained its policy target for the overnight rate at 0.25 percent since lowering it by 50 basis points on March 27, 2020. Canada's core inflation rate, as reflected in the three measures of consumer prices tracked by the Bank of Canada, held at 1.7 per cent in September, which is lower than the midpoint of the Bank's target range of one to three per cent.

The Bank of Canada indicated in its July 2020 Monetary Policy Report⁴ that it will keep rates low until the economy is back at full capacity and inflation is closer to the two percent target. This set expectations for interest rates to remain low for the duration of the pandemic and following it for some time. As indicated in Table 1, both short- and long-term rates are expected to remain low for the foreseeable future, though, compared to August 2020 bond yield projections, forward yields have improved slightly.

⁴ Bank of Canada, July 2020 Monetary Policy Report

Table 1. Annual Canadian 5- and 10-year Bond Yield Projections

| | | Canada Bor | nd Yield |
|---------|------|------------|----------|
| | | 5-Year | 10-Year |
| Actual | 2009 | 2.77 | 3.61 |
| | 2010 | 2.42 | 3.12 |
| | 2011 | 1.28 | 1.94 |
| | 2012 | 1.38 | 1.80 |
| | 2013 | 1.94 | 2.76 |
| | 2014 | 1.34 | 1.79 |
| | 2015 | 0.73 | 1.39 |
| | 2016 | 1.11 | 1.72 |
| | 2017 | 1.87 | 2.05 |
| | 2018 | 1.89 | 1.97 |
| | 2019 | 1.69 | 1.70 |
| Forward | 2020 | 0.37 | 0.68 |
| | 2021 | 0.44 | 0.81 |
| | 2022 | 0.55 | 0.94 |
| | 2023 | 0.68 | 1.06 |

Rates for December 31 of each year. Forward rates as of October 21, 2020 Source: FWCV function on Bloomberg

5. Q3 2020 Economic Developments in Edmonton and the Region

Edmonton's economy appears to be recovering from the sharp pullback in activity earlier this year due to containment measures that were in place to slow the spread of COVID-19. At the time of writing, the province was at stage 2 of the Alberta Relaunch Strategy. Since the provincial relaunch strategy was introduced and came into effect in May, there have been

gradual improvements in indicators related to the labour market, inflation, and building permits, whereas quarterly housing starts have been lower on a year-over-year basis for two consecutive periods. These indicators are discussed in greater detail below.

5.1 Employment in the Edmonton CMA

Seasonally adjusted employment in the Edmonton census metropolitan area (CMA) began to recover in Q3 2020, gaining 53,200 workers compared to Q2. The region's seasonally adjusted unemployment rate came down from 15.7 percent in Q2 to 12.6 percent in Q3, largely due to employment growth outpacing labour force growth. Part-time employment (unadjusted for seasonal factors) is recovering faster than full-time work, with 4,500 more part-time workers on a year-over-year basis. There have been some improvements, though employment levels in many sectors still have a long recovery ahead to return to pre-COVID levels.

As noted by the IMF as a global trend, the recession has had a disproportionate impact on women and younger workers in the Edmonton CMA as well. Year-over-year employment losses for females (-37,900) were greater than for males (-24,600) in Q3. As well, the unemployment rate for females in the third quarter was higher at 13.6 percent compared to 12.3 percent for males, with a year-over-year change that almost doubled that of males. Across age cohorts, the unemployment rate for workers aged 15 to 24 years was the highest at 32.4 percent in Q3 2020, almost double that of the previous year. If this disparity in labour market conditions continues, it could weigh on Edmonton's economic recovery post-COVID, as well as pose challenges to the region's medium- to long-term labour force development.

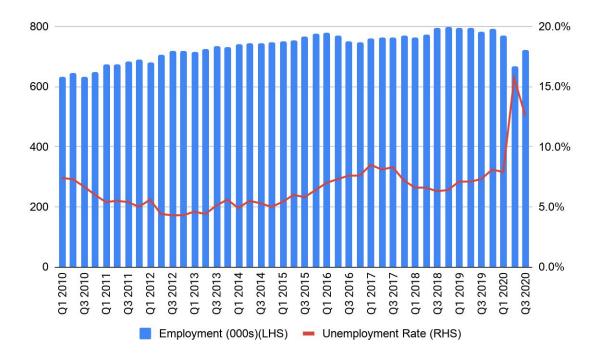


Figure 4. Edmonton CMA employment level and unemployment rate

Source: Statistics Canada (Q1: March, Q2: June, Q3: September, and Q4: December), seasonally adjusted

5.2. Inflation

The rate of consumer-based inflation in the Edmonton CMA, as measured by the Consumer Price Index (CPI), was 0.9 percent in Q3 2020, higher than a quarterly average rate of 0.3 percent in Q2. On a year-over-year basis, the region's shelter-related prices increased by two percent in Q3, largely driven by price growth in the water, fuel and electricity component. Prices related to owned accommodation saw modest growth of 0.6 percent year-over-year in the third quarter, while prices for rented accommodation increased by 1.1 percent.

Inflation in the Edmonton CMA remained relatively weak in Q3, though September 2020 data showed inflation increase that was more inline with pre-COVID historical trends. The largest contributor to Q3 price growth in the shelter component was a 7.8 percent price change related to water, fuel and electricity. Though there are limited details on changes in the CPI for the Edmonton CMA, it is possible that provincial price trends may also apply to the region, particularly a 25 per cent year-over-year increase in Q3 natural gas prices. The price of natural gas saw double-digit year-over-year increases in every month of Q3 and is likely one factor that is accelerating price growth in the water, fuel and electricity component in Edmonton.

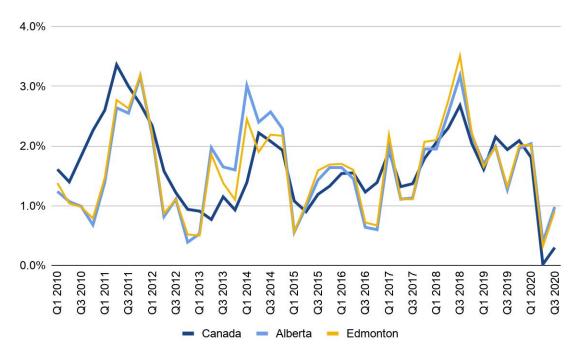


Figure 5. Consumer inflation (year-over-year percent change)

Source: Statistics Canada

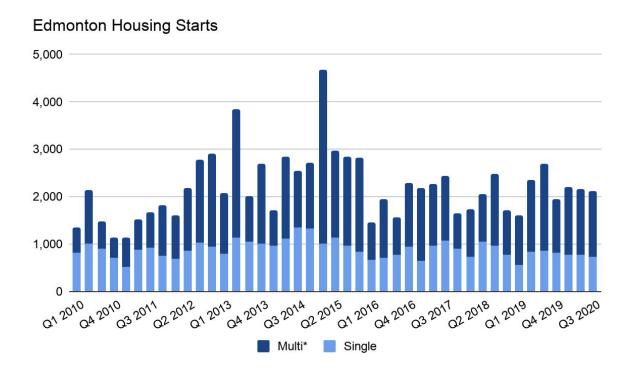
5.3. Building Permit Values

Construction intentions in the Edmonton CMA for both residential and non-residential structures were 4.2 percent higher in value for the year thus far (i.e., January to August 2020), compared to building permit values over the same period in 2019. Though data for September 2020 were not available at the time of writing, total building permit values in July and August indicated a rebound, concentrated in higher permit values for single and multiple residential dwellings, and institutional and governmental structures.

5.4. Housing Starts

Builders in the city of Edmonton broke ground on 2,167 housing units in Q2 2020, a decline of 7.6 percent year-over-year (see Figure 6). Single-family housing starts production slowed by 8.2 percent year-over-year in Q2 2020 with double-digit year-over-year reductions in both May and June 2020. A total of 1,397 multi-family starts broke ground in Q2 2020, down 7.2 percent year-over-year. Multi-family starts include semi-detached, row and apartment units. The decline in Q2 2020 multi-family starts was primarily due to lower production for semi-detached and row units.

Figure 6. Edmonton housing starts (units)



Source: Canada Mortgage and Housing Corporation

COUNCIL SERVICES COMMITTEE REPORT Code of Conduct - Gifts and Benefits

Recommendation of the Committee

That Administration return to City Council with an amendment to Bylaw 18483, Council Code of Conduct, to delete section 1(g)(ii) of Part L: Gifts and Benefits.

History

At the November 3, 2020, Council Services Committee meeting, the November 3, 2020, Office of the City Clerk report CR_8128 was considered.

Attachment

November 3, 2020, Office of the City Clerk report CR_8128

Code of Conduct - Gifts and Benefits

Recommendation

That Council Services Committee recommend to City Council:

That Administration return to City Council with an amendment to Bylaw 18483, Council Code of Conduct, to delete section 1(g)(ii) of Part L: Gifts and Benefits.

Previous Council/Committee Action

At the February 19/21, 2020, City Council meeting, the following motion was passed:

- 1. That Administration solicit feedback from members of Council with respect to events or occasions that they were unable to or uncomfortable attending because of the Code of Conduct, and provide the results of this engagement to the Integrity Commissioner and Ethics Advisor.
- 2. That the Integrity Commissioner and Ethics Advisor review the feedback provided by members of Council with respect to events or occasions that they were unable to or uncomfortable attending because of the Code of Conduct, and return to Council Services Committee with recommendations for potential amendments to the Council Code of Conduct, if required, to provide additional clarity.

Executive Summary

This report includes feedback from Councillors on the Gifts and Benefits section of the Council Code of Conduct ("the Code") and a recommendation from the Integrity Commissioner to amend the Code to address concerns raised by Councillors.

Report

In February 2020, further to Council direction, Administration solicited feedback from members of Council with respect to events or occasions they were unable to or uncomfortable attending because of the Code of Conduct. The results of this engagement, which were shared with both the Integrity Commissioner and the Ethics Advisor on March 4, are presented in Attachment 1.

Code of Conduct - Gifts and Benefits

At the October 19, 2020, City Council meeting, the Integrity Commissioner presented her annual report to City Council. The report included advice from both the Integrity Commissioner and the Ethics Advisor in relation to the Gifts and Benefits section of the Council Code of Council. Their comments and recommendations are set out below.

In the report, the Integrity Commissioner stated the following:

This past year, there continued to be ongoing questions around how the Gifts and Benefits section of the *Code* operates, as also discussed in the Ethics Advisor section of this report (below). Council asked the Integrity Commissioner and the Ethics Advisor to consider improvements to this section of the *Code*.

In the Integrity Commissioner's view, an amendment to the *Code* that removes the requirement that admission to events be offered by the entity or its representative would be a reasonable and equitable amendment. In the Integrity Commissioner's view, the Gifts and Events section of the *Code* should be interpreted liberally to allow Council Members to fulfill the important role they hold as ambassadors of the City. As well, this provides support for profit and non-profit organizations which is important for the viability of the community and the City as a whole. By removing the current language, the impact on organizations with smaller budgets would result in increased participation and support by Council Members at these events

The contemplated amendment would result in the following deletion from the *Code*:

- g) admission to, and food and beverages consumed at, community events and widely attended events such as conventions, conferences, sporting and arts events, banquets, or training and education programs, provided that:
 - i) the Councillor's attendance serves a legitimate purpose associated with the Councillor's duties;
 - ii) admission is offered by the entity, or a representative or member of the entity, responsible for organizing or presenting the event;
 - iii) the admission is unsolicited by the Councillor; and
 - iv) the value is reasonable and the invitations infrequent.

Page 2 of 4 Report: CR_8128

Overall, when accepting a gift or admission to an event, it is important for Council Members to consider whether acceptance has the actual or perceived purpose of influencing the Council Member's decision-making on Council.

In the report, the Ethics Advisor stated the following:

Interactions with Councillors or their designated representatives were down slightly during the current reporting period as compared to the last. This is counted for almost exclusively by COVID 19 and the resulting decline in invitations to Councillors to attend events and attractions (and the questions surrounding the suitability of accepting those gifts).

Regardless, Part L of the *Code of Conduct* dealing with "Gifts and Benefits" was still the section of the *Code* generating the most inquiries. Predictably, event attendance continues to generate the most inquiries and also the most confusion. Several Councillors question the purpose of 1 (g) of Part L of the *Code*, which requires a gift of admission to, or food and beverages, at an event to be "offered by the entity or a representative or member of the entity, responsible for organizing or presenting the event."

The purpose behind this prohibition, ostensibly, is to prevent individuals or organizations from purchasing access or influence with elected officials. This prohibition infers that a sponsored ticket, a complimentary ticket or a host ticket is less likely to purchase influence than one that is paid for. This correlation is debatable and perhaps even counterintuitive and seems unintentionally inequitable when applied to the arts community and other non-profit organizations, who may lack the resources to offer complimentary tickets to the events they sponsor and promote.

If it is influence and conflict of interest that the *Code* seeks to prevent, consideration should be given to stating expressly what types of events and what types of offerors are unacceptable, as opposed to the current *Code* which sets out certain conditions which must be met before the acceptance of a gift of an event invitation is appropriate.

The recommendation in this report (CR_8123) is that of the Integrity Commissioner, as expressed in her comments above.

Attachments

1. Feedback from Councillors

Page 3 of 4 Report: CR_8128

Code of Conduct - Gifts and Benefits

Page 4 of 4 Report: CR_8128

Feedback from Councillors

Events or Occasions Turned Down

- Edmonton Football Team games
- Theatre and arts events
- Oilers games (in suite)
- Finance Minister speaking engagement (post-provincial budget)
- Fringe Festival
- City-sponsored event featuring Bill Nye
- Lunch event at which a City branch had bought a table
- Fundraisers

Comments on the Gifts and Benefits Section (paraphrased)

- Declined attending an Oilers Game and missed an opportunity to interact with stakeholders.
- The event isn't always the event, but an opportunity to meet and exchange views.
- A City entity offered the tickets. It doesn't make sense that the Councillor could not support the City entity in their outreach efforts.
- Need clarification on whether the City can be a giftor.
- The technicality of who is extending the invitation is a problem.
- Unclear whether you can accept an invitation to an event from the title sponsor of that event.
- Would have liked to go to an opera fundraiser to show support for the organization (more duty than pleasure) but could not accept because of who invited the Councillor.
- Was able to attend a breakfast meeting with someone to whom the Councillor had declined an earlier invitation to a fundraiser which they

Page 1 of 2 Report: CR_8128

- could not accept. If the point of this part of the Code was to avoid lobbying, this is not a protection.
- A stakeholder thought the Councillor was evading a meeting with them because the Councillor had to decline.
- What has personal entertainment value versus what has political value is different for every Councillor (not a helpful test).
- Edmonton Football Team tickets offered by a community-owned team in a community-owned venue versus folk music festival tickets offered by a community festival in a community-owned venue: both should be allowed or neither.
- Used to attend arts events to show support but now do not because of the Code.
- The bar should be set high enough to remove the appearance of politicians receiving freebies and favours or being influenced by them.

Page 2 of 2 Report: CR_8128

0. 16

EXECUTIVE COMMITTEE REPORT Terwillegar Drive Expressway Upgrades - Capital Profile Amendment

Recommendation of the Committee

That amended Capital Profile 19-22-9006 Terwillegar Drive Expressway Upgrades - Alternate Staging, as set out in Attachment 2 of the November 9, 2020, Integrated Infrastructure Services report CR_8462, be approved.

History

At the November 9, 2020, Executive Committee meeting, the November 9, 2020, Integrated Infrastructure Services report CR_8462 was considered.

Attachment

November 9, 2020, Integrated Infrastructure Services report CR_8462

Terwillegar Drive Expressway Upgrades

Capital Profile Amendment

Recommendation

That Executive Committee recommend to City Council:

That amended Capital Profile 19-22-9006 Terwillegar Drive Expressway Upgrades - Alternate Staging, as set out in Attachment 2 of the November 9, 2020, Integrated Infrastructure Services report CR 8462, be approved.

Executive Summary

This report requests approval of amendments to Capital Profile 19-22-9006 Terwillegar Drive Expressway Upgrades - Alternate Staging. Administration has been completing planning and design work in support of Terwillegar Drive expressway improvements over the past several years. In July 2020, the Government of Alberta committed funds for the completion of additional work toward the expansion of Terwillegar Drive. The additional scope captured in the amended capital profile is to be fully funded by the Province of Alberta.

Report

In December 2019, as part of the Fall 2019 Supplemental Capital Budget Adjustment (SCBA), funding was approved for the Terwillegar Drive Alternative Staging Plan, bringing the project budget to a total of \$104 million for the following scope of work:

- planning, design and delivery for the widening of Terwillegar Drive to four lanes in each direction between Rabbit Hill Road and 40 Avenue (three lanes for motor vehicles and one lane for transit);
- planning, design and delivery of the widening and rehabilitation of the Rainbow Valley Bridges, including transit priority measures;
- planning, design and delivery of upgrades to the Whitemud Drive and Terwillegar Drive interchange; and
- planning and design of the 142 Street pedestrian/cyclist bridge.

In July 2020, the Government of Alberta announced a commitment of up to \$116.5 million towards further improvements to Terwillegar Drive. The funding commitment from the Government of Alberta will allow for the completion of additional stages of the Terwillegar Drive Expressway project, including:

 delivery of widening of Terwillegar Drive to four lanes in each direction from Rabbit Hill Road to Windermere Boulevard;

Terwillegar Drive - Capital Profile Amendment

- planning, design and delivery of a segregated bus lane southbound along Whitemud Drive from 53 Avenue to Terwillegar Drive, bypassing the Whitemud Drive and Terwillegar Drive interchange;
- planning, design and delivery of improvements to the Anthony Henday Drive and Terwillegar Drive interchange;
- delivery of the 142 Street pedestrian/cyclist bridge over Whitemud Drive; and
- delivery of a new shared-use path along Terwillegar Drive.

Attachment 1 illustrates the scope of work for this project.

With the funding from the Government of Alberta, Capital Profile 19-22-9006 Terwillegar Drive Expressway Upgrades - Alternate Staging has been amended, as shown in Attachment 2, to recognize the additional scope of work and provincial government's funding commitment. A copy of the original Capital Profile is provided in Attachment 3 for comparison purposes.

Renewal of the Rainbow Valley Bridges will be completed as part of the Terwillegar Drive expansion project. Planning for the bridge renewal is currently underway to address the lifecycle requirements for these important bridges. When the design has progressed to a greater level of detail and costs refined, a further budget adjustment will be required contingent on transfer of bridge renewal funding required from the 2023-2026 capital budget to this standalone profile.

Planning and design for the Terwillegar Drive expansion is progressing. Each of the stages are at various points in the evolution of design and delivery as noted below:

- Pedestrian / Cyclist Bridge: Concept planning is now starting for the new pedestrian / cyclist bridge over Whitemud Drive. Public engagement planning is underway, with engagement anticipated to begin in Fall 2020. Construction is anticipated to begin in 2025 or 2026.
- Terwillegar Drive Widening (Rabbit Hill Road to Whitemud Drive): Utility relocations and site preparation are anticipated to begin in late 2020. Road construction will be underway for the expansion in 2021.
- Terwillegar Drive Widening (Rabbit Hill Road to Anthony Henday Drive): Detailed design will be underway starting in Fall 2020. Site preparations are anticipated to begin in 2021 with construction anticipated to begin in 2021 or 2022
- Terwillegar Drive / Whitemud Drive Interchange and Rainbow Valley Bridges: Concept planning for the interchange and expansion of Whitemud Drive is nearing completion. Design will follow immediately. Construction is anticipated to begin in late 2022 or early 2023.
- Anthony Henday Drive / Terwillegar Drive Interchange: Concept planning is anticipated to begin in late 2020 following approval of funding, with design to

Page 2 of 6 Report: CR_8462

Terwillegar Drive - Capital Profile Amendment

follow completion of the planning. Construction is anticipated to begin around 2023.

At this stage, construction of the Terwillegar Drive expressway and related improvements are anticipated to be substantially complete by the end of 2026. A detailed schedule is presented in Attachment 4.

Budget / Financial

Funding in the amount of \$104 million for Capital Profile 19-22-9006 Terwillegar Drive Expressway Upgrades - Alternate Staging has been approved by Council. Of this amount, \$102.7 million is financed with tax-supported debt and the remaining \$1.3 million is funded with Pay-As-You-Go. Considering the additional \$116.5 million funding provided by the Province for the completion of the stages noted in this report, the total value of the Profile will be \$220.5 million. All costs for completion of additional stages of the Terwillegar Drive Expressway project are eligible and funded through the new provincial grant. There is no additional requirement of funding from the City for the completion of these stages.

Of note, a portion of the assets being constructed with funding from the provincial grant are provincial assets within the Transportation/Utility Corridor, specifically the Anthony Henday and Terwillegar Drive Interchange. For this portion, the City of Edmonton will act on behalf of the Province to design and construct the infrastructure, which is owned and maintained by the Province. As such, the value of the asset recognized by the City at project completion will be reduced for the amount attributable to the province.

Public Engagement

Public engagement was not conducted specifically to the amendment of Capital Profile 19-22-9006 Terwillegar Drive Expressway Upgrades - Alternate Staging. However, extensive public engagement was completed for the Terwillegar Drive Expressway project.

Further public engagement is planned in support of the new 142 Street pedestrian/cyclist bridge, with engagement opportunities set to begin in Fall 2020.

Additional public engagement opportunities will be explored related to the work funded by the Province of Alberta. Engagement opportunities may exist where public input will help to influence decision making, for example, related to some aspects of the planning for the interchange improvements at Terwillegar Drive / Anthony Henday Drive. The details of future engagement opportunities will be refined as planning advances.

Page 3 of 6 Report: CR_8462

Corporate Outcomes and Performance Management

| Corporate Outcome: Goods and services move efficiently | | | | | | | | | | | |
|--|---|--|--|--|--|--|--|--|--|--|--|
| Outcome | Measure(s) | Result(s) | Target(s) | | | | | | | | |
| Goods and services move efficiently | Business satisfaction: goods and services transportation (percent of survey respondents who are satisfied/very satisfied) | 50.5% (2017) | 53.0% (2018) | | | | | | | | |
| | Travel Time and Reliability for Goods and Services Movement (time in minutes: seconds to drive a 10-km route) | <10:09 (2017) - 50% of the time <13:35 (2017) - 85% of the time | <12:30 (2018) - 50% of the time <16:00 (2018) - 85% of the time | | | | | | | | |

| Corporate Outcome: The City of Edmonton has a resilient financial position | | | | | | | | | | |
|--|--|-------------|-------------|--|--|--|--|--|--|--|
| Outcome Measure Result Target | | | | | | | | | | |
| The City of Edmonton has a resilient financial position | City Asset Sustainability (actual expenditure on capital infrastructure divided by required expenditure) | 0.94 (2017) | 1.00 (2018) | | | | | | | |

| Corporate Outcomes: The City of Edmonton has sustainable and accessible infrastructure | | | | | | | | | | | |
|--|---|------------|------------|--|--|--|--|--|--|--|--|
| Outcome | Measure | Result | Target | | | | | | | | |
| The City of Edmonton has sustainable and accessible infrastructure | Edmontonians' Assessment: Access to infrastructure, amenities, and services that improve quality of life (% of survey respondents who agree/strongly agree) | 68% (2017) | 70% (2017) | | | | | | | | |

Risk Assessment

A risk assessment has been completed based on approving this request for a profile adjustment and not approving this request. Currently, planning and potential future mitigation measures are also provided.

| Risk Element | Risk Description | Likelihood | Impact | Risk Score (with current mitigations) | Current Mitigations | Potential Future Mitigations |
|-----------------|---------------------|------------|--------|---|------------------------|------------------------------------|
| | | | | | | |

Page 4 of 6 Report: CR_8462

Terwillegar Drive - Capital Profile Amendment

| | | E | Risks if A | pproved: | | |
|---------------------------------------|---|--------------|---------------------|-------------|---|---|
| Capital Project Governance | As funding is being approved prior to Checkpoint #3, the scope, schedule and budget may be impacted. | 3 - Possible | 3 - Major | 9 - Medium | Advance project to Checkpoint #3 as quickly as possible. | Capital budget adjustment to request additional funding. Reduce project scope, extend project timelines. |
| Project Management | The project taking longer than anticipated, project going over budget, scope creep. | 3 - Possible | 3 - Major | 9 - Medium | Utilize Project Management best practices. | Update project management approach, request project changes. |
| Public / Stakeholder engagement | Public perception of project and construction impacts. | 3 - Possible | 2 - Moderat e | 6 - Low | Public information sharing and engagement during planning and design where needed. Mitigate impacts through design. | Extensive information sharing during construction. |
| | | Ris | ks if Not | Approved: | | |
| Public / Stakeholder engagement | The public perception that the City is not improving the accommodation of transit users, active modes and motorists. | 4 - Likely | 4 - Severe | 16 - High | Preparation of this separate request for an amendment for the capital profile. | Additional information sharing or public engagement. |
| Mobility System | Lost opportunity to support economic opportunities, equity, health and safety. | 4 - Likely | 3 - Major | 12 - Medium | Preparation of this separate request for an amendment for the capital profile. | Explore other opportunities to enhance mobility. Take on debt in the future to fund this project. |
| Financial | That funding from the Government of Alberta will be lost. | 2- Unlikely | 4 - Severe | 8 - Medium | Preparation of this separate request for an amendment for the capital profile. | Seek funding from other sources. Take on additional debt to fund the project. |

Attachments

1. Scope Map

Page 5 of 6 Report: CR_8462

Terwillegar Drive - Capital Profile Amendment

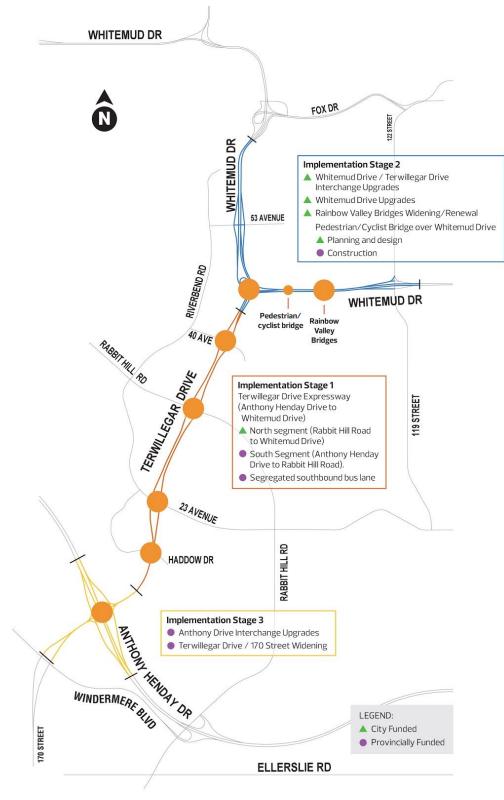
- 2. Amended Capital Profile 19-22-9006 Terwillegar Drive Expressway Upgrades Alternate Staging
- 3. Original Capital Profile 19-22-9006 Terwillegar Drive Expressway Upgrades Alternate Staging
- 4. Overall Project Schedule

Others Reviewing this Report

- G. Cebryk, Deputy City Manager, City Operations
- M. Persson, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- C. Owen, Deputy City Manager, Communications and Engagement
- B. Andriachuk, City Solicitor

Page 6 of 6 Report: CR_8462

Scope Map



Page 1 of 1 Report: CR_8462

CAPITAL PROFILE REPORT

Profile Page 1

TERWILLEGAR DRIVE EXPRESSWAY UPGRADES - ALTERNATE STAGING PROFILE NAME: **FUNDED** PROFILE NUMBER: 19-22-9006 **PROFILE STAGE: Approved** DEPARTMENT: Integrated Infrastructure Services PROFILE TYPE: **Standalone** LEAD BRANCH: Infrastructure Planning & Design LEAD MANAGER: Pascale Ladouceur PROGRAM NAME: PARTNER MANAGER: **Brian Simpson ESTIMATED START:** December, 2019 PARTNER: Parks & Roads Services 2019-2022 **ESTIMATED COMPLETION:** December, 2024 BUDGET CYCLE:

| Service Cat | egory: Roads | Major Initiative: | |
|-------------|--------------|-----------------------|---------|
| GROWTH | RENEWAL | PREVIOUSLY APPROVED: | 104,000 |
| 80 | 20 | BUDGET REQUEST: | 116,500 |
| | | TOTAL PROFILE BUDGET: | 220,500 |

PROFILE DESCRIPTION

This profile is for the planning, design and delivery of an integrated, multi-modal roadway upgrading plan to accommodate the projected growth of travel demand in Southwest Edmonton. This plan consists of converting Terwillegar Drive to an expressway (Stage 1), upgrades to the Whitemud Drive/Terwillegar Drive interchange and the rehabilitating/widening the Rainbow Valley Bridges (Stage 2) and upgrading the Anthony Henday Drive /Terwillegar Drive interchange (Stage 3). This profile includes approved funding as part of the Fall 2019 Supplemental Capital Budget Adjustment (SCBA) for the Stage 1 upgrades between Rabbit Hill Road and Whitemud Drive and Stage 2, as well as funding from the Province of Alberta towards the completion of Stage 1, transit and active mode elements in Stage 2, and Stage 3.

Funding approved as part of the Fall 2019 SCBA includes a total of \$104 million towards the following scope of work:

- Stage 1: Planning, design and delivery of the widening of Terwillegar Drive to four lanes in each direction between Rabbit Hill Road and Whitemud Drive (three for motor vehicles and one dedicated lane for transit)
- Stage 2: Planning, design and delivery of supporting upgrades to the Whitemud Drive/Terwillegar Drive interchange, including transit priority measures.
- Stage 2: Planning, design and delivery of supporting upgrades to Whitemud Drive between Fox Drive and 122 Street, including widening and associated upgrades.
- Stage 2: Planning, design and delivery of rehabilitation and widening of the Rainbow Valley Bridges, including transit priority measures.
- Stage 2: Planning and design of the 142 Street pedestrian/cyclist bridge over Whitemud Drive.

In July 2020, the Province of Alberta announced additional funding allowing for the completion of additional stages of the Terwillegar Drive Expressway project, including:

- Stage 1: Delivery of the widening of Terwillegar Drive to four lanes in each direction between Anthony Henday Drive and Rabbit Hill Road (three for motor vehicles and one dedicated lane for transit).
- Stage 1: Delivery of a new shared-use path along the east side of Terwillegar Drive
- Stage 2: Delivery of the 142 Street pedestrian/cyclist bridge over Whitemud Drive.
- Stage 3: Planning, design and delivery of upgrades to the Anthony Henday Drive / Whitemud Drive interchange, including an additional northbound bridge, ramp upgrades, transit priority measures and Terwillegar Drive/170 Street widening.

PROFILE BACKGROUND

Terwillegar Drive is a major arterial, constructed starting in the 1980s with the intention that it would ultimately become a freeway. Whitemud Drive was originally planned as a facility to accommodate the movement of goods, services and people by motor vehicles. A new plan centred around upgrading Terwillegar Drive to an expressway emerged in mid-2017. In October 2018, Urban Planning Committee approved a motion to advance the expressway plan for Terwillegar Drive.

In the Spring 2019 SCBA, funding was approved for Stage 1 of the plan as well as the planning and design of Stage 2. This funding included partnership funding through the Alberta Community Transit Fund (ACTF). In fall 2019, the ACTF was cancelled and this Capital Profile (19-22-9006) was prepared to account for the elimination of the Province's funding. Funding was approved for an alternate staging plan in the Fall 2019 SCBA. In July 2020, the Province of Alberta committed funding towards the plan, allowing for the completion of all three stages. This amended profile captures the originally approved scope of work and the additional scope of work included in the Province's funding commitment.

PROFILE JUSTIFICATION

During peak hours, traffic along portions of Terwillegar Drive approaches the available capacity thresholds, resulting in congestion and delays for motorists and a reduction of the speed and reliability of transit services. Additionally, active modes are poorly accommodated along Terwillegar Drive, with major gaps and substandard east/west connections. Upgrades are required to accommodate the anticipated travel demand growth in Southwest Edmonton. This includes accommodating planned transit services and the planned active transportation network (District Connector Network), as well as addressing critical congestion and safety issues along Terwillegar Drive.

STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience, by creating a community to connect people to what matters to them.

ALTERNATIVES CONSIDERED

The alternatives to this profile include the previously approved alternate staging plan (19-22-9006) and advancing the previous freeway plan for Terwillegar Drive. The alternate staging plan included the widening of Terwillegar Drive to four lanes in each direction between Rabbit Hill Road and Whitemud Drive, supporting upgrades to the Whitemud Drive/Terwillegar Drive interchange, supporting upgrades to Whitemud Drive between Fox Drive and 122 Street, the rehabilitation and widening of the Rainbow Valley Bridges, as well as the planning and design of the 142 Street pedestrian/cyclist bridge over Whitemud Drive. Completing only the alternate staging plan would potentially result in the loss of the Provincial funding and lost opportunity support the City's four strategic goals. The previously approved freeway plan would not reflect public priorities, achieve direction from Edmonton's City Council and align with emerging City plans and policies.

COST BENEFITS

Tangible benefits include decreased travel time, decreased collision rates, decreased emissions, improved transit use and improved connectivity and access for active modes. Intangible benefits include maintained or improved citizen satisfaction with roadway capacity and transit service in the area.

KEY RISKS & MITIGATING STRATEGY

The key risks for this program include the funding being approved prior to Checkpoint #3, potential budget and schedule issues due to the complexity of widening the existing Rainbow Valley Bridges and public perception of the project and construction impacts. Mitigation strategies include advancing the project to Checkpoint #3 as quickly as possible to refine the estimates of cost, budget and schedule, ensuring transparent project management to monitor and control the program's scope, schedule and budget, and information sharing with the public to share details about the project, including the construction impacts.

RESOURCES

Planning and design will be completed using several consultants retained through a competitive procurement process. Construction will be completed by one or more contractors retained through the City's tendering process.

CONCLUSIONS AND RECOMMENDATIONS

To address critical congestion issues along this corridor, improve the accommodation of transit, and advance planning and design of active mode upgrades, it is recommended that funding for this project be approved.

CHANGES TO APPROVED PROFILE

2020 Spring SCBA (#20-11, CM-08): Transfer \$1.3 million of Pay-as-you-go funding from Profile 19-22-9004 (previously approved Terwillegar Drive Stage 1 profile) to the new alternate staging profile 19-22-9006 and apply against carry forward costs for planning and design from 2019 and earlier.

PROFILE NAME: **Terwillegar Drive Expressway Upgrades - Alternate Staging** **FUNDED**

PROFILE NUMBER: 19-22-9006 PROFILE TYPE: Standalone

BRANCH: Infrastructure Planning & Design

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|-----------------------|---------------------------------------|----------------|--------|--------|--------|--------|--------|--------|-------|-------|------|----------------|---------|
| | Approved Budget | | | | | | | | | | | | |
| | Original Budget Approved | - | - | - | - | - | - | - | - | - | - | - | - |
| | 2019 Cap Council | - | 10,000 | 25,900 | 35,300 | 23,500 | 8,000 | - | - | - | - | - | 102,700 |
| , VET | 2019 Cap Carry Forward | 2,010 | -2,010 | - | - | - | - | - | - | - | - | - | - |
| APPROVED BUDGET | 2020 Cap Administrative | - | 1,300 | - | - | - | - | - | - | - | - | - | 1,300 |
| API B | Current Approved Budget | 2,010 | 9,290 | 25,900 | 35,300 | 23,500 | 8,000 | - | - | - | - | - | 104,000 |
| | Approved Funding Sources | | | | | | | | | | | | |
| | Pay-As-You-Go | 2,010 | -710 | - | - | - | - | - | - | - | - | - | 1,300 |
| | Tax-Supported Debt | - | 10,000 | 25,900 | 35,300 | 23,500 | 8,000 | - | - | - | - | - | 102,700 |
| | Current Approved Funding Sources | 2,010 | 9,290 | 25,900 | 35,300 | 23,500 | 8,000 | - | - | - | - | - | 104,000 |
| | · | | | | | | | | | | | | |
| . ⊢ | Budget Request | - | 1,050 | 4,250 | 22,500 | 37,000 | 25,500 | 21,000 | 4,200 | 1,000 | - | - | 116,500 |
| GET | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| BUDGET REQUEST | Provincial Grant | - | 1,050 | 4,250 | 22,500 | 37,000 | 25,500 | 21,000 | 4,200 | 1,000 | - | - | 116,500 |
| ш « | Requested Funding Source | - | 1,050 | 4,250 | 22,500 | 37,000 | 25,500 | 21,000 | 4,200 | 1,000 | - | - | 116,500 |
| | | | | | | | | | | | | | |
| ь | Revised Budget (if Approved) | 2,010 | 10,340 | 30,150 | 57,800 | 60,500 | 33,500 | 21,000 | 4,200 | 1,000 | - | - | 220,500 |
|) D) | Requested Funding Source | | | | | | | | | | | | |
| BUDGET F SVED) | Pay-As-You-Go | 2,010 | -710 | - | - | - | - | - | - | - | - | - | 1,300 |
| | Provincial Grant | - | 1,050 | 4,250 | 22,500 | 37,000 | 25,500 | 21,000 | 4,200 | 1,000 | - | - | 116,500 |
| REVISED (I APPR | Tax-Supported Debt | - | 10,000 | 25,900 | 35,300 | 23,500 | 8,000 | - | - | - | - | - | 102,700 |
| 22 | Requested Funding Source | 2,010 | 10,340 | 30,150 | 57,800 | 60,500 | 33,500 | 21,000 | 4,200 | 1,000 | - | - | 220,500 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| ED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|--------------------------------|---------------|----------------|--------|--------|--------|--------|--------|--------|-------|-------|------|----------------|---------|
| VISED JDGET (IF ROVED | Construction | 2,010 | 4,790 | 25,550 | 57,500 | 60,500 | 33,500 | 21,000 | 4,200 | 1,000 | - | - | 210,050 |
| RE/ BUI | Design | - | 5,550 | 4,600 | 300 | - | - | - | - | - | - | - | 10,450 |
| | Total | 2,010 | 10,340 | 30,150 | 57,800 | 60,500 | 33,500 | 21,000 | 4,200 | 1,000 | - | - | 220,500 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | Rev | Ехр | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Total Operating Impact | - | - | - | - | - | - | | - | - | - | - | | - | - | | - |

PROFILE NAME: Terwillegar Drive Expressway Upgrades - Alternate Staging

PROFILE NUMBER: 19-22-9006 BUDGET CYCLE: 2019-2022

| Project Number | Project Name | Start Date | End Date | Description |
|-------------------|--|------------|----------|---|
| 000001 | Terwillegar Drive Alternate Staging | | | |
| 007791 | TERWILLEGAR DRIVE (TUC-WMD) | | | TERWILLEGAR DRIVE (TUC-WMD) |
| 009127 | TerwillegarDrStg2&RbowV alleyBrid/CP8480 | | | TerwillegarDrStg2&RbowValleyBrid/CP8480 |
| 009337 | 142 ST PEDESTRIAN/CYCLIST BRIDGE | | | 142 ST PEDESTRIAN/CYCLIST BRIDGE |
| 009409 | Terwillegar Drive Expressway Upgrade | | | Terwillegar Drive Expressway Upgrade |

CAPITAL PROFILE REPORT

Profile Page 1

TERWILLEGAR DRIVE EXPRESSWAY UPGRADES - ALTERNATE STAGING PROFILE NAME: **FUNDED** PROFILE NUMBER: 19-22-9006 PROFILE STAGE: **Approved** DEPARTMENT: **Integrated Infrastructure Services** PROFILE TYPE: **Standalone** Infrastructure Planning & Design LEAD MANAGER: Pascale Ladouceur LEAD BRANCH: PARTNER MANAGER: **Brian Simpson** PROGRAM NAME: **ESTIMATED START:** December, 2019 PARTNER: Parks & Roads Services December, 2024 2019-2022 **ESTIMATED COMPLETION: BUDGET CYCLE:**

| Service Categ | jory: Roads | Major Initiative: | |
|---------------|-------------|-----------------------|---------|
| GROWTH | RENEWAL | PREVIOUSLY APPROVED: | 104,000 |
| 80 | 20 | BUDGET REQUEST: | - |
| | | TOTAL PROFILE BUDGET: | 104,000 |

PROFILE DESCRIPTION

This profile is for the planning, design and delivery of converting Terwillegar Drive to an expressway. An expressway is a high capacity, relatively high speed roadway with controlled signalized access spacing.

This profile includes: planning, design and delivery for the widening of Terwillegar Drive to four lanes in each direction between Rabbit Hill Road and 40 Avenue (three lanes for motor vehicles and one lane for transit); planning, design and delivery for the widening and rehabilitation of the Rainbow Valley Bridges, including transit priority measures; planning, design and delivery for upgrades the Whitemud Drive and Terwillegar Drive interchange; and planning and design of the 142 Street pedestrian/cyclist bridge.

PROFILE BACKGROUND

Terwillegar Drive is currently a major arterial with traffic signals at major intersections, including Haddow Drive, 23 Avenue, Rabbit Hill Road and 40 Avenue. Terwillegar Drive was constructed starting in the 1980's with the intention that Terwillegar Drive would ultimately be converted to a freeway. This profile was developed in response to a motion from City Council which, as a result of the cancellation of the Alberta Community Transit Fund (ACTF) by the Province of Alberta, directed Administration to update Stage 1 to reflect the elimination of the Province's dedicated transit requirements and to re-assess the overall project staging.

PROFILE JUSTIFICATION

During peak hours, traffic along portions of Terwillegar Drive approaches the available capacity thresholds, with congestion occurring at major intersections. Additional capacity improvements are required to address these issues, as traffic volumes along Terwillegar will continue to increase with ongoing development in Southwest Edmonton.

Upgrading Terwillegar Drive to an expressway will provide additional capacity to address congestion in this part of SW Edmonton. This profile will address the most critical capacity issues on Terwillegar Drive and Whitemud Drive to alleviate traffic congestion.

STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience, by creating a community to connect people to what matters to them.

ALTERNATIVES CONSIDERED

Widening is required to accommodate existing traffic and short term growth, as well as anticipated long term traffic increases. The alternatives to this profile include the previously approved staging for upgrading Terwillegar Drive to an expressway, including Stage 1 (19-22-9004), Stage 2 (19-22-9005) and Stage 3 (unfunded), maintain the infrastructure as is or proceed with the previous freeway plan. This alternative staging plan addresses the key capacity deficiencies on Terwillegar Drive and Whitemud Drive, while deferring the active transportation and upgrades south of Rabbit Hill Road to later stages.

COST BENEFITS

Tangible benefits include decreased travel time, decreased collision rates, decreased emissions, and improved transit use. Intangible benefits include maintained or improved citizen satisfaction with roadway capacity and transit service in the area.

KEY RISKS & MITIGATING STRATEGY

Key risks for this project include the complexity of widening the existing Rainbow Valley Bridges, which could potentially lead to the requirement to completely reconstruct the bridges. This risk can be mitigated through proper project management to refine the project scope, budget and schedule. Additional risks include significant interruptions to motorists and transit routes, in terms of congestion and travel delay during construction, particularly for the widening and renewal of the Rainbow Valley Bridges. To mitigate, communication with the public, including commuters and other stakeholders will be critical to share detour plan and construction timelines. Additional risks are typical of all construction projects, and include schedule delays and cost overruns.

RESOURCES

Planning and design will be completed using one or more consultants retained through a competitive procurement process. Construction will be completed by one or more contractors retained through the City's tendering process.

CONCLUSIONS AND RECOMMENDATIONS

To address critical congestion issues along this corridor, improve the accommodation of transit, and advance planning and design of active mode upgrades, it is recommended that funding for this project be approved.

CHANGES TO APPROVED PROFILE

2020 Spring SCBA (#20-11, CM-08): Transfer \$1.3 million of Pay-as-you-go funding from Profile 19-22-9004 (previously approved Terwillegar Drive Stage 1 profile) to the new alternate staging profile 19-22-9006 and apply against carry forward costs for planning and design from 2019 and earlier.

PROFILE NAME: **Terwillegar Drive Expressway Upgrades - Alternate Staging** **FUNDED**

PROFILE NUMBER: 19-22-9006 PROFILE TYPE: Standalone

BRANCH: Infrastructure Planning & Design

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|---------------------------------------|---|----------------|--------|--------|--------|--------|-------|------|------|------|------|----------------|---------|
| ۵ | Approved Budget | | | | | | | | | | | | |
| | Original Budget Approved 2019 Cap Council | - | 10,000 | 25,900 | 35,300 | 23,500 | 8,000 | - | - | - | - | - | 102,700 |
| APPROVED BUDGET | 2019 Cap Carry Forward | 2,010 | -2,010 | - | - | - | - | - | - | - | - | - | - |
| PRO | 2020 Cap Administrative | - | 1,300 | - | - | - | - | - | - | - | - | - | 1,300 |
| ₽ ^a | Current Approved Budget | 2,010 | 9,290 | 25,900 | 35,300 | 23,500 | 8,000 | • | - | - | - | - | 104,000 |
| | Approved Funding Sources | | | | | | | | | | | | |
| | Pay-As-You-Go | 2,010 | -710 | - | - | - | - | - | - | - | - | - | 1,300 |
| | Tax-Supported Debt | - | 10,000 | 25,900 | 35,300 | 23,500 | 8,000 | - | - | - | - | - | 102,700 |
| | Current Approved Funding Sources | 2,010 | 9,290 | 25,900 | 35,300 | 23,500 | 8,000 | - | - | - | - | - | 104,000 |
| | | | | | | | | | | | | | |
| BUDGET | Budget Request | | - | | | 1 | | - | - | - | - | - | - |
| | | | | | | | | | | | | | |
| | Revised Budget (if Approved) | 2,010 | 9,290 | 25,900 | 35,300 | 23,500 | 8,000 | - | - | - | - | - | 104,000 |
| REVISED BUDGET (IF APPROVED) | Requested Funding Source | | | | | | | | | | | | |
| NS (F) | Pay-As-You-Go | 2,010 | -710 | - | - | - | - | - | - | - | - | - | 1,300 |
| B 84 | Tax-Supported Debt | - | 10,000 | 25,900 | 35,300 | 23,500 | 8,000 | - | - | - | - | - | 102,700 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

Requested Funding Source

| (D) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|--------------------------------|---------------|----------------|-------|--------|--------|--------|-------|------|------|------|------|----------------|---------|
| VISED JDGET (IF ROVED | Construction | 2,010 | 4,290 | 24,300 | 35,000 | 23,500 | 8,000 | - | - | - | - | - | 97,100 |
| BUI PPR | Design | - | 5,000 | 1,600 | 300 | - | - | - | - | - | - | - | 6,900 |
| < | Total | 2,010 | 9,290 | 25,900 | 35,300 | 23,500 | 8,000 | - | - | - | - | - | 104,000 |

25,900

35,300

9,290

2,010

23,500

8,000

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | Rev | Exp | Net | FTE | |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|
| Total Operating Impact | - | - | - | | - | - | - | - | | | - | - | - | - | - | - | |

PROFILE NAME: Terwillegar Drive Expressway Upgrades - Alternate Staging

PROFILE NUMBER: 19-22-9006 BUDGET CYCLE: 2019-2022

| Project Number | Project Name | Start Date | End Date | Description |
|-------------------|---|------------|----------|---|
| 000001 | Terwillegar Drive Alternate Staging | | | |
| 007791 | TERWILLEGAR DRIVE (TUC-WMD) | | | TERWILLEGAR DRIVE (TUC-WMD) |
| 009127 | TerwillegarDrStg2&RbowValleyBrid/CP8480 | | | TerwillegarDrStg2&RbowValleyBrid/CP8480 |
| 009337 | 142 ST PEDESTRIAN/CYCLIST BRIDGE | | | 142 ST PEDESTRIAN/CYCLIST BRIDGE |
| 009409 | Terwillegar Drive Expressway Upgrade | | | Terwillegar Drive Expressway Upgrade |

Overall Project Schedule

| Terwillegar Drive Expressway ANTICIPATED SCHEDULE (Subject to Change) | CONCEPT PLANNING | PRELIMINARY ENGINEERING | DETAILED ENGINEERING | CONSTRUCTION |
|--|---------------------------|----------------------------|-------------------------|--------------|
| Implementation Stage 1 | | | | |
| Terwillegar Drive Widening (North) - Rabbit Hill Road to Whitemud Drive | COMPLETE | COMPLETE | COMPLETE | 2020 - 2022 |
| Terwillegar Drive Widening (South) - Anthony Henday Drive to Rabbit Hill Road | COMPLETE | COMPLETE | 2020 - 2021 | 2021 - 2023 |
| Implementation Stage 2 | | | | |
| Whitemud Drive / Terwillegar Drive Interchange Upgrades | 2020 (Underway) | 2020 - 2021 | 2021 - 2022 | 2023 - 2025 |
| Whitemud Drive Upgrades - Rainbow Valley Bridges Widening/Renewal | 2020 (Underway) | 2020 - 2021 | 2021 - 2022 | 2023 - 2025 |
| Pedestrian/Cyclist Bridge over Whitemud Drive | 2020 - 2021 (Underway) | 2021 - 2022 | 2022 - 2023 | 2025 - 2026 |
| Implementation Stage 3 | | | | |
| Anthony Drive Interchange Upgrades and Widening | 2020 - 2021 | 2021 - 2022 | 2022 - 2023 | 2023 - 2026 |

Page 1 of 1 Report: CR_8462





EXECUTIVE COMMITTEE REPORT

Approval to Commence Expropriation of Interests in Property - Yellowhead Trail Freeway Conversion Program

Recommendation of the Committee

- 1. That commencement of the expropriation process under the *Expropriation Act*, RSA 2000, c E-13 (the "Act") to expropriate the land requirements, including all interests therein, in the lands shown in Attachment 1, and legally described in Attachment 2 of the November 9, 2020, Integrated Infrastructure Services report IIS00039 (the "Subject Properties"), be approved.
- 2. That Administration be approved to enter into an agreement(s) with an owner, pursuant to Section 30 of the *Act* ("Section 30 Agreement"), where the owner is willing to consent to the acquisition.
- 3. That Administration be approved, pursuant to Sections 15(10), 35 and 39 of the *Act* to pay:
 - a. the reasonable appraisal and other costs incurred by it; and
 - b. the reasonable legal, appraisal and other costs actually and reasonably incurred by an owner.

History

At the November 9, 2020, Executive Committee meeting, the November 9, 2020, Integrated Infrastructure Services report IIS00039 was considered.

Attachment

November 9, 2020, Integrated Infrastructure Services report IIS00039

Dealt with on November 9/10, 2020 | Executive page istes Beng67

1 of 1

Approval to Commence Expropriation of Interests in Property

Yellowhead Trail Freeway Conversion Program

Recommendation

That Executive Committee recommend to City Council:

- 1. That commencement of the expropriation process under the *Expropriation Act*, RSA 2000, c E-13 (the "*Act*") to expropriate the land requirements, including all interests therein, in the lands shown in Attachment 1, and legally described in Attachment 2 of the November 9, 2020, Integrated Infrastructure Services report IIS00039 (the "Subject Properties"), be approved.
- 2. That Administration be approved to enter into an agreement(s) with an owner, pursuant to Section 30 of the *Act* ("Section 30 Agreement"), where the owner is willing to consent to the acquisition.
- 3. That Administration be approved, pursuant to Sections 15(10), 35 and 39 of the *Act* to pay:
 - a. the reasonable appraisal and other costs incurred by it; and
 - b. the reasonable legal, appraisal and other costs actually and reasonably incurred by an owner.

Executive Summary

City Council approval is required, as Expropriating Authority, to commence the expropriation process to acquire the Subject Properties and where an owner is willing to consent to an acquisition, enter into a Section 30 Agreement and pay reasonable costs. The acquisition of the Subject Properties will facilitate the construction of the Yellowhead Trail Freeway Conversion Program.

The Yellowhead Trail freeway conversion is one of the strategic actions outlined in the City of Edmonton's Corporate Business Plan 2019 - 2022. The Yellowhead Trail freeway conversion will help the City achieve transformational impacts in the community toward the goal Regional Prosperity: Edmonton grows prosperity for our Metro Region by driving innovation, competitiveness and relevance for our businesses at the local and global level.

Report

Yellowhead Trail Freeway Conversion Program Overview

The freeway conversion will upgrade Yellowhead Trail to improve the efficiency for the movement of goods and services enhancing regional prosperity for this key inter-city, inter-regional and inter-provincial transportation corridor. At the conclusion of the Yellowhead Trail Freeway Conversion Program, Yellowhead Trail will consist of six core lanes with additional lanes in congested areas. The freeway will target operating speeds of 80 km/hr, where possible, and will be free-flow.

The program consists of six primarily distinct segments. These include:

- 1. Yellowhead Trail (156 Street to St. Albert Trail)
- 2. Yellowhead Trail (St. Albert Trail to 97 Street)
- 3. Yellowhead Trail (97 Street to 82 Street)
- 4. Yellowhead Trail (82 Street to 50 Street)
- 5. Fort Road (Yellowhead Trail to 66 Street)
- 6. Yellowhead Trail (50 Street to the North Saskatchewan River)

Land Requirements

City Council, as Expropriating Authority, may expropriate land and any interest in land pursuant to the *Expropriation Act*. The Subject Properties are required for the construction of the Yellowhead Trail Freeway Conversion Program. The scope of the program includes, but is not limited to, modifications of Yellowhead Trail and nearby roads, intersections, over/underpasses, public utilities, sidewalks, accesses, as well as road network improvements, interchange construction, construction of public utilities and sidewalks, and any other infrastructure incidental to the construction of the Yellowhead Trail Freeway Conversion Program. The configuration for the Yellowhead Trail freeway, and the associated land requirements, were determined through a process of public and stakeholder engagement, strategic planning, conceptual planning and further design efforts.

Discussions to date have not led to voluntary agreements to acquire the Subject Properties. Although negotiation efforts may not be fully exhausted, commencement of the expropriation process allows Administration to continue its efforts to negotiate a voluntary agreement, settlement, Section 30 Agreement, or continue the expropriation process in the *Act*. Approval to commence the expropriation process enables Administration to obtain the Subject Properties to protect project timelines and facilitate the current construction schedule for the Yellowhead Trail Freeway Conversion Program. Administration will continue to explore opportunities to minimize property impacts as designs are refined.

Page 2 of 6 Report: IIS00039

The Subject Properties do not impact buildings identified as historically significant or designated.

Budget/Financial

Funding for the acquisition of lands required for the Yellowhead Trail Freeway Conversion Program is provided from Capital Profile CM-99-0060. Expropriation costs currently identified are within the land budget for the Yellowhead Trail Freeway Conversion Program.

Legal Implications

- 1. Expropriation is a legal right given to municipalities to acquire land and interests in land from a party who may otherwise be unwilling to sell.
- 2. Section 14(2) of the *Municipal Government Act* gives City Council the right to acquire land by expropriation. Expropriations are carried out in accordance with the *Act*.
- 3. Registering a Notice of Intention to Expropriate (the "Notice") on the title to the property being expropriated starts the expropriation process.
- 4. Each interest registered on title and each owner (as defined in the *Act*) is served with a copy of the Notice. The Notice is intended to show a potentially impacted party how the proposed expropriation may impact them. After being served with the Notice, an owner may object to the proposed expropriation.
- 5. If no objection is made within a prescribed period, City Council will decide whether to approve the expropriation. If approved, the City will take title, or register its interest on title, and take possession following the timelines in the *Act*.
- 6. If an objection is filed, the Province will appoint an inquiry officer to conduct an inquiry to determine if the proposed expropriation is "fair, sound and reasonably necessary" to achieve the City's objectives. The inquiry officer will conduct a hearing and make a written report within 30 days. City Council must consider the inquiry officer's written report and then approve or disapprove the proposed expropriation. City Council is not required to follow the inquiry officer's report.
- 7. Section 30 of the *Act* allows an owner to consent to the acquisition, subject to the condition that compensation be determined by the Land Compensation Board if the parties cannot reach an agreement. A Section 30 Agreement gives the parties the ability to negotiate the date of transfer and possession, rather than having to follow the timelines in the *Act*.

Page 3 of 6 Report: IIS00039

- 8. The *Act* governs the payment of costs to an owner. The City pays the reasonable legal, appraisal, and other costs actually incurred by the owner in determining the compensation payable.
- 9. The *Act* governs the payment of compensation to an owner. The Land Compensation Board will determine the amount of compensation payable if the owner and City cannot reach an agreement.

Public Engagement

For the Yellowhead Trail (156 Street to St. Albert Trail) project, the concept plan was developed after an extensive public engagement process from 2012 to 2014, which included public meetings and a stakeholder input group. The next phase of engagement is planned for fall 2020.

For the Fort Road Widening (Yellowhead Trail to 66 Street) project, the concept plan was developed in 2015. The next phase of engagement is planned for fall 2020.

Public and stakeholder engagement will continue to be an important part of the next stages of design. Public engagement and communications plans for the Yellowhead Trail Freeway Conversion Program are developed in alignment with the City's Public Engagement Policy C593 to support planning and design work along Yellowhead Trail.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Goods and services move efficiently | | | | | |
|---|--|--|--|--|--|
| Outcome(s) Measure(s) | | Result(s) | Target(s) | | |
| Goods and services move efficiently | Business Satisfaction: Goods and Services Transportation (% of survey respondents who are satisfied/very satisfied) | 50.5% (2017) | 53.0% (2018) | | |
| | Travel Time and Reliability for Goods and Services Movement (time in minutes: seconds to drive 10 km route) | 10:09 (2017) - 50% of the time 13:35 (2017) - 85% of the time | 12:30 (2018) 50% of the time 16:00 (2018) - 85% of the time | | |

| Corporate Outcome(s): Edmonton is a safe city | | | | | |
|---|------------|-----------|-----------|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | |

Page 4 of 6 Report: IIS00039

Approval to Commence Expropriation of Interests in Property - Yellowhead Trail Freeway Conversion Program

| Minimize traffic disruptions on intersections through collision reduction | Rate of inner-ring road (75 St, Whitemud Drive, 170 St, Yellowhead Trail) intersection collisions per million vehicles | 1.01 (2017) | 0.99 (2018) |
|---|---|-------------|-------------|
| | Rate of inner-ring road (75 St, Whitemud Drive, 170 St, Yellowhead Trail) midblock collisions per million vehicles-km of travel | 0.79 (2017) | 0.99 (2018) |

| Corporate Outcome(s): The City of Edmonton has sustainable and accessible infrastructure | | | | | | |
|--|--|------------|------------|--|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | |
| The City of Edmonton has sustainable and accessible infrastructure | Edmontonians' Assessment: Access to Amenities and Services that Improve Quality of Life (% of survey respondents who agree/strongly agree) | 68% (2017) | 70% (2018) | | | |

Risk Assessment

| Risk Element | Risk Description | Likelihood | Impact | Risk Score (with current mitigations) | Current Mitigations | Potential Future Mitigations |
|-----------------------|---|--------------|-----------|--|--|---|
| Project Management | If the recommendation is not passed, the project will be delayed or over budget due to land acquisition delays. | 3 - Possible | 3 - Major | 9 - Medium | Follow Project Management Reference Guide practices, including early discussions with property owners, exploring design alternatives, and/or seeking approval to commence the expropriation process while continuing negotiations. | Develop proactive action plans to mitigate the impact to project schedule and budget. |

Page 5 of 6 Report: IIS00039

| Financial | If the recommendation is not passed, additional delays result in program completion to extend past the timeline set for Federal and Provincial funding. | 2 - Unlikely | 4 - Severe | 8 - Medium | The acquisition process starting early in the overall freeway conversion program and delays can be addressed with a revised project schedule. | Develop proactive action plans to mitigate the impact to project schedule and budget. |
|--------------------------------------|---|--------------|-----------------|------------|--|--|
| Potential Land Cost Escalation | If the recommendation is not passed, the property value increases. | 3 - Possible | 2 - Moderate | 6 - Low | Opportunity purchases of properties as they become available; early negotiation with landowners; work with owners to mitigate impacts to reduce cost where possible. | Proactive acquisition of required properties. |
| Contaminated Property | Increased costs or delays to project due to unexpected remediation requirements. | 2 - Unlikely | 2 - Moderate | 4 - Low | Review of available environmental information before the acquisition; undertake additional environmental testing during the acquisition process if required. | Develop proactive action plans to manage the impact to schedule or budget if contamination is found. |

- 1. Maps of Subject Properties
- 2. Legal Descriptions of Subject Properties

Others Reviewing this Report

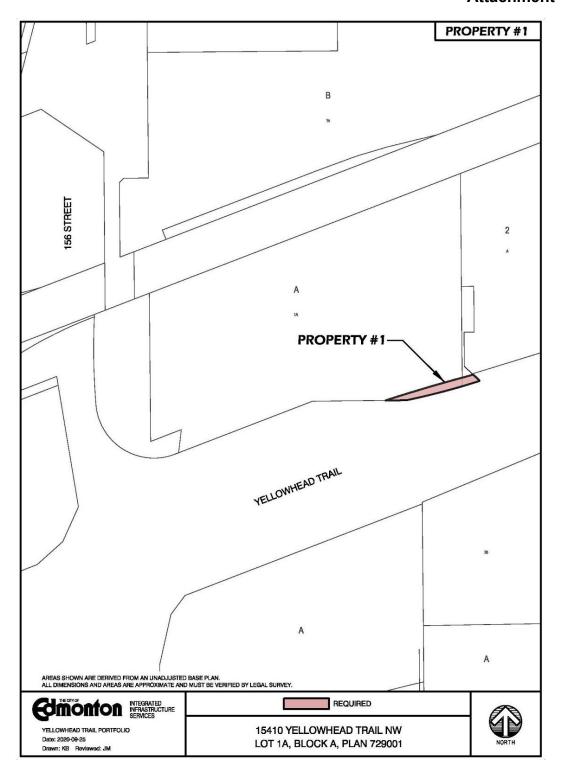
- M. Persson, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- B. Andriachuk, City Solicitor

Page 6 of 6 Report: IIS00039

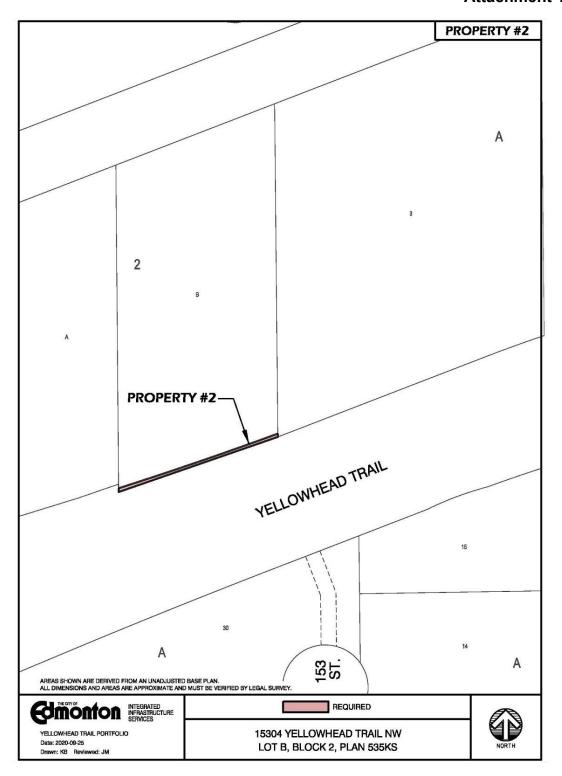
Maps of Subject Properties

| Property Number | Municipal Address(es) |
|-----------------|-------------------------------------|
| 1 | 15410 Yellowhead Trail NW |
| 2 | 15304 Yellowhead Trail NW |
| 3 | 14950 Yellowhead Trail NW |
| 4 | 14820 Yellowhead Trail NW |
| 5 | 14440 Yellowhead Trail NW |
| 6 | 12443 66 Street NW |
| 7 | 14630 Yellowhead Trail NW |
| 8 | 13920 Yellowhead Trail NW |
| 9 | 14325 and 14215 Yellowhead Trail NW |

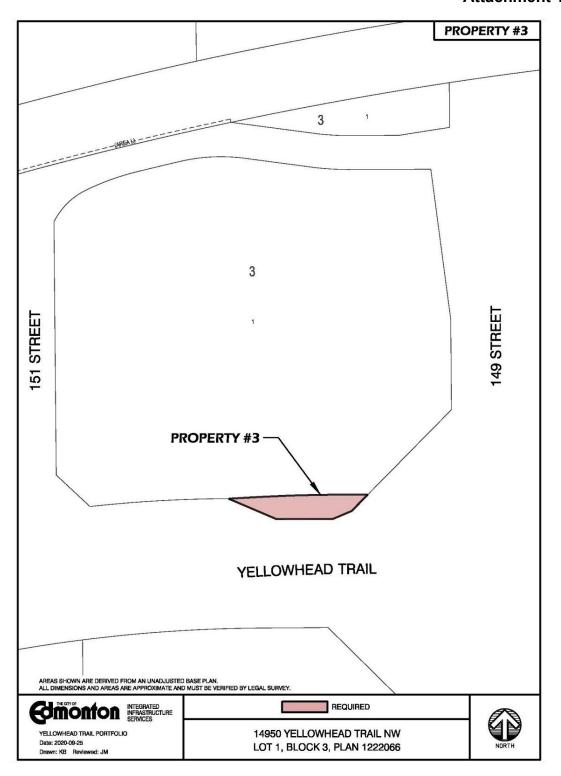
Page 1 of 10 Report: IIS00039



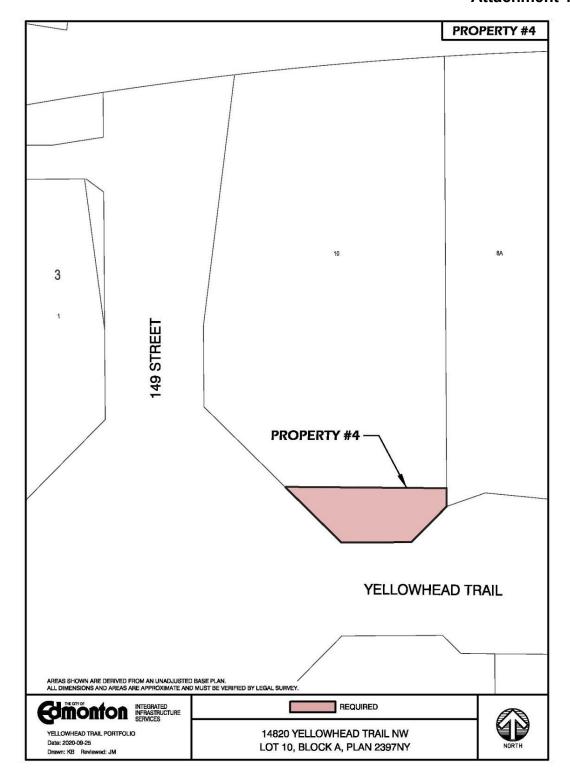
Page 2 of 10 Report: IIS00039



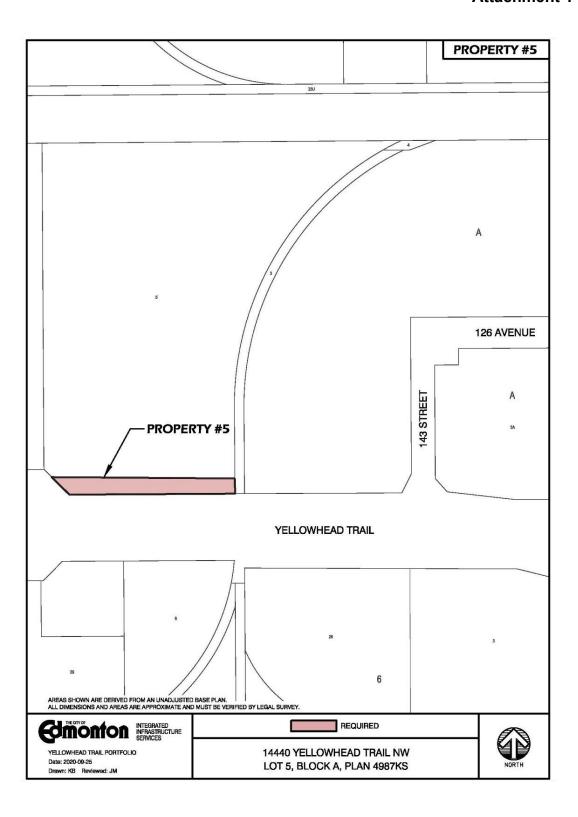
Page 3 of 10 Report: IIS00039



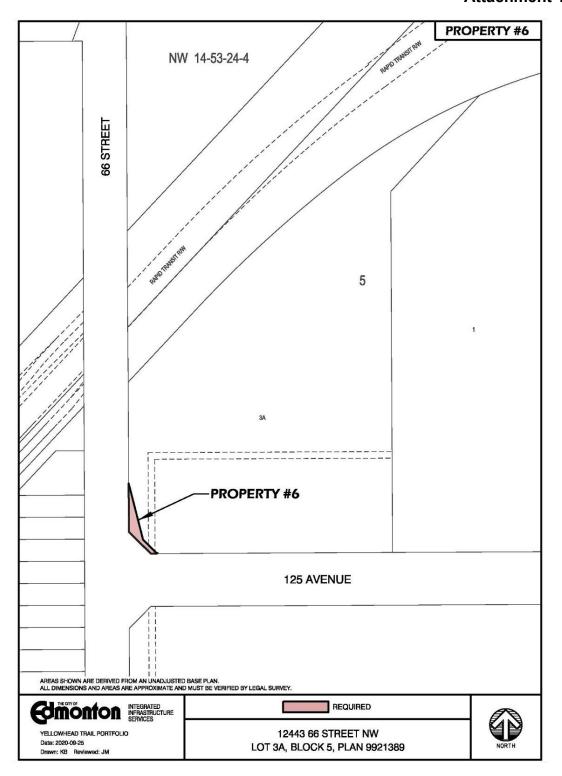
Page 4 of 10 Report: IIS00039



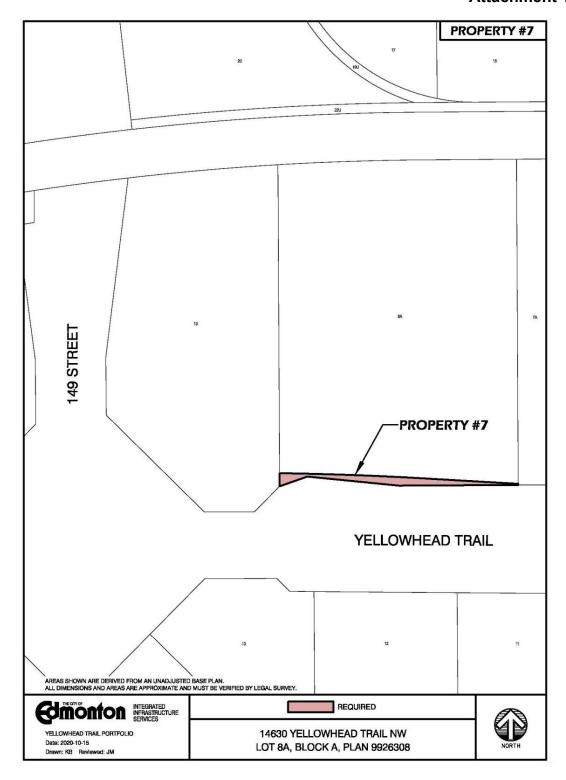
Page 5 of 10 Report: IIS00039



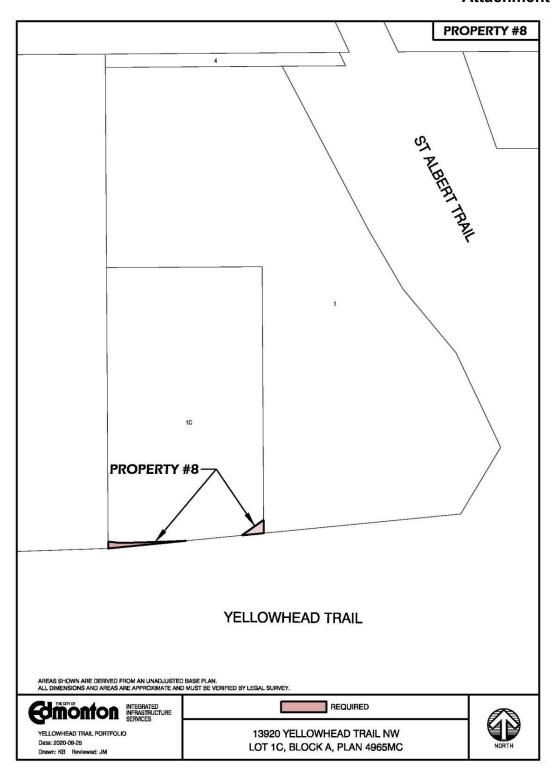
Page 6 of 10 Report: IIS00039



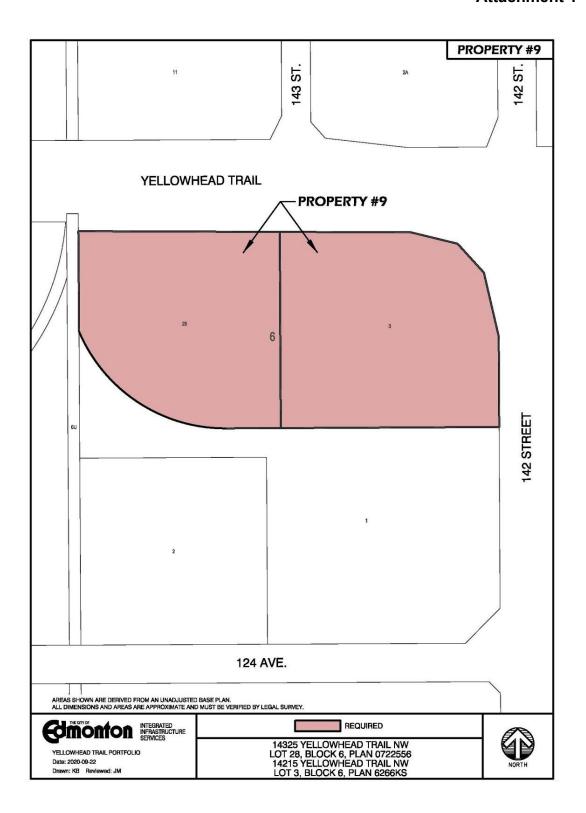
Page 7 of 10 Report: IIS00039



Page 8 of 10 Report: IIS00039



Page 9 of 10 Report: IIS00039



Page 10 of 10 Report: IIS00039

Legal Descriptions of Subject Properties

Approval is sought, pursuant to the provisions of the *Expropriation Act*, to commence expropriation of all land, rights, titles and interests, expressed or implied, of the "owners" (as defined in the *Expropriation Act*);

- 1) existing now; and
- 2) as may become known to the expropriating authority,

of the land requirements of the properties shown in Attachment 1 and listed in this attachment.

DETAILS:

PROPERTY 1:

Municipal Addresses: 15410 Yellowhead Trail NW, Edmonton, AB

Legal Descriptions: DESCRIPTIVE PLAN 0729001

BLOCK A LOT 1A

EXCEPTING THEREOUT ALL MINES AND MINERALS AREA: 3.097 HECTARES (7.65 ACRES) MORE OR LESS

Registered Owner: MCCAIG REAL ESTATE LIMITED.

Estate: Fee Simple

Certificate of Title No.: 202 136 669 (North Alberta Land Registration District)

Land Area Required: Approximately 0.032 hectares, more or less

Known improvements

within areas required: Concrete island, Asphalt

Registered Interests

| Registration No. | Name | Registration Type |
|--|--|--------------------------------|
| 052 418 042 Telus Communications Inc. Utility Right of Way | | Utility Right of Way |
| 052 418 043 Epcor Distribution Inc. Utility Right of Way | | Utility Right of Way |
| 052 418 044 | Epcor Water Services Inc. | Utility Right of Way |
| 072 611 694 | Epcor Water Services Inc. | Utility Right of Way |
| 072 611 696 | Epcor Distribution & Transmission Inc. | Utility Right of Way |
| 072 611 697 | Epcor Water Services Inc. | Utility Right of Way |
| 202 142 681 Servus Credit Union Ltd. Mortgage | | Mortgage |
| 202 142 682 | Servus Credit Union Ltd. | Assignment of Rents and Leases |

PROPERTY 2:

Page 1 of 10 Report: IIS00039

Municipal Address: 15304 Yellowhead Trail NW, Edmonton, AB

Legal Description: PLAN 535KS

BLOCK 2 LOT B

CONTAINING 1.11 HECTARES (2.74 ACRES) MORE OR LESS

EXCEPTING THEREOUT:

HECTARES (ACRES) MORE OR LESS

0.011 0.027

A) PLAN 0421226 - ROAD

EXCEPTING THEREOUT ALL MINES AND MINERALS

Registered Owner: STEPMAR HOLDINGS LTD.

Estate: Fee Simple

Certificate of Title No.: 132 420 043 (North Alberta Land Registration District)

Land Area Required: Approximately 0.010 hectares, more or less

Known improvements

within area required: Signage, Fence

Registered Interests for Property 2:

| Registration No. | Name | Registration Type | |
|------------------|------------------|--------------------------------|--|
| | | | |
| 152 391 109 | Bank Of Montreal | Mortgage | |
| 152 391 110 | Bank Of Montreal | Assignment of Rents And Leases | |
| 202 100 436 | XXXX | Certificate of Lis Pendens | |

Page 2 of 10 Report: IIS00039

PROPERTY 3:

Municipal Address: 14950 Yellowhead Trail NW, Edmonton, AB

Legal Description: DESCRIPTIVE PLAN 1222066

BLOCK 3 LOT 1

EXCEPTING THEREOUT ALL MINES AND MINERALS AREA: 2.78 HECTARES (6.87 ACRES) MORE OR LESS

Registered Owner: YELLOWHEAD MOTOR INN LTD.

Estate: Fee Simple

Certificate of Title No.: 122 157 606 (North Alberta Land Registration District)

Land Area Required: Approximately 0.050 hectares, more or less

Known improvements

within area required: Landscaping, Parking Lot improvements, Signage

Registered Interests for Property 3:

| Registration No. | Name | Registration Type | |
|------------------|---------------------------|--------------------------------|--|
| 982 055 672 | Fido Solutions Inc. | Lease | |
| 092 115 234 | Husky Oil Operations Ltd. | Lease | |
| 102 147 636 | Liquor Stores GP Inc. | Lease Interest | |
| 132 002 884 | Coinamatic Canada Inc. | Lease Interest | |
| 192 051 903 | Bank of Montreal | Mortgage | |
| 192 051 904 | Bank of Montreal | Assignment of Rents And Leases | |
| 192 051 905 | Bank of Montreal | Lease Interest | |
| 192 135 867 | Bank of Montreal | Postponement | |
| 192 138 282 | Bank of Montreal | Postponement | |
| 192 163 041 | Bank of Montreal | Postponement | |
| 192 202 490 | Bank of Montreal | Postponement | |

Known Unregistered Interests for Property 3:

| Name | Interest Type |
|------------------------------|---------------|
| Subway Restaurants Franchise | Lease |
| Shakers Roadhouse | Lease |

PROPERTY 4:

Page 3 of 10 Report: IIS00039

Municipal Addresses: 14820 Yellowhead Trail NW, Edmonton, AB

Legal Descriptions: PLAN 2397NY

BLOCK A LOT 10

EXCEPTING THEREOUT ALL MINES AND MINERALS AREA: 2.11 HECTARES (5.21 ACRES) MORE OR LESS

Registered Owner: MIHALCHEON HOLDINGS LTD.

Estate: Fee Simple

Certificate of Title No.: 143V255 (North Alberta Land Registration District)

Land Areas Required: Approximately 0.139 hectares, more or less

Known improvements

within areas required: Landscaping, parking lot improvements, signage.

Registered Interests for Property 4:

Nil

Page 4 of 10 Report: IIS00039

PROPERTY 5:

Municipal Address: 14440 Yellowhead Trail NW, Edmonton, AB

Legal Description: PLAN 4987KS

BLOCK (A) LOT FIVE (5)

CONTAINING 3.26 HECTARES MORE OR LESS

EXCEPTING THEREOUT: 0.013 HECTARES MORE OR LESS

FOR ROAD PLAN 8421535

EXCEPTING THEREOUT ALL MINES AND MINERALS

Registered Owner: DENILLE LANDCO LTD.

Estate: Fee Simple

Certificate of Title No.: 012 384 446 (North Alberta Land Registration District)

Land Area Required: Approximately 0.116 hectares, more or less

Known improvements

within area required: Landscaping, fencing, sign

Registered Interests for Property 5:

| Registration No. | Name | Registration Type |
|------------------|-----------------------------------|---------------------------|
| 012 384 447 | CANADIAN NATIONAL RAILWAY COMPANY | Restrictive Covenant And |
| | | Easement |
| 012 384 448 | CANADIAN NATIONAL RAILWAY COMPANY | Encroachment And Easement |
| 112 265 881 | The Toronto Dominion Bank. | Mortgage |
| 112 265 882 | The Toronto Dominion Bank. | Assignment of Rents And |
| | | Leases |
| 112 265 883 | The Toronto Dominion Bank. | Assignment of Rents And |
| | | Leases |
| 132 169 186 | 944128 Alberta Ltd. | Mortgage |

Page 5 of 10 Report: IIS00039

PROPERTY 6:

Municipal Address: 12443 66 Street NW, Edmonton, AB

Legal Description: DESCRIPTIVE PLAN 9921389

BLOCK 5 LOT 3A

CONTAINING 1.99 HECTARES (4.92 ACRES) MORE OR LESS. EXCEPTING THEREOUT: HECTARES (ACRES) MORE OR LESS

A) PLAN 0123084 - ROAD 0.294 0.73

EXCEPTING THEREOUT ALL MINES AND MINERALS

Registered Owner: S. M. PRODUCTS LTD.

Estate: Fee Simple

Certificate of Title No.: 022 092 891 +1 (North Alberta Land Registration District)

Land Area Required: Approximately 0.0095 hectares, more or less

Known improvements

within area required: Sign, fence

Registered Interests for Property 6:

Nil

Known Unregistered Interests for Property 6:

| Name | Interest Type |
|----------------------------|---------------|
| Jils Landscape Supply Ltd. | Lease |

Page 6 of 10 Report: IIS00039

PROPERTY 7:

Municipal Address: 14630 Yellowhead Trail NW, Edmonton, AB

Legal Description: DESCRIPTIVE PLAN 9926308

BLOCK A LOT 8A

EXCEPTING THEREOUT ALL MINES AND MINERALS AREA: 3.14 HECTARES (7.76 ACRES) MORE OR LESS

Registered Owner: N & T PROPERTIES LTD.

Estate: Fee Simple

Certificate of Title No.: 992 355 249 (North Alberta Land Registration District)

Land Area Required: Approximately 0.055 hectares, more or less

Known improvements

within area required: Landscaping, pylon sign, pad mount transformer

Registered Interests for Property 7:

| Registration No. Name | | Registration Type | |
|-----------------------|-----------------------|---------------------|--|
| 032 061 585 | Royal Bank of Canada. | Mortgage | |
| 032 061 586 | Royal Bank of Canada. | Assignment of Rents | |

Known Unregistered Interests for Property 7:

| Name | Interest Type |
|----------|---------------|
| Kal-Tire | Lease |

Page 7 of 10 Report: IIS00039

PROPERTY 8:

Municipal Address: 13920 Yellowhead Trail NW, Edmonton, AB

Legal Description: PLAN 4965MC

BLOCK (A)

LOT ONE-C (1-C)

CONTAINING 0.910 HECTARES MORE OR LESS

EXCEPTING THEREOUT:

ALL THAT PORTION OF SAID LOT REQUIRED FOR ROADWAY

RIGHT OF WAY ON PLAN 7921162

EXCEPTING THEREOUT ALL MINES AND MINERALS

Registered Owner: 994459 NUNAVUT LTD.

Estate: Fee Simple

Certificate of Title No: 122 372 581 (North Alberta Land Registration District)

Land Area Required: Approximately 0.007 hectares, more or less

Known improvements

within area required: Landscaping, Utility Services Boxes

Registered Interests for Property 8:

| Registration No. | Name | Registration Type | |
|------------------|---|--------------------------------|--|
| 022 340 804 | 304 Canada Safeway Limited Restrictive Covenant | | |
| 042 460 986 | Epcor Distribution Inc. Utility Right of Way | | |
| 092 420 180 | Cantana Investments Limited Encroachment Agreement | | |
| 092 420 181 | Yellowhead Properties Ltd. Easement | | |
| 142 186 335 | Alberta Treasury Branches | rta Treasury Branches Mortgage | |
| 142 186 336 | Alberta Treasury Branches Assignment of Rents and Lease | | |

Page 8 of 10 Report: IIS00039

PROPERTY 9:

Municipal Addresses: 14215 and 14325 Yellowhead Trail NW, Edmonton, AB

Legal Descriptions: 14215 Yellowhead Trail NW:

PLAN 6266KS BLOCK SIX (6) LOT THREE (3)

CONTAINING 1.25 HECTARES MORE OR LESS

EXCEPTING THEREOUT:

0.142 HECTARES ON ROAD PLAN 7921161

EXCEPTING THEREOUT ALL MINES AND MINERALS

14325 Yellowhead Trail NW: DESCRIPTIVE PLAN 0722556

BLOCK 6 LOT 28

EXCEPTING THEREOUT ALL MINES AND MINERALS AREA: 0.979 HECTARES (2.42 ACRES) MORE OR LESS

Registered Owner: GPM (12) GP INC.

Estate: Fee Simple

Certificate of Title Nos.: 14215 Yellowhead Trail:

142 045 910 (North Alberta Land Registration District)

14325 Yellowhead Trail:

142 045 910+1 (North Alberta Land Registration District)

Land Areas Required: 14215 Yellowhead Trail:

1.25 hectares, more or less

14325 Yellowhead Trail: 0.979 hectares, more or less

Known improvements

within areas required: 14215 Yellowhead Trail:

Landscaping, parking lot improvements and signage.

14325 Yellowhead Trail:

Landscaping, parking lot improvements and signage.

Registered Interests for 14215 Yellowhead Trail:

| Registration No. | Name | Registration Type |
|--|-------------------|---------------------------|
| 042 024 267 | Caster Town Ltd. | Caveat re: Lease |
| 082 361 127 | 0725427 B.C. Ltd. | Caveat re: Lease |
| 132 403 171 | Caster Town Ltd. | Caveat re: Lease Interest |
| 142 035 527 Atlas Granite Inc. Caveat re: Lease Interest | | Caveat re: Lease Interest |

Page 9 of 10 Report: IIS00039

Registered Interests for 14325 Yellowhead Trail:

| Registration No. | Name | Registration Type |
|--|-------------------|---------------------------|
| 042 024 267 | Caster Town Ltd. | Caveat re: Lease |
| 082 361 127 | 0725427 B.C. Ltd. | Caveat re: Lease |
| 132 403 171 | Caster Town Ltd. | Caveat re: Lease Interest |
| 142 035 527 Atlas Granite Inc. Caveat re: Lease Interest | | Caveat re: Lease Interest |

Page 10 of 10 Report: IIS00039

o. 18

EXECUTIVE COMMITTEE REPORT Mistatim Stage 17 Revolving Industrial Servicing Fund Extension

Recommendation of the Committee

That an exemption to City Policy C533A Revolving Industrial Servicing Fund, to allow Golden West Business Park Ltd. to complete an end-user development for Mistatim Stage 17, by December 31, 2021, and remain eligible for the Revolving Industrial Servicing Fund, be approved.

History

At the November 9, 2020, Executive Committee meeting, the November 9, 2020, Urban Form and Corporate Strategic Development report CR_8180 was considered.

Attachment

November 9, 2020, Urban Form and Corporate Strategic Development report CR_8180

Recommendation

That Executive Committee recommend to City Council:

That an exemption to City Policy C533A Revolving Industrial Servicing Fund, to allow Golden West Business Park Ltd. to complete an end-user development for Mistatim Stage 17, by December 31, 2021, and remain eligible for the Revolving Industrial Servicing Fund, be approved.

Executive Summary

Golden West Business Park Ltd. entered into a servicing agreement (Mistatim Stage 17) with the City in December 2014 to develop approximately 30 hectares of land in the Mistatim Industrial neighbourhood. The servicing agreement required Golden West Business Park Ltd. to construct significant off-site cost shareable infrastructure in order to service their land. Off-site cost shareable infrastructure is infrastructure located within City road right of way and constructed with excess capacity to service adjacent developments. In addition to the construction of off-site cost shareable infrastructure, Golden West Business Park Ltd. was required to have completed an end-user development, which are fully constructed buildings on serviced land, by December 2017 to be eligible for up to \$8 million in rebates from the City.

Due to the economic challenges the Edmonton region is experiencing, it has not been economically feasible for Golden West Business Park Ltd. to complete construction of buildings on their lands in the required time and has requested an extension.

Administration supports extending the deadline for Golden West Business Park Ltd. to complete the construction of buildings and remain eligible for a rebate through the Revolving Industrial Servicing Fund.

Report

Revolving Industrial Servicing Fund

The Revolving Industrial Servicing Fund, City Policy C533A, was designed to provide certainty to developers overseeing the construction of cost shareable infrastructure by ensuring that a portion of the rebates a developer carries, up to a maximum of \$4 million, is paid back in a timely manner.

To take part in the program and to be eligible for a rebate, developers must (among other things):

- construct cost shareable infrastructure; and
- erect new buildings within three years of the servicing agreement execution date.

If the developer does not meet these criteria, the project is no longer eligible for a rebate. If more than half of the proposed buildings are complete within those three years, the City may grant a one year rebate eligibility extension. This one year extension is to allow for construction of the remaining buildings.

When the City provides a rebate payment to the developer as part of this program, the City also assumes the rebate that would otherwise be owed to the front-ending developer. As other developments are constructed, the City enters into servicing agreements with the new developers. Through these agreements the City collects payment when the development benefits from the cost shareable infrastructure. This process enables the City to collect payments until the rebate assumed on behalf of the front-ending developer is paid off.

In addition to assuming rebates on behalf of front-ending developers, the Revolving Industrial Servicing Fund will recover rebates previously paid out by receiving an amount equal to 50 percent of the total incremental tax revenue increase from the front-ending developers development.

In June 2017, The Revolving Industrial Servicing Fund was replaced by the Industrial Cost Sharing Program to incentivize industrial land development.

Background

In December 2014, Golden West Business Park Ltd. signed a servicing agreement (Mistatim Stage 17), which is a contract between a developer and the City that requires the developer to construct infrastructure in accordance with the City's Design and Construction Standards and outlines the obligations of both parties, with the City to develop the lands in Mistatim Industrial.

An exemption to City Policy C533 was approved by City Council on March 3, 2015, to allow a fund rebate of up to \$8 million for a single servicing agreement entered into by Golden West Business Park Ltd. Both City Policy C533 and its later replacement C533A set the rebate upper limit of \$4 million.

Page 2 of 5 Report: CR_8180

In February 2016, the servicing agreement with Golden West Business Park Ltd. was amended to provide up to \$8 million of Golden West Business Park Ltd.'s rebate to be paid by the City in accordance with the Revolving Industrial Servicing Fund. To service their lands, Golden West Business Park Ltd. committed to investing an estimated \$22.29 million towards the construction of cost shareable infrastructure such as sanitary sewers and storm sewers. The outcome of the \$22.29 million investment in infrastructure resulted in the development of approximately 30 hectares of industrial land, and will help to open up the Mistatim Industrial neighbourhood for further development.

In addition to the \$22.29 million invested by Golden West Business Park Ltd. for the construction of cost shareable infrastructure, Golden West Business Park Ltd. paid an additional \$2.06 million in drainage assessments for infrastructure that their development will benefit from.

The servicing agreement for Mistatim Stage 17 required the cost shareable infrastructure and all the required buildings to be constructed by December 2017. The Mistatim Stage 17 lands were sold by Golden West Business Park Ltd. to a third party to construct and subsequently occupy the buildings. Once the Mistatim Stage 17 lands were sold, world oil prices fell, which impacted the local Edmonton economy and the buildings initially proposed to be constructed were not and the land was subsequently sold again to another buyer. Given that the proposed buildings were not constructed by the December 2017 deadline, Mistatim Stage 17 was removed from the Revolving Industrial Servicing Fund program.

Current Status

To date Golden West Business Park Ltd. has completed the construction of cost shareable infrastructure and is in the process of getting it inspected and approved by the City. As a result of the significant investment in cost shareable infrastructure, Golden West Business Park Ltd. have the following rebates:

- Storm Sewers \$10.45 million
- Sanitary Sewers \$3.36 million

Three buildings have been completed and another three buildings are currently under construction, anticipated to be completed before the end of the year.

Financial Benefits to the City

The estimated initial taxable property assessment, which is the estimated valuation of the unserviced land at the time the servicing agreement is executed, for this development was \$12.1 million. Once all buildings are constructed, the total estimated post development taxable property assessment, which is the value of the serviced land

Page 3 of 5 Report: CR 8180

and completed buildings, for this development will be \$77.9 million, which is an increase of \$65.8 million to the City's industrial tax base.

Applying the Property Tax Estimator Tool on the City of Edmonton's website for 2020, the predevelopment yearly tax revenue generated by this land is estimated to be \$0.27 million and upon completion of this development, the yearly tax revenue yielded from this development is estimated to be \$1.75 million, which represents a net increase of \$1.48 million per year in revenue for the City.

Financial Status of the Revolving Industrial Servicing Fund

With the Revolving Industrial Servicing Fund being superseded by the Industrial Infrastructure Cost Share Program, the Revolving Industrial Servicing Fund no longer accepts new projects. As a result of no new projects being admitted into the Revolving Industrial Servicing Fund program, and given that \$8 million was initially put aside for the Mistatim Stage 17 development, the Revolving Industrial Servicing Fund has the capacity to accommodate this request.

Public Engagement

Public engagement was not undertaken for this report, as a servicing agreement is a contract between a developer and the City.

Corporate Outcomes and Performance Management

| | Corporate Outcome: The City of Edmonton has a resilient financial position | | | |
|-------------------------------|--|-----------------------------|---------------------------------|--------------------------------|
| Outcome Measure Result Target | | | | Target |
| | Edmonton has a growing non-residential tax base | Non-residential real growth | 0 lots with buildings completed | 1 lot with buildings completed |

Risk Assessment

| sk Risk Likelihood Impac ement Description | Risk Score (with current mitigations) Current Mitigations | Potential Future Mitigations |
|---|--|------------------------------------|
|---|--|------------------------------------|

Page 4 of 5 Report: CR_8180

| Economic | If the economic climate continues to remain in a depressed state it will affect the developers ability to complete their remaining buildings | 1 | 1 | 1 - Low | An amendment to the Mistatim Stage 17 servicing agreement will relieve the City of the obligation to provide payment to Golden West Business Park Ltd. if the buildings are not | None |
|----------|--|---|---|---------|---|------|
| | | | | | completed by December 31, 2021 | |

Others Reviewing this Report

- M. Persson, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- B. Andriachuk, City Solicitor

Page 5 of 5 Report: CR_8180

0. 19

EXECUTIVE COMMITTEE REPORT Maple Ridge Stage 6 Revolving Industrial Servicing Fund Extension

Recommendation of the Committee

That an exemption to City Policy C533A Revolving Industrial Servicing Fund, to allow the Maple Ridge Owners group to complete an end-user development for Maple Ridge Stage 6, by October 31, 2024, and remain eligible for the Revolving Industrial Servicing Fund, be approved.

History

At the November 9, 2020, Executive Committee meeting, the November 9, 2020, Urban Form and Corporate Strategic Development report CR_8138 was considered.

Attachment

November 9, 2020, Urban Form and Corporate Strategic Development report CR_8138

Maple Ridge Stage 6 Revolving Industrial Servicing Fund Extension

Recommendation

That Executive Committee recommend to City Council:

That an exemption to City Policy C533A Revolving Industrial Servicing Fund, to allow the Maple Ridge Owners group to complete an end-user development for Maple Ridge Stage 6, by October 31, 2024, and remain eligible for the Revolving Industrial Servicing Fund, be approved.

Executive Summary

The Maple Ridge Owners group, which consists of three landowners, entered into a servicing agreement (Maple Ridge Stage 6) with the City in April 2017 to develop approximately 120 hectares of land in the Maple Ridge Industrial neighbourhood. The servicing agreement required the Maple Ridge Owners group to construct significant off-site cost shareable infrastructure in order to service their land. Off-site cost shareable infrastructure located within City road right of way constructed with excess capacity to service adjacent developments. In addition to the construction of off-site, cost shareable infrastructure, the Maple Ridge Owners group were required to complete an end-user development, which are the fully constructed buildings on serviced land, by April 2020 in order to be eligible for up to \$8 million in rebates from the City.

Due to the economic challenges the Edmonton region is experiencing, it has not been economically feasible for the Maple Ridge Owners group to complete construction of buildings on their lands in the required time and has requested an extension.

Administration supports extending the deadline for the Maple Ridge Owners group to complete the construction of buildings and remain eligible for a rebate through the Revolving Industrial Servicing Fund.

Report

Revolving Industrial Servicing Fund

The Revolving Industrial Servicing Fund, City Policy C533A, was designed to provide certainty to developers overseeing the construction of cost shareable infrastructure by

Maple Ridge Stage 6 Revolving Industrial Servicing Fund Extension

ensuring that a portion of the rebates a developer carries, up to a maximum of \$4 million, is paid back in a timely manner.

To take part in the program and be eligible for a rebate, developers must (among other things):

- construct cost shareable infrastructure; and
- erect new buildings within three years of the servicing agreement execution date.

If the developer does not meet these criteria, the project is no longer eligible for a rebate. If more than half of the proposed buildings are complete within those three years, the City may grant a one year rebate eligibility extension. This one year extension is to allow for construction of the remaining buildings.

When the City provides a rebate payment to the developer as part of this program, the City also assumes the rebate that would otherwise be owed to the front-ending developer. As other developments are constructed, the City enters into servicing agreements with those other developers. Through these agreements the City collects payment when the development benefits from the cost shareable infrastructure. This process enables the City to collect payments until the rebate assumed on behalf of the front-ending developer is paid off.

In addition to assuming rebates on behalf of front-ending developers, the Revolving Industrial Servicing Fund will recover rebates previously paid out by receiving an amount equal to 50 percent of the total incremental tax revenue increase from the front-ending developers development.

In June 2017, the Revolving Industrial Servicing Fund was replaced by the Industrial Infrastructure Cost Sharing program to incentivize industrial land development.

Background

In April 2017, the Maple Ridge Owners group signed a servicing agreement (Maple Ridge Stage 6), which is a contract between a developer and the City that requires the developer to construct infrastructure in accordance with the City's Design and Construction Standards and outlines the obligations of both parties, with the City to develop the lands in Maple Ridge Industrial.

To service their lands, the Maple Ridge Owners group committed to investing an estimated \$24.1 million towards the construction of cost shareable infrastructure such as arterial roadways, sanitary sewers, storm sewers and a water main. The outcome of the \$24.1 million investment in infrastructure will be the development of approximately

Page 2 of 5 Report: CR_8138

Maple Ridge Stage 6 Revolving Industrial Servicing Fund Extension

120 hectares of industrial land, and will help to open up the Maple Ridge Industrial neighbourhood for further development.

In addition to the \$24.1 million invested by the Maple Ridge Owners group for the construction of cost shareable infrastructure, the Maple Ridge Owners group paid an additional \$2.27 million in drainage assessments for infrastructure that their development will benefit from.

An exemption to City Policy C533 was approved by City Council on September 18, 2013 to allow a fund rebate of up to \$8 million for a single servicing agreement entered into by multiple developers in the Maple Ridge Industrial neighbourhood. Both City Policy C533 and its later replacement C533A set the rebate upper limit of \$4 million.

In October 2013, the City Manager approved an exemption to the City Procedure to allow the advancement of up to \$4 million of the fund rebate to the developers upon construction completion of cost shareable infrastructure, with the remaining rebate to be paid upon the completion of the buildings and other items.

The servicing agreement for Maple Ridge Stage 6 requires the cost shareable infrastructure and all the required buildings to be constructed by April 2020.

Current Status

To date the Maple Ridge Owners group has invested \$15.2 million for the construction of cost shareable infrastructure, which includes:

- 17 Street \$2.24 million
- Storm Sewers \$6.06 million
- Sanitary Sewers \$5.50 million
- Water main \$1.35 million

After completion of the remainder of 17 Street, which is expected to cost \$8.17 million to complete, the Maple Ridge Owners group will have invested \$23.3 million in cost shareable infrastructure. \$24.1 million was the initial estimated cost and \$23.3 is the updated cost, which reflects incurred costs and remaining costs.

Upon completion of the offsite sanitary trunk sewers, the Maple Ridge Owners group received \$4 million from the City in July of 2019. After receiving \$4 million dollars from the City, the Maple Ridge Owners group have the following remaining rebates:

- Arterial Roadway Assessments \$0
- Storm \$2.6 million
- Sanitary \$0
- Boundary Recoveries \$0.73 million

Page 3 of 5 Report: CR_8138

While the Maple Ridge Owners group has constructed the cost shareable storm sewers, sanitary sewers and a portion of 17 Street, with the remainder to be completed in 2022, the buildings have not been completed due to the economic conditions in the Edmonton market.

Financial Benefits to the City

The total estimated initial taxable property assessment, which is the estimated valuation of the unserviced land at the time the servicing agreement is executed, for this development was \$30.9 million. Once all buildings are constructed, the total estimated post development taxable property assessment, which is the value of the serviced land and completed buildings, for this development will be \$188.2 million, which is an increase of \$157.3 million to the City's industrial tax base.

Applying the Property Tax Estimator Tool on the City of Edmonton's website for 2020, the predevelopment yearly tax revenue generated by this land is estimated to be \$0.7 million and upon completion of this development, the yearly tax revenue yielded from this development is estimated to be \$4.2 million, which represents a net increase of \$3.5 million per year in revenue for the City.

Financial Status of the Revolving Industrial Servicing Fund

With the Revolving Industrial Servicing Fund being superseded by the Industrial Infrastructure Cost Share Program, the Revolving Industrial Servicing Fund no longer accepts new projects. As a result of no new projects being admitted into the Revolving Industrial Servicing Fund program, and given that \$8 million was initially put aside for the Maple Ridge Stage 6 development, the Revolving Industrial Servicing Fund has the capacity to accommodate this request.

Public Engagement

Public engagement was not undertaken for this report, as a servicing agreement is a contract between a developer and the City.

Corporate Outcomes and Performance Management

| Corporate Outcome: The City of Edmonton has a resilient financial position | | | | | |
|--|-----------------------------|---------------------------------|---------------------------------|--|--|
| Outcome Measure Result Target | | | | | |
| Edmonton has a growing non-residential tax base | Non-residential real growth | 0 lots with buildings completed | 10 lots with building completed | | |

Page 4 of 5 Report: CR_8138

Risk Assessment

| Risk Element | Risk Description | Likelihood | Impact | Risk Score (with current mitigations) | Current Mitigations | Potential Future Mitigations |
|-----------------|---|------------|--------|---|--|------------------------------------|
| Economic | If the economic climate continues to remain in a depressed state it will affect the developers ability to develop buildings | 3 | 1 | 3 - Low | An amendment to the Maple Ridge Stage 6 servicing agreement will relieve the City of the obligation to provide payment to the Maple Ridge Owners group if the buildings are not completed by October of 2024 | None |

Others Reviewing this Report

- M. Persson, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- B. Andriachuk, City Solicitor

Page 5 of 5 Report: CR_8138

20

EXECUTIVE COMMITTEE REPORT LRT Network Expansion and Renewal Update

Recommendation of the Committee

- 1. That the November 9, 2020, Integrated Infrastructure Services report IIS00094, be received for information.
- 2. That Attachment 3 of the November 9, 2020, Integrated Infrastructure Services report IIS00094, remain private pursuant to sections 24 (advice from officials) and 27 (privileged information) of the *Freedom of Information and Protection of Privacy Act.*

History

At the November 9, 2020, Executive Committee meeting, the November 9, 2020, Integrated Infrastructure Services report IIS00094 was considered.

Attachment

November 9, 2020, Integrated Infrastructure Services report IIS00094

LRT Network Expansion and Renewal Update

Recommendation

That Executive Committee recommend to City Council:

- 1. That the November 9, 2020, Integrated Infrastructure Services report IIS00094, be received for information.
- 2. That Attachment 3 of the November 9, 2020, Integrated Infrastructure Services report IIS00094, remain private pursuant to sections 24 (advice from officials) and 27 (privileged information) of the *Freedom of Information and Protection of Privacy Act*.

Executive Summary

Administration continues to advance multiple LRT network expansion and renewal projects through various stages of development. This update has been prepared as a part of Administration's commitment to regular communication with Council, both to inform and potentially seek direction on these transformative projects.

Report

Network Expansion (Design and Construction)

LRT expansion provides mass transit services to Edmontonians and will transform the way people live, learn, work, and play in the city. ConnectEdmonton, Council's Strategic Plan, calls for connected urban places to create a compact and more integrated urban environment where people can increasingly rely on sustainable transportation options, including transit, biking, and walking. LRT expansion is critical to creating these connections. Progress towards the complete buildout of Edmonton's approved LRT Network is summarized in Attachment 1.

The following LRT network expansion projects are currently underway in the design, build, or operate phases and in accordance with the priorities approved by City Council on May 3, 2016 and June 1, 2020 in Integrated Infrastructure Services report CR_3314, Long Term Funding Plan for the LRT - Strategic Options, Extension Planning and Proposed Stages of Construction and Integrated Infrastructure Services report CR_8337, LRT Transit Priorities (Update) - Strategic Options, Extension Planning and Proposed Stages of Construction, respectively.

| Stage LRT Line Corridor | |
|-------------------------|--|
|-------------------------|--|

LRT Network Expansion and Renewal Update

| Design | Capital Line South Extension | Century Park to Ellerslie Road | |
|---------|--------------------------------|--------------------------------|--|
| Design | Metro Line Northwest Extension | Blatchford to Campbell Road | |
| | Metro Line Northwest Extension | NAIT to Blatchford | |
| Build | Valley Line West | Downtown to Lewis Farms | |
| | Valley Line Southeast | Downtown to Mill Woods | |
| Operate | Metro Line | Downtown to NAIT | |

Significant progress has been made in 2020 on the three "Build" segments of the LRT Network with a more detailed update on the status of each of the active projects provided in Attachment 2.

- The Valley Line southeast is 82 percent complete as of the end of September. Major construction milestones have been reached on various segments including the Tawatinâ Bridge, Quarters Tunnel, Davies Station and Park & Ride, as well as community station platforms. Installation has been completed for overhead power systems, and reconstruction of integrated roadways has been completed. 17 of the 26 light rail vehicles have been delivered, with the balance expected by the end of 2020 or early in 2021. Further information and details are provided in Attachment 3 and are private pursuant to sections 24 (advice from officials) and 27 (privileged information) of the Freedom of Information and Protection of Privacy Act
- The Valley Line West is in the final stages of construction procurement. The
 selection of a preferred proponent and contract award is expected before the
 end of the year. Utility relocations, land acquisition, building demolitions, access
 closure bylaws, and building condition assessments along the corridor are
 underway in anticipation of detailed design and construction starting in 2021.
- The Metro Line extension from NAIT into Blatchford has started construction.
 This includes hard surface and removal of unsuitable materials, site grading,
 reconfiguration of 109 Street and the Jefferson Armoury parking lot, and
 installation of underground utilities.

On June 1, 2020, City Council prioritized the Capital Line South from Century Park to Ellerslie Road, followed by the Metro Line from Blatchford to Castle Downs. The business case for the Capital Line South expansion is currently being reviewed by the Province and once approved, Administration will bring forward a Capital Profile and funding strategy for City Council's consideration. The estimated cost to advance land purchases for the Metro Line extension between Blatchford and Castle Downs is included in the fall SCBA report.

Page 2 of 6 Report: IIS00094

Metro Line (Downtown to NAIT)

The Metro Line opened to public service in September 2015 with speed and other operating restrictions due to an incomplete signalling system. Administration issued Thales with a Notice of Termination in Q2 2019 after the contractor failed to meet their December 4, 2018 deadline to complete the signalling system.

Alstom Transport Canada Inc. has been retained to complete the detailed design and installation of an alternative signalling plan to replace the Thales signalling system. The material procurement is complete. The design work, and hardware and software installation are being finalized, and system testing is ongoing. Transition to the replacement signalling system is currently scheduled for Q1 2021.

Centre LRT

The Centre LRT route was identified in the City's long term LRT Network Plan to provide opportunities for seamless connections between Downtown, the Alberta Legislature, the University of Alberta, Strathcona, Bonnie Doon, East Edmonton, and the wider LRT network.

Administration worked to define the selected corridor, and certain segments were approved by City Council in August 2018. The section through the University and Garneau areas including the North Saskatchewan river crossing required further review and analysis. This work was then paused while Administration finalized the City Plan and conducted a mass transit study to better understand its alignment to the broader growth plan.

The mass transit study affirmed the demand for transit along the Whyte Avenue corridor and further determined the service could also be accommodated by non-LRT technologies. Administration will return to council in 2021 with recommended next steps.

LRT Renewal Program

The 2019-2022 LRT Facility and Track Renewal Capital Program include upgrades for LRT Facilities and Right of Way Assets that are managed by Edmonton Transit. These include LRT Stations, track inventory, and tunnel systems. Key projects that were undertaken in 2020 include upgrades to Stadium Station, Belgravia Station platform, and various LRT crossings along the Capital Line.

Light Rail Vehicle Procurement

The LRT expansion projects approved by City Council will necessitate a substantial growth in the light rail vehicle fleet in the upcoming years. This, combined with the need to replace 37 of the oldest fleet of trains that are already operating well past their design life, results in the need to procure a considerable number of light rail vehicles in

Page 3 of 6 Report: IIS00094

LRT Network Expansion and Renewal Update

the near term. Continuing to operate and maintain the older fleet of trains beyond a 5 year horizon will pose a risk to providing in-service LRVs to meet ridership demands.

The Valley Line Southeast project includes the addition of 26 new Bombardier Flexity low floor light rail vehicles. The Valley Line West project requires up to 40 low floor light rail vehicles and Administration is currently preparing to competitively procure these vehicles.

As many as 142 new high-floor vehicles may be required to support the extension to the Capital Line south and Metroline north, to provide the required service frequency on the existing Capital and Metro lines, and to address the upcoming fleet replacements. This could result in a funding requirement of over \$900 million in the short-to-medium term. Administration is having conversations with the City of Calgary about possible joint procurement of light rail vehicles and continues to explore alternatives for long-term funding with potential partners.

Budget/Financial

The total approved and estimated budgets for the projects outlined within this report are summarized below. The projects are funded for the scope defined within their capital profile for the following amounts:

| Project | Stage Funded | Approved Budget |
|--|--------------|-----------------|
| Valley Line West (Downtown to Lewis Farms) | Build | \$ 2,608.9 M |
| Valley Line Southeast (Mill Woods to Downtown) | Build | \$ 1,758.4 M |
| Metro Line Northwest (NAIT to Blatchford) | Build | \$ 351.4 M |
| Metro Line Northwest (Blatchford to Campbell Rd) | Design | \$ 24.2 M |
| Capital Line South (Century Park to Allard/Desrochers) | Design | \$ 14.5 M |
| Centre LRT (Downtown Circulator) 1 | Strategy | \$ 4.6 M |

| Project | Stage | Estimated Budget |
|---|------------------|------------------|
| Capital Line South (Century Park to Ellerslie Road) | Build | \$ 1,050.0 M |
| Metro Line North (Blatchford to Campbell Road) ² | Land Acquisition | \$ 18.6 M |

Notes:

Page 4 of 6 Report: IIS00094

¹⁾ Centre LRT strategy planning has been suspended pending a review of this corridor for other rapid transit technologies in the context of the overall mass transit network

²⁾ Land acquisition budget are for opportunity purchases and only includes properties up to Castle Downs (does not include land for the operations and maintenance facility in Rampart)

Public Engagement

Public engagement and communications has been an integral part of the LRT expansion efforts since the development of the LRT Network plan in 2009. Over the past 12 months the following communications and engagement initiatives to support the LRT Network expansion have taken place:

- Delivered integrated marketing communications strategies and stakeholder relations to support the construction of the Valley Line Southeast and the Metro Line Northwest.
- Delivered integrated marketing communications strategies to support procurement and construction preparations for the Valley Line West.
- Developed a Public Safety Outreach Program to support future operations of the Valley Line Southeast.
- Developed a stakeholder relations program for Valley Line West construction.
- Delivered the 2020 TLC for LRT campaign in support of the LRT Renewal program.

Corporate Outcomes and Performance Management

| Outcome(s) | Measure | Result | Target |
|---|---|--------------|--------------|
| Edmontonians use public transit and active modes of | Transit ridership (rides per capita) | 91.6 (2017) | 105.0 (2018) |
| transportation | Journey to work mode (percent of survey respondents who select auto passenger, transit, walk, cycle or other) | 26.1% (2016) | 25.9% (2018) |

| Outcome | Measure | Result | Target |
|------------------------------------|---|------------|------------|
| Edmonton is attractive and compact | Edmontonians' assessment: Well-designed, attractive city (percent of survey respondents who agree/strongly agree) | 53% (2017) | 55% (2018) |

| Outcome | Measure | Result | Target |
|--|--|------------|------------|
| The City of Edmonton has sustainable and accessible infrastructure | Edmontonians' assessment: Access to infrastructure, amenities and services that improve quality of life (percent of survey respondents who agree/strongly agree) | 68% (2017) | 70% (2018) |

Attachments

- 1. Status of LRT Network Plan
- 2. LRT Network Expansion and Renewal Projects Summary
- 3. Private Update

Page 5 of 6 Report: IIS00094

LRT Network Expansion and Renewal Update

Others Reviewing this Report

- G. Cebryk, Deputy City Manager, City Operations
- M. Persson, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- C. Owen, Deputy City Manager, Communications and Engagement
- B. Andriachuk, City Solicitor

Page 6 of 6 Report: IIS00094

Status of the LRT Network Plan

| Project | Corridor Selection | Concept Planning | Design & Procurement | Build |
|---|-----------------------|---------------------|-------------------------|-----------|
| Valley Line Southeast Downtown to Mill Woods | ~ | ~ | ~ | 2016-2021 |
| Metro Line NAIT to Blatchford | ~ | ~ | ~ | 2020-2024 |
| Valley Line West Downtown to Lewis Farms | ~ | V | 2020 | 2020-2027 |
| Capital Line South¹ Century Park to Ellerslie Rd | ~ | ~ | 2020-2021 | 2021-2025 |
| Metro Line Blatchford to Campbell Road | ~ | V | Prelim design only | TBD |
| Capital Line South Ellerslie Rd to Allard/Desrochers | ~ | ~ | Prelim design only | TBD |
| Valley Line Southeast ² Mill Woods to Ellerslie Rd | TBD | | | |
| Festival Line ³ Bonnie Doon to East City Limits | See Note | | | |
| Capital Line South ³ 41 Avenue SW to International Airport | See Note | | | |

Footnotes:

- 1) Business Case currently under review with the Provincial Government. Once approved, a Capital Profile and budget request will be brought forward for Council's consideration
- 2) Project studied as part of the Mass Transit Study. The results warranted incorporation into the mobility network for the City Plan
- 3) Projects studied as part of the Mass Transit Study. The results warranted exclusion from the mobility network for the City Plan. Alternative routes and mass transit types that substitute these lines are included in the mobility network for the City Plan, therefore these segments will be removed from this table in future updates.

Page 1 of 1 Report: IIS00094

LRT Network Expansion and Renewal Projects Summary

This attachment outlines the status of LRT network expansion and renewal projects currently underway in the design, build and operate phases.

Design Phase

Capital Line LRT - South Extension (Century Park to Allard/Desrochers)

The Capital Line LRT - South Extension is a total of 7.7 kilometres long and consists of two segments. The first segment is an update to the preliminary design for the 4.5 kilometres between Century Park and the Heritage Valley Park & Ride at Ellerslie Road and 127 Street Southwest (originally completed in 2010). The second segment is the completion of concept planning and development of preliminary design for the 3.5 kilometres between the Heritage Valley Park & Ride and the Allard/Desrochers Station.

The project includes completion of a Neighbourhood Area Structure Plan for Heritage Valley Neighbourhood #14, which was developed jointly between the City of Edmonton and the Government of Alberta. The plan is for provincially-owned lands — home to the new South Edmonton hospital scheduled to be opened in 2030 to be serviced by LRT. In addition to specifying land uses, road network, and servicing strategy, the Neighbourhood Area Structure Plan finalized the station location and LRT alignment through these lands.

Project Status

- The preliminary design for the first segment of the Capital Line (Century Park to Heritage Valley Park and Ride) is complete.
- Concept validation and some preliminary design work is complete on the second segment of the Capital Line (Heritage Valley Park and Ride to Allard/Desrochers). This work included an assessment of the future LRT crossing at Ellerslie Road, in accordance with the Council-approved CR_4512: LRT Crossing Assessment Framework. The assessment is complete and recommends a grade separation over Ellerslie Road. The preliminary design will be brought forward to City Council for approval in 2021.
- The Neighbourhood Area Structure Plan for Heritage Valley Neighbourhood #14 is complete and was approved by Council on August 17, 2020.
- Council prioritized the construction of the first segment (Century Park to Ellerslie Road) as the next LRT expansion project after the Metro Line (NAIT to Blatchford) and the Valley Line West.

Page 1 of 9 Report: IIS00094

- A business case for the first segment (Century Park to Ellerslie Road) was submitted to the Province for review on September 4, 2020. The Province will also coordinate a review by the federal government. Once feedback has been provided, Administration will prepare a capital profile for Council's consideration.
- The approved scope of this project is complete, pending advancement to the build phase.

Communications, Consultation and Public Engagement

- The City held public engagement sessions on November 28, 2019, and January 30, 2020, for the Heritage Valley Neighbourhood 14 to gather public input before finalizing the land use concept plan.
- A virtual meeting with the Twin Brooks Community was held on July 9, 2020. The meeting discussed the Phase 1 extension and responded to questions on stations and level crossings at 12 Ave and 9 Ave.

Metro Line LRT Northwest Extension (Blatchford to Campbell Road)

The Metro Line Northwest Extension is divided into two separate projects that will ultimately bring the Metro Line to Campbell Road. The first phase, which will extend the Metro Line into Blatchford, is currently under construction. The second phase, which will extend the Metro Line from Blatchford to Campbell Road, now has a complete preliminary design.

More specifically, the second phase of the Metro Line Northwest includes a 10-kilometre extension from north Blatchford Station to the proposed Campbell Road Station, which will be integrated with the City of St. Albert Nakî Transit Centre & Park and Ride. The project scope includes a validation of the existing concept plan and preliminary design.

Project Status

- The preliminary design is complete.
- Council prioritized construction from north Blatchford to Castle Downs as the next LRT expansion priority after the Capital Line South (Century Park to Ellerslie Road).
- Administration prepared a budget for land acquisition costs from Blatchford to Campbell Road and is preparing an unfunded capital profile for Council's consideration.
- The approved scope of this project is complete, pending advancement to the delivery phase.

Communications, Consultation and Public Engagement

Page 2 of 9 Report: IIS00094

 Administration completed public engagement in Q4 2019 and held two capstone events to share the outcomes of the public engagement process to update the concept plan and complete the preliminary design.

Build Phase

Metro Line LRT Northwest Extension (NAIT to Blatchford)

The Metro Line Northwest Extension, from NAIT to Blatchford, includes approximately 1.6 kilometres of track, replacement of the temporary NAIT Station with the permanent NAIT/Blatchford Market Station, and the addition of the Blatchford Gate Station in north Blatchford. Construction for this project has now received support from all levels of government and the capital profile has been approved.

Project Status

- The preliminary design for the first stage of the Metro Line (NAIT to Blatchford) is complete.
- The detailed design for this segment is scheduled for completion in Q4 2020.
- The Naming Committee has formally approved the station names: NAIT/Blatchford Market and Blatchford Gate.
- The funding agreement between the Government of Alberta and the City of Edmonton has been fully executed.
- The procurement process for a Construction Manager is complete and PCL Construction Management Inc. was the successful proponent.
- Construction is underway including site grading, removals, reconfigurations of 109 Street and the Jefferson Armoury parking lot, and installation of underground utilities.

Communications, Consultation and Public Engagement

- The City has developed and is implementing a comprehensive communications strategy for the project.
- Regular, ongoing discussions occur between the project team and key stakeholders such as NAIT, Department of National Defence officials located at the Jefferson Armoury, EPCOR, and the Blatchford Redevelopment Office.

Page 3 of 9 Report: IIS00094

Valley Line West LRT (Downtown to Lewis Farms)

The Valley Line West LRT is a 14-kilometre extension from Downtown (102 Street) to Lewis Farms. The design and construction of the infrastructure along with integration with Valley Line Southeast is being procured as a Design-Build-Finance Agreement. The supply of up to 40 low floor light rail vehicles will be procured separately.

Project Status:

- The project is currently in the procurement phase. Following a pause in 2019, the Design-Build-Finance procurement relaunched in January 2020. The Request For Qualification process was completed with three shortlisted Proponents announced in March 2020. The Proponents have completed technical proposals, with financial proposals due in October 2020 and financial close/contract award expected by the end of 2020. Light rail vehicle procurement will commence in November 2020 with a supplier to be named by mid-2021.
- Administration is continuing with early works to prepare for construction, including land acquisition, building removals, building condition assessments on commercial properties, and coordination of utility relocations.
- Administration has developed an Operations and Maintenance
 Procurement Strategy and hired an Operations and Maintenance Advisor
 to provide an operator perspective during the current stages of the project.

Communications, Consultation, and Engagement

- The City completed public engagement for the preliminary design update in 2019.
- Administration implemented a comprehensive communications strategy to support the procurement process, in accordance with the Accountability, Transparency, and Disclosure Framework. Project updates have been shared on City social media accounts, along with media and community updates over the course of the year to increase public awareness of project progress and milestones.
- Administration is developing communication and stakeholder relations strategies to support the construction phase of the project.

Page 4 of 9 Report: IIS00094

Valley Line Southeast LRT (Downtown to Mill Woods)

Valley Line Southeast LRT is a 13-kilometre extension from Downtown (102 Street) to Mill Woods Town Centre. The design, construction, vehicle supply, financing, operations, and maintenance are being delivered through a Public-Private Partnership Agreement with TransEd, which includes a 30-year operating and maintenance period following construction completion.

Project Status

- Construction activities are underway along the entire corridor including the
 construction of the Churchill Connector in Churchill Square; construction
 of 102 Avenue and river bank portals; installation of rail supports and
 systems in the tunnel; Tawatinâ Bridge construction in the River Valley;
 Davies Station construction; Davies Transit Centre and Park & Ride
 construction; operation and maintenance facility building commissioning;
 stop construction along the entire corridor; overhead catenary installation
 along the entire corridor; track slab/rail installation/roadway construction
 along the entire corridor; and light rail vehicle final assembly in Kingston,
 Ontario. Testing and commissioning activities have started on the system
 along 66 Street.
- TransEd has achieved several significant milestones over the past year, including completion of the concrete lining in the Quarters Tunnel; completion of the Tawatinâ Bridge primary structure; removal of the Connors Road Pedestrian Bridge and installation of the Kâhasinîskâk Bridge; a first test of the light rail vehicles under overhead power along 66 Street; and delivery of 17 light rail vehicles to Edmonton as of September 30, 2020.
- Despite the good progress this season, LRT service commencement, originally targeted for December 2020, will be delayed. The Valley Line LRT is expected to open to the public in 2021.
- Administration's focus is to ensure Edmontonians receive the high-quality transit infrastructure they expect.
- Administration has tendered and awarded the construction of the Mill Woods Transit Centre separately from the rest of the project. Construction has progressed well on the facility, which has a target completion of Q4 2020.

Communications, Consultation and Public Engagement

- Administration continues to work in partnership with TransEd to communicate about the project with Edmontonians.
- The City has published numerous project blogs, video and media updates over the course of the year to increase public awareness of project progress and milestones.

Page 5 of 9 Report: IIS00094

- A Public Safety Outreach Program is currently in development and is targeted to launch in the lead-up to the line opening to the public.
- Due to COVID-19, TransEd and the City have shifted community outreach opportunities to an online meeting format in order to ensure we continue to maintain a public forum for discussions. Approximately a dozen of these meetings have been held since the outbreak began.
- Administration has met and worked with Civic Events and Civic Precinct stakeholders throughout the year to manage area impacts. Most recently, this has involved work in coordinating construction around the Winspear renovations and the reopening of the Stanley Milner Library.

Operate and Renewal Phase

Metro Line (Downtown to NAIT)

The Metro Line LRT (Downtown to NAIT) extension included a 3.3-kilometre extension from Churchill Station to NAIT Station. The project also included the integration of a new Communications-Based Train Control signalling system. The Metro Line opened to public service in September 2015 with speed and other operating restrictions due to an incomplete signalling system.

Project Status

- Administration issued Thales with a Notice of Termination in Q2 2019 after the contractor failed to meet their December 4, 2018 deadline to complete their signalling system.
- Administration hired Alstom Transport Canada Inc. in Q2 2019 to complete detailed design and installation of an alternative signalling plan to replace the Thales signalling system.
- Alstom is finalizing design work, material procurement is complete, hardware is being installed, train control software is near completion, and testing of the system is ongoing.
- Transition to the replacement signalling system is currently scheduled for Q1 2021.

Communications, Consultation and Public Engagement

 The City has a comprehensive communications strategy to support this project.

Page 6 of 9 Report: IIS00094

LRT Renewal Projects

Stadium Station Renewal

The project scope is to complete the Redevelopment of Stadium LRT Station including a mid-life upgrade to the Stadium Station LRT that addresses the asset condition and improves the overall sense of customer safety, security, and barrier-free accessibility. Integration with Stadium Stadium ARP and Kinnaird Ravine Master Plan, including alignment with the Muttart Lands Development and safety and security improvements related to the six-bay bus transit centre.

Project Status

- Construction is underway. Pilings, grade beam, duct banks, interim overhead catenary systems, southbound track, and ballast replacement along the Southbound Platform are completed.
- The Southbound Track is now in service. The Northbound track was closed on October 5 and single-tracking will continue to complete the demolition, east concourse roof waterproofing, and two pedestrian crossings. Construction is currently forecast to be completed in Q4 2021 and in operation in Q1 2022.

LRT Platform Renewal

This project involves completing a detailed structural engineering assessment of the five LRT Stations Platforms (Belvedere, Coliseum, McKernan/Belgravia, South Campus, and Century Park). The platforms at these LRT Stations are in poor condition and experiencing early signs of failure such as cracking, delamination, concrete pieces becoming detached, and rusting of structural steel. The work will involve demolishing and rebuilding the safety sections of the platforms as well as other repairs to the platform areas. LRT Service will need to be maintained throughout the duration of this project. The construction is a multi-year program starting in 2020. The total estimated concept budget for the entire project is \$4,500,000.

Project Status

- The design for LRT Stations Platform Renewals is complete.
- Construction of the McKernan/Belgravia LRT Station Platform was completed in summer 2020.
- The construction of the South Campus station will start in 2021.
- The construction for the remaining stations will be included in the 2023-2026 budget cycle.

Page 7 of 9 Report: IIS00094

LRT Crossing Upgrades

The purpose of this project is to renew the Capital Line LRT crossings to current standards. Advances have been made since the original construction and the project will identify safety improvements and consider accessibility, functionality, and condition of the existing infrastructure. This project will modify multiple Capital Line crossings north of downtown and associated infrastructure to improve vehicle and pedestrian safety. The construction will begin in 2020 and will be carried out over multiple years.

Project Status

- The construction for 95 Street, 82 Street, 92 Street, and 112 Street crossings is complete. 115 Avenue and 129 Avenue crossings are scheduled to be completed in 2021.
- The design for 66 Street and 125 Avenue is underway.
- The overall project is on target to be complete by 2021.

Strategy Phase

Centre LRT (Bonnie Doon to Downtown)

The Central LRT route was identified in the City's long term LRT Network Plan to provide connections between Downtown, the Alberta Legislature, the University of Alberta, Strathcona, Bonnie Doon, East Edmonton, and the wider LRT network. The Downtown (102 Avenue to the North Saskatchewan River) and Whyte Avenue (83 Street to 109 Street) segments of the Centre LRT route were approved for further concept level planning by the City Council on August 21, 2018.

Project Status

- Since the preferred route was shared for feedback in February 2018, the
 City has learned that the river crossing and the route through the
 University of Alberta Area and Garneau community requires further study
 and stakeholder involvement.
- In keeping with our commitment to continue to explore options and
 possible approaches to effectively address any issues raised by the public
 and stakeholders, the river crossing and route through the University of
 Alberta area/Garneau community segments were not taken with the rest of
 the preferred route for City Council approval.
- A river crossing study was undertaken to further understand the feasibility of the High-Level Bridge to continue to accommodate cars, pedestrians, and cyclists, in addition to potential mass transit. The study, once

Page 8 of 9 Report: IIS00094

- finalized, will support Administration in understanding the costs, constructability, and life expectancy of a new bridge compared to the scope and cost of required upgrades to the existing High Level Bridge, which is approaching a required life cycle renewal. This study is examining the suitability of the existing High Level Bridge compared to a new bridge for a mass transit corridor, while taking into consideration factors such as life cycle renewal requirements, capital cost, historical designation of the existing bridge, among other factors.
- A comprehensive Mass Transit Study was completed by Administration as part of the development of The City Plan. The mass transit study considered and analyzed elements of the approved LRT network and provided insight into other forms of non-LRT mass transit options to be considered as an overall mass transit network as identified in The City Plan. Its findings indicated that the demand generated along the Whyte Avenue corridor could be accommodated by non-LRT mass transit technologies. Additionally, the study identified important direct desired lines between Whyte Avenue and the Downtown core and between the University area and the western portion of the city through dedicated river crossings. These findings warrant further study of the approved Centre LRT route, however, Administration believes that a transit technology other than LRT could be more appropriate.

Next Steps

 Through subsequent phases of mass transit network assessment and implementation, the central area mass transit service will be reviewed to determine the next steps.

Communications, Consultation and Public Engagement

 Last formal communication with representatives of the University of Alberta, Walter C. Mackenzie Health Sciences Centre, and The Garneau community occurred in June 2019 where the stakeholders were informed of the potential change in direction as a result of the City Plan, Mass Transit work. The stakeholders agreed it would be best to wait until there was City Plan approval before engaging any further.

Page 9 of 9 Report: IIS00094

EXECUTIVE COMMITTEE REPORT

Revised Community Energy Transition Strategy - Accelerated Actions and Draft Strategy

Recommendation of the Committee

That the Mayor, on behalf of City Council, write a letter to the Minister of Municipal Affairs requesting an extension of the December 31, 2020 deadline for the City to establish the Climate Change Mitigation Plan, to June 30, 2021.

History

At the November 9, 2020, Executive Committee meeting, the November 9, 2020, Urban Form and Corporate Strategic Development report CR_7576 was considered and the Committee heard from B. Agar, Pembina Institute; M. Melross, Climate Innovation Fund - Alberta Ecotrust; A. Pye, NAIOP Edmonton; R. Feroe; J. Komar, Revolve Engineering Inc.; S. Carter, EcoAmmo Sustainable Consulting; M. Kohl and R. Roopnarine, Urban Development Institute - Edmonton Region; G. Caldwell, ATCO; S. Kaba and C. Donelon, Energy Transition Climate Resilience Advisory Committee; L. Zhong, Renewable Energy Design; M. Barnard, Edmonton Federation of Community Leagues; S. Bond and D. Hiltz, Canadian Home Builders' Association - Edmonton Region; G. Stoyke, Edmonton Climate Hub; J. McNicoll, Edmonton Construction Association; Y. Abraham, Empower Me; S. Raitz, Paths for People; Y. Ohki, Green Violin; M. Kalogirou, Canadian Association of Nurses for the Environment; C. Park; M. Hoffman; S. Shorten; C. Nobert, Tomorrow Foundation for a Sustainable Future; J. Kusiek, Climate Action Edmonton; E. Cytko; and D. Dodge.

Attachment

November 9, 2020, Urban Form and Corporate Strategic Development report CR_7576

Revised Community Energy Transition Strategy

Accelerated Actions and Draft Strategy

Recommendation

That Executive Committee recommend to City Council:

That the Mayor, on behalf of City Council, write a letter to the Minister of Municipal Affairs requesting an extension of the December 31, 2020 deadline for the City to establish the Climate Change Mitigation Plan, to December 31, 2021.

Previous Council/Committee Action

At the August 27, 2019, City Council meeting, the following motion was passed:

That Administration take steps to bring back a revised Community Energy Transition Strategy by end of second Quarter 2020 that aligns the emissions targets and actions with the local carbon budget for City Council's approval. This is to include:

- 1. Additional technical analysis on the levers to be used for deep emissions reductions.
- 2. Stakeholder engagement to develop clear pathways for the achievement of the actions to be included in the plan, following a market transformation approach including possible regulatory tools that can be employed to facilitate the transition.
- 3. A comprehensive economic analysis of the costs and benefits of the updated plan.
- A funding strategy that outlines the investment required by all levels of government to catalyze private investment necessary to achieve the local carbon budget.
- 5. An updated Community Energy Transition Strategy with a ten-year action plan that captures the results of the above while achieving the level of ambition aligned with a 1.5 degree global average temperature increase.
- 6. Continuing implementation, and where possible, further leveraging current program initiatives and projects identified in the current Community Energy Transition Strategy, the Climate Resilient Edmonton: Adaptation Strategy and Action Plan, and integrate the applicable Climate Shifts into other policy documents, such as the developing City Plan.

7. Implementation of a carbon accounting system for municipal operating and capital budgeting decisions and priorities.

Executive Summary

This report provides an overview of the recommended Guiding Principles, Goals and Strategies and Implementation Approach for the revised Energy Transition Strategy. The revised Energy Transition Strategy supports the goals in ConnectEdmonton and The City Plan implementation. In order to achieve the path outlined, it will require additional bold action on an accelerated time frame. This report also provides an overview of how the revision of the Community Energy Transition Strategy is responding to the COVID-19 pandemic and the actions to reimagine City Building currently underway. A final Energy Transition Strategy and Climate Action Plan will be advanced to City Council in 2021 for adoption by a resolution of Council as the City's Climate Change Mitigation Plan (the "Mitigation Plan"), as per the requirements under the City of Edmonton Charter Regulation. However, adopting the Mitigation Plan in 2021 will not meet the requirements of the City Charter regulation to have the Climate Change Mitigation Plan established and adopted by December 31, 2020. To address this, Administration recommends requesting an extension from the Province to the December 31, 2020 deadline.

Report

Alberta and Edmonton have a proud history of being some of the best energy innovators in the world. This expertise has led to growth and economic prosperity. The Government of Alberta and the City have supplied the global markets with energy products for the last 50 years, and are positioned to supply the energy products the global markets are demanding for the next 50 years.

Responding to changing global markets and conditions will present opportunities and challenges. Through an annual online survey of randomized Edmontonians that took place in August, 75 percent of Edmontonians are asking for more climate action, and through The City Plan engagement and the work to update Edmonton's Community Energy Transition Strategy, Edmontonians shared their excitement and desires for a low carbon future. At the same time, Administration heard from stakeholders that there will be difficult tradeoffs that come with this transition, which will create challenges for decision makers.

Revised Energy Transition Strategy, COVID-19 and Re-Imagine

While updating the current Energy Transition Strategy in response to the growing global climate crisis, a global pandemic unfolded. COVID-19 has impacted residents, businesses and the City and COVID-19 will impact the energy transition. Throughout the pandemic Administration has reconfirmed the importance of listening to science,

Page 2 of 8 Report: CR_7576

taking action to prevent future harm (even when there is uncertainty), and taking action to support societal well-being even when there is no agreement within the community on all the actions needed. COVID-19 will cause financial challenges, however there are also economic opportunities. Globally, national COVID-19 recovery plans are being linked to a transition to a more climate resilient future. There will be global market opportunities for cities and organizations that are ready for them, however Edmonton will be competing against global cities for opportunities to leverage talent and expertise to support clean technologies, services and products. The energy transition is a way to create local jobs today, while developing the innovation, expertise and products the local and global market need to reduce emissions and avoid the most catastrophic impacts science has warned us about.

Though not linked to COVID-19 at the time, the essence of the August 27, 2019, Council motion was for Administration to reimagine how to achieve the low carbon future part of Council's strategic goal of Climate Resilience. The updated Energy Transition Strategy is about reimagining energy systems and the energy markets the City can lead, while transforming community and economy through decisions that are just and equitable. As Administration reimagines City Building and advances work to support r the Big City Moves of "Catalyze and Converge" and "Inclusive and Compassionate", an accelerated list of actions to support recovery from the pandemic, by leveraging potential stimulus funding from other orders of government, has been developed (see Attachment 1).

Strategy Structure, Guiding Principles, Pathways, Goals and Strategies

The updated Energy Transition Strategy is about accelerated and transformational change. The updated strategy will align to the Reimagine Guiding Principles of Be Bold, Be Brave, Be Agile and Be Smart. The strategy will include pathways, goals and strategies that set bold and brave direction. The implementation approach, using multiple levers of change, will need to be agile and smart. Though the strategy and action plan are not complete, key elements of the draft content have been developed (see Attachment 2).

GUIDING PRINCIPLES ground how the Energy Transition Strategy will be advanced and implemented. The Guiding Principles are:

- Just and Equitable
- Prosperous
- Urgent and Dynamic
- Collaborative
- Transformative

Page 3 of 8 Report: CR_7576

Revised Community Energy Transition Strategy - Accelerated Actions and Draft Strategy

PATHWAYS, previously called Climate Shifts, are areas of transformative action. They are interconnected, and all of them are required to meet Edmonton's energy transition goals. The Pathways are:

- Renewable and Resilient Energy Transition
- Emissions Neutral Buildings
- Low Carbon City and Transportation
- Carbon Capture and Nature Based Solutions

Underlying all of these pathways is the FOUNDATION of Climate Solution Leadership which recognizes that the City will need to lead if it wants the business community and residents to participate in the transition.

Within each pathway, goals and strategies are identified. GOALS set out what needs to be achieved in Edmonton. They are bold and brave long-term outcomes, aligned to Council's vision. STRATEGIES are the approaches and overall action that need to be taken to achieve the goals.

Implementation Approach

While efforts are underway to update the Energy Transition Strategy, current energy transition program initiatives and projects are continuing to be implemented. A suite of programs and initiatives are underway related to buildings, solar energy and electric vehicles (see Attachment 3). These initiatives are designed to help residents and businesses lower their energy costs, reduce greenhouse gas emissions and many support local job creation.

The updated Energy Transition Strategy requires a smart and agile implementation approach. A transition by its very nature, requires different actions at different points in time. The implementation approach identifies that initiatives or decisions will have a design life (ie. the period of time the initiative or service is needed and is relevant). To be agile and dynamic a monitoring process is needed to determine when a change in approach is required.

The implementation approach being considered includes four elements:

- Levers of Change aligned with and expanded upon those identified in The City Plan
- Implementation Gates aligned with the Capital Project Development and Delivery approach, using different "gates" to establish formal checkpoint reviews with Council
- Prioritization aligned to the Carbon Accounting Framework and budget processes

Page 4 of 8 Report: CR_7576

 Thresholds - signals in the market transformation to be monitored to determine when to implement an action, when to change or modify Administration's approach, or when to stop an action.

Next Phases of Work

The energy transition is a key part of Edmonton's and Alberta's future. This work will position the City to respond to changing global markets, while creating prosperity, economic diversity, and supporting Edmontonians in a just and equitable way. This work is transformative in nature and while the current strategy provides a good foundation, this update takes this work to the next level where Edmonton's long-term goals can be achieved.

Work will continue to develop and refine the strategy and action plan. Administration is continuing to work towards meeting an aggressive, though adjusted, timeline with a full strategy and action plan being advanced to Council in 2021. Administration will present the energy transition strategy for adoption by a resolution of Council, as per City Charter requirements.

Administration will continue to monitor and identify potential stimulus funding to support the acceleration of actions. These actions, as well as those that will be identified in the action plan, will be prioritized as part of the capital and operating budget processes in 2021, and to inform budgets in 2022 and beyond. In addition, work will continue to prepare a funding strategy to support the work and will be advanced in 2021. The funding strategy will need to reimagine how this work can be financed, and will look for an innovative approach that prioritizes the implementation of energy transition actions through realistic yet ambitious partnerships, tools and levers. Early work to support the development of a funding strategy included developing funding scenarios. These scenarios identified that public and private investment of over \$1 billion annually will be required. There are multiple barriers to overcome to make this investment a reality. The analysis revealed that approximately 15 percent of the total investment would need to be supported by all orders of government to "de-risk" and catalyze the necessary private investment. Although further work is necessary, early estimates identified approximately \$45 million will be required to support economic recovery through implementation of accelerated actions, and up to \$65 million annually for energy transition implementation.

Work will also continue to advance a dynamic monitoring, reporting and adjustment approach for Edmonton's Carbon Budget through an evolving Carbon Accounting Framework. These actions will help Edmonton achieve the long-term goals, while balancing changing economic circumstances and the need for a just and equitable transition.

Page 5 of 8 Report: CR_7576

Public Engagement

Through The City Plan engagement and the work to update the Energy Transition Strategy, Edmontonians were asked to help *refine* and *advise* on an updated strategy. Engagement took place from September 2019 to May 2020 focusing on "what" needs to be done to transition to a low carbon city. Twenty-eight events took place to listen to Edmontonians, including targeted stakeholders with diverse expertise, and the City's Indigenous Memorandum of Understanding Partners. Over 850 conversations took place and over 2,600 written comments were shared (see Attachment 4 and 5).

While significant engagement has taken place, some engagement was paused due to the pressures that COVID-19 placed on safety and the capacity of the community. However, Administration also conducted an annual online survey of randomized Edmontonians in August. The annual survey checks on Edmontonians perceptions related to climate change. The survey revealed that 75 percent of Edmontonians still agree on the need to take climate action and the number who feel the City needs to increase or maintain efforts to address climate change is 66 percent. Additionally, 71 percent agree that investing in energy efficiency and 67 percent agree that transitioning to renewable sources of energy provide economic and employment opportunities for the city. To meet the accelerated timelines, further engagement will be limited to an existing steering committee working on the emission neutral building pathway and targeted engagement, which will continue during strategy implementation.

Climate Change Mitigation Plan and City Charter Requirements

As mentioned previously, the updated Energy Transition Strategy will also serve as the City's Climate Change Mitigation Plan, which the City is required to establish under section 615.4 of the City Charter regulation. The Charter also requires that a climate change adaptation plan be established and adopted by a resolution of Council under section 615.5. The City of Edmonton has undertaken two separate processes to establish the climate change "mitigation plan" and a climate change "adaptation plan." Administration will present the "adaptation plan" in UFCSD00129 on November 30 at Executive Committee.

Under the City Charter regulation, this Mitigation Plan is supposed to be established and adopted by a resolution of Council on or before December 31, 2020. However, due to the circumstances surrounding the COVID-19 pandemic, Administration is unable to meet this December 31, 2020 deadline. Therefore, Administration recommends requesting an extension from the Province to extend this deadline. The first step in requesting this extension is to have the Mayor, on behalf of City Council, send a letter to the Minister of Municipal Affairs to formally request this extension.

Page 6 of 8 Report: CR_7576

Legal Implications

Section 615.4(1) of the City of Edmonton Charter requires the City to establish a Mitigation Plan for the purpose of addressing and mitigating the effects of climate change. Section 615.4(9) of the City of Edmonton Charter requires that the City establish its first Mitigation Plan on or before December 31, 2020. In addition section 615.4(4) of the City Charter regulation indicates that the Mitigation Plan is to be adopted by a resolution of the Municipal Council.

The City intends to have the updated Energy Transition Strategy also serve as the City's Climate Change Mitigation Plan. Administration plans to bring the revised strategy forward to be adopted by a resolution of Council in 2021. If the Climate Change Mitigation Plan is not adopted by Council in 2020, the City would be in breach of its obligation to establish the Climate Change Mitigation Plan on or before December 31, 2020. To address this potential breach of the City Charter, Administration recommends asking for and obtaining from the Province an extension to the December 31, 2020 deadline.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Edmonton is an environmentally sustainable and resilient city | | | | | |
|---|------------------------------------|--|--|--|--|
| Outcome(s) Measure(s) Result(s) Target(s) | | | | | |
| Advance a thriving, resilient, sustainable economy and environment | Community greenhouse gas emissions | 17,216,193 tonnes of carbon dioxide equivalents (2019). A decrease of 5.6% percent below 2005 | 35 percent below 2005 levels (11,871,000 tonnes of CO2e by 2035) | | |

Risk Assessment

| Risk Element | Risk Description | Likelihood | Impact | Risk Score (with current mitigations) | Current Mitigations | Potential Future Mitigations |
|----------------------|---|------------|---------------------|---|---|------------------------------------|
| Legal/ Regulatory | If the Climate Change Mitigation Plan is not adopted by Council in 2020, the City may be in breach of its obligation to | 1 - rare | 2 - moderat e | 2 - low | Strategy and action plan have been developed to fulfill charter requirements. | |

Page 7 of 8 Report: CR_7576

Revised Community Energy Transition Strategy - Accelerated Actions and Draft Strategy

| | establish the Climate Change Mitigation Plan on or before December 31, 2020. | | | | | |
|----------------------------|--|----------|---------------------|---------|---|--|
| Reputational/ Political | If the Climate Change Mitigation Plan is not adopted by Council in 2020, the City could face negative reputational issues for not being able to comply with the Charter Regulation requirements. | 1 - rare | 2 - moderat e | 2 - low | Strategy and action plan have been developed to fulfill charter requirements. | |

Attachments

- 1. Proposed Accelerated Projects
- 2. Draft Content Key Elements of the Energy Transition Strategy
- 3. Current Energy Transition Initiatives
- 4. City Plan Engagement "Climate" What We Are Hearing Report
- 5. Energy Transition Strategy Update What We Are Hearing Report

Others Reviewing this Report

- M. Persson, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- J. Meliefste, Acting Deputy City Manager, Integrated Infrastructure Services
- K. Armstrong, Deputy City Manager, Employee Services
- R. Smyth, Deputy City Manager, Citizen Services
- B. Andriachuk, City Solicitor

Page 8 of 8 Report: CR_7576

REVISING EDMONTON'S €dmonton **COMMUNITY** ENERGY TRANSITION STRATEGY **Proposed Accelerated** Actions

Page 880 of 1367

COVID-19 Stimulus and Accelerated Actions

While the accelerated and phased implementation approach (see Attachment 2) allows the scaling and sequencing of the climate action plan over time, it is recommended that some actions be accelerated in the near-term. Aligned with the COVID-19 Reimagine work, the priority lenses of Catalyze and Converge and Inclusive and Compassionate were applied to the previous list of accelerated actions that were presented to Executive Committee on December 2, 2019 as part of CR 7577. Sixteen of those actions were funded, and efforts to advance many of these actions are underway. An additional seventeen actions were unfunded and were unable to advance.

Due to the changing circumstances that has occurred since that list was compiled, the proposed accelerated actions were evaluated assessment of the following:

- Transformational what actions represent a transformational change aligned with the Pathways in the updated energy transition strategy;
- Economic prosperity what actions represent the largest potential for local job growth and economic opportunity for the post COVID recovery or will likely align with COVID-19 stimulus funding; and
- Just and equitable what actions will reach the largest cross-section and number of Edmontonians, and help those who need it the most.

A combination of the funded and unfunded actions met the criteria, resulting in the selection of seven accelerated actions that require additional funding and best support a transformational, just and equitable economic recovery. In addition, one new proposed accelerated action was identified to align with recommendations for federal stimulus funding. Recognizing these actions require additional investments, they will require support from multiple levels of government.

Alignment with Potential Stimulus Measures

An independent Task Force for Resilient Recovery Report has proposed five bold moves for the Government of Canada to adopt for a COVID-19 stimulus. The recommendations were designed with the goal of a resilient recovery that gets Canadians back to work, supports jobs, infrastructure and growth and keeps Canada competitive. In determining the recommended actions, the Task Force reviewed the economic recovery through nine criteria, organized under three themes:

- 1) Will the action stimulate timely, lasting economic benefit and jobs;
- 2) Does the action help the environment and support clean competitiveness; and
- 3) Is the measure equitable, implementable, and feasible.

The Task Force recommends that Canada invest \$55.4 billion over the next five years to be competitive with its G7 peers.

The Task Force for a Resilient Recovery is an independent group of 15 finance, policy and sustainability leaders providing recommendations to the Government of Canada.

Proposed Accelerated Actions

The following table lists the Task Force's recommendations for Canada and the potential complementary and aligned City of Edmonton actions:

| Action Area | Task Force recommendations for Canada | City of Edmonton proposed accelerated actions requiring additional funding |
|-------------------------------|---|--|
| Energy | Accelerate investments in clean, robust power grids Support Canada's next-generation energy solutions Catalyze and support national Indigenous clean energy action platforms Support Canadian leadership in an emerging low-carbon hydrogen economy | Increase the incentive amount and expand existing Solar Rebate Program to commercial building owners Composite fund to accelerate the implementation of microgen solar PV on City of Edmonton facilities |
| Buildings | Expand public-private financing facilities for building retrofits Expand existing provincial and municipal building retrofit programs, enhancing energy efficiency and climate resiliency Train a diverse green building workforce Demonstrate large-scale standardized retrofits Work with provinces to ensure that new buildings meet stringent net-zero and resilience codes, and that a newly developed Resiliguide rating system can enable the financial sector to incent building resilience Create an Indigenous Infrastructure Fund to bolster investment in sustainable infrastructure in Indigenous communities across Canada | Pilot the Clean Energy Improvement Program to provide an alternative financing option Accelerate and expand existing building retrofit programs Composite fund to support retrofitting City of Edmonton facilities |
| Zero- Emission Vehicles | Support the development of the Canadian zero emissions vehicle industrial ecosystem Introduce a phased in zero emissions vehicle mandate for all vehicle classes Kickstart the adoption of zero emissions vehicles across Canada Accelerate the installation of EV charging infrastructure across Canada | Invest in the active transportation network Accelerate Edmonton's EV-Readiness by supporting the installation of EV charging infrastructure Composite fund to support City of Edmonton fleet improvements |
| Nature | Invest in natural infrastructure Accelerate global leadership in conservation and support Indigenous reconciliation Grow financing for nature based services Grow and train the workforce for ecosystem restoration, monitoring and management, and nature-tourism | Accelerate tree planting and ecological restoration |
| Clean Competit- iveness | Develop clean competitiveness roadmaps, capital strategies and action plans for key sectors | Additional funding to the Low Carbon Innovation Fund to support |

Invest in advanced skills and infrastructure
 Accelerate the production and adoption of clean technologies across the economy
 Increase the fairness of climate action

In addition, the City should advocate to the Federal Government for a resilient economic recovery aligned with the Task Force for a Resilient Recovery recommendation.

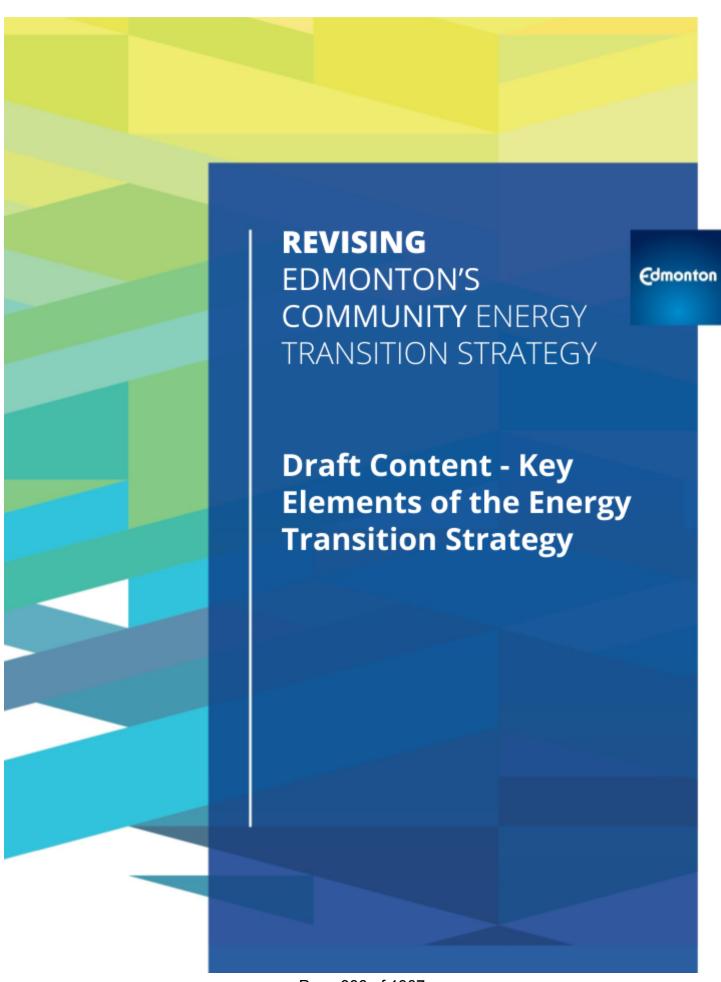
The City of Edmonton can further the transition and support economic recovery through a suite of expanded and accelerated actions. Recognizing these actions require additional investments, they will require support from multiple levels of government. If stimulus funding does become available it would be utilized to catalyze additional private investment while creating local investment and jobs. These near term actions connect local workers with jobs and they are aligned with recommendations to the federal government for stimulus funding. It should be noted that these accelerated actions do not replace or stop the work that is underway under the current Energy Transition Strategy. Existing and ongoing programs and projects will continue in the near term. This includes efforts such as the Downtown District Energy project and Blatchford Renewable Energy Utility, that could also be supported by additional funding from other levels of government.

The City is also currently advancing efforts for a full cost recovery bioenergy partnership. The Advanced Energy Research Facility (AERF) is recognized as a world class center of excellence that offers plug-and-play capability for numerous sustainable technologies in the research or demonstration/pilot phase of development. The AERF is working towards a license and partnership agreement with a major industrial partner. Over the next four years, the AERF will continue to drive innovation in bioenergy and renewable resource areas with the objective of fully recovering costs.

| Initiative | Description | Current Funding (\$000) | Potential Additional Funding (\$000) |
|---|--|---|---|
| Increase the incentive amount and expand the existing Solar Rebate Program to commercial buildings | Program currently provides a rebate of \$0.40 per installed watt of solar for residential rooftop installations to a maximum of \$4,000 per install. | 350/year for 4 years for a total of 1,400 (launched July 2019, ends June 2023) | up to 350 |
| Accelerate actions identified in the 2018 Civic Operations GHG Management Plan | A composite fund to allow for acceleration of renewable energy installations, energy retrofits, energy system infrastructure and fleet improvements. | 16,500 composite fund for solar PV and approx 30,000 for energy retrofits through renewal funding | up to 10,000 |

| | · | | , |
|--|--|--|---|
| Pilot the Clean Energy Improvement Program to provide an alternative financing option | Program provides a financing tool for home and commercial building owners to undertake energy efficiency and renewable energy projects with repayment of loans through property taxes. | 2 year pilot 900 | up to 0-11,250 dependent upon FCM funding to be announced Oct/Nov |
| Accelerate and expand existing building retrofit programs | Commercial: provides rebates for commercial retrofits with greater incentives for deeper green investment. | Commercial 1,000/year for 3 years for a total of 3,000 | Commercial up to 2,000 |
| | Residential: provides rebates for residential retrofits with greater incentives for deeper green investment | Residential 600/year for 3 years for a total of 1,800 | Residential up to 2,000 |
| Further grow and improve Edmonton's bike lane infrastructure | Deploy a combination of expanding improving existing bike routes; upgrading, improving or relocating substandard routes; constructing planned routes & missing links; walking and wayfinding infrastructure | Updated Bike Plan is not currently funded | up to 10,000-20,000 |
| Accelerate Edmonton's EV-Readiness by supporting the installation of EV charging infrastructure | Introduce a new rebate program that incentivizes electrification of the transportation system as well as reduces the use of single occupancy vehicles. provides rebates for new (\$300) and existing (\$600) residential EV Chargers, existing for Commercial (\$2000) (max 50% rebate). | EV charger rebates 150/year for 3 years for a total of 450 | up to 200 (increase to commercial rebates) |
| | Accelerate Curbside and Public Access Charging Stations in partnership | Public infrastructure 0 | |
| Accelerate tree planting and ecological restoration | Additional tree planting; protect existing natural carbon sinks; acquire intact and ecologically significant natural areas to protect existing carbon sinks; encourage and incentivize naturalization of private property | 4,500 | up to 10,000 *subject to provincial approval stimulus funding of up to \$2,000 may be allocated to this program in 2021 |
| Attract investment and technology start-ups that build on the region's energy | Funding for newly established Climate Innovation Fund | 0 | up to 2,000 |

| resources and innovation strengths | | |
|------------------------------------|--|--------|
| | | 47,050 |



Page 886 of 1367

CONTENTS

| EXECUTIVE SUMMARY | 3 |
|--|----|
| OUR STARTING POINT | 5 |
| BACKGROUND - GETTING TO 1.5 | 7 |
| STRATEGIC ALIGNMENT AND STRATEGY STRUCTURE | 10 |
| THE PATH FORWARD | 12 |
| THE APPROACH | 18 |
| GUIDING PRINCIPLES | 18 |
| ACCELERATION APPROACH | 19 |
| IMPLEMENTATION APPROACH | 20 |
| LEVERS OF CHANGE | 22 |
| IMPLEMENTATION GATES | 23 |
| PRIORITIZATION | 24 |
| THE INVESTMENT APPROACH | 27 |
| NEXT STEPS | 31 |
| REFERENCES | 33 |

Appendix 1: Strategies

EXECUTIVE SUMMARY

The update of Edmonton's Community Energy Transition is an opportunity to re-imagine our city and the energy markets we will lead. The energy transition represents a once in a life-time opportunity to create a new era of economic growth in the region. This will require transformational change at an unprecedented rate. Globally, it is expected that tens of trillions of dollars will be invested in the transition. Edmonton businesses and industry could market, support and sell its energy transition expertise to this growing global demand. This is our next great opportunity.

The transition is unfolding in front of our eyes. Over the last few years, leading companies in our region have invested in innovative projects that have created our global competitive advantage. Suncor has recently announced a new cogeneration facility that will help green Alberta's electrical grid and avoid the equivalent emissions of 550,000 passenger vehicles per year. They have also announced the Forty Mile Wind Project, which will provide the equivalent of 100,000 homes' electricity use per year. The region is now home to the world's largest CO₂ pipeline and a significant carbon capture and storage facility. The region is also home to the first-of-its-kind hydrogen blending project.

There are emerging businesses in bitumen beyond combustion, lithium refinement, smart grid, low carbon hydrogen for heavy transportation and heating, building automation, energy efficiency and green buildings. Edmonton is well-situated to be the place for manufacturing, distribution and construction. This will attract new talent dedicated to technology innovation, create, grow and diversify our economy and contribute to meeting climate and energy goals.

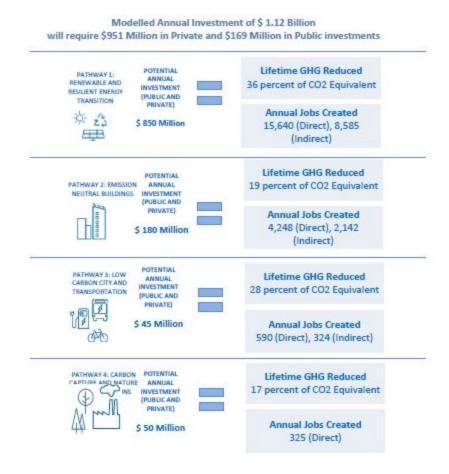
Our province and city have a proud history of being some of the best energy innovators in the world. This expertise has led to growth and economic prosperity. We have responded to and supplied the global markets with our energy products for the last 50 years, and we can respond to and supply the energy products the global markets are demanding for the next 50 years.

To further catalyze this growth, we propose four interconnected pathways which are built on a foundation of climate solution leadership. The pathways represent bold and brave actions, and are grounded in the principles of prosperity, just and equitable, urgent and dynamic, collaborative and transformative. The interconnected pathways are:

- A **Renewable and Resilient Energy Transition** that attracts the next generation of energy innovators to the region while transitioning Edmonton to 100% decarbonized energy.
- A **Low Carbon City and Transportation** that continues to build on the transformative city building efforts outlined in The City Plan and those that are currently underway such as the Blatchford carbon neutral development.

- **Emission Neutral Buildings** that are highly energy efficient, powered by renewable energy, and create a thriving energy efficiency industry.
- Carbon Capture and Nature Based Solutions that catalyze innovative technology and efforts to make a greener and healthier city.

These pathways will require a smart and agile implementation approach. As with many transitions there are built-in tensions and difficult trade-off decisions. The Energy Transition Strategy and Action Plan will need to use the right levers of change at the right time to achieve prosperity in a just and equitable way and to achieve significant GHG reductions.



Transformational change poses many challenges and opportunities. Edmonton's vision is achievable, but will require significant levels of public and private investment. Investment is required from Federal and Provincial levels of government, the private sector, and the City of Edmonton. The visual above is an illustrative example of the level of local public and private investment that could be catalyzed from the energy transition. This investment opportunity will only be realized with robust public and private participation.

OUR STARTING POINT

Our starting point has changed. We are entering a new era of economic growth at the same time that a global pandemic has emerged. This new starting point has become our greatest opportunity.

Whether we like it or not, the world around us has changed drastically, and is still changing. The COVID-19 pandemic has presented health, economic, and social challenges that have impacted economies worldwide in an unprecedented way. The global COVID-19 pandemic requires an unprecedented financial response (at the time of this report exceeding \$10 trillion). The public health crisis of COVID-19 has impacted people's quality of life and how we interact with public space and our neighbors, and has also significantly contributed to economic challenges that were already present in Edmonton from low oil prices. Physical distancing measures that were introduced in March 2020 to contain the spread of the virus and the temporary economic shut-in that followed have impacted economic activity for both households and businesses. Edmonton's economy is now expected to contract by 5.7% in 2020, followed by growth of 3.9% as the economy pivots to recovery mode.¹

This global economic shock is impacting employment and investment across all sectors, including energy. Global energy investment is expected to shrink by an unparalleled 20% in 2020.2 The International Energy Agency identified governments have a unique opportunity today to boost economic growth, create millions of new jobs and put global greenhouse gas emissions into structural decline through a sustainable recovery for the energy sector.³ If done correctly, the energy transition can help Edmonton recover from the COVID public health and economic crisis, and put our city in a stronger position into the future. However, this will require a transformational change; one that will be difficult.

The global economy is changing. We are entering a new era of economic growth. Moving forward, Edmonton is entering a phase of slow economic recovery and a lower medium-term growth. This will mean that the City will need to explore new economic recovery mechanisms for Edmonton's economic recovery that test the bounds of its existing monetary and fiscal policy. This can be driven by the interaction between rapid technological innovation, sustainable infrastructure investment, and increased resource productivity.4 The Paris Agreement was adopted by nearly every nation and these commitments and targets have set a clear signal to the market on the inevitability and pace needed for the global energy transition. This will define the global economy of the 21st century.⁵ Over the coming decades, the national plans under the Paris Agreement represent tens of trillions of dollars in investment⁶ and leading companies and investors are creating a new competitive race.

The businesses who can deliver the innovation and solutions will seize the international markets who are looking for solutions. The demand exists and will only grow. Canada's clean technology developers and adopters are well positioned to compete and win in this global market. In Canada clean technology contributed \$26.7 billion (2016) to GDP, and has an annual growth rate of 3.4% per year since 2007. The Government of Canada has a goal that clean technology is one of Canada's top five exporting industries and that by 2025 clean technology's contribution to GDP will grow to \$80 billion. This is an economic growth opportunity that is recognized by Canada's industry leaders. Nearly fifty of Canada's major business leaders recognize this as the country's competitive advantage and in an open letter encouraged governments to lead a collaborative and bold economic recovery that builds on the strengths of our existing economy and talent to capture the growth markets of the future.

Edmonton's Economy 2.0 - the story unfolding before our eyes

Our local economy is changing. The Energy industry will continue to be a critical and fundamental structural platform for our economy. There are transformative, innovative changes taking place in industry that are addressing climate resilience. Edmonton has an opportunity to capitalize and diversify the economy through new investments within emerging industries in the energy and innovation sectors and benefit from well established companies that are transforming their businesses.

Many companies — globally, in Alberta and the Edmonton metro region — are transforming their businesses to capitalize on, respond to and provide leadership to energy transition and climate challenges. Making the transition to a low carbon economy is challenging but many companies in the private sector are finding new ways of responding and leading to achieve positive climate outcomes while creating new economic opportunities.

Right here in the Edmonton Metropolitan Region, Suncor has recently announced a new cogeneration facility that will help green Alberta's electrical grid and avoid the equivalent emissions of 550,000 passenger vehicles per year. They have also announced the Forty Mile Wind Project, which will provide the equivalent of 100,000 homes' electricity use per year. Adding to all that, the completion of Canada's electric highway, with EV charging stations at our Petro-Canada stations from coast to coast. Suncor is embedding sustainability as a value driver in day to day business decisions.

There are emerging businesses in bitumen beyond combustion, including lithium refinement, smart grid, low carbon hydrogen for heavy transportation and heating building automation, energy efficiency and green buildings, which Edmonton is situated to support by way of manufacturing, distribution and construction. This has the potential to attract new talent dedicated to technology innovation, and create, grow and diversify our economy and contribute to meeting climate and energy goals. As well, this presents an opportunity for retraining displaced workers in other industries.

In recent years key projects in the region have given us a competitive advantage to supply global markets with the energy services and products the world is now demanding. The region is home to the world's largest CO₂ pipeline and a significant carbon capture and storage facility. Also the first-of-its-kind hydrogen blending project is being advanced in the region, with construction commencing in Q1 2021.

We are home to a young, well-educated, talented workforce and we have demonstrated innovation and a strong tradition of research and development with respect to cutting edge technologies. In 2016, Edmonton's green energy economy was responsible for generating \$3.59 billion in gross output, \$1.79 billion in gross domestic product (GDP), and employed approximately 14,669 direct jobs, equal to 2.0% of the region's workforce. 10 Our value chain has strengths that span all elements including: design, engineering and technical services, construction and manufacturing, operations, and broader ecosystem supports. Edmonton's economy 2.0 has been unfolding before our eyes.

BACKGROUND - GETTING TO 1.5

In 2015, Edmonton developed its first ever Community Energy Transition Strategy. The strategy was a risk management approach designed to make Edmonton an energy sustainable city and to position Edmonton to participate in what is possibly one of the greatest economic opportunities in history. At that time, the strategy identified the energy transition as the golden opportunity of our age that would be prosperous for those who responded to the challenge with innovative solutions. The strategy took the position that few places are better positioned than Edmonton (in terms of knowledge, experience and financial capacity) to lead and excel in this area.

Since Edmonton's Community Energy Transition Strategy was first developed key events have accelerated the global energy transition.

- The Paris Agreement was adopted by nearly every nation. The agreement commits nations to limit the rise of global average temperatures well below 2 degrees Celsius and to pursue efforts to limit the temperature increase even further, to 1.5 degrees Celsius. This requires an unprecedented reduction in greenhouse gas emissions.
- An Intergovernmental Panel on Climate Change special report on the impacts of global warming of 1.5 degree Celsius identified that to limit warming to 1.5 degrees, global CO₂ emissions need to decline by about 45% by 2030, reaching net zero around 2050.

In order to build on and update the existing Energy Transition Strategy to reflect ambitious 1.5 degree targets, and to align it with the City's long term vision as outlined in ConnectEdmonton and The City Plan, technical analysis was undertaken. ConnectEdmonton's Goal for Climate Resilience states: Edmonton is a city transitioning to a low-carbon future, has clean air and water and is adapting to a changing climate. To understand what the

transition to a low-carbon future looks like, a local carbon budget was calculated. Local carbon budgets are "bleeding edge" work, and the thinking and precision around this field of work will continue to be refined based on new knowledge and improved scientific understanding. The carbon budget shows "how far and how fast" we have to move in terms of emission reductions, and the magnitude of change required. Meeting Edmonton's local carbon budget requires rapid reduction of greenhouse gas emissions and carbon neutrality by 2050.

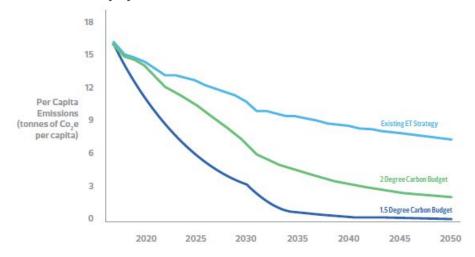


Figure 1 Edmonton's Local Carbon Budget Trajectory

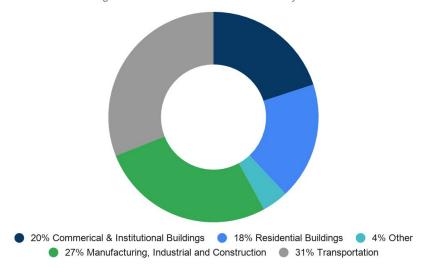
The technical work also identified that there is no single measure (or even a handful of measures) that can reduce emissions to levels to align with Edmonton's local carbon budget. The work identified that a suite of actions across different sectors are required, and the magnitude of emissions reductions in any one measure are relatively small, but collectively can achieve deep reduction targets.

From a greenhouse gas emission perspective, Edmonton is in a challenging starting point. Edmonton's exceptional growth rate over the last decade has meant total GHG emissions have increased, though the average per person emissions have decreased. Despite this progress, Edmonton still has one of the highest per capita greenhouse gas emissions levels in the world (18 tonnes/person). The four major sources of greenhouse gas emissions in Edmonton are:

- Transportation 31% of Edmonton's total emissions;
- Manufacturing, industry and construction 27%;
- Commercial and institutional buildings 20%; and
- Residential buildings 18%.

The remaining emissions come from agriculture, forestry, waste and waste water treatment, and fugitive and non-specified sources. Edmonton's river valley and urban forest capture approximately 1% of the city's emissions.

Figure 2 Edmonton's GHG Emissions by Sector



The work to update the strategy identified that with rapid and significant actions, Edmonton's emissions could be reduced by up to 85%. The three major reduction areas are:

- Transportation and Urban Planning up to 28% of needed reduction;
- Energy Systems up to 36%; and
- Buildings up to 19%.

A gap of up to 17% of needed reductions remains, and will need to be addressed by actively removing carbon from the atmosphere through carbon capture technology, nature based solutions or purchasing offsets.

■ 28% Transportation and Urban Form ■ 19% Buildings ■ 36% Energy Systems ■ 17% Carbon Capture, Natural Sinks and Offsets

Page 894 of 1367

Also, since Edmonton's Community Energy Transition Strategy was first developed,

- The leadership of the **Edmonton Declaration has signaled that we** are **open for business and investment** in the future energy market.
- Numerous City of Edmonton climate actions programs have been launched demonstrating the City's willingness to act and invest in this area.
- Climate Resilient Edmonton: Adaptation Strategy and Action Plan, the companion document to this strategy, was developed. The strategy identifies climate change impact projections for Edmonton, if global greenhouse gas emissions reductions are not taken. That strategy also identifies the local impacts of climate change, such as damages and disruption from extreme weather events, adverse health effects, and direct and indirect lost productivity and services. These projected impacts could lower Edmonton's GDP by \$3.2 billion and \$7.4 billion annually by the 2050s and 2080s (respectively), and could increase the number of physical and mental health incidents by 22,000 episodes annually by the 2050s.

Building on and updating the Energy Transition Strategy in a bold, brave, agile and smart manner, is needed to to embrace an incredible economic opportunity and respond to a changing world.

STRATEGIC ALIGNMENT AND STRATEGY STRUCTURE

The Energy Transition Strategy and 1.5° Climate Action Plan fall under ConnectEdmonton and The City Plan, and provide further details on how goals and outcomes in those strategic documents, related to energy and climate, will be achieved.

ConnectEdmonton sets the direction for our future and outlines where we need to change today to realize our vision for Edmonton in 2050. ConnectEdmonton is about transformational change and has four goals: Climate Resilience, Regional Prosperity, Urban Places and Healthy City.

The City Plan sets the strategic direction for the way Edmonton grows, its land use, its mobility systems, open spaces, employment and social networks, generally touching on most aspects of life in Edmonton.

The Energy Transition Strategy and 1.5° Climate Action Plan outline how we achieve the transformational change to a low carbon city as outlined in ConnectEdmonton and City Plan.



STRATEGY STRUCTURE

The Energy Transition Strategy and 1.5 Climate Action Plan have:

Five

GUIDING PRINCIPLES

Guide how the Energy Transition Strategy and 1.5 Climate Action Plan will be advanced and implemented. Following ConnectEdmonton's guiding principle of being connected, the energy transition guiding principles ensure that we make strategically consistent choices as we work to achieve our goals.

Four

PATHWAYS

Areas of transformative action. Pathways are interconnected and they are all needed to achieve Edmonton's low carbon future. Each Pathway has goals, strategies and actions.

One

FOUNDATION

The commitment to "climate solution leadership" is the foundation on which the Energy Transition Strategy and 1.5 Climate Action Plan is built.

Fifteen

GOALS

Set out what needs to be achieved in Edmonton. The goals are long term outcomes aligned to Council's vision.

Thirty-Seven

STRATEGIES

Approaches needed to achieve the goals. The strategies represent the overall action that is required to achieve emissions reduction goals, even if specific actions are modified during implementation due to changing contexts such as emerging technologies.

Multiple

ACTIONS

Activities that will be taken to reach the Pathway goals. The actions have been developed to reach multiple outcomes: greenhouse gas emissions reduction, economic prosperity and just & equitable transition.

THE PATH FORWARD

ConnectEdmonton is about transformational change and the four goals, including Climate Resilience, require action and change to achieve our vision. Transformational change poses many challenges and opportunities. Edmonton's vision is achievable, but it will not be easy. The challenges and opportunities can be grouped into four key areas related to the four key reductions areas: Energy, Buildings, Urban Living and Transportation, and Carbon Capture and Nature Based Solutions.

Energy

The Opportunity: This strategy allows us to re-imagine where our energy comes from and the future energy markets we can lead. Edmonton and Alberta are home to the world's best energy innovators and we can use our strengths to lead this transition. This pathway will build on our current strengths and innovation to develop the next generation of energy jobs, small business opportunities and products the global market is beginning to demand. We have competitive advantages, including the ability to produce near zero-emission hydrogen at a lower cost than virtually any other jurisdiction in the world.¹¹

The Challenge: A part of our economy and identity are tied to the fossil fuel industry. Factors in the global energy market are changing and global energy systems are going through a rapid transition. These changes will cause economic and social challenges in our region and province. As we work to diversify, making ourselves more resilient and attractive, there will not be consensus in the community on this transition. As with many transitions there are built-in tensions. There will be enthusiasm from the next wave of energy entrepreneurs, and there will be others who are experiencing various "stages of grief" (ie. denial, anger, etc.). This transition will be a challenging time in which to govern.

Buildings

The Opportunity: An emission neutral building is one that is highly energy efficient and uses only renewable energy. Edmonton is home to significant expertise in sustainable building practices and green building technologies. It is home to the highest number of net-zero residential buildings in Canada. Construction and engineering is a key sector of Edmonton's economy. We have the expertise and innovative building technologies the world will need. The homes built in Edmonton today are more energy efficient than homes built a decade ago. The strategy imagines a future where homes in the coming decade will be even more comfortable, energy efficient, and resilient as well as having lower energy costs than the homes we have today. This pathway also imagines an unprecedented energy efficiency retrofit effort

(over 350,000 residential buildings) that could create a thriving retrofit industry and significant local job opportunities.

The Challenge: Edmonton is consistently ranked as one of the most affordable cities in Canada. However, there are roughly 74,000 energy poor households in Edmonton, meaning the household is unable to maintain 'adequate' (ie. a level of energy consumption in the home necessary to meet basic health and well-being needs) access to energy services at a reasonable cost. Inefficient buildings have higher energy costs which can be especially challenging for lower-income homes. Not only are housing conditions and long term affordability a challenge, but the higher upfront costs to building an emission neutral building or the ability to access funding to complete a retrofit will be a challenge. Some members of the development industry have expressed concerns about affordability implications and their capacity to meet increasingly stringent building regulations. Retrofitting efforts will require equity and community needs considerations.

Urban Living and Transportation

Observations from 27 major urban centers across North America showed that cities with higher levels of energy efficiency, reduced GHG intensity, higher rates of "green" buildings, greater availability of sustainable transport options tend to have: higher rates of employment; higher GDP per capita; lower rates of violent crimes; higher levels of educational attainment; lower levels of perceived stress among residents (improved mental health); a greater sense of community; and higher levels of investment in new commercial and institutional buildings.

The Opportunity: The way a city is designed and built has a direct impact on how people get around, connect and experience their city. Edmonton has a lot of potential to be designed and re-built to connect us to each other, to our communities and to our local businesses. We can have a city that helps each of us save money on the ways we move around, while also reducing the amount of time we spend driving, ultimately helping to create a healthier lifestyle. We can have a city that is attractive to top global employers by providing the lifestyle their employees are looking for. Urban planning practices are changing, and Edmonton has already shown bold transformative leadership in developments such as Blatchford. Continuing to catalyze those bold and transformative urban planning decisions across Edmonton and implementing The City Plan will help to create a vibrant and thriving low carbon city.

The Challenge: Many growing cities, particularly in North America, have been designed to prioritize the car. We are currently a city with "big city" commutes, wide and multi-lane roads and big surface parking lots that are missing pedestrian and cycling connections. Transforming to a city with accessible and easy multi-modal transportation choices, where people do not have to travel far to meet their daily needs, and where our increased density will help accommodate a larger population within our existing boundaries will not be simple, easy or cheap.

Carbon Capture and Nature Based Solutions

The Opportunity: To limit global warming to 1.5°C, actions that actively remove carbon from the atmosphere are needed. These actions include nature based solutions (such as planting more trees and protecting existing carbon sinks) and technological options (such as using carbon capture

equipment). Nature based solutions help support attractive, healthy urban places and carbon capture technology can grow prosperity in our region. The Edmonton Metro region is home to state of the art CO_2 carbon capture and storage technology and infrastructure, such as the world's largest capacity CO_2 pipeline and large scale CO_2 capture projects. This is our competitive advantage and these strengths position the region to attract and grow carbon capture investment and jobs.

The Challenge: Even with decisive and bold climate action, up to 20% of the reductions needed in Edmonton will have to come by removing carbon from the atmosphere or offsetting emissions. There are uncertainties in this pathway including the amount of "negative" emissions needed. This will depend on the amount of reductions that different actions achieve, and the level of action taken by other levels of government, businesses and the community. There are also uncertainties in the feasibility, scalability and impact of carbon capture measures.

Transformational Pathways

Four bold and transformative pathways have been developed to reach Edmonton's Climate Resilience goal of a low carbon city:

- Renewable and Resilient Energy Transition
- Low Carbon City and Transportation
- Emission Neutral Buildings
- Nature Based Solutions and Carbon Capture

Pathways are areas of transformative action. The four pathways are interconnected and they are all needed to achieve Edmonton's low carbon future. Each pathway has goals that set out what needs to be achieved for a low carbon, prosperous and just and equitable future. The pathways reflect the four main reduction opportunities for Edmonton.

Each Pathway will require investment, to varying degrees, that will be dependent on the tools, actions or approaches that the City can use to enact change and achieve specific outcomes. These tools are referred to as Levers of Change.

Milestones illustrate how a pathway advances until 2050. Milestones represent significant initiatives aligned with meeting the pathway goals. Each pathway will require multiple initiatives, some small and some large. Milestones illustrate the transition to 2050, however the Climate Action Plan (to be developed) focuses on actions for the coming decade. The pathways require targets to achieve the strategy's goals and the transition's milestones.

PATHWAY #1: RENEWABLE AND RESILIENT ENERGY TRANSITION

This pathway allows us to re-imagine where our energy comes from and the future energy markets we can lead. This pathway will see Edmonton supplied with 100% emission neutral electricity and heating by 2050 and a complete build out of a city-wide decarbonized district energy network by 2050. This pathway will build on our current strengths and innovation to develop the next generation of energy jobs, small business opportunities and

PATHWAYS are areas of transformative action. **Pathways** interconnected and they are all needed to achieve Edmonton's low carbon future. Each Pathway has

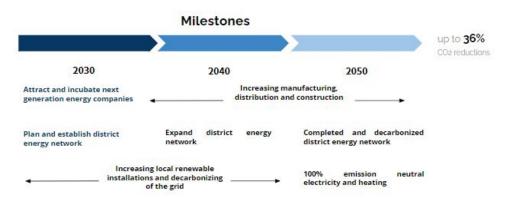
strategies and actions

GOALS set out what needs achieved he Edmonton. The goals are long term outcomes aligned to Council's vision.

products the global market is beginning to demand. This pathway will see the Edmonton Metropolitan Region attract and incubate 50 next generation energy companies by 2030 with diverse ownership (ie. women, Indigenous, minority owned). This pathway could achieve up to 36% of the needed emission reductions and would require approximately \$857 million in annual public and private investment. The level of public investment required will depend on the Levers of Change that are applied to achieve this pathway.

Goals

- Edmonton is a thriving city powered by low carbon energy
- Edmonton is a hub for low carbon energy innovation and investment
- Edmonton uses waste as a resource



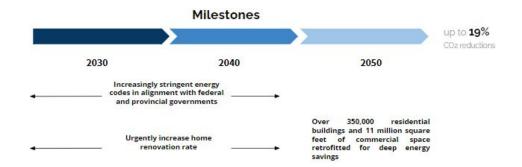
The pathway strategies can be found in Appendix 1.

PATHWAY #2: EMISSION NEUTRAL BUILDINGS

This pathway imagines a future with highly energy efficient, healthy homes and buildings, powered by renewable energy. This pathway will see Edmonton administrating increasingly stringent energy codes in alignment with federal and provincial governments. This pathway will see Edmonton undertake an unprecedented energy efficiency retrofit effort (over 350,000 residential buildings and over 11 million square feet of commercial space retrofitted for deep energy savings by 2050). This effort could create a thriving retrofit industry and significant local job opportunities. This pathway could achieve up to 19% of the needed emission reductions and would require approximately \$180 million in annual public and private investment. The level of public investment required will depend on the Levers of Change that are applied to achieve this pathway.

Goals

- The buildings that Edmontonians live, work and play in are emission neutral and improve personal wellness
- **Eliminate energy poverty**
- Catalyze the local green building and energy efficiency industry



The pathway strategies can be found in Appendix 1.

PATHWAY #3: LOW CARBON CITY AND TRANSPORTATION

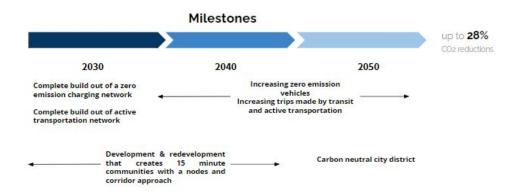
This pathway continues to build on the transformative city building efforts outlined in The City Plan and those that are currently underway such as the Blatchford carbon neutral development. This pathway will see Edmonton with city districts that are carbon neutral by 2050, 50% of growth occurring as infill development, and the complete build out of the active transportation network by 2030. This pathway helps create the city that is attractive to top global employers by providing the lifestyle their employees are looking for. This pathway will see 50% of trips made by transit and active transportation by 2040, development and redevelopment that creates 15 minute communities with a nodes and corridor approach, and a city with a completed zero emission vehicle charging network by 2030. This pathway could achieve up to 28% of the needed emission reductions and would require approximately \$45 million in annual public and private investment. The level of public investment required will depend on the Levers of Change that are applied to achieve this pathway.

Goals

- Edmonton is planned, designed and built to be a vibrant carbon neutral city
- Safe and accessible zero emission mobility
- Edmontonians reduce consumption based emissions by supporting local businesses

City of Edmonton

DRAFT CONTENT



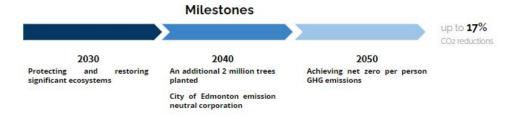
The pathway strategies can be found in Appendix 1.

PATHWAY #4: CARBON CAPTURE AND NATURE BASED SOLUTIONS

This pathway imagines a future where we cost effectively remove carbon from the atmosphere using innovative technology and nature based solutions that cultivate a healthier city. This pathway sees Edmonton protecting and restoring significant ecosystems by 2030 and planting an additional 2 million trees by 2040. This pathway helps support attractive, healthy urban places and carbon sequestration. The technology solutions under this pathway can grow prosperity in the region by using our carbon capture technology and infrastructure competitive advantage to attract and grow investment and jobs. This pathway will see the City of Edmonton is an emission neutral corporation by 2040. This pathway sees Edmonton achieving net zero per person GHG emissions by 2050. This pathway addresses the gap of up to 17% of the needed emission reductions and would require approximately \$50 million in annual public and private investment. The level of public investment required will depend on the Levers of Change that are applied to achieve this pathway.

Goals

- Edmonton is full of nature, to support healthy people, emissions reductions, communities and carbon sequestration
- Expand carbon technology investment/opportunities and business in the Edmonton Metropolitan region
- Edmonton cares for future generations by offsetting remaining emissions



The pathway strategies can be found in Appendix 1.

FOUNDATION: CLIMATE SOLUTION LEADERSHIP

The commitment to climate solution leadership is the FOUNDATION on which the **Energy Transition Strategy** and 1.5 Climate Action Plan

The energy transition is a complex community effort that will require leadership. The strategy needs to stand on a foundation where the City of Edmonton demonstrates climate solution leadership in our own decision making, actions and advocacy.

Goals

- The City of Edmonton aligns decision making with the international target of limiting global warming to 1.5°C
- The City of Edmonton partners with and mobilizes communities and governments to meet carbon budget goals
- The City of Edmonton establishes innovative and participatory financing tools

The pathway strategies can be found in Appendix 1.

THE APPROACH

In order to activate the changes identified in the Energy Transition Strategy, two complementary approaches are needed. The first is an approach to accelerate efforts. The second is a smart and agile implementation approach. These approaches, and the development of the strategy are guided by a series of principles.

The **Guiding Principles** ground how the Energy Transition Strategy and Climate Action Plan will be advanced and implemented.

The **Acceleration Approach** reflects the level of ambition and action needed over the next 30 years.

The **Implementation Approach** reflects how that ambition will be realized.

GUIDING PRINCIPLES

The update and implementation of the Energy Transition Strategy is guided by the following principles:

Just and Equitable

 We will lead Edmonton through a just and equitable energy transition, fostering a good quality of life for all Edmontonians, leaving no one behind.

- We are not only serving those today, but we are serving those who come after us by taking action and not deferring action to future generations.
- Environmental protection and sustainability will be integral to the energy transition.

Prosperous

 This energy transition will be an economic development and job diversification transition, equipping Edmontonians to be resilient to changing economies.

Urgent and Dynamic

- We work towards achieving increasingly urgent and ambitious climate action and find ways to accelerate our energy transition efforts.
- We will learn from others to accelerate and prioritize our own actions and we will use a dynamic steering and flexible approach to respond to evolving knowledge and technologies, allowing us to leverage and accelerate efforts.

Transformative

- Edmonton's energy transition will be a re-imagining of our city; departing from a business-as-usual approach to transform into a low carbon community.
- We will lead by example in our decisions, services, projects, procurement, infrastructure and actions. Every decision is a climate change decision.

Collaborative

- Transitioning to a low carbon city is a collective effort, and we will connect and collaborate with other governments, regional partners, institutions, communities, businesses, academia, and global partners for accelerated action.
- We will approach this challenge in a holistic and integrated way. The Pathways are integrated with each other, with other climate actions and with City processes.

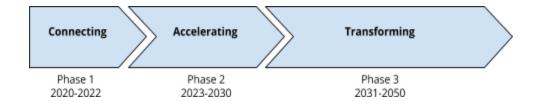
ACCELERATION APPROACH

Irreversible climate change is already happening, and impacts are being felt around the world. This means that the window to act in order to avoid the most damaging effects is quickly closing, requiring accelerated efforts to reduce greenhouse gas emissions. The acceleration approach has three phases:

GUIDING **PRINCIPLES** ground how the Energy **Transition Strategy and** Climate Action Plan will be advanced and implemented. Reflecting and following ConnectEdmonton's guiding principle of being connected, our principles ensure that we make consistent strategically choices as we work to achieve our goals.

City of Edmonton

DRAFT CONTENT



Phase 1: Connecting (2020-2022)

The first phase of accelerated action is **Connecting**. This phase connects our level of ambition with a plan, by updating the current Energy Transition Strategy. This phase connects the need for more urgent action to current initiatives, by adjusting initiatives (where possible), and launching new budgeted initiatives. This phase connects the network of businesses, institutions, academia, community groups and residents who will collectively make this energy transition happen. Finally, this phase connects our ambition to the financial resources needed for Phase 2 of acceleration.

Phase 2: Accelerating (2023-2030)

The second phase of accelerated action is **Accelerating**. This phase requires rapid and significant scaling up of existing programs, as well as the launch of several new initiatives, actions, programs and services. This will need to be done quickly, yet strategically, in order to create a large emissions reduction impact and economic prosperity in a just and equitable way.

Phase 3: Transforming (2031-2050)

The third phase of accelerated action is **Transforming**. This phase builds off the rapid and significant scaling up during Phase 2. This phase sees transformation of our energy systems, our city and the way we move around it, and the buildings we live, work and play in. In this phase, Edmonton will need to take transformational action to achieve carbon neutrality or net zero emissions.

IMPLEMENTATION APPROACH

The Energy Transition Strategy and 1.5 Climate Action Plan require an agile and smart implementation approach. This means knowing if, and what type of, an initiative is needed and knowing when government action is no longer required, or at least not required in the same way.

While the approach to achieving our greenhouse gas emissions targets requires multiple actions, not every action is required immediately or forever, and the solutions must respond to the challenge of new fiscal constraints. Though the majority of climate actions have a positive return on investment, they do impose an upfront cost, and it may not be feasible or realistic for those costs to be borne all at once.

Not only do we need to know when to enter into an action, we also need to know when to exit, stop, or change an action. Market transformation may

reach a point when government intervention would no longer be required. Monitoring and review, as well as regular check-ins with City Council, will be required in order to implement effectively and in an accelerated manner.

The proposed implementation approach:

- aligns with the City of Edmonton's Capital Project Development and Delivery approach, but includes an additional "monitoring" element that is not typical for infrastructure projects,
- provides a flexible overall framework to guide the management of the broad range of energy transition initiatives (ie. policy, infrastructure, etc.),
- ensures effective and efficient use of public funds,
- includes formal checkpoint reviews during different phases of the approach, and
- includes exceptions to allow for accelerated action to meet energy transition goals and targets where opportunities emerge.

KEY ELEMENTS OF THE IMPLEMENTATION APPROACH

The proposed implementation approach has four key elements:

Levers of Change - are tools, actions or approaches that the City can use to enact change and achieve specific outcomes. The different outcomes of the strategy will require different actions, and the action might change at different times.

Implementation Gates - provide communication, check-in and approval opportunities as initiatives move through a development to delivery process. The gates are aligned with decision points (ie. What lever of change? Should the initiative be altered, proceed or be delayed? etc.).

Prioritization - part of the implementation gate process will include prioritization. Once it has been determined actions need to be taken, and how those actions should be delivered, prioritization will be conducted based on the carbon accounting framework and budget processes.

Thresholds and Monitoring - are the signals to be monitored to determine when to implement an action, when to change or modify our approach, or when to stop doing an action.

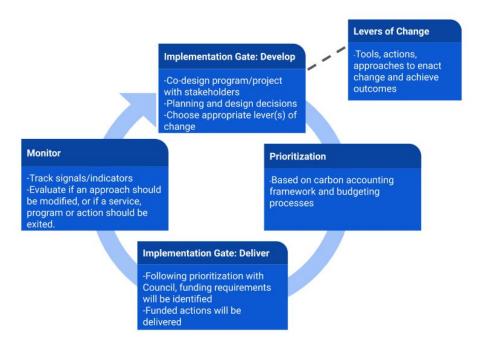


Figure 4 Energy Transition Implementation Approach

LEVERS OF CHANGE

LEVERS OF CHANGE are tools, actions or approaches that the City can use to enact change and achieve specific outcomes. The different outcomes of the strategy will require different actions, and the action might change at different times.

The City Plan identifies levers of change that are tools, actions or approaches that the City can use to enact change and achieve specific outcomes. These levers are how the City can bring about a market transition and can be applied to the energy transition.

The City Plan identifies four levers of change: Partnership and Advocacy; Incentives, Pricing and Subsidies; Infrastructure Investment; and Policy and Regulation; . Levers of change may need to be applied to varying degrees to achieve an Energy Transition outcome. In some cases, multiple levers will need to be used at the same time.

Partnerships and Advocacy require fostering relationships with private, community, institutional and not for profit entities to activate strategies, initiatives and actions to advance common goals, recognizing shared interests and aspirations.

Incentives, Pricing and Subsidies include applying a premium to cost or a reduction in cost to support a shared outcome or influence behaviour. This can include off-setting the costs of services and amenities for certain user groups or types of activities, or applying charges and fees for users through available financial mechanisms.

Infrastructure Investment is about providing capital or operational investment in physical infrastructure, City assets, services and planning activities to activate and encourage specific energy transition outcomes.

Policy and Regulation is a municipal planning instrument that can guide, direct, manage or shape how we provide strategic direction for land, infrastructure or services to influence or change the behaviour of residents and markets or market groups.

The four levers of change the City Plan identifies, are expanded to include a fifth lever in the Energy Transition context:

DRAFT Activation is about providing awareness, filling knowledge gaps, and building capacity to encourage and support energy transition outcomes.

IMPLEMENTATION GATES

Implementation gates are a structured check-in and approval process that allows decision makers to set initial direction on priorities, and refine the initiative (if needed) prior to delivery. The implementation gate framework can be applied to a broad range of initiatives (ie. policy, infrastructure, etc.) and has an "exceptions process" for certain initiatives.

Implementation gates help to phase in distinct pieces of work related to the life-cycle of an initiative. Many initiatives or decisions will have a design life (ie. the period of time the initiative or service is needed and is relevant). At each gate there is a formal checkpoint review on whether or not to proceed to the next gate, or if adjustments are needed. This gated approach helps ensure that the right lever(s) of change is being implemented at the right time.

The gated implementation approach consists of three phases:

Develop - During this phase actions will be co-designed with stakeholders. The initiatives that will enter the "Develop" phase will be based on Council identified priorities through the City's long-term capital investment plan and Priority Based Budgeting (PBB) process. During this phase, planning and design decisions will be made, and the specific Levers of Change will be selected. A composite fund will support the work during this phase.

Deliver - During this phase, the developed actions and initiatives will be presented to Council for *Prioritization* through the carbon accounting framework and budgeting processes. During this phase operating and/or Capital funding requirements will be identified. Those initiatives that are funded by Council will be delivered (ie. the infrastructure would be constructed, services launched for residents or businesses, policy enacted, etc.).

Monitor - A monitoring and evaluation framework will be developed to track the signals that will determine when to modify an initiative approach, or when to exit the service, program or action.

EXCEPTIONS

Similar to the City of Edmonton's Capital Project Development and Delivery approach, the following exceptions to the gated implementation approach are proposed: i) low risk initiatives; and ii) initiatives that meet criteria for acceleration.

Low risk initiatives, in the Energy Transition Strategy context, are those that maintain a composite budget profile or can be integrated into existing City programs and services with minimum re-alignment or without additional resources.

Acceleration criteria are the basis for when an initiative will not need to follow the gated approach. This acceleration criteria include:

- Opportunities to leverage external funding;
- Opportunities for delivery at significantly reduced costs; or
- Council directed priority projects.

PRIORITIZATION

Once actions have been vetted through the implementation gates process, prioritization of the actions based on the carbon accounting framework. The carbon accounting framework may be integrated into the City's new Priority Based Budgeting (PBB) process to provide a combined corporate approach for the City's overall capital and operating budget.

Similar to a financial budget, a Carbon Budget includes revenues (annual emission limit), expenses (emissions) and deficits/surpluses (annual emission limit minus emissions). The Carbon Budget aligns with decision-making frameworks used by local governments for capital and operating budgets, frameworks in which investments, costs and benefits are assessed over multiple years and often involve trade-offs between early action and deferred spending. When combined with effective monitoring of emissions, the Carbon Budget also provides a framework for reporting progress on a consistent basis from year-to-year.

Central to the success of Carbon Budgeting is a Carbon Accounting Framework to support the quantitative tracking and management of greenhouse gas emissions throughout the community. The accounting framework must contain the periodic emission inventories that provide the

City of Edmonton

DRAFT CONTENT

most accurate reading of overall progress toward achieving the level of emissions specified in the Carbon Budget. It must also support the quantification of the expected and actual emission impacts of the City's policies, practices and spending decisions, as well as the community emission impacts of initiatives of households, firms, utilities and other levels of government.

Figure 5 illustrates the concepts addressed in the Carbon Accounting Framework. Annual GHG inventories track GHG emissions from both the municipality and the community. The gap between the Carbon Budget and the inventory is identified either as a surplus or a deficit. The Carbon Budget report also includes a carbon forecast and the impact of planned actions relative to the Carbon Budget.

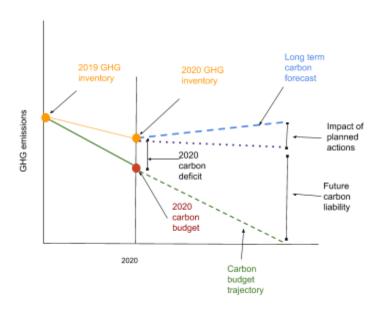


Figure 5. Conceptual illustration of Carbon Budgeting Terms

Carbon Accounting Framework Objectives

Six objectives have been identified to guide the development and implementation of the Carbon Accounting Framework:

- 1. Implement a framework to manage the City's Carbon Budget.
- 2. Align Edmonton's carbon budget with City's existing operating and capital budget plans/processes including the City's capital investment outlook and Priority Based Budgeting (PBB) process. .
- 3. Highlight trade-offs and synergies for financial and GHG decisions.
- 4. Track civic and corporate actions and policies in the context of the Carbon Budget.
- 5. Enable transparent reporting of the Carbon Budget.
- 6. Build carbon literacy in the organisation and within the community.

Carbon Accounting Framework Implementation Approach and Next Step

The implementation of the Carbon Accounting Framework requires a corporate, integrated approach that supports a phased roll-out of the framework. The phases include:

- Phase 1, Research & Analysis: The phase includes an evaluation of the existing GHG inventories and processes for Edmonton; and jurisdictional scans of other cities that have successfully enabled a local carbon accounting framework.
- Phase 2, Approach & Development: The phase includes a tailored, staggered approach for Edmonton to implement its own carbon accounting framework. The framework includes an implementation approach, carbon accounting tool, carbon calculation manual, and reporting and validation mechanism.
- Phase 3: Capacity building: The phase builds capacity within the organization and the community to develop a foundational carbon budgeting, monitoring and reporting system. Capacity building will also include staff training/education, integration with existing corporate financial processes internal resource realignment, and process finalization.
- Phase 4: Roll-out: In Fall 2022, a pilot Carbon Budget may be introduced through Edmonton's four year (2023-2026) capital and operating budget cycle. Based on the outcome of the pilot, a fully integrated Carbon Budget implementation may occur through the subsequent Supplemental Operating and Capital Budget cycles.

Figure 6 outlines the timelines for the phased implementation of the Carbon Accounting Framework:



Figure 6. Timeline for the Phased Implementation of Carbon Accounting Framework

THRESHOLDS AND MONITORING

Many initiatives or decisions will have a design life (ie. the period of time the initiative or service is needed and is relevant). To understand when an initiative or service has reached the end of its design life, various indicators will need to be tracked. This will require thresholds and signals to be defined.

Signals can be thought of as indicators. The signals will need to be reliable, comparable, and understandable. Signals can be economic, social, and/or energy market related. There may be signals that are specific to certain initiatives and there may be signals that apply to a suite of initiatives.

Thresholds are the point at which the effects of the initiative are observed. Reaching a threshold does not mean we have achieved the overall target, but it is the point where progress towards or deviation from the outcome is becoming evident. Once a defined threshold is reached, a decision point will be triggered. This decision point can be to plan an exit for the service/initiative or direction to re-enter into the Design and Deliver implementation gate process to identify the next approach to take (ie. Does the initiative need to be modified? Is a different lever of change required? Is the initiative still required?).

THE INVESTMENT APPROACH

An innovative approach is needed to catalyze the investment needed for this transition and to *Re-imagine* our place in the global energy markets. A quick and responsive investment approach is needed to **Recover** from the current economic and COVID-19 health crisis. The roll-out of these two distinct approaches are designed to align with the City of Edmonton's four year budget cycle and the Strategy's Acceleration Approach.

- Recovery investment focusses on "shovel ready" initiatives with high job multipliers that create local jobs quickly. Recovery investment is aligned with: i) Phase 1 of the Acceleration Approach and connects local workers with jobs, and ii) recommendations from an independent task force to the federal government for stimulus funding.
- Re-imagine investment focuses on investing in the transformational initiatives that will reshape our city and our place in the world. Re-imagine investment is aligned with Phase 2 of the Acceleration Approach and requires rapid and significant scaling up of existing programs, as well as the launch of new initiatives, actions, programs and services.

Recovery Investment

Investment in the transition is particularly important as it relates to any potential COVID-19 stimulus efforts. To date, the federal government has announced \$10 billion in new major infrastructure initiatives to create jobs and economic growth in areas of: clean power, broadband, building retrofits, agricultural irrigation, as well as zero emission buses and charging infrastructure. Five Levers of Change are needed to transition the market. Of those five, three levers in particular are best suited to deliver stimulus

measures: 1) Infrastructure Investment; 2) Policy and Regulation and 3) Incentives, Pricing and Subsidies. To achieve the greatest benefit, a combination of levers are required.

The City of Edmonton can further the transition and support economic recovery through a suite of expanded and accelerated actions (Table 1 below). Recognizing these actions require additional investments, they will require support from multiple levels of government. If stimulus funding does become available it would be utilized to catalyze additional private investment while creating local investment and jobs. Current thinking among many of the experts representing G20 economies has identified that for a COVID-19 economic recovery, "green-stimulus" fiscal policies would create more jobs and economic growth than traditional fiscal stimulus. Their findings identified that green construction projects can deliver high job multipliers and that renewable energy generates more jobs in the short run (when jobs are scarce) and free up labour as the economy returns to capacity. Therefore, it's critical for Edmonton not to lose its competitive advantage that it has managed to build by being a first mover on local energy transition programming, research and partnerships.

These accelerated actions do not replace or stop the work that is underway in the current Energy Transition Strategy. Existing and ongoing programs and projects will continue in the near term.

Table 1: Accelerated Actions

| Initiative | Description | Current Funding (\$000) | Potential Additional Funding (\$000) |
|---|--|---|--|
| Accelerate actions identified in the 2018 Civic Operations GHG Management Plan (City Leadership) | A composite fund to allow for acceleration of renewable energy installations, energy retrofits, energy system infrastructure and fleet improvements. | 16,500 composite fund for solar PV and approx 30,000 for energy retrofits through renewal funding | up to 10,000 (Capital 2021-22) |
| Increase the incentive amount and expand the existing Solar Rebate Program to commercial buildings | Program currently provides a rebate of \$0.40 per installed watt of solar for residential rooftop installations to a maximum of \$4,000 per install. | 350/year fo 4 years for a total of 1,400 (launched July 2019, ends June 2023) | up to 350 annually (Operating 2021-22) |
| Pilot the Clean Energy Improvement Program to provide an alternative financing option | Program provides a financing tool for home and commercial building owners to undertake energy efficiency and renewable energy projects | 2 year pilot 900 | up to 11,250 (dependent upon FCM funding to be announced early Oct) |

Revising Edmonton's Community Energy Transition Strategy

DRAFT CONTENT

| | | Total | 47,050 (2021) |
|--|---|--|---|
| Attract investment and technology start-ups that build on the region's energy resources and innovation strengths | Funding for newly established Climate Innovation Fund | 0 | up to 2,000 (Operating - one time) |
| Accelerate tree planting and ecological restoration | Additional tree planting; protect existing natural carbon sinks; acquire intact and ecologically significant natural areas to protect existing carbon sinks; encourage and incentivize naturalization of private property | 4,500 | up to 10,000 (Capital 2021-22) |
| | (\$2000) (max 50% rebate). Accelerate Curbside and Public Access Charging Stations in partnership | Public infrastructure 0 | |
| Accelerate Edmonton's EV-Readiness by supporting the installation of EV charging infrastructure | Introduce a new rebate program that incentivizes electrification of the transportation system as well as reduces the use of single occupancy vehicles. provides rebates for new (\$300) and existing (\$600) residential EV Chargers, existing for Commercial | EV charger rebates 150/year for 3 years for a total of 450 | up to 200 annually (Operating 2021-22 to increase to commercial rebates) |
| Further grow and improve Edmonton's bike lane infrastructure | Deploy a combination of expanding improving existing bike routes; upgrading, improving or relocating substandard routes; constructing planned routes & missing links; walking and wayfinding infrastructure | Updated Bike Plan is not currently funded | up to 10,000-20,000 (Capital 2021-22) |
| | Residential: provides rebates for residential retrofits with greater incentives for deeper green investment | Residential 600/year for 3 years for a total of 1,800 | Residential up to 2,000 annually (Operating 2021-22) |
| Accelerate and expand existing building retrofit programs | Commercial: provides rebates for commercial retrofits with greater incentives for deeper green investment. | Commercial 1,000/year for 3 years for a total of 3,000 | Commercial up to 2,000 annually (Operating 2021-22) |
| | with repayment of loans through property taxes. | | |

Re-Imagine Investment

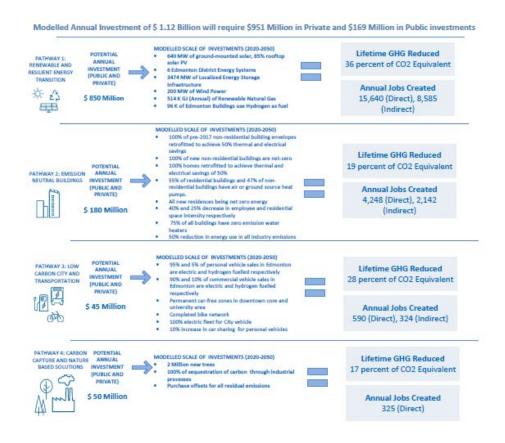
The successful implementation of Edmonton's Community Energy Transition Strategy will signify the city's transition to a new energy economy reliant on clean and renewable energy. The funding for such an energy transition within the next 30 years would require bold, future-focused and ambitious risk-taking to build capacity through transformative and accelerated actions. Innovative financing approaches will be needed.

Edmonton's current economic downturn has added a strain to its already limited financial resources that may limit the realization of its environmental and economic priorities. Implementation of energy transition actions require a pragmatic, time-sensitive and methodological approach that sets the stage for Edmonton's long-term energy shift and economic resilience.

For the purpose of developing funding scenarios, a model was used that considered 23 different actions for carbon reductions. The model is useful for identifying the general scale of investment required, but is limited in that it assumes a technical maximum is achievable (ie. the model does not reflect implementation barriers). Though only 23 actions were modelled, thereby selecting "technology winners," it is expected in actuality that a range of technologies will complete and be deployed in the market to varying degrees. The model is useful to help inform the high level areas of action. However, the approach for developing the strategy is to not pick "winners and losers" and to instead allow market forces to select the solutions through innovation and competition. The model also assumed that those actions would be incented by various "Levers of Change". The model identified approximately \$1.1 billion of new and incremental of private and public investment is required every year. Early estimates suggest that the City of Edmonton would likely contribute approximately \$65 million annually of the total public investment required to catalyze the \$1.1 billion investment, during the Re-imagine investment phase. City Council has already funded a relatively small portion of this through the current Energy Transition Strategy. This estimate will be refined once plans and funding from other orders of government are articulated, and as the Climate Action Plan is developed.

City of Edmonton

DRAFT CONTENT



To catalyze the investment needed, a range of barriers will need to be overcome. Investors using business discount rates not only consider the weighted average cost of capital, but also include a premium based on the perceived risk of the investment. Higher risk premiums are applied to investments in the demonstration or early commercialization phase. Industry and household discount rates can be as high as 15% which means that to catalyze around 85% of private investment, government investment could be upwards of 15% of the total investment required. This 15% of investment would need to be supported by all orders of government to "de-risk" the necessary private investment. The level of government investment required would depend on the lever of change that is used, and could be as high as \$200 million every year in early stages to catalyze the investment and "kick-start" the market transition.

NEXT STEPS

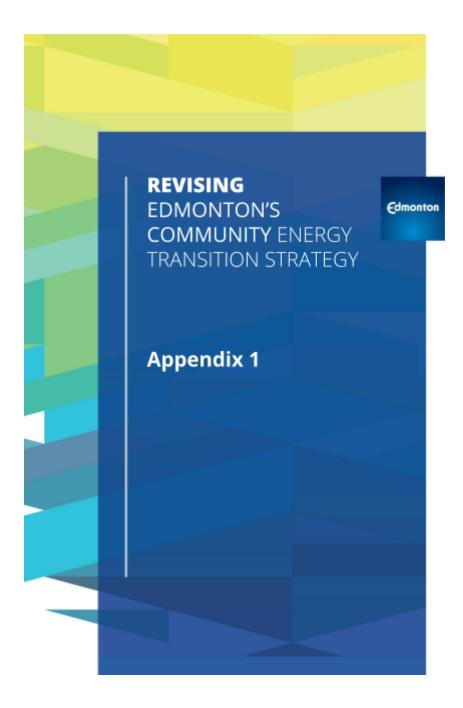
The energy transition is a key part of Edmonton's and Alberta's future. This work will position us to respond to changing global markets, while creating prosperity, economic diversity, and supporting Edmontonians in a just and equitable way. This work is transformative in nature. There is a lot of work to do but, if we begin now, Edmonton's long term goals are achievable.

Work will continue towards meeting an aggressive, though adjusted, timeline with a full strategy and action plan being advanced to Council in the fourth quarter of 2020. Next steps will include:

- Continuing to monitor and identify potential stimulus funding to support the acceleration of actions;
- Refining the strategy;
- Developing an action plan that stages out the first 10 years of actions/ initiatives and identifies City of Edmonton budget implications;
- Quantifying the impact of initiatives, and advancing a dynamic monitoring, reporting and adjustment approach for Edmonton's Carbon Budget through an internal phased, integrated and evolving Carbon Accounting Framework;
- Preparing a funding strategy to support the work, that will be advanced to Council in 2021. The funding strategy will need to Re-imagine how this work can be financed, and will look for an innovative approach that prioritizes the implementation of energy transition actions through realistic yet ambitious partnerships, tools and levers.

REFERENCES

- 1 City of Edmonton, Q2 2020 Economic Update
- 2, 3 International Energy Agency (2020) World Energy Outlook Special Report -Sustainable Recovery
- 4 The Global Commission on the Economy and Climate (2018) Unlocking the Inclusive Growth Story of the 21st Century: Accelerating Climate Action in Urgent Times.
- 5, 6 We Mean Business (2016) The Paris Agreement What It Means For **Business**
- 7 Government of Canada, Clean Growth Hub
- 8 Canada's Economic Strategy Tables (2018) The Innovation and Competitiveness Imperative: Seizing Opportunities for Growth Report of Canada's Economic Strategy Tables: Clean Technology
- 9 Maclean's (June 29, 2020) Industry leaders call for bold green recovery in open letter
- 10 The Delphi Group (2019) Edmonton's Green Energy Economy Summary Report
- 11 Edmonton Global (September 1, 2020) ATCO to Build Alberta's First Hydrogen Blending Project with ERA Support
- 12 Oxford Smith School of Enterprise and the Environment (2020) Will COVID-19 fiscal recovery packages accelerate or retard progress on climate change?



STRATEGIES

Strategies are approaches needed to achieve the goals. The strategies represent the overall action that is required to achieve emissions reduction goals, while specific actions under each strategy may be adjusted to changing circumstances and emerging opportunities, the overall strategies are the directions needed to meet energy transition goals.

Legend:

High Impact (replaces carbon intensive energy and is scalable; creates local employment)

Moderate Impact (reduces emissions; supports economic diversification or local businesses opportunities/cost savings)

Enabling Impact (does not directly reduce GHG emissions or create economic activity, but enables low carbon city outcomes)

PATHWAY #1: RENEWABLE AND RESILIENT ENERGY TRANSITION

Goal A: Edmonton is a thriving city powered by low carbon energy

| Strategy | Potential Actions | GHG Reduction | Economic Activity |
|--|---|------------------|----------------------|
| A1. Support regional employment through local renewable energy and storage systems | provide solar and battery incentives pilot financing approaches such as the Clean Energy Improvement Program zoning bylaw changes | | |
| A2. Plan for and enable the development of community renewable energy projects and the expansion of a renewable district energy network. | support community, cooperative and Indigenous owned renewable energy projects establish, expand and decarbonize a city wide district energy network | | |
| A3. Advocate for and support the supply and purchasing of low carbon energy. | aggregate/group purchase renewable energy advocate for a low carbon energy supply for Edmontonians, businesses and industry | | |
| A4. Develop opportunities for all Edmontonians to participate in Edmonton's energy transition. | increase participation of Indigenous Peoples in the energy transition provide training and skills development for under-represented groups to benefit from energy transition jobs and small business opportunities | | |

Goal B: Edmonton is a hub for low carbon energy innovation and investment

| Strategy | Potential Actions | GHG Reduction | Economic Activity | | |
|---|--|------------------|----------------------|--|--|
| B1. Form new collaborations with utilities, alternative energy suppliers, post-secondary institutions, businesses and regional partners to advance the low carbon energy market and industries. | support regional initiatives for future energy systems, supply chains and infrastructure including the scale up/expansion of the hydrogen production and distribution network conduct a neighbourhood scale hydrogen heating pilot connect local businesses to opportunities in the low carbon economy partner with utility providers to understand and prepare for the growth of electrification/new demand profiles | | | | |
| B2. Attract investment and technology start-ups that build on the region's energy resources and innovation strengths. | support regional initiatives to locate lithium refinement and manufacturing and bitumen-beyond-combustion, industries and innovation within the region support regional initiatives such as a centre of innovation for artificial intelligence in smart grid and building automation establish a "start-up in residence" program to incubate green energy sector technologies | | | | |
| B3. Develop strategies to market regional clean technology products and services. | market and promote local clean tech products, projects and services | | | | |
| B4. Continue to expand Edmonton's partnership ecosystem to build and support green economy employment. | support the development of a green job access program to provide experience via internships/on-the-job training promote green apprentice programs through post-secondary institutions | | | | |
| Goal C: Edmonton uses waste as a resource | | | | | |

| Strategy | P | otential Actions | GHG Reduction | Activity |
|---|---|---|------------------|----------|
| C1. Minimize emissions and maximize the production of zero emissions energy and resources from waste. | • | advance regional initiatives to pilot low carbon waste to energy develop a waste reduction and materials recovery roadmap to support markets and business opportunities expand alternate processing methods for non-organic feedstock to avoid landfill transfer maximize the production of renewable energy from waste | | |

PATHWAY #2: EMISSION NEUTRAL BUILDINGS

Goal D: The buildings that Edmontonians live, work and play in are emission neutral and improve personal wellness

| Strategy | Potential Actions | GHG Reduction | Economic Activity |
|--|--|------------------|----------------------|
| D1. Support the acceleration of emission neutral buildings | establish an industry advisory group for ongoing advice and recommendations develop emission neutral building best practice guidance support programs and services such as incentives evaluate the regulatory framework in 2025, based on the effectiveness of emission neutral building incentives/programs and advocate for emission neutral buildings standards to other orders of government as required lead by example by setting an emission neutral building standard for new City buildings | | |
| D2. Support residential, commercial and institutional property owners to reduce overall energy use and utility costs through retrofits and energy efficiency improvements. | implement financing tools to support efficiency renovations deliver energy efficiency programs and incentives expand energy benchmarking, disclosure and labelling provide tools, education and information programs | | |
| D3. Support low embodied carbon buildings and infrastructure | encourage voluntary reporting of embodied carbon emissions in new construction lead by example by implementing embodied carbon disclosure and labeling requirements into City procurement processes | | |

Goal E: Eliminate energy poverty

| Strategy | Potential Actions | GHG Reduction | Economic Activity |
|---|--|------------------|----------------------|
| E1. Develop programs to alleviate energy poverty and increase energy efficiency in affordable buildings | implement income based programs to help residents make their homes more energy efficient; continue to apply energy efficiency criteria as part of the affordable housing grant program provide incentives for energy efficient/emission neutral affordable housing provide learning apportunities and encourage diverse groups to take climate action | | |

alleviate their energy burden and adapt to climate change

Goal F: Catalyze the local green building and energy efficiency industry

| Strategy | Potential Actions | GHG Reduction | Economic Activity |
|--|---|------------------|-------------------|
| F1. Attract and expand opportunities for green building technology, products and services. | attracting green building and industry efficiency technology manufacturing businesses and supply chains | | |
| | marketing and promoting local green building expertise | | |
| | build local capacity to deliver energy outcomes | | |

PATHWAY #3: LOW CARBON CITY AND TRANSPORTATION

Goal G: Edmonton is planned, designed and built to be a vibrant carbon neutral city

| Strategy | Potential Actions | GHG Reduction | Economic Activity |
|--|--|------------------|----------------------|
| G1. Advance sustainable urban planning practices to become a carbon neutral city. | update zoning bylaw update the Design and Construction Standards accelerate infill development expand, protect and restore the Green and Blue Network | | |
| G2. Advance low carbon districts with complete and compact communities. | develop geographic plans that support emissions targets accelerate mixed use development | | |
| G3. Advance initiatives that allow all Edmontonians to have access to the benefits and opportunities of a vibrant low carbon city. | establish a just and equitable transition initiative support social connections in neighborhoods and communities through climate action | | |

Goal H: Safe and accessible zero emission mobility

| Strategy | Potential Actions | GHG Reduction | Economic Activity |
|--|---|------------------|----------------------|
| H1. Accelerate a safe, accessible, and comfortable active transportation system that enhances walking and cycling. | integrate mobility options with surrounding land uses identify potential car free or low emissions zones allocate public space to prioritize cycling and walking accelerate and increase cycling and walking infrastructure | | |
| H2. Establish and expand a zero emissions public transit system that is safe, convenient, reliable and connected across the Edmonton region. | expand public transportation infrastructure transition to a zero emission bus fleet increase dedicated transit lanes and direct transit connections advancie the establishment of a Regional Transit Services Commission | | |
| H3. Support the transition to electric and other zero emission vehicles. | dedicate driving lanes or priority parking for zero emission vehicles expand public and private electric vehicle charging infrastructure partner on opportunities for utilization of hydrogen in the heavy duty transportation sector | | |
| H4. Prepare for changing transportation system needs of a low carbon city. | implement work strategies that minimize commuting investigate and pilot road pricing mechanisms support car, ride, bike and other micro-mobility sharing programs | | |

Goal I: Edmontonians reduce consumption based emissions by supporting local businesses

| Strategy | Potential Actions | GHG Reduction | Economic Activity |
|--|---|------------------|-------------------|
| I1. Advance a circular economy strategy that reduces consumption based carbon emissions. | develop a circular economy strategy connect businesses and industries for resource/waste sharing support a local goods production, repair and re-use ecosystem promote the benefit of buying low carbon and local | | |
| I2. Support a low carbon resilient food system. | support local growers to identify "waste heat" locations partner with the region to protect agricultural lands expand local farmers markets lead by example by incorporating food production on City property and public space encourage homeowners to use lawn and balcony space for food production | | |

PATHWAY #4: CARBON CAPTURE AND NATURE BASED SOLUTIONS

Goal J: Edmonton is full of nature, to support healthy people, emissions reductions, communities and carbon sequestration

| Strategy | | Potentia | Potential Actions | | Economic Activity |
|----------|---|----------|--|--|----------------------|
| | J1. Invest in natural carbon storage and sinks such as tree planting, ecosystem conservation and restoration. | • | Invest in additional tree planting and green infrastructure conserve and restore key carbon sequestration ecosystems and natural assets develop a conservation offset program | | |
| | J2. Accelerate nature based solutions to achieve climate resilience goals. | • | expand and scale up green infrastructure, low impact development, naturalized areas, and green space, in existing and new developments research, assess and valuate natural asset and infrastructure | | |

Goal K: Expand carbon technology investment/opportunities and business in the Edmonton Metropolitan region

| Strategy | Potential Actions | GHG Reduction | Economic Activity | |
|--|---|------------------|----------------------|--|
| K1. Support the acceleration of the development and deployment of carbon capture and storage and utilization technologies. | | | | |
| Goal L: Edmonton cares for future generations by offsetting remaining emissions | | | | |
| Strategy | Potential Actions | GHG Reduction | Economic Activity | |
| L1. Develop programs to support and trac community, institutional and business offse purchases. | a develop on approach to traditival interior in the community | | | |

FOUNDATION: CLIMATE SOLUTION LEADERSHIP

Goal M: The City of Edmonton aligns its decision making with the international target of limiting global warming to 1.5°C

| Strategy | Potential Actions | GHG Reduction | Economic Activity |
|--|---|------------------|----------------------|
| M1. The City uses a local carbon budget and carbon accounting system to inform its decisions and monitor progress towards its goals. | use a carbon budget and carbon accounting framework transitions Climate Related Financial Disclosures into annual reports continue to monitor, and improve where applicable, corporate and community greenhouse gas emissions and implementation of actions | | |
| M2. The City embeds low carbon goals into its plans, policies and standards to align with the goal of climate resilience. | integrate low carbon goals into policies and standards related to planning, development, construction, procurement/supply chain, and employees | | |
| M3. The City creates an internal task force and continues working with the external Council advisory committee to lead Edmonton to be a carbon neutral city. | establish an internal Climate Action Leadership Task Force to guide and support accelerated and focused climate action continue to work with the external Energy Transition and Climate Resilience Advisory Council | | |

Goal N: The City of Edmonton partners with and mobilizes communities and governments to meet carbon budget goals

| Strategy | Potential Actions | GHG Reduction | Economic Activity |
|---|---|------------------|----------------------|
| N1. The City advances a climate action framework for government collaboration. | advocate to other levels of government to remove barriers that impact Edmonton's energy transition develop and advance a climate action framework for government cooperation | | |
| N2. The City works with other municipalities and regional associations to advance a collaborative | advance initiatives of regional collaboration | | |

approach for climate action in the Edmonton Metropolitan Region.

- N3. The City continues to work with international partners to support the Edmonton Declaration and the IPCC Cities and Climate Change Science research agenda.
- N4. The City continues to educate, work with and mobilize the community to take action on climate change via Change for Climate and Corporate Climate Leaders programs, among others.
- continue to advance the Edmonton Declaration
- continue to implement the CitiesIPCC Legacy Research Grant Program
- partner with private sector companies and other cities to develop green economy solutions
- expand implementation of programs that work with businesses, communities and residents to collectively reduce Edmonton's greenhouse gas emissions
- continue and expand ongoing education, social marketing and outreach initiatives



Goal O: The City of Edmonton establishes innovative and participatory financing tools

| Strategy | Potential Actions | GHG Reduction | Economic Activity |
|--|--|------------------|-------------------|
| O1. The City aligns its investment decisions with its low carbon goals | modernize the City's investment policy develop and introduce an internal Carbon Reduction Cost Savings Program in which business areas are required to reduce their carbon emissions by a certain amount annually continue the internal Energy Efficiency Revolving Fund work with financial institutions to issue Green Municipal Bonds to raise capital for green infrastructure projects | | |
| O2. The City accesses and creates innovative and participatory funding mechanisms to support private green investments | develop a Clean Energy Improvement Program (CEIP) leverage opportunities to finance municipal green projects through federal institutions partner with local businesses to develop industrial incentive programs support the incubation of the green energy sector technologies through a "start-up in residence" program work with financial institutions and investment agencies to support green economy innovation | | |
| O3. The City develops a just and equitable working group and framework for energy transition programs. | convene a working group to support a just and equitable transition | | |

REVISING EDMONTON'S €dmonton **COMMUNITY** ENERGY TRANSITION STRATEGY **Current Energy Transition Initiatives**

Page 928 of 1367

Current Energy Transition Initiatives

CURRENT ENERGY TRANSITION INITIATIVES

The following energy transition initiatives are currently in market or will be launched soon. Details are included regarding annual/total budget, applicant activity:

Building Energy Retrofit Accelerator (BERA) is a rebate program that facilitates renovations to improve energy efficiency in commercial and institutional buildings. Rebates are designed to encourage deep green retrofit choices by using bundling and bonusing for those investments with greater GHG reduction impact. Eligible upgrades include HVAC systems, windows, lighting fixtures, building envelopes and more. Limited to builders of minimum 10,000 sq feet.

Annual Budget: \$1,050,000 Total Budget: \$3,150,000

Launched June, 2020 (Program ends May, 2023)

Uptake (as of October 29, 2020)

Applications: 38

Projects/Installations completed: 2 Funds Committed: \$461,000

Residential Solar Rebate Program provides financial incentive for homeowners to generate renewable energy on their homes. The program offers a rebate of 40 cents/installed watt to a maximum of \$4,000 towards the installation of rooftop solar panels (approximately 15% of equipment and installation costs).

Annual budget: \$350,000 (for each of four years)

Total Budget: \$1,400,000

Launched: July, 2019, program ends June 2023)

Uptake (as of Oct 27, 2020) Applications received: 256

Projects/Installations completed: 205

Funds Committed/Disbursed: \$737,000/\$570,000

Solar Potential Map: In partnership with Google and MyHeat, Edmonton is the first municipality in Canada to access a new rooftop solar potential platform. This new tool provides a bird's eye view of every rooftop and helps homeowners understand their solar potential and the environmental and financial benefits they can expect. Edmontonians ready to go solar will find a link for the Solar Rebate Program (Launched June, 2020).

Electric Vehicle Charger and Electric Bike (ECEB) rebate program helps Edmontonians electrify their transportation and supports active transportation modes. Limited to one year for E-Bikes in response to fiscal pressures.

3 City of Edmonton

Current Energy Transition Initiatives

Electric Bicycles:

Annual budget: \$50,000 (2020 only, program closed)

Total Budget: \$50,000

Launched: June 3, 2020 (program ends June 2021)

Uptake (as of Sept 1, 2020) Applications: 700 E-Bike rebates: 85

Funds Committed (approved): \$50,000

Electric Vehicle Chargers: Annual budget: \$150,000 Total Budget: \$450,000

Launched: June 3, 2020 (program ends June 2023 pending Council budget

review)

Uptake (as of Oct 22, 2020)

Applications: 113 (15 commercial & 98 residential)

Projects/Installations completed: (Commercial/ Residential) 0/5

Funds Committed: \$90,000 (approx 60% of Year 1)

Net Zero Grant Program offers \$25,000 (per new home) for builders to reach certified net zero energy use. The program is available only to builders in the City led Meadows at Laurel community.

Annual budget: \$150,000 (one year only)

Total Budget: \$150,000

Launched: July, 2020, deadline October 31, 2020 for applications

Uptake (as of Oct 1, 2020)

Applications 1 of maximum 6 awards Projects/Installations completed: 0

Funds Committed: \$25,000

Home Energy Retrofit Accelerator (HERA) is a residential energy efficiency incentive program designed to facilitate home renovations that reduce GHG emissions, save energy and lower utility bills. A replacement for the Home Energy Plan program delivered collaboratively with Energy Efficiency Alberta (2018-2019), HERA will advance Edmonton's retrofit economy, trigger local economic activity and build industry capacity. The program will also stimulate the market to properly value energy efficient homes by making household energy performance information available publicly via EnerGuide labels.

Annual budget: \$600,000 (for each of three years)

Total Budget: \$1,800,000 Launched: plan for Q4, 2020



Acknowledgements

We acknowledge the traditional land on which Edmonton sits, the Territory of the Treaty 6 First Nations and the Métis Nation of Alberta Region 4. We would like to acknowledge and thank the diverse Indigenous peoples whose ancestors' footsteps have marked this territory for centuries such as: Cree, Dene, Saulteaux, Nakota Sioux, Blackfoot, as well as the Métis and the Inuit.

Edmonton is a welcoming place for all people who come from around the world to share Edmonton as a home. Together we call upon all of our collective honoured traditions and spirits to work in building a great city for today and future generations.

The authors thank everyone who participated in the engagement activities. Your contributions are greatly appreciated and we hope you see your values and ideas reflected in these pages.

TABLE OF CONTENTS

| 1. | CLIMATE RESILIENCE & ENERGY TRANSITION STRATEGY | 5 |
|----|---|----|
| | CLIMATE SHIFTS | 7 |
| 2. | WHAT WE ARE HEARING ABOUT CLIMATE | 8 |
| | INDIGENOUS VOICES | 9 |
| | CITY-WIDE ENGAGEMENT AND CLIMATE SHIFTS | 11 |
| | CITY-WIDE ENGAGEMENT AND CITY DESIGN | 19 |
| 3. | CONCLUSIONS AND NEXT STEPS | 22 |
| | CONCLUSIONS | 22 |
| | NEXT STEPS | 23 |

ENGAGEMENT SNAPSHOT

WHO WE ARE HEARING FROM

Throughout The City Plan project phases, specific efforts were made to reach a diverse range of Edmontonians of different age, cultural and socio–economic background in different geographic areas of the city.





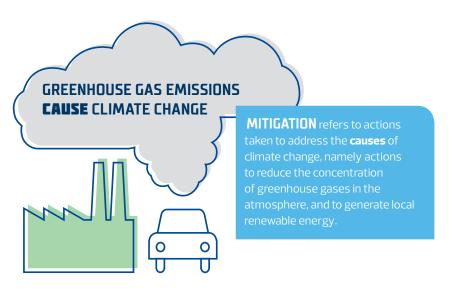
CLIMATE RESILIENCE & ENERGY TRANSITION STRATEGY

Climate resilience is one of the four goals of Edmonton's strategic plan ConnectEdmonton (Vision 2050). Climate resilience is about transitioning Edmonton to a low carbon future with clean air and water while adapting to a changing climate. To achieve this, the City of Edmonton developed the Community Energy Transition Strategy (2015) and the Climate Resilient Edmonton: Adaptation Strategy & Action Plan (2018), with the best scientific research and advice available, to help mitigate the risks of climate change and adapt to a changing climate.

On Aug. 27, 2019 City Council declared a climate emergency and directed administration to update the Community Energy Transition Strategy to align with the international target of limiting global warming to 1.5°C. While the Strategy is currently being implemented, to help Edmontonians, businesses and organizations mitigate their impact on climate change, it is also in the process of being updated. The updated Strategy will work within a local carbon budget of 155 Megatonnes and will be guided by the six Climate Shifts described on page 7. The Adaptation Strategy and Action Plan is not being updated at this time.

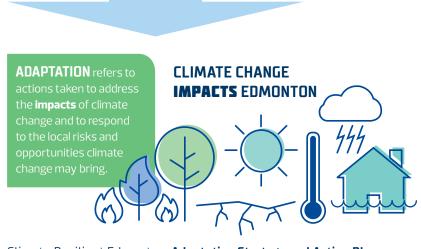
Edmonton's Community Energy Transition Strategy is a risk management response to a carbon constrained world. The strategy was designed to accelerate Edmonton work to take direct and indirect action to reduce greenhouse gas emissions, and increase renewable energy and energy efficiency across all sectors. The actions were designed to position Edmonton to prosper in a low carbon economy, and to take advantage of emerging opportunities in clean technology and carbon abatement.

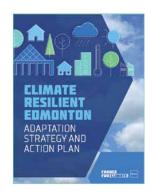
Figure 1. Mitigation and adaptation diagram



ANSITION STRATEGY TOUTAND ---

Energy Transition Strategy and Civic Operations Greenhouse Gas Management Plan





Climate Resilient Edmonton: Adaptation Strategy and Action Plan

CLIMATE SHIFTS

CLIMATE SHIFT 1

TOOLS & TARGETS

One of the foundations of the updated Strategy will be to use a local carbon budget to set its goals and to monitor its progress. Edmonton's carbon budget has been calculated using an internationally accepted methodology to be 155 Megatonnes. This is the amount of greenhouse gas emissions Edmonton can emit between 2017 and 2050 to meet the global target of limiting global warming to 1.5°C. Setting targets based on a carbon budget allows municipalities to visualize the urgency of the need for change. Every year that emissions are added to the atmosphere essentially reduces the remaining local carbon budget.

CLIMATE SHIFT 2

LOW CARBON CITY AND ZERO EMISSONS TRANSPORTATION

Intensification of land use reduces emissions but it also drives transportation choices. A built form that includes low carbon dwellings and a high proportion of trips taken by active transportation and public transit will reduce emissions in Edmonton.

CLIMATE SHIFT 3

EMISSIONS NEUTRAL BUILDINGS

Buildings represent approximately 30% of Edmonton's greenhouse gas emissions. Approximately 80% of the buildings that will exist in 2050 have already been built. Both new and existing buildings need to reach a carbon neutral state in the future.

CLIMATE SHIFT 4

RENEWABLE REVOLUTION

Zero emissions energy is required both to reduce existing emissions and to ensure no new emissions are added. Proven technologies like solar will need to be deployed at scale. A circular economy and sustainable waste management practices including reducing waste at the source will be essential for a low carbon future.

CLIMATE SHIFT 5

JUST AND EQUITABLE TRANSITION

A critical component is to ensure that all Edmontonians have access to the opportunities a low carbon future provides. Attention to the reduction of energy poverty, gender equity and ensuring access to green jobs for the vulnerable populations will be critical.

CLIMATE SHIFT 6

NEGATIVE EMISSIONS

Even if Edmonton is able to aggressively reduce its overall greenhouse gas emissions, modelling suggests that there will still be residual emissions to manage. A combination of natural and technological solutions for direct removal of carbon and sequestration and/or utilization of that carbon is required.



WHAT WE ARE HEARING ABOUT CLIMATE

Prior to City Council's decision to declare a state of climate emergency in August 2019, Edmontonians had already started to express urgent concerns about making major changes to address our environmental impact as a city.

The following pages summarize the climate–related feedback received to date through engagement for The City Plan, and the Vision 2050 engagement that has informed The City Plan. The City Plan engagement was designed to intentionally gather input from a wide cross section of Edmontonians. While this engagement did not explicitly ask about climate, climate did surface as a theme of interest. This document captures feedback about climate and will be used to inform the update of Edmonton's Community Energy Transition Strategy.

For a full report of what we heard through The City Plan engagement, who we listened to and how we listened, please visit www.edmonton.ca/thecityplan

- What We Are Hearing: October November 2018
- What We Are Hearing: November December 2018
- What We Are Hearing: January June 2019 (City–Wide Engagement)
- What We Are Hearing: January June 2019 (Indigenous Engagement)

INDIGENOUS VOICES

Indigenous communities shared that they need to be involved in City projects earlier to share perspectives about the environment and the impacts that they are experiencing in their home communities surrounding Edmonton, and Edmonton regionally impacts rivers, air, and wildlife in their communities. There is still a perception that what Indigenous communities are sharing is not being heard and acted upon.

When asked about their future aspirations during engagement for the City Plan, participants were not focused on specific actions, goals or targets related to climate change. As participants were not directly engaged on the specific Climate Shifts, responses often highlighted ideas related to the quality of life, quality of the river and valley, and the importance of protecting the environment. Generally, five themes emerged from the City Plan Indigenous Engagement data that have direct ties to climate and the resilience of the city.

Natural Areas and Wildlife

Communities are concerned that natural areas are disappearing in the city that contains wildlife corridors and traditional plants. Indigenous communities believe everything has a spirit and is alive and is equal, not greater than another. Although Indigenous communities have been engaged on environmental monitoring, additional work is required to understand the broader regional cumulative impacts that extend beyond the city limits.

North Saskatchewan River and Other Water Bodies Are Important

The forts in Edmonton located beside the North Saskatchewan River were important trading posts; the North Saskatchewan River was an important component of the Indigenous economy helping to bring trade goods to the fort and helping them to purchase supplies for themselves and their community. Rivers were also used to help access hunting grounds and areas for gathering plants and medicines. Rivers were also used to help Nations to gather, celebrate and share and participate in ceremonies, which is one of the ways Indigenous communities could pass on wisdom, knowledge, traditions, and stories important to sustaining their way of life.

Indigenous communities that still use the river system are concerned about the rivers drying up. Some communities that are downstream of the city are concerned about the pollutants coming into their communities and that contaminated water will impact their drinking water. Concern was also raised about pollution contaminating the fish, which are caught and eaten by Indigenous people.

Protect Natural Areas and Create New Green Spaces

Natural areas and green spaces are more than parks for Indigenous people, they provide important cultural and spiritual qualities supporting, their mental, physical, and spiritual well-being. Indigenous people have a strong and very unique connection to the environment, including the land, water, air, and everything living in the environment. The expression "all my relations" is often used to reflect that everything is connected.

Through previous engagements several Indigenous communities referenced the importance of having natural areas free of pollution and contamination. Many Indigenous people use natural areas to practice cultural ceremonies and to collect and harvest traditional plants and medicines. These natural areas are important places to teach future generations about culture, language, and connection to the land that help them protect and preserve their way of life.

Ideas on Renewable Energy

Many Indigenous communities were familiar with renewable energy, as many communities in attendance of the engagement session had their own forms of renewable energy projects including wind and solar. During engagement sessions, Indigenous communities specifically identified that the City could look at utilizing "green energy", "green power", and explore "reusing waste for energy". Indigenous communities have also recommended that the City seek out best practices from other countries (e.g., Germany) around the world.

Implement Recycling Programs

Throughout the engagement, Indigenous communities referenced the importance of recycling programs suggesting ideas such as: composting, gray water, water barrel program, and reusing products and reducing how much waste goes to the landfill.

CITY-WIDE ENGAGEMENT AND CLIMATE SHIFTS

When asked about their future aspirations as a city, participants were not focused on specific actions, goals or targets related to climate change. Responses often highlighted ideas related to quality of life, including access to amenities, services, affordable housing, reasonable commutes and job opportunities. Analysis of the data identified where those quality of life aspirations aligned with the climate shifts at the centre of the update of the Community Energy Transition Strategy. The text below highlights common themes related to climate change and sustainability received in the city-wide engagement for The City Plan.





Participants broadly identified that they would like to see Edmonton reduce its ecological footprint and greenhouse gas emissions. On the whole, these statements did not have an amount or time frame attached to them.

More Than Just Greenhouse Gas Emissions -

Perception of environmental sustainability is focused on more than just limiting ${\rm CO}_2{\rm e}$ emissions. Overall, responses were more likely to identify concerns about our collective ecological impacts like habitat degradation, or polluted waters, than global climate impacts.

General Aspirations – High–level aspirations like "be greener", "be a climate leader" and "reduce our carbon footprint" were frequent. Specific actions were not identified.

"Greener" Is Not Enough — Saying "Greener" as part of The City Plan is not enough to meet the high bar of reaching the Paris Climate Agreement. Without clear and specific goals, ideas can be "green-washed" and approved. Guidelines should have clear thresholds and requirements for a range of topics including building and community design practices.

Track Metrics — It is crucial to have specific metrics and regularly monitor goals so we can understand how our decisions bring the city closer to its aspirations. Climate indicators and alignment with the Edmonton Declaration were specifically identified.

Specific targets – Adhering to international, national and local climate goals is important. (Limit increase in global average temperature to 1.5 degrees, a 40% reduction in emissions by 2050, and having all new buildings be built to Net Zero standards or better by 2030.)

Apply a Universal Climate Lens – All decisions should be made with consideration of climate impacts. Formally adding this lens to the decision-making process will help to ensure that Edmonton's climate goals are given a high priority and that its goals are actively considered at all stages of service delivery and policy making.

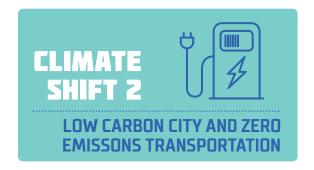
Consistency – Consistency over time is crucial to realizing major changes. Realizing goals requires implementation; decisions should be made only in alignment with goals.

Other Ideas

In addition to the above, participants also identified these ideas:

- Monitoring of air and water quality to address local environmental impacts; and
- Some participants indicated the need to use other metrics including 8/80 principles, Gender Based Analysis (GBA+), among others to help measure how the climate shift impacts people's quality of life and other factors associated with a just and equitable transition.

"Psychologically we need to shift, it's not passion, it is terror. That's taking over the whole world and we don't want to be stuck with a plan that does not go far enough on that."



The majority of responses received were focused on actions related to building a low carbon city. Edmontonians have clear ideas about the ways that the built form of our city can change to influence CO₂e emissions.

City Design Relies on Driving - Edmontonians recognize how the current design of our city directly contributes to CO₃e emissions. Reasons cited: how far Edmontonians have to travel to get to work and services, and how our cold winters have both contributed to large parts of the city being car-oriented or dependent. Driving is by far the best way to get around compared to transit or other modes, and even more so in the winter.

Car Dependency is Not Equitable – For most

Edmontonians, living without a car is not a viable option. Reasons cited: cold climate, the design of suburban neighbourhoods and poor transit service. This is especially true for families, people who don't work downtown and people living in new suburbs. Without significant investment, achieving a greater uptake of public transportation and active transportation will be very challenging and will not occur equally across the city.

Electric Vehicle Adoption — Given Edmonton's existing car dependence and the magnitude of change required to reduce that dependency, it is important to find ways to speed the overall electrification of private vehicles in order to reach Edmonton's climate goals.

Exceptional Future Transit — The poor quality of Edmonton's existing transit system directly contributes to participants' decision to drive for their daily needs. To attract significantly more riders, the quality of the transit experience needs to improve. Common complaints raised against the existing system included long wait times, waiting in the cold, feeling unsafe both waiting and riding, as well as how long it takes to get to destinations compared to driving and the overall cost of transit, especially when considering paying for multiple family members and park and ride services. Ideas brought forward as part of these changes included:

- Make certain parts of the city free for transit;
- Build more transit priority infrastructure;
- Develop additional bus shelters;
- Expand the LRT network to serve a greater portion of the city including low income areas; and
- Improve neighbourhood access to bus transit.

Build a Low Carbon City — There is a desire to build a low carbon city by promoting more sustainable transportation systems including mass transit, walking, biking and electric vehicles. Reducing urban expansion into surrounding farmland and addressing car dependency across the city, especially in outlying areas can take place by reshaping the city. There are concerns about infill development and taking road space away from cars.

Safe Active Transportation — Active transportation networks that feel safe for a broad range of users are needed.

Local Access to Services — It is important to have communities in which it is possible to access services and amenities without a vehicle. The current design of neighbourhoods requires Edmontonians to drive; changes that encourage and enable residents to make more trips without a vehicle are desirable.



Design Well Integrated Future Communities -

Edmonton's climate aspirations need to be considered in the design of greenfield areas, where a large portion of Edmonton's growth occurs. Special attention needs to be paid to fully integrating major transportation transit rights—of—way, either for bus rapid transit or LRT into the design of new neighbourhoods.

Green Infrastructure — Green infrastructure can directly contribute to Edmonton's low carbon future. This includes the development of priority lanes for "green vehicles", expanding the LRT network, higher efficiency buildings, and active transportation corridors. Green transportation systems should efficiently connect the suburbs to other parts of the city and the core.

Role of the Private Sector – Identifying the roles of private businesses, service providers and utilities in helping Edmonton achieve its sustainability goals is important.

Evolve Carbon Emitting Industries — Reducing the impact of "carbon-emitting industries" to reduce Edmonton's climate impacts is an opportunity. While this is desirable from an environmental perspective, there is a need to evolve these industries to avoid eliminating jobs and livelihoods. Support to workers and their families impacted by the evolution of carbon industry is needed.

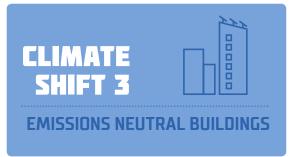


Develop Along Green Transportation Corridors — The co-location of additional medium and high-density residential development alongside major green transportation corridors, like frequent bus transit or LRT, is important.

Other Ideas

In addition to the above, participants also identified these ideas:

- Establish a "cap and trade" system to manage suburban growth;
- Establish car free areas to promote active transportation and transit to major destinations;
- Develop solutions to the "last mile" problem of transit systems;
- Create expanded green spaces that are more accessible and dispersed throughout the city;
- Promote opportunities for local food and urban agriculture;
- Redevelop and intensify existing neighbourhoods instead of developing in the suburbs;
- Connect greenspaces as part of the multi-modal transportation network; and
- Improve use of underutilized land instead of expanding the city.



Compared to the other Climate Shifts, there were fewer responses related to carbon neutral buildings. Despite this, when carbon neutral buildings were raised by participants, there was consensus that more should be built. The significant role that carbon neutral buildings can play in achieving global climate goals was not identified.

Green Incentives – Incentives and rebates to undertake green renovations in Edmonton are desirable. These renovations, such as installation of high efficiency windows and re-insulation of older residential buildings, are often seen as more expensive or challenging than traditional building practices.

Renovate and Retrofit Heritage Buildings — Vacant and heritage buildings can be renovated and retrofitted to preserve Edmonton's character. It is possible to renovate the interior of buildings and maintain the façade: green retrofits.

Community Scale Carbon Retrofits – Supporting individual building owners interested in achieving carbon neutrality was mentioned. There was little mention of the massive scale at which these renovations are needed to bring buildings towards carbon neutrality.

"ENVIRONMENT! Our vision must have something such as: Green Initiative etc. etc. Global Warming is real and if we don't do anything, the temperature of our planet WILL go up."



Mention of the renewable revolution was more often mentioned at workshops than at drop-in events. Overall, participants were supportive of renewable revolution ideas.

Renewable Energy Production — Future energy production should come from renewable sources.

This involves limiting the use of coal and other fossil fuels for energy production and heating in order for Edmonton to meet our local commitments to the Paris Climate Agreement.

Type of Energy — Greater use of solar, hydro and wind energy, as well as exploration of nuclear energy, are possibly sources of future energy. There is a need for large–scale retrofitting of existing homes and buildings for solar energy production and greater adoption of electrified transportation options.

Manage Waste Wisely — The management of, and how we handle our waste products is important. It is important for Edmontonians to divert material from landfills, be better recyclers, and compost organics. Consumer culture plays into our carbon footprint.

Green Incentives – Incentives would be appreciated, especially for the installation of residential solar arrays.



Other Ideas

In addition to the above, participants also identified these ideas:

- Compost as a way reduce waste production;
- Reduce overall consumerism; and
- Work with grocers, local restaurants and commercial food supplies to reduce waste in the food industry.

"Something related to the environment and climate change mitigation – controlling urban sprawl is part of this but is not enough. I see later that this idea is one of the goals, but I would prefer to see it as a concept that flows throughout."



Ideas of inclusion and equity were described throughout The City Plan and Vision 2050 engagement data but generally without an explicit reference to climate. Across all engagement events, participants were interested in seeing greater levels of equity in many aspects of city building from policing to affordable housing and transit. While these concepts were not paired directly with environmental concerns, they did identify the following areas where concerns over equity and justice are aligned with the other Climate Shifts.

Overall Inclusion — It is important to ensure that Edmonton be an inclusive city in all ways, including welcoming newcomers and furthering reconciliation with Indigenous people.

Inclusive Redevelopment — In areas undergoing redevelopment and retrofitting, it is important to consider how redevelopment, even done with positive environmental outcomes, affects communities through displacement and cultural erasure. Residents of affordable or low-income neighbourhoods are more vulnerable to these challenges compared to residents of wealthier neighbourhoods. Green housing throughout the city is important, and it needs to be affordable and appropriate for a greater diversity of residents.

Housing Affordability — One of Edmonton's key appeals is its affordability compared to other cities in Canada and around the world. The future affordability of home ownership should be considered, especially as cheaper suburban housing shifts to be denser and additional costs associated with more sustainable and carbon neutral are incorporated into housing costs.

Indigenous Knowledge and Partners – Recognizing the long-standing role that Indigenous people have played as environmental stewards and advocates is important.

Green Jobs and Diversification — When it comes to revolutionizing the economy, Edmonton and Alberta as a whole, needs to be prepared for a "post-oil economy". This includes positioning educational institutions, designing new curricula and attracting new industries to contribute to a diversification of the economy away from oil and gas. Aim for plentiful green jobs that support workers in transition toward low carbon industries.

Equitable Access to Transit — Access to transit service around the city, including more affordable transit fares, expanded subsidized transit fare programs and an extended network of high-quality transit is important. Equity in distribution of major LRT investments is important; marginalized areas often do not have access to high-quality and frequent transit.

"There are no healthy cities or urban places if climate change is not solved. There is no other possibility than responding to these things."

Equitable Transit Enforcement – Marginalized or minority groups are discouraged from taking transit because transit bylaw enforcement unfairly targets those groups.

Dispersed Active Transportation Networks – Active transportation networks, distributed throughout the city to be accessible are important. These networks need to feel safe for all, including Indigenous people, people with mobility challenges, women, children and seniors.

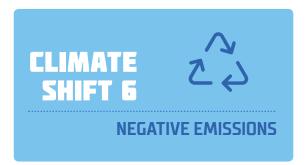
Link to Other Climate Shifts – There is an explicit link between Climate Shifts 4 and 5 through calls for renewable energy production that was affordable for all users and having climate and energy production systems that are inclusive, rather than segregated.

Other Ideas

In addition to the above, participants also identified these ideas:

- Address quality of life inequities with promotion of time-consuming modes of transportation, like transit, for individuals who are already time impoverished as a result of other socio-economic factors; and
- Prepare to accept the arrival of new Edmontonians as a result of displacement and climate migration. Edmonton is a place with resources to be a climate refuge.





Few methods and actions were identified to contribute to negative CO₂e emissions. Vision 2050 and The City Plan engagement did not ask for methods and actions, therefore this should not be interpreted as lack of public awareness or support.

Preserve and Protect — Preserving and enhancing greenspaces and natural areas is important to serve as carbon sinks and sequester additional CO₂e over their lifetime. It is important to also naturalize open spaces and protect farmland. This includes conversion of city-owned open park spaces into naturalized open spaces throughout the city. These concepts, although not always associated with negative emissions can contribute to this climate shift.

Other Ideas

In addition to the above, participants also identified these ideas:

- Establish permaculture systems which promote more circular use of resources in the agricultural industry including re-use of waste products;
- Use underutilized or vacant lands for urban agriculture as a way to strengthen the local food system;
- Require that additional lands be protected from development and maintained as natural areas during urban development to protect natural carbon sinks like wetlands and forests; and
- Consider how city infrastructure systems can be designed to make use of or emulate natural processes to manage products like sewage, stormwater or other waste materials.



CITY-WIDE ENGAGEMENT AND CITY DESIGN

Several engagement activities done by The City Plan Team focused explicitly on the preferred future form of Edmonton. These activities included building a model of Future Edmonton, a card game that focused on city patterns, and a game with blocks to explore how to distribute 1 million new Edmontonians. The following sections highlight some of the climate related findings of those activities.

City Patterns Card Game

The City Patterns card game identified Edmontonians' preferences about how the city's transportation, jobs, greenspaces and neighbourhoods might change in order to welcome another 1 million people to Edmonton.

Participants were asked four questions:

- 1. Transportation How will Edmontonians move around the city?
- 2. Employment How will jobs be distributed in the city?
- 3. Greenspace How will we use greenspace in the city?
- 4. Proximity to Services How will we intensify residential and commercial developments in the city?

For each question, at both drop-in workshops and through the Insight Community survey, participants chose their preferred pattern for the city:



DYNAMIC DOWNTOWN

This city pattern concentrates employment and population within a specific boundary centred around the current downtown and mature areas.



CONNECTED CORRIDORS

This city pattern distributes population and employment throughout the city along corridors as opposed to concentrating it at nodes.



VIBRANT VILLAGES

This city pattern attracts people and employment to major hubs distributed throughout the city.

Vibrant Villages

For all four questions, Edmontonians preferred the ideas which revolved around the concept of Vibrant Villages, which hinged on the idea of intensifying and promoting redevelopment around major destination and activity points throughout the city. Vibrant Villages would mean additional growth near major destinations like universities, hospitals, and commercial areas including areas like MacEwan University, NAIT, the Royal Alexandra Hospital and West Edmonton Mall.

In all question areas except Transportation, respondents second preference was for Connected Corridors, which would see intensification and change along major thoroughfares within Edmonton. Connected Corridors would mean additional growth along major thoroughfares such as Gateway Boulevard, 137 Avenue, 82 Street, Whyte Avenue or Kingsway Boulevard. This preference affirms other calls to see communities evolve to be more complete and offer a greater range of services locally.

What Kind of City Are We? Blocks Game

The Blocks Game provided The City Plan Team with feedback about how the city can welcome an additional 1 million residents within existing boundaries. Overwhelmingly, they identified changes to Edmonton's design and form that will contribute to an overall reduction of Edmonton's climate footprint and CO_9 e emissions.

The actions identified by the participants included have a low carbon city in mind:

- Reduce Edmontonians' dependence on private vehicles by promoting the conversion of mature communities
 and the development of new areas to be hyper-local and walkable. This includes having local commercial
 spaces, recreation centres, park spaces and jobs many of which should be accessible within a short walk.
- Improve the functionality and convenience of the transit system. Without improving public perception of
 convenience, cost, safety and benefits of mass transit, Edmontonians have clearly indicated that driving will
 remain their primary mode of transportation into the future.
- Integrate and co-locate where people work and live so that daily commutes can be reduced: live close to work.
- Develop high density, mixed-use developments along major transportation corridors. Medium and I
 ow-density developments should be integrated into existing communities to support the overall densification
 of the city.
- Reconfigure the system of multi-use trails and greenways as a functional transportation network, as opposed
 to a mostly recreational system.

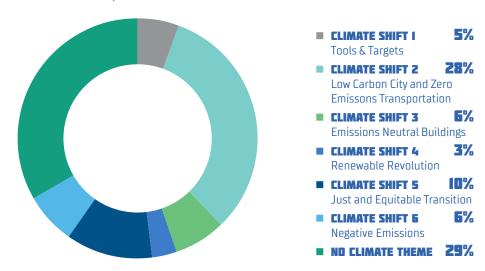
Quantitative Analysis

The March 2019 Insight Community Survey conducted as part of The City Plan engagement involved roughly 2,300 open text responses. From the responses, it is clear that Climate Shift 2: Low Carbon City and Zero Emissions Transportation is the climate shift that Edmontonians are most familiar with. The data mining software, when given a list of keywords related to the Climate Shifts, classified 28% of responses into that category. In addition, the survey responses also noted that Edmontonians are clearly interested in a Just and Equitable Transition, with 10% of responses including references to themes like energy poverty, green jobs, new Canadians, affordable housing and environmental justice.

Finally, the analysis also indicates a relative lack of input on the remaining four climate shifts: Tools and Targets, Emissions Neutral Buildings, Renewable Revolution, and Negative Emissions. Further engagement during this project should consider how best to gather a greater depth of perceptions and ideas related to these climate shifts as well as seek to educate Edmontonians about the potential value that they represent for meeting Edmonton's climate goals.

The combined results of the workshops and the Insight Community Survey are noted below.





For a full report of what we heard through The City Plan engagement, who we listened to and how we listened, please visit www.edmonton.ca/thecityplan



CONCLUSIONS AND NEXT STEPS

CONCLUSIONS

This What We Are Hearing Report gathers data about climate from the engagement undertaken for The City Plan (October 2018 to June 2019). The ideas captured here are the beginning of public engagement for the update of Edmonton's Community Energy Transition Strategy; they help highlight the many ways Edmontonians have already been telling the City what to do about the evolving crisis. It's now up to Edmonton's residents, municipal administration, business community, community organizations as well as other levels of government and decision makers to listen and take action. Other overall conclusions are discussed below:

A Low Carbon City of the Future — Edmontonians' are most interested and have the most ideas about this climate shift: being a low carbon city and electrifying the transportation system.

Climate Leadership – Edmontonians who provided input on the Vision 2050 overwhelmingly described a desire to have Edmonton be a global leader in environmental sustainability. While Edmontonians are clearly concerned about climate change and our impact on the environment, most did not articulate what actions should be taken to address these concerns.

Local and Tangible Environmental Sustainability — While many responses directly addressed ideas related to climate change, more often Edmontonians were focused on local and tangible impacts on the natural environment: air pollution, habitat degradation and waste management.

Timing — Of the responses directly related to environmental resilience, only a few indicated a time frame and those that did were focused on 2050 as opposed to the shorter 2030 timeframe which is identified for the Community Energy Transition Strategy.

Indigenous Voices – Indigenous communities shared that they need to be involved in City projects earlier to share perspectives about the environment and the impacts that they are experiencing in their home communities surrounding Edmonton, and Edmonton regionally impacts rivers, air, and wildlife in their communities.

Taxes and Efficiency – The City needs to be cautious when it comes to spending tax dollars, say a significant portion of respondents: keep taxes low, use common sense and ensure basic services are provided in a high-quality and cost-effective manner. Spending money on services which are considered extras compared to waste, roads and snow clearing, is not desirable for many Edmontonians. This includes spending on bike lanes and transit, which many feel contributes to traffic congestion.

City Design — The design of the city has an impact on our lifestyle and our CO 2e emissions. It also has an impact on how accessible and equitable the city is for its inhabitants.

Climate Adaptation – Adapting to the future impacts of climate change needs attention alongside the reduction of Edmonton's contribution to climate impacts.

Education and Awareness – Survey responses tended to indicate a lack of knowledge or awareness on multiple climate shifts. Future work as part of the Community Energy Transition Strategy update should focus on educating residents and broadcasting the importance of these climate shifts in meeting Edmonton's climate goals.

NEXT STEPS

The What We Are Hearing Report contains feedback from Edmontonians about climate resilience prior to City Council declaring a state of climate emergency and directing administration to update the Community Energy Transition Strategy to align with the international target of limiting global warming to 1.5°C. While many of the ideas

summarized here indicate that residents s have ideas about climate change, they did not get into specifics actions or how to make them happen in Edmonton. The targeted engagement activities which started in September 2019 and go into August 2020 will do this work. Expect to be in conversation about carbon budgeting, monitoring, negative emissions strategies, equity, and being a low carbon city.

For a full report of what we heard through The City Plan engagement, who we listened to and how we listened, please visit www.edmonton.ca/thecityplan



What We Are Hearing Report

Community Energy Transition Strategy

September 2019 - May 2020

Andrea Soler
Senior Community Strategist
andrea.soler@edmonton.ca / 780-944-1507
edmonton.ca/EnergyTransitionUpdate

SHARE YOUR VOICE SHAPE OUR CITY



Acknowledgements

We acknowledge the traditional land on which Edmonton sits, on Treaty 6 Territory, a traditional meeting ground, gathering place and travelling route for the Nêhiyawak (Cree), Anishinaabe (Saulteaux), Nakota Sioux, Dene (Denesuline), Niitsitapi (Blackfoot), and Métis. We acknowledge all the many First Nations, Métis, and Inuit, whose footsteps have marked these lands for centuries.

Edmonton is a welcoming place for all people who come from around the world to share Edmonton as a home. Together we call upon all of our collective honoured traditions and spirits to work in building a great city for today and future generations.

The authors of this report thank everyone who participated in the engagement activities. Your contributions are greatly appreciated and we hope you see your values and ideas reflected in these pages.

TABLE OF CONTENTS

| 1. Executive Summary | 4 |
|---|-----------------------------------|
| 2. Update to the Community Energy Transition Strategy | 9 |
| 3. How We Are Listening | 12 |
| 4. Who We Are Hearing From Indigenous Engagement Targeted Stakeholder Engagement Public Engagement Engagement Feedback | 19 19 20 25 27 |
| 5. What We Are Hearing Indigenous Engagement: About the Climate Shifts Targeted Stakeholder and Public Engagement: About the Climate Shifts Systems Change Themes | 29 29 38 63 |
| 6. Highlights General Highlights Climate Shifts Highlights | 65 65 67 |
| 7. What Happens Next | 69 |
| 8. Appendices Appendix A: Engagement Data Appendix B: Memorandum of Understanding Appendix C: Engagement Information Boards Appendix D: Glossary of Terms | 71 71 71 71 71 |

1. Executive Summary

On August 27, 2019, Edmonton's City Council voted to update the Community Energy Transition Strategy (CETS) to align with the international target of limiting global warming to 1.5°C. At the same time, City Council declared a Climate Emergency and signalled that climate change is serious and demands urgent action.

On August 27, 2019, City Council voted to update the Community Energy Transition Strategy to align with the international target of limiting global warming to 1.5°C.

How We Are Hearing

In alignment with the City of Edmonton's Public Engagement Policy, the City is asking stakeholders to help *REFINE* and *ADVISE* on the proposed update of the CETS. Three streams of engagement are being pursued:

- The City is committed to engage with the Memorandum of Understanding Partners, including Enoch Cree Nation, the Confederacy of Treaty Six First Nations and the Métis Nation of Alberta, as the project intersects with Indigenous interests and concerns that relate to climate change. The state of the environment, rivers, wildlife and plants have been among some of the most identified areas of concern.
- The City is focused on targeted stakeholders who have diverse expertise and are well positioned to contribute technical expertise.
- The City focused on providing the general public with opportunities to learn about the proposed changes, provide advice, contribute ideas, and flag areas of concern.

The first phase of engagement for the CETS focused on **what** needs to be done to transition to a low carbon city and took place from September 2019 to May 2020. During this period 28 events took place to gather feedback from Edmontonians.



What We Are Hearing: Themes

Twelve general themes of feedback were identified:

- Take action now: The impacts of climate change are unpredictable, wide-ranging and potentially irreversible.
- 2. **There is no "silver bullet":** The CETS update must focus on a wide range of actions to meet the City's climate goals. Fundamental system changes are needed.
- 3. **Pandemic recovery opportunities:** Implementation of the CETS can bring opportunities for economic recovery during and following the COVID-19 pandemic.
- 4. **Support investment in the transition:** The transition requires a significant amount of public and private financial investment. There is recurrent concern of how to fund the transition.
- 5. **Sustain the transition:** Choose actions that are sustainable and desirable in the long run. This will help support a high quality of life for current and future Edmontonians.
- 6. **Ensure a just and equitable transition**: Ensure that the implementation of this transition doesn't exacerbate existing inequalities and that it brings opportunities for all Edmontonians.
- 7. **Leverage this opportunity for economic transition:** Beyond an energy transition this is an opportunity for Edmonton to innovate, leverage existing skills and diversify its economy.
- 8. **Change the culture:** Significant culture change will be required across many systems to embrace the overwhelming challenge of this transition. These include energy, transportation, food, waste and social and community systems. Our culture is already changing.
- 9. **Educate and communicate:** Wide-reaching awareness campaigns are necessary to help Edmontonians understand the needs, targets and solutions. This includes strategies to educate people on the new concepts and on the impacts of their lifestyle decisions.
- Align with the City Plan: To succeed the CETS must align its targets and actions with those in the City's new municipal development plan.
- 11. **Look beyond greenhouse gas emissions:** A range of sustainability issues should be considered including air and water quality, waste

"Thank you for calling a climate emergency and putting it into the public record!"

-Community pop-up participant

- management, biodiversity, ecosystem and public health, as well as social, cultural and economic perspectives.
- 12. **Partner for change:** A wide range of partnerships will be needed to meet the City's climate goals. This includes partnerships with Indigenous communities, education and research institutions, industry and community organizations.

What We Are Hearing: Climate Shifts

The proposed actions needed to meet the City's climate goals have been grouped into seven Climate Shifts. These Shifts are the foundation of the CETS update and of the engagement and were developed by modeling the various scenarios and solutions, conducting jurisdictional scans of 52 cities and researching best practices.



Highlights of the feedback received:

Climate Shift 1: Tools & Targets: There is support for a local carbon budget to prioritize and guide municipal decision making, and track progress. A carbon budget for individuals could help them understand the impact of their actions. It is important to use global best practices for measurement and monitoring while considering the uniqueness of Edmonton and the oil and gas sector in the region. There is also concern about how to finance this transition.

Climate Shift 2: Low Carbon City and Zero Emissions Transportation:

There is a desire to enhance our transportation systems and support more active transportation. It is acknowledged that Edmonton is designed as a

vehicle city and this shift would involve a culture shift. Access to renewable energy ideally via a "green grid" is essential to achieve this shift.

Climate Shift 3: Emissions Neutral Buildings: There is support for having energy efficient buildings and acknowledgement that we need to have people trained with the skills to do this work. Realistic targets are necessary and the City needs to work closely with industry partners.

Climate Shift 4: Renewable Revolution and Circular Economy: There is a desire to embrace renewable energy sources, reduce waste and to foster a sharing and circular economy. Edmontonians want to see the City manage waste better and establish extended producer responsibility.

Climate Shift 5: Just and Equitable Transition: There is support to make sure that people are not left behind and inequalities are not exacerbated with this transition. Energy poverty must be addressed. Creating a just & equitable working group and framework was well received during engagement conversations, as well as looking for opportunities to partner with existing organizations/programs.

Climate Shift 6: Carbon Capture and Nature Based Solutions: There is a desire to use natural areas and open spaces as carbon sinks. Planting trees, protecting wetlands and urban farming, as well as a range of

community partnerships can support this. Technology approaches are considered most effective when integrated into industrial heavy carbon emitting processes.



Climate Shift 7: Economic Development: The energy transition is an opportunity to create employment opportunities and diversify Edmonton's economy. Consideration about the impacts and possible opportunities of this transition for under represented minorities, women and oil and gas workers is important. Partnerships, political leadership, regulation and policy signals, market opportunities and training/retraining will be needed.

Next Steps

The input received during this first phase of engagement is being used to inform the draft update to the CETS, which will be presented to City Council in the fall of 2020.* The next phase of engagement, tentatively scheduled from July to October 2020, will seek advice about **how** to implement the proposed CETS with Edmonton-focused actions/solutions. A second What We Heard report will be prepared with the input received during the next phase and will help inform the CETS document. The updated CETS will be presented to City Council early 2021 for approval.

*At the time of writing this report, dates for engagement and City Council meetings are not confirmed.

All subsequent engagement will be respectful of the directives of Alberta Health Services and Alberta's Chief Medical Officer of Health regarding the COVID-19 pandemic in the Edmonton area.

2. Update to the Community Energy Transition Strategy

Community Energy Transition Strategy

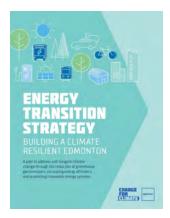
The CETS was approved by **Edmonton's City Council in** 2015 and it aims to reduce greenhouse gas (GHG) emissions, generate renewable energy and increase energy efficiency across all sectors.

The Community Energy Transition Strategy (CETS) was developed to help Edmonton mitigate the risks of climate change. The best scientific knowledge and advice available was used. The CETS was approved by Edmonton's City Council in 2015 and it aims to reduce greenhouse gas (GHG) emissions, generate renewable energy and increase energy efficiency across all sectors.

Since 2015, the City of Edmonton has been implementing the CETS with a suite of integrated programs under the *Change for Climate* banner. The programs have been developed to encourage residents, communities, corporations, industry, building owners/operators and others to work together to reduce GHG emissions.

74% of Edmontonians are concerned about climate change 52% want the City to take more action source: Climate Change and Energy Perceptions Survey, September 2019

Edmonton's current CETS is thorough and bold, but it's not bold enough to respond to the urgent call from the United Nations' Intergovernmental Panel on Climate Change (IPCC) to limit global warming to an increase of 1.5°C. According to the IPCC scientists, 1.5°C is the maximum amount that the average global temperature can increase without causing serious climate destabilization. Staying within this threshold is necessary to ensure a sustainable and equitable



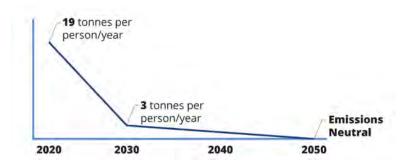
society for all. This goal is also in line with the Edmonton Declaration, which calls on cities to take climate action and has been endorsed by over 4,500 municipalities in North America.

On August 27th, 2019, Edmonton's City Council voted to update the CETS to align with the international target of limiting global warming to 1.5°C. At the same time, City Council declared a Climate Emergency and signaled to local and international communities that climate change is to be taken seriously and demands urgent action.

Edmonton is using a carbon budget to guide the update of the CETS, set targets and measure progress. A carbon budget is the total amount of GHG emissions permitted over a period of time (in this case until 2050) in order to stay within a temperature threshold.

Edmonton's carbon budget will be exceeded in 7 to 9 years.

At current levels of emissions, Edmonton's carbon budget will be exceeded in 7 to 9 years. Staying within this local carbon budget will require transitioning from 19 tonnes of emissions per person/year to 3 tonnes per person/year by 2030, to being emissions neutral by 2050.

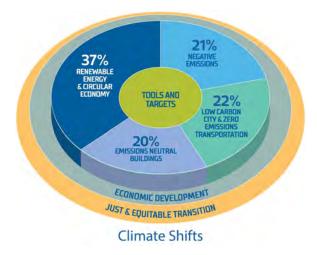


The City has grouped the proposed actions needed to achieve that transition into seven Climate Shifts. These Shifts were first developed by conducting jurisdictional scans of 52 cities, researching best practices and modeling the various scenarios and solutions.



The Shifts are designed to work in an integrated way. Tools & targets are at the core and are surrounded by the four Shifts whose actions directly or indirectly reduce GHG emissions. The percentages describe how each shift contributes to reaching the target. In addition to being their own Shifts, the Economic Development and Just & Equitable Transition Shifts are lenses that apply to all Shifts. This integration ensures that this energy transition creates economic prosperity and that it happens in a just and equitable way.

The Climate Shifts with their proposed actions are being presented to stakeholders for their input.



3. How We Are Listening

Dynamic Listening

The update to the Community Energy Transition Strategy (CETS) as well as how Edmontonians are being engaged, has been a dynamic and flexible process. Information has been shared as it becomes available and input from stakeholders has been incorporated into the draft of the CETS as appropriate, as well as into the engagement design. Due to tight deadlines, engagement activities have taken place in parallel to the development of technical modeling and policy briefs.

In the fall of 2019 six "Climate Shifts" were shared with stakeholders. As a result of that engagement Climate Shift 7: Economic Development was added. The engagement that took place from January to May 2020 included this seventh shift as well as more detailed information on the proposed targets and actions. After March 12, 2020 the City changed how it engaged with stakeholders due to COVID-19. Although the majority of activities for the initial phase of engagement had already occurred, a few meetings with targeted stakeholders took place online in April and May 2020.

The purpose of engagement is to ensure that the proposed update of the CETS, with its Climate Shifts and actions, captures the best practices, innovations and ideas, and that it is implementable in Edmonton.

The City will continue this dynamic and flexible approach as the project proceeds. Particular attention will be paid to engagement activities that will advance the project and are respectful of the directives around the COVID-19 pandemic in the Edmonton area.

Purpose of Engagement

The purpose of engagement is to ensure that the proposed update of the CETS, with its Climate Shifts and actions, captures the best practices, innovations and ideas, and that it is implementable in Edmonton. Feedback from stakeholders and the public play a key role in the development of an updated CETS, which will be presented to Council for approval.

In alignment with the City's Public Engagement Policy, this project uses the engagement spectrum to identify the role of targeted stakeholders and the public in the decision-making process.



The level of engagement in this project varies between *ADVISE* and *REFINE* depending on the Climate Shift and is shown in the table below.

| ADVISE | ADVISE & REFINE |
|---|---|
| Climate Shift1: Tools & Targets Climate Shift 2: Low Carbon City & Zero Transportation Emissions Climate Shift 4: Renewable Revolution & Circular Economy | Climate Shift 3: Emissions Neutral Buildings Climate Shift 5: Just & Equitable Transition Climate Shift 6: Carbon Capture & Nature Based Solutions Climate Shift 7: Economic Development |

Streams, Phases and Activities

Three Streams of Engagement

This phase of engagement involved three efforts:

- Indigenous engagement in this phase took place with the City's Memorandum of Understanding Partners, including Enoch Cree Nation, the Confederacy of Treaty Six First Nations and the Métis Nation of Alberta, to ask how the Partners would like to be engaged and share information and ideas.
- Targeted stakeholder engagement was the main focus for this
 phase of engagement. This involved a variety of existing groups
 from various backgrounds, with diverse expertise, who are
 well-positioned to contribute to the technical aspects of the CETS
 update.

Participants were asked to identify what needs to be done for Edmonton to make the transition to a low carbon city and to do it in a just, equitable and prosperous way.

3. **Public engagement** events took place in the form of pop-up events at community gathering places (malls, recreation centres and public events) and workshop sessions on specific topics. The public had opportunities to learn about the proposed changes, provide advice, contribute ideas, and flag areas of concern. Education was an essential part of the engagement, as there are various new technical concepts and solutions that the general public might not be familiar with.

Parallel to these streams, an additional targeted stakeholder engagement is currently taking place with members of the building and development industry around Climate Shift 3: Emissions Neutral Buildings. Internal engagement with City of Edmonton representatives is also underway. The results of these engagements will be included in the final engagement report and integrated into the updated CETS as deemed appropriate.

Phases of Engagement

This phase of engagement took place from September 2019 to May 2020. A second phase of engagement is tentatively scheduled to take place from July to October 2020.* All subsequent engagement will be respectful of the directives of Alberta Health Services and Alberta's Chief Medical Officer of Health regarding the COVID-19 pandemic in the Edmonton area.



This phase of engagement focused on obtaining input and advice about the Climate Shifts and the proposed actions/solutions. Participants were asked to identify **what** needs to be done for Edmonton to make the transition to a low carbon city and to do it in a just, equitable and prosperous way. The next phase of engagement, will seek advice about **how** to implement the proposed CETS with Edmonton-focused actions/solutions. The input received during this second phase of engagement will inform the final CETS document, scheduled to be presented to City Council for approval in the fall of 2020.

*At the time of writing this report, dates for engagement and City Council meetings are not confirmed.

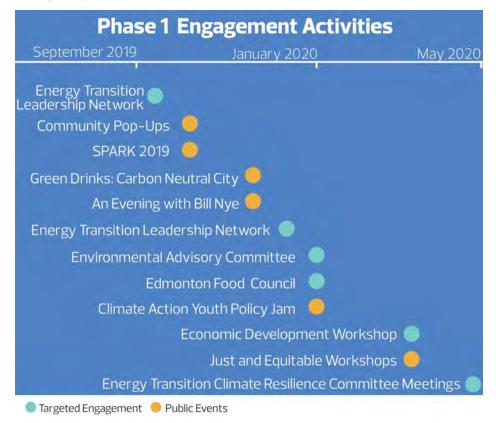


Engagement Activities

From September 2019 to May 2020, 28 engagement events took place giving participants opportunities to *ADVISE* and *REFINE* the update to the CETS, including:

- Community drop in events
- Public facilitated workshops
- Targeted stakeholder facilitated workshops
- Committee meetings and webinars

The details of how engagement took place, and the results, can be found in Section 4: Who We Are Hearing From and Section 5: What We Are Hearing. In addition to the above activities, seven stakeholder sessions specific to the Emissions Neutral Buildings Climate Shift and over 60 internal (City of Edmonton) stakeholder meetings to discuss the CETS update took place during this phase.





Communication of Engagement Opportunities

Public engagement events were promoted widely to ensure Edmontonians were aware of the opportunities to provide their input on the update of the CETS. Communications tools and tactics used include:

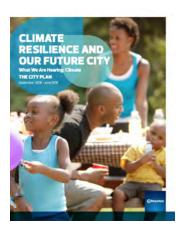
- Public service announcements
- Articles on the Change for Climate newsletter
- Social media (organic & boosted) posts on City of Edmonton and Change for Climate channels (Facebook and Twitter)
- Blog posts on changeforclimate.ca
- Up to date information at Edmonton.ca/EnergyTransitionUpdate
- Printed ads in the Edmonton Journal
- Invitations to targeted engagement events were emailed using existing stakeholder lists and when applicable through member organizations.

Public Engagement Commitments

Below is a list of the commitments that have been made prior to initiating engagement with stakeholders. These commitments helped frame the engagement activities.

- 1. We are aligning with the 1.5°C target: Under City Council's direction the purpose of updating the CETS is to align its goals with the international target of limiting global warming to 1.5°C. This requires that Edmonton transitions to a low carbon city.
- We are using a local carbon budget: The CETS update will use a local carbon budget to set its targets and to monitor its progress. Edmonton's local carbon budget was calculated to be 135 Megatonnes from 2020 to 2050.
- 3. We are organizing actions into Climate Shifts: The proposed actions have been grouped into categories called Climate Shifts. The proposed actions are the result of modelling, jurisdictional scans of 52 cities and best practices.
- 4. We are working towards agreed goals and objectives: With the larger goal of limiting global warming to 1.5°C, the objectives of the CETS are to reduce greenhouse gas emissions, reduce energy use, increase the generation of local renewable energy and pursue carbon capture and offset opportunities. The updated CETS is aiming for a just and equitable transition, while maintaining a

- prosperous economy with excellent quality of life for all current and future Edmontonians.
- 5. The project timelines are set by City Council: The deadlines on this project were set by City Council on August 27, 2019 prior to the COVID-19 pandemic:
 - a. An interim report with accelerated actions due to City Council on December 2, 2019.
 - b. An initial draft for the updated CETS due to City Council in June 2020.*
 - c. The final CETS Update due to City Council in October 2020.*
 - d. Endorsement of the final CETS by City Council for City Charter regulations in December 2020.
 - *These dates have been changed due to COVID-19 pandemic.



Dynamic Questions

This phase of engagement started with a review of the climate-related feedback Edmontonians provided during engagement for The City Plan from October 2018 to June 2019. The key findings are summarized in the Climate Resilience and Our Future City: What we are hearing about climate report. These findings provided an understanding of where Edmontonians wanted the city to be in the next 30 years in terms of climate resilience and insights on some specific actions. This review also helped inform the planning of subsequent engagement, including how to engage specific key stakeholders such as Indigenous Peoples and identify the Climate Shifts that needed the most input.

From September 2019 to December 2019, engagement focused on sharing the Climate Shifts and asking stakeholders: **What needs to be done to transition Edmonton to a low carbon city?** To help them approach this broad question, stakeholders had an opportunity to learn about the proposed Shifts and actions/solutions and then answer three simple followup questions:

- 1. What excites you?
- 2. What concerns you?
- 3. What is missing?

After reviewing the feedback from the 2019 sessions and examining the information needed, the focus of engagement from January 2020 to May

18

2020 became more specific. Stakeholders were asked: **How can we make** this energy transition happen in a just, equitable and prosperous way?

This question allowed the public and targeted stakeholders to explore and *REFINE* the two least developed Climate Shifts: Just & Equitable Transition and Economic Development. This question also invited participants to explore applying just, equitable and prosperity lenses to all the Shifts.

Throughout the engagement, participants were asked questions to help identify both **opportunities** to make the energy transition, and **barriers** to the transition. Further, participants identified **solutions** to the barriers, providing vital feedback to the City about what can work best in Edmonton.

















4. Who We Are Hearing From

This phase of engagement involved three streams: Indigenous engagement, targeted stakeholder engagement and public engagement.

To inform the update to the Community Energy Transition Strategy (CETS) this phase of engagement involved three streams: Indigenous engagement, targeted stakeholder engagement and public engagement. This section describes who was engaged. Results of the engagement can be found in Section 5: What We Are Hearing.

Indigenous Engagement

The City of Edmonton is located within Treaty 6 Territory and Region 4 of the Métis Nation of Alberta, and has been a gathering place and traditional territory of Indigenous peoples since time immemorial. The Edmonton metropolitan region is also home to over 75,000 Indigenous peoples (First Nations, Métis, and Inuit) who have and continue to make significant contributions to the city's social, economic and cultural prosperity.

Based on the extensive engagement the City has done with Indigenous communities and organizations from across Alberta, the City has learned that Indigenous communities are very interested in the climate

conversation. Throughout the City's engagement sessions on such projects as City Plan, Breathe, River Crossing, Touch the Water and the six Light Rail Transit projects, the state of the environment, rivers, wildlife and plants have been among some of the most identified areas of concern.



The City is committed to engaging with its Memorandum of Understanding (Memorandum) Partners that include Enoch Cree Nation, the Confederacy of Treaty Six First Nations and the Métis Nation of Alberta when projects intersect with Indigenous interests and concerns. The City acknowledges that the CETS project is of interest to Indigenous communities and believes

in the importance of positive relationships with these communities within the spirit of the Memorandum Agreements (See Appendix B).

Indigenous engagement in Phase 1 involved the City reaching out to the Memorandum partners to share information about the CETS update project, and ask how the partners would like to be engaged. Partners then identified individuals with interest and expertise in environmental and climate science to engage with the City through a meeting and workshop activity.

Following this, three engagement sessions took place with Memorandum partners. Prior to the sessions, participants received a workbook with examples of existing projects in the Edmonton region that helped illustrate the kind of action the proposed CETS update is aiming for.

Targeted Stakeholder Engagement

Given the technical nature of the CETS update and the tight timelines, targeted engagement has been the focus of in-depth engagement. For this project, the term targeted stakeholders refers to a variety of existing groups from various backgrounds and diverse expertise that are

well-positioned to make technical contributions to the update. Below is a summary of the targeted stakeholder engagement that was completed during this phase.



Energy Transition Climate Resilience Committee

The Energy Transition Climate Resilience Committee (ETCRC) is made up of 15 members who provide advice to City Council regarding the implementation of the Community Energy Transition Strategy and the Climate Resilient Edmonton: Adaptation Strategy and Action Plan.

In this phase ETCRC members were invited to dive into the proposed update of the CETS as follows:

- Strategy & Planning Subcommittee: Edmonton Tower, Sept. 24, 2019
- Strategy & Planning Subcommittee: Edmonton Tower, Oct. 17, 2019
- Action on Buildings Subcommittee: Virtual meeting April 9, 2020
- Strategy & Planning Subcommittee: Virtual meeting April 9, 2020
- Transportation Subcommittee: Virtual meeting April 14, 2020
- Clean Energy Subcommittee: Virtual meeting April 15, 2020
- ETCRC monthly meeting: Virtual meeting May 7, 2020

Energy Transition Leadership Network

The Energy Transition Leadership Network is a group of 230+ community members passionate about the energy transition, with members working together to turn ideas into action.

During this phase the Network met twice to discuss the CETS update. The first meeting focused on the role of fission and fusion (nuclear technologies) in Edmonton's energy transition and the second time to provide input to all the Climate Shifts.

- Edmonton Tower: Sept. 11, 2019 2019 (50 attendees)
- Edmonton Tower: Dec. 4, 2019 (59 attendees)



Green Ribbon Panel (Energy Future Lab Fellows)

The Green Ribbon Panel is made up of 64 Energy Future Lab Fellows. This diverse group of innovators and influencers work together to shape the energy system the future requires. As a panel they bring their individual and collective expertise to provide technical advice and recommendations on the feasability of the various proposed actions.

After receiving a webinar introduction to the CETS update, the Green Ribbon Panel was asked to review and provide written feedback to the 18 policy briefs that inform the update. The panel also participated in a follow up workshop to learn about how all the pieces of the CETS fit together and share their feedback one more time.

Engagement took place as follows:

- Webinar: Oct. 17, 2019
- Policy briefs review via Google form: Oct. 2019 to Feb. 15, 2020
- Workshop at Cochrane Ranchehouse: Feb. 27, 2020 (64 attendees)

Environmental Advisory Committee

The Environmental Advisory Committee coordinates strategic advice and expertise from the community for the continuing development of the City's environmental strategic plans and environmental issues as they arise.

During a facilitated workshop, seven members of the committee provided

input into the Climate

Shifts and their actions.

The session took place on Feb. 12, 2020 at the Edmonton Tower.



Edmonton Food Council

As a volunteer committee of the City, the Edmonton Food Council's primary role is to advise on matters of food and urban agriculture and to take an active role in supporting the implementation of FRESH: Edmonton's Food and Urban Agriculture Strategy.

During a facilitated workshop eight members of the Edmonton Food Council provided feedback on the Climate Shifts as they relate to food. They mainly addressed: Renewable Revolution & Circular Economy, Just & Equitable Transition, Economic Development, Carbon Capture and Nature Based Solutions.

This engagement took place at The Roundhouse in MacEwan University on Feb. 18, 2020.

23

Economic Development Workshop

To further develop the Economic Development Climate Shift, the City invited members from the business community to a facilitated workshop. During this workshop participants were asked to apply an economic development lens to the proposed CETS update and help identify opportunities and challenges for innovation and collaboration, among others.

The session took place at the World Trade Centre on Feb. 27, 2020 and 23 active members of the business community participated.



Emissions Neutral Buildings (Industry Engagement)

In addition to the Indigenous, targeted stakeholder and public engagement sessions completed during this phase of the project, a targeted stakeholder engagement with members of the building and construction industry around this Shift is currently underway. Their feedback is not captured in this report but will be included in the final engagement report and integrated into the updated CETS as deemed appropriate.

The purpose of the targeted Emissions Neutral Buildings engagement is to identify how to achieve annual net zero greenhouse gas emissions in all new buildings constructed by the year 2030. This requires engagement with internal and external stakeholders involved in the building and construction industry as they will be those most affected by the updated CETS, as well as those responsible for its success.

In this phase an Emissions Neutral Buildings Steering Committee (ENBSC) was established and held three meetings. Three additional sessions took place to raise awareness and collect feedback on the Emissions Neutral Building Strategy with industry members from the Canadian Home Builders' Association, Infill Development in Edmonton Association (IDEA) and Commercial Real Estate Development Association. One meeting to gather technical feedback also took place.

As the ENBSC continues to meet in the coming months, a final Emissions Neutral Buildings pathway will be provided to City Council as part of the final CETS for their approval early 2021. Feedback provided from this stakeholder group during the duration of the project will be included in the engagement report for the next phase of engagement.

Internal City of Edmonton Engagement

Engaging with the City of Edmonton's leadership and staff is essential for the success of the CETS update. During this phase more than 60 meetings with representatives from across administration took place to share the proposed Climate Shifts, collect input on actions and explore new ideas for reducing greenhouse gas emissions. These meetings indicated an awareness of the City's energy transition and climate change work among staff and that a wide range of large and small actions to support the strategy are already underway.

It is worth noting that considerable effort is already being put into the following City initiatives: Emissions neutral buildings, electric buses, securing renewable energy, district energy, planning for climate mitigation & resilience as part of The City Plan and the Zoning Bylaw, and exploring a

framework for incorporating carbon into the budget, among others. From a just and equitable transition lens, there are opportunities to collaborate and partner with other existing programs in the City.



Ongoing engagement with various internal stakeholders will continue until the final CETS is presented to City Council early 2021. Findings from internal engagement are continuously informing the update and a summary will be included in the final What We Heard Report which will be provided to City Council at the end of the project.

Public Engagement

Public engagement with Edmontonians on the CETS update is key to the long term success of the project. Being a community strategy, it is essential for the project team to know what excites and concerns the public on the proposed update and capture their ideas. Public engagement in this phase included a range of events as listed below.



Community Pop-Ups

In the fall of 2019, the City shared information about the CETS update and provided input opportunities at the following events across Edmonton:

- Engage Edmonton: This series of in-person sessions took place in partnership with the City Plan and Edmonton Bike Plan project and through these engagement activities, 264 conversations about the CETS took place.
 - Londonderry Shopping Centre, Oct. 19, 2019
 - The Meadows Recreation Centre, Oct. 22, 2019
 - Southgate Centre, Oct. 23, 2019
 - West Edmonton Mall, Oct. 24, 2019
 - o Edmonton Tower, Oct. 25, 2019
- Spark 2019: Carbon Positive Edmonton Convention Centre, Oct.
 28 30, 2019 (36 conversations)
- The Local Good Green Drinks: A Carbon Neutral City Yellowhead Brewery, Nov. 13, 2019 (106 participants)

An Evening with Bill Nye - Northern Alberta Jubilee Auditorium, Nov.
 16, 2019 (89 conversations)

During these sessions, participants were asked to share what excited them, what concerned them and what was missing from the Climate Shifts and proposed actions.

Participants in these drop-in sessions had various levels of expertise on the topic.



Just and Equitable Transition Workshops

The City hosted two public workshops and asked participants to roll up their sleeves and dive into conversations about how to make this energy transition happen in a just, equitable and prosperous way. During the sessions participants applied their understanding of a just and equitable lens to the proposed CETS update and contributed ideas to the actions under Climate Shift 5: Just & Equitable Transition.

Sessions took place as follows:

- Commonwealth Recreation Centre: Mar. 4, 2020 (31 participants)
- La Cite Francophone: Mar. 7, 2020 (31 participants)

While these sessions were open to the public a concerted effort was made to invite stakeholders from social agencies, community organizations and diverse multicultural groups in the city.



Youth Policy Jam

The City organized a Climate Action Youth Policy Jam in collaboration with the Youth Climate Lab, a global organization that accelerates youth-led climate policy, projects and business ideas. This youth-for-youth interactive event used design thinking principles to engage the youth in the update of the CETS. Input was gathered around the seven Climate Shifts and the proposed actions.

This session took place Feb. 25, 2020 in the Heritage Room of Edmonton's City Hall and 34 Edmontonians between 18-24 years of age participated in this session.



Climate Change & Energy Perceptions Survey

The City commissions an annual Climate Change & Energy Perceptions survey to understand Edmontonians' beliefs regarding climate and energy transition, and compare changes in perceptions and social norms throughout the years. The results help inform policy and programs, such as the update of the CETS.

The 2019 general population online survey took place from Sept. 13 - 23 and had 1,003 respondents (residents of Edmonton and 18 years of age or older). A stand alone report for the survey results can be found in changeforclimate.ca/surveyresults.

Engagement Feedback

Understanding participants' experiences at engagement events is important. Engagement evaluation forms were distributed to participants at the end of organized engagement sessions and where possible during drop-in events. This feedback is used by the City to identify areas of improvement or clarification and help shape future engagement.

The feedback provided during this phase was applied to subsequent engagement activities. For example, participants asked for City staff to join discussion tables, for more clarity on what a just and equitable transition is and for more opportunities to engage. They also expressed appreciation for the efforts the City is doing to provide engagement opportunities, listen to the public and work towards the City's climate goals. The majority of participants said they felt safe and included during sessions.



5. What We Are Hearing

This section describes the input received during the Indigenous, targeted stakeholder and public engagement sessions for the update of the Community Energy Transition Strategy (CETS). During these sessions engagement participants had opportunities to learn about the Climate Shift and the actions/solutions and were asked questions to help identify opportunities and barriers, and solutions to those barriers. Those categories are used to summarize the input received for each Climate Shift.

Indigenous Engagement: About the Climate Shifts

The following pages summarize the feedback provided throughout the Indigenous engagement workshops with Memorandum partners.



Climate Shift 1: Tools & Targets

Opportunities

 Awareness and education: There is an opportunity to build awareness and educate people on how much individuals contribute to collective greenhouse gas emissions and how much they individually contribute to Edmonton's carbon budget.

Barriers

- Awareness and education: The City will need to increase efforts
 to build awareness and educate Edmontonians on the current
 carbon budget and climate change context and the impacts of their
 daily behaviours to effectively contribute to meeting CETS targets.
- retrofitting, consumption and emissions monitoring need to be implemented. It will be difficult to ensure that residents and industry have access to sustainable financial tools and technology for retrofits and that there is consistent monitoring regardless of incentive program regulations, political changes or socio-economic status.
- Population growth: Population growth will need to be accounted for in the local carbon and municipal budgets.

"Continue the greening of Alberta energy grid - bigger partnership City / Provincial/ Federal" - Indigenous workshop participant • **Targets:** The 1.5°C target to mitigate climate change is evolving; what is going to happen when the current target is no longer relevant or feasible?

"Eco co-ops: partnering with City for green housing, social spaces in apartments, co-officing etc. Eco consuming lifestyle" -Indigenous workshop participant

Solutions

- Awareness and education: Educating Edmontonians on how they
 can effectively adapt their daily behaviours to reduce carbon
 emissions will be key to creating successful and meaningful long
 term solutions.
- **Climate modeling:** Modelling tools can be made widely available to Edmontonians so they can understand and track their impacts on the environment.



Climate Shift 2: Low Carbon City & Zero Emissions Transportation

Opportunities

- Collaboration and partnership: Collaboration and partnerships with communities and governments outside of the City present an opportunity to support regional adaptation to low carbon emissions and sustainable transportation.
- Cultural change: Making a cultural shift towards greener energy sources and transportation is an opportunity to bring communities and different social groups together to build support for changing our individual and collective choices and actions.
- **Sustainable transportation:** There is an opportunity to make transportation more sustainable in Edmonton by taking advantage of alternative transportation options such as rentable electric scooters and bicycles and creating incentives and built environments that make alternative options more appealing.



"The grid will need to get greener for electric vehicles being a good option" - Indigenous workshop participant "Rentable e-bikes could

make a difference, easy access, no storage"

- Indigenous workshop

participant

Barriers

- Personal vehicle dependence: The built environment has been designed to accommodate and encourage the use of private vehicles. It will be a challenge to adapt existing infrastructure to accommodate a shift towards public and sustainable transportation options.
- Collaboration and participation: Collaborating and coordinating changes with adjacent municipalities, communities and people commuting to the City for employment will be challenging but important as Edmonton is a regional economic and employment centre.
- Implementation: Implementing changes to reduce carbon emissions will require buy-in, participation and action from politicians and citizens. The City's jurisdiction may be limited to regulation and enforcement.

Solutions

- Personal vehicle reduction: Reduce the widespread dependence on personal vehicles through incentivizing and supporting alternative transportation and transit options.
- **Incentives:** Create retrofitting and public transportation incentives for citizens to adapt to greener energy and transportation options to encourage individuals, industry and communities to change.
- Sustainable transportation: Electric vehicles (EV) may support
 more Edmontonians in their sustainable transportation transition
 rather than telecommuting or using public transit. E-scooters,
 E-bikes and HOV lanes will also support individuals in their
 transition.



Climate Shift 3: Emissions Neutral Buildings

Opportunities

 Financial tools and partnerships: Explore opportunities to collaborate and partner with financial institutions to provide low interest loans and other financing tools to lessen the financial burden of adapting and retrofitting buildings and incentivize participation. "Opportunities for creating

affordable housing by turning old houses into various energy efficient units and creating community." - Indigenous workshop participant

funding, but didn't realize that roof needed substantial

renovation funding (got solar

upgrades)." - Indigenous workshop participant

"Proper phasing of

- **Knowledge and expertise:** Use the knowledge and expertise that Edmontonians have.
- **Regulations:** There is an opportunity to update current building regulations to make new buildings more environmentally friendly and ensure that City facilities adhere to the same standards. Explore how the City can partner with other levels of government to support the transition to cleaner energy and emissions neutral buildings.
- **Retrofitting programs:** Explore program options to incentivize retrofitting buildings and coordinate program delivery with other levels of government to make retrofitting options appealing and affordable to Edmontonians.

Barriers

- **Compliance:** Compliance and enforcement will be a challenge for commercial and private buildings.
- **Local & global impact:** There are local and global socio-economic and environmental impacts in transitioning to alternative forms of energy. How will the transition impact local and global Indigenous communities?
- **Funding:** A lack of funding and/or contingency financial reserves are significant barriers to being able to implement change. Often what is offered will not cover the full costs of retrofitting a home or transitioning to greener energy. There needs to be a greater and more consistent financial incentive and support if people are going to make changes.
- **Knowledge and expertise:** There is a gap in knowledge and expertise that can make it difficult for communities to participate, access appropriate resources, or contribute meaningfully.

Solutions

- **Funding and regulation:** Ensure that funding is substantive enough to be useful and incentivize meaningful participation. Simplify applications and reporting processes to encourage compliance and participation.
- **Retrofitting:** Retrofitting existing buildings could be a solution to the energy inefficiency of many older buildings and a way of creating more emissions neutral buildings.



"In lower income neighbourhoods, could there be a community solar farm so that each home wouldn't have to pay to have one installed on their own building."

- Indigenous workshop participant

"Need policy around waste management for private companies... More control over commercial waste." - Indigenous workshop participant

Climate Shift 4: Renewable Revolutions and Circular Economy

Opportunities

- Awareness and education: There is an opportunity to enhance education and build awareness around renewable revolutions and circular economies.
- **Collaboration and partnerships:** There is an opportunity to partner with other municipalities, regions and levels of government to collaborate to become more effective and widespread.
- Facilities: There is an opportunity to expand existing recycling and composting facilities to make them more efficient, versatile, safe and reduce waste by increasing our capacity for recycling, composting and reusing.
- Funding and incentives:
 Providing funding and other incentives for renewables encourages participation and assists those that can not afford to implement the technology, such as people with low or fixed



• **Local energy and renewables:** Look into local renewable sources of energy production such as biofuels and solar power.

Barriers

incomes.

- **Funding and grants:** There is a lack of sufficient funding/grants and significant cost challenges associated with adapting to cleaner energy. Cost can be a huge barrier to success.
- **Programs:** Explore ways to make City programming more accessible, efficient and robust.
- Recycling: The City's current recycling program could be improved, for example properly recycling glass.
- **Feasibility:** There can be feasibility challenges when it comes to updating buildings that can be a barrier to transitioning to clean energy (e.g. having to fix roofs prior to installing solar panels).
- Waste management: Many aspects of waste management are beyond the City's control. How private companies package

consumer materials and dispose of waste cannot necessarily be monitored or controlled by the City. There is a lack of transparency regarding how private companies dispose of waste and whether or not their processes are environmentally friendly or ethical.

"With Blatchford the City has learned a lot about geothermal and efficiency and could publicly share lessons with private developers to incentivize and learn from the effort"
- Indigenous workshop participant

Solutions

- Collaboration and partnerships: Collaborate and partner with other regions and governments to ensure we reach collective goals.
- Commercial waste: Enhanced City regulation and control over commercial waste that is currently not regulated effectively.
- Facilities: City facilities need to be upgraded to increase their ability to recycle and process waste and increase what they are able to process.
- Funding and incentives: Grants and other incentives should be
 offered to encourage participation in efforts to be more
 environmentally conscious and enable the participation of those
 who would otherwise be unable to participate.
- **Renewables:** Use existing waste and materials to implement new renewable technologies and provide opportunities for community participation. (i.e., Businesses provide their compost to create biofuels for the community.)



Climate Shift 5: Just and Equitable

Opportunities

- Collaboration and partnerships: There is an opportunity to develop a working group with people that have experience with the just and equitable lens to support the City in implementing CETS in a just and equitable way.
- Procurement: Establish Indigenous procurement programs to take advantage of opportunities and support Indigenous communities and suppliers.
- Accessibility: Modify existing infrastructure and design new infrastructure to be universally accessible and encourage walkability.

"Many Indigenous Peoples live in Edmonton, good to see the mention of Indigenous Peoples here...Really good shift to include, hits a lot of good points" - Indigenous workshop participant

"Continuous engagement with those most impacted by climate change - need to follow-up, needs to be continuous, strong dialogue with marginalized groups on

Indigenous workshop participant

changing programs" -

 Best Practices: Review best practices from other communities and countries for ideas on just and equitable housing, transportation and sustainability programs and practices.

Barriers

Collaboration and resources: There is a need for greater
collaboration between all levels of government and Indigenous
communities. There is also a need for resources and funding to
build capacity to support the meaningful action and participation of
communities.

Solutions

- Engagement: Establish a working group for those that are marginalized and underrepresented and maintain ongoing dialogue about how they are impacted by climate change and the CETS initiatives.
- Funding, financing and procurement: Work with local Indigenous communities and levels of government to develop funding, financing tools and Indigenous procurement programs.
- Training: Support Indigenous work with transferable skills, or provide partnership with education institutions for re-training, to support Indigenous employment in the renewable energy economy.



Climate Shift 6: Carbon Capture and Nature Based Solutions

Opportunities

- **Collaboration and partnerships:** There is an opportunity to develop partnerships and collaborate with Memorandum Partners to share knowledge and resources and for nature based solutions.
- Environmental protection: Protect and enhance environmental
 assets locally and regionally such as wetlands and tree stands that
 serve an important purpose in carbon capture and nature based
 solutions.



Page 989 of 1367

Opportunity to partner to preserve surrounding wetland areas - Indigenous workshop participant

36

Barriers

Partner with Indigenous groups to help plant trees, restore, maintain - Indigenous workshop participant

- Knowledge and expertise: There is limited knowledge and expertise on carbon capturing technology and practices and the resulting long-term impacts of carbon capturing technology.
- Risks to nature-based solutions: Extreme weather and wildfires, land development and human or industrial activities and uses that pose risks to nature based solutions such as the River Valley or urban tree canopy.

Solutions

- Awareness and education: Educating the public and Indigenous communities on carbon capturing environmental assets, technology and practices will allow for greater collective understanding and implementation.
- Best practices and policy: Review existing land development best practices globally that are already being implemented on carbon capturing and policy and regulation to enhance nature-based solutions.



Climate Shift 7: Economic Development

Opportunities

- Collaboration and partnerships: There is a significant opportunity for the City to partner with Memorandum Partners through potential CETS initiatives such as job retraining, local food production, regional environmental initiatives and renewable local energy production.
- Indigenous procurement: Indigenous procurement policies and regulations will support Indigenous communities and peoples in participating in City CETS initiatives.

Barriers

 Collaboration and partnerships: There are significant farmlands surrounding the City that could be explored for economic opportunities (carbon capturing or local food production), but it requires regional collaboration between different levels of government. **37**

• **Political environment and resources:** Changes in different levels of government pose a challenge to achieving a unified and collaborative understanding and effort and the sharing of resources to build capacity and encourage participation.

Solutions

- Partnerships and funding: Indigenous communities, business and the City can partner on unique economic development opportunities to support CETS initiatives that create a meaningful impact and build capacity in Indigenous communities and businesses.
- Training: Indigenous youth and businesses training in renewable technology, project management for renewable projects, transitioning skills from industries will increase economic opportunities for Indigenous communities and contribute toward achieving the CETS targets.



Targeted Stakeholder and Public Engagement: About the Climate Shifts

The following pages summarize the feedback provided throughout the targeted stakeholder and public engagement sessions.



Climate Shift 1: Tools & Targets

Opportunities

- **Global alignment:** The City should be aiming to integrate global best practices into the City's approach to reduce greenhouse gas emissions. The City should also be looking to the global community to help inform their actions based on best-practices and other evidence-based solutions. Some participants also indicated that the City should also carefully integrate local characteristics including the city's car-dependent form, cold climate and economic reliance on the energy sector into the energy transition.
- were identified that could be used to support Edmonton's climate goals. While some of these financial systems may be outside of the City's ability to implement, there were several opportunities including public-private partnerships (P3), zero-interest loans and the PACE program that they felt were viable for the City to implement. In addition, they identified that the City could leverage its significant purchasing power to select low emissions products that could drive down supply costs for producers and other consumers.

Communication and

education: Communication and education were some of the most common topics identified in the engagement input. The City should be making the concepts easier to understand including providing examples of how complex technical terms and amounts relate to people's



"Can't think of anything missing... other than figuring out how we will pay for it and make it happen."
-Energy Transition Climate

Resilience Committee member

"Native plants include more than just trees. Get rid of grass in city parks and properties. Plant clover and low maintenance plants" -Environmental Advisory Committee

39

- daily lives and annual consumption. Other sentiments were that the City needs to be making a more significant effort to broadcast its climate goals. In contrast, one participant was fed up with the focus on education and felt that the City should "just enact policy that must be followed. Be bold".
- that large emitters report their emissions to the City in a transparent and consistent manner. Public comments also indicated that they were unsure how this should be undertaken and that further engagement with industry was needed to identify appropriate methods to measure their emissions.
- Community-led approaches (grass roots movements): Members
 of the public were interested in exploring community-based
 approaches to reducing greenhouse gas emissions like measuring
 emissions against residential neighbours or promoting community
 initiatives like community-gardens and local businesses. Some
 participants were also concerned that top-down actions would lead
 to major economic shocks. In this vein, one participant referenced
 the 1980s National Energy Program that is blamed for a major
 recession in Alberta.
- Taxation: Many participants felt that the City should consider
 alternate taxation strategies that promote energy efficiency and
 retrofits for homeowners and landlords. A wide range of ideas
 were identified including lowering taxes for high efficiency homes,
 taxing larger homes and providing other tax incentives for
 businesses that show significant reductions in greenhouse gas
 emissions.

Barriers

- Other levels of government: There was a recognition that to achieve its goals, the City would require support from other levels of government, especially around challenges like energy production that are largely outside of the City's control. The current provincial government's budget priorities were also commonly cited as barriers to the City reaching its climate goals.
- Rate of change: Some participants indicated that they were concerned about the short timeline that the City has identified for reaching its climate goals. Some felt that a step-wise approach

would be more approachable and easier to gain public buy-in.

Other participants were concerned that the City's actions are being started too slowly and that the city's current form and reliance on private cars will limit its ability to meet its goals.

- Future proofing programs: It is important that new programs that are implemented in the near future be considered from a far future lens. This includes ensuring that rebate programs or other subsidies are not supporting technologies that will not meet our future goals in the name of marginal improvements in efficiency today. For instance, specific issues were raised with programs at a national level that incentivize consumers to buy technologies that have to be phased out completely to meet the City's goals in the long term.
- Quality of life: Some participants were concerned that the City was asking people to lower their current quality of life and felt that this mentality will not garner support from the general public. Some of these comments indicated that the City should focus on what it wants rather than the negative aspects of the current situation. Others were clear that they felt that without politicians showing how they were sacrificing to meet these goals that the general public would not support these changes.

Solutions

- Price on carbon: Stakeholders and the public identified the need to put a price on carbon emissions in order to incentivize increases in efficiency and decrease emissions. Actions identified included:
 - Continue to focus on heavy emitters;
 - Identify a fair approach to carbon pricing for consumers;
 and
 - Find ways to mitigate impacts to low income families.
- Consumer-level carbon budget: A common idea that participants indicated was a family of tools to help Edmontonians better understand their personal greenhouse gas emissions. They indicated that public tools were needed to help calculate personal and business emissions. Other tools identified included online dashboards, publishing energy grid efficiency and labelling consumer products with emissions, including both on smaller purchases as well as larger sources of emissions like vehicles and

"What are the ideas that help people benefit from this way of life and help with the transition?"

-Just and equitable workshop participant

"Excited about how this shift can be a source of cost savings"

-Energy Transition Leadership Network participant homes. Some participants also noted that energy labelling should not be about penalizing people but supporting them to make more sustainable choices overall.

incorporating its findings into decision-making processes is critical to prioritizing actions and understanding how those actions are helping Edmonton reach its goals. Support for carbon budgeting included a spectrum of approaches from simply identifying tangible targets to integrating a carbon cost to all city projects and permit evaluations.

There was general support for city-level carbon budgeting with public support for budgets that measure our immediate carbon emissions while there was explicit support from some targeted stakeholders related to more fulsome carbon budgets that also consider the carbon emissions created by the production of goods and services both locally and globally. One expert stakeholder indicated that they felt the City would be well-enough served by using production-based reporting as it generally identifies the largest emitters for a community and that these emitters should be the target for the City's immediate upcoming 10-year action plan. They noted that future updates to the strategy could then expand on consumption-based budgets to identify remaining emitters once action had been taken on those topics.

 Metrics and measurement: Other ideas included suggestions for specific metrics to use when prioritizing actions or measuring their success. One recommendation was to consider the dollar cost per unit of carbon emissions reduction when prioritizing different actions or options. In addition, participants were concerned that the City does not have a clear 'baseline' or understanding of the current state of emissions against which to compare future actions.

"Adding a carbon budget into the City of Edmonton's greenhouse gas reduction targets is an effective way of communicating the urgent need to reduce emissions." -Green Ribbon Panel - policy review comment

Climate Shift 2: Low Carbon City and Zero Emissions Transportation

Opportunities

 Autonomous vehicles: Participants had mixed concerns with the entry of autonomous vehicles (AVs) into the vehicle market. Some participants were concerned about how AVs could increase greenhouse gas emissions. In contrast, others felt that they might



have a positive impact if they were regulated with several key conditions like reduce vehicle trips, be electric and incentivize car sharing. In addition, they felt that there might be opportunities for AVs to travel at slower, more energy efficient speeds because they offer passengers an opportunity to do other work while travelling.

Active transportation – bikes: Support for active transportation was a common theme raised by participants. They identified that the City should be expanding a connected active transportation network. Comments focused primarily on enhancing the active transportation network including separated lanes, winter clearing, secure storage, and bike share. In addition, participants thought

that there should be more emphasis on investment in active transportation infrastructure and greater prioritization during the design of transportation networks in the core and the suburbs.



electrifying the transportation system: Stakeholders were in alignment that electrifying the city's transportation system (the use of electric powered buses and promoting private electric vehicles) was important to meet our climate goals, although some comments indicated that hydrogen fuel might be more effective for some applications. Participants identified that the City could be involved in incentivizing electric vehicle (EV) sales as well as supporting installation of solar panels and charging stations. While comments were generally supportive of electric vehicles replacing internal combustion engines, comments also noted that they had concerns about the affordability of EVs and their

Some comments indicated that changes wouldn't be significant without stronger regulations and incentives that promote electric vehicles.

availability at dealerships.

"Debunk myths around Electric Vehicles in cold climate"

"Bikes need to be permitted & left space on both buses &

LRTs to increase integration

-Community pop-up participant

possibilities"

- The Local Good Green Drinks participant

Barriers

- Car-centric city: Participants, especially members of the public were quick to point out that, generally, Edmonton is a car-centric city and that this would be a barrier to reducing greenhouse gas emissions for most Edmontonians. Participants identified multiple parts of this transition including a car-dependent urban form, urban sprawl, as well as strong car culture and continuing major investment in vehicle-only infrastructure.
 - Barriers to Transit Usage: The following barriers were identified related to Edmonton's current transit system:
 - Transit trip times are usually longer than other transportation options;
 - Cold weather while waiting;
 - Buses are not reliably on time;
 - Over enforcement and high fines; and
 - Perception issues of transit;
- Electrifying transportation: Stakeholders were consistently positive that including more electric options within the city's transportation system. Comments also raised the concern that Alberta's electricity is generated from sources that have high greenhouse gas emissions that negate the benefits of EVs without a corresponding change to energy production. Participants also felt that without EVs, the entrance of self driving cars (autonomous vehicles) will result in major increases in carbon emissions.

Solutions

- Greening the grid: Participants from across the engagement sessions indicated that electrifying different systems like transit, passenger vehicles and building heating, would only effectively reduce greenhouse gas emissions if Alberta's energy grid was also greened. This includes the continued phase out of coal and other carbon intensive energy sources during the production and the large-scale inclusion of low carbon energy sources.
- Demand management: Many participants identified that the City should start managing demand for vehicle trips through a variety of methods that are within the City's control but are mostly outside of its normal operation. These ideas included:

"You almost have to drive to get to certain places. Our urban form needs that transition"

-Energy Transition Climate Resilience Committee member

- Car-free zones/pedestrian areas;
- Imposing congestion pricing;
- Establishing stringent road taxes; and
- Imposing toll roads.
- **Enhancing transit:** Transit

was the most common theme related to Climate Shift #2. Participants identified a wide range of solutions (and barriers) to enhancing transit services in Edmonton including some of the following:



- Increase the frequency and spread of transit;
- Enhance DATS;
- Provide free transit:
- Increase the amount of Park and Ride spaces;
- Construct dedicated bus lanes and other transit priority infrastructure; and
- Expand the LRT network.
- Hydrogen energy: Throughout the engagement comments, there was a consistent message from hydrogen fuel proponents that the City should consider how hydrogen can be used as a low carbon fuel. The Alberta Industrial Heartland area was identified as it has significant hydrogen production capacity for local industrial uses but that there is not currently a fulsome market for hydrogen products in the province.



-Community pop-up participant



Climate Shift 3: Emissions Neutral Buildings

Opportunities

• Energy efficiency and reduction strategies: Many participants raised the idea that a significant source of emissions reductions should be sought through energy efficiency and reduction strategies. Stakeholders identified how reductions in emissions can occur without significant investment in alternative energy infrastructure simply through reducing energy use in Edmonton and it was noted that moving towards alternative energy sources

must also be accompanied by reductions in energy usage overall. These ideas included reducing the need for heating and cooling as well as simply not using as much energy in people's day-to-day lives.

- **Building heating:** Building heating was a common theme identified by stakeholders with many participants identifying that there were opportunities for expanding the use of electrical heating systems for buildings to move away from natural gas heating. Some participants who made these comments were concerned that the concepts identified in the Emissions Neutral Buildings section did not sufficiently focus on electric building heating options. Of note are the same concerns raised about EVs in the province; in that the current sources of electricity are highly carbon intensive.
- Communication and education: Many participants suggested that it was important that the benefits of energy efficient buildings be communicated to the general public and that there was a significant need for consumer education on the subject. They also indicated that additional effort was needed to bring industry partners including builders, developers and major rental agencies on board with the benefits of more energy efficient building design and construction.
- Operational efficiencies: Some participants identified that it was important that the City and proponents of efficiency products and systems show how improvements to building efficiency help to enhance the livability and affordability of buildings. This included promoting the cost savings and operational benefits that came

with heating and cooling

efficiency.

Job opportunities:

Participants felt that it was important to consider how to improve opportunities for people working in building and

development industries to get training to enter the field. This included providing job training for existing tradespeople and engineers who may require retraining to enter that field as well as training for young people entering the workforce for the first time.

"One of the targets should be our progression to electric heating- 63% of energy used in buildings is for heating" -Energy Transition Leadership Network participant

"More and more deep retrofits, bump up the incentives and some of those retrofits could be happening as we speak!" -Energy Transition Climate

Resilience Committee member

Barriers

- significant barrier to implementing major energy retrofits and other renovations is the cost to do the work. They noted that the current situation results in only a few relatively wealthy homeowners being able to afford these kinds of renovations. They felt that without significant support, incentives and cost reductions that some households, and in particular, low income households as well as renters and not-for-profits will be unable to participate in these kinds of building retrofits.
- Older homes: Some participants noted that there was a challenge in that the oldest homes in Edmonton are also the least energy efficient, cost the most to upgrade and tend to be owned by the people who have the least ability to pay for retrofits. This also included concerns about how to improve the efficiency of important heritage buildings.
- Wide range of buildings and circumstances: Participants noted that a significant challenge to the large-scale implementation of deep energy retrofits is the wide range of situations that need to be

addressed. They noted that, especially in Edmonton's older neighbourhoods, any kind of standardized approach fails to capture the variety of interventions needed to bring different buildings up to carbon neutral standards.



- Maintaining housing affordability: Some participants were concerned that requirements to reduce carbon emissions in homes would unduly raise the cost of new housing and impact housing affordability in Edmonton.
- Buy-in from owners/developers: Participants were generally negative about the prospect of getting buy-in from most homeowners, builders and developers to support and accept the

"We will need bigger incentives to allow people to retrofit older buildings."
-Community pop-up participant

additional costs associated with more efficient buildings. These concerns should be tested in the ongoing engagement with the building industry being completed as part of the CETS update.

Solutions

- Enhancing the building code: Participants identified that there are opportunities for the City to push for enhancements to the building code that would support greater building energy efficiency. This included a range of options including following the lead of BC's Step Code program to changing municipal bylaws and requiring that neighbourhoods and buildings be designed for optimal solar orientation or requiring that new buildings be built to meet carbon neutral standards.
- Municipal leadership: Participants felt that the City has a role to
 play in demonstrating climate leadership when implementing the
 updated CETS. This included specific calls to renovate all city
 buildings to meet carbon neutral standards as well as to continue
 to explore opportunities for district energy systems for municipal
 and private developments.
- Geothermal district energy in new areas: Participants noted that
 there were opportunities to integrate more sustainable heating
 and cooling systems into new areas as they are developed through
 requiring the establishment of district heating and cooling
 infrastructure.
- takes active leadership in this field and changes its bylaws to require developers and builders to achieve better environmental outcomes. This included requiring that neighbourhood planning be optimized for solar potential and that all new buildings be constructed to be ready for solar power. Bylaw changes to support renewable energy production at a site-level was also a common suggestion from members of the public. In addition, some comments were concerned about the ability of individual homes to produce solar energy if they were overshadowed by larger apartments of mature trees.

Note: Additional targeted stakeholder engagement with members of the building and construction industry around this Shift is currently

"Also how are we looking at the zoning bylaws? They need to be net-zero now, because they will be developing for the next decades"

-Energy Transition Climate Resilience Committee member underway. Their feedback is not captured in this report but will be included in the final engagement report and integrated into the updated CETS as deemed appropriate.



Climate Shift 4: Renewable Revolution and Circular Economy

Opportunities

- Renewable energy generation: Participants were generally supportive of renewable systems like wind and solar energy generation to meet their energy needs. They also felt that it was important to establish a renewables compatible grid as soon as possible. Specific ideas that were supported by participants included solar energy co-ops, waste to energy projects, use of excess land for renewables, Indigenous-led clean energy projects and connecting abandoned oil and gas wells for geothermal energy. Other participants noted that it may also be needed to support greater integration of multiple energy systems that included coupling natural gas and electricity systems to ensure that energy and heating are consistently available.
- Clean energy: Edmontonians were clear that the City must be actively engaged in procuring clean energy for its facilities and helping to 'clean' Alberta's electrical grid by supporting renewable energy sources throughout the province. Across comments related to all seven Climate Shifts, participants indicated that clean energy production, at the household level and the community level should be prioritized by the City and that a variety of supports and regulations should be put in place to advance these efforts. Some participants also felt that the local production of clean energy is important enough to require that all new buildings be designed to either be renewables-ready or to include renewables during construction.
- Decentralized/distributed energy networks: Participants felt
 that there should be an effort made to 'distribute' the City's energy
 network. This included providing tools and supports for individual
 households and businesses to produce their own power and
 distribute it into the power network. It also included the need for

"The end goal could be to ensure that Edmonton has a reliable electricity system that is as close to zero emissions as possible."
-Energy Transition Climate Resilience Committee member

- distributed energy storage including household batteries to store excess energy that is produced through this distributed network.
- **Circular economy:** Comments from participants were supportive of the City leveraging its waste management system to contribute to developing Edmonton's circular economy where items that would normally be considered waste products are used as raw materials for other purposes. These kinds of systems help to make efficient use of resources by reducing the quantity of resources that are sent to a landfill. Participants identified that there were

opportunities for Edmonton to explore circular systems both at the consumer level and the industrial level.



• Waste management systems: Participants commonly identified the need to more actively align Edmonton's waste management system with its environmental goals. This included continuing to set high diversion rate goals and more actively recycling materials. Participants also wanted to see the implementation of some actions already contained in Edmonton's 2019 Waste Management Strategy including reducing the amounts of recyclable materials going into the landfill and implementing source separated organics. Participants also felt that producers of consumer products should be more responsible over the full lifecycle of their products.

Barriers

• Affordability of renewable energy renovations: Across most renewable energy renovations, there was a consistent theme related to the idea of a Just and Equitable Transition that most of these kinds of individual renewable installations benefit wealthier Edmontonians and are generally inaccessible to mid to low income Edmontonians as well as renters. From this perspective, participants noted that the City should offer a sliding scale of incentives that support low-income Edmontonians so that they can **50**

- afford these retrofits or else seek other forms of renewable energy production that are more equitably accessible.
- Nuclear energy: Nuclear energy continued to be a polarizing subject in the clean energy discussion. Some participants raised concerns that regardless of feasibility, that nuclear energy is outside of the City's jurisdiction. In addition, proponents described its benefits and the opportunities that new advances bring while opponents continue to express concerns over safety and waste storage. Finally, some stakeholder responses indicated that, regardless of the above, nuclear energy projects take too long to build to be useful in the timeline of this strategy and they are best to be excluded.
- **Culture shift:** One of the major barriers that has continued to be identified by participants across the Climate Shifts is the need for an overarching culture shift for Edmontonians. Participants continue to be concerned that many of these strategies will only be supported and adopted by marginal parts of the population. In addition, they recognized that Edmonton faces additional barriers to a full energy transition given the region's traditional and ongoing reliance on the oil and gas sector.

Solutions

District energy systems:

District energy systems use shared infrastructure to share building heating and cooling among connected developments. Comments commonly identified district energy systems as potential



- solutions to meet future heating and cooling needs in Edmonton.

 District energy systems could be implemented both in existing commercial areas as well as in newly developing neighbourhoods.
- Solar panels: The most common form of renewable energy that
 was identified by participants was solar panels. Comments from
 the public were mixed about how solar energy systems should be
 developed, whether the city should prioritize roof-top solar

- systems or whether large-scale solar farms should be developed that achieve greater efficiencies of scale. Participants felt that neighbourhoods should be designed to optimize solar collection and that zoning bylaw regulations should consider how individual buildings impact their neighbours' abilities to produce solar energy.
- Energy storage: Participants noted that it will be important for Edmonton's (and Alberta's) energy grid to find ways to store energy in a secure and sustainable manner when energy production is not fully aligned with energy consumption. Participants identified different opportunities like hydrogen storage, in-home batteries or use of private EVs to capture and store energy entering the grid.
- Sharing economy: A small group of participants felt that the City had a role in enabling more features of the 'sharing economy' which is intended to reduce the number of products consumed by providing systems that formalize opportunities for neighbours to share items which might be needed but only occasionally. These kinds of systems might include tool libraries where members can borrow construction tools when needed to eliminate the need to purchase those tools.
- Waste to energy: Waste to energy systems use waste products to produce energy either through chemical processes or through combustion. Comments from participants identified that the City could implement waste to energy systems in its waste management system and produce energy using those materials which are not usable as resources in another system.

Climate Shift 5: Just and Equitable Transition



A Just and Equitable Transition is identified both as a Climate Shift as well as a lens through which all the other Climate Shifts can be designed to make their actions more equitable and ensure the transition is available for all Edmontonians.

Opportunities

• **Defining just and equitable:** Some participants were concerned that there needs to be a clear definition of the terms just and equitable and the ideas supporting them as the CETS is implemented. Some participants also felt that there needs to be

additional public-facing communication around these ideas with the general public.

- ensuring engagement: Many participants were interested in ensuring engagement with Indigenous Peoples and organizations was taking place. This included working with urban Indigenous groups as well as with partners, elders and other representatives. Note: As part of this project, the City invited urban Indigenous populations to join the Youth Policy Jam and the Just & Equitable workshops, as well as reached out to its partners through the Memorandum of Understanding between the Enoch Cree Nation, Memorandum of Cooperation & Dialogue between the Confederacy of Treaty 6 First Nations, Memorandum of Shared Recognition & cooperation between the Metis Nation of Alberta.

 For more information see Section 4 Who We Are Hearing From, as well as the Indigenous Engagement feedback above.
- Access: Many participants offered ways to make CETS programs and actions more accessible. These included reducing language barriers by providing translation/interpretation services as well as using simple language in documents.
- existing work:
 There are
 opportunities to
 support the
 implementation of

the CETS by

Integrating and aligning with

integrating its implementation with existing programs that already work with marginalized Edmontonians. They also noted that there would be significant benefits if other business areas of the City administration were undertaking actions that directly aligned with the CETS as part of their operation.

Mitigating impacts of the transition: A common theme was about mitigating the impacts of the transition on Edmontonians who are already marginalized. This often focused on mitigating potential cost increases for renewable energy, carbon neutral housing or additional taxes on carbon emissions. These kinds of considerations should clearly be made to ensure that new

"Not just about money or education... how do we have programs that create employment in other income brackets."

-Energy Transition Climate Resilience Committee member

"Integrate skill building for green jobs into existing employment readiness programs"

- The Local Good Green Drinks participant

"Ensuring affordable housing is one main concern that people have before being able to consider energy transition actions. But in addition to housing, other basic needs must also be stable before energy transition is possible for/by all."

-Just and Equitable Workshop

participant

measures meant to shift behaviour do not further contribute to their marginalization.

Ability to pay: Some comments received during the engagement indicated that the City could consider strategies and actions similar to how climate change is being considered at a global level where countries and organizations with a greater ability to make changes and pay are encouraged to take actions above and beyond those countries that are unable to afford to make similar changes as well as financially support those poorer countries.

There was also recognition that different types of programs can be developed that help different people of differing incomes and abilities to pay.

Barriers

- **Systemic change required:** Some of the barriers that were identified by stakeholders included systemic issues like racism, poverty and homelessness. The changes required to address those systemic issues will require more broad reaching actions by all levels of government, communities and individuals to address. These larger issues also contribute to lowering the ability of low income households and other marginalized people to invest in actions that are part of the energy transition.
- **Energy poverty:** There is a recognition that low income households are also more likely to be living in homes that are not energy efficient and have a lower ability to pay for deep energy retrofits. In addition, participants noted that, in many cases, people living in poverty are struggling to meet more pressing needs and can't afford the time, effort and money needed to participate in the transition. To address this, participants indicated that the City should undertake incentives specifically for low-income or marginalized groups and provide a wide range of supports to help these individuals participate.
- **Fossil fuel industry:** Some participants brought up concerns about how this energy transition will impact those currently working in the fossil fuel industry and that there would be pushback and a lack of interest from energy sector workers in transitioning to different industries.

"To ensure a truly just and equitable transition we probably needed to start some time ago. Making it truly just and equitable takes time (doesn't mean we shouldn't start)" -Just and equitable workshop

participant

Solutions

- interested in ensuring the City connects with diverse parts of Edmonton including those who do not typically participate in engagement events. There was also support for seeking more in-depth engagement with diverse groups through community organizers, advocacy organizations and by supporting community climate ambassadors to share information and opportunities related to the CETS implementation. Participants also noted that there should be special efforts taken to engage with different age segments of Edmontonians including seniors and youth.
- Connecting with diverse businesses: Some suggestions were
 focused on ensuring that the CETS actions were engaged and
 useful not only for large established businesses but also smaller
 and minority-owned businesses that may not be as able to access
 support or be aware of the opportunities for participating in the
 transition.
- Affordable housing: Many participants felt that there should be a
 push to have affordable housing be developed or renovated to
 reduce their greenhouse gas emissions. This included deep energy
 retrofits for existing housing and ensuring that all new affordable
 housing that is built is built to carbon neutral standards and
 provides access to good transit and local services for residents.
- Jobs and employment training: Participants provided a wide range of suggestions to support energy industry workers to be less impacted and even benefit from the transition, including providing guaranteed income, job training and slowing the transition.

Just and Equitable Working Group

During the public workshops, participants discussed the possible creation of a Just and Equitable Working Group. Stakeholders discussed who should be part of this group and resources needed.

Participants

The Just and Equitable Working Group's should be composed of people at the intersection of those most impacted and those most marginalized by traditional power structures. The following stakeholders were identified:

"Use networks already in place, including community leagues, NGOs, seniors, school groups, religious and ethnic groups, they know what is needed for justice and equitableness for their constituency/group."
-Just and equitable workshop participant

- Affordable housing providers
- Bio-diversity experts
- Economic development and government representatives
- Ethnic minorities
- First Nations
- Industry leaders/utilities
- Green energy providers
- LGBTQ+

- Low income households
- Newcomers to Canada
- People most impacted by the energy transition
- Refugees
- Seniors
- Single parents
- Students
- Youth
- Women

Engagement Support

Participants identified a range of engagement supports that participants felt would help to make engagement by the Just and Equitable Working Group more inclusive. Barriers to participation should be reduced by supporting the engagement of a broader cross-section of Edmontonians.

- Monetary compensation for time, effort, expertise and travel
- Child minding
- Educational support
- Provide food
- Rotate locations
- Translation and interpretation support



Climate Shift 6: Carbon Capture and Nature Based Solutions

Opportunities

 Protecting natural sinks: Proponents felt that the City should pursue opportunities to use natural areas as carbon sinks.
 Participants identified protecting and expanding natural areas like forests and wetlands,

naturalizing public park spaces and converting excess publicly and privately-owned lands into natural areas. Participants also noted how there were crossover benefits to



"When you look at a tree you are looking at our best tool to regulate the carbon cycle and to mitigate the effects of climate change." -Spark 2019: Carbon Positive participant

"Parks and public space that become edible - feed the communities (employ pickers, processors, allow storage)" -Just and equitable workshop participant increased natural areas including reducing flood risk and the urban heat island effect.

- Education, partnerships and research: Some comments highlighted how there are opportunities to partner with educational institutions like the University of Alberta and NAIT to fund research and implementation of carbon capture and sequestration technologies. Some participants also felt that Alberta's robust industrial sector and leadership in the field of technologically-based carbon capture were opportunities to be leveraged by the City to meet its long-term climate goals.
- Improving energy efficiency: Improving energy efficiency across
 all sectors was identified by stakeholders as an important aspect of
 reaching climate goals. Given the significant amounts of
 greenhouse gas emissions that are generated from energy
 production, some stakeholders identified existing concepts like
 'Negawatts' which are units of energy that are not produced
 because of improved efficiencies by consumers.
- Urban agriculture: A range of urban agriculture opportunities
 were identified as potential actions that the City should take to
 meet its climate goals. Participants noted that opportunities, like
 planting more fruit trees, converting vacant lots and front yards to
 agriculture lands and constructing green roofs, are small actions
 that individual residents and landowners can take to contribute to

the climate goals.
Participants were also supportive of how increasing local urban agriculture can contribute to local food security.



The deployment of these technologies should not take the place of aggressive emissions reductions strategies in other areas.
-Green Ribbon Panel - policy review participant

Barriers

- **Escape route for business as usual:** Some participants were concerned that the use of carbon capture and sequestration techniques will allow society to continue with business as usual without addressing the underlying issues of carbon emissions.
- **Energy requirements:** Some participants were concerned that the implementation of large scale carbon capture technologies

currently requires significant energy input to function. They felt that this was a challenge in the Edmonton context where a significant portion of the region's energy is derived from high emissions sources. As such, some participants noted that carbon capture technology should only be implemented once the energy grid is based more on renewable sources.

- Natural area trade-offs: Participants noted that there were challenges to be addressed when prioritizing different design options. This included concerns that higher density developments resulted in the removal of mature trees on private property, or how LRT design plans resulted in tree removal along the LRT right-of-way.
- Aesthetics of naturalized spaces: Some participants were concerned that there would be pushback from Edmontonians who felt that the naturalized areas were messy and did not meet community



standards for yards. They also felt that there would be a lack of uptake from Edmontonians who did not know how to maintain or manage naturalized yard spaces.

"Get rid of grass on City parks and properties replace with clover and low maintenance native plants." Environmental Advisory Committee Participant

"Incentives/property tax percentages for replacing

-Just and equitable workshop

lawns/tree planting"

participant

Solutions

- Naturalization of park spaces: Participants indicated that the City should plan to naturalize a significant portion of public lands including portions of parks, berms and medians.
- Replace trees: For participants who were concerned that new developments were resulting in trees being removed, they

indicated that the City should mandate that any trees that were removed from private property should be replaced either on-site or through



cash-in-lieu as development occurs.

- City requirements: Some participants indicated that the City should begin to require businesses that operate in Edmonton to use materials that are based on carbon capture technologies.
 Potential materials include biochar from burning organic waste as well as concrete that is partially derived from capture carbon products.
- Industrial sequestration: Stakeholders indicated that there were more opportunities to implement carbon capture systems at emissions at major industrial developments than compared to Direct Air Capture technologies that draw greenhouse gases directly from the atmosphere. Major industrial emitters were identified as the best locations for major carbon capture and storage technology to be implemented and specific comments identified that industrial carbon capture is about urbanizing technology currently used in the oil and gas industry.



Climate Shift 7: Economic Development

Similar to the Just and Equitable Transition Climate Shift, Economic Development has been identified both as a Climate Shift as well as a lens through which all the other Climate Shifts can be designed to ensure that the transition brings opportunities for continued prosperity in the region. In addition to receiving input from members of the public, an Economic Development focused workshop was held with targeted stakeholders working in that field in Edmonton.

Opportunities

"Experiment with regulatory changes the way you would for other innovations"
-Economic Development Workshop Participant

• Economic diversification and regulatory signalling: The most common and overarching focus was the need to diversify Edmonton's economy. Participants also felt there was a need for the City and other levels of government to give clear regulatory and policy signals to encourage the market to shift in alignment with the updated CETS. Potential actions included making direct investments in projects and reducing regulatory barriers for new renewable projects.

"Partner regionally to see shared benefit EMRB / Edmonton Global - especially for food!" -Edmonton Food Council participant

- Market opportunities: Many comments were focused on identifying how the transition can be an economic development and market opportunity. This included additional work to identify monetary opportunities and value propositions, define value, find investment capital and establish an appropriate return on investment.
- Partnerships: Partnerships were identified in order for the City to provide support for actors working in key areas that are not directly related to the City's jurisdiction or mandate.
 - Educational institutions like the University of Alberta, NAIT and MacEwan University
 - Collaboration with other jurisdictions including the provincial and federal governments
 - Investment attraction and industry advocacy organizations
 - Large emitters, corporations, investors and banks
 - Youth and ambassadors to different cultural communities
- **Political leadership:** Stakeholders identified the need for ongoing political leadership on the topic of climate action. This includes:
 - City funding into green technologies
 - Investment and subsidies for green retrofits
 - Mandate green procurement practices by the City
- world: Some participants indicated that businesses in the Edmonton area should be focused on developing technologies and solutions to the climate crisis that can be

exported around the



- world. They felt that Edmonton's position as an energy sector hub and industry leader should be leveraged to implement and expand the capacity of technological solutions to reduce greenhouse gas emissions.
- Changing our language: Participants identified that there is a need to change the language that the City and Edmontonians use when discussing the transition. They noted that it is important to focus on the positive changes that will come from the transition

"Build awareness /
understanding that saved
energy from energy
efficiency is a resource that
delivers value to utility
systems, and the economic
value of that energy
resource"

-Economic development workshop participant

including changing reliance on global market systems, job growth and investment in new industries and benefits to communities, households and businesses.

Barriers

- Cost of transition: Members of the public were more likely to ask questions related to the cost of the transition like "Who will be paying for this?" and "Will there be tax savings?" Many suggested that the City should help homeowners with the cost of retrofitting their homes. This included suggestions for rebates and incentives on retrofits and the installation of renewable energy systems. Members of the public were also more likely to specifically identify low-income individuals or families and oil and gas workers as needing support during the transition.
- Culture shift: Participants were in alignment that there is a major culture shift required both by business and consumers in

Edmonton to meet
Edmonton's climate goals.
Stakeholders highlighted
that there needs to be
incentives and policy
changes to speed up market
changes.



Regional competition:

Stakeholders identified the presence of regional competition and a lack of alignment amongst regional municipalities. They indicated that the City of Edmonton may face challenges meeting its goals if they are not supported by the actions of other regional municipalities.

Solutions

- Emerging industries: Participants shared that Edmonton might be best placed to prosper from the transition by supporting emerging technological industries like smart cities, artificial intelligence and other locally-based solutions.
- Green workforce training: Stakeholders identified the need to raise awareness and access to green jobs and training programs. Including:

- Build green training into existing job readiness programs
 (i.e. Water Wings, Verto, Kids in the Hall)
- Green jobs for new graduates
- Work with skilled workers to support their transition to less carbon-intensive industries

Economic Development Focus Areas

Participants of the economic development workshop were asked to help identify possible focus areas for economic development as it related to the CETS. The themes below summarize the feedback.

• **Financing the transition:** Participants raised a number of potential options for helping to finance the transition. Many participants felt that there was a need to ensure that there are market opportunities for businesses during the transition. It was felt that this is one of the main ways to ensure that businesses will align their operations with the energy transition.

Participants also identified the need for incentives, loan programs like the Property Assessed Clean Energy program (also known as Clean Energy Improvement Program), leveraging federal and provincial funds and charging additional taxes on consumer and industry emissions. There were also specific suggestions that the City focus its incentives on small businesses and start-ups rather than large corporations given the funding that they have available to them.

- Integrating the CETS work: Participants identified the need to use
 existing and developing networks of businesses and advocates to
 ensure that there is alignment between the updated CETS and the
 business community. There were also comments about the need
 for funding that aligns with the CETS as well as changing
 regulations to support cleaner energy products as well as
 supporting public and private clean energy procurement. Finally,
 some comments also suggested that the City focus on
 communicating the opportunities and needs for businesses to align
 their operations with the CETS.
- Regulations: Participants identified a range of regulatory changes and programs that could be considered to align the CETS with the

business community. They included extending manufacturer responsibility, monetizing emissions reductions, allowing innovative funding programs, improving permitting processes and working with other levels of government to align the regulatory framework.

- Research Required: Participants saw opportunities to further research topics such as smart cities integration, carbon neutral materials and buildings, emissions baselines and local implementation pilots, to support the CETS update.
- Advocate and Educate: Participants saw advocacy and education opportunities with groups such as young adults, policymakers, industry executives, large energy users as well as commercial building owners and managers. In addition, participants identified the need for additional education around life cycle costs (and emissions) for industry and operators. And identified the need for broader education and communication through advertisements and other marketing campaigns.
- Data: Opportunities to use data to support the transition were identified in the areas of employment, workforce information and business data. In addition, it was identified that there would be benefits in publishing the results of pilot projects and implementing open data principles.
- Success criteria: When asked to identify potential success criteria
 for the transition, participants mentioned improving quality of life,
 alignment between the public and stakeholders, as well as
 continued prosperity for the region.

Systems Change Themes

As it relates to climate change, Edmontonians are interested in a much broader spectrum of environmental issues than limiting greenhouse gas emissions and generating renewable energy. The following broader environmental themes were commonly brought up by participants.

- Regional action: Edmonton's regional context was commonly identified as both a solution and a challenge when it comes to implementing the CETS. Many participants identified opportunities to work with regional partners including Indigeneous groups, neighbouring municipalities as well as individual rural landowners and stakeholders. Despite these opportunities, some participants felt that there may be challenges in aligning the City of Edmonton's work with that of its neighbours who are even more reliant on oil and gas investment for jobs and taxation.
- Healthy city: Many participants identified that there are additional benefits of undertaking the energy transition. This included creating
 - more social communities, improving the physical and mental health of residents and increasing space for wildlife in the city.
- Food system: Improving
 Edmontonians' access to a
 more sustainable local food



- system was a goal many participants felt should be part of the CETS update. This included providing additional opportunities for urban agriculture, using plantings on public and private lands to provide food and working with research institutions to improve the sustainability of local agricultural practices.
- Community-based approaches: This includes the range of actions that could be undertaken at a community level and whose implementation might fall to community-organizations.
 Community-based approaches that were identified included establishing local energy and other co-operatives, providing opportunities for neighbours to support each other's transition and

connecting the CETS implementation with local community-organizers and ambassadors.

- Communication and collaboration: One of the most common themes raised by participants was that there was a need to undertake information and communication campaigns about the goals of the CETS. This included general advertising and continued communication campaigns about the need for the energy transition as well as specific campaigns with stakeholders to raise awareness about opportunities for integrating day-to-day business operations with the goals of the CETS.
- Urbanism: Participants commonly identified that it would contribute to Edmonton meeting its climate goals if the City promoted a more urban form of mixed-use and mixed-income communities to develop around the city. This included promoting mixed-use communities that improve walkability as well as integrating community-level commercial nodes.
- Water and wastewater management: Many comments received from the public engagement sessions were interested in having the City take a more active role in reducing water use in Edmonton and developing infrastructure and practices to make better use of wastewater
- Climate culture shift: A common theme was the need for an overarching climate culture shift. The culture shift is about the ongoing changes in social norms in order to have Edmontonians make more decisions that contribute to meeting our climate goals. This culture shift differs from other Climate Shifts that address technical solutions like increased energy efficiency and renewable energy generation to meet our climate goals. Instead, it requires

large and small changes to the complex patterns of behaviour and consumption that influence uptake and market demand for the other shifts.



6. Highlights

General Highlights

The majority of engagement activities were focused on gathering feedback on the proposed update of the Community Energy Transition Strategy (CETS) and its Climate Shifts. Twelve general themes of feedback were identified and will be considered in the update of the CETS:

- Take action now: The impacts of climate change are unpredictable, wide-ranging and potentially irreversible.
- There is no "silver bullet": The CETS update must focus on a wide range of actions to meet the City's climate goals. Fundamental system changes are needed.
- Pandemic recovery opportunities: Implementation of the CETS
 can bring opportunities for economic recovery during and
 following the COVID-19 pandemic.
- Support investment in the transition: The transition requires a significant amount of public and private financial investment.
 There is recurrent concern of how to fund the transition.
- 5. **Sustain the transition:** Choose actions that are sustainable and desirable in the long run. This will help support a high quality of life for current and future Edmontonians.
- 6. **Ensure a just and equitable transition**: Ensure that the implementation of this transition doesn't exacerbate existing inequalities and that it brings opportunities for all Edmontonians.
- Leverage this opportunity for economic transition: Beyond an energy transition this is an opportunity for Edmonton to innovate, leverage existing skills and diversify its economy.
- 8. **Change the culture:** Significant culture change will be required across many systems to embrace the overwhelming challenge of this transition. These include energy, transportation, food, waste and social and community systems. Our culture is already changing.
- 9. **Educate and communicate:** Wide-reaching awareness campaigns are necessary to help Edmontonians understand the needs, targets and solutions. This includes strategies to educate people on the new concepts and on the impacts of their lifestyle decisions.

"I like that we are focusing on a wide variety of potential solutions. I believe we need all of the things mentioned to get near those targets."
-Energy Transition Climate Resilience Committee member

- Align with the City Plan: To succeed the CETS must align its targets and actions with those in the City's new municipal development plan.
- 11. **Look beyond greenhouse gas emissions:** A range of sustainability issues should be considered including air and water quality, waste management, biodiversity, ecosystem and public health, as well as social, cultural and economic perspectives.
- 12. **Partner for change:** A wide range of partnerships will be needed to meet the City's climate goals. This includes partnerships with Indigenous communities, education and research institutions, industry and community organizations.

Climate Shifts Highlights

Throughout the engagement process, there were several common findings for each Climate Shift that were reiterated consistently by stakeholders and members of the public.

Climate Shift 1: Tools & Targets

- **City-level carbon budget:** Support for the City to use a local carbon budget to track and prioritize municipal projects, as well as to consider the impact of all decisions on the carbon budget.
- Global aspirations with local considerations: The CETS should use global best practices for measurement and monitoring and consider the uniqueness of Edmonton, including the connection to the oil and gas sector in the region.

Climate Shift 2: Low Carbon City and Zero Emissions Transportation

- Getting to zero emissions transportation: There was
 acknowledgement that implementing an electrical transportation
 system is a key part of reducing GHG emissions. In Alberta, this
 move must be accompanied by a significant shift towards
 large-scale renewable energy production.
- Active transportation and enhanced transit: Participants
 identified a wide range of solutions (and barriers) to enhancing
 transit services which they considered key for the transition, as well
 as the need to expand the active transportation infrastructure
 network. This includes a more walkable city and separate bike
 lanes, winter clearing, secure storage, and bike share.

 Cultural change: There is a need to make a cultural shift towards renewable energy sources, active and public transportation, electric vehicles, and towards being a greener city. This could bring communities and diverse groups together to collectively and individually change our choices and actions.

Climate Shift 3: Emissions Neutral Buildings

- **Realistic targets:** Base targets on modeling and then determine what is achievable in Edmonton.
- Education opportunities: We need to grow the expertise of Edmonton's building industry to meet the technological challenge of designing and constructing carbon neutral buildings.
- **Cost of energy retrofits:** Retrofitting existing buildings will be a major task at a substantial cost. But this is necessary work for a low-carbon future.

Note: Additional targeted stakeholder engagement with members of the building and construction industry around this Shift is currently underway. Their feedback is not captured in this report but will be included in the final engagement report and integrated into the updated CETS as deemed appropriate.

Climate Shift 4: Renewable Revolution and Circular Economy

- Clean energy as the basis for the transition: A system of consistent and affordable renewable energy is crucial to meeting Edmonton's climate goals. Many of the actions, such as electrictifying transportation, are founded on having access to clean energy.
- **Energy efficiency:** Use less energy and use the energy we produce more efficiently. Efficiency-based solutions allow Edmontonians, businesses and industry to take action in ways that save money in the long run.
- Circular economy and waste management: Edmontonians want
 to reduce their waste, and reuse and participate in more in the
 sharing and circular economy. They want to see extended
 producer responsibility, less waste of resources and better
 management of the waste produced.

Climate Shift 5: Just and Equitable Transition

- Define just and equitable: This is the time for a just and equitable transition but these terms need to be defined to make sure we are all talking about the same thing.
- Made in Edmonton approach: Applying an equity lens is a global best practice and participants welcomed the inclusion of such lens and Shift in the CETS. The actions on the updated CETS need to be accessible to all Edmontonians and not negatively impact vulnerable or marginalized people in our city. Energy poverty must be addressed.

Climate Shift 6: Carbon Capture and Nature Based Solutions

- Nature based approaches: Our natural areas and open spaces
 can serve as carbon sinks (as well as support the quality of life of
 Edmontonians). Tree planting, urban farming and partnering to use
 natural spaces outside of Edmonton boundaries can play a key
 role. Nature based approaches.
- Technology based approaches: Technology based approaches to carbon capture are most efficiently used when integrated into heavy carbon emitting processes related to industrial developments.

Climate Shift 7: Economic Development

- Impact on oil and gas: Edmonton's economy is tightly linked with
 the oil and gas industry which is expected to be significantly
 impacted over the time frame of the transition. Because of this,
 stakeholders have been clear that the CETS needs to explicitly
 consider economic development challenges and opportunities and
 support people whose livelihoods have been impacted during the
 transition.
- Economic development integration: The energy transition must be pursued as an economic diversification transition.
 Opportunities for economic development can provide support for the investments needed.
- Regional Considerations: Edmonton's economy is tied to its regional neighbours and the province. Regional alignment to provide a just, equitable and prosperous future is important.

69

7. What Happens Next

The purpose of this phase of engagement was to identify **what** actions should be taken to meet Edmonton's climate goals, including reducing its emissions to fit within the identified carbon budget. The City's project team is using the data gathered in this phase of engagement to inform the draft update to the Community Energy Transition Strategy (CETS), and identify new ideas and opportunities. Engagement results have been shared with the project team in a variety of formats including an interim data summary in early 2020, the full tabulated engagement input (September 2019 to May 2020) and this summary report.

Community Energy Transition Strategy

The draft update to the CETS will be presented to Edmonton City Council in the fall of 2020.* In addition to the input from this phase of engagement, seven other streams of work are informing the update to the CETS:

- 1. 18 Policy briefs written and/or reviewed by experts
- 2. Technical modelling of the proposed actions and their emissions
- 3. Financial modeling of the proposed actions
- 4. Jurisdictional review of 52 cities
- 5. Scientific reports and best practices (IPCC, C40)
- 6. Topic-specific input on Climate Shift 3: Emissions Neutral Buildings from building and development industry
- 7. Engagement with internal City of Edmonton stakeholders



*Dates not confirmed due to COVID-19

The next phase of engagement, tentatively scheduled from July to October 2020, will seek advice about **how** to implement the proposed CETS with Edmonton-focused actions/solutions, A second What We Heard report will be prepared with the input received during the next phase and will help inform the CETS document. The updated CETS will be presented to City Council early 2021 for approval.

70 City of Edmonton

*At the time of writing this report, dates for engagement and City Council meetings are not confirmed.

All subsequent engagement activities will be respectful of the directives of Alberta Health Services and Alberta's Chief Medical Officer of Health regarding the COVID-19 pandemic in the Edmonton area.



8. Appendices

Appendix A: Engagement Data

Two versions of the engagement data are available:

- 1. A PDF of the engagement data is available at Edmonton.ca/EnergyTransitionUpdate
- 2. A Google Sheet with engagement data is available on request. Please send an email to andrea.soler@edmonton.ca

Appendix B: Memorandum of Understanding

The Memorandum of Understanding between Enoch Cree Nation and the City of Edmonton, the Memorandum of Cooperation and Dialogue Between Confederacy of Treaty Six First Nations & City of Edmonton, and the Memorandum of Shared Recognition and Cooperation Between Métis Nation of Alberta and City of Edmonton are available online at: https://www.edmonton.ca/city_government/initiatives_innovation/indigen ous-relations.aspx

Appendix C: Engagement Information Boards

A <u>PDF</u> is available online at Edmonton.ca/EnergyTransitionUpdate

Appendix D: Glossary of Terms

Carbon budget: The amount of emissions permitted over a period of time in order to stay within a temperature threshold. As we release greenhouse gases, the remaining budget is reduced.

Carbon capture: A process that captures carbon emissions from their source or directly from the air.

Carbon offsets: Reducing carbon emissions to compensate for emissions released elsewhere. Offsets are tradeable (they can be bought and sold).

Carbon sequestration: The long-term storage of captured carbon emissions in vegetation and soils through plant growth or underground rock formations.

Carbon utilization: A process that uses captured carbon emissions as a resource when creating new products or materials. Circular economy: an economy in which resources are kept in use for as long as possible. At the end of a product's life its components are recovered and regenerated into other products rather than being disposed of in a landfill.

Emissions neutral: Describes technologies or systems that have no net impact on global greenhouse gas levels. This means they either do not add emissions to the atmosphere or remove as many emissions as they create.

Greenhouse gas emissions: The release of atmospheric gases like carbon dioxide and methane that contribute to global warming (generally referred to as carbon emissions).

Just & equitable transition: A dialogue and planning process to ensure that all Edmontonians have access to the benefits and opportunities this energy transition can bring, and that nobody is unfairly impacted by these changes.

Low carbon city: A city-building approach that focuses on reducing carbon emissions primarily by minimizing or eliminating the use of energy produced from fossil fuel combustion. One tonne of carbon dioxide (CO2): is a unit of greenhouse gas emissions.

One tonne of CO2: It is roughly equivalent to the amount of greenhouse gases released by driving 4500 kms or heating a home over the winter months.

Renewable energy: Energy that is produced with a fuel source that is naturally replenished within the lifespan of a person (e.g. solar, wind, geothermal).

CITY COUNCIL/EXECUTIVE COMMITTEE REPORT Electric Charging Equipment and EV Charging Rebate

Recommendation of the Committee

That the Motion on the Floor be withdrawn.

Motion on the Floor

Moved A. Knack - J. Dziadyk (Made at the July 6/8, 2020, City Council meeting):

That the Economic and Environmental Sustainability branch budget be decreased by \$150,000 in 2021 and \$150,000 in 2022, with funds released to the tax levy as a result of defunding the electric charging equipment and EV charging rebate.

History

- At the November 9/10, Executive Committee meeting, the City Council Motion on the Floor report was considered and the Committee heard from M. Melross, Climate Innovation Fund - Alberta Ecotrust; and D. Grist, Energy Transition Climate Resilience Advisory Committee.
- At the August 17/19, 2020, City Council meeting, the following motion was passed:
 - That the Motion on the Floor be referred to Executive Committee with a date to be determined by Agenda Review Committee.
- At the July 6/8, 2020, City Council meeting, the above-noted Motion on the Floor was postponed to the August 17, 2020, City Council meeting.



6. 23

URBAN PLANNING COMMITTEE REPORT Riverside Trail Realignment - Environmental Impact Assessment and Site Location Study

Recommendation of the Committee

- 1. That the Riverside Trail Realignment Environmental Impact Assessment and Site Location Study, as outlined in Attachments 1 and 2 of the November 10, 2020, Integrated Infrastructure Services report CR_8444, be approved.
- 2. That the river valley locations of the Riverside Trail Realignment infrastructure, as outlined in Attachment 2 of the November 10, 2020, Integrated Infrastructure Services report CR_8444, be deemed essential and approved pursuant to Section 3.5.1 of the North Saskatchewan River Valley Area Redevelopment Plan, Bylaw 7188.

History

At the November 10, 2020, Urban Planning Committee meeting, the November 10, 2020, Integrated Infrastructure Services report CR_8444 was considered.

Attachment

November 10, 2020, Integrated Infrastructure Services report CR_8444

Riverside Trail Realignment

Environmental Impact Assessment and Site Location Study

Recommendation

That Urban Planning Committee recommend to City Council:

- 1. That the Riverside Trail Realignment Environmental Impact Assessment and Site Location Study, as outlined in Attachments 1 and 2 of the November 10, 2020, Integrated Infrastructure Services report CR 8444, be approved.
- 2. That the river valley locations of the Riverside Trail Realignment infrastructure, as outlined in Attachment 2 of the November 10, 2020, Integrated Infrastructure Services report CR_8444, be deemed essential and approved pursuant to Section 3.5.1 of the North Saskatchewan River Valley Area Redevelopment Plan, Bylaw 7188.

Executive Summary

The Riverside Trail is a well used, granular trail that runs between the Riverside Golf Course and the North Saskatchewan River. The trail is damaged in several locations due to high water events and has been closed to the public for several years. The proposed trail realignment and rehabilitation work in seven locations will ensure that Edmontonians will be able to enjoy the trail safely into the future.

An Environmental Impact Assessment (Attachment 1) and a Site Location Study (Attachment 2) have been prepared for the project.

The Environmental Impact Assessment concludes that with mitigation measures applied most impacts were reduced to negligible levels. The Site Location Study concludes that the proposed locations for the realignment of existing trail sections are located within the boundaries of the North Saskatchewan River Valley Area Redevelopment Plan.

Report

The Riverside Trail is a well used, granular trail that runs between the Riverside Golf Course and the North Saskatchewan River. It connects Dawson Bridge and the paved multi-use trail leading to Capilano Bridge.

Riverside Trail Realignment - Environmental Impact Assessment and Site Location Study

In recent years, the Riverside Trail has been damaged in several locations due to high water events, which caused bank erosion, top-of-bank trail instability and slumping. As a result, the trail has been closed to the public for several years. Pedestrians and cyclists have continued using the trail despite closure signage being in place.

It is anticipated that future high water events will further limit trail functionality in the affected areas. The proposed trail realignment and other rehabilitation work will address the trail impacts resulting from the erosion activity and ensure that Edmontonians will be able to enjoy the trail safely into the future.

An Environmental Impact Assessment (Attachment 1) and a Site Location Study (Attachment 2) have been prepared for the seven rehabilitation locations to meet the requirements of the North Saskatchewan River Valley Area Redevelopment Plan (Bylaw 7188).

The Environmental Impact Assessment concludes that with mitigation measures applied, most impacts will be reduced to negligible levels, including loss or alteration of native forest. One impact related to wildlife alienation due to construction noise could not be fully mitigated. Mitigation measures, including a restoration plan developed through the Environmental Impact Assessment process, will be implemented during detailed design and construction.

The Site Location Study reviews the seven locations, the proposed rehabilitation work and the social, financial, environmental and institutional opportunities and constraints that informed the selection of preferred alignments. The study concludes that the proposed locations for the realignment of existing trail sections will be located within the boundaries of the North Saskatchewan River Valley Area Redevelopment Plan.

Construction of the seven realigned or otherwise rehabilitated sections of trail is scheduled to commence in spring 2021.

Budget/ Financial Implications

This work is funded through capital profile CM-31-0000, Open Space: River Valley System Renewal.

Legal Implications

The North Saskatchewan River Valley Area Redevelopment Plan Bylaw 7188, requires City Council to approve the Environmental Impact Assessment and the Site Location Study before the proposed development can proceed. Further, Bylaw 7188 requires the new site locations of the Riverside Trail Realignments to be deemed essential and approved by City Council prior to construction.

Page 2 of 4 Report: CR_8444

Public Engagement

The City held two stakeholder engagement events for the Riverside Golf Course leagues in September 2019 and June 2020 to advise them of the proposed realignment of the Riverside Trail locations. No concerns regarding the realignment of fencing or screening were raised.

The project team will continue to collaborate with the Riverside Golf Course and the golf leagues as the trail realignment project advances to the next phases.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Edmontonians use facilities and services that promote healthy |
|---|
| living |

| Outcome(s) | Measure(s) | Result(s) | Target(s) | |
|---|---|---|--|--|
| Edmontonians use facilities and services that promote healthy living | City Park Usage (percent of survey respondents who report using a City park in the last 12 months) | 89% (2017) | 83% (2018) | |
| Parks, green spaces, natural areas, river valley are available and accessible | Availability: Residential open space access (current amount of public open space per 1,000 residents) | 7.6 hectares (2016) city-wide average | TBD through Breathe implementation | |
| | Accessibility: Park space proximity (% of dwelling units within distance and time to open space) | 94% within 400m or a 5 min walk (2016) 99% within 800m or a 10 min walk (2016) | | |

Risk Assessment

| Risk Element | Risk Description | Likelihood | Impact | Risk Score (with current mitigations) | Current Mitigations | Potential Future Mitigations |
|---|---|--------------|-----------|--|---|---|
| Public Liability (Public Safety) | If not approved, the trail realignments will not be completed and the community will continue to use dangerous paths as the trail continues to slump and deteriorate. | 2 - Unlikely | 3 - Major | 6 - Low | Approval is recommended. Ensure current trail information and project information is available to the public and stakeholders. | Set up physical barriers and re-naturalize the sites to address access. |

Page 3 of 4 Report: CR_8444

Riverside Trail Realignment - Environmental Impact Assessment and Site Location Study

| Environment al | If not approved, use of the trails will persist and unmitigated impacts will continue due to informal detours. | 2 - Unlikely | 2 - Moderate | 6 - Low | Approval is recommended. Ensure current trail information and project information is available to the public and stakeholders. | Set up physical barriers and re-naturalize the sites to address access. |
|------------------------|---|--------------|--------------|------------|--|---|
| Construction Impact | If approved, construction activity will result in temporary negative impact to the trail users and environment. | 4 - Likely | 2 - Moderate | 8 - Medium | Establish construction limits and adequate public safety controls prior to starting construction. Limit noise and impact to trees. | During construction, delineate and fence the project work area to minimize disturbance. |

Attachments

- 1. Riverside Trail Realignment Environmental Impact Assessment
- 2. Riverside Trail Realignment Site Location Study

Others Reviewing this Report

- G. Cebryk, Deputy City Manager, City Operations
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- C. Owen, Deputy City Manager, Communications and Engagement
- R. Smyth, Deputy City Manager, Citizen Services
- B. Andriachuk, City Solicitor

Page 4 of 4 Report: CR_8444

CR_8444 Attachment 1

Environmental Impact Assessment Pursuant to Bylaw 7188

Riverside Trail Realignment Final Report



Prepared for: ure Services

City of Edmonton, Integrated Infrastructure Services

Edmonton, Alberta

Under Contract to:

EDA Planning + Urban Design Inc.

Edmonton, Alberta

Project Number EP-893

September 2020

Prepared by:

Spencer Environmental Management Services Ltd.

Edmonton, Alberta





Suite 402, 9925 - 109 Street Edmonton, Alberta T5K 2J8 Phone (780) 429-2108 Fax (780) 429-2127

William Packolyk, BLA, AALA, BCSLA Landscape Architect EDA Planning + Urban Design 5307 – 47 Street NW Edmonton, Alberta T6B 3T4 1 September 2020 EP893

Dear Mr. Packolyk,

Re: Environmental Impact Assessment Pursuant to Bylaw 7188 for Riverside Trail Realignment - FINAL REPORT

As requested, please find enclosed a pdf copy of the above-mentioned final Environmental Impact Assessment for submission to City Planning for City Council approval pursuant to Bylaw 7188. Hard copies of the report will be prepared on request.

A Site Location Study (SLS) has been completed for the proposed project and is provided under separate cover.

Please contact either of the undersigned if you require additional information.

Sincerely,

Spencer Environmental Management Services Ltd.

Stephanie Jean, M.Sc., BIT Environmental Scientist Andra Bismanis, M.Sc., P.Biol. Vice-President, Science Practice

cc: Ted Muller, EDA Planning + Urban Design

City of Edmonton Bylaw 7188 Review Comments Summary Riverside Trail Realignment Site Location Study and Environmental Impact Assessment – Draft Reports Revised 26 August 2020

City of Edmonton—Initial Circulation Comments (August 2020)

| Review Comment | | Response Approach | EIA Report Section Reference |
|---|------|--|---|
| EPCOR Drainage Services (Drainage Planning and Engine | erir | ng) | |
| Environmental Impact Assessment | | | |
| My only comment is, dewatering is mentioned in relation to Bylaw 18100 but isn't mentioned anywhere else, is dewatering likely to be required? City Planning (Open Space Network and Assembly, Urban | Gre | Dewatering is not anticipated for this project. Table 2.1 and Appendix B list applicable legislation that <u>may</u> apply to the project. | Section 2.3; Appendix B |
| Environmental Impact Assessment | | owin and Open Space Strategy) | |
| Assessment: It appears that total impact on tree removal will be approximately 950 sq meter, please provide an extended map showing the limit of vegetation removal, detailed information on tree removal (total number of trees, size, dbh, canopy) and number of matured trees that have potential for wildlife habitat. Please provide a map showing potential impact area including 5m on each side (potential root damage from construction) and tentative analysis showing the extent of impact including the status of wildlife trees within the impacted area. | • | Vegetation removal will be limited to the new 3.5 m wide trail corridor sections only, which includes trees ranging in size between 60 – 210 mm DBH. The 3.5 m footprint of the new trail corridor sections are shown on air photos on Figures 2b – 2e in Appendix A of the draft EIA. The above-noted drawings in the draft EIA can be updated during finalization of the EIA to show an additional 5.0 m setback on either side of the 3.5 m trail footprint to account for potential indirect impacts. As was the case when constructing the City's East End Trails in similar riparian forested habitat along the NSR, we expect direct impacts related to clearing to occur within the 3.5 m width of the trail and immediately adjacent trees only. As noted in Section 3.6.2.1 in the draft EIA, "Several wildlife trees (i.e., trees with visible nests or cavities) were observed scattered throughout the | Appendix A, Figures 2b-2e, Section 3.6.2.1, Section 4.1 |

| Review Comment | Response Approach | EIA Report Section Reference | |
|---|---|---------------------------------|--|
| | local study area (Plate 3.2) and are expected to occur in the expanded study area owing to the mature age of the forest in this portion of the river valley." These trees ranged in DBH as noted above and exhibited varying numbers and sizes of cavities as is typical of mature riparian forest habitat along the NSR. • The site reconnaissance level of site visit as required by the EIA ToR did not include a detailed survey of each wildlife tree in the study area. If a detailed survey of wildlife trees is required, this would result in a scope change. | | |
| Mitigation: mitigation measures to avoid, minimize tree removal including avoidance of habitat or matured tree species, potential retention of trees, options to reduce the potential width of trail in certain locations if feasible to protect tree species. Identification of construction best practices to minimize impact on the riverbank and tree species within the periphery. Selection of native species that is also suitable for the bank stabilization is preferred. | These mitigation measures have been added to Section 5.2.2.1. of the EIA. Tender will require contractor to manually clear trail alignment with on-site trail adjustments made to avoid any larger trees of value. | Section 5.2.2.1 | |
| Restoration: Details of restoration/Landscaping plan to the abandoned trail area should be developed and shared for review. We recommend the plan will ensure a bioengineering approach in handling the bank failure and erosion in the existing trail location. Confirmation of Tree protection and preservation plan or procedure to develop such plan if not feasible to provide with the EIA report. | Detailed restoration plans will be included with the Tender documents and involve the use of native planting with a bio-engineering approach to help stabilize the abandoned trail and slump locations. A vegetation protection plan will be identified with the restoration plans. | Sections 4.2, 4.5, 5.2.2.1, 8.3 | |

Executive Summary

The City of Edmonton proposes to realign and rehabilitate portions of Riverside Trail where slumping along the south bank of the North Saskatchewan River has created safety concerns. Riverside Trail is a granular trail located in the River Valley Riverside Neighbourhood, adjacent the Riverside Golf Course in the North Saskatchewan River Valley. In total, seven (7) areas were identified as needing realignment due to slumping and unsafe conditions along an approximate 700 m section of Riverside Trail. Along that same section of trail, three (3) additional low spots in the trail were identified for upgrading. Riverside Trail is located wholly within the boundaries of the City of Edmonton's North Saskatchewan River Valley Area Redevelopment Plan (NSRV ARP) (Bylaw 7188) and, therefore, triggers the need for an environmental review pursuant to that Bylaw. City of Edmonton ecological planners have determined that the appropriate level of review for this project is an Environmental Impact Assessment (EIA) subject to approval by City Council. A Site Location Study (SLS) must also be prepared (under separate cover). The City has retained EDA Planning + Urban Design Inc. (EDA) to provide prime consulting services for the rehabilitation of Riverside Trail. EDA has retained Spencer Environmental Management Services Ltd. (Spencer Environmental) as environmental consultant for this project, and to complete the EIA and SLS (under separate cover).

General methodology used to prepare this EIA included a desktop review of existing project information, a review of aerial photographic imagery, review of legislation, a field reconnaissance with the EDA project team to document existing conditions, mapping of relevant resources and sensitivities and an analysis of potential impacts from the proposed project on identified environmental sensitivities. Thurber Engineering Ltd. undertook geotechnical assessments, which were reviewed and integrated into the EIA. Circle CRM Group Inc. undertook a historical resource assessment and applied for *Historical Resources Act* Approval, which was received on 29 July 2020 (Appendix F).

Existing conditions in the project area were typical of a Mixed Deciduous forest in the North Saskatchewan River valley comprising a mature forest canopy overstorey, typically 10 - 20 m in height, dominated by balsam poplar and trembling aspen. The understorey canopy was composed of a dense shrub layer and a herbaceous layer comprised mostly of forbs with a few grass and sedge species also present. Because of the high degree of habitat complexity and ecological connectivity, the Riverside Trail area is expected to support use by an abundance of native, urban-adapted wildlife species and to function as an important wildlife movement corridor in the river valley. The Riverside Trail project area has been mapped as having high, very high and extremely high value to the City (Solstice 2016).

Several potential impacts were assessed including:

- erosion of trail from river flooding;
- loss or alteration of native forest;
- establishment of invasive or weedy species;
- incidental tree damage;
- loss of terrestrial habitat due to clearing activities;
- habitat alienation during construction and operation;



- breeding wildlife mortality;
- mortality or disturbance of special status species;
- disturbance of existing recreational use during construction activities;
- improved trail integrity;
- release of sediment or other debris on/off site; and
- release of hazardous/deleterious substances on/off site.

With mitigation measures applied most impacts were reduced to negligible including loss or alteration of native forest. The proposed project does, however, require clearing of some portions of native river valley forest to accommodate trail realignment and construction equipment access. Areas where the trail is to be realigned will require a 3.5 m wide area of vegetation to be cleared, resulting in a total area of 962 m² of vegetation loss. Some vegetation immediately adjacent the 3.5 m wide clearing area (i.e., within 5 m on either side of the clearing area) may be indirectly impacted by tree clearing for the new trail due to root damage and windfall along the new trail edge. All trees removed are included in the City's tree inventory and have been assessed by City Forestry. The decommissioned existing trail will be revegetated with native trees and shrubs, resulting in a gain of 554 m² of new forest. The total loss of native forest is, therefore, 408 m². Efforts will be made to minimize tree removal along the new trail alignment as much as possible. On-site trail adjustments will be made during vegetation clearing to avoid larger trees as much as possible. Detailed restoration plans will be included in the Tender documents. Restoration will involve the use of native plantings with a bio-engineering approach to help stabilize abandoned trail and slump locations. A vegetation protection plan will be included in the restoration plans.

One impact related to habitat alienation during construction could not be fully mitigated and resulted in a residual impact was Construction activities and related noise have the potential to result in wildlife habitat alienation in adjacent areas. Activities and noise associated with construction phases have potential to disrupt wildlife species using adjacent habitat, leading to habitat alienation in those areas. This effectively reduces the amount of usable habitat available to individuals. Few mitigation measures are available, however, work crews will be instructed not to harass wildlife and the contractor's ECO plan will include worker/wildlife encounter protocols.

Considering the above, and that communication with City stakeholders remains ongoing during project development, we are of the opinion that the proposed project does not require additional modifications to proceed responsibly.



Table of Contents

| Cnar | ter | Page |
|------|--|------|
| | | |
| 1.0 | INTRODUCTION | 1 |
| 2.0 | THE PROPERTY | 1 |
| 2.1 | Project Area Location, Disposition, Zoning | |
| 2.1 | Historic Conditions | |
| 2.3 | Summary of Environmental Regulatory Approvals | |
| 2.4 | Environmental Site Assessments | |
| 3.0 | ENVIRONMENTAL CONTEXT | |
| 3.1 | | |
| 3.1 | Overview of Study Area and Adjacent Lands Environmental Sensitivities | |
| | .2.1 Original (2016) Mapping | |
| | .2.2 Refined Mapping | |
| 3.3 | Surface Water and Groundwater | |
| | 3.1 Methods | |
| | 3.2 Description | |
| 3.4 | Geology/Geomorphology | |
| _ | .4.1 Methods | |
| | .4.2 Description | |
| 3.5 | <u> </u> | |
| | .5.1 Methods | |
| | .5.2 Description | 7 |
| 3.6 | Wildlife | 9 |
| | .6.1 Methods | 9 |
| | .6.2 Description | 10 |
| 3.7 | Historical Resources | 12 |
| | .7.1 Methods | 12 |
| | .7.2 Description | 12 |
| 3.8 | Recreation | 12 |
| 4.0 | THE PROJECT | 13 |
| 4.1 | Project Description | 13 |
| 4.2 | Landscaping | |
| 4.3 | Construction Schedule | |
| 4.4 | Construction Laydown Area and Access | |
| 4.5 | Project Phases and Associated Key Activities | |
| 5.0 | PROJECT IMPACTS AND MITIGATION MEASURES | 18 |
| 5.1 | Assessing Impacts | 18 |
| | .1.1 Potential Impact Identification and Analysis | 18 |
| | .1.2 Impact Characterization | |
| | .1.3 Mitigation Development and Residual Impact Assessment | |
| | <u>.</u> | |

| 5.2 | Impact Assessment Results and Mitigation Measures | 19 |
|--------------------|--|--------|
| 5. | 2.1 Hydrology/Surface Water Quality | |
| 5. | 2.2 Vegetation | 20 |
| | 2.3 Wildlife and Wildlife Habitat | 22 |
| 5. | 2.4 Recreation | |
| | 2.5 Project Incidents | 25 |
| 5.3 | | |
| | 3.1 Past Projects | |
| | 3.2 Present Projects | |
| | 3.3 Future Planned Projects | |
| 5. | 3.4 Conclusion | 27 |
| 6.0 | ENVIRONMENTAL MONITORING | 28 |
| 7.0 | PUBLIC CONSULTATION | 29 |
| 8.0 | CONCLUSIONS | 30 |
| 8.1 | Impact and Sensitivities | 30 |
| 8.2 | EIA Limitations | 30 |
| 8.3 | Summary of Key Mitigation Measures | 30 |
| 9.0 | REFERENCES | |
| 9.1 | Literature Cited | 32 |
| 9.1 | Personal Communications | |
| APPE | NDIX A: FIGURES | A1 |
| APPE | NDIX B: PERMITTING TABLE | B1 |
| APPE | NDIX C: CONCEPTUAL DESIGN REVIEW (THURBER 2020) | C1 |
| APPE | NDIX D: VEGETATION INVENTORY (JUNE 2020) | D1 |
| APPE | NDIX E: WILDLIFE LIST | E1 |
| APPE | NDIX F: HISTORICAL RESOURCES ACT APPROVAL | F1 |
| | NDIX G: RIVERSIDE TRAIL REALIGNMENT CONCEPT DRAV | |
| (EDA | 2020) | G1 |
| | List of Tables | |
| Table ² | 3.1. Sensitivity Analysis Refinement | 5 |
| | 3.2. Special Status Wildlife Species with Potential to Occur in the Project Ar | |
| | 4.1. Riverside Trail rehabilitation components for each location | |
| | 5.1: Impact Descriptor Definitions. | |
| | | |
| | List of Plates | |
| Plate 1 | .1. Slumping of the south bank of the NSR along Riverside Trail (Location | 1) (22 |
| | pril 2020) | |
| | ± / | |

| Plate 1.2. Slumping of the south bank of the NSR along Riverside Trail (Location 6) (22) |
|---|
| April 2020) |
| Plate 1.3. A low area in the trail identified for upgrading (Upgrade Location 1) (22 April |
| 2020) |
| Plate 3.1. Mixed Deciduous - Mixed Shrubs plant community along Riverside Trail (22 |
| April 2020) |
| Plate. 3.2. Example of a wildlife tree with many cavities along Riverside Trail (22 April |
| 2020) |
| Plate 4.1. Vegetation to be cleared for trail realignment (3.5 m wide) at Location 1 (22 |
| April 2020) |
| Plate 4.2. Location 5 where a guardrail is proposed, devoid of significant vegetation cover |
| (22 April 2020) |
| |

1.0 INTRODUCTION

The City of Edmonton proposes to realign and rehabilitate portions of Riverside Trail where slumping along the south bank of the North Saskatchewan River (Plates 1.1 and 1.2) has created safety concerns. Riverside Trail is a granular trail located in the River Valley Riverside Neighbourhood, adjacent the Riverside Golf Course in the North Saskatchewan River Valley (Figure 1, Appendix A). In 2017, EDA Planning + Urban Design Inc. completed the Riverside Trail Rehabilitation Feasibility Study - Conceptual Plan for rehabilitation of two slumping sections (Locations 1 and 6, Figure 2; Appendix A) of Riverside Trail with the preferred concept option being trail realignment for those two locations. In 2019, an additional geotechnical assessment was completed for the entire length of Riverside Trail. That assessment identified five (5) additional high-risk slumping areas on the riverbank. In total, seven (7) areas were identified as needing rehabilitation or realignment due to slumping and unsafe conditions along an approximate 700 m section of Riverside Trail (Figure 2, Appendix A). Along that same section of trail, three (3) additional low spots in the trail were identified for upgrading during a team site reconnaissance on 22 April 2020 (Plate 1.3) (Figure 2, Appendix A).



Plate 1.1. Slumping of the south bank of the NSR along Riverside Trail (Location 1) (22 April 2020).



Plate 1.2. Slumping of the south bank of the NSR along Riverside Trail (Location 6) (22 April 2020).



Plate 1.3. A low area in the trail identified for upgrading (Upgrade Location 1) (22 April 2020).

Riverside Trail is located wholly within the boundaries of the City of Edmonton's North Saskatchewan River Valley Area Redevelopment Plan (NSRV ARP) (Bylaw 7188) and, therefore, triggers the need for an environmental review pursuant to that Bylaw. City of Edmonton ecological planners have determined that the appropriate level of review for this

project is an Environmental Impact Assessment (EIA) subject to approval by City Council. A Site Location Study (SLS) must also be prepared (under separate cover). The City has retained EDA to provide prime consulting services for the rehabilitation of Riverside Trail. EDA has retained Spencer Environmental Management Services Ltd. (Spencer Environmental) as environmental consultant for this project, and to complete the EIA and SLS (under separate cover).

This report comprises the Bylaw 7188 EIA prepared for the Riverside Trail realignment and upgrading project. The EIA format and content follows a project-specific Terms of Reference developed through scoping discussions held with a City of Edmonton Ecological Planner. This EIA addresses all components of the Riverside Trail project having potential to affect lands within the NSRV ARP.

2.0 THE PROPERTY

2.1 Project Area Location, Disposition, Zoning

The section of trail assessed by this EIA is located along the top-of-bank of the south bank of the North Saskatchewan River (NSR) along the fenced perimeter of the Riverside Golf Course, north of Rowland Road and east of Dawson Bridge. It extends from the southwest corner of Riverside Golf Course, immediately north of Dawson Bridge, to the north and east along the top-of-bank on an inside bend of the river. The trail ends at the northeast corner of the Riverside Golf Course and connects to a paved shared use path (SUP). Figure 1 (Appendix A) illustrates Riverside Trail's location in relation to the Bylaw 7188 boundary and adjacent lands. The trail is located on City owned lands within the River Valley Riverside Neighborhood and is zoned Metropolitan Recreation Zone (A). Figure 3 (Appendix A) illustrates land use zones in the project area. Riverside Trail is located within the City of Edmonton's Flood Protection Overlay and within the floodway on Alberta's Flood Hazard Mapping (Figure 4, Appendix A).

2.2 Historic Conditions

Historical aerial photograph review was limited to available City of Edmonton pictometry imagery for 2007 and 2013-2018 and Google Earth (2020) imagery that spanned the period 2002 to 2018. Very little change in development was observed on the available aerial photographs in the Riverside Trail area and vicinity during this period as this area of the river valley is located in Central Edmonton and has been developed for decades. River water level fluctuations in this area were visible, however, through different exposure levels of a sandbar adjacent an island near the east end of the Riverside Trail. A sandbar located on the west end of Dawson Bridge can also be seen in October 2016 imagery. That sandbar cannot be seen in any other years, indicating very low water levels in October 2016. While the south riverbank was generally well vegetated, ongoing south riverbank erosion was also visible in the pictometry images for the project area.

2.3 Summary of Environmental Regulatory Approvals

All typically relevant federal, provincial and municipal environmental legislation, bylaws and policies were reviewed for their application to this project (Appendix B). As is often the case, several provincial and federal statutes prohibiting harm to select resources are relevant to project construction; however, Bylaw 7188 is the only trigger for an environmental assessment. Table 2.1 presents a summary of environmental legislation and bylaws identified as applicable to this project. Additional legislation/bylaw detail is provided in Appendix B.

Several other municipal permits, such as OSCAM, may be required, depending on proponent activity.

Table 2.1. Summary of Applicable Legislation and Bylaws (details in Appendix B)

| Legislation or Policy | Regulatory Agency | Authorization/ Approval/Permit Required | Approval Timeline or Potential Schedule Impact | |
|---|---|---|--|--|
| Bylaws Requiring | | | | |
| North Saskatchewan River Valley Area Redevelopment Plan (Bylaw 7188) | City Planning | EIA and SLS required. EIA must be approved by City Council and the project location in the river valley must be deemed essential by City Council | Council date for approval of the EIA anticipated in October/November 2020. | |
| Corporate Tree Management Policy (C456) | City Forestry | Proponent to collaborate with City Forestry regarding City owned trees and shrubs in the project area | City Forestry has been on site with the City project team to assess City owned trees and shrubs and will collaborate with the successful contractor. | |
| City of Edmonton (Bylaw 18100) - EPCOR Drainage Services Bylaw | EPCOR | Permit to discharge into storm sewer system may be required (e.g., staging area) | Proponent responsibility | |
| City of Edmonton Parkland (Bylaw 2202) | City of Edmonton | Permit required to stage for construction | Proponent responsibility | |
| | | ethods - Provincial | | |
| Wildlife Act | Alberta Environment and Parks | No permit required; however, the act prohibits disturbing prescribed breeding wildlife such as northern flying squirrels and owls. | Proponent responsibility. Vegetation clearing between 15 February and 20 August may result in nest sweep findings that delay clearing. | |
| Historical Resources Act | Alberta Culture, Multiculturalism and Status of Women (ACMSW) | All projects with potential to disturb historical, archaeological and paleontological resources will require Approval. | ~3 months for ACMSW to review an Approval application | |
| Acts Influencing C | Construction Mo | ethods - Federal | | |
| Fisheries Act | Fisheries and Oceans Canada (DFO) | No approval required because no instream works are proposed; however, the act prohibits release of deleterious substances to fish habitat. Ensure project does not release deleterious substances into NSR. | No approval required. Releases of deleterious substances, including sediments, into the river during construction could cause project schedule delays. | |
| Migratory Birds Convention Act | Environment and Climate Change Canada | No permit required; however, violation of the act may result in penalties | Proponent responsibility. Vegetation clearing between 15 February and 20 August may result in nest sweep findings that delay clearing. | |

| Legislation or Policy | Regulatory Agency | Authorization/ Approval/Permit Required | Approval Timeline or Potential Schedule Impact |
|--------------------------|---|---|---|
| Species At Risk Act | Environment and Climate Change Canada | No permits required; however, violation of the act may result in penalties | Proponent responsibility. Schedule potentially impacted if species at risk found in the area. |

2.4 **Environmental Site Assessments**

A Phase 1 Environmental Site Assessment was not required for the proposed project.

3.0 ENVIRONMENTAL CONTEXT

3.1 Overview of Study Area and Adjacent Lands

Riverside Trail is a level, granular trail located on a low-level river terrace (elevation approximately 620 m) on the top-of-bank of the south NSR bank. It extends along the perimeter of the Riverside Golf Course, north of Rowland Road and east of Dawson Bridge. The trail connects to the Forest Heights Neighborhood, located south of Rowland Road (Appendix A) and extends to the south to the Cloverdale Neighborhood and to the east to the Capilano Neighborhood. Dawson Park in the River Valley Kinnaird Neighborhood is located across the NSR from the River Valley Trail.

The EIA study area was defined at two scales: local and regional. The local study area comprises the lands and NSR within and adjacent to Riverside Trail that have potential to be directly affected by proposed construction, permanently or temporarily. The local study area was expanded to accommodate construction access and the proposed laydown area. The regional study area included adjacent river valley lands that are structurally connected bylaw lands and may be indirectly affected. The regional study area was relevant to some resources such as environmental sensitivities and wildlife movement.

3.2 Environmental Sensitivities

3.2.1 Original (2016) Mapping

Figure 5 (Appendix A) shows the results of the City of Edmonton environmental sensitivities analysis and classification mapping (Solstice 2016) in the project vicinity, overlaid with the local study area. The majority of the trail alignment area is mapped as being high, very high and extremely high value to the City. The trail alignment extending north from Rowland Road to the inner bend of the NSR is predominantly mapped as high and very high value, with a few patches of extremely high value. From the meander to the eastern extent of the study area the alignment is mostly mapped as extremely high value, with some patches of high and very high value. Beyond the study area the river valley is mapped as high, very high and extremely high value, one exception being the central portion of the Riverside Golf Course, which is mapped as moderate value to the City. The City considers high, very high and extremely high values as lands suitable for protection or conservation.

3.2.2 Refined Mapping

Methods

Using 2020 site-specific vegetation data and mapping, we re-analyzed City of Edmonton's Environmental Sensitivities (2016) GIS layer for the local study area. Specifically, we updated the input Ecological Asset scores for the Natural Vegetation ('AVegNat2' attribute), and for the Non-Native Vegetation ('AVegNoNat1' attribute). Overlay analysis (union function) was used to intersect the 2020 vegetation polygons with the 2016 Environmental Sensitivities polygons. This not only allowed us to update the relevant scores, it also allowed us to break up the larger 2016 mapped polygons to reflect our finer scale 2020 mapped polygons. Scores were updated as shown in Table 3.1.

Table 3.1. Sensitivity Analysis Refinement

| Where 2020 Vegetation were | the respective Environmental Sensitivities |
|----------------------------|--|
| observed to be | attribute was updated to: |
| Mixed Deciduous - Mixed | If not originally so, update to: |
| Shrubs (MD.1) | Natural Vegetation ('AVegNat2' attribute) = 2 score; |
| , , , | Non-Native Vegetation ('AVegNoNat1' attribute) = 0 |
| | score. |

With the scores updated, the Environmental Sensitivities analysis – whereby Assets, Threats and Constraints were summed – was re-run using the model formula as per originally prescribed by Solstice Canada (2016) to produce the new cumulative Environmental Sensitivities layer for the study site. The original final score categorical classes were used to bin the new scores.

Description

The revised environmental sensitivities map (Figure 6, Appendix A) shows very little change within the local study area. Two very small patches of very high value lands on the east and west sides of Location 4 have been upgraded to extremely high value. Another two small patches on the east and west sides of Location 6 have also been upgraded from very high value to extremely high value. Little change in sensitivity mapping was anticipated due to the presence of one, continuous native plant community present in the study area.

3.3 Surface Water and Groundwater

3.3.1 Methods

Surface Water

Surface water within the vicinity of the project was described based on examination of topographic maps and field observations. Relevant environmental assessments prepared by Spencer Environmental were also reviewed.

Groundwater

Thurber Engineering Ltd. undertook a preliminary geotechnical assessment (2017) and geotechnical assessment (2019) for the Riverside Trail rehabilitation. As part of Thurber's investigations relevant borehole data in the vicinity of the project were reviewed (Thurber 2017). Thurber's report was reviewed for relevant groundwater information.

3.3.2 Description

Surface Water

The only surface water body located in the vicinity of the project area is the North Saskatchewan River (NSR). The NSR originates at the Saskatchewan Glacier 500 km upstream of Edmonton and flows through the City for 48 km, from southwest to northeast. Several tributary streams flow into the NSR within City limits. Riverside Trail is located immediately adjacent to the NSR along the top-of-bank of the south riverbank.

Groundwater

Thurber (2017 and 2019) noted that a standpipe piezometer was installed adjacent Riverside Trail on 20 October 2003, approximately 350 m upstream of the current trail local study area. At the time of installation, the water level was observed at 9.5 m below the ground surface, and on 20 November 2003 water levels were at 5.7 m below the ground surface (elevation 615.5 m).

3.4 Geology/Geomorphology

3.4.1 Methods

Thurber (2017) previously undertook a preliminary desktop geotechnical assessment for two of the seven slumping sites as well as a site reconnaissance investigation. At the City of Edmonton's request, an additional geotechnical assessment for the entire length of Riverside Trail was completed by Thurber in 2019, which included a desktop review of geological maps, review of available geotechnical information, review of LIDAR and historical photos, and a site reconnaissance on the 12 and 16 September 2019. In June 2020, Thurber subsequently undertook a review of the proposed Riverside Trail realignment and upgrading conceptual design (Appendix C). That review involved a high-level review of the conceptual designs, a site reconnaissance on 16 June 2020 and preparation of a letter report documenting their review comments and recommendations.

3.4.2 Description

In the Riverside Trail project area, the NSR is incised through surficial deposits into the underlying Upper Cretaceous bedrock of the Horseshoe Canyon Formation (Thurber 2019). The elevation of bedrock is expected to range from 608 m and 612 m, which coincides approximately with the bottom of the NSR channel.

Surficial deposits range between 10 m and 14 m thick and form the majority of the exposed riverbank slopes that are immediately adjacent the trail and are susceptible to erosion (Thurber 2019). The surficial deposits are composed of alluvial deposits formed by the depositional action of the NSR. The trail is situated on an alluvial terrace on the inside of a river bend that forms the entire lands of the Riverside Golf Course. This alluvial terrace formed as point-bar deposits that have occurred during historical flooding events. Coarse deposits (gravel and coarse sand) have been deposited at the bottom of the river channel while the riverbank slopes comprise finer materials (silt and clay) (Thurber 2019). In general, coarser deposits are encountered between the bedrock and approximately 614 m. From 614 m to the ground surface (approximately 617 m to 618 m elevation along the trail) are the finer deposits of silts and clays.

Thurber (2019) determined that in recent decades it appears that the riverbank in this area has altered its alignment due to periodic flooding and the accumulation of alluvial deposits. They observed that the river flow regime also appears to have shifted in this time period and has eroded portions of the bank and that the majority of the riverbank along the Riverside Trail has been characterized by continual river erosion and slumping. According to Thurber (2019), riverbank erosion experienced at this site is greatly increased due to the influence of groundwater because coarser alluvial deposits are generally very porous

aquifers. They found that the aquifer at this site is most likely recharged during high river water level events (e.g., spring flooding) and is discharged during periods of lower water levels. Groundwater discharge increases the washing out of fine-grained materials along the riverbank and leads to bank erosion (Thurber 2019). Thurber (2019) determined that it is also probable that the irrigation activities of the adjacent upslope golf course may be increasing the amount of seepage discharges into the river and thus exacerbating these erosional effects. Thurber (2019) identified ten (10) locations affected by erosion and slumping in addition to the two locations identified in their previous 2017 report. Five of the identified locations were given a high-risk level ranking.

Thurber's (2020; Appendix C) conceptual design review found that all proposed trail realignment and upgrading designs to be geotechnically feasible and were expected to provide longer-term protection from riverbank slumping to ensure ongoing operation of the trail. Minor site-specific adjustments to realignment routes were discussed during their site reconnaissance with the design team to avoid larger trees, local drainage paths and take advantage of site topography and grades. The entrance and exit points of each realigned location were also adjusted to accommodate the full extent of the erosion and probable future erosion. Thurber also provided recommendations for the use of screw piles to support the newly constructed guardrails. Screw piles are preferred by the design team for ease of delivery, installation and reduced impact to the top-of-the-bank. Thurber's full letter report can be found in Appendix C.

3.5 Vegetation

3.5.1 Methods

Vegetation in the local study area was characterized by undertaking the following tasks:

- Desktop preliminary plant community delineations using high-resolution remote imagery.
- Plant communities were classified following the *Urban Ecological Field Guide for the City of Edmonton, Alberta, Canada* (City of Edmonton 2015).
- Review of Riverside Trail Feasibility Study Initial Environmental Overview (Spencer Environmental 2017).
- Site reconnaissance on 22 April 2020 and 13 May 2020 to photograph and verify mapped plant communities.
- A search of the Alberta Conservation Information Management System (ACIMS) (AEP 2020) for all records of special status plant species within the project area. Site accessed on 20 April 2020. The area searched consisted of legal section 3-53-24-W4M.
- Rare plant survey on 19 June 2020 of the local study area. A full species inventory from that survey is available in Appendix D.

3.5.2 Description

One plant community was mapped in the study area: Mixed Deciduous - Mixed Shrubs (MD.1) (Figure 7, Appendix A).

3.5.2.1 Mixed Deciduous - Mixed Shrubs (MD.1)

The plant community in the immediate vicinity of Riverside Trail was typical of a Mixed Deciduous - Mixed Shrubs forest in the NSRV. The forest canopy was a mature overstorey, typically 10 - 20 m in height, dominated by balsam poplar (Populus balsamifera) and trembling aspen (Populus tremuloides), with lesser amounts of white spruce (Picea glauca), white birch (Betula papyrifera), Manitoba maple (Acer negundo), mountain-ash (Sorbus aucuparia) and other ornamental species. The understorey canopy was composed of a dense shrub layer 1 - 4 m in height and a herbaceous layer comprised mostly of forbs with a few grass and sedge species also present. Shrubs included Saskatoon (Amelanchier alnifolia), beaked hazelnut (Corylus cornuta), buckbrush (Symphoricarpos occidentalis), Wood's rose (Rosa Woodsii) and prickly rose (Rosa acicularis). Forbs included starflowered Solomon's-seal (Maianthemum stellatum), wild sarsaparilla (Aralia nudicaulis), northern bedstraw (Galium boreale), Canada anemone (Anemone canadensis), red and white baneberry (Actaea rubra), and wild lily-of-the-valley (Maianthemum canadense). Species observed immediately within the slump locations and along trail edges comprised more weed and non-native species compared to the surrounding forest and included common dandelion (Taraxacum officinale), Kentucky bluegrass (Poa pratensis) and smooth brome (Elymus repens). Common buckthorn (Rhamnus catharticus), a prohibited noxious weed, was observed scattered throughout this community. Canada thistle, a provincially listed noxious weed, was also observed at slump locations 1 and 6 during a site familiarization visit in 2017 (Spencer Environmental 2017).



Plate 3.1. Mixed Deciduous - Mixed Shrubs plant community along Riverside Trail (22 April 2020).

3.5.2.2 Special Status Species

In the City of Edmonton, rare plant species are considered those having an ACIMS conservation rank of S1, S2 or S3. S1 species are known from five or fewer locations in the province. S2 are species are known from 6-20 occurrences, and S3 species are known from 21-100 occurrences in the province. A search of ACIMS data conducted on 20 April

2020 returned no records of special status vascular plant species in the project area. A rare plant survey required by City Planning was conducted on 19 June 2020; no rare plant species were observed.

3.5.2.3 Weeds

The Alberta *Weed Control Act* defines two categories of weeds: noxious and prohibited noxious. Noxious weeds are generally those that are currently widespread in the province and are considered difficult to eradicate. Provincial legislation requires these species be controlled. Prohibited noxious weeds are those that are currently uncommon or absent in the province but have been identified as noxious due to their potential to invade and damage natural and cultivated systems. Alberta law requires that prohibited noxious weeds be destroyed where they are found.

Prohibited Noxious Species

One prohibited noxious weed was observed during the 19 June 2020 rare plant survey, common buckthorn (*Rhamnus cathartica*). Common buckthorn is widespread throughout Edmonton's river valley. Seeds of common buckthorn germinate readily in disturbed soils. Common buckthorn can be controlled using herbicides, burning, hand pulling and flooding (Alberta Invasive Species Council 2014); however, as with many invasive species, control is difficult and may require a multi-year effort.

Noxious Species

No noxious weed species were observed during the 19 June 2020 rare plant survey. However, creeping thistle (*Cirsium arvense*) was observed on the disturbed soils of the slump locations during the Spencer Environmental (2017) 12 July 2017 site familiarization visit.

3.6 Wildlife

3.6.1 Methods

Wildlife resources in the study area were characterized by undertaking the following tasks:

- Available habitat type, condition and quality was assessed through field observations and examination of study area vegetation data and maps.
- A search of FWMIS for all wildlife records for lands within a one kilometer radius of the local study area centre. FWMIS was accessed on 03 March 2020.
- A list of potential wildlife species present, including special status species, was generated by considering all of the above and our knowledge of Edmonton wildlife communities and occurrences (Appendix E).
- All incidental wildlife and wildlife sign observations during all site visits were recorded.
- Review of Riverside Trail Feasibility Study Initial Environmental Overview Spencer Environmental (2017).

3.6.2 Description

3.6.2.1 Available Habitat/Connectivity

The NSRV is a regional biological corridor that is critical for wildlife movement and ecological processes within Edmonton and the surrounding areas (City of Edmonton 2007). Major wildlife corridors provide cover and resources, connecting large areas of habitat at a regional scale and can support a high diversity of species. Although the Riverside Trail exists within a relatively narrow band of forest located between the Riverside Golf Course and the NSR, the habitat that is present consists of mature riparian mixedwood forest and is contiguous with larger areas of natural habitat both upstream and downstream along the NSR. Because of the high degree of habitat complexity and ecological connectivity, this Riverside Trail area is expected to support use by an abundance of native wildlife species and to function as an important wildlife movement corridor. Several wildlife trees (i.e., trees with visible nests or cavities) were observed scattered throughout the local study area (Plate 3.2) and are expected to occur in the expanded study area owing to the mature age of the forest in this portion of the river valley.



Plate. 3.2. Example of a wildlife tree with many cavities along Riverside Trail (22 April 2020)

3.6.2.2 Documented and Potential Wildlife

City Planning did not require taxa-specific wildlife surveys to be conducted in support of this environmental assessment due to the nature of the project. Based on the habitat present, however, expected species are limited to commonly occurring urban-tolerant species found

in the river valley, such as black-capped chickadee, chipping sparrow, American crow, coyote, deer, white-tailed jackrabbit and deer mice. During the 22 April 2020 site visit, mallards, common goldeneye, black-capped chickadee, red squirrel and least chipmunk were observed in the local study area. Signs (e.g. gnawed trees) of beaver activity were also observed. A list of all wildlife species potentially occurring in the local study area is provided in Appendix E.

3.6.2.3 Special Status Species

Based on species habitat requirements, an understanding of the available habitat in the local study area, provincial species distributions and species records in the FWMIS database, several special status species were identified as having potential to occur in the project area. The following section discusses the potential occurrence of species that are ranked by the Province that are *At Risk* or *May Be At Risk*, or, have been federally assessed by the Committee on the Status of Endangered Wildlife in Canada (COSWIC) as either *Endangered*, *Threatened*, or *Special Concern*, and were rated in this study as having at least a moderate likelihood of occurrence within the study area. In addition, all species on Schedule 1 of the *Species at Risk Act* (SARA) with ranges that include Edmonton and for which suitable habitat is available in the project area are included for discussion. Species having a provincial status of *Sensitive*, but no federal status, hold no potential to trigger project considerations beyond those applicable to wildlife in general, and, thus, are not discussed, even if their potential for occurrence was considered moderate or high.

The FWMIS search returned a record of one special status species within one km of the project area with potential to occur in the project area: northern myotis. We identified one additional species on Schedule 1 of SARA with suitable habitat in the project area: little brown myotis. Table 3.2 includes an overview of each species status, likelihood of occurrence and potential habitat use in the study area.

Table 3.2. Special Status Wildlife Species with Potential to Occur in the Project Area

| Common | Provincial | Wildlife Act | COSEWIC | SARA | Observed/ | Likelihood | Potential |
|----------|------------|--------------|-------------|-------------|-----------|------------|-----------|
| Name | Status | Designation* | Designation | Designation | Previous | of | Habitat |
| | (General | | | | Record | Occurrence | Use |
| | Status of | | | | | | |
| | AB Wild | | | | | | |
| | Species | | | | | | |
| | 2015) | | | | | | |
| Northern | May Be | Data | Endangered | Endangered | FWMIS | Moderate | Roosting, |
| Myotis | At Risk | Deficient | | (Sched 1) | (2020) | | foraging |
| | | | | | | | |
| Little | May Be | None Given | Endangered | Endangered | | Moderate | Roosting, |
| Brown | At Risk | | | (Sched 1) | | | foraging |
| Myotis | | | | | | | |

^{*}Under the Wildlife Act, select species carry a designation of Threatened or Endangered; additional species assessed by the Endangered Species Conservation Committee (ESCC) also have these designations

Little brown myotis utilizes tree crevices (especially old dead or dying trees in mature deciduous forests) for roosting and maternity roosts during the breeding season, they may also utilize buildings or bridges, however, none are present in the local study area. Northern myotis are more dependent on trees for summer roosting and maternity roosts, utilizing a wide range of tree species (deciduous trees preferred) in primarily intact forests (AESRD 2009 and Alberta Community Bat Program 2018). Based on our understanding of species-habitat associations, the combination of mature trees and the proximity of the NSR results in a moderate potential for little brown myotis and northern myotis to occur in the study area during the growing season as a roosting site. Neither species is known to overwinter in the Edmonton area. Legal protection currently only extends to overwintering hibernacula and does not cover individual bats. The protection of individual bats and roost sites exists as a best management practice in line with emerging bat conservation efforts.

3.7 Historical Resources

3.7.1 Methods

Circle CRM Group Inc. (2020) prepared an application pursuant to the *Historical Resources Act* (HRA) in support of the proposed project. They undertook a desktop review of the provincial Listing of Historic Resources (October 2019), project concept drawings and aerial photographs with an overlay of the project footprint. The application was submitted to Alberta Culture, Multiculturalism and Status of Women (ACMSW) on 07 July 2020 for the department's review and comment regarding possible requirements pursuant to the HRA.

3.7.2 Description

Circle CRM (2020) determined that the proposed trail project crosses lands assigned a Historic Resource Value (HRV) of 4 (contains a historic resource that may require avoidance) and 5 (high potential to contain a historic resource) for archaeology owing to the proximity of five known historic resources sites. A sixth known historic site is situated within the project footprint, however it is of limited significance (HRV 0). In addition, the project area is located within a High Archaeological and Palaeontological Resource Sensitivity Zone. Given these designations, Circle CRM determined that *Historical Resource Act* approval would be required prior to proceeding with any construction activities that include ground excavation. *Historical Resources Act* Approval was granted on 29 July 2020 (Appendix F).

3.8 Recreation

Riverside Trail is a granular trail that forms part of City's river valley trail system that extends throughout much of the NSRV. This section of the Riverside Trail connects the Forest Heights Neighbourhood to the NSRV SUP system. This trail is currently temporarily closed to users due to safety concerns, however, the public continues to use the trail.

4.0 THE PROJECT

4.1 Project Description

This project addresses a total of seven (7) trail slump locations. Five sections are to be realigned; two sections are to remain in place with safety concerns addressed through installation of a guardrail. Two of the realigned trail sections will also have guardrails (Table 4.1) (Appendix G). There are an additional three (3) low spots along the trail that have been identified for upgrading (Appendix G).

Table 4.1. Riverside Trail rehabilitation components for each location.

| Table 4:1: Riverside Tran renabilitation components for each location. | | | | | |
|--|----------------------|--------------------------------------|--------------|---------------------------------------|--------------------|
| Location # | Realignment (Length) | Fence Line Adjustment (Length) | Revegetation | Guardrail Installation (Length) | Upgrading (Length) |
| 1 | ✓ (96 m) | (8) | ✓ | (8) | |
| 2 | ✓ (54 m) | | ✓ | | |
| 3 | ✓ (48 m) | ✓ (37 m) | ✓ | | |
| 4 | ✓ (33 m) | ✓ (25 m) | ✓ | ✓ (10 m) | |
| 5 | | | | ✓ (15 m) | |
| 6 | ✓ (31 m) | ✓ (25 m) | ✓ | ✓ (15m) | |
| 7 | | | | ✓ (25 m) | |
| Upgrade 1 | | | | | ✓ (10 m) |
| Upgrade 2 | | | | · | ✓ (45 m) |
| Upgrade 3 | | - | _ | · | ✓ (20 m) |

Trail and Fence Line Realignments

Trail realignment is proposed for trail locations 1, 2, 3, 4 and 6 for lengths ranging from 31 m to 96 m (Table 4.1). The new trail sections will be 1.5 m wide granular trails and will require a 3.5 m wide clearing width (Appendix G). Trees located within the clearing width range in size between 60 mm and 210 mm diameter at breast height (DBH). Larger trees of higher value will be avoided to the extent possible.

At some locations, the existing Riverside Golf course fence line must be adjusted to accommodate trail realignment (Table 1). Those locations will include installation of new sections of 2 m high black vinyl coated chain link fence along the existing grey chain link fence.

For locations requiring trail realignment, the section of existing trail will be decommissioned and revegetated to discourage use by recreationalists.

Guardrails

New wooden guardrails, ranging in length from 10 m to 25 m, are proposed for trail locations 4, 5, 6 and 7 along the downslope edge of the granular trail (Appendix G). Guardrails will be constructed on screwpiles drilled at least 3 m below the ground surface to avoid seasonal frost heave and will be 1.2 m in height.

Trail Upgrading

Trail upgrading of three low spot areas (Figure 2, Appendix A) will comprise clearing, scarifying and compaction the existing 1.5 m trail prior to placement of filter fabric and geogrid on the existing trail surface followed by the addition of 150 mm of granular material. Trail edges will be rehabilitated/graded as needed to ensure surface drainage does not flow over the top-of-bank toward the river.

The majority of tree/vegetation removal for the proposed project will be completed by the City of Edmonton Forestry Department in fall/winter 2020/21 before construction begins in spring 2021 (May). Some selective vegetation removal may need to be completed by the contractor in consultation with City Forestry once construction begins. Vegetation removal will be minimal (approximately 962 m²) for trail rehabilitation (Plate 4.1). No vegetation will need to be cleared for guardrail construction (Plate 4.2).



Plate 4.1. Vegetation to be cleared for trail realignment (3.5 m wide) at Location 1 (22 April 2020).



Plate 4.2. Location 5 where a guardrail is proposed, devoid of significant vegetation cover (22 April 2020).

4.2 Landscaping

Existing trail sections proposed to be decommissioned will be revegetated with native trees and shrubs and seeded with an appropriate seed mix (Table 4.1). The total area to be revegetated is approximately 554 m². To discourage recreationalists from using the old trail large caliper sized trees will be planted and boulders will be placed at each trail entrance points (EDA 2020). In areas where the golf course fence line is adjusted (Table 4.1), a naturalized screen will be planted along the golf course side of the fence, setback by approximately 2 m where possible. Native trees and shrubs will be used to create these screens.

Detailed restoration plans will be included in the Tender documents. Restoration will involve the use of native plantings with a bio-engineering approach to help stabilize abandoned trail and slump locations. A vegetation protection plan will be included in the restoration plans.

4.3 Construction Schedule

Construction is anticipated to begin in May 2021. Construction will take approximately 11 weeks to complete. City of Edmonton Forestry will complete tree clearing for the project in late fall 2020/early winter 2021. Tree clearing will take place before 15 February to avoid disturbance to breeding owls.

4.4 Construction Laydown Area and Access

No construction access is permitted from or through Riverside Golf Course at any time of year so construction access and a laydown area were identified outside the golf course

lands. A fenced construction laydown area will be established in the uppermost portion of the Riverside Golf Course overflow parking lot located on the south side of Rowland Road (EDA 2020). Construction access to the project area will be along the existing Riverside Trail that extends from the overflow parking lot, under Dawson Bridge and north along the riverbank. Small-sized equipment (no more than 2.5 m in width and height) will be used to access the project area and to undertake the trail realignment, rehabilitation and upgrading activities (EDA 2020). Some existing vegetation will need to be trimmed to accommodate construction access in tight areas. An existing guardrail may also need to be temporarily removed during construction to accommodate access. The active construction area along the trail will be closed to recreationalists and will be fenced for security purposes during construction. Minimal access onto the golf course will be required to install new fencing and vegetation screens, care will be taken to avoid damage to the golf course greens in these areas (EDA 2020).

4.5 Project Phases and Associated Key Activities

The project will comprise the following phases (EDA 2020):

Phase 1: Existing Fencing and Vegetation Removal

- Sections of the existing chain link fence will be removed at the proposed trail realignment locations and disposed of off site to allow for vegetation removal.
- Removal of existing vegetation will be completed by the City of Edmonton's Forestry Department in fall 2020/winter 2021 to avoid the breeding bird nesting season (20 April to 20 August) and after the golf course is closed for the season (31 October 2020).
- All cleared vegetation will be removed from site.

Phase 2: Fencing Installation

• The sections of new realigned black chain link fence will be installed to ensure the golf course perimeter remains secure.

Phase 3: New Realigned Trail Construction

- Project construction will begin at the east end of the project area and move in a westward direction.
- Once the chain link fencing has been installed, organic material will be stripped from the cleared trail realignment areas in preparation for granular trail construction.
- New trail construction will comprise placement of granular material, compaction and material testing.

Phase 4: Restoration of Existing Trails and Guard Rail Installations

• Project construction will begin at the east end of the project area and move in a westward direction.

- Existing sections of trail areas that have been realigned will be restored with topsoil, naturalized vegetation and naturalized seed mix. Boulders will be placed at both trail entrance points at each location.
- Guardrails will be installed at four locations in the project following completion of trail restoration activities.

Phase 5: Landscape Screening on Golf Course and Finishing Work

 Prior to the Riverside Golf Course reopening in spring 2021, the proposed screening material and planting bed on the golf course side of the fence will be installed. This will be accomplished by temporarily opening the chain link fence mesh at each location for site access from Riverside Trail.

Phase 6: Project Close-Out/Quality Control

• When all work has been completed the contractor will rectify any noted deficiencies prior to proceeding with a CCC/FAC review and inspection by the City.

5.0 PROJECT IMPACTS AND MITIGATION MEASURES

5.1 Assessing Impacts

5.1.1 Potential Impact Identification and Analysis

Based on the environmental context described in Section 3, the following Valued Ecosystem Components (VECs) were identified for impact assessment: surface water quality, vegetation, wildlife and recreation. For each VEC, potential impacts to be examined were identified by overlaying the project drawings on mapped resources, reviewing project activities, conferring with multidisciplinary project team members, reviewing project reports and applying our professional experience with impact assessment and construction performance auditing in other, similar, projects. This process resulted in identification of specific potential impacts that warranted assessment.

In addition, we separately examined the potential for the following select project incidents to occur and impact natural resources:

• Release of hazardous/deleterious substances in or outside of the project area and potential for mitigation off-site.

5.1.2 Impact Characterization

Identified impacts were characterized according to guidance received from the EIA Terms of Reference (Table 5.1). Potential impacts were characterized with respect to nature (positive or negative, direct or indirect), magnitude (negligible, minor, or major), duration and timing (temporary, permanent or seasonal), geographic extent and likelihood. These criteria were defined as shown in Table 5.1:

Table 5.1: Impact Descriptor Definitions.

| Nature of Impact | | |
|---|--|--|
| Positive Impact | An interaction that enhances the quality or abundance of physical features, natural or historical resources. | |
| Negative Impact | An interaction that diminishes the abundance or quality of physical features, natural resources or historical resources. | |
| Direct | An interaction that results in the loss or reduction of a resource/feature. | |
| Indirect | An interaction that results in off-site impacts, such as sedimentation off-site. | |
| Magnitude | | |
| Negligible Impact An interaction that is determined to have essentially no effect on the resource. (Such impacts are not characterized with respect to direct duration or confidence.) | | |

| Minor Impact | An interaction that has a noticeable effect but does not eliminate a local or regional population, physical feature or affect it beyond a defined critical threshold (where that exists). | |
|---------------------|---|--|
| Major Impact | An interaction that affects a local or regional population, resource, or physical features beyond a defined critical threshold (where that exists) or beyond the normal limits of natural perturbation. | |
| Duration and Timing | | |
| Temporary Impact | A change that does not persist indefinitely. | |
| Permanent Impact | A change that persists indefinitely. | |
| Seasonal Impact | A change that will terminate or diminish significantly after one season. | |
| Geographic Extent | Extent of area affected. Quantify where feasible. | |
| Likelihood | What is the probability that the impact will occur? Is it likely or unlikely? | |

When applying these descriptors, we considered the project described in Section 4. No additional mitigation measures were applied at the time of potential impact characterization.

5.1.3 Mitigation Development and Residual Impact Assessment

Mitigation measures were developed for all identified negative impacts. Any impact anticipated to remain following mitigation implementation was termed a residual impact. As with potential impacts, residual impacts were characterized with respect to: nature, magnitude, duration and timing, geographic extent and likelihood.

5.2 Impact Assessment Results and Mitigation Measures

5.2.1 Hydrology/Surface Water Quality

Due to the proximity of Riverside Trail to the North Saskatchewan River at the top-of-bank, construction activities related to trail rehabilitation have the potential to create sediments that could enter the NSR. There is also potential for accidental releases into the river. Any spills or mobilized sediment on site could enter the NSR and travel downstream. These types of impacts are assessed below in Section 5.2.6. The following additional potential impact to surface water quality was identified as needing examination:

• Erosion of trail from river flooding

5.2.1.1 North Saskatchewan River Flooding

Impacts

The existing Riverside Trail in the local study area is entirely located in the flood hazard area (1:100 year flood) of the NSR, and, as a result, will experience occasional flooding as it currently does (Figure 4, Appendix A). In order to reduce the risk of ongoing trail damage and erosion from flooding at the slump locations, the proposed trail realignments are located at a relatively higher elevation compared to the existing trail and are located as far back from the top-of-bank as possible given the limitations of the adjacent golf course boundary. While infrequent river flooding is expected to result in continued bank erosion in the project area, realignment of the trail at the slumped locations is expected to improve the integrity of the trail over the short-term and reduce the amount of sediment generated at these locations. The impact to river water quality from trail erosion would be negligible.

Mitigation and Residual Impacts

Space to move the trail further away from the NSR is limited due to the Riverside Golf Course and associated fencing, and the alignment of the existing trail. Portions of the trail may experience infrequent flooding, and subsequent periodic trail maintenance may be required depending on the extent of flooding. In addition, restoration of the decommissioned sections of trail with natural vegetation will further reduce erosion and sedimentation into the river from the trail in the project area. Residual impacts to river water quality from trail erosion, however, remain negligible.

5.2.2 Vegetation

The following potential impacts to vegetation were identified as needing examination:

- Loss or alteration to native forest
- Establishment of invasive or weedy species
- Incidental tree damage

5.2.2.1 Loss or Alteration to Native Forest

Impacts

The proposed project requires clearing of some portions of native river valley forest to accommodate trail realignment and construction equipment access. Areas where the trail is to be realigned will require a 3.5 m wide area of vegetation to be cleared, resulting in a total area of 962 m² of vegetation loss. Some vegetation immediately adjacent the 3.5 m wide clearing area (i.e., within 5 m on either side of the clearing area) may be indirectly impacted by tree clearing for the new trail due to root damage and windfall along the new trail edge. All trees removed are included in the City's tree inventory and have been assessed by City Forestry. The decommissioned existing trail will be revegetated with native trees and shrubs, resulting in a gain of 554 m² of new forest. The total loss of native forest is, therefore, 408 m². Additionally, natural plantings to screen the golf course along adjusted fence lines will also result in a minor gain of vegetation. The newly planted vegetation will also help stabilize the top-of-bank adjacent the NSR further improving the

integrity of the trail area. Removal of a relatively small area of native forest, therefore, is rated as a negative, direct, minor, temporary to permanent, local and likely impact.

Mitigation and Residual Impacts

Prior to construction, marking the project clearing limits with highly visible flagging will minimize the extent of vegetation loss. Efforts will be made to minimize tree removal along the trail alignment as much as possible. On-site trail adjustments will be made during vegetation clearing to avoid larger trees as much as possible. Any trees belonging to Edmonton's tree inventory that are damaged or removed must be replaced pursuant to the City's *Corporate Tree Management Policy*. Replacement plantings will occur on site. Also pursuant to this policy, retained trees in close proximity to construction activities (i.e., within 5 m) will be protected/hoarded as required by City policy and protocols to protect them from damage (e.g. root damage). If, for some reason, plans change and additional trees need to be removed, they will be appraised by the City and replaced according to the *Corporate Tree Management Policy*. With these mitigative measures implemented, the residual impacts will be reduced to negligible as required by policy.

5.2.2.2 Establishment of Invasive or Weedy Species

Impacts

Surface disturbance from construction could create ideal conditions for the establishment and spread of noxious weed species. Weeds could become established following construction through the movement of seeds and rhizomes carried in on equipment as well as by colonization by seeds transported naturally from adjacent weed populations. Weed establishment in the project area is undesirable as weeds may then spread to surrounding native plant communities within the NSR valley. Preventing weed establishment in the first place may be the best and most economical opportunity for weed management. In the absence of mitigation, the spread of weedy species within reclaimed areas will likely occur and will have a negative, direct, minor, local, permanent and likely impact.

Mitigation and Residual Impacts

Precautions such as cleaning equipment before moving into the project area will help reduce the potential transfer and spread of weedy species. Cleared areas will be revegetated with topsoil and an appropriate seed mix approved by the City of Edmonton Facility and Landscape Infrastructure Branch as soon as possible following construction. Some level of weed control will likely be required until desired vegetation becomes established, but the need for such measures can be assessed through monitoring. All short-term weed control measures will be outlined in the contractor's Environmental Construction Operations (ECO) Plan. With proper implementation of these measures, the residual impact will be reduced to negligible.

5.2.2.3 Incidental Tree Damage

Impacts

Construction will take place within a native forest putting trees adjacent to the project limits at risk of limb, trunk and root damage during construction. The potential for such tree loss or damage is rated as a negative, indirect, minor, permanent, local and likely impact.

Mitigation and Residual Impacts

Compliant with the City's *Corporate Tree Management Policy*, the proponent's contractor will be required to prepare a Tree Protection Plan. That plan will include measures to physically protect trees or the margins of the project area. Monitoring of tree protection efficiency and recording of incidental damage, will be required of the contractor. With these measures in place, the residual impact is rated as negligible.

5.2.3 Wildlife and Wildlife Habitat

The following potential impacts to wildlife and wildlife habitat were identified as warranting examination:

- Loss of terrestrial habitat due to clearing activities
- Habitat alienation during construction and operation
- Breeding wildlife mortality
- Mortality or disturbance of special status species

5.2.3.1 Loss of Terrestrial Habitat Due to Clearing Activities

Impacts

Relatively small areas of native vegetation clearing, and, thus, loss of terrestrial wildlife habitat, will be required for the proposed trail alignment project. Despite the required clearing of natural vegetation, relatively abundant terrestrial habitat will be retained in the local study area and will be suitable for all species likely to be present. Clearing of native vegetation along the sections of trail realignment will primarily impact avian and small mammal species with preferences for tall shrub and woodland habitat preferences. Considering the amount and diversity of habitat that will be retained and the amount of clearing that has already occurred from other land uses, the relatively small loss of native habitat is not expected to have detectable impacts on wildlife species diversity (i.e., richness and abundance) or population dynamics in the local study area. The impact of trail realignment construction on the loss of native habitat is rated as negative, direct, minor, temporary to permanent, local and likely.

Mitigation and Residual Impacts

Applying all mitigation measures outlined in Section 5.2.2.1 above will also mitigate habitat loss. Overtime, the residual impact will be negligible.

5.2.3.2 Habitat Alienation During Construction

Activities and noise associated with construction phases have potential to disrupt wildlife species using adjacent habitat, leading to habitat alienation in those areas. This effectively reduces the amount of useable habitat available to individuals. However, in this case, this potential impact has been rated as minor for the following reasons:

- Most wildlife species in the area are likely already adapted to human disturbance.
- Additional disturbance caused by construction activity is expected to be a minor contribution to the existing human presence in the study area (e.g. recreational trail users, adjacent golf course).
- Construction disturbance will be periodic over the construction period, and location specific within the project area.
- Construction will typically occur during daylight or early evening hours, leaving adjacent areas relatively undisturbed for nocturnal species.
- The area being impacted is an existing narrow strip of habitat bounded by the NSR and the Riverside Golf Course fence.

Considering all the above, the impact of habitat alienation during construction activities is rated as negative, indirect, minor, temporary, local and likely.

Mitigation and Residual Impacts

Few mitigation measures are available. Work crews will be instructed not to harass wildlife and the contractor's ECO plan will include worker/wildlife encounter protocols. The residual impact is therefore also rated as negative, indirect, minor, temporary, local and likely.

5.2.3.3 Breeding Wildlife Mortality

Impacts

Clearing of vegetation, can cause wildlife mortality, particularly during the spring and summer breeding season when the mobility of many species is restricted. During those times, adults remain close to nest sites, and young are restricted to nests or not yet able to move long distances. To protect wildlife, and particularly nesting birds protected by the Migratory Birds Convention Act (MBCA) and Wildlife Act, current best management practices provided by Environment and Climate Change Canada (ECCC) recommends avoiding vegetation clearing during the period when there is a high probability of nesting activity (i.e., high risk period). This extends to the removal of individual ornamental trees and weedy, grassy areas because commonly occurring species such as the American robin and clay-colored sparrow, which may use those areas for nesting, respectively, are covered by the legislation. When this practice is not adopted and in the absence of other mitigation measures (e.g., nest search), there can be high potential for nest disturbance. Further, owls that occur in Edmonton are protected under the Wildlife Act and are early nesters. Clearing during the period 15 February and 20 April without regard for nesting owls can result in owl nest disturbance and nestling mortality. There is high potential for birds to nest in the mature trees throughout the project area. Active nests in trees during removal could be in

conflict with legislation. Should clearing due diligence not be employed, wildlife mortality resulting from clearing could occur. This would be a negative, direct, major, permanent, local, likely impact. It is rated as major because it represents contravention of the law.

Mitigation and Residual Impacts

In this region, wildlife mortality from vegetation clearing (including brush piles and tall grass) is best avoided by scheduling clearing outside the period 20 April to 20 August. In addition, to respect the possibility of nesting owls, clearing of mature trees during the period 15 February and 20 April should be avoided. Therefore, if possible, this project will avoid any tree and shrub clearing/removal during the period 15 February and 20 August. If clearing/removal must occur during this time period, nest sweeps by a qualified biologist will be required to identify active nests and appropriately buffer them until the nest is no longer active. With these measures in place, wildlife mortality should be avoided, and the residual impact would be negligible.

5.2.3.4 Mortality or Disturbance of Special Status Species

Impacts

Northern myotis and little brown myotis both have a moderate likelihood of occurrence in the project area during summer months. Suitable foraging and roosting habitat is available in the project area, as mature deciduous trees are preferred for roosting. While clearing of vegetation can cause bat mortality, the potential for mortality of individual, solitary bats roosting on trees during daylight hours is low and of little concern to bat conservation. In addition, this project is not on federal lands and maternity and individual day roosting sites for these species are not yet identified by SARA as critical habitats nor are they protected by the provincial *Wildlife Act*. Direct impacts to these species from the proposed project are, therefore, ranked as negligible.

Mitigation and Residual Impacts

Best management practices for conservation of this special status species are still warranted. In this case, those practices include following the vegetation clearing best practices described above in 5.2.3.3, namely, by scheduling clearing outside the period 20 April to 20 August to avoid wildlife mortality, including bats. With these measures in place, the residual impact to little brown myotis and northern myotis from the proposed project remains negligible.

5.2.4 Recreation

The following potential impacts to recreation were identified as needing examination:

- Disturbance to existing recreational use from construction activities
- Improved trail integrity

5.2.4.1 Disturbance to Existing Recreational Use from Construction Activities

Impacts

The City has temporarily closed the section of Riverside Trail in the project area until trail rehabilitation can be undertaken, however, the public continues to use the closed trail. Trail rehabilitation construction activities will require temporary and fenced closure of Riverside Trail to prevent recreationalists from accessing the active construction area. As a result, recreationalists will be temporarily inconvenienced by detours during construction.

The potential impacts to recreational use from construction activities are rated as a negative, direct, minor, temporary, local and likely impact.

Mitigation and Residual Impacts

Temporary fencing will be installed to prevent public access into active construction areas. Detour routes will be clearly identified. Signage must be clearly posted indicating a project contact person and prime contractor, and shall include project information, construction duration and phone number for inquiries. Signage shall be removed within two weeks of construction completion. With these measures in place, residual impacts will be negligible.

5.2.4.2 Improved Trail Integrity

Impacts

Trail integrity in the local study area will be improved from the proposed project compared to existing conditions. The new realigned trail sections will be located away from the slumping riverbank, and guardrails will be installed where the trail will not be realigned to keep trail users away from the edge of the riverbank. The impacts to trail integrity are expected to be positive, direct, major, permanent, local and likely.

Mitigation and Residual Impacts

No additional mitigation measures are required. The residual impact remains positive, direct, major, permanent, local and likely.

5.2.5 Project Incidents

5.2.5.1 Release of Sediment or Other Debris On or Off-site

Impacts

Trail construction activities will result in the removal of vegetation and exposing of bare soil surfaces, likely for extended periods of time. Construction activities on exposed soils can result in erosion and loss of top-soils and sub-soils, degradation of top-soil quality, weakened slope stability, or introduce sediments directly into the NSR. In areas where existing vegetation cover is cleared, exposed soils are susceptible to fluvial (surface water) erosion in wet conditions, and, to a lesser extent, aeolian (wind) erosion in dry conditions. The clearing of vegetation on steep slopes will expose soils that are especially susceptible to erosion resulting from surface runoff given high slope gradients. Eroded soils can accumulate in downslope undisturbed vegetated areas. If mitigation measures (controls and

clean-up measures) are not put into practice, the impact on vegetation, habitat and the NSR would be negative, direct, minor to major, permanent, local and likely.

Mitigation and Residual Impacts

The contractor will be required to comply with City of Edmonton's Enviso system. In addition, for the construction period, the contractor will be required to prepare a site-specific temporary ESC plan, to City of Edmonton specifications, and a site-specific water management plan. These plans will also include monitoring protocols and frequency. With these plans in place the residual impact of sediment or other debris release off site or to the river should be negligible.

5.2.5.2 Release of Hazardous/Deleterious Substances On or Off-site

Impacts

Fuels, lubricants and other hazardous materials are anticipated on-site. Spills or releases can occur during refueling, as a result of equipment failure (e.g., leaking hose), accidents, or improper storage/containment at sites. While large spills are generally preventable during construction of projects such as this one, incidental, small spills typically occur at most construction sites. Small spills, if uncontrolled, can spread over larger areas. In this case, even localized spills could contaminate soils and plant communities on and off site. This project is located very close to the steep NSR bank, therefore, there is a high potential for spilled material to enter the river.

If appropriate plans and practices are not put into place, there is potential for a hazardous or deleterious substance spill to result in a negative, direct, minor, permanent, local and likely impact on local resources such as plants, soils and river water quality.

Mitigation and Residual Impacts

The contractor will be required to comply with City of Edmonton's Enviso system. In addition, for the construction period, the contractor will be required to provide a spill prevention and emergency response plan. The plans must also include construction monitoring protocols and frequency. With these in place the residual impact should be negligible.

5.3 Cumulative Effects

The cumulative effects study area was defined as the river valley bottom between Dawson Bridge and Capilano Bridge. The assessment considered past projects, known present projects and publicly announced future projects.

5.3.1 Past Projects

Based on a review of aerial photography, the developed footprint in the cumulative effects study area has remained essentially the same since the early 2000's.

5.3.2 Present Projects

There are no known current projects taking place in this area.

5.3.3 Future Planned Projects

The City is planning rehabilitation works on Dawson Bridge within the next 10 years.

5.3.4 Conclusion

As the proposed project represents a stand-alone project and comprises minor realignments of sections of an existing river valley trail, it will not act as a catalyst for additional future development in this area. The proposed project, therefore, has no potential to add to the cumulative impact of past projects, nor contribute to cumulative impacts of present or future projects.

6.0 ENVIRONMENTAL MONITORING

This EIA identifies several monitoring commitments for the City:

- Pursuant to the City of Edmonton's Enviso program, Environmental Construction Operations (ECO) Plan monitoring during site preparation and construction phases of the project must be completed weekly.
- Monitoring is required by the Erosion and Sediment Control Plan, to be undertaken by a Certified Professional in Erosion and Sediment Control (CPESC) or equivalent.

7.0 PUBLIC CONSULTATION

The City of Edmonton Integrated Infrastructure Services held a stakeholder meeting for the Riverside Golf Course golf leagues in September 2019 in support of proposed trail realignment at two locations along Riverside Trail. A representative from one golf league attended and provided feedback to the City.

A second round of stakeholder engagement with all four of the Riverside Golf Course leagues took place from 12 June 2020 to 26 June 2020 by email. The intent of the email was to solicit feedback on five additional trail realignment and upgrading locations and the associated need to realign and replace the golf course fence at three locations, Sites 3, 4 and 6, with black chain link fence and natural vegetation screening (J. Nakonechny, *pers. comm.*). No responses were received.

The City will continue to collaborate with the Riverside Golf Course and respective golf leagues as the trail realignment project advances to the next phases.

8.0 CONCLUSIONS

8.1 Impact and Sensitivities

This EIA has shown that with the described mitigation measures applied, all but one impact related to the construction phase of the project can be mitigated such that adverse residual impacts are reduced to negligible.

The key sensitivities identified for the proposed project, therefore, are:

habitat alienation during construction

The project is anticipated to result in one temporary negative residual impact related to wildlife during construction. Construction activities and related noise have the potential to result in wildlife habitat alienation in adjacent areas. Activities and noise associated with construction phases have potential to disrupt wildlife species using adjacent habitat, leading to habitat alienation in those areas. This effectively reduces the amount of usable habitat available to individuals. Few mitigation measures are available, however, work crews will be instructed not to harass wildlife and the contractor's ECO plan will include worker/wildlife encounter protocols.

Considering the above, and that communication with City stakeholders remains open during project development, we are of the opinion that the proposed project does not require additional modifications to proceed responsibly.

8.2 EIA Limitations

This EIA was founded on conceptual design drawings and reports and limited construction methodology information. The EIA was predicated on the knowledge that the City's construction contractor will develop environmental controls intended to induce excellent environmental performance during construction.

8.3 Summary of Key Mitigation Measures

The following represents a list of key mitigation measures selected to itemize important action items for future project stages. All mitigation measures should be included in the Contractor's ECO Plan.

- The City must ensure that the construction contractor adheres to all the mitigation measures listed in Section 5.2.2 and distilled here to address vegetation loss and ensure compliance with the Corporate Tree Management Policy:
 - o Prepare a tree protection plan
 - o Revegetate exposed soils promptly
 - o Discourage weed establishment
 - o Implement weed control and monitoring

- The City must ensure that the construction contractor adheres to all mitigation measures listed in section 5.2.3 to mitigate potential wildlife impacts and ensure compliance with all Provincial and Federal Acts pertaining to wildlife. Note that vegetation clearing timing is a critical issue.
- The City must ensure that the construction contractor adheres to all mitigation measures listed in section 5.2.4 to mitigate potential impacts to recreation.
- The City must ensure that the construction contractor adheres to all mitigation measures listed in Section 5.2.5 and distilled here to mitigate impacts to project incidents.
 - o Prepare a detailed spill prevention and emergency response plan
 - o Prepare a detailed ESC Plan
 - o Prepare a Water management Plan

9.0 REFERENCES

9.1 Literature Cited

- Alberta Community Bat Program. 2018. Building Bat-Friendly Communities Alberta Program Guide. Available at: https://www.albertabats.ca/wp-content/uploads/AlbertaBFC.pdf.
- Alberta Environment and Parks. 2020. Alberta Conservation Information Management System. https://albertaparks.ca/acims-data/. Accessed 20 April 2020.
- Alberta Environment and Parks. 2020. Fish and Wildlife Management Information System. https://maps.alberta.ca/FWIMT_Pub/Viewer/?TermsOfUseRequired=true&Viewer=FWIMT_Pub. Accessed 20 April 2020.
- Alberta Invasive Species Council. 2014. Common Buckthorn Fact Sheet. https://abinvasives.ca/wp-content/uploads/2017/11/FS-CommonBuckthorn.pdf Accessed 12 September 2019.
- Alberta Sustainable Resource Development and Alberta Conservation Association. 2009. Status of the Northern Myotis (*Myotis septentrionalis*) in Alberta: Update 2009. Alberta Sustainable Resource Development. Wildlife Status Report No. 3 (Update 2009). Edmonton, Alberta.
- Circle CRM Group Inc. 2020. City of Edmonton Riverside Trail Realignment Project Historical Resources. Prepared for Spencer Environmental Management Services Ltd. Edmonton, Alberta.
- City of Edmonton. 2007. Natural Connections City of Edmonton Integrated Natural Areas Conservation Plan. City of Edmonton Office of Natural Areas. Edmonton, Alberta.
- City of Edmonton. 2015. Urban Ecological Field Guide for the City of Edmonton, Alberta, Canada. Edmonton, Alberta.
- EDA Planning and Urban Design. 2020. Riverside Trail Realignment Concept Phase Report. Prepared for the City of Edmonton. Edmonton, Alberta.
- Google. 2020. Google Earth Imagery. Accessed 20 April 2020.
- Solstice Canada. 2016. Environmental Sensitivity Project, Draft Final Report. Prepared for the City of Edmonton. Edmonton, Alberta.
- Spencer Environmental Management Services Ltd. 2017. Riverside Trial Feasibility Study Initial Environmental Overview. Prepared for EDA Planning and Urban Design. Edmonton, Alberta.

- Thurber Engineering Ltd. 2017. City of Edmonton Riverside Trail Rehabilitation Edmonton, Alberta Preliminary Geotechnical Report. Prepared for EDA Planning and Urban Design. Edmonton, Alberta.
- Thurber Engineering Ltd. 2019. Riverside Trail Rehabilitation Geotechnical Assessment. Prepared for the City of Edmonton. Edmonton, Alberta.
- Thurber Engineering Ltd. 2020. City of Edmonton Riverside Trail Rehabilitation Edmonton, Alberta Conceptual Design Review Revision 1. Prepared for EDA Planning and Urban Design. Edmonton, Alberta.

9.1 Personal Communications

J. Nakonechny. Project Manager, Integrated Infrastructure Services, City of Edmonton. Edmonton, Alberta.

Appendix A: Figures

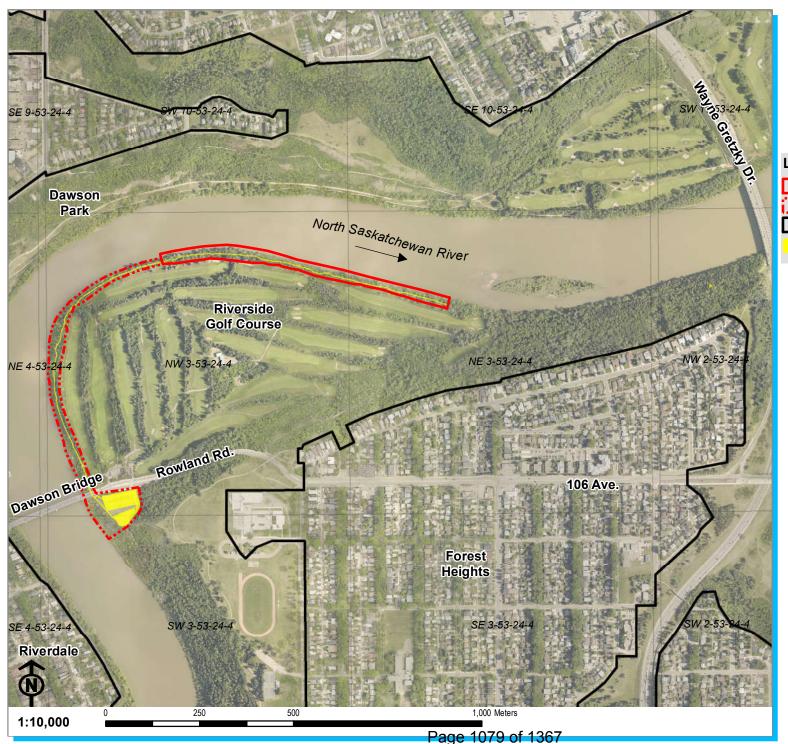
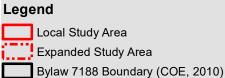


Figure 1.
Project Overview
Riverside Trail
Realignment
and Upgrading



& Access Route

Proposed Construction Laydown



Map Date: 3 July 2020 Mosaic Imagery Date: May-July 2019



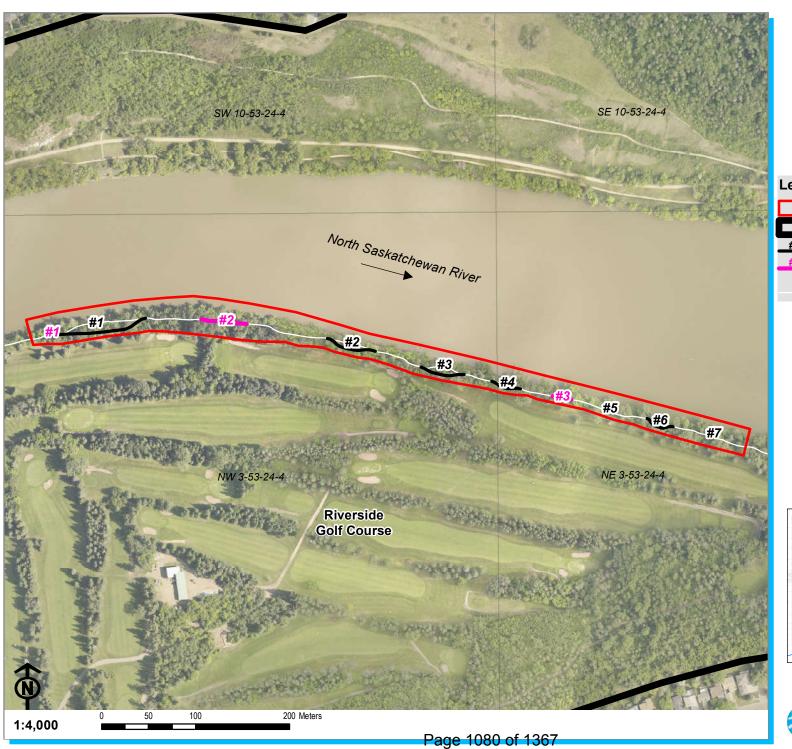


Figure 2a.
Site Overview
Riverside Trail
Realignment
and Upgrading



Local Study Area

Bylaw 7188 Boundary (COE, 2010)

#1 Proposed Trail Realignment Location

#1 Proposed Trail Low Point Upgrade Location

Existing Trail Centerline



Map Date: 3 July 2020 Mosaic Imagery Date: May-July 2019



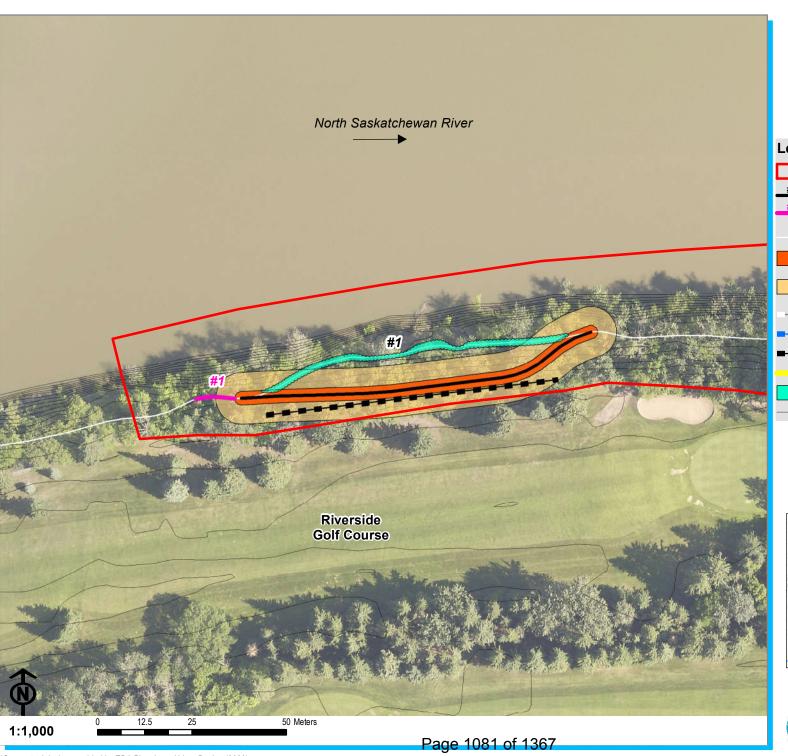


Figure 2b. Trail Realignment and Upgrading

Riverside Trail Realignment and Upgrading

Legend

Local Study Area

#1 Proposed Trail Realignment Location

Proposed Trail Low Point Upgrade Location

Existing Trail Centerline

Proposed Trail Clearing Width (3.5m)*

Indirect Construction Impact (5m Setback)

- - Proposed Fence Removal

Proposed Fence Relocation

■ Existing Fence

Proposed Guard Rail

Proposed Naturalized Vegetation

Contours (COE, 2018)







Figure 2c. Trail Realignment and Upgrading

Riverside Trail Realignment and Upgrading

Legend

Local Study Area

#1 Proposed Trail Realignment Location

Proposed Trail Low Point Upgrade Location

Existing Trail Centerline

Proposed Trail Clearing Width (3.5m)*

Indirect Construction Impact (5m Setback)

- - Proposed Fence Removal

Proposed Fence Relocation

■— Existing Fence

Proposed Guard Rail

Proposed Naturalized Vegetation

Contours (COE, 2018)





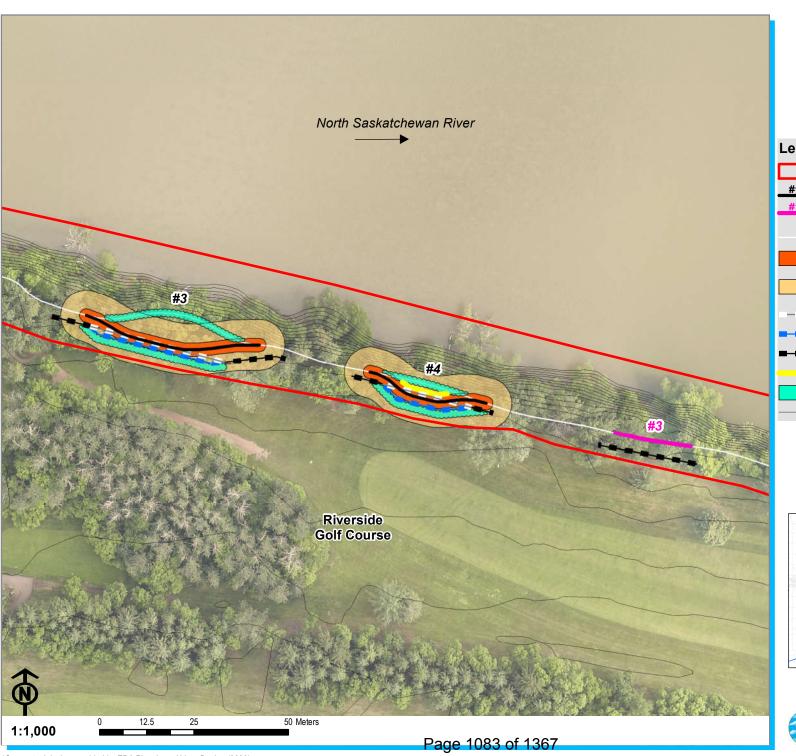


Figure 2d. Trail Realignment and Upgrading

Riverside Trail Realignment and Upgrading

Legend

Local Study Area

#1 Proposed Trail Realignment Location
#1 Proposed Trail Low Point Upgrade

Proposed Trail Low Point Upgrade Location

Existing Trail Centerline

Proposed Trail Clearing Width (3.5m)*

Indirect Construction Impact (5m Setback)

Proposed Fence Removal

Proposed Fence Relocation

■— Existing Fence

Proposed Guard Rail

Proposed Naturalized Vegetation

Contours (COE, 2018)





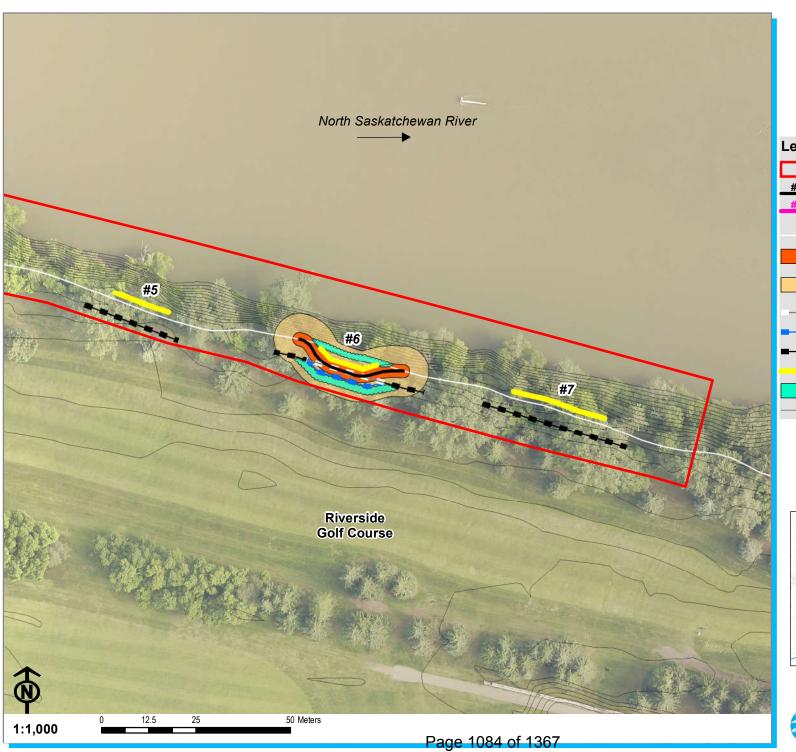


Figure 2e. Trail Realignment and Upgrading Riverside Trail

Riverside Trail Realignment and Upgrading

Legend

Local Study Area

#1 Proposed Trail Realignment Location
#1 Proposed Trail Low Point Upgrade

Proposed Trail Low Point Upgrad Location

Existing Trail Centerline

Proposed Trail Clearing Width (3.5m)*

Indirect Construction Impact (5m Setback)

- Proposed Fence Removal

Proposed Fence Relocation

■— Existing Fence

Proposed Guard Rail

Proposed Naturalized Vegetation

Contours (COE, 2018)





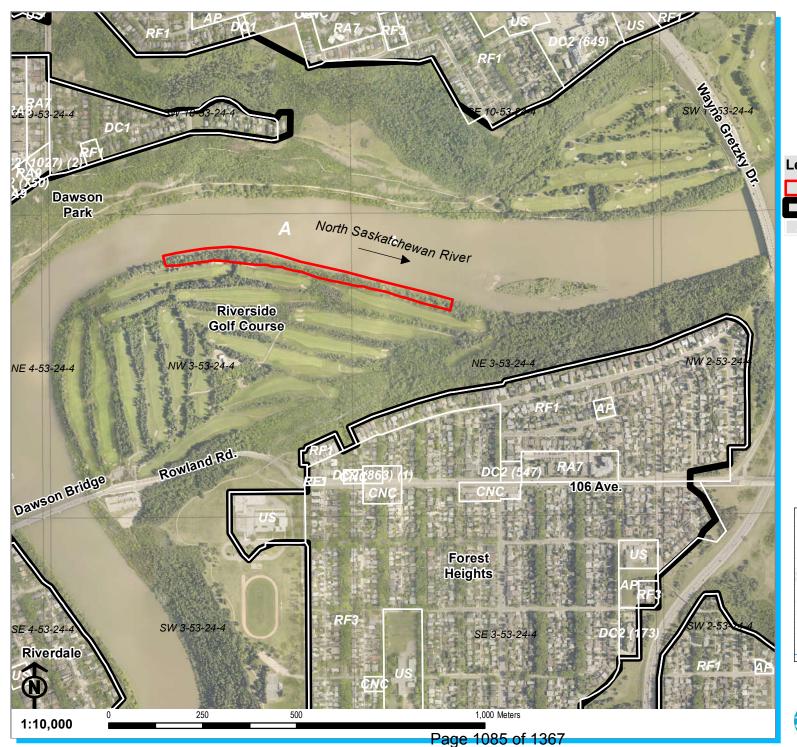


Figure 3. City of Edmonton Land Use Zoning

Riverside Trail Realignment and Upgrading

Legend

Local Study Area

Bylaw 7188 Boundary (COE, 2010)

Zoning (COE, 2020)



Map Date: 3 July 2020 Mosaic Imagery Date: May-July 2019



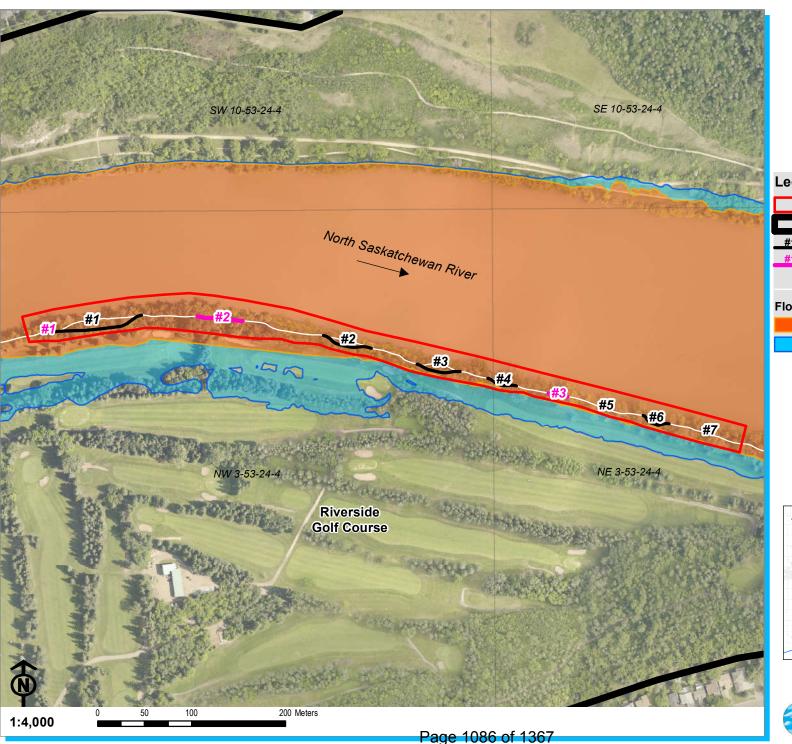


Figure 4. Flood Hazard Mapping Riverside Trail

Realignment and Upgrading

Legend

Local Study Area

Bylaw 7188 Boundary (COE, 2010)

#1 Proposed Trail Realignment Location

#1 Proposed Trail Low Point Upgrade Location

Existing Trail Centerline

Flood Hazard Area**

Floodway

Flood Fringe



Map Date: 3 July 2020 Mosaic Imagery Date: May-July 2019



^{*}Conceptual design provided by EDA Planning + Urban Design (2020).
**Flood Hazard Mapping (AEP, 2015); Government of Alberta is currently updating the City of Edmonton's flood hazard mapping data so the information presented here could change.

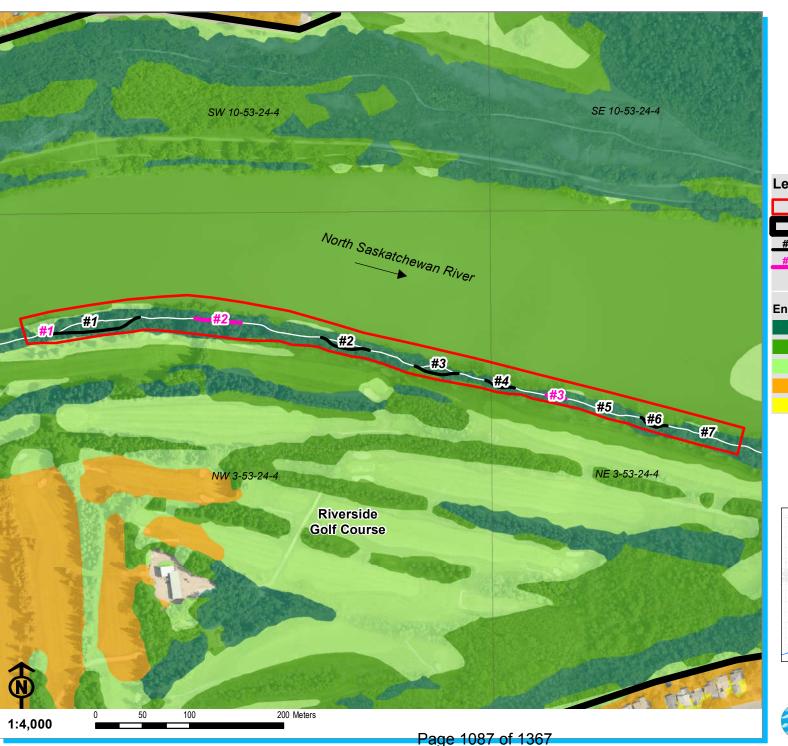


Figure 5.
City of Edmonton
Environmental
Sensitivities (2016)

Riverside Trail Realignment and Upgrading



Local Study Area

2004 2444 7404

Bylaw 7188 Boundary (COE, 2010)

#1 Proposed Trail Realignment Location
#1 Proposed Trail Low Point Upgrade

Location

Existing Trail Centerline

Environmental Sensitivity**

Extremely High Value

Very High Value

High Value

Moderate Value

Low Value



Map Date: 3 July 2020 Mosaic Imagery Date: May-July 2019



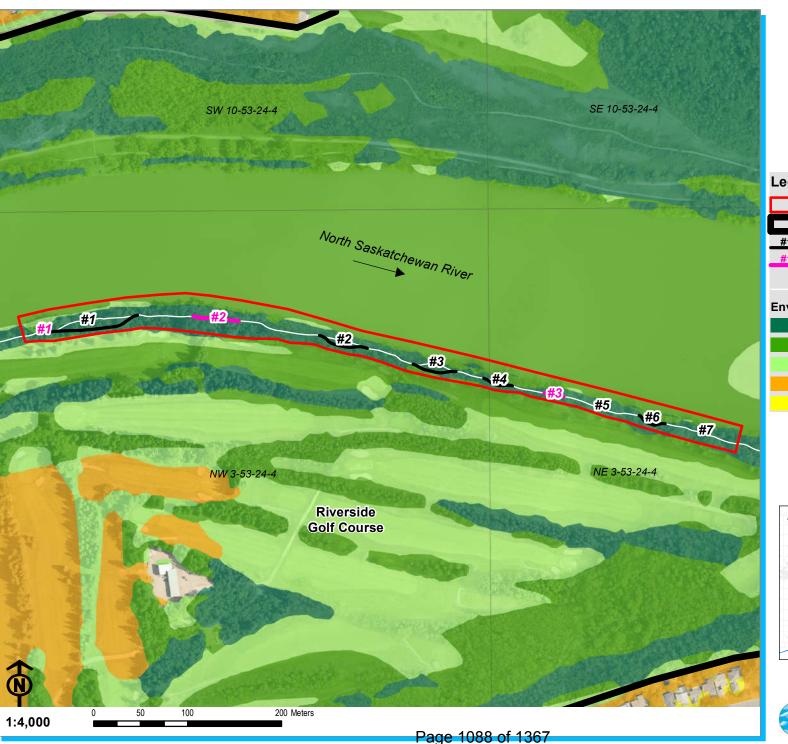


Figure 6. Updated
City of Edmonton
Environmental
Sensitivities (2020)
Riverside Trail

Riverside Trail Realignment and Upgrading

Legend

Local Study Area

Bylaw 7188 Boundary (COE, 2010)
#1 Proposed Trail Realignment Location

#1 Proposed Trail Low Point Upgrade
Location

Existing Trail Centerline

Environmental Sensitivity**

Extremely High Value

Very High Value

High Value

Moderate Value

Low Value



Map Date: 3 July 2020 Mosaic Imagery Date: May-July 2019



*Conceptual design provided by EDA Planning + Urban Design (2020).

**Update of City of Edmonton Environmental Sensitivity Project (Solstice Canada, 2016) data based on site-specific survey data conducted by Spencer Environmental (2020)

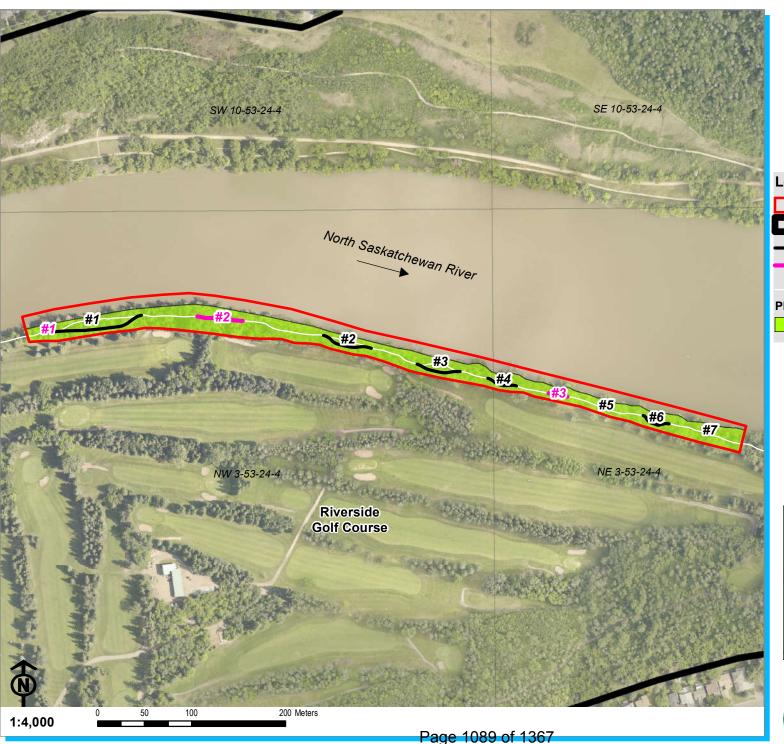


Figure 7. **Plant Communities** Riverside Trail Realignment and Upgrading

Legend

Local Study Area

Bylaw 7188 Boundary (COE, 2010)

#1 Proposed Trail Realignment Location

#1 Proposed Trail Low Point Upgrade Location

Existing Trail Centerline

Plant Community** (2020)

Mixed Deciduous - Mixed Shrubs (MD.1)



Map Date: 3 July 2020 Mosaic Imagery Date: May-July 2019



*Conceptual design provided by EDA Planning + Urban Design (2020).
**Plant community classification follows the Urban Ecological Field Guide for the City of Edmonton, Alberta, Canada (City of Edmonton 2015).

Appendix B: Permitting Table

Summary of Potential Environmental Approvals for the Riverside Trail Realignment

| Legislation or Policy | Regulatory Agency | Relevance to Project | Authorization/ Approval/ Permit Required | EDA Steps in the Regulatory Process | Approval Timeline or Potential Schedule Impact |
|---|----------------------|--|--|---|--|
| Municipal | | | | | |
| North Saskatchewan River Valley Area Redevelopment Plan (Bylaw 7188) | City Planning | Bylaw regulates all activities on City lands in the North Saskatchewan River Valley. Riverside Trail realignment requires an Environmental Impact Assessment (EIA) and Site Location Study (SLS) | EIA and SLS must be approved by City Council | EIA and SLS to be submitted to City Planning for review and sign off, then to Council Committee and City Council for approval | Committee date for approval of the EIA anticipated in fall 2020 |
| Corporate Tree Management Policy (C456) | City Forestry | Policy provides protection for City trees/shrub inventory and a mechanism for monetary compensation for lost canopy. Prior to removal, trees/shrubs are assessed by City's Urban Forestry Department | None, but compensation for lost canopy must be arranged with CoE | Meet with City forester to assess project area | A forestry assessment of affected natural vegetation must be completed. Compensation to be realized as part of the project as a whole. Contract tender will be responsible for the protection of retained trees. |
| City of Edmonton (Bylaw 18100) - EPCOR Drainage Services Bylaw | EPCOR | Bylaw regulates the use of the sewer and contractor must consult with EPCOR regarding use of sewer to dewater site. Application for a permit of payment of fees | No prohibited, restricted or hazardous waste may be released into the sewage system without written consent from EPCOR | Application for a permit to discharge into the sewer system may be required | Proponent responsibility |
| City of Edmonton Parkland (Bylaw 2202) | City of Edmonton | Bylaw to protect and preserve natural ecosystems for the benefit of all citizens of the City | Approval required to stage construction equipment or other use in park space | Application for a permit to stage for construction | Proponent responsibility |

| Legislation or Policy | Regulatory Agency | Relevance to Project | Authorization/ Approval/ Permit Required | EDA Steps in the Regulatory Process | Approval Timeline or Potential Schedule Impact |
|--|--|--|--|--|--|
| ENVISO, City Policy C505, City Policy C512 | City of Edmonton | Based on the ISO 14001 Standard, ENVISO provides a framework for a strong environmental management system aimed at legal/regulatory compliance, pollution prevention and continual improvement | Proponent must be compliant with all aspects of ENVISO. An Enviso Design Environmental Permit Approval checklist must be completed for all City projects prior to tender. Review of the Enviso Proponent's Environmental Responsibility Package and City Policy C512. Signing Proponent's Environmental Acknowledgement Form | Process must be implemented as project is underway checklist must be completed prior to tender | Proponent responsibility |
| Provincial | | | 101111 | | |
| Public Lands Act | Alberta Environment and Parks (Land Management Branch) | Use of crown lands, including the bed and shore of all bodies of water, are regulated under this Act. Act requires proponents wishing to work on, alter or occupy Crown land to obtain a disposition or amend existing dispositions | No project components will be located within the bed and shore of the North Saskatchewan River. No permission under <i>the Public</i> Lands Act is required. | None | None |
| Water Act and Wetland Policy | Alberta Environment and Parks (Water Approvals Branch) | An approval is required for all activities that may impact water and the aquatic environment, including taking water from a watercourse, realigning a watercourse, constructing within a watercourse, and draining filling or altering any permanent or temporary wetland. | The project is not anticipated to trigger the <i>Water Act</i> . No project components are anticipated to impact water or the aquatic environment. | None | None |

| Legislation or Policy | Regulatory Agency | Relevance to Project | Authorization/ Approval/ Permit Required | EDA Steps in the Regulatory Process | Approval Timeline or Potential Schedule Impact |
|-----------------------------|---|---|---|---|---|
| Wildlife Act | Alberta Environment and Parks | This Act applies to most species of wildlife. The willful molestation, disruption, or destruction of a wildlife nest or den is prohibited by this Act. Special provisions provide for the protection of raptors and their nests/habitats. Project requires clearing of vegetation that may support nesting/denning wildlife. Wildlife may also use the old bridge as a nest site. | Although permitting for clearing is not required under the Act, violations of the Act may result in fines | Avoid vegetation clearing during the period 20 April to 20 August. Contingent approach is to have a qualified biologist undertake a nest sweep of project area to avoid disturbance of active nests and dens. Abide by findings to ensure compliance. In addition, if clearing vegetation after 15 February, undertake a sweep for active owl nests | Not applicable if vegetation clearing is completed before the start of the nesting season (15 February). Nests sweeps undertaken between February 15 and 20 August have potential to result in findings that delay clearing. |
| Historical Resources Act | Alberta Culture, Multiculturalism and Status of Women (ACMSW) | All projects with potential to disturb historical, archaeological and paleontological resources are regulated under this Act and require approval from ACMSW | Approval required | Submit Historical Resources Act application to ACMSW. ACMSW will determine if an Historical Resources Impact Assessment (HRIA) is required | If an HRIA is required, ACMSW could require 3 months of review time once the report is completed. |
| Federal | | • | | | |
| Fisheries Act | Fisheries and Oceans Canada (DFO) | Review and/or authorization is required if a project in or near water has potential to cause death of fish and the harmful alteration, disruption or destruction (HADD) of fish habitat. Permits may be sought for aquatic species at risk. | The project is not anticipated to cause death of fish or HADD of fish habitat. | None | None |

| Legislation or Policy | Regulatory Agency | Relevance to Project | Authorization/ Approval/ Permit Required | EDA Steps in the Regulatory Process | Approval Timeline or Potential Schedule Impact |
|-----------------------------------|---|---|--|--|---|
| Migratory Birds Convention Act | Environment and Climate Change Canada | This Act prohibits the disturbance of nests and individuals of most migratory bird species and prohibits the release of deleterious substances into waters or areas frequented by migratory birds. Project requires clearing of migratory bird nesting habitat. | The Act provides guidelines for enforcement only; it is not linked to formal approvals required for construction. Violation of the Act may, however, result in penalties | Avoid vegetation clearing during the period 20 April to 20 August. Contingent approach is to have a qualified biologist undertake a nest sweep of project area and to then avoid disturbance of any noted nesting birds (see related notes for <i>Wildlife Act</i>) | Nests sweeps undertaken between February 15 and 20 August have potential to result in findings that delay clearing. |
| Species At Risk Act | Environment and Climate Change Canada | This Act prohibits disturbance to species listed on Schedule 1 of the SARA as endangered, threatened or extirpated and, in some instances, listed species' habitat, on federal lands. On non-federal lands, the Act applies only to disturbance of aquatic species and migratory birds that are listed on Schedule 1 as endangered, threatened or extirpated. | Although no approvals or permits are required, violation of the SARA may result in penalties | If any federally listed species are identified as present within or adjacent to the project area, best practice is to consider the impact of the project on that species in consultation with Environment and Climate Change Canada | Schedule impacted only if SARA species are found in the area |

Appendix C: Conceptual Design Review (Thurber 2020)



June 25, 2020 File: 19092

EDA Planning and Urban Design 5307 – 46 Street NW Edmonton, Alberta T6B 3T4

Attention: Mr. Will Packolyk, BLA, AALA, BCSLA

Associate, Landscape Architect

CITY OF EDMONTON RIVERSIDE TRAIL REHABILITATION EDMONTON, ALBERTA CONCEPTUAL DESIGN REVIEW – REVISION 1

Dear Sir:

Further to your request, Thurber Engineering Ltd. (Thurber) is pleased to submit this letter providing a review of the conceptual design for the Riverside Trail rehabilitation project located along the south bank of the North Saskatchewan River adjacent to the Riverside Golf Club in Edmonton, Alberta.

This work was carried out in support of the trail realignment design being completed by EDA Planning and Urban Design (EDA) to promote the long-term viability of this trail.

It is a condition of this letter that Thurber's performance of its professional services will be subject to the attached Statement of Limitations and Conditions.

1. BACKGROUND

Thurber previously completed a preliminary geotechnical assessment of the Riverside trail and provided a preliminary assessment of two identified bank failure sites in a letter report to EDA dated August 9, 2017. More recently, Thurber completed a geotechnical assessment of the entire trail for the City of Edmonton (City), and the results were presented in a report dated October 8, 2019.

In the 2019 report, Thurber identified an additional ten sites (for a total of 12 sites along the trail alignment) that may be susceptible to erosion or failure in the future from bank erosion, surface water flow patterns, or seepage. The site features were discussed and given a qualitative risk rating from low to high, depending on the severity of erosion and proximity of the top of bank to the trail.

Based on this report, the City has identified seven sites (the original two sites from the 2017 study plus five additional sites identified in 2019) for potential remediation during the upcoming trail rehabilitation works. The conceptual designs for these seven sites, as provided to us by EDA, are attached for reference.



Thurber's current scope involved carrying out a high-level review of these conceptual designs including a site inspection, and providing geotechnical input and recommendations, where required. The following sections provide a summary of this conceptual design review.

2. SITE RECONNAISSANCE

A site reconnaissance of the trail alignment was undertaken by Mr. Robin Tweedie, P.Eng. and Mr. Stephen Coulter, P. Eng of Thurber and Mr. Christopher Rodrigues, L.A.T. of EDA on June 16, 2020.

The site reconnaissance focused on observing the current conditions at the seven selected sites and providing general geotechnical input as it relates to the current conceptual designs. A discussion of the geotechnical recommendations is presented in the following section.

Five of the seven sections involve relocation of the affected trail section away from the top of slope towards the Riverside Golf Course boundary. The remaining two sections (Locations 5 and 7) involve installing a guard rail on the riverbank side for added safety to the trail users.

3. OBSERVED CONDITIONS

In general, Thurber observed that conditions along the trail alignment were generally similar to those observed during the most recent site reconnaissance performed by Thurber in 2019 and presented in our geotechnical assessment report to the City dated October 8, 2019. The conditions at Locations 1 and 6, which were the most immediate locations requiring attention, appeared to have continued to deteriorate with additional erosion noted since originally observed by Thurber in 2017.

It should be recognized, however, that river erosion of this stretch of river bank is an ongoing process and may result in additional stretches of trail being affected in the future.

4. GEOTECHNICAL EVALUATION AND RECOMMENDATIONS

Based on the observed site conditions, as well as the history and topography of the site, the proposed trail re-routed sites (Locations 1, 2, 3, 4 and 6) are all geotechnically feasible and appear to provide the intended longer-term protection from river bank erosion to ensure the ongoing operation of the trail.

During the site reconnaissance, minor site-specific adjustments to the routings were discussed with EDA. In general, these involved minor revisions to trail routing at the start and finish points of selected sections to avoid the larger trees, local drainage paths, and/or take advantage of site topography and grades. The entrance and exit points of each re-routed site were also adjusted to accommodate the full extent of the erosion (or probable future erosion) discussed in the 2019 assessment report.

Client: EDA Planning and Urban Design

File: 19092

e-file: \\\\H\19092\\\Ir-\Edm

Date: June 25, 2020 Page: 2 of 4



During the site reconnaissance Mr. Rodrigues of EDA flagged these entrance and exit points where they differed from current routings previously flagged. It was agreed with EDA that the routes should be field fit at the start of construction to avoid large trees or other features.

The inclusion of the planting of new vegetation along the abandoned trail alignments should provide some additional erosion protection as well as serving to direct trail users to the new trail alignments.

It was generally agreed that a timber guard rail was an appropriate interim solution for Location 5. It must be recognized that the purpose of the guardrail is to provide added safety to the trail and is not an upgrading of the trail.

Based on our joint review of Location 7 (formerly Thurber Site 11), it is concluded that that a guard rail is not immediately required in this area, and could be eliminated from the current program, subject to approval from the City.

5. GUARD RAILS

City standard wooden guard rails, as illustrated in the attachments, are considered geotechnically feasible for the locations where the use of guard rails was identified. We understand that these guardrails are typically installed into augered post holes and anchored into the ground using concrete, as per the City standards. The timber posts should be set back sufficiently from the crest of river bank (preferably about two metres) to provide adequate lateral stability.

During the site inspection, we were queried by EDA on the use of helical steel (screw) piles as an alternative for support of the guard rail posts. It was understood that EDA would like to consider these for possible ease of delivery and installation at these relatively remote sites, as opposed to concrete filled post holes.

Screw piles are considered geotechnically feasible at these sites and should provide a suitable support for the guard rail posts. The screw piles would also be typically installed deeper than timber supports and may provide greater survivability that wooden posts in the event of future bank erosion. This would however need to be balanced with potential greater costs for supply and installation of screw piles.

No geotechnical bore hole logs are available for the selected sites; however, based on available geology, the soils within the expected pile installation depths are generally expected to consist of fine-grained silts and clays, overlying sand and gravel at depth, and clay shale bedrock closer to river level.

Screw piles are generally a proprietary foundation system and are therefore typically designed (both geotechnically and structurally) for the expected installation and loading conditions by a specialized supply and installation firm. In this case, both vertical and lateral loads are minimal, and the main requirement is to provide fixity to the guard rail posts.

Client: EDA Planning and Urban Design

File: 19092

e-file: \\H\19092 ltr - Edm

Date: June 25, 2020 Page: 3 of 4



As a general requirement, the screw piles should be founded with the helices below the depth for seasonal frost penetration, or at least 3 m below ground surface, to avoid seasonal frost heave movements. It is further recommended that these helical piles have a minimum shaft diameter of 100 mm in order to provide sufficient lateral rigidity in these areas that may experience some future bank movements.

The screw piles should be installed in accordance with good industry practice, which includes minimizing churning and disturbance of the upper soils during screw pile installations and infilling any voids between the screw pile shaft and the soil that may be caused during the installations.

Further recommendations on screw pile design can be provided upon request.

6. CLOSURE

We trust that this letter provides you with the information you require at present. Should you have any questions, please contact the undersigned at your convenience.

Yours very truly, Thurber Engineering Ltd. Robin Tweedie, M.Sc., P.Eng. Principal | Senior Geotechnical Engineer

Stephen Coulter, M.Eng., P.Eng., P.E. Associate | Senior Geotechnical Engineer

Attachment:

- Statement of Limitations and Conditions
- EDA Conceptual Design Plans

Client: EDA Planning and Urban Design

File: 19092

e-file: \\\\H\\19092\\\Ir-Edm

Date: June 25, 2020 Page: 4 of 4



STATEMENT OF LIMITATIONS AND CONDITIONS

1. STANDARD OF CARE

This Report has been prepared in accordance with generally accepted engineering or environmental consulting practices in the applicable jurisdiction. No other warranty, expressed or implied, is intended or made.

2. COMPLETE REPORT

All documents, records, data and files, whether electronic or otherwise, generated as part of this assignment are a part of the Report, which is of a summary nature and is not intended to stand alone without reference to the instructions given to Thurber by the Client, communications between Thurber and the Client, and any other reports, proposals or documents prepared by Thurber for the Client relative to the specific site described herein, all of which together constitute the Report.

IN ORDER TO PROPERLY UNDERSTAND THE SUGGESTIONS, RECOMMENDATIONS AND OPINIONS EXPRESSED HEREIN, REFERENCE MUST BE MADE TO THE WHOLE OF THE REPORT. THURBER IS NOT RESPONSIBLE FOR USE BY ANY PARTY OF PORTIONS OF THE REPORT WITHOUT REFERENCE TO THE WHOLE REPORT.

3. BASIS OF REPORT

The Report has been prepared for the specific site, development, design objectives and purposes that were described to Thurber by the Client. The applicability and reliability of any of the findings, recommendations, suggestions, or opinions expressed in the Report, subject to the limitations provided herein, are only valid to the extent that the Report expressly addresses proposed development, design objectives and purposes, and then only to the extent that there has been no material alteration to or variation from any of the said descriptions provided to Thurber, unless Thurber is specifically requested by the Client to review and revise the Report in light of such alteration or variation.

4. USE OF THE REPORT

The information and opinions expressed in the Report, or any document forming part of the Report, are for the sole benefit of the Client. NO OTHER PARTY MAY USE OR RELY UPON THE REPORT OR ANY PORTION THEREOF WITHOUT THURBER'S WRITTEN CONSENT AND SUCH USE SHALL BE ON SUCH TERMS AND CONDITIONS AS THURBER MAY EXPRESSLY APPROVE. Ownership in and copyright for the contents of the Report belong to Thurber. Any use which a third party makes of the Report, is the sole responsibility of such third party. Thurber accepts no responsibility whatsoever for damages suffered by any third party resulting from use of the Report without Thurber's express written permission.

5. INTERPRETATION OF THE REPORT

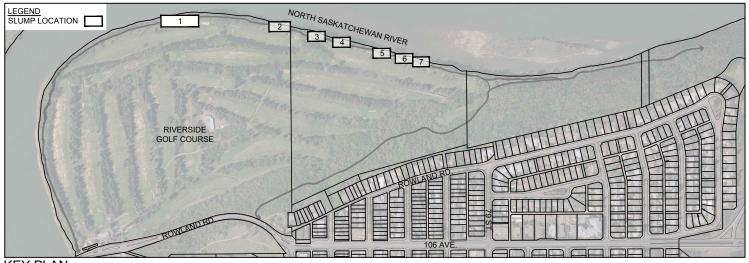
- a) Nature and Exactness of Soil and Contaminant Description: Classification and identification of soils, rocks, geological units, contaminant materials and quantities have been based on investigations performed in accordance with the standards set out in Paragraph 1. Classification and identification of these factors are judgmental in nature. Comprehensive sampling and testing programs implemented with the appropriate equipment by experienced personnel may fail to locate some conditions. All investigations utilizing the standards of Paragraph 1 will involve an inherent risk that some conditions will not be detected and all documents or records summarizing such investigations will be based on assumptions of what exists between the actual points sampled. Actual conditions may vary significantly between the points investigated and the Client and all other persons making use of such documents or records with our express written consent should be aware of this risk and the Report is delivered subject to the express condition that such risk is accepted by the Client and such other persons. Some conditions are subject to change over time and those making use of the Report should be aware of this possibility and understand that the Report only presents the conditions at the sampled points at the time of sampling. If special concerns exist, or the Client has special considerations or requirements, the Client should disclose them so that additional or special investigations may be undertaken which would not otherwise be within the scope of investigations made for the purposes of the Report.
- b) Reliance on Provided Information: The evaluation and conclusions contained in the Report have been prepared on the basis of conditions in evidence at the time of site inspections and on the basis of information provided to Thurber. Thurber has relied in good faith upon representations, information and instructions provided by the Client and others concerning the site. Accordingly, Thurber does not accept responsibility for any deficiency, misstatement or inaccuracy contained in the Report as a result of misstatements, omissions, misrepresentations, or fraudulent acts of the Client or other persons providing information relied on by Thurber. Thurber is entitled to rely on such representations, information and instructions and is not required to carry out investigations to determine the truth or accuracy of such representations, information and instructions.
- c) Design Services: The Report may form part of design and construction documents for information purposes even though it may have been issued prior to final design being completed. Thurber should be retained to review final design, project plans and related documents prior to construction to confirm that they are consistent with the intent of the Report. Any differences that may exist between the Report's recommendations and the final design detailed in the contract documents should be reported to Thurber immediately so that Thurber can address potential conflicts.
- d) Construction Services: During construction Thurber should be retained to provide field reviews. Field reviews consist of performing sufficient and timely observations of encountered conditions in order to confirm and document that the site conditions do not materially differ from those interpreted conditions considered in the preparation of the report. Adequate field reviews are necessary for Thurber to provide letters of assurance, in accordance with the requirements of many regulatory authorities.

6. RELEASE OF POLLUTANTS OR HAZARDOUS SUBSTANCES

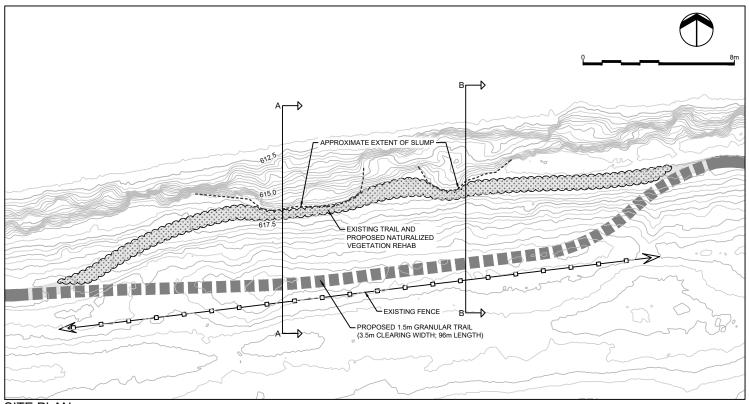
Geotechnical engineering and environmental consulting projects often have the potential to encounter pollutants or hazardous substances and the potential to cause the escape, release or dispersal of those substances. Thurber shall have no liability to the Client under any circumstances, for the escape, release or dispersal of pollutants or hazardous substances, unless such pollutants or hazardous substances have been specifically and accurately identified to Thurber by the Client prior to the commencement of Thurber's professional services.

7. INDEPENDENT JUDGEMENTS OF CLIENT

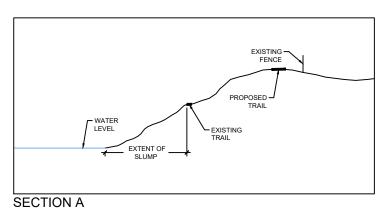
The information, interpretations and conclusions in the Report are based on Thurber's interpretation of conditions revealed through limited investigation conducted within a defined scope of services. Thurber does not accept responsibility for independent conclusions, interpretations, interpretations and/or decisions of the Client, or others who may come into possession of the Report, or any part thereof, which may be based on information contained in the Report. This restriction of liability includes but is not limited to decisions made to develop, purchase or sell land.

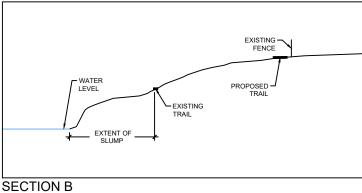


KEY PLAN (NOT TO SCALE)



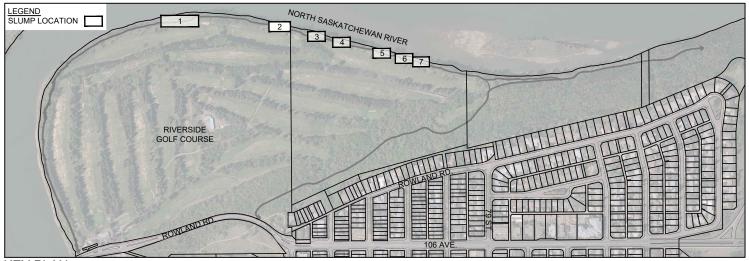
SITE PLAN



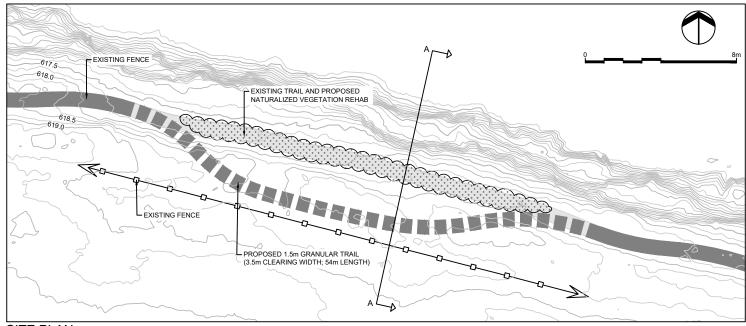


LOCATION 1 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 1 Page 1101 of 1367

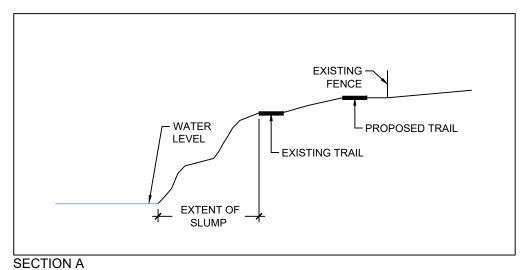




KEY PLAN (NOT TO SCALE)

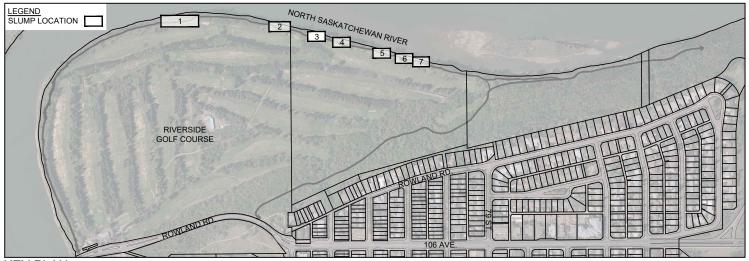


SITE PLAN

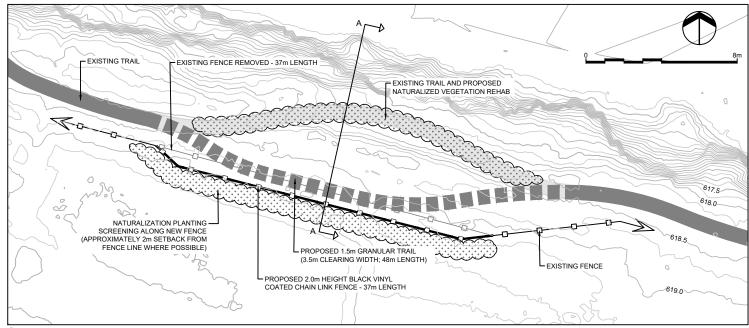


LOCATION 2 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 7 Page 1102 of 1367

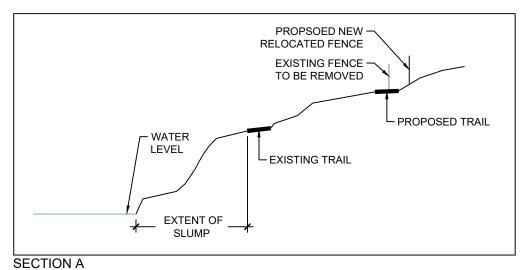




KEY PLAN (NOT TO SCALE)

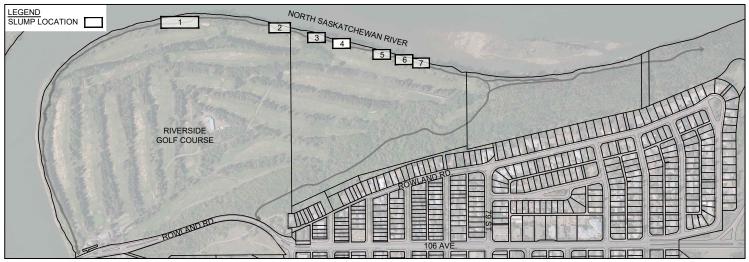


SITE PLAN

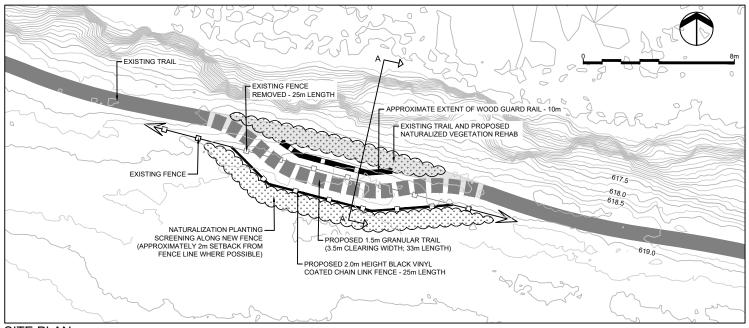


LOCATION 3 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 8 Page 1103 of 1367

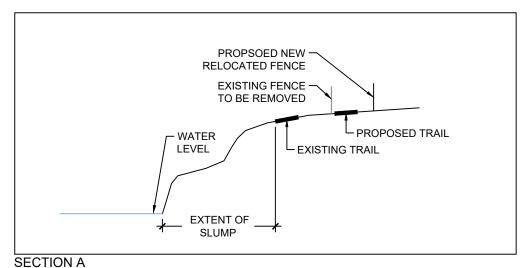




KEY PLAN (NOT TO SCALE)

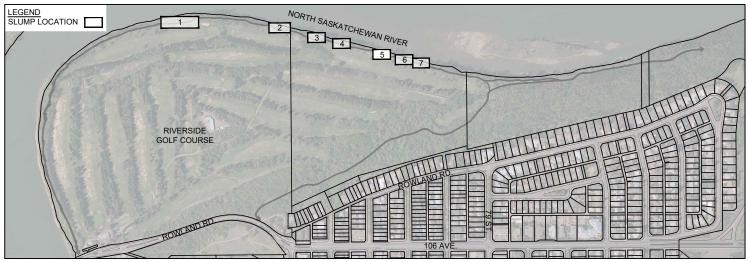


SITE PLAN

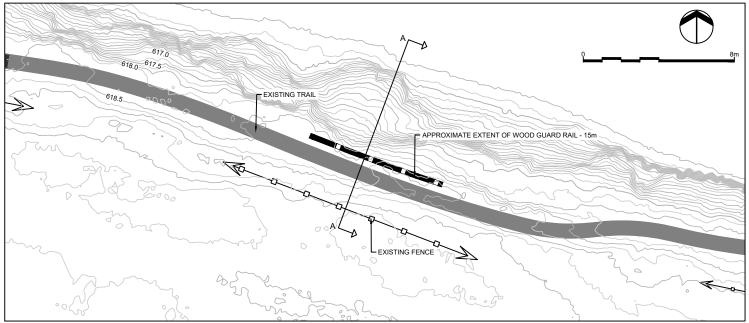


LOCATION 4 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 9 Page 1104 of 1367

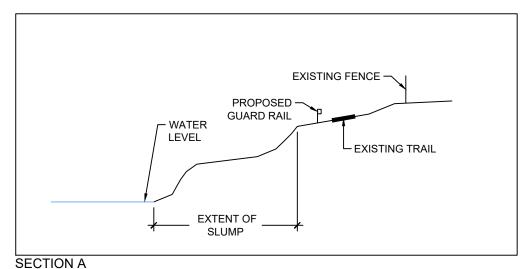




KEY PLAN (NOT TO SCALE)

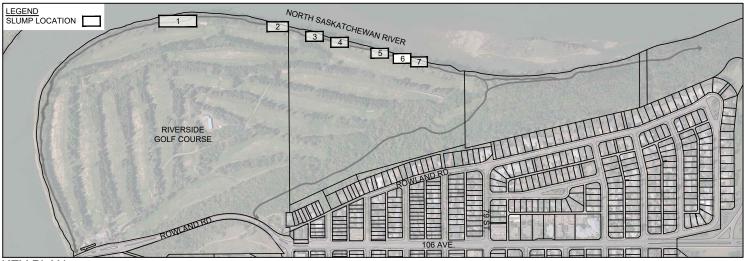


SITE PLAN

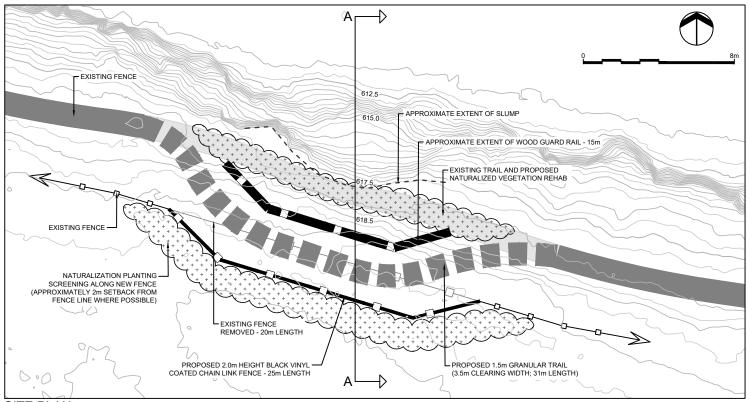


LOCATION 5 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 10 Page 1105 of 1367

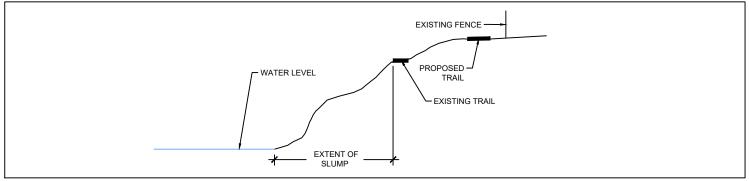




KEY PLAN (NOT TO SCALE)



SITE PLAN

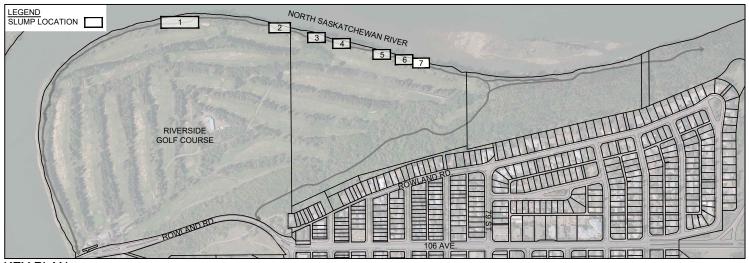


SECTION A

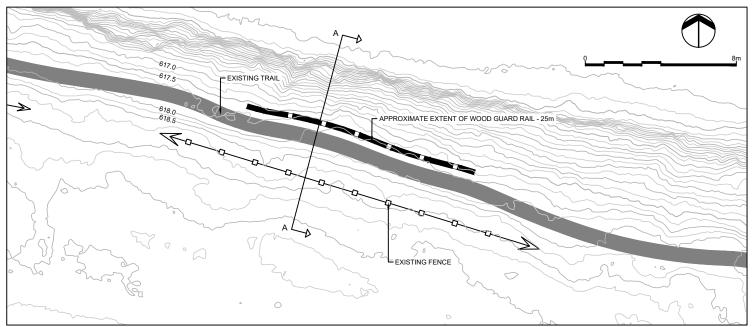
RIVER SIDE TRAIL RE-ALIGNMENT

LOCATION 6 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 2 Page 1106 of 1367

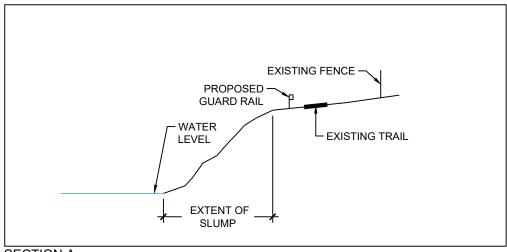




KEY PLAN (NOT TO SCALE)



SITE PLAN

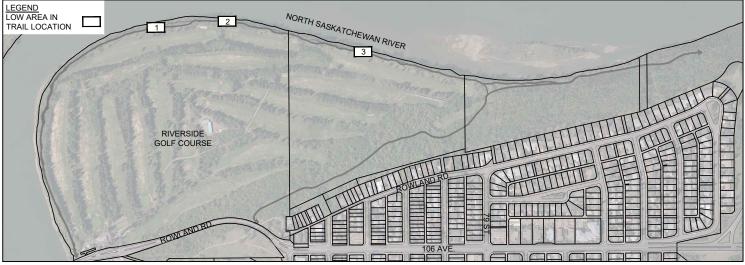


SECTION A

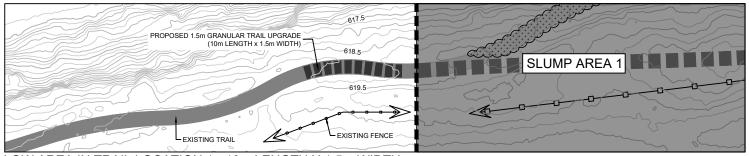
LOCATION 7 OPTION: PROPOSED GUARD RAIL

THURBER SITE 11 Page 1107 of 1367

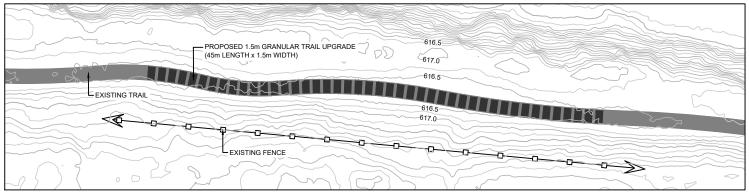




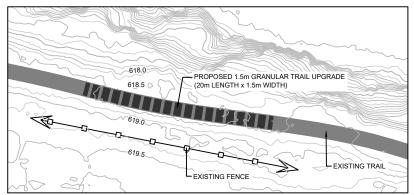
KEY PLAN (NOT TO SCALE)



LOW AREA IN TRAIL LOCATION 1 - 10m LENGTH X 1.5m WIDTH



LOW AREA IN TRAIL LOCATION 2 - 45m LENGTH X 1.5m WIDTH THURBER SITE 6



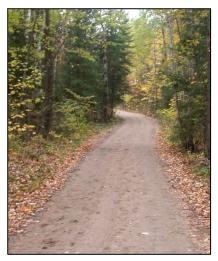
LOW AREA IN TRAIL LOCATION 3 - 20m LENGTH X 1.5m WIDTH

GENERAL NOTES

 CLEAR AND COMPACT EXISTING TRAIL SURFACE, SUPPLY AND INSTALL FILTER FABRIC AND GEOGRID ON TOP OF EXISTING SURFACE, ADD 150mm OF NEW GRANULAR MATERIAL AND COMPACT, EDGE OF TRAIL REHABILITATION ACCORDINGLY



RIVERSIDE TRAIL RE-ALIGNMENT
TRAIL UPGRADE OPTIONS: LOW POINTS IN TRAIL
Page 1108 of 1367



GRANULAR TRAIL

1.5m WIDTH



BLACK VINYL COATED CHAIN LINK FENCE 2.0m HEIGHT



WOODEN GAURD RAIL 1.2m HEIGHT



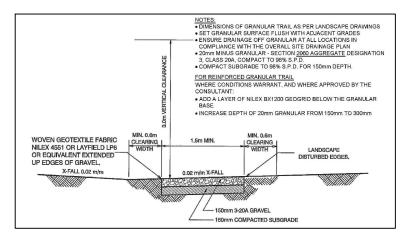
NATURALIZATION VEGETATION TREE IN 20 GALLON POT



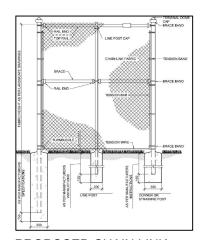
NATURALIZATION VEGETATION SHRUB IN 20 GALLON POT



EXAMPLE OF NATURALIZATION VEGETATION REHAB



PROPOSED GRANULAR TRAIL DETAIL



PROPOSED CHAIN LINK FENCE DETAIL

RIVERSIDE TRAIL RE-ALIGNMENT MATERIAL EXAMPLES



Appendix D: Vegetation Inventory (June 2020)

Riverside Trail Realignment Plant Species Inventory for each Rehabilitation Location (19 June 2020)

| | Species* | | | | Location** | | | | | |
|-----------------------|------------------------------|--------|------------|---------------|------------|---|---|---|---|---|
| Scientific Name | Common Name | Origin | ACIMS rank | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Acer negundo | Manitoba maple | Native | SU | F (seedlings) | D | D | 0 | | | 0 |
| Achillea alpina | many-flowered yarrow | Native | S5 | R | | | | | | |
| Actaea rubra | red and white baneberry | Native | S5 | R | | R | | | R | |
| Amelanchier alnifolia | saskatoon | Native | S5 | R | R | | | R | | R |
| Anemone canadensis | Canada anemone | Native | S5 | R | R | | | | | |
| Aralia nudicaulis | wild sarsaparilla | Native | S5 | 0 | F | 0 | | F | F | F |
| Betula papyrifera | white birch | Native | S5? | R | 0 | | | 0 | R | R |
| Bromus inermis | smooth brome | Exotic | SNA | | | | 0 | 0 | 0 | R |
| Carex peckii | Peck's sedge | Native | S4 | R | | | | | | |
| Clematis occidentalis | purple clematis | Native | S5 | | | | | | 0 | R |
| Cornus stolonifera | red-osier dogwood | Native | S5 | 0 | | 0 | 0 | 0 | F | 0 |
| Corylus cornuta | beaked hazelnut | Native | S5 | R | R | R | R | | 0 | |
| Cotoneaster lucidus | Peking cotoneaster | Exotic | SNA | 0 | | | | | | |
| Elymus repens | quackgrass | Exotic | SNA | R | | | | | | R |
| Equisetum pratense | meadow horsetail | Native | S5 | | | R | | | | |
| Fragaria vesca | woodland strawberry | Native | S4 | R | | | | | | |
| Fragaria virginiana | wild strawberry | Native | S5 | | | 0 | | | | |
| Fraxinus sp. | ash species | Exotic | | F | F | 0 | | F | 0 | F |
| Galium boreale | northern bedstraw | Native | S5 | | | 0 | R | | | |
| Geum aleppicum | yellow avens | Native | S5 | | | R | | | | |
| Lathyrus ochroleucus | cream-colored vetchling | Native | S5 | | | | | R | | |
| Lonicera dioica | twining honeysuckle | Native | S5 | 0 | R | R | R | R | R | R |
| Maianthemum canadense | wild lily-of-the-valley | Native | S5 | 0 | R | 0 | 0 | R | 0 | 0 |
| Maianthemum stellatum | star-flowered Solomon's-seal | Native | S5 | 0 | R | 0 | R | | R | R |
| Picea glauca | white spruce | Native | S5 | R | | 0 | R | | | R |
| Plantago major | common plantain | Exotic | SNA | | | | | R | | |
| Poa palustris | fowl bluegrass | Native | S5 | R | | | | | | |
| Poa pratensis | Kentucky bluegrass | Native | S5 | R | R | 0 | | R | 0 | 0 |
| Populus balsamifera | balsam poplar | Native | S5 | 0 | | R | 0 | 0 | F | 0 |
| Populus tremuloides | aspen | Native | S5 | F | 0 | R | | | | |
| Populus X | hybrid poplar | Exotic | | | 0 | | R | | F | |

| | Species* | | | | Locat | ion' | ** | | | |
|-----------------------------|--------------------------------|-----------------------|------------|----|-------|------|----|----|----|----|
| Scientific Name | Common Name | Origin | ACIMS rank | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Prosartes trachycarpa | fairybells | Native | S5 | R | R | | | | | |
| Prunus virginiana | choke cherry | Native | S5 | 0 | | R | F | F | | 0 |
| Quercus sp. | oak species | Exotic | | R | | | | | | |
| Rhamnus catharticus | common buckthorn | Prohibited Noxious | SNA | 0 | R | 0 | R | | | R |
| Rosa acicularis | prickly rose | Native | S5 | 0 | | | R | 0 | 0 | |
| Rosa woodsii | common wild rose | Native | S5 | R | R | 0 | F | 0 | F | R |
| Rubus idaeus | wild red raspberry | Native | S5 | R | | | | | | |
| Salix famelica | hungry willow | Native | S4 | | | | | | | R |
| Solidago gigantea | late goldenrod | Native | S5 | 0 | | | | | | |
| Sorbus aucuparia | European mountain-ash | Exotic | SNA | 0 | R | R | | | R | R |
| Symphoricarpos occidentalis | buckbrush | Native | S5 | 0 | R | 0 | 0 | | R | 0 |
| Taraxacum officinale | common dandelion | Exotic | SNA | 0 | 0 | F | F | F | F | F |
| Thalictrum venulosum | veiny meadow rue | Native | S5 | 0 | | R | R | | | |
| Tilia | lindin species | Exotic | | R | | | | | R | |
| Ulmus americana | American elm | Exotic | SNA | | | | | | | R |
| Viburnum opulus | high-bush cranberry | Native | S3S4 | 0 | 0 | 0 | | | R | |
| Vicia americana | wild vetch | Native | S5 | | | R | | | | |
| Viola canadensis | western Canada violet | Native | S5 | | | | | | R | |
| | Species Richness | | | 36 | 19 | 26 | 18 | 16 | 22 | 24 |
| | Native Species Richness | | | 28 | 14 | 22 | 14 | 12 | 16 | 17 |
| | Exotic Species Richness | | | 7 | 4 | 3 | 3 | 4 | 6 | 6 |
| Noxious | Prohibited Noxious Species R | lichness | | 1 | 1 | 1 | 1 | 0 | 0 | 1 |

^{*} Scientific nomenclature , common names and rank follow ACIMS (2019)

^{**} Species abundance abbreviations per location are as follows: D=dominant, A=abundant, F=frequent, O=occasional, R=rare

Appendix E: Wildlife List

Riverside Trail Wildlife List (April 2020)

| Common Name | Scientific Name* | Provincial Status (General Status of AB Wild Species 2015) | Wildlife Act Designation and New Species Assessed by ESCC | COSEWIC Designation | SARA Designation | Species Recorded in Study Area** | Potential Habitat Use | Likelihood of Occurance |
|---------------------------|------------------------------|--|---|------------------------|---------------------|---|--------------------------|-------------------------------|
| Common Garter Snake | Thamnophis sirtalis | Sensitive | | | | | | |
| Canada Goose | Branta canadensis | Secure | | | | eBird | | |
| American Wigeon | Mareca americana | Secure | | | | eBird | | |
| Mallard | Anas platyrhynchos | Secure | | | | Spencer 2020; eBird | | |
| Common Goldeneye | Bucephala clangula | Secure | | | | Spencer 2020; eBird | | |
| Hooded Merganser | Lophodytes cucullatus | Secure | | | | | | |
| Common Merganser | Mergus merganser | Secure | | | | eBird | | |
| Rock Pigeon | Columba livia | Exotic/Alien | | | | | | |
| Ruby-throated Hummingbird | Archilochus colubris | Secure | | | | | | |
| Spotted Sandpiper | Actitis macularius | Secure | | | | eBird | | |
| Greater Yellowlegs | Tringa melanoleuca | Secure | | | | | | |
| Lesser Yellowlegs | Tringa flavipes | Secure | | | | | | |
| Bonaparte's Gull | Chroicocephalus philadelphia | Secure | | | | | | |
| Franklin's Gull | Leucophaeus pipixcan | Secure | | | | | | |
| Ring-billed Gull | Larus delawarensis | Secure | | | | eBird | | |
| California Gull | Larus californicus | Secure | | | | | | |
| Osprey | Pandion haliaetus | Sensitive | | | | | Breeding/ Foraging | Low |
| Bald Eagle | Haliaeetus leucocephalus | Sensitive | | | | | Breeding/ Foraging | Low |
| Sharp-shinned Hawk | Accipiter striatus | Secure | | | | | | |
| Great Horned Owl | Bubo virginianus | Secure | | | | | | |
| Barred Owl | Strix varia | Sensitive | | | | | Breeding/ Foraging | Low |
| Boreal Owl | Aegolius funereus | Secure | | | | | | |
| Northern Saw-whet Owl | Aegolius acadicus | Secure | | | | | | |
| Belted Kingfisher | Megaceryle alcyon | Secure | | | | | | |
| Yellow-bellied Sapsucker | Sphyrapicus varius | Secure | | | | | | |
| Downy Woodpecker | Dryobates pubescens | Secure | | | | eBird | | |
| Hairy Woodpecker | Dryobates villosus | Secure | | | | eBird | | |
| Black-backed Woodpecker | Picoides arcticus | Sensitive | | _ | | | Breeding/ Foraging | Low |
| Northern Flicker | Colaptes auratus | Secure | | | | eBird | | |

| Common Name | Scientific Name* | Provincial Status (General Status of AB Wild Species 2015) | Wildlife Act Designation and New Species Assessed by ESCC | COSEWIC Designation | SARA Designation | Species Recorded in Study Area** | Potential Habitat Use | Likelihood of Occurance |
|-------------------------|------------------------|--|---|------------------------|---------------------|---|--------------------------|-------------------------------|
| Pileated Woodpecker | Colaptes pileatus | Sensitive | | | | eBird | Breeding/ Foraging | Moderate |
| Merlin | Falco columbarius | Secure | | | | eBird | roraging | Woderate |
| WCIIII | T alco columbanas | Occurc | | | Schedule 1 | obii d | | |
| Olive-sided Flycatcher | Contopus cooperi | May Be At Risk | | Special Concern | (Threatened) | | Migrating | Low |
| Least Flycatcher | Empidonax minimus | Sensitive | | | | eBird | | |
| Eastern Phoebe | Sayornis phoebe | Sensitive | | | | | | |
| Blue-headed Vireo | Vireo solitarius | Secure | | | | eBird | | |
| Warbling Vireo | Vireo gilvus | Secure | | | | | | |
| Philadelphia Vireo | Vireo philadelphicus | Secure | | | | | | |
| Red-eyed Vireo | Vireo olivaceus | Secure | | | | eBird | | |
| Blue Jay | Cyanocitta cristata | Secure | | | | eBird | | |
| Black-billed Magpie | Pica hudsonia | Secure | | | | eBird | | |
| American Crow | Corvus brachyrhynchos | Secure | | | | eBird | | |
| Common Raven | Corvus corax | Secure | | | | eBird | | |
| Tree Swallow | Tachycineta bicolor | Secure | | | | | | |
| Black-capped Chickadee | Poecile atricapillus | Secure | | | | Spencer 2020; eBird | | |
| Red-breasted Nuthatch | Sitta canadensis | Secure | | | | eBird | | |
| White-breasted Nuthatch | Sitta carolinensis | Secure | | | | eBird | | |
| House Wren | Troglodytes aedon | Secure | | | | | | |
| Ruby-crowned Kinglet | Regulus calendula | Secure | | | | eBird | | |
| American Robin | Turdus migratorius | Secure | | | | eBird | | |
| Gray Catbird | Dumetella carolinensis | Secure | | | | eBird | | |
| European Starling | Sturnus vulgaris | Exotic/Alien | | | | | | |
| Bohemian Waxwing | Bombycilla garrulus | Secure | | | | | | |
| Cedar Waxwing | Bombycilla cedrorum | Secure | | | | eBird | | |
| House Sparrow | Passer domesticus | Exotic/Alien | | | | eBird | | |
| Pine Grosbeak | Pinicola enucleator | Secure | | | | | | |
| Purple Finch | Haemorhous purpureus | Secure | | | | | | |
| House Finch | Haemorhous mexicanus | Secure | | | | eBird | | |
| Common Redpoll | Acanthis flammea | Secure | | | | | | |
| Hoary Redpoll | Acanthis hornemanni | Secure | | | | | | |
| Pine Siskin | Spinus pinus | Secure | | | | eBird | | |
| American Goldfinch | Spinus tristis | Secure | | | | | | |

| Common Name | Scientific Name* | Provincial Status (General Status of AB Wild Species 2015) | Wildlife Act Designation and New Species Assessed by ESCC | COSEWIC Designation | SARA Designation | Species Recorded in Study Area** | Potential Habitat Use | Likelihood of Occurance |
|------------------------------|-------------------------|--|---|------------------------|---------------------|---|--------------------------|-------------------------------|
| Chipping Sparrow | Spizella passerina | Secure | | | | eBird | | |
| Song Sparrow | Melospiza melodia | Secure | | | | eBird | | |
| White-throated Sparrow | Zonotrichia albicollis | Secure | | | | eBird | | |
| Dark-eyed Junco | Junco hyemalis | Secure | | | | | | |
| Yellow Warbler | Setophaga petechia | Secure | | | | eBird | | |
| Yellow-rumped Warbler | Setophaga coronata | Secure | | | | eBird | | |
| Tennessee Warbler | Oreothlypis peregrina | Secure | | | | eBird | | |
| Orange-crowned Warbler | Oreothlypis celata | Secure | | | | eBird | | |
| Magnolia Warbler | Setophaga magnolia | Secure | | | | eBird | | |
| Black-and-white Warbler | Mniotilta varia | Secure | | | | eBird | | |
| Bay-breasted Warbler | Setophaga castanea | Sensitive | | | | eBird | Migrating | Low |
| Blackpoll Warbler | Setophaga striata | Secure | | | | eBird | | |
| American Redstart | Setophaga ruticilla | Secure | | | | eBird | | |
| Wilson's Warbler | Cardellina pusilla | Secure | | | | eBird | | |
| Chestnut-sided Warbler | Setophaga pensylvanica | Secure | | | | eBird | | |
| Black-Throated Green Warbler | Setophaga virens | Sensitive | Special Concern | | | eBird | Migrating | Low |
| Snowshoe Hare | Lepus americanus | Secure | | | | | | |
| White-tailed Jack Rabbit | Lepus townsendii | Secure | | | | | | |
| Least Chipmunk | Neotamias minimus | Secure | | | | Spencer 2020 | | |
| Red Squirrel | Tamiasciurus hudsonicus | Secure | | | | Spencer 2020 | | |
| Northern Flying Squirrel | Glaucomys sabrinus | Secure | | | | | | |
| Northern Pocket Gopher | Thomomys talpoides | Secure | | | | | | |
| American Beaver | Castor canadensis | Secure | | | | Spencer 2020 | | |
| Deer Mouse | Peromyscus maniculatus | Secure | | | | | | |
| Southern Red-backed Vole | Myodes gapperi | Secure | | | | | | |
| Meadow Vole | Microtus pennsylvanicus | Secure | | | | | | |
| Muskrat | Ondatra zibethicus | Secure | | | | | | |
| House Mouse | Mus musculus | Exotic/Alien | | | | | | |
| Common Porcupine | Erethizon dorsatum | Secure | | | | | | |
| Masked Shrew | Sorex cinereus | Secure | | | | | | |
| Prarie Shrew | Sorex haydeni | Secure | | | | | | |
| Dusky Shrew | Sorex monticolus | Secure | | | | | | |

| Common Name | Scientific Name* | Provincial Status (General Status of AB Wild Species 2015) | Wildlife Act Designation and New Species Assessed by ESCC | COSEWIC Designation | SARA Designation | Species Recorded in Study Area** | Potential Habitat Use | Likelihood of Occurance |
|---------------------|------------------------|--|---|------------------------|----------------------------|---|--------------------------|-------------------------------|
| Water Shrew | Sorex palustris | Secure | | | | | | |
| Little Brown Myotis | Myotis lucifugus | May Be At Risk | | Endangered | Schedule 1 (Endangered) | | Roosting/ Foraging | Moderate |
| Northern Bat | Myotis septentrionalis | May Be At Risk | Data Deficient | Endangered | Schedule 1 (Endangered) | FWMIS | Roosting/ Foraging | Moderate |
| Big Brown Bat | Eptesicus fuscus | Secure | | | | | | |
| Coyote | Canis latrans | Secure | | | | | | |
| Red Fox | Vulpes vulpes | Secure | | | | | | |
| Long-tailed Weasel | Mustela frenata | May Be At Risk | | | | | Breeding/ Foraging | Low |
| Ermine | Mustela erminea | Secure | | | | | | |
| Least Weasel | Mustela nivalis | Secure | | | | | | |
| Striped Skunk | Mephitis mephitis | Secure | | | | | | |
| Moose | Alces alces | Secure | | | | | | |
| Mule Deer | Odocoileus hemionus | Secure | | | | | | |
| White-tailed Deer | Odocoileus virginianus | Secure | | | | | | |

^{*} Scientific names are based on the Cornell Lab of Ornithology's 2018 Clements Checklist (birds) and the Government of Alberta's 2015 Wild Species Status List (mammals, amphibians, reptiles).

^{**} Sources of species records: Spencer 2020 = site reconnaissance (22 April 2020), FWMIS = fish and wildlife Management Information System (Accessed 20 April 2020, observation dates not known), eBird = The Cornell Lab of Ornithology eBird (Accessed 06 July 2020, observation dates range from 1978 to 2020)

Appendix F: Historical Resources Act Approval



HRA Number:

4725-20-0021-001

July 29, 2020

Historical Resources Act Approval

Proponent: City of Edmonton

14th Floor, Edmonton Tower, 10111 - 104 Avenue NW, Edmonton, AB T5J 0J4

Contact: Jim Nakonechny

Agent: Circle CRM Group Inc.
Contact: Margarita de Guzman

Project Name: Riverside Trail Realignment and Upgrading

Project Components: Trail

Application Purpose: Requesting HRA Approval / Requirements

Historical Resources Act approval is granted for the activities described in this application and its attached plan(s)/sketch(es) subject to Section 31, "a person who discovers an historic resource in the course of making an excavation for a purpose other than for the purpose of seeking historic resources shall forthwith notify the Minister of the discovery." The chance discovery of historical resources is to be reported to the contacts identified within Standard Requirements under the Historical Resources Act: Reporting the Discovery of Historic Resources.

Martina Purdon
Manager, Regulatory Approvals
and Information Management
Alberta Culture, Multiculturalism
and Status of Women

Lands Affected: All New Lands

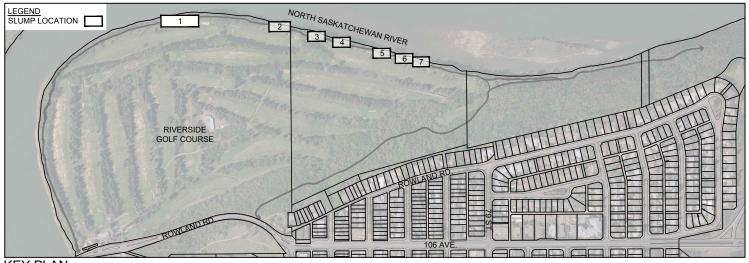
Proposed Development Area:

| MER | RGE | TWP | SEC | LSD List |
|-----|-----|-----|-----|----------|
| 4 | 24 | 53 | 3 | 5,12-15 |
| 4 | 24 | 53 | 2 | 13 |

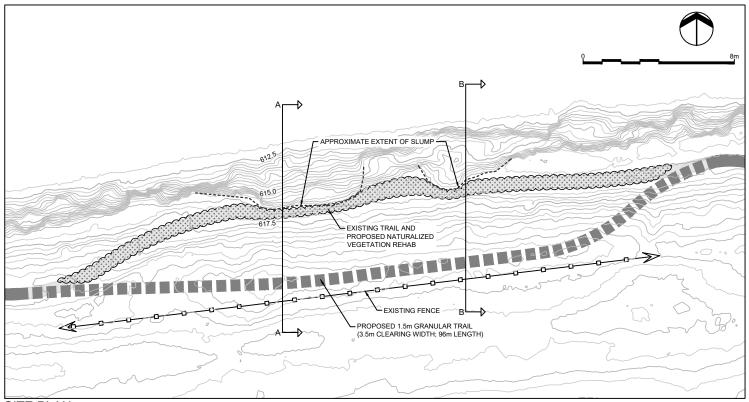
Documents Attached:

Document Name Document Type
Project Plan Illustrative Material

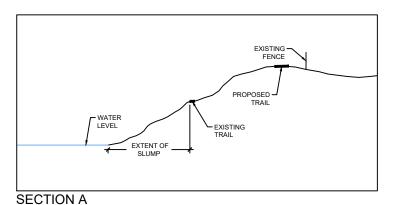
Appendix G: Riverside Trail Realignment Concept Drawings (EDA 2020)

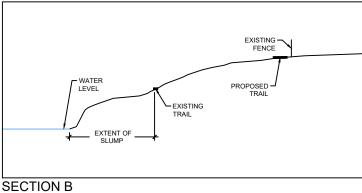


KEY PLAN (NOT TO SCALE)



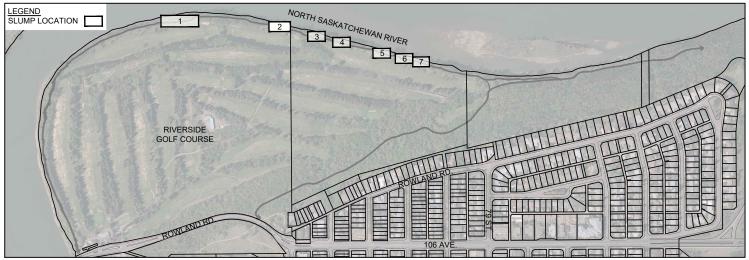
SITE PLAN



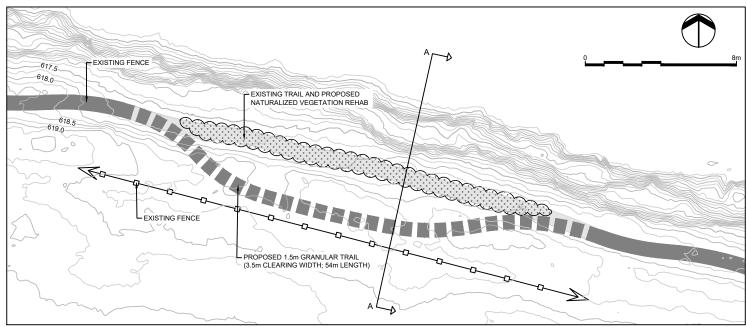


LOCATION 1 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 1 Page 1121 of 1367

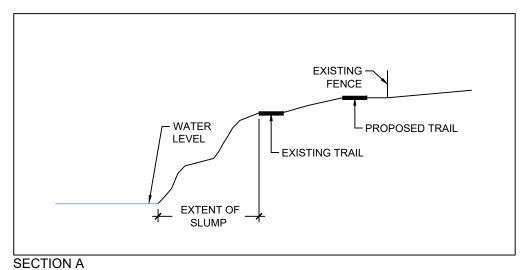




KEY PLAN (NOT TO SCALE)

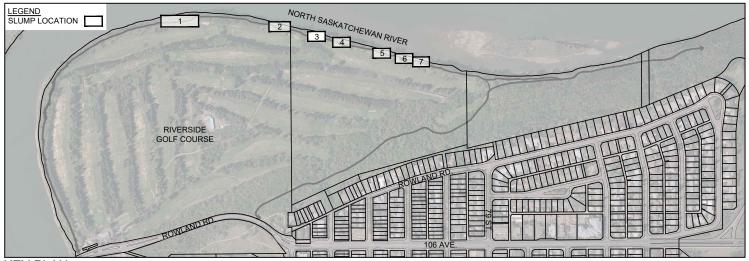


SITE PLAN

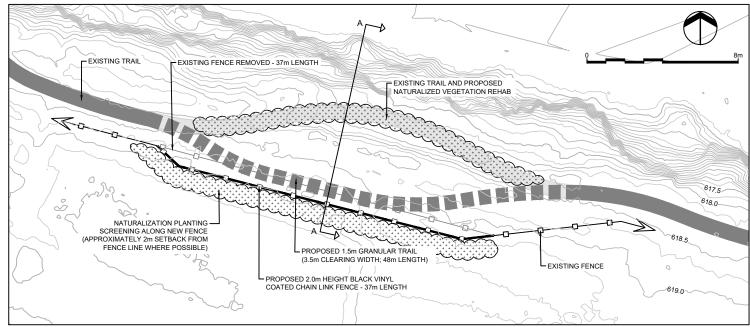


LOCATION 2 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 7 Page 1122 of 1367

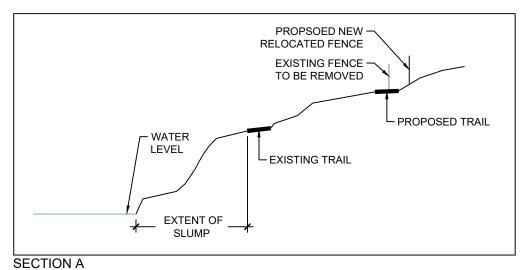




KEY PLAN (NOT TO SCALE)

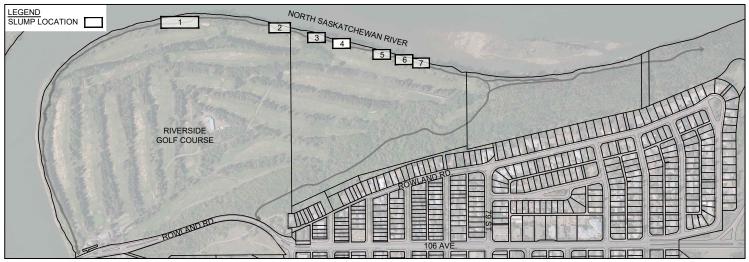


SITE PLAN

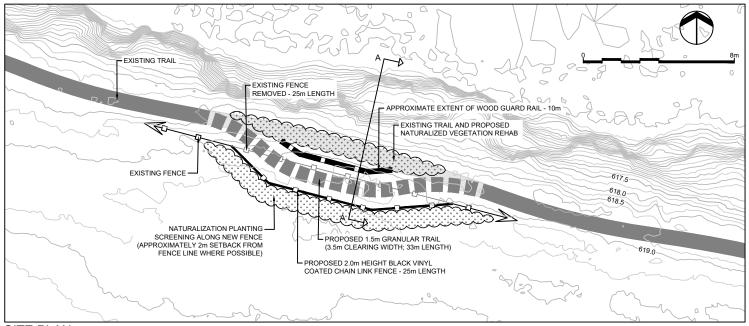


LOCATION 3 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 8 Page 1123 of 1367

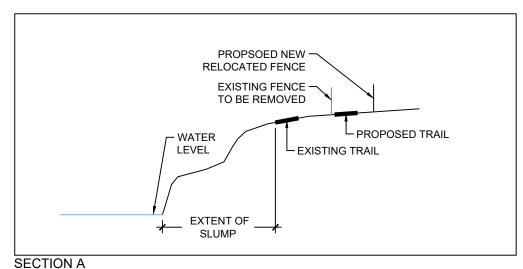




KEY PLAN (NOT TO SCALE)

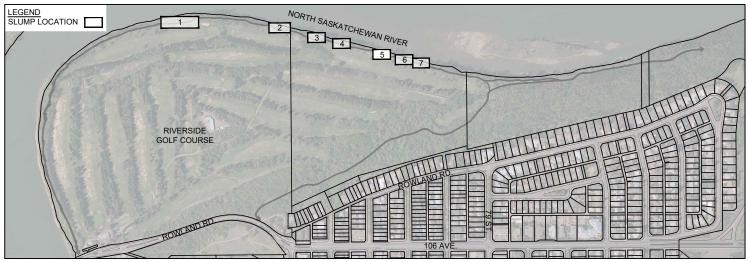


SITE PLAN

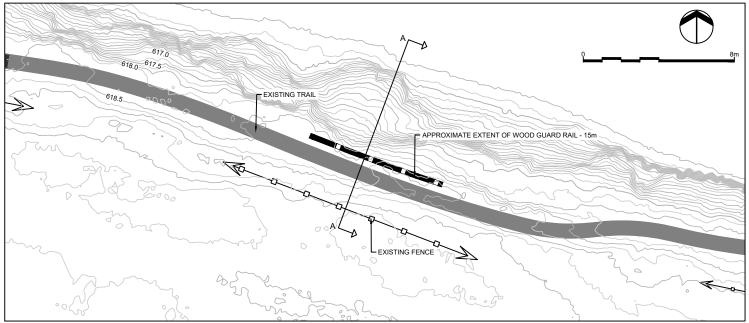


LOCATION 4 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 9 Page 1124 of 1367

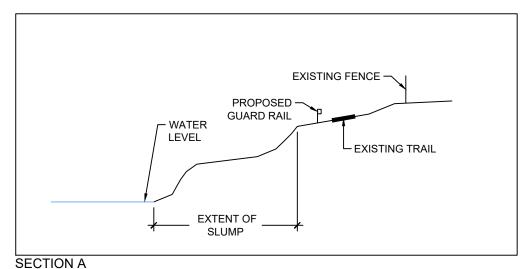




KEY PLAN (NOT TO SCALE)

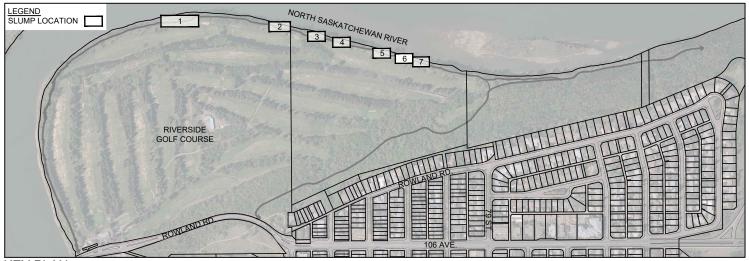


SITE PLAN

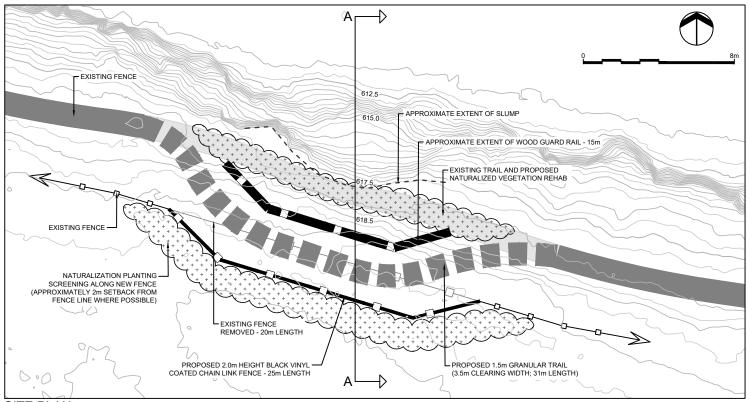


LOCATION 5 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 10 Page 1125 of 1367

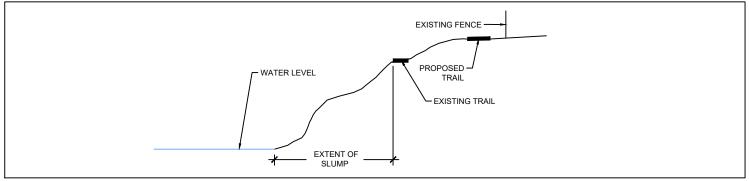




KEY PLAN (NOT TO SCALE)



SITE PLAN

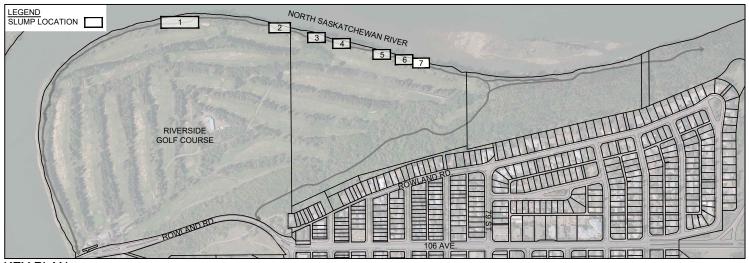


SECTION A

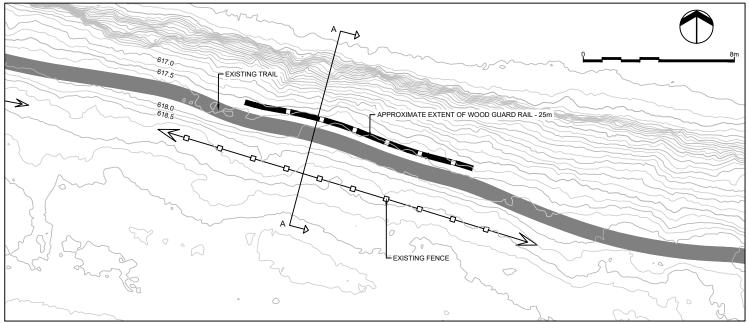
RIVER SIDE TRAIL RE-ALIGNMENT

LOCATION 6 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 2 Page 1126 of 1367

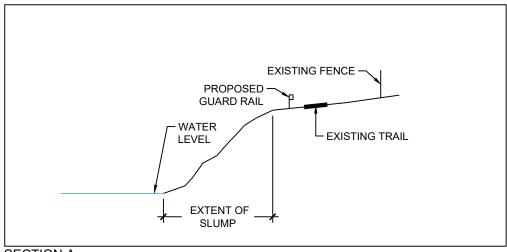




KEY PLAN (NOT TO SCALE)



SITE PLAN

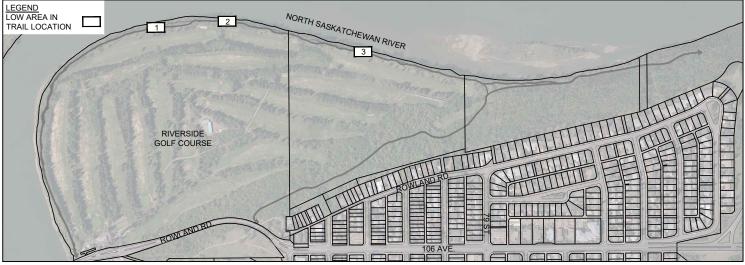


SECTION A

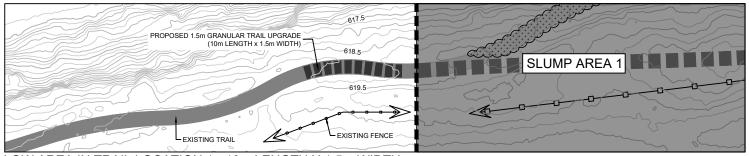
LOCATION 7 OPTION: PROPOSED GUARD RAIL

THURBER SITE 11 Page 1127 of 1367

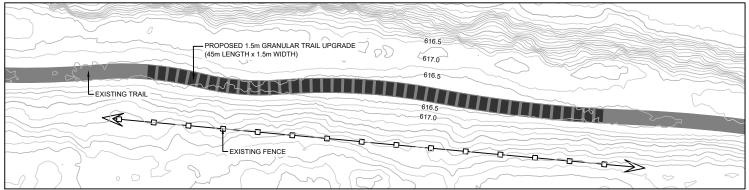




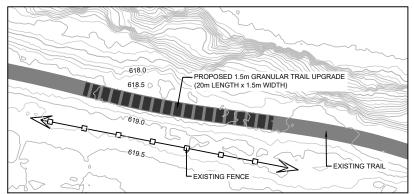
KEY PLAN (NOT TO SCALE)



LOW AREA IN TRAIL LOCATION 1 - 10m LENGTH X 1.5m WIDTH



LOW AREA IN TRAIL LOCATION 2 - 45m LENGTH X 1.5m WIDTH THURBER SITE 6



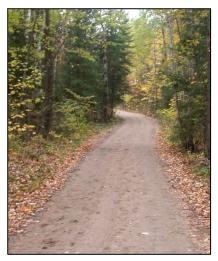
LOW AREA IN TRAIL LOCATION 3 - 20m LENGTH X 1.5m WIDTH

GENERAL NOTES

 CLEAR AND COMPACT EXISTING TRAIL SURFACE, SUPPLY AND INSTALL FILTER FABRIC AND GEOGRID ON TOP OF EXISTING SURFACE, ADD 150mm OF NEW GRANULAR MATERIAL AND COMPACT, EDGE OF TRAIL REHABILITATION ACCORDINGLY



RIVERSIDE TRAIL RE-ALIGNMENT TRAIL UPGRADE OPTIONS: LOW POINTS IN TRAIL Page 1128 of 1367



GRANULAR TRAIL

1.5m WIDTH



BLACK VINYL COATED CHAIN LINK FENCE 2.0m HEIGHT



WOODEN GAURD RAIL 1.2m HEIGHT



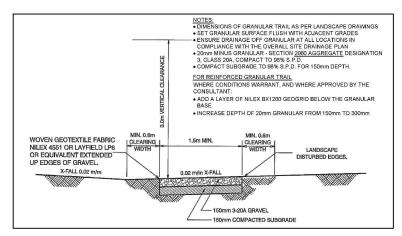
NATURALIZATION VEGETATION TREE IN 20 GALLON POT



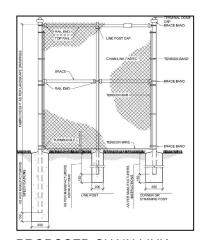
NATURALIZATION VEGETATION SHRUB IN 20 GALLON POT



EXAMPLE OF NATURALIZATION VEGETATION REHAB



PROPOSED GRANULAR TRAIL DETAIL



PROPOSED CHAIN LINK FENCE DETAIL

RIVERSIDE TRAIL RE-ALIGNMENT MATERIAL EXAMPLES



CR_8444 Attachment 2

Site Location Study

Riverside Trail Realignment Final Report v. 2



Prepared for:

City of Edmonton, Integrated Infrastructure Services

Edmonton, Alberta

Under Contract to:

EDA Planning + Urban Design Inc.

Edmonton, Alberta

Project Number EP-893

15 September 2020

Prepared by:

Spencer Environmental Management Services Ltd.

Edmonton, Alberta





Suite 402, 9925 - 109 Street Edmonton, Alberta T5K 2J8 Phone (780) 429-2108 Fax (780) 429-2127

William Packolyk, BLA, AALA, BCSLA Landscape Architect EDA Planning + Urban Design 5307 – 47 Street NW Edmonton, Alberta T6B 3T4 15 September 2020 EP893

Dear Mr. Packolyk,

Re: Site Location Study Pursuant to Bylaw 7188 for Riverside Trail Realignment - FINAL REPORT v.2

As requested, please find enclosed a pdf copy of the above-mentioned final Site Location Study (SLS) v.2 for submission to City Planning for City Council approval pursuant to Bylaw 7188. Hard copies of the report will be prepared on request.

An Environmental Impact Assessment (EIA) has been completed for the proposed project and is provided under separate cover.

Please contact either of the undersigned if you require additional information.

Sincerely,

Spencer Environmental Management Services Ltd.

Stephanie Jean, M.Sc., BIT Environmental Scientist

Andra Bismanis, M.Sc., P.Biol. Vice-President, Science Practice

cc: Ted Muller, EDA Planning + Urban Design

Table of Contents

| Chapt | <u>ter</u> | Page |
|--------------|--|-------------|
| 1.0 | INTRODUCTION AND PROJECT LOCATION | 1 |
| 2.0 | RIVERSIDE TRAIL REALIGNMENT PROJECT SCOPE | |
| 2.1 | Project Description | |
| 2.1 | Landscaping | 5 |
| 2.2 | Construction Schedule | 5 |
| 2.3 | Construction Laydown Area and Access | 5 |
| 3.0 | RIVERSIDE TRAIL LOCATION ANALYSIS AND JUSTIFICATION | 6 |
| 3.1 | Alternative Location Review | 6 |
| 3.2 | J 1 | |
| 3.3 | Overview of Bylaws/Plans/Policies | |
| 4.0 | CONSTRAINTS ANALYSIS | 7 |
| 4.1 | Social | 7 |
| 4.2 | Financial | |
| 4.3 4.4 | Environmental | |
| | Institutional | |
| 5.0 | SUMMARY AND CONCLUSION | |
| 6.0 | REFERENCES | 9 |
| 6.1 | Literature Cited | 9 |
| APPE | ENDIX A: FIGURES | A1 |
| APPE | ENDIX B: CONCEPTUAL DESIGN (EDA 2020) | B1 |
| | | |
| | List of Tables | |
| Table | 1. Riverside Trail rehabilitation components for each location | 4 |
| | | |
| | List of Plates | |
| | 1. Slope failure of the south bank of the NSR along Riverside Trail (Location 1) April 2020) | |
| Plate 2 | 2. Slope failure of the south bank of the NSR along Riverside Trail (Location 6) | (22 |
| | April 2020) | |
| | 2020) | - |

1.0 INTRODUCTION AND PROJECT LOCATION

Riverside Trail is an existing granular trail located on City of Edmonton-owned lands in the North Saskatchewan River Valley (NSRV), extending from the east end of the Riverside Golf Course to Rowland Road (Dawson Bridge) (Figure 1, Appendix A). This trail forms part of the City's river valley trail system and is currently temporarily closed due to riverbank slumping. Despite being closed, the public continues to use the trail.

The City of Edmonton proposes to realign and rehabilitate portions of Riverside Trail where slope failure along the south bank of the North Saskatchewan River (Plates 1 and 2) have created public safety concerns. Seven (7) locations along a 700 m section of trail were identified for realignment or rehabilitation and an additional three (3) low spots were identified for upgrading in that section of trail (Plate 3) (Figure 2, Appendix A).



Plate 1. Slope failure of the south bank of the NSR along Riverside Trail (Location 1) (22 April 2020).



Plate 2. Slope failure of the south bank of the NSR along Riverside Trail (Location 6) (22 April 2020).



Plate 3. A low area in the trail identified for upgrading (Upgrade Location 1) (22 April 2020).

Riverside Trail is wholly located within the boundaries of the City of Edmonton's North Saskatchewan River Valley Area Redevelopment Plan (ARP) (Bylaw 7188) (Figure 1, Appendix A). Consultation with City Planning indicated the proposed project meets the definition of a major facility pursuant to the ARP and therefore triggers the need for a Site Location Study (SLS) and Environmental Impact Assessment (EIA) (under separate cover), and requires City Council to deem the location essential and approve the SLS and EIA. Section 3.5.1 of the ARP states that major public facilities shall not be constructed or expanded unless their location within the River Valley is deemed essential and approved by City Council.

This document represents that SLS in support of the proposed Riverside Trail realignment and upgrading project. The report format and content follow a project-specific Terms of

Reference developed through scoping discussions held with a City Ecological Planner, informed by a technical briefing and anticipated project activities and as required, discussing the social, financial, environmental and institutional constraints that make a river valley location essential. In addition, a separate EIA has been prepared for the proposed project (Spencer Environmental 2020).

2.0 RIVERSIDE TRAIL REALIGNMENT PROJECT SCOPE

2.1 Project Description

This project addresses a total of seven (7) trail slump locations. Five sections are to be realigned, two sections are to remain in place with safety concerns addressed through installation of a guardrail. Two of the realigned trail sections will also have guardrails (Table 1) (Appendix B). There are an additional three (3) low spots along the trail that have been identified for upgrading (Appendix B).

Table 1. Riverside Trail rehabilitation components for each location.

| Location # | Realignment (Length) | Fence Line Adjustment (Length) | Revegetation | Guardrail Installation (Length) | Upgrading (Length) |
|------------|----------------------|--------------------------------------|--------------|---------------------------------------|--------------------|
| 1 | ✓ (96 m) | | ✓ | | |
| 2 | ✓ (54 m) | | ✓ | | |
| 3 | ✓ (48 m) | ✓ (37 m) | ✓ | | |
| 4 | ✓ (33 m) | ✓ (25 m) | ✓ | ✓ (10 m) | |
| 5 | | | | ✓ (15 m) | |
| 6 | ✓ (31 m) | ✓ (25 m) | ✓ | ✓ (15m) | |
| 7 | | | | ✓ (25 m) | |
| Upgrade 1 | | | | | ✓ (10 m) |
| Upgrade 2 | | | | | ✓ (45 m) |
| Upgrade 3 | | | | | ✓ (20 m) |

Trail and Fence Line Realignments

Trail realignment is proposed for trail locations 1, 2, 3, 4 and 6, for lengths ranging from 31 m to 96 m (Table 1). The new trail sections will be 1.5 m wide granular trails and will require a 3.5 m wide clearing width (Appendix B).

At some locations, the existing Riverside Golf course fence line must be adjusted to accommodate trail realignment (Table 1). Those locations will include installation of new sections of 2 m high black vinyl coated chain link fence along the existing grey chain link fence.

For locations requiring trail realignment, the section of existing trail will be decommissioned and revegetated to discourage use by recreationalists.

Guardrails

New wooden guardrails, ranging in length from 10 m to 25 m, are proposed for trail locations 4, 5, 6 and 7 along the downslope edge of the granular trail (Appendix B). Guardrails will be constructed on screwpiles and will be 1.2 m in height.

Trail Upgrading

Trail upgrading at three low spots (Figure 2, Appendix A) will comprise clearing, scarifying and compaction of the existing 1.5 m trail surface prior to placement of filter fabric and geogrid followed by the addition of 150 mm of granular material. Trail edges will be rehabilitated/graded as needed to ensure surface drainage does not flow over the top-of-bank toward the river.

The majority of tree/vegetation removal for the proposed project will be completed by the City of Edmonton Forestry Department in fall/winter 2020/21 before construction begins in spring 2021 (May). Some selective vegetation removal may need to be completed by the contractor in consultation with City Forestry once construction begins.

2.1 Landscaping

Existing trail sections proposed to be decommissioned will be revegetated with native trees and shrubs to discourage use by recreationalists (Table 1). In areas where the golf course fence line is adjusted (Table 1), a naturalized screen will be planted along the golf course side of the fence, setback by approximately 2 m where possible. Native trees and shrubs will be used to create these screens.

2.2 Construction Schedule

Construction is anticipated to begin in spring of 2021 (May). City of Edmonton Forestry will complete tree clearing for the project in late fall 2020/early winter 2021. Tree clearing will take place before 15 February to avoid disturbance to breeding owls.

2.3 Construction Laydown Area and Access

A fenced construction laydown area will be established in the Riverside Golf Course overflow parking lot located on the south side of Rowland Road. Construction access to the trail rehabilitation sites will be along the existing Riverside Trail that extends from the overflow parking lot, under Dawson Bridge and north along the top-of-bank to the rehabilitation locations. Small-sized equipment will be used to access the project area and to undertake the trail rehabilitation and upgrading activities. The active construction area along the trail will continue to be closed to recreationalists and will be fenced for security purposes during construction.

3.0 RIVERSIDE TRAIL LOCATION ANALYSIS AND JUSTIFICATION

3.1 Alternative Location Review

Riverside Trail is located entirely within the boundaries of the North Saskatchewan River Valley Area Redevelopment Plan (NSRV ARP) (Bylaw 7188) (Figure 1, Appendix A). As the proposed project comprises realignment and upgrading of sections of an existing trail that the City wishes to maintain and that connects to the NSRV network including shared-use pathways (SUPs), it could not reasonably function elsewhere. No alternatives, therefore, were considered outside the ARP boundary.

3.2 River Valley Dependencies

Riverside Trail is an existing trail in the City's river valley trail system, offered as a means of facilitating access to this area of the valley. The proposed project represents select minor realignments and upgrading of existing infrastructure in response to public safety concerns. Therefore, the project must be located in the river valley.

3.3 Overview of Bylaws/Plans/Policies

The proposed project is consistent with the following City plans: Draft City Plan; Breathe – Edmonton's Green Network Strategy; Ribbon of Green Master Plan

4.0 CONSTRAINTS ANALYSIS

Following is an analysis of the social, financial, environmental and institutional opportunities and constraints that make this project's location within Bylaw 7188 boundaries essential.

4.1 Social

The Riverside Trail provides recreationalists access to the NSRV and connects to other NSRV SUPs. The proposed project intends to improve trail conditions on this popular trail so that trail integrity is maintained, and the trail may be safely re-opened for recreational use.

4.2 Financial

Riverside Trail rehabilitation will be financed through the City's Open Space: River Valley System Renewal capital profile. There are no financial constraints that influence this project.

4.3 Environmental

The final project design was influenced by the local river valley environment. Planning attempted to minimize the length of new trail segments to reduce costs and disturbance to the natural environment, while respecting the constraints presented by site topography.

4.4 Institutional

City of Edmonton operates and maintains the City-owned river valley trail system, including the Riverside Trail, in the NSRV ARP. Trail realignment was also influenced by the adjacency of the established Riverside Golf Course.

5.0 SUMMARY AND CONCLUSION

As documented in this Site Location Study, Riverside Trail is existing infrastructure within the Bylaw 7188 boundaries. This project comprises trail realignment and upgrading of the existing trail at seven select slump locations and three low spot locations to improve trail integrity and public safety. Since the proposed project comprises realignment and upgrading of an existing river valley trail that the City wishes to maintain and that connects to the NSRV network, including SUPs, it could not reasonably function elsewhere outside the ARP boundary. Owing to its dependency on the river valley, therefore, the project must be located within the Bylaw 7188 boundaries. Based on the information collected and analyzed in this report, we are confident that the proposed project conforms to the goals, and applicable objectives and policies of the North Saskatchewan River Valley Area Redevelopment Plan (Bylaw 7188).

6.0 REFERENCES

6.1 Literature Cited

Spencer Environmental Management Services Ltd. 2020. Environmental Impact Assessment Pursuant to Bylaw 7188: Riverside Trail Realignment Draft Report. Prepared for the City of Edmonton. Edmonton, Alberta.

Appendix A: Figures

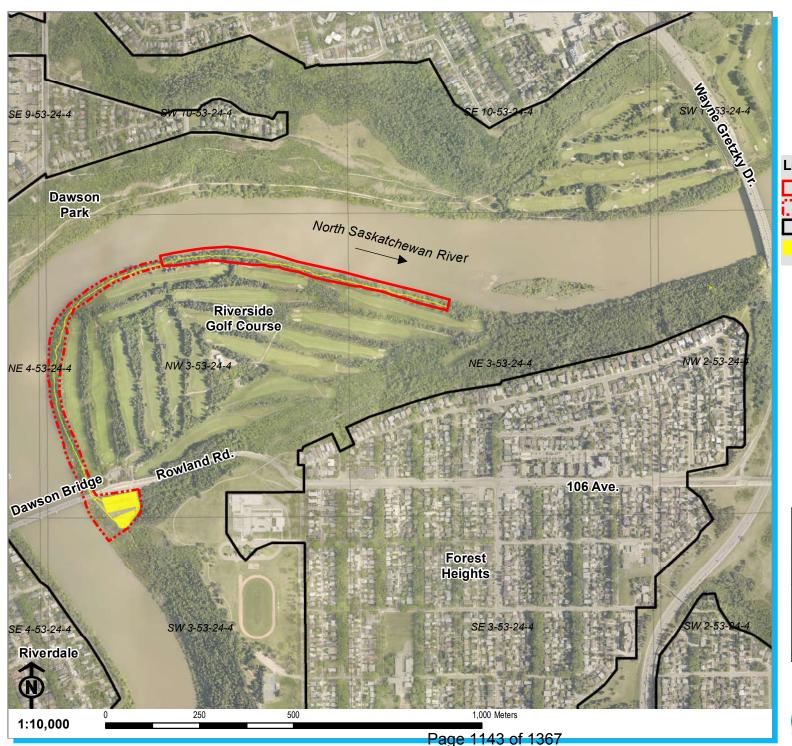
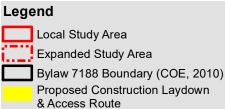


Figure 1.
Project Overview
Riverside Trail
Realignment
and Upgrading





Map Date: 3 July 2020 Mosaic Imagery Date: May-July 2019



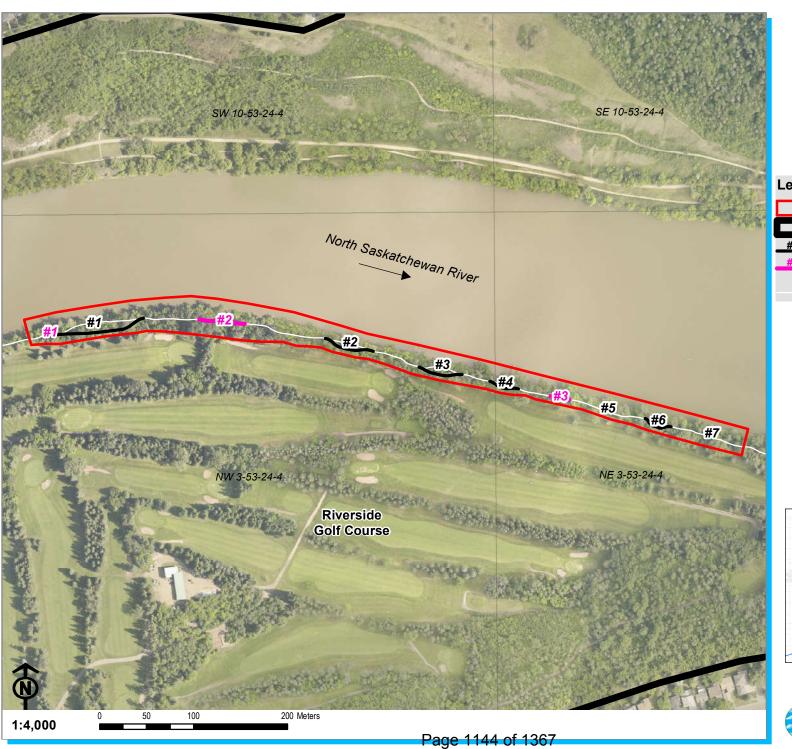


Figure 2a.
Site Overview
Riverside Trail
Realignment
and Upgrading



Local Study Area

Bylaw 7188 Boundary (COE, 2010)

#1 Proposed Trail Realignment Location

#1 Proposed Trail Low Point Upgrade Location

Existing Trail Centerline



Map Date: 3 July 2020 Mosaic Imagery Date: May-July 2019



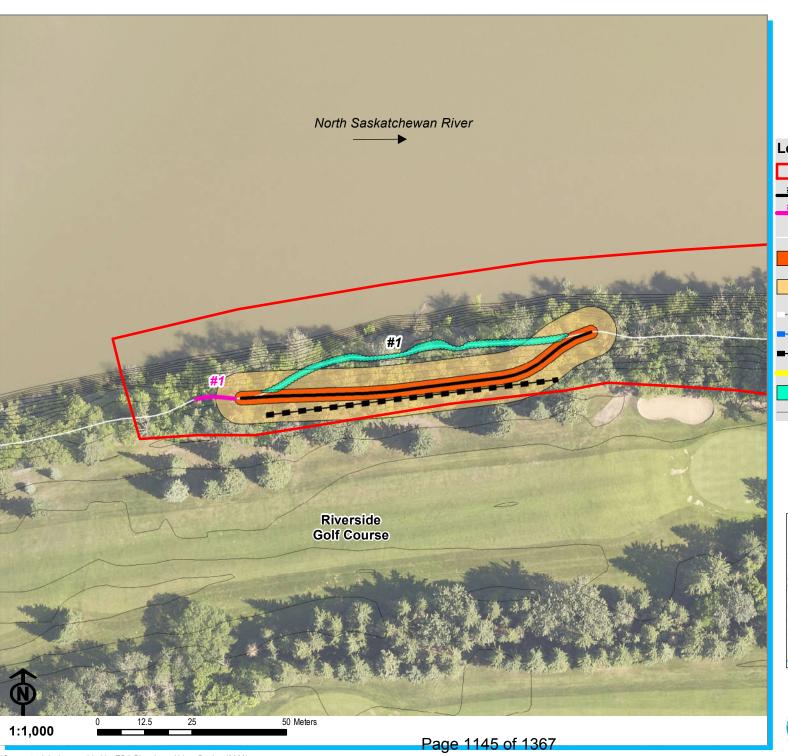


Figure 2b. Trail Realignment and Upgrading

Riverside Trail Realignment and Upgrading

Legend

Local Study Area

#1 Proposed Trail Realignment Location
#1 Proposed Trail Low Point Upgrade

Proposed Trail Low Point Upgrade Location

Existing Trail Centerline

Proposed Trail Clearing Width (3.5m)*

Indirect Construction Impact (5m Setback)

- - Proposed Fence Removal

Proposed Fence Relocation

Existing Fence

Proposed Guard Rail

Proposed Naturalized Vegetation

Contours (COE, 2018)







Figure 2c. Trail Realignment and Upgrading

Riverside Trail Realignment and Upgrading

Legend

Local Study Area

#1 Proposed Trail Realignment Location

Proposed Trail Low Point Upgrade Location

Existing Trail Centerline

Proposed Trail Clearing Width (3.5m)*

Indirect Construction Impact (5m Setback)

Proposed Fence Removal

Proposed Fence Relocation

■— Existing Fence

Proposed Guard Rail

Proposed Naturalized Vegetation

Contours (COE, 2018)





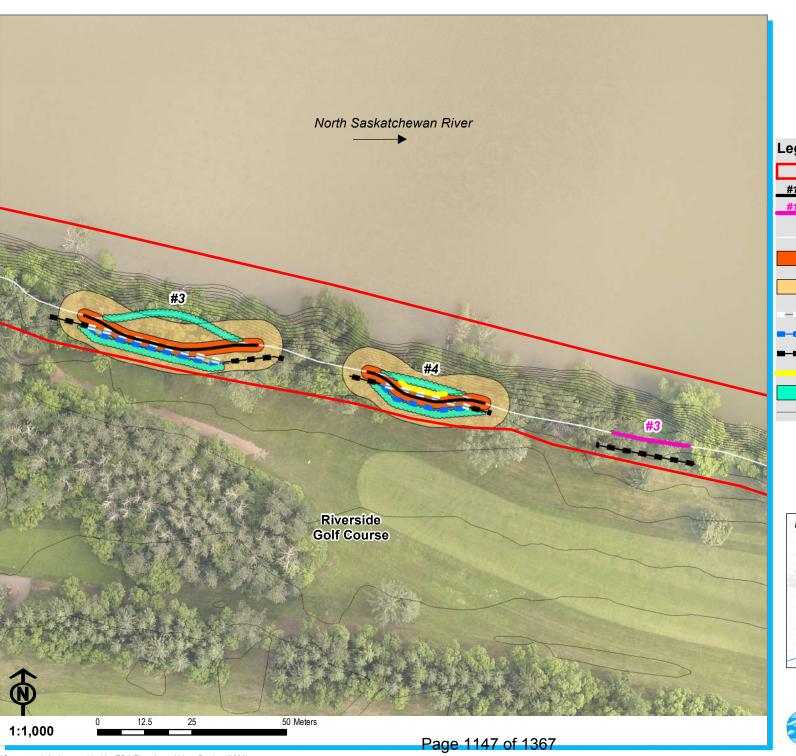


Figure 2d. Trail Realignment and Upgrading

Riverside Trail Realignment and Upgrading

Legend

Local Study Area

#1 Proposed Trail Realignment Location
#1 Proposed Trail Low Point Upgrade

Proposed Trail Low Point Upgrade Location

Existing Trail Centerline

Proposed Trail Clearing Width (3.5m)*

Indirect Construction Impact (5m Setback)

- Proposed Fence Removal

Proposed Fence Relocation

■— Existing Fence

Proposed Guard Rail

Proposed Naturalized Vegetation

Contours (COE, 2018)





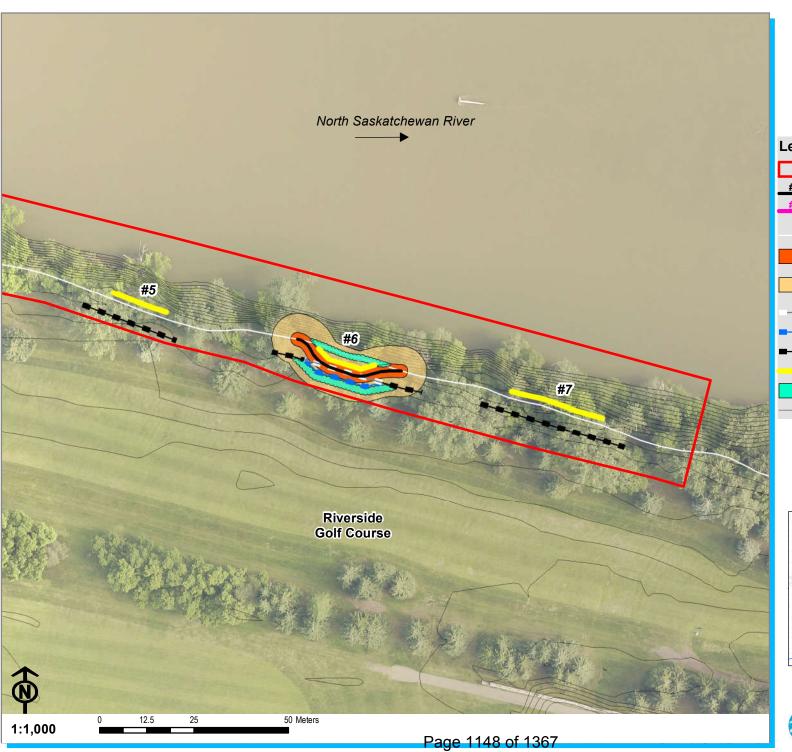


Figure 2e. Trail Realignment and Upgrading Riverside Trail

Riverside Trail Realignment and Upgrading

Legend

Local Study Area

#1 Proposed Trail Realignment Location

Proposed Trail Low Point Upgrade Location

Existing Trail Centerline

Proposed Trail Clearing Width (3.5m)*

Indirect Construction Impact (5m Setback)

- Proposed Fence Removal

Proposed Fence Relocation

■— Existing Fence

Proposed Guard Rail

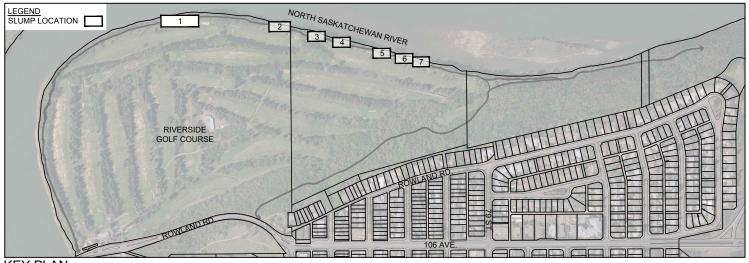
Proposed Naturalized Vegetation

Contours (COE, 2018)

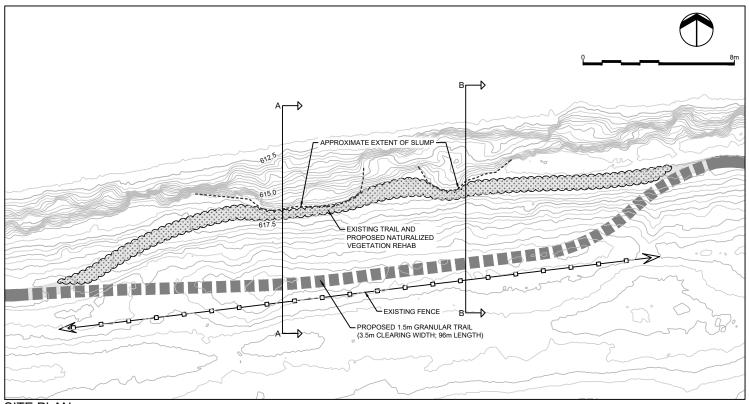




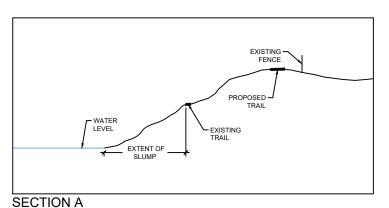
Appendix B: Conceptual Design (EDA 2020)

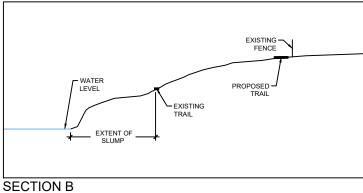


KEY PLAN (NOT TO SCALE)



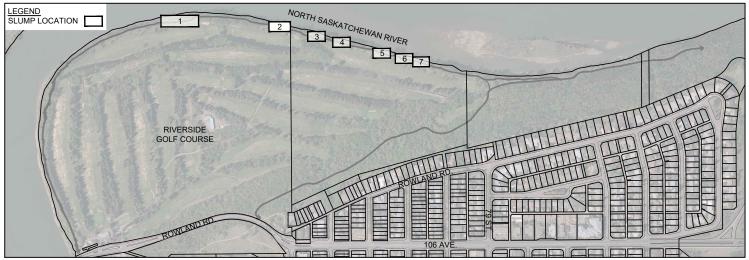
SITE PLAN



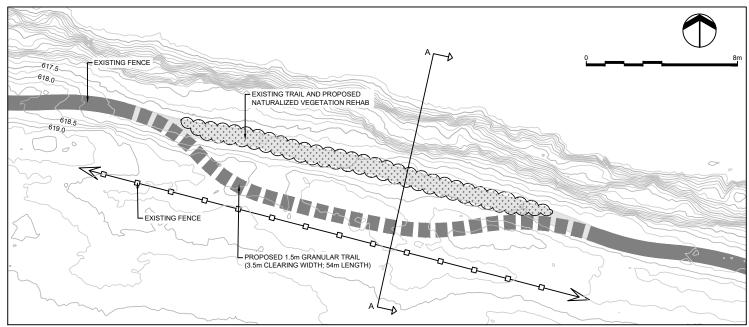


LOCATION 1 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 1 Page 1150 of 1367

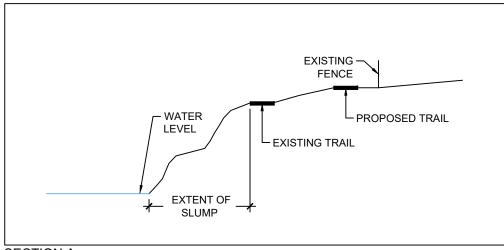




KEY PLAN (NOT TO SCALE)



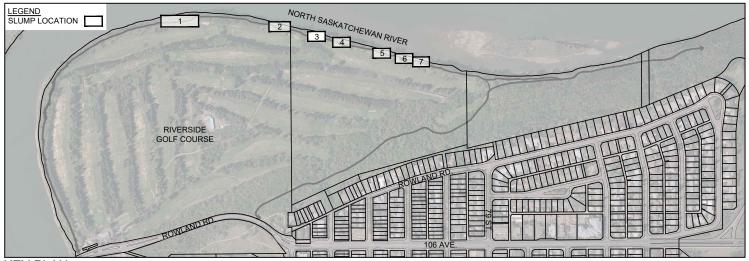
SITE PLAN



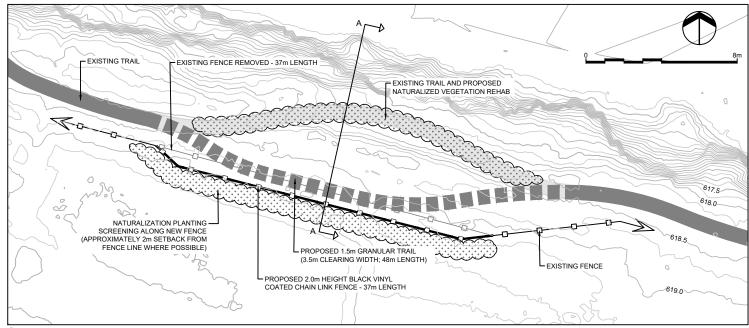
SECTION A

LOCATION 2 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 7 Page 1151 of 1367

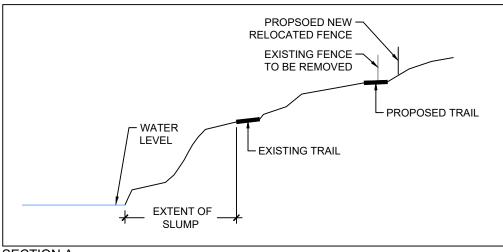




KEY PLAN (NOT TO SCALE)



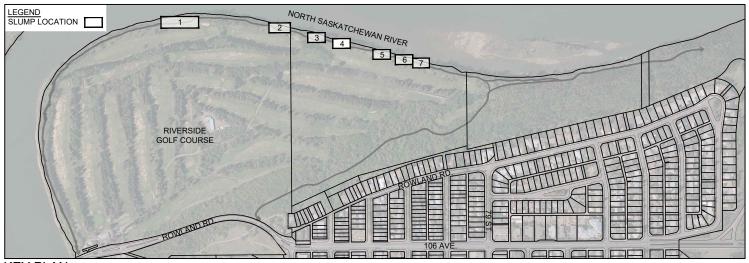
SITE PLAN



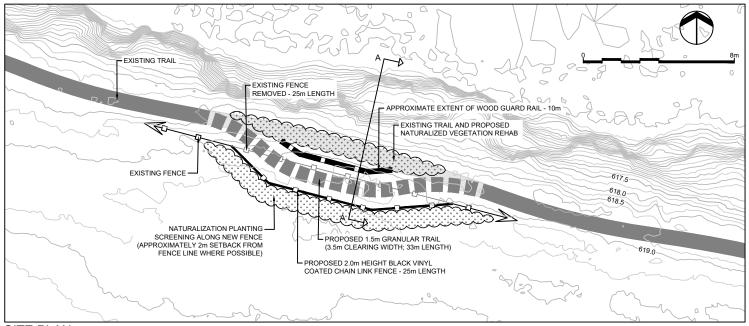
SECTION A

LOCATION 3 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 8 Page 1152 of 1367

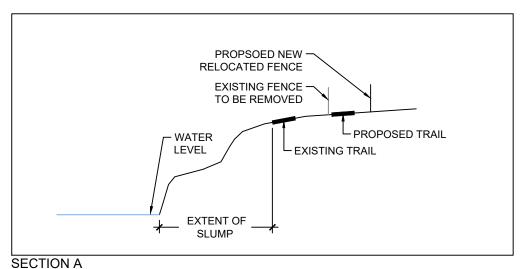




KEY PLAN (NOT TO SCALE)



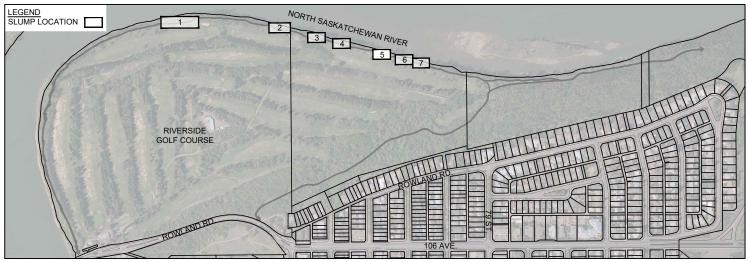
SITE PLAN



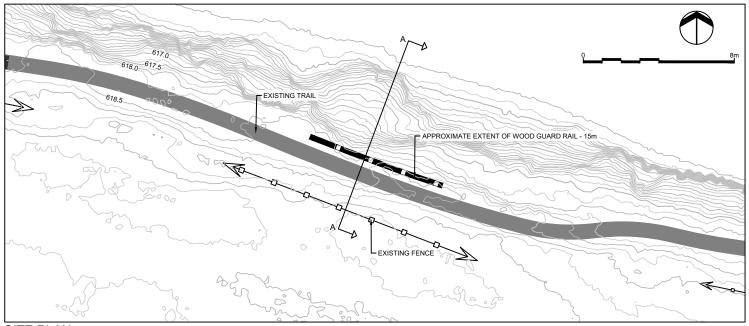
RIVER SIDE TRAIL RE-ALIGNMENT

LOCATION 4 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 9 Page 1153 of 1367

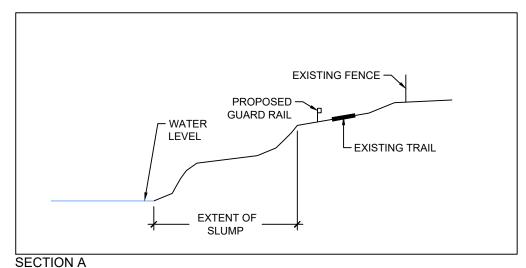




KEY PLAN (NOT TO SCALE)



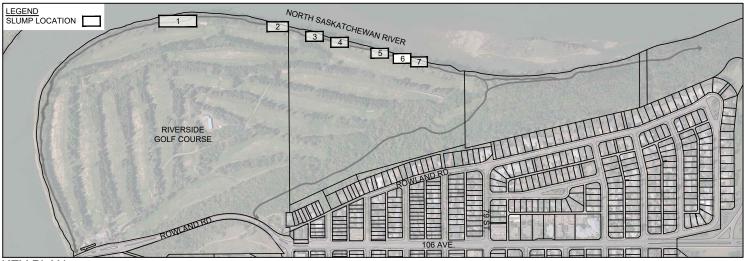
SITE PLAN



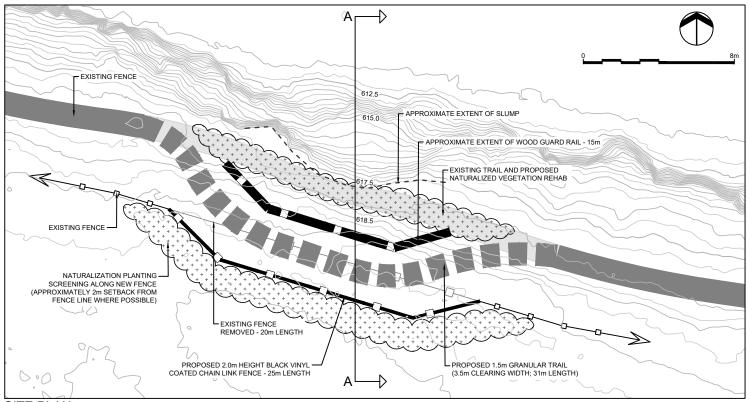
RIVER SIDE TRAIL RE-ALIGNMENT

LOCATION 5 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 10 Page 1154 of 1367

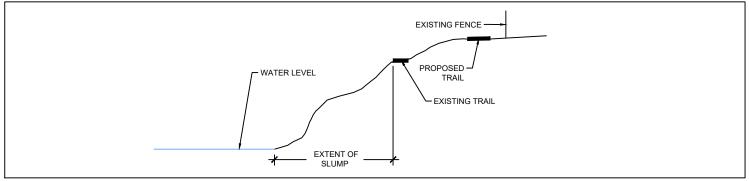




KEY PLAN (NOT TO SCALE)



SITE PLAN

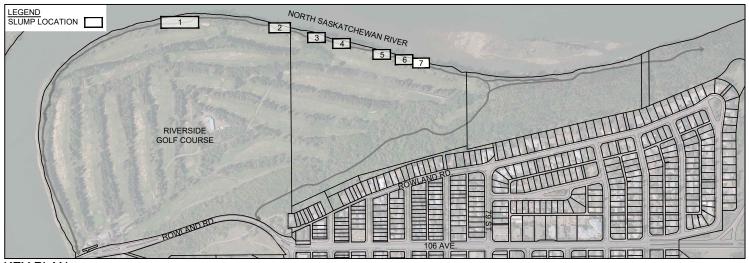


SECTION A

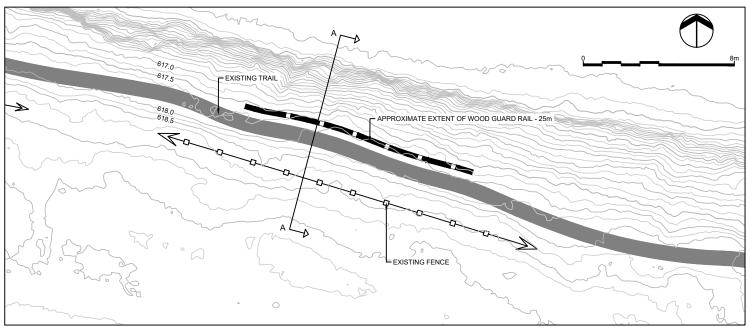
RIVER SIDE TRAIL RE-ALIGNMENT

LOCATION 6 OPTION: TRAIL RELOCATION TO AVOID SLUMPING BANK THURBER SITE 2 Page 1155 of 1367

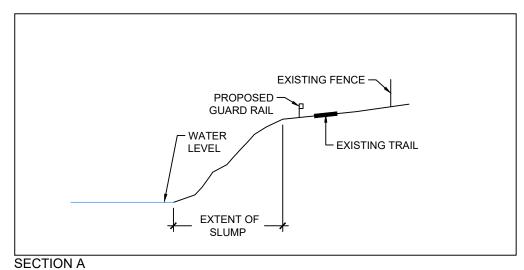




KEY PLAN (NOT TO SCALE)



SITE PLAN

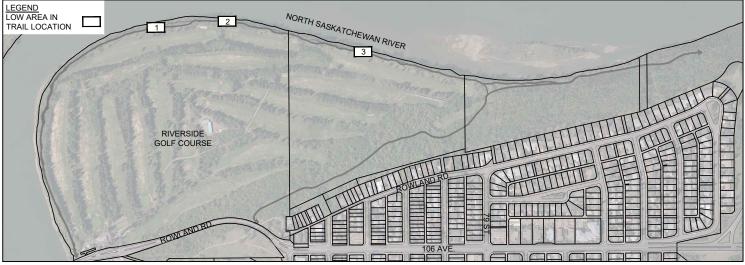


RIVER SIDE TRAIL RE-ALIGNMENT

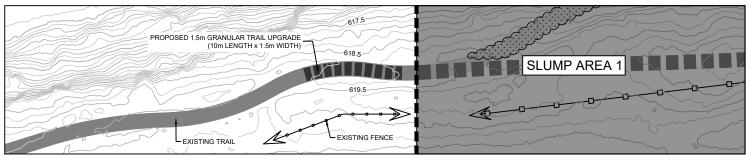
LOCATION 7 OPTION: PROPOSED GUARD RAIL

THURBER SITE 11 Page 1156 of 1367

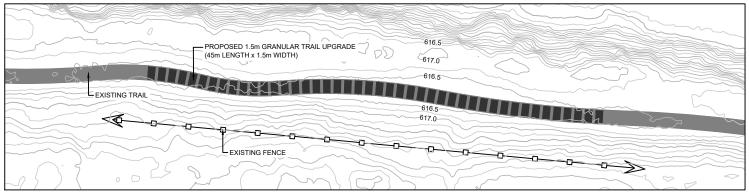




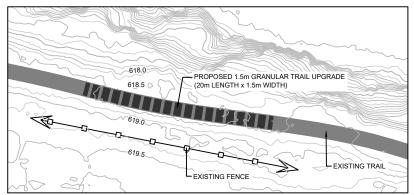
KEY PLAN (NOT TO SCALE)



LOW AREA IN TRAIL LOCATION 1 - 10m LENGTH X 1.5m WIDTH



LOW AREA IN TRAIL LOCATION 2 - 45m LENGTH X 1.5m WIDTH THURBER SITE 6



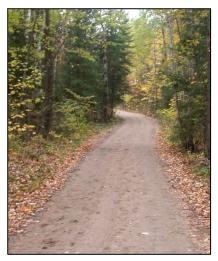
LOW AREA IN TRAIL LOCATION 3 - 20m LENGTH X 1.5m WIDTH

GENERAL NOTES

 CLEAR AND COMPACT EXISTING TRAIL SURFACE, SUPPLY AND INSTALL FILTER FABRIC AND GEOGRID ON TOP OF EXISTING SURFACE, ADD 150mm OF NEW GRANULAR MATERIAL AND COMPACT, EDGE OF TRAIL REHABILITATION ACCORDINGLY



RIVERSIDE TRAIL RE-ALIGNMENT TRAIL UPGRADE OPTIONS: LOW POINTS IN TRAIL Page 1157 of 1367



GRANULAR TRAIL

1.5m WIDTH



BLACK VINYL COATED CHAIN LINK FENCE 2.0m HEIGHT



WOODEN GAURD RAIL 1.2m HEIGHT



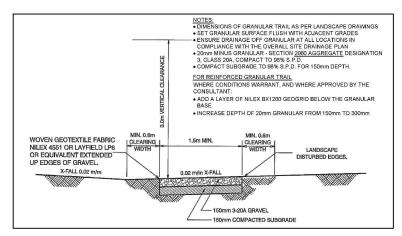
NATURALIZATION VEGETATION TREE IN 20 GALLON POT



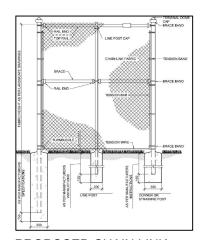
NATURALIZATION VEGETATION SHRUB IN 20 GALLON POT



EXAMPLE OF NATURALIZATION VEGETATION REHAB



PROPOSED GRANULAR TRAIL DETAIL



PROPOSED CHAIN LINK FENCE DETAIL

RIVERSIDE TRAIL RE-ALIGNMENT MATERIAL EXAMPLES



24

URBAN PLANNING COMMITTEE REPORT Ray Gibbon Drive (A. Knack)

Recommendation of the Committee

That the November 10, 2020, Integrated Infrastructure Services report CR_8133, be referred to the January 22, 2021, Inter-municipal and Regional Development Committee meeting, for further consideration.

History

At the November 10, 2020, Urban Planning Committee meeting, the November 10, 2020, Integrated Infrastructure Services report CR_8133 was considered.

Attachment

November 10, 2020, Integrated Infrastructure Services report CR_8133

Ray Gibbon Drive

(A. Knack)

Recommendation

That the November 10, 2020, Integrated Infrastructure Services report CR_8133, be received for information.

Previous Council/Committee Action

At the February 19/21, 2020, City Council meeting, Councillor A. Knack made the following inquiry:

Can Administration provide a report detailing the discussions they have had with both the City of St. Albert and the Province on the status of existing and future development of the Big Lake Neighbourhood at the intersection of 137th Ave/Ray Gibbon Drive (including developer funded infrastructure). This report is to include any analysis completed on operational concerns of the current access to the communities of Big Lake and the interim road that is being used.

Executive Summary

The City of Edmonton, City of St. Albert and Alberta Transportation are working collaboratively to advance the twinning of Ray Gibbon Drive, the future realignment of the 137 Avenue intersection and the development of the Big Lake Neighbourhood. Administration is working with developers, landowners and the City of St. Albert to advance the development of the neighbourhood transportation linkages within the Big Lake area. The development of the ultimate transportation network currently has an undefined construction timeline.

The City of St. Albert is currently advancing the widening of Ray Gibbon Drive. Through the development of the first phase of construction, north of 137 Avenue, both Alberta Transportation and the City of St. Albert expressed an initial preference to closing the existing intersection at Ray Gibbon Drive / 137 Avenue. In response, the City of Edmonton, the City of St. Albert and Alberta Transportation completed analysis and agreed on a plan for interim improvements at this intersection. The intersection improvements are included in the City of St. Albert's design and construction tender for the Ray Gibbon Drive widening improvements and are scheduled for construction in 2021. Further, the jurisdictions have outlined a shared commitment to determining a path forward for funding and construction of the ultimate realignment of the intersection to LeClair Way.

Report

The development of the Big Lake area has been underway for several years. The neighbourhoods falling within the Big Lake Area Structure Plan are currently served by two primary access points:

- 215 Street, north of Yellowhead Trail; and
- Ray Gibbon Drive at 137 Avenue (interim) / LeClair Way (ultimate).

The long-term transportation network plan for the Big Lake area is shown in Attachment 1. This includes the extension of 215 Street to the north, paralleling Big Lake, and connecting to LeClair Way. This future road alignment will serve as access to the broader Big Lake area.

When the future road alignment connecting to LeClair Way is constructed, the access point located at Ray Gibbon Drive / 137 Avenue intersection will be removed. The ultimate alignment has not yet been constructed and a timeline for construction has not been defined. The alignment has impacts on lands that are currently owned by landowners not participating in the Big Lake area development, owned by the Province or under the jurisdiction of the City of St. Albert.

The City of Edmonton and the City of St. Albert have agreed on preference for the permanent and ultimate realignment of LeClair Way. However, this work is currently not reflected in a funded capital plan or as a development responsibility (i.e. ARA Bylaw) in either municipality. As such, the timeline for LeClair Way is unknown.

Ray Gibbon Drive Twinning

In February 2019, the Government of Alberta announced funding for the twinning of Ray Gibbon Drive in St. Albert, through the completion of a cost-sharing agreement with the City of St. Albert. Through the development of the first phase of construction, north of 137 Avenue, both Alberta Transportation and the City of St. Albert expressed a preference to closing the existing intersection at Ray Gibbon Drive / 137 Avenue. This intersection experiences operational and safety issues due to queuing and the proximity to the Anthony Henday Drive interchange off-ramp.

The closure of the Ray Gibbon Drive / 137 Avenue intersection would result in immediate access issues for neighbourhoods within the Big Lake area, as the timeline for construction of the ultimate access is undetermined. The closure of this intersection would also impact access to the City of Edmonton lands east of Ray Gibbon Drive and south of 137 Avenue with future access to these lands from the South Riel development in St. Albert.

Page 2 of 4 Report: CR_8133

The City of Edmonton, the City of St. Albert and Alberta Transportation have been working collaboratively to evaluate the area and develop an interim plan to alleviate operational concerns associated with the current intersection at Ray Gibbon Drive / 137 Avenue. As a result of the collaborative effort of all parties, an operational analysis was completed (Attachment 2) and a plan was developed for modifications to the Ray Gibbon Drive / 137 Avenue intersection and the off-ramp from Anthony Henday Drive (Attachment 3). The changes agreed to by all parties include:

- Closing the westbound to northbound right turn merge from Anthony Henday Drive on to Ray Gibbon Drive;
- Constructing a dedicated right turn lane at the signalized intersection of Ray Gibbon Drive / Anthony Henday Drive westbound ramp;
- Developing a northbound acceleration lane to Ray Gibbon Drive north of Anthony Henday Drive;
- Extending the northbound to westbound left turn bay at the Ray Gibbon Drive / 137 Avenue intersection; and
- Modifying the northbound to eastbound right turn geometry at Ray Gibbon Drive / 137 Avenue to allow only simple right turn movements to mitigate the informal use of the east leg of 137 Avenue as a u-turn.

In combination with the operational benefits provided by the widening of Ray Gibbon Drive, these modifications are anticipated to improve operations and safety in this area for the short term. For efficiency, the work is being coordinated to be delivered by the City of St. Albert as a scope addition of the Ray Gibbon Drive widening project. These improvements are scheduled for construction in 2021 and will serve as an interim solution until the future connection of LeClair Way can be accomplished.

Further, the City of Edmonton is working closely with the Big Lake Area Structure Plan developers to review development related traffic and the required roadway improvements. Any additional zonings in the Big Lake Area Structure Plan will require Transportation Impact Assessment updates to determine if development related roadway or access improvements are required.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Goods and services move efficiently | | | | | |
|---|--|--------------------------------|--------------------------------|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | |
| Goods and services move efficiently | Business satisfaction: goods and services transportation (percent of survey respondents who are satisfied/very satisfied | 50.5% (2017) | 53.0% (2018) | | |
| | Travel Time and Reliability for Goods and Services Movement | 10:09 (2017) - 50% of the time | 12:30 (2018) - 50% of the time | | |

Page 3 of 4 Report: CR_8133

| | (time in minutes: seconds to drive a 10-km route) | 13:35 (2017) - 85% of the time | 16:00 (2018) - 85% of the time |
|--|---|--------------------------------|--------------------------------|
|--|---|--------------------------------|--------------------------------|

Attachments

- 1. Big Lake Area Structure Plan Long Term Transportation Network
- 2. Summary of Operational Analysis
- 3. Interim Improvement Plan for Ray Gibbon Drive / 137 Avenue

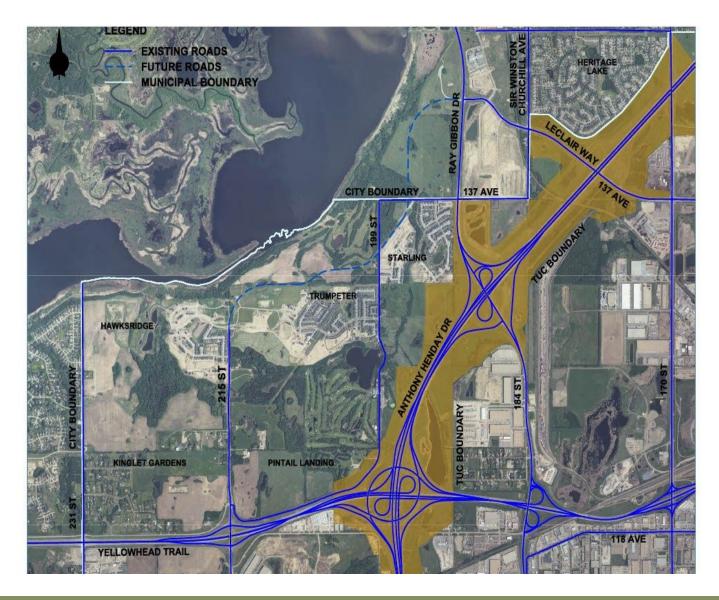
Others Reviewing this Report

- G. Cebryk, Deputy City Manager, City Operations
- M. Persson, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- C. Owen, Deputy City Manager, Communications and Engagement
- B. Andriachuk, City Solicitor

Page 4 of 4 Report: CR_8133

Attachment 1

Big Lake Area Structure Plan — Long-Term Transportation Network



Page 1 of 1 Report: CR_8133

Summary of Operational Analysis

To address the access issue to the Big Lake area, the City of Edmonton, along with the City of St. Albert and Alberta Transportation met three times in 2019 to develop an interim solution and build consensus towards a long-term agreement for the construction of future access to the Big Lake area via Ray Gibbon Drive.

On May 9, 2019, the City of Edmonton and the City of St. Albert met to discuss several issues related to our shared north-west boundary, including the Ray Gibbon Drive twinning and potential closure of the 137 Avenue intersection. Based on observations of Ray Gibbon Drive between Anthony Henday Drive and 137 Avenue, operational and safety issues were identified related to the northbound to westbound left turn at the intersection of Ray Gibbon Drive / 137 Avenue. Alberta Transportation also raised concerns about the operations on the westbound Anthony Henday Drive off-ramp and mainline operations due to congestion on Ray Gibbon Drive. Insufficient distance between the northbound to westbound left turn bay at Ray Gibbon Drive / 137 Avenue and the westbound to northbound right turn off-ramp from Anthony Henday Drive was identified as one of the primary issues.

In conjunction with St. Albert's widening of Ray Gibbon Drive, the City of St. Albert, City of Edmonton and Alberta Transportation agreed to explore interim improvements at the 137 Avenue intersection to maintain access to the Big Lake neighbourhoods until the ultimate closure of 137 Avenue and realignment of the intersection at LeClair Way / Ray Gibbon Drive is realized.

In June 2019, the City of Edmonton agreed to complete an operational review of the study area (137 Avenue intersection, Ray Gibbon Drive between the Anthony Henday Drive and 137 Avenue, and related impacts on Anthony Henday Drive mainline operations) to identify the key issues and develop recommendations that would mitigate the operational and safety challenges identified.

The operational review was completed in Fall 2019 and revealed three key issues:

- 1. Ray Gibbon Drive experiences congestion in the northbound lanes with associated queuing during the evening peak hours.
 - Ray Gibbon Drive reduces to one lane in each direction north of 137 Avenue, which causes queuing in the single northbound lane between 137 Avenue and LeClair Way.
 - During peak congestion, northbound vehicles cannot proceed through the intersection during the entirety of the green phase because two lanes of traffic have to funnel down to one lane north of the intersection. This results in queuing south of 137 Avenue.

Page 1 of 3 Report: CR_8133

- These queues, specifically in the innermost northbound lane on Ray Gibbon Drive south of 137 Avenue, extend south beyond the left turn bay and taper and block access to the left-turn bay.
- 2. Use of a northbound to westbound "shortcut" or U-turn as an alternative to completing a left turn at the 137 Avenue intersection.
 - This shortcut is used by drivers on Ray Gibbon Drive travelling northbound who wish to travel westbound on 137 Avenue without using the left turn lane. The movement involves northbound vehicles turning eastbound onto 137 Avenue, making a U-turn maneuver and then travelling westbound through the intersection at Ray Gibbon Drive.
 - The U-turn movement is perceived as the path of least resistance for drivers, possibly because the low volume of traffic on the east leg of the intersection presents fewer conflicts in performing this maneuver.
- 3. The proximity of the westbound to northbound Anthony Henday Drive merge lane to the northbound left turn bay and taper at 137 Avenue. Vehicles enter Ray Gibbon Drive at speed (60 km/h) via a freeway merge onto an arterial roadway. Making two lane changes within 100 metres to access the left turn bay under these conditions is a challenge, even in non-peak hour conditions.

The operational review findings pointed to the following key barriers that deterred drivers from using the northbound left turn bay and contributed to the congestion and safety concerns at Ray Gibbon Drive / 137 Avenue intersection:

- Queuing in the inside northbound through lanes on Ray Gibbon Drive that make the left turn bay difficult to access;
- Protected-only northbound left turn signal phasing that results in the informal use of the east leg of 137 Avenue as a U-turn to avoid delays; and
- Lack of sufficient distance for drivers to complete two lane changes between the Anthony Henday Drive ramp and the 137 Avenue left turn bay.

Alternative strategies were developed and discussed to address these key operational issues. The final recommended improvement strategy (Attachment 3) involved:

Closing the westbound to northbound right turn merge from Anthony
Henday Drive to Ray Gibbon Drive and reconfiguring the westbound left
turn segment to include a dedicated right turn lane and taper added to the
ramp and an acceleration lane added to Ray Gibbon Drive.

Page 2 of 3 Report: CR_8133

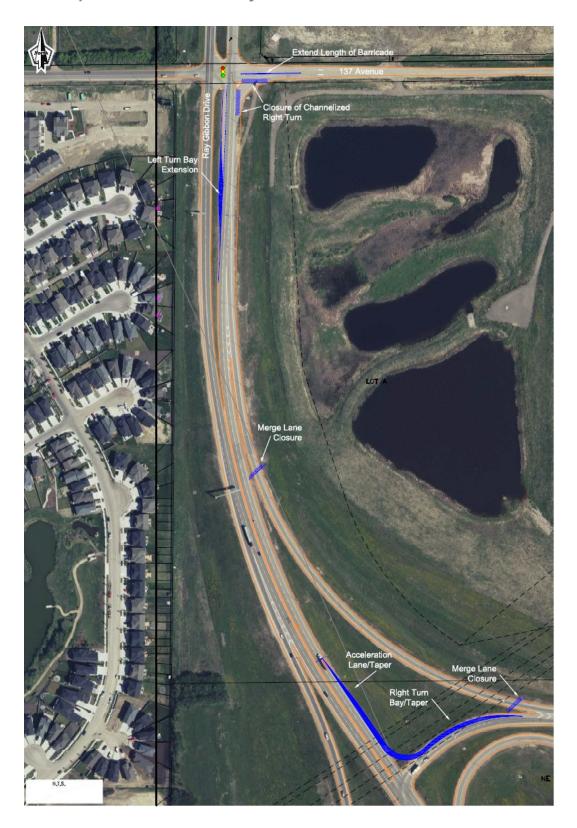
- The intersection would accommodate a three-lane section on the ramp: two left turn lanes and a single right turn lane designed to include a right turn low-exit angle channelizing island.
- The acceleration lane and taper will allow right-turning traffic to join Ray Gibbon Drive traffic at appropriate speeds without interrupting the flow. Separating slower traffic will improve the safety of the ramp area by allowing merging traffic to adjust to the proper speed before merging into traffic.
- Lengthening the northbound to westbound left turn bay and taper at Ray Gibbon Drive / 137 Avenue intersection to better accommodate variations in traffic during the peak hours and to improve accessibility to the left turn bay.
- Modifying the northbound to eastbound right turn geometry at Ray Gibbon Drive / 137 Avenue to allow only simple right turn movements to mitigate the informal use of the east leg of 137 Avenue as a u-turn. The design would include:
 - Closing the channelized right turn with jersey barriers;
 - Extending jersey barriers along the centerline of the east approach of 137 Avenue, and
 - Adding network Intelligent Transportation Systems to coordinate traffic signals from Anthony Henday Drive to LeClair Way.

In October 2019, the City of Edmonton, City of St. Albert and Alberta Transportation aligned around these recommendations as an interim approach that would allow for the intersection at 137 Avenue to remain open while improving traffic flow on Ray Gibbon Drive. The recommendations from the approved improvement strategy were included in the City of St. Albert's design and construction tender for the Ray Gibbon Drive widening improvements. There was further shared commitment to determining the permanent and ultimate realignment of the intersection to LeClair Way.

Page 3 of 3 Report: CR_8133

Attachment 3

Interim Improvement Plan for Ray Gibbon Drive / 137 Avenue



Page 1 of 1 Report: CR_8133

Bylaw 19337

Amendment to the Pilot Sound Area Structure Plan

Purpose

To amend the Pilot Sound Area Structure Plan to align with the proposed new Gorman Neighbourhood Structure Plan (Charter Bylaw 19338).

Readings

Bylaw 19337 is ready for third reading.

Advertising and Signing

This Bylaw has been advertised in the Edmonton Journal on June 19, 27, and 30, 2020. The Bylaw can be passed following third reading.

Position of Administration

Administration supports this proposed Bylaw.

Previous Council/Committee Action

At the July 7, 2020, City Council Public Hearing, the following motion was passed:

That Bylaw 19337 and Charter Bylaw 19338 be read a second time.

(Third reading of Bylaw 19337 and Charter Bylaw 19338 is withheld pending review by the Edmonton Metropolitan Regional Board)

Report

On October 1, 2020, the EMRB recommended approval of REF 2020-012, City of Edmonton, Pilot Sound ASP, subject to a 28 day appeal period ending October 29, 2020. As no appeal was submitted, the EMRB approved the REF application and Bylaw 19337 is now ready for Third Reading.

Bylaw 19337 amends the Pilot Sound Area Structure Plan (ASP) by updating maps, text and statistics in order to align the Gorman Neighbourhood Structure Plan (NSP) with the higher level Area Structure Plan. This application will facilitate the development of the final neighbourhood in the Pilot Sound area.

Public Engagement

The applicant held three engagement sessions prior to submission of the application on June 10-11, 2015, the summer of 2015, and May, 2016.

Administration sent an advance notice to surrounding property owners and the Fraser, Hairsine, Homesteader, Horse Hill, McLeod, and South Clareview Community Leagues and Area Council No. 17 Area Council and Clareview and District Area Council Area Council on July 19, 2017.

Administration held public open houses on December 6, 2016 and May 1, 2019 to provide information on the proposed Area Structure Plan amendment, the Neighbourhood Structure Plan proposal, and to collect feedback on the application.

All responses are summarized in the attached Administration Report.

Attachments

- 1. Bylaw 19337
- 2. Administration Report

Bylaw 19337

A Bylaw to amend Bylaw 6288, as amended, being the Pilot Sound Area Structure Plan

WHEREAS pursuant to the authority granted to it by the <u>Planning Act</u> on June 24, 1981, the Municipal Council of the City of Edmonton passed Bylaw 6288, as amended, being the Pilot Sound Area Structure Plan; and

WHEREAS Council found it desirable from time to time to amend Bylaw 6288, as amended, being Pilot Sound Area Structure Plan by adding new neighbourhoods; and

WHEREAS Council considers it desirable to further amend Bylaw 6288, as amended, the Pilot Sound Area Structure Plan by adding a new neighbourhood;

NOW THEREFORE after due compliance with the relevant provisions of the Municipal Government Act RSA 2000, ch. M-26, as amended, the Municipal Council of the City of Edmonton duly assembled enacts as follows:

- 1. Bylaw 6288, as amended, the Pilot Sound Area Structure Plan, is hereby further amended as follows:
 - a. delete from the first paragraph on page 1 "The purpose of this report is to examine the major factors which will affect the future development of an area of approximately 1872.4 acres (757.7 ha) situated within the northeast sector of the City of Edmonton, and, to recommend a land use pattern which may be appropriate for guiding the eventual development of this area." and replace with "The purpose of this report is to examine the major factors which will affect

- the future development of the northeast sector of the City of Edmonton, and, to recommend a land use pattern which may be appropriate for guiding the eventual development of this area.";
- b. delete from the first paragraph of Chapter Two, Section I "The area, in total, encompasses approximately 1872.4 acres (757.7 ha) of predominantly agricultural land north of 167 Avenue and suburban development south of 167 Street." and replace with "The area is predominantly agricultural land north of 167 Avenue and suburban development south of 167 Street.":
- c. delete from the sixth paragraph of Chapter Two, Section II "The predominant land use in the northeast sector is the Evergreen Memorial Gardens Cemetery that occupies an approximately 100 acre (40.47 ha) site. The balance of the northeast sector is devoted to agricultural uses." and replace with "The neighbourhood of Gorman is located in the northeast sector of the Pilot Sound ASP, north of 153 Avenue and east of Manning Drive. The Gorman NSP was approved in 2020 and will be developed in the future.";
- d. delete from the eighth paragraph of Chapter Two, Section II "With the adoption of "The Way We Grow", the City of Edmonton's Municipal Development Plan, Bylaw 15100, no longer identifies lands within the eastern portion of the Pilot Sound Area Structure Plan boundaries as being a "Business & Employment Area" as previously identified in "Plan Edmonton", the City of Edmonton's former Municipal Development Plan; instead lands within the eastern half of the boundaries of the Pilot Sound Area Structure Plan are now identified as "Developing, Planned and Future Neighbourhoods". This change has created an opportunity to create a complete community east of Manning Drive in the Gorman Area, with both employment and residential areas." and replace with "In 2020 the Gorman NSP was approved.";
- e. delete Chapter Two, Section X.2. and renumber the remaining sections accordingly;
- f. delete from the second paragraph of Chapter Three, Section I "To provide a framework for the development of approximately 2155 acres (872.2 ha) of land within the City of Edmonton which could ultimately house approximately 40,000 persons." and replace with "To provide a framework for the development of land within the City of Edmonton which could ultimately house between 40,000 and 45,000 persons.";
- g. delete from the first paragraph of Chapter Four, Section II "The residential land use component of Pilot Sound is proposed to be comprised of six neighbourhoods ranging in size

- from approximately 74 hectares to 256 hectares. In total, it is projected that approximately 40,000 persons will be accommodated with eventual development of this land use at a density approximating 45.4 persons per gross developable hectare." and replace with "The residential land use component of Pilot Sound is proposed to be comprised of six neighbourhoods.";
- h. delete from the second paragraph of Chapter Four, Section III "The specific location of this park will be determined at a more detailed planning stage." and replace with "The specific location of this park and general design guidelines have been planned for in the Gorman NSP.";
- i. delete from the third paragraph of Chapter Four, Section IV "The employment area defined within Pilot Sound incorporates a Light Industrial Area comprising of approximately 111 acres (45.1 ha). At an average density of 22.2 employees (as historically identified within the Pilot Sound ASP) per gross developable hectare, the Light Industrial area has the potential to create in excess of 1,000 employment opportunities." and replace with "The employment area defined within Pilot Sound incorporates a Light Industrial Area. At an average density of 22.2 employees (as historically identified within the Pilot Sound ASP) per gross developable hectare, the Light Industrial area has the potential to create in excess of 700 employment opportunities.";
- j. add to the end of the third paragraph of Chapter Four, Section VI "Pocket parks smaller than 0.5 ha may be approved under the discretion of the City of Edmonton at the neighbourhood planning stage, however these parks will not contribute to the total municipal-reserve allocation.";
- k. delete from the fifth paragraph of Chapter Four, Section VI "will be determined at a more detailed planning stage." and replace with "is planned for in the Gorman NSP.";
- 1. delete from the eighth paragraph of Chapter Four, Season VII "Finally, four neighbourhood convenience commercial centres are proposed, each of which is located west of Manning Drive" and replace with "Finally, five neighbourhood convenience commercial centres are proposed, four are located west of Manning Drive and one located on the north-west corner of 18 Street and 153 Avenue in the Gorman neighbourhood.";
- m. add to the end of the first paragraph of Chapter Four, Section VIII.C. "Stormwater
 Management Facility size and location will be informed by this report and confirmed at the neighbourhood planning phase.";

- n. delete from the twelfth paragraph of Chapter Four, Section VIII.C. "The area east of Manning Drive will contain four stormwater management facilities in order to control and manage post-development storm runoff. Three of the facilities are to be located in close proximity to 153 Avenue, while the fourth is to be situated southwest of 34 Street and 167 Avenue. Two to three outlets for these facilities will be required and will be located along 153 Avenue. The facilities have been sized in order to accommodate major rainfall events (i.e. 1 in 100 year return period), and can be constructed as wet ponds, constructed wetlands, or a combination of both. For minor rainfall events (i.e. 1 in 5 year return period), the runoff will be collected via a proposed minor storm sewer system that discharges to the storm water facility; while for major rain fall events the runoff will be routed to the stormwater facilities via local roadways and PUL's." and replace with "The area east of Manning Drive will contain a stormwater management system in accordance to the Gorman Neighbourhood Structure Plan as approved in 2020.";
- o. delete from the fifth paragraph of Chapter Five "Neighbourhood Structure Plans (NSP) have been approved for five neighbourhoods within Pilot Sound Matt Berry, Neighbourhood 3, Hollick-Kenyon, Neighbourhood 2; Brintnell, Neighbourhood 1; McConachie, Neighbourhood 4; and Cy Becker, Neighbourhood 5." and replace with "Neighbourhood Structure Plans (NSP) have been approved for six neighbourhoods within Pilot Sound Matt Berry, Neighbourhood 3; Hollick-Kenyon, Neighbourhood 2; Brintell, Neighbourhood 1; McConachie, Neighbourhood 4; Cy Becker, Neighbourhood 5; and Gorman, Neighbourhood 6.";
- p. delete from the eighth paragraph of Chapter Five "Gorman will provide detailed planning for the area in Gorman on the east side of the rail line, consistent with all relevant City of Edmonton policies, and, particularly, the City's guidelines for Transit Orientated Development." and replace with "Gorman provides detailed planning for the area in Gorman on the east side of Manning Drive. The plan is for a mixed-use residential/commercial, transit-orientated community.";
- q. delete the statistics entitled "Table I Pilot Sound Area Structure Plan Land Use and Population Statistics" and replace with the following:

Table I – Pilot Sound Area Structure Plan Land Use and Population Statistics (Bylaw 17491, January 25, 2016)

TABLE I
PILOT SOUND AREA STRUCTURE PLAN
LAND USE AND POPULATION STATISTICS

| | 1 | 2 Hollick- | 3 Matt | 4 | 5 Cy | 6 | |
|------------------------------------|-----------|---------------|-----------|------------|---------|--------|--------|
| | Brintnell | Kenyon | Berry | McConachie | Becker | Gorman | Totals |
| Gross Area | 125.3 | 157.4 | 113.3 | 255.9 | 99.5 | 255.0 | 1006.4 |
| Powerline | 6.0 | 5.8 | 0.0 | 0.0 | 0.0 | 12.5 | 24.3 |
| Major Arterials | 0.0 | 0.0 | 0.0 | 7.6 | 3.7 | 4.0 | 15.3 |
| Pipeline Corridor | 0.0 | 0.0 | 4.2 | 1.7 | 0.0 | 0 | 5.9 |
| Cemetery (Memorial | | | | | | | |
| Gardens) | | | | | | 39.2 | 39.2 |
| Natural Areas (NE 8096 & | | | | | | 12.0 | 7.0 |
| NE 8097) | | | | | | 13.0 | 13.0 |
| Rail Line Potential Development | | | | | | 7.0 | 7.0 |
| Area | | | | | | 4.9 | 4.9 |
| Transportation Utility | | | | | | | |
| Corridor (TUC) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 |
| Gross Developable Area | 119.3 | 151.6 | 109.4 | 246.6 | 95.9 | 173.2 | 896.0 |
| Mixed Use Town Centre | | | | | | 3.1 | 3.1 |
| Commercial | 6.7 | 7.4 | 1.4 | 3.48 | 4.1 | 31.5 | 54.58 |
| Industrial | | | | | | 32.7 | 32.7 |
| Residential | 70.6 | 87.5 | 72.2 | 139.6 | 58.2 | 42.3 | 470.4 |
| School/Park | 5.2 | 10.2 | 9.6 | 5.7 | 7.6 | 3.4 | 41.7 |
| District Park | 0.0 | 0.0 | 0.0 | 22.6 | 0.0 | 14.5 | 37.1 |
| Institutional | 0.0 | 0.0 | 0.0 | 1.3 | 0.0 | 0.0 | 1.3 |
| Cemetery | 0.0 | 2.8 | 0.0 | 0.0 | 0.0 | 0.0 | 2.8 |
| Natural Area NE 8091& | | | | | | | |
| Buffer | 0.0 | 0.0 | 0.0 | 15.5 | 0.0 | 0.0 | 15.5 |
| Storm Water Management | 8.1 | 10.4 | 0.0 | 6.1 | 6.8 | 15.2 | 46.6 |
| Circulation & LRT | 28.7 | 33.3 | 25.6 | 51.8 | 19.2 | 29.2 | 187.8 |
| Public Utility | | | | | | 1.4 | 1.4 |
| Population Generation | | | | | | | |
| Population | 5,534 | 6,266 | 5,014 | 10,354 | 4,924 | 8,077 | 40,169 |
| Density (ppgdha) | 46.4 | 39.8 | 46.0 | 41.99 | 51.0 | 46.6 | 44.85 |

r. delete the statistics entitled "Table II - Summary of Municipal/School Reserve" and replace with the following:

Table II – Summary of Municipal/School Reserve Pilot Sound Area Structure Plan (Bylaw 16585, September 16, 2013)

| RESIDENTIAL DEVLEOPMENT SECT | <u>OR</u> Hectares | Hectares |
|--|-----------------------|----------|
| Gross Developable Area | | 881.1 |
| Municipal/School Reserve Dedication | | 88.0 |
| Brintnell (Neighbourhood 1): 119.3 gross developable hectares | | |
| Public Elementary School | 3.6 | |
| Community Park/League | 2.6 | |
| Subtotal | | 6.2 |
| Municipal/School Reserve | | 11.9 |
| Balance | | +5.7 |
| Hollick Kenyon (Neighbourhood 2): 151.6 gross developable hectares | | |
| Public Elementary/Junior High School/Park | 9.3 | |
| Neighbourhood Parks | 0.9 | |
| Subtotal | | 10.2 |
| Municipal/School Reserve | | 15.2 |
| Balance | | +4.9 |
| | | |
| Matt Berry (Neighbourhood 3): 109.3 gross developable hectares | | |
| Public Elementary School/ Separate Elementary/Junior High School | 9.2 | |
| Neighbourhood Parks | 0.4 | |
| Subtotal | | 9.6 |
| Municipal/School Reserve | | 10.9 |
| Balance | | +1.3 |
| McConachie (Neighbourhood 4): 246.6 gross developable hectares | | |
| Public & Separate Junior High School/Separate Elementary District Park | 22.6 | |
| Public Elementary School/Neighbourhood Park | 5.7 | |
| Subtotal | | 28.2 |
| Municipal/School Reserve | | 24.7 |
| Balance | | -3.58 |

| Cy Becker (Neigh Urban Village & Subtotal Municipal/Schoo Balance | Pocket Parks/Na | 5.8 gross developal atural Area | ble hectares | 7.6 | 7.6 9.6 -1.96 |
|---|------------------|------------------------------------|---------------|------|---------------------|
| Gorman (Neighbo | ourhood 6): 142. | 7 Effective develop | able hectares | | |
| Separate High Sc | | | | 14.5 | |
| Non-Credit Park | | | | | |
| Pocket Parks & 1 | Natural Area | | | 0.2 | |
| Subtotal | | | | 3.2 | 17.9 |
| Municipal/School | l Reserve | | | | 17.7 |
| Balance | | | | | -3.4 |
| Total De | esignated | School/Parks | Lands | | 79.7 |
| Municipal/Schoo | | leserve | Dedication | | 90.0 |
| Total Balance – I | Residential Deve | lopment Sector | | | +2.96 |

s. delete the statistics entitled "Table III - Municipal Reserve Balance" and replace with the following:

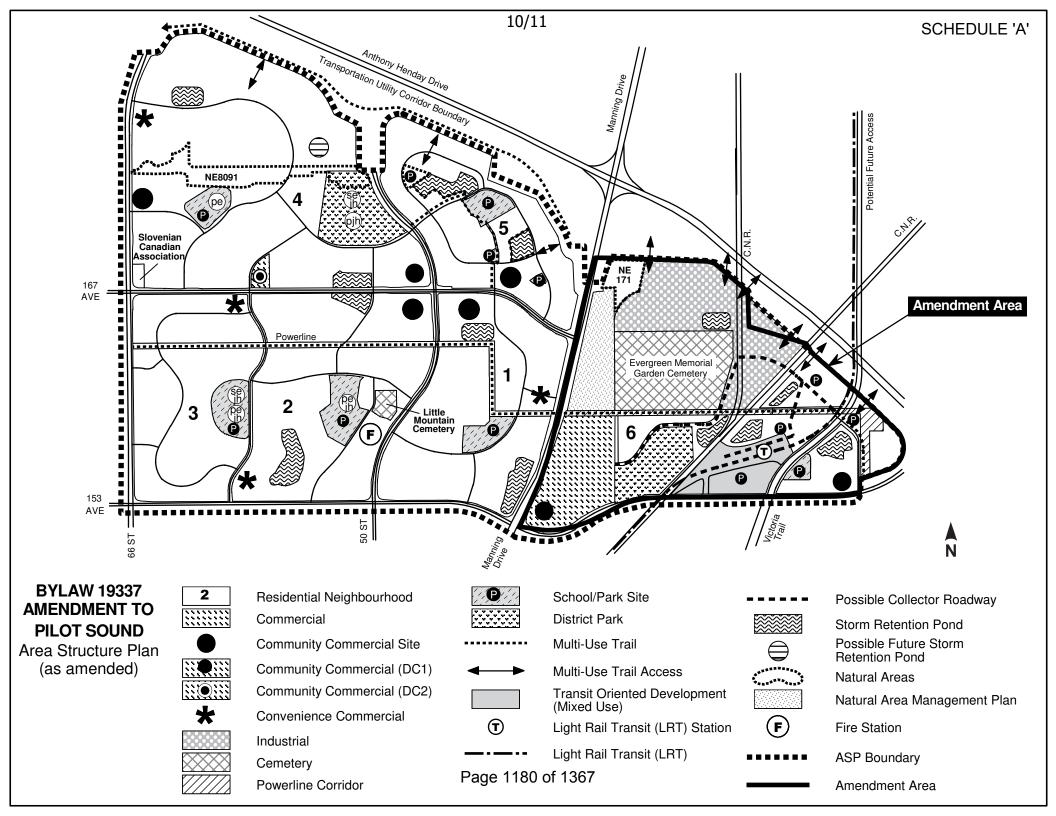
Table III – Municipal Reserve Balance (Bylaw 16372, June 5, 2013)

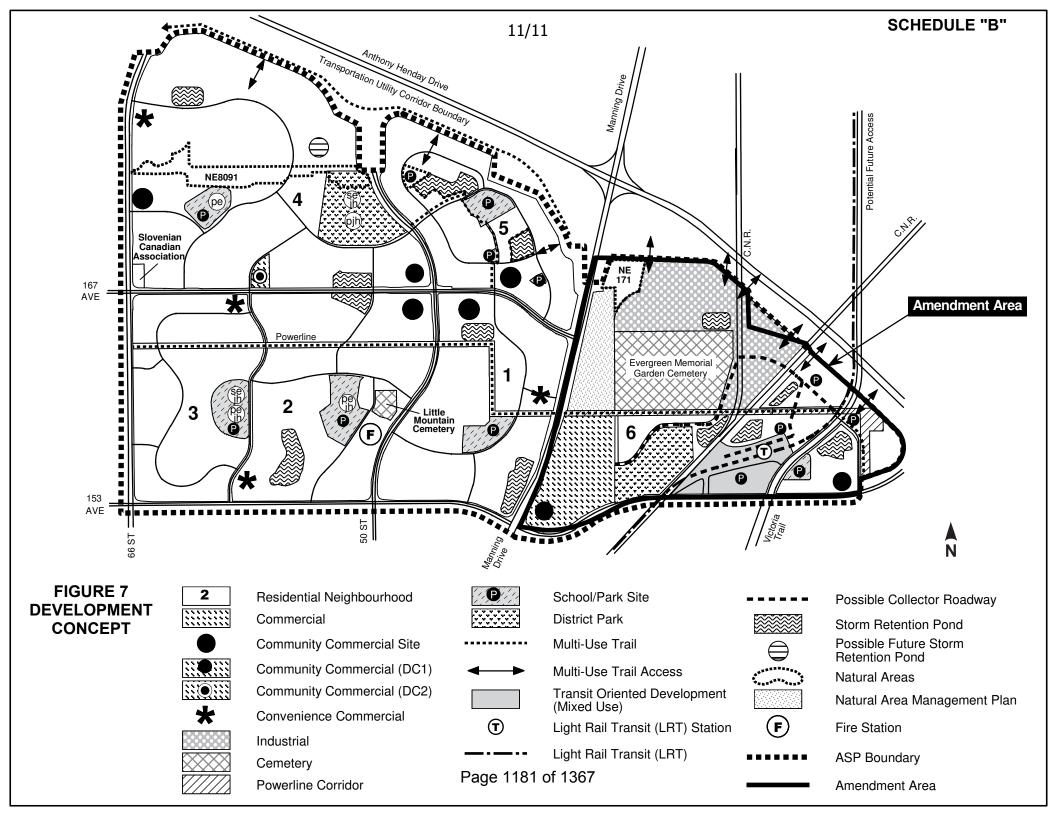
| | 1 | 2 | 3 | 4 | 5 | 6 | |
|---|-----------|--------------------|---------------|------------|-----------|--------|--------|
| | Brintnell | Hollick- Kenyon | Matt Berry | McConachie | Cy Becker | Gorman | Totals |
| Gross Area | 125.3 | 157.4 | 113.3 | 255.9 | 99.5 | 255.0 | 1006.4 |
| Less: | | | | | | | |
| Powerline | 6.0 | 5.8 | 0.0 | 0.0 | 0.0 | 20.7 | 32.5 |
| Land not Subject to | | | 2.2 | 7.6 | 2.7 | 74.6 | |
| Reserve Dedication | 0.0 | 0.0 | 3.2 | 7.6 | 3.7 | 74.6 | 89.1 |
| Retained Government Road Allowance | 0.0 | 1.0 | 1.0 | 1.7 | 0.0 | 4.0 | 7.7 |
| Environment Reserve | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 13.0 | 13.0 |
| Ziivii oimieiiv Teeser ve | | 0.0 | | 0.0 | | | 10.0 |
| Land Subject to Reserve Dedication | 119.3 | 150.6 | 109.1 | 246.6 | 95.8 | 142.7 | 864.1 |
| 10% equals Municipal Reserve Generation | 11.9 | 15.1 | 10.9 | 24.7 | 9.6 | 14.3 | 86.5 |
| Municipal Reserve Requirements | 5.2 | 10.2 | 9.6 | 5.7 | 7.6 | 17.7 | 56.0 |
| District Park Site | 0.0 | 0.0 | 0.0 | 22.6 | 0.0 | 14.5 | 37.1 |
| Total Municipal Reserve Requirement | | | | | | | 93.1 |

t. delete the map entitled Bylaw 17491 Amendment to Pilot Sound Area Structure Plan (as amended)" and replace with "Bylaw 19337 Amendment to Pilot Sound Area Structure Plan (as amended)" attached as Schedule "A" and forming part of this Bylaw;

u. delete the figure entitled "Figure 7 - Development Concept" and replace with "Figure 7 - Development Concept" attached as Schedule "B" and forming part of this Bylaw.

| READ a first time this | day of | , A. D. 2020; |
|-------------------------|------------------|---------------|
| READ a second time this | day of | , A. D. 2020; |
| READ a third time this | day of | , A. D. 2020; |
| SIGNED and PASSED this | day of | , A. D. 2020. |
| | | |
| | THE CITY OF EDMO | NTON |
| | MAYOR | |
| | CITY CLERK | |

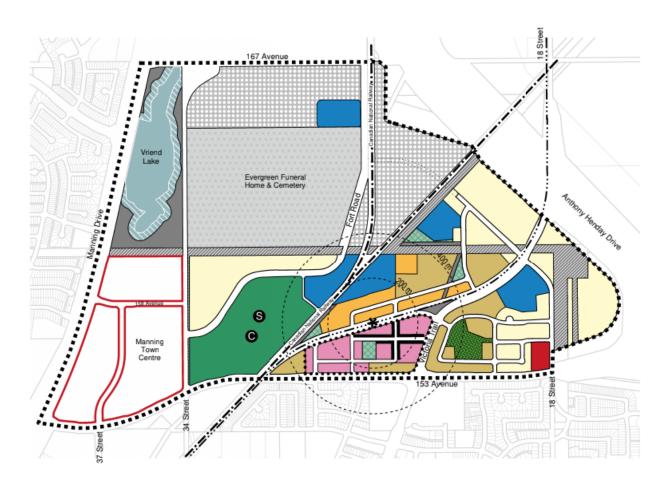






North of 153 Avenue NW, South of 167 Avenue NW, West of Anthony Henday Drive NW, and East of Manning Drive NW.

To allow for the adoption of the Gorman Neighbourhood Structure Plan and the development of a new neighbourhood in northeastern Edmonton.



RECOMMENDATION AND JUSTIFICATION

City Planning is in **SUPPORT** of this application because it:

- will establish a land use framework for a range of residential, commercial and parkland uses that can facilitate future neighbourhood development in the Gorman area:
- will allow for transit oriented development around the planned Gorman LRT station;
- will facilitate the development of a new neighbourhood, planned to accommodate about 8000 future residents in northeast Edmonton;
- establishes a comprehensive framework for contiguous land use planning and the orderly extension of infrastructure servicing; and
- conforms with the Pilot Sound Area Structure Plan and allows for the final neighbourhood in the ASP to develop.

THE APPLICATION

- 1. **BYLAW 19337** to amend the Pilot Sound Area Structure Plan (ASP) will update maps, text and statistics in order to align the Gorman Neighbourhood Structure Plan (NSP) with the higher level statutory plan.
- 2. **CHARTER BYLAW 19338** to adopt the Gorman Neighbourhood Structure Plan (NSP) will provide a land use framework and policy direction for future development in the neighbourhood. The plan details proposed land use and population statistics, figures, and policy text on the following major land uses:
 - Maintaining a commercial focal point in the southwest of the neighbourhood;
 - A mix of low, medium, and high density residential land uses with an overall NSP planned density of 105 units per net residential hectare (upnrh);
 - A road network and utility infrastructure that can support the orderly development of the neighbourhood; and
 - An open space system that includes a school, existing natural areas, a preserved tree stand, stormwater management facilities, greenways, and pocket parks.

SITE AND SURROUNDING AREA

The Gorman Neighbourhood Structure Plan (NSP) area currently consists primarily of vacant and undeveloped agricultural land. Other existing land uses include the large commercial development, Manning Town Centre, in the southwest of the plan area and the Evergreen Funeral Home and Cemetery in the centre of the plan area.

Development of the plan area is limited by a number of physical constraints including the planned extension of the Capital LRT Line to the city's northeast with a planned station in Gorman, and the planned Victoria Trail alignment. The plan area is also transected by a rail line. Other infrastructure that currently exists in the plan area includes: water lines, a high pressure oil transmission line, high pressure natural gas transmission lines, and private power transmission lines. The Gorman NSP area is also located approximately seven kilometres from the Edmonton Garrison (Canadian Forces Base Edmonton), which limits certain uses and

building heights in close proximity through the Edmonton Garrison Heliport Zoning Regulation (EGHZR). Any proposed rezoning application within lands covered by the EGHZR will be required to be circulated to the Department of National Defence for review.

Existing neighbourhoods adjacent to the plan area include Cy Becker and Brintnell to the west, and Fraser, Kirkness, and Ebbers to the south. Anthony Henday Drive NW forms the eastern and northern boundary of the plan area.



AERIAL VIEW OF APPLICATION AREA

EXISTING ZONING

SUBJECT SITE

- (AG) Agricultural Zone
- (AGI) Industrial Reserve Zone
- (IB) Industrial Business Zone
- (DC1) Direct Development Control Provision

CURRENT USE

- Undeveloped land and farmland
- Temporary Storage
- General Industrial
- Recycling Depot
- Commercial Uses

| | | Cemetery |
|---------|---|---|
| CONTEXT | | |
| North | Anthony Henday Drive NW | |
| East | Anthony Henday Drive NW | |
| South | (RMD) Residential Mixed Dwelling Zone (RF1) Single Detached Residential Zone (RF4) Semi-detached Residential Zone | Fraser, Kirkness, and Ebbers neighbourhoods Single detached housing Semi-detached housing |
| West | (RSL) Residential Small Lot Zone (PU) Single Detached Residential Zone (RF4) Semi-detached Residential Zone | Cy Becker and Brintnell neighbourhoods Single detached housing Semi-detached housing Convenience retail Gas bar Garden centre Brintnell Stormwater Lake |

PLANNING ANALYSIS

PILOT SOUND ASP AMENDMENT

The Pilot Sound Area Structure Plan (ASP) establishes the high level land use planning and policy framework that guides future neighbourhood development for the plan area. The proposed ASP amendment brings the proposed Gorman NSP into alignment with the intent of the ASP.

Required changes to the Pilot Sound ASP include a slight increase in estimated population within the ASP area from 40,000 to between 40,000 and 45,000, a reduction in employment estimates for light industrial area from 1000 to 700 people, and the addition of one neighbourhood convenience commercial centre. The table below shows the land use changes proposed for the developable area of the Gorman neighbourhood.

| Land Use | ASP Approved | ASP Proposed | Difference |
|-----------------------|-----------------|-----------------|------------|
| Mixed Use Town Centre | 16.6 ha | 3.1 ha | -13.5 ha |
| Commercial | 0 ha | 31.5 ha | +31.5 ha |

| Industrial | 41 ha | 32.7 ha | -8.3 ha |
|-----------------------|---------|---------|---------|
| Residential | 39 ha | 42.3 ha | +3.3 ha |
| School/Park | 11 ha | 3.4 ha | -7.6 ha |
| District Park | 10 ha | 14.5 ha | +4.5 ha |
| Institutional | 10 ha | 0 ha | -10 ha |
| Cemetery | 0 ha | 0 ha | 0 ha |
| Natural Area NE 8091 | 0 ha | 0 ha | 0 ha |
| Stormwater Management | 10.2 ha | 15.2 ha | +5 ha |
| Circulation & LRT | 30.9 ha | 29.2 ha | -1.7 ha |
| Public Utility | 0 ha | 1.4 ha | +1.4 ha |
| Population | 8048 | 8077 | +29 |
| Density (ppgdha) | 50.7 | 46.6 | -4.1 |

GORMAN NSP

The proposed Gorman NSP was prepared in accordance with the City's terms of reference for preparing NSPs in urban growth areas and proposes to create a sustainable, transit-oriented complete community by:

- generally conforming with the intent and policies of the existing Pilot Sound ASP;
- balancing the provision for a range of housing types, employment opportunities, and open space areas that support a mix of households, businesses, and services that meet community needs;
- creating a safe circulation system supporting active transportation linking all modes of travel and neighbourhood level transit accessibility; and
- outlining efficient infrastructure and servicing schemes that will meet the neighbourhoods long term needs.

The majority of lands within the NSP area are owned by non-participating landowners. Submission of new or revised technical documents may be required if non-participating landowners subsequently participate, prior to rezoning and subdivision approvals for the non-participating landowner lands.

TRANSIT-ORIENTED TOWN CENTRE

The Gorman neighbourhood is planned to be transit-oriented and centred around the planned Gorman LRT station. The centre of the transit-oriented community is a mixed use town centre in close proximity to the LRT station between the LRT line, 153 Avenue NW, and Victoria Trail NW. The town centre will consist of medium to high density residential residential buildings with

an average density of 345 du/ha and commercial uses on the ground floor, and street-oriented commercial buildings.

The town centre will support walkability with ground floor residential units facing the street or courtyards, parking in underground structures or in above grade structures wrapped in active uses, limited surface parking at the rear of buildings and not visible from the public realm, and active at-grade commercial uses. The plan proposes an urban plaza/pocket park as the focal point of the town centre. The town centre has been planned in accordance with the City of Edmonton's Transit Oriented Development (TOD) Guidelines.

RESIDENTIAL USES

The NSP encourages a wide variety of residential housing forms and densities, with the most intense development occurring in and around the proposed town centre, with a transition to lower density housing toward the edges of the NSP area. Within the town centre, the plan proposes high density mixed use buildings of six or more storeys. Other high density residential buildings of six or more storeys are proposed to be generally located north of the town centre, adjacent to the LRT station. Medium density stacked row, row and apartment development of six storeys or less are proposed to be located around the town centre and high density area, while low density development of single-detached, semi-detached, and limited row housing is located east of Victoria Trail, north of the public utility corridor and west of the school park site. Residential areas are linked through a street network and multi-modal connections and are within walking distance on parks and open spaces.

COMMERCIAL AND BUSINESS INDUSTRIAL USES

In addition to the opportunity for commercial uses in the mixed use town centre there are two planned commercial areas in the Gorman neighbourhood. The first is the existing Manning Town Centre which is a large format, regional commercial development in the southwest of the plan area. The other is a neighbourhood commercial site in the southeast portion of the plan area intended for small-scale convenience commercial serving the low density residential area.

Industrial areas in the neighbourhood are intended for business-oriented industrial uses with higher quality design than typical industrial development, and minimal impacts on surrounding uses. Proposed industrial areas are separated from residential areas by the rail line and power line corridor.

OPEN SPACES NATURAL AREAS, AND SCHOOL USES

The Gorman NSP proposes an ecological network of connected green linkages, parks and open spaces. The Vriend Lake natural area which is subject to a claim by the Province is to be retained. Future development around this natural area will be required to incorporate recommendations from the Natural Area Management Plan, and buffers around the wetland will be retained and taken as Environmental Reserve. An existing wetland to the northeast is

proposed to be removed to accommodate the alignment of Victoria Trail. A stormwater management facility, that will be a constructed wetland, is proposed near this existing wetland.

Other open spaces in the Gorman NSP include the Gorman/Clareview extension school park site, which is sized to accommodate both a separate high school, a future community league building, and associated sports fields, and four neighbourhood scale Pocket Parks. The proposed pocket parks are:

- a central urban plaza in the Gorman Town Centre;
- a natural area east of Victoria Trail;
- an area south of the public utility corridor serving surrounding residential area; and
- an area in the residential area north of the public utility corridor

The plan proposes that every resident residing within the Gorman NSP area will be located within a walkable distance from a park or open space. Connections between open spaces will be established through an extensive shared use path network that links the residential and commercial areas of the community.

INFRASTRUCTURE AND SERVICING

The NSP proposes the logical extension of infrastructure including drainage, water, power and other utility services. The staging of development is expected to start along 153 Avenue and move north towards the utility line right of way. Infrastructure will be designed to meet municipal standards and will be re-examined at subsequent rezoning and subdivision planning stages. All streets and sidewalks will be required to contribute to the transportation network and provide connection to transit facilities. Transit services will be extended into the NSP area in accordance with the City of Edmonton Transit Guidelines. Additional servicing and infrastructure management information that supports the proposed new NSP is provided under the Technical Review section of this report.

TRANSIT ORIENTED DEVELOPMENT GUIDELINES

Edmonton's Transit Oriented Development (TOD) Guidelines identify the Gorman LRT Station as an "Enhanced Neighbourhood Type Station" which is characterized by:

- higher density residential;
- neighbourhood-serving street-oriented retail shops—grocery and drug stores and other anchor retail;
- neighbourhood employment—professional offices and services;
- neighbourhood urban parks;
- a street grid throughout; and
- improved pedestrian and bicycle connectivity through existing and surrounding neighbourhoods.

The Guidelines identify the residential density ranging from 63 - 225 du/ha depending on proximity to the station, size of site and type of development. The plan is in conformance with

the guidelines, with the overall density anticipated in the range of 105 du/nrha and the highest planned density in the neighbourhood being 345 du/ha occurring adjacent to Gorman Station.

REGIONAL CONSIDERATIONS

EDMONTON METROPOLITAN REGION BOARD (EMRB) GROWTH PLAN

Gorman is located within the Metropolitan Area of the EMRB Growth Plan which provides direction for the growth of these areas. The proposed NSP meets the following Growth Plan directions:

- Plan and develop greenfield areas that are compact and contiguous, with a diverse and compatible mix of land uses including a range of housing and employment types.
- Plan and build transit oriented development (TOD) with higher densities and foster active transportation opportunities.
- Support the development of market affordable and non-market housing and supporting services.

The EMRB Growth Plan target density for this neighbourhood is 45 dwelling units per net residential hectare (du/nrha). The development concept for the neighbourhood proposes a density of 105 du/nrha.

REGIONAL EVALUATION FRAMEWORK (REF)

The Gorman NSP and associated amendment to the Pilot Sound ASP are required to be referred to the EMRB in accordance with the Regional Evaluation Framework (REF) as it meets the following submission criteria under Section 4.2 of the REF:

- f. The boundaries of the proposed amendment to the statutory plan are within 0.8 km of a pipeline corridor as depicted on Schedule 8B: Energy Corridors in the Edmonton Metropolitan Region Growth Plan;
- j. The boundaries of the proposed amendment to the statutory plan includes a Park and Ride or Planned LRT line or the boundaries of the proposed amendment to the statutory plan are within 0.8 km of a Park and Ride or Planned LRT line as identified on Schedule 10B: Transportation Systems Regional Transit and Trails to 2044 in the Edmonton Metropolitan Region Growth Plan.
- k. The boundaries of the proposed statutory plan amendment are within 1.6 km of the boundaries of the Edmonton InternationalAirport or the Alberta's Industrial Heartland Area Structure Plans in Sturgeon County, LamontCounty, Strathcona County, Fort Saskatchewan, and the Edmonton Energy and Technology Park in Edmonton.

Additionally, the Pilot Sound ASP, which was approved in 1981, uses different parameters to calculate density than the proposed Gorman NSP. The ASP refers to "people per gross developable hectare" while the Gorman NSP refers to "population per net residential hectare."

TECHNICAL REVIEW

A number of technical reports were submitted in support of the new NSP and the associated proposed ASP amendment. The following reports were reviewed to the City's and its utility partners' satisfaction:

- Commercial/Retail Market Needs Assessment
- Community Knowledge Needs Assessment (CKNA)
- Phase II Ecological Network Report (ENR)
- Environmental Overview Report
- Geotechnical Report
- Hydraulic Network Analysis (HNA)
- Neighbourhood Design Report (NDR)
- Noise Assessment
- Parkland Impact Assessment (PIA)
- Risk Assessment
- Transportation Impact Assessment (TIA)
- Waterbody Delineation and Legal Survey

Submission of new or revised technical documents may be required if non-participating landowners subsequently participate, prior to rezoning and subdivision approvals for the non-participating landowner lands.

NEIGHBOURHOOD DESIGN REPORT (NDR)

The Neighbourhood Design Report provides a plan for sanitary and stormwater servicing as development proceeds in the Gorman neighbourhood. The NDR identifies infrastructure requirements, cost-sharing mechanisms (Permanent Area Contributions), and staging information to facilitate orderly development through future rezoning and subdivision approvals.

Sanitary servicing for the Gorman neighbourhood is divided into two basins; east and west, bisected by the existing rail line. Developments in the west basin will connect to an existing trunk sewer located within 34 Street, north of 153 Avenue. Developments in the east basin will require the construction of an offsite sanitary trunk sewer running east along 153 Avenue, connecting to the existing Clareview Sanitary Trunk within the Transportation Utility Corridor.

The Gorman neighbourhood is within the area discussed in the Edmonton Garrison Heliport Zoning Regulation (EGHZR). The EHGZR provides guidelines and limitations on the design, construction, operation, and maintenance of open water infrastructure to limit the attractiveness to birds. As such, the SWMFs in the Gorman neighbourhood will be subject to the review of the Department of National Defense. This will be done at the time of future rezoning

or subdivision application, and can include DND review of detailed engineering drawings, Bird Mitigation Reports, and other relevant technical documents.

As part of the amendment to the Pilot Sound ASP, an amendment to the Pilot Sound Drainage Area Master Plan was reviewed and accepted. This AMP amendment took the previously larger SWMF that was adjacent to the Gorman LRT Station and split it into two separate, smaller facilities. This was done to allow for higher density uses adjacent to the LRT station, in accordance with the TOD Guidelines. The Gorman NDR provides special considerations to these two smaller SWMFs, as smaller facilities can be more susceptible to operational and maintenance issues.

Storm servicing for the Gorman neighbourhood is provided through the use of five Stormwater Management Facilities (SWMFs). These SWMFs are designed to store the run-off from major rainfall events. Stormwater flows are then discharged to designated manholes in the existing storm system within 153 Avenue at acceptable, pre-development rates.

TRANSPORTATION

A Transportation Impact Assessment (TIA) was completed to support Gorman NSP and to update the Pilot Sound ASP TIA (2013). The assessment was based on the updated land use densities, re-aligned Victoria Trail north of 153 Avenue, and changes to neighbourhood details for the area located east of the CN Rail tracks, west of 18 Street, north of 153 Avenue, and south of the powerline corridor. The remaining NSP area was analysed using land use assumptions from the 2013 ASP TIA. Additional assessments may be required with land use changes proposed in future.

A longer term horizon was analyzed representing the full build-out of NSP and the extension of Capital Line LRT. The TIA also included two interim horizons (without Capital Line LRT extension) to review the level of development that can be supported with the existing road network and the upgrades associated with over 65% buildout.

ALTERNATE MODES ASSESSMENT

Currently ETS is running service along 153 Avenue adjacent to the Gorman Neighbourhood. With the implementation of the Bus Network Redesign, transit service is being re-routed to nearby built out residential areas. As development occurs, with demand and available funding, bus service may be available to the Gorman Neighbourhood. The Gorman LRT Station will act as a temporary terminus station for the northeast extension of the Capital Line LRT, with future extension proposed into the Horse Hill neighbourhood. A collector adjacent to the Gorman LRT station is planned for an on-street transit facility. Depending on which phase of the future LRT extension is constructed, the transit facility will be phased accordingly. Should the development precede LRT/transit facility, the collector connection could serve vehicular traffic in the interim. Design of the collector will incorporate enhanced public realm and future transit use.

Gorman NSP will provide an integrated transportation network through sidewalks, shared use paths, key pedestrian crossings, walkways, and bicycle facilities that will link pedestrians and cyclists to parks, open spaces, schools, the Town Centre, the LRT station, and residential and commercial areas. The future LRT tracks will run parallel to the existing CN rail line that crosses at 153 Avenue. No grade separation is anticipated for this crossing, and it would operate in conjunction with the LRT crossing. 153 Avenue crossing will provide connectivity between developments to the west of the rail lines and Gorman Town Centre and LRT station to the east. Crosswalks will be provided on each roadway approach at all intersections, and may be considered at mid-block locations particularly within the town centre or on long blocks where additional crossings will enhance pedestrian safety and experience.

TRAFFIC ASSESSMENT

Given that Manning Drive and 153 Avenue serve as major roadway connections for the existing and future developments in the northeast quadrant, the intersection of Manning Drive and 153 Avenue is expected to operate under congested conditions at the full build-out horizon, even with the ultimate configuration of Manning Drive to a 6-lane divided arterial. Volumes on Victoria Trail and 153 Avenue east of CN rail crossing are within typical volume thresholds.

Concept plans for 153 Avenue and Victoria are being updated to align with the NSP and recommendations from the TIA. The TIA recommends to consider Transit Priority Measures (TPM) along 153 Avenue and Victoria Trail corridors to support reliable and efficient transit service with LRT extension and a planned transit facility. The concept plans will highlight a need to explore TPM with future transit service identified for the area.

Alberta Transportation has reviewed the TIA and has raised some concerns regarding the operations at the 153 Avenue / Anthony Henday Drive interchange and the 18 Street intersection. In response to their concerns, the TIA was updated to provide additional clarification and confirmed that the findings generally align with the service levels estimated in the Northeast Edmonton Ring Road Advanced Functional Planning Study.

PUBLIC ENGAGEMENT

PRE-APPLICATION ENGAGEMENT SESSIONS (Applicant)

June 10-11, 2015 Summer, 2015 May, 2016 Desired outcomes included:

- Potential locations for rail crossings for vehicles and pedestrians
- Green space network and park location, typologies, and configurations
- Block layout patterns
- Realignment of arterial roads
- Realignment of collector roads
- Mix of uses
- Location of commercial sites,
- Town Centre layout
- Connections to transit

| | Neighbourhood amenities and destinations Stormwater management facility location and integration |
|-------------------------------------|---|
| ADVANCE NOTICE November 21, 2016 | Number of recipients: 786 |
| PUBLIC MEETING December 6, 2016 | Number of attendees: 16 Number of forms with comments: 7 Comments included: Concerns and suggestions for alternative land uses for certain properties, concerns about over-utilization of the pocket parks, and support for higher density around the LRT. Concern about the road layout on the west side of the neighbourhood, and concern about the timing of 153 Avenue upgrades to support additional development. Concern about the potential for risk/noise/vibration associated with the rail and LRT, and the potential for 153 Ave traffic to be blocked. Positive comments that the Plan was moving ahead, and suggestions regarding small typos and points of clarification on the maps. |
| PUBLIC MEETING May 1, 2019 | Number of attendees: 18 Number of forms with comments: 3 Comments included: Questions about what the proposed land uses meant (eg. Mixed Use and neighbourhood commercial), how tall the buildings would be, and what the neighbourhood would feel like when built-out. Concern about existing road conditions (153 Avenue, 18 Street and Victoria Trail), the timing and type of upgrades to support additional development, noise and vibration attenuation along the rail line and Victoria Trail, and the timing of the LRT line. |
| WEBPAGE | https://www.edmonton.ca/residential_neig hbourhoods/neighbourhoods/gorman-plan ning-applications.aspx |

CONCLUSION

City Planning recommends that City Council **APPROVE** this application for 1st and 2nd reading only. Administration will refer the ASP amendment with supporting NSP and to the EMRB, for endorsement.

APPENDICES

- 1 Approved ASP Land Use and Population Statistics Bylaw 17491
- 2 Proposed ASP Land Use and Population Statistics Bylaw 19337
- 3 Proposed NSP Land Use and Population Statistics Charter Bylaw 19338
- 4 Map Approved ASP Bylaw 17491
- 5 Map Proposed ASP Bylaw 19337
- 6 Map Proposed NSP Charter Bylaw 19338
- 7 "What We Heard" Public Engagement Report December 6, 2016
- 8 "What We Heard" Public Engagement Report May 1, 2019
- 9 Application Summary

Table I – Pilot Sound Area Structure Plan Land Use and Population Statistics (Bylaw 17491, January 25, 2016)

TABLE I
PILOT SOUND AREA STRUCTURE PLAN
LAND USE AND POPULATION STATISTICS

| | 1 | 2 Hollick- | 3 Matt | 4 | 5 Cy | 6 | |
|--|-----------|---------------|-----------|------------|---------|--------|--------|
| | Brintnell | Kenyon | Berry | McConachie | Becker | Gorman | Totals |
| Gross Area | 125.3 | 157.4 | 113.3 | 255.9 | 99.5 | 246.1 | 872.2 |
| Powerline | 6.0 | 5.8 | 0.0 | 0.0 | 0.0 | 10.7 | 22.25 |
| Major Arterials | 0.0 | 0.0 | 0.0 | 7.6 | 3.7 | 3.4 | 14.7 |
| Pipeline Corridor | 0.0 | 0.0 | 4.2 | 1.7 | 0.0 | 0 | 5.9 |
| Cemetery (Memorial Gardens) Natural Areas (NE 8096 & | | | | | | 36.2 | 36.2 |
| NE 8097) | | | | | | 27.8 | 27.8 |
| Rail Line | | | | | | 9.3 | 9.3 |
| Transportation Utility | | | | | | ,,, | ,,, |
| Corridor (TUC) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 |
| Gross Developable Area | 119.3 | 151.6 | 109.4 | 246.6 | 95.9 | 158.7 | 881.1 |
| Mixed Use Town Centre | | | | | | 16.6 | 16.6 |
| Commercial | 6.7 | 7.4 | 1.4 | 3.48 | 4.1 | 0 | 23.08 |
| Industrial | | | | | | 41.0 | 41.0 |
| Residential | 70.6 | 87.5 | 72.2 | 139.6 | 58.2 | 39.0 | 467.1 |
| School/Park | 5.2 | 10.2 | 9.6 | 5.7 | 7.6 | 11.0 | 49.3 |
| District Park | 0.0 | 0.0 | 0.0 | 22.6 | 0.0 | 10.0 | 32.6 |
| Institutional | 0.0 | 0.0 | 0.0 | 1.3 | 0.0 | 10.0 | 1.3 |
| Cemetery Natural Area NE 8091& | 0.0 | 2.8 | 0.0 | 0.0 | 0.0 | 0.0 | 2.8 |
| Buffer | 0.0 | 0.0 | 0.0 | 15.5 | 0.0 | 0.0 | 15.5 |
| Storm Water Management | 8.1 | 10.4 | 0.0 | 6.1 | 6.8 | 10.2 | 41.6 |
| Circulation | 28.7 | 33.3 | 25.6 | 51.8 | 19.2 | 27.0 | 185.6 |
| LRT R.O.W. | | | | | | 3.9 | 3.9 |
| Population Generation | | | | | | | |
| Population | 5,534 | 6,266 | 5,014 | 10,354 | 4,924 | 8,048 | 40,140 |
| Density (ppgdha) | 46.4 | 39.8 | 46.0 | 41.99 | 51.0 | 50.7 | 45.56 |

Table II – Summary of Municipal/School Reserve Pilot Sound Area Structure Plan (Bylaw 16585, September 16, 2013)

| RESIDENTIAL DEVLEOPMENT SECTOR | | | | |
|---|----------|----------|--|--|
| | Hectares | Hectares | | |
| Gross Developable Area | | 881.1 | | |
| Municipal/School Reserve Dedication | | 88.0 | | |
| Brintnell (Neighbourhood 1): 119.3 gross developable hectares | | | | |
| Public Elementary School | 3.6 | | | |
| Community Park/League | 2.6 | | | |
| Subtotal | | 6.2 | | |
| Municipal/School Reserve | | 11.9 | | |
| Balance | | +5.7 | | |
| Hollick Kenyon (Neighbourhood 2): 151.6 gross developable hectares | | | | |
| Public Elementary/Junior High School/Park | 9.3 | | | |
| Neighbourhood Parks | 0.9 | | | |
| Subtotal | | 10.2 | | |
| Municipal/School Reserve | | 15.2 | | |
| Balance | | +4.9 | | |
| Matt Berry (Neighbourhood 3): 109.3 gross developable hectares | | | | |
| Public Elementary School/ Separate Elementary/Junior High School | 9.2 | | | |
| Neighbourhood Parks | 0.4 | | | |
| Subtotal | | 9.6 | | |
| Municipal/School Reserve | | 10.9 | | |
| Balance | | +1.3 | | |
| McConachie (Neighbourhood 4): 246.6 gross developable hectares | | | | |
| Public & Separate Junior High School/Separate Elementary District Park | 22.6 | | | |
| Public Elementary School/Neighbourhood Park | 5.7 | | | |
| Subtotal | | 28.2 | | |
| Municipal/School Reserve | | 24.7 | | |
| Balance | | -3.58 | | |

| Cy Becker (Neighbourhood 5): 95.8 gross developable hectares | | |
|--|------|-------|
| Urban Village & Pocket Parks/Natural Area | 7.6 | |
| Subtotal | | 7.6 |
| Municipal/School Reserve | | 9.6 |
| Balance | | -1.96 |
| Gorman (Neighbourhood 6): 158.7 gross developable hectares | | |
| Separate High School | 6.5 | |
| District Park | 10.0 | |
| Urban Village Park | 3.0 | |
| Urban Plaza/Pocket Parks | 1.5 | |
| Subtotal | | 21.0 |
| Municipal/School Reserve | | 15.9 |
| Balance | | +5.1 |
| Total Designated School/Parks Lands | | 81.9 |
| Municipal/School Reserve Dedication | | 88.2 |
| Total Ralance - Residential Development Sector | | +6.3 |

Table III – Municipal Reserve Balance (Bylaw 16372, June 5, 2013)

| | 1 | 2 | 3 | 4 | 5 | 6 | |
|--|-----------|--------------------|---------------|------------|-----------|--------|--------|
| | Brintnell | Hollick- Kenyon | Matt Berry | McConachie | Cy Becker | Gorman | Totals |
| Gross Area | 125.3 | 157.4 | 113.3 | 255.9 | 99.5 | 246.1 | 872.2 |
| Less: | | | | | | | |
| Powerline | 6.0 | 5.8 | 0.0 | 0.0 | 0.0 | 10.7 | 22.5 |
| Land not Subject to Reserve Dedication Retained Government | 0.0 | 0.0 | 3.2 | 7.6 | 3.7 | 45.5 | 60.0 |
| Road Allowance | 0.0 | 1.0 | 1.0 | 1.7 | 0.0 | 3.4 | 7.1 |
| Environment Reserve | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 27.8 | 27.8 |
| Land Subject to Reserve Dedication 10% equals Municipal Reserve | 119.3 | 150.6 | 109.1 | 246.6 | 95.8 | 158.7 | 880.1 |
| Generation | 11.9 | 15.1 | 10.9 | 24.7 | 9.6 | 15.9 | 88.0 |
| Municipal Reserve Requirements | 5.2 | 10.2 | 9.6 | 5.7 | 7.6 | 11.0 | 49.3 |
| District Park Site | 0.0 | 0.0 | 0.0 | 22.6 | 0.0 | 10.0 | 32.6 |
| Total Municipal Reserve Requirement | | | | | | | 81.8 |

Note:

Neighbourhood Statistics for Neighbourhoods 1-4 have been updated based on approved/consolidated NSP's Natural Area and Natural Area Buffers are not included, excluding Cy Becker Major Arterials / Road ROW area is included within "Land not Subject to Reserve Dedication" Pipeline / Utility Corridor (TUC) area is included within "Retained Government Road Allowance"

Table I – Pilot Sound Area Structure Plan Land Use and Population Statistics (Bylaw 19337, July 7, 2020)

TABLE I
PILOT SOUND AREA STRUCTURE PLAN
LAND USE AND POPULATION STATISTICS

| | 1 | 2 Hollick- | 3 Matt | 4 | 5 Cv | 6 | |
|--------------------------|-----------|---------------|-----------|------------|---------|--------|--------|
| | Brintnell | Kenyon | Berry | McConachie | Becker | Gorman | Totals |
| Gross Area | 125.3 | 157.4 | 113.3 | 255.9 | 99.5 | 255.0 | 1006.4 |
| Powerline | 6.0 | 5.8 | 0.0 | 0.0 | 0.0 | 12.5 | 24.3 |
| Major Arterials | 0.0 | 0.0 | 0.0 | 7.6 | 3.7 | 4.0 | 15.3 |
| Pipeline Corridor | 0.0 | 0.0 | 4.2 | 1.7 | 0.0 | 0 | 5.9 |
| Cemetery (Memorial | | | | | | | |
| Gardens) | | | | | | 39.2 | 39.2 |
| Natural Areas (NE 8096 & | | | | | | 12.0 | 100 |
| NE 8097) Rail Line | | | | | | 13.0 | 13.0 |
| Potential Development | | | | | | 7.0 | 7.0 |
| Area | | | | | | 4.9 | 4.9 |
| Transportation Utility | | | | | | | |
| Corridor (TUC) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 |
| Gross Developable Area | 119.3 | 151.6 | 109.4 | 246.6 | 95.9 | 173.2 | 896.0 |
| Mixed Use Town Centre | | | | | | 3.1 | 3.1 |
| Commercial | 6.7 | 7.4 | 1.4 | 3.48 | 4.1 | 31.5 | 54.58 |
| Industrial | | | | | | 32.7 | 32.7 |
| Residential | 70.6 | 87.5 | 72.2 | 139.6 | 58.2 | 42.3 | 470.4 |
| School/Park | 5.2 | 10.2 | 9.6 | 5.7 | 7.6 | 3.4 | 41.7 |
| District Park | 0.0 | 0.0 | 0.0 | 22.6 | 0.0 | 14.5 | 37.1 |
| Institutional | 0.0 | 0.0 | 0.0 | 1.3 | 0.0 | 0.0 | 1.3 |
| Cemetery | 0.0 | 2.8 | 0.0 | 0.0 | 0.0 | 0.0 | 2.8 |
| Natural Area NE 8091& | | | | | | | |
| Buffer | 0.0 | 0.0 | 0.0 | 15.5 | 0.0 | 0.0 | 15.5 |
| Storm Water Management | 8.1 | 10.4 | 0.0 | 6.1 | 6.8 | 15.2 | 46.6 |
| Circulation & LRT | 28.7 | 33.3 | 25.6 | 51.8 | 19.2 | 29.2 | 187.8 |
| Public Utility | | | | | | 1.4 | 1.4 |
| Population Generation | | | | | | | |
| Population | 5,534 | 6,266 | 5,014 | 10,354 | 4,924 | 8,077 | 40,169 |
| Density (ppgdha) | 46.4 | 39.8 | 46.0 | 41.99 | 51.0 | 46.6 | 44.85 |

Table II – Summary of Municipal/School Reserve Pilot Sound Area Structure Plan (Bylaw 19337, July 7, 2020)

| RESIDENTIAL DEVLEOPMENT SECTOR | | | | |
|---|----------|----------|--|--|
| | Hectares | Hectares | | |
| Gross Developable Area | | 881.1 | | |
| Municipal/School Reserve Dedication | | 88.0 | | |
| Brintnell (Neighbourhood 1): 119.3 gross developable hectares | | | | |
| Public Elementary School | 3.6 | | | |
| Community Park/League | 2.6 | | | |
| Subtotal | | 6.2 | | |
| Municipal/School Reserve | | 11.9 | | |
| Balance | | +5.7 | | |
| Hollick Kenyon (Neighbourhood 2): 151.6 gross developable hectares | | | | |
| Public Elementary/Junior High School/Park | 9.3 | | | |
| Neighbourhood Parks | 0.9 | | | |
| Subtotal | | 10.2 | | |
| Municipal/School Reserve | | 15.2 | | |
| Balance | | +4.9 | | |
| Matt Berry (Neighbourhood 3): 109.3 gross developable hectares | | | | |
| Public Elementary School/ Separate Elementary/Junior High School | 9.2 | | | |
| Neighbourhood Parks | 0.4 | | | |
| Subtotal | | 9.6 | | |
| Municipal/School Reserve | | 10.9 | | |
| Balance | | +1.3 | | |
| McConachie (Neighbourhood 4): 246.6 gross developable hectares | | | | |
| Public & Separate Junior High School/Separate Elementary District Park | 22.6 | | | |
| Public Elementary School/Neighbourhood Park | 5.7 | | | |
| Subtotal | | 28.2 | | |
| Municipal/School Reserve | | 24.7 | | |
| Balance | | -3.58 | | |

| Cy Becker | (Neighbourhood 5 |): 95.8 gross developal | ole hectares | | |
|------------|---------------------|-------------------------|---------------|------------|-------|
| Urban Vil | lage & Pocket Parl | ks/Natural Area | | 7.6 | |
| Subtotal | | | | | 7.6 |
| Municipal | /School Reserve | | | | 9.6 |
| Balance | | | | | -1.96 |
| Gorman (N | leighbourhood 6): | 142.7 Effective develop | able hectares | | |
| Separate I | High School/Distric | t Park | | 14.5 | |
| Non-Credi | it Park | | | 0.3 | |
| Pocket Par | rks & Natural Are | a | | 0.2 3.2 | |
| Subtotal | | | | 3.2 | 17.9 |
| Municipal | /School Reserve | | | | 17.7 |
| Balance | | | | | -3.4 |
| Total | Designated | School/Parks | Lands | | 79.7 |
| Municipal | /School | Reserve | Dedication | | 90.0 |
| Total Bala | nce – Residential l | Development Sector | | | +2.96 |

Table III – Municipal Reserve Balance (Bylaw 19337, July 7, 2020)

| | 1 | 2 Hollick- | 3 Matt | 4 | 5 | 6 | |
|--|-----------|---------------|-----------|------------|-----------|--------|--------|
| | Brintnell | Kenyon | Berry | McConachie | Cy Becker | Gorman | Totals |
| Gross Area | 125.3 | 157.4 | 113.3 | 255.9 | 99.5 | 255.0 | 1006.4 |
| Less: | | | | | | | |
| Powerline | 6.0 | 5.8 | 0.0 | 0.0 | 0.0 | 20.7 | 32.5 |
| Land not Subject to Reserve Dedication Retained Government | 0.0 | 0.0 | 3.2 | 7.6 | 3.7 | 74.6 | 89.1 |
| Road Allowance | 0.0 | 1.0 | 1.0 | 1.7 | 0.0 | 4.0 | 7.7 |
| Environment Reserve | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 13.0 | 13.0 |
| Land Subject to Reserve Dedication | 119.3 | 150.6 | 109.1 | 246.6 | 95.8 | 142.7 | 864.1 |
| 10% equals Municipal Reserve Generation | 11.9 | 15.1 | 10.9 | 24.7 | 9.6 | 14.3 | 86.5 |
| Municipal Reserve Requirements | 5.2 | 10.2 | 9.6 | 5.7 | 7.6 | 17.7 | 56.0 |
| District Park Site | 0.0 | 0.0 | 0.0 | 22.6 | 0.0 | 14.5 | 37.1 |
| Total Municipal Reserve Requirement | | | | | | | 93.1 |

Note:

Neighbourhood Statistics for Neighbourhoods 1-4 have been updated based on approved/consolidated NSP's Natural Area and Natural Area Buffers are not included, excluding Cy Becker Major Arterials / Road ROW area is included within "Land not Subject to Reserve Dedication" Pipeline / Utility Corridor (TUC) area is included within "Retained Government Road Allowance"

Table 2 Gorman Land Use Concept and Population Statistics Bylaw 19338, July 7, 2020

| | Area (ha) | % Area |
|---|-----------|--------|
| GROSS AREA | 255.0 | 100% |
| Natural Area - Crown Claimed Wetland | 9.2 | 4% |
| Natural Area - ER (around wetland) | 3.8 | 1% |
| Utility ROW (power, gas, oil) | 13.7 | 5% |
| Potential Development Area ¹ | 4.9 | 2% |
| Arterial Road ROW | 4.0 | 2% |
| Private Rail ROW | 7.0 | 3% |
| GROSS DEVELOPABLE | 212.4 | |
| Existing Land Uses ² | 69.7 | |
| Institutional (Cemetery) | 39.2 | 18% |
| Major Commercial (Manning Town Centre) | 30.5 | 14% |
| EFFECTIVE DEVELOPMENT AREA | 142.7 | |
| Employment Lands (Industrial) | 32.7 | 23% |
| Neighbourhood Commercial | 1.0 | 1% |
| Mixed Use Commercial | 0.6 | 0.4% |
| Parks | 17.9 | 13% |
| Gorman/Clareview Extension School Park Site (MR) | 14.5 | |
| Pocket Park (MR) | 1.3 | |
| Natural Area (MR) | 1.9 | |
| Pocket Park - (Non-Credit MR) | 0.2 | |
| Public Utility | 1.4 | 1% |
| Transportation | 29.2 | 20% |
| Collector / Local Road ROW | 26.5 | |
| LRT ROW | 2.5 | |
| On-Street Transit Facility (Bus Layby Lanes) ³ | 0.1 | |
| Greenway | 0.1 | |
| Infrastructure Servicing | 15.2 | 11% |
| Stormwater Management Facilities ⁴ | 15.2 | |
| Total Non-Residential | 98.0 | 69% |
| Net Residential Area (NRA) | 44.7 | 31% |

Notes:

¹ A portion of land has been designated as a "potential development area". If the land is deemed feasible for development, it shall be included in the effective development area for the Gorman NSP through a plan amendment. Municipal Reserves will be owing if this land is developed.

²Municipal Reserves (MR) have not been provided for the cemetery. If this use were to redevelop, MR would be calculated and provided at that stage. MR has been provided at stage of Manning Town

³Assumes that the road will function as a typical collector road upon completion of the LRT extension to Horse Hill.

*SWMF near Vriend Lake is an estimate and the exact size will be determined at the rezoning and subdivision stage.

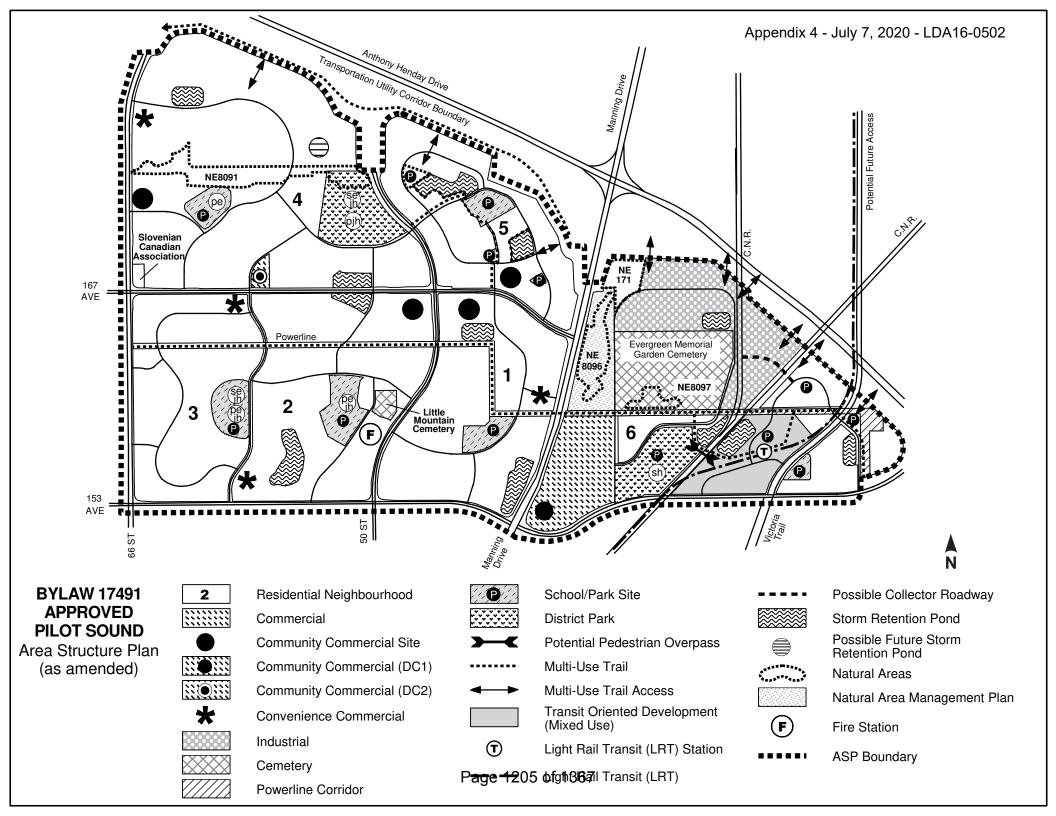
The Conseil scolaire Centre-Nord (Francophone school board) was consulted regarding school generation counts but does not employ neighbourhood level student generation calculations.

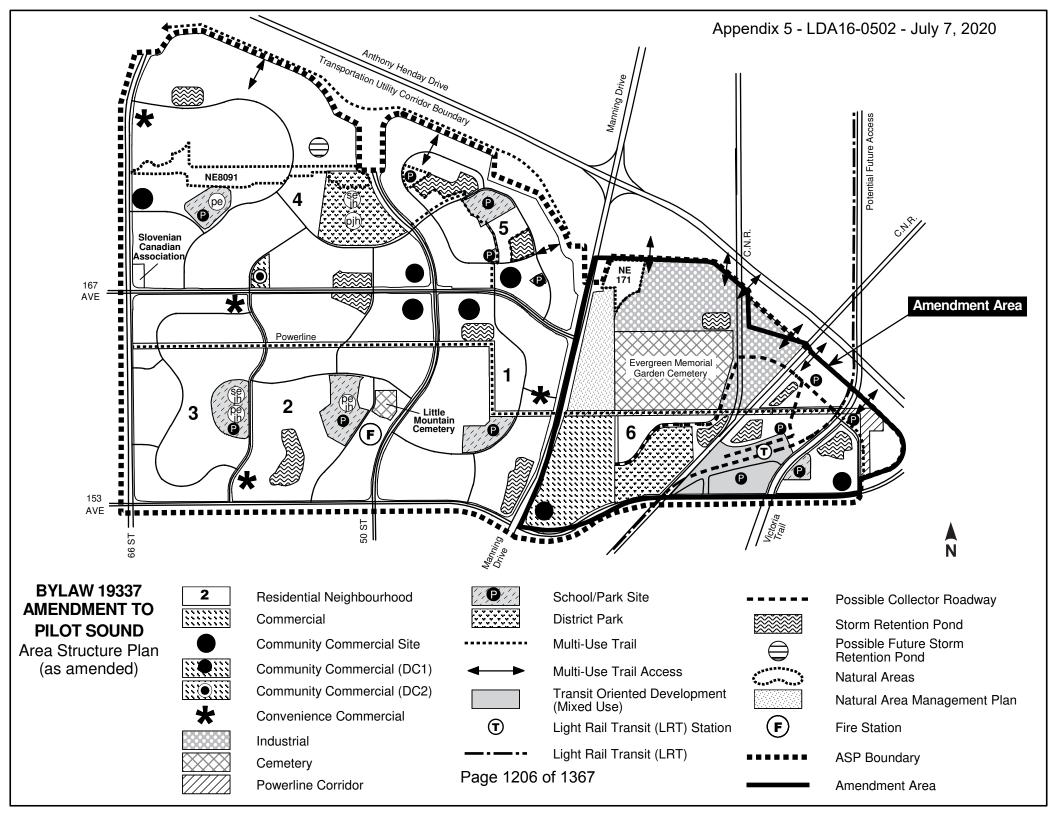
RESIDENTIAL LAND USE AREA, UNIT AND POPULATION ESTIMATES

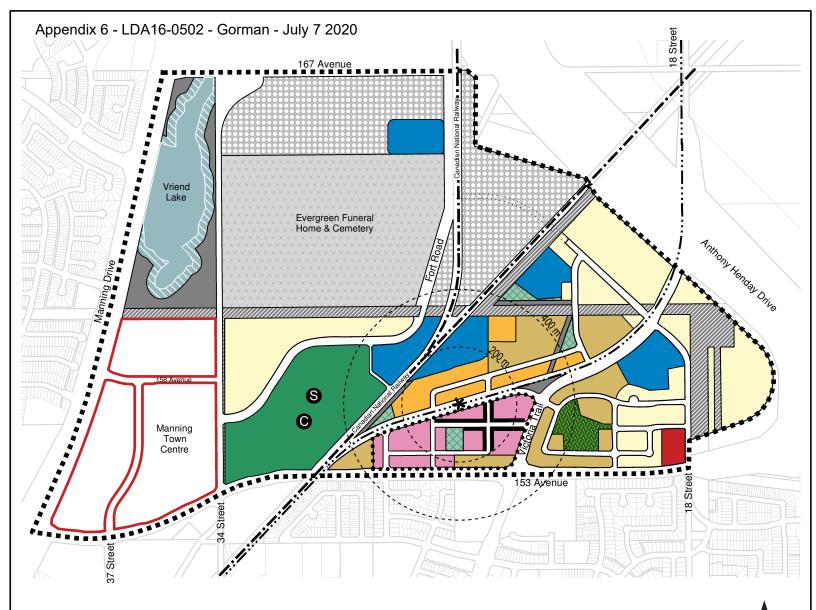
| Land Use | Area (ha) | Units/HA | Units | PPL/Unit | Population | % NRA |
|----------------------------|-----------|----------|-------|----------|------------|-------|
| Low Density Residential | 22.3 | 25 | 558 | 2.8 | 1562 | 50% |
| Medium Density Residential | 11.6 | 90 | 1044 | 1.8 | 1879 | 26% |
| High Density Residential | 5.3 | 225 | 1193 | 1.5 | 1789 | 12% |
| Mixed Use Residential | 5.5 | 345 | 1898 | 1.5 | 2847 | 12% |
| Total Residential | 44.7 | | 4693 | | 8077 | 100% |

SUSTAINABILITY MEASURES

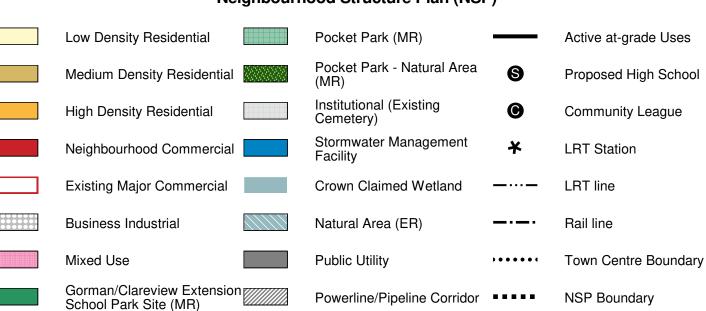
| Population per Net Residential He | ectare (pp | onrha) | 181 |
|---|------------|-------------------------------|---------|
| Units per Net Residential Hectare | (upnrha) | | 105 |
| [Single / Semi] / [Row Housing, Lo High Rise] Unit Ratio | ow Rise / | Medium Density, Medium to | 12%/88% |
| Population (%) within 500m of Pa | rkland | | 100% |
| Population (%) within 400m of Tr | ansit Serv | vice | 100% |
| Population (%) within 600m of Co | mmercia | l Service | 96% |
| Presence / Loss of Natural Area F | eatures (| ha) | |
| Protected Environmental Reserve | 2 | | 4.2 |
| Conserved as naturalized Municipal Reserve (Natural Area) | | | |
| Protected through other means | | | 0 |
| Potential Loss to Development (E | xisting Tr | ree Stands & Wetlands - Class | 22.7 |
| STUDENT GENERATION COUNT ⁵ | | | |
| Public School Board | | Separate School Board | |
| Elementary School | 285 | Elementary School | 143 |
| Junior / Senior High School | 285 | Junior / Senior High School | 143 |
| Total Student Population | | | 856 |







CHARTER BYLAW 19338 GORMAN Neighbourhood Structure Plan (NSP)



Note: Location of local and collector roads and configuration of stormwater management facilities are subject to minor revisions during subdivision and rezoning of the neighbourhood and may not be developed exactly as illustrated.

Page 1207 of 1367

WHAT WE HEARD REPORT

New Neighbourhood Structure Plan - Gorman (LDA16-0502)

PROJECT ADDRESS: North of 153 Avenue NW and east of Manning Drive

PROJECT ● Amendment to the Pilot Sound Area Structure Plan

DESCRIPTION: • New Gorman Neighbourhood Structure Plan

| TYPE OF ENGAGEMENT | DATE | RESPONSES/ # OF ATTENDEES | | |
|--|-----------------------------|----------------------------------|--|--|
| Advance Notification & Open House Invitation | Mailed on November 21, 2016 | 786 recipients | | |
| Open House | December 6, 2016 | 16 people Media - Global news | | |
| Other Feedback | Ongoing | 2 calls | | |

ABOUT THIS REPORT

The information in this report includes responses to the application notification and feedback gathered during and after the December 6th, 2016 open house. This report is shared with everyone who has emailed the file planner (Sarah Ramey) directly, and all attendees who provided their email address during the event on December 6th, 2016. This summary will also be shared with the applicant and the Ward Councillor. If/when the proposed NSP advances to Public Hearing this report will be included in the information provided to City Council.

MEETING FORMAT

The meeting format was a station-based open house where attendees were able to view display boards with project information and ask questions of City Staff (Planning Coordination and Transportation Planning and Engineering) and the Applicant. The meeting also included a brief presentation on the planning process by Sustainable Development and an overview of the NSP vision by the Applicant. Participants were invited to share their general feedback on comment forms and through a "Graffiti wall" which featured three questions:

- What features of the NSP do you like?
- Are there other features that should be included in this NSP?
- What are you main concerns about the NSP?

We received a total of 7 forms, and 4 of these forms had additional comments on the application. The comments and questions we received are summarized by main themes below.



FEEDBACK SUMMARY

The most common comments included:

- Land Use Designations: Concerns and suggestions for alternative land uses for certain properties, concerns about over-utilization of the pocket parks, and support for higher density around the LRT.
- Road Layout: Concern about the road layout on the west side of the neighbourhood, and concern about the timing of 153 Avenue upgrades to support additional development.
- Transportation: Concern about the potential for risk/noise/vibration associated with the rail and LRT, and the potential for 153 Ave traffic to be blocked.
- Other: Positive comments that the Plan was moving ahead, and suggestions regarding small typos and points of clarification on the maps.

WHAT WE HEARD

Land Use designations:

- Big guys sticking it to the little guys, the City needs to protect the rights of the small investors also.
- The Industrial Business designation for the parcel north of the cemetery is no longer appropriate, as direct access to Manning Drive has been removed since the ASP was approved, furthermore, the proximity to the LRT makes residential the more appropriate choice for this area as it could be connected by pathways and walkways.
- The parcel on the southeast could be appropriate as a crematorium, as there is community demand. It should be shown as commercial (or a different zoning) to allow for this.
- A lot of people walk along the tracks from AB Hospital can we have a path please?
- Pocket parks may be overcrowded if isolated, this is happening in McConachie.
- Encourage/incentivize development of high rise apartments/condos adjacent to the Gorman LRT station, there is little high-rise development adjacent to the existing LRT stations.

Road Layout:

- A few roads need to change.
- Why erase Fort Road it is a nice icon.
- The road configuration by Fort Road and the rail make it difficult to develop the property.
- Need to protect residential area between 34 Street and railroad from industrial traffic industrial traffic should go north to 167 Avenue then back south on the former Fort Road
- Traffic in area has increased dramatically since the Henday opening. Street lights and widening of 153 Avenue need to happen before further development.

Edmonton CITY PLANNING

Rail/LRT:

- Concerns regarding the impact of the LRT line along CN line with respect to noise and traffic congestion. Currently back onto the CN line and am disturbed by the noise and vibrations - adding an LRT line with increased frequency without a full sound barrier wall will increase the noise and decrease re-sale value.
- Concern about noise, vibrations, the risk of derailment.
- Ensure planning is in place in conjunction with the railway and federal government to develop a 153 Avenue and 144 Avenue underpass/overpass so first responders are not blocked by traffic.

Postive comments:

- I like the extension of the LRT
- I like that the NSP is finally moving along.

Clarifications/Typos/Map Updates:

- Would like the LRT line and rail line shown as separate symbols on the map.
- Cemetery is misspelled on the map.
- The road connection from Manning Drive, north of Vriend Lake, does not exist and should not be shown.
- Include future LRT Station on map.
- Have a map showing land ownership/parcels overlayed with the proposed land uses.

ANSWERS TO QUESTIONS

Land Use Questions:

• How can I change the land designation/road layout for my property? What is the process for amending the proposed land uses? What technical studies would be required? The land use designations and roads are generally consistent with the approved Pilot Sound Area Structure Plan, which means that they are consistent with the supporting engineering work and planning considerations that went into the ASP. Changes are possible, but would require further planning review and the submission of supporting engineering studies (transportation, drainage, potentially water).

Changes could be proposed at this point, if the proper studies were prepared. Changes can also be made to an approved NSP, by making an application to amend the Plan.

Note that the City has prepared Guidelines for Transportation Impact Assessments. The TIA Guidelines, along with Access Management Guidelines, can be found online at edmonton.ca/transportationguidelines



• Why are industrial uses proposed surrounding the existing cemetery? Some land in the north part of the neighbourhood is designated for Business Industrial uses. This type of land use designation is intended for low-intensity industrial uses, that are generally compatible with non-industrial uses. This land use designation is consistent with the land uses in the approved Pilot Sound Area Structure Plan.

As well, the draft NSP notes the the Business Industrial lands north of the cemetery could also be appropriate for additional funeral/cemetery uses or religious assembly uses, depending on the interests of the owner, to provide further flexibility.

When will this be brought to City Council? At this point, the Plan is still under review. Full review of the technical studies is expected to start in the new year. At the earliest, we'd anticipate a late spring Council date, but it could take longer.

Once a Council date is set, landowners who received the postcard notification advising of the meeting will receive either a letter or postcard advising of the Public Hearing date, with information to speak, if they'd like to.

• Could a funeral home and crematorium be built in this area? What zoning would it require? A funeral home and crematorium would be considered a "Funeral, Cremation and Internment Services" Use. This use is permitted in the CB2 commercial zone, and discretionary in the CB1 Low Intensity Business Zone, the IB Industrial Business Zone, and the IL Light Industrial Zone. Generally, this type of land use could be built in the Gorman area, but would be most appropriate in the the north.

Transportation Questions:

 How will noise/vibration/risk from rail and LRT be mitigated in Gorman? A Risk Assessment was submitted with the NSP application, and will recommend compatible land uses beside the rail, as well as any required buffers (berms, fences, separation distance etc.) to ensure safety.

Noise mitigation measures will be applied in accordance with the City Noise policy, generally at the subdivision stage. As well, land uses were planned to maximize separation distance between residential uses and the rail and LRT corridors. The north side (closest to rail) is generally bordered by park space and business industrial uses, and the south side includes a stormpond and park space between the LRT and most of the residential uses.

LRT noise attenuation will also be reviewed in conjunction with the detailed design/construction, once the extension is funded.

Page 1211 of 1367

Edmonton CITY PLANNING

 Noise attenuation adjacent to existing heavy rail in Kirkness (south of 153 Avenue) - are there plans for anything additional?

Noise attenuation was constructed with the original subdivision, and included a berm and noise attenuation fence. No additional noise attenuation is planned at this stage for the heavy rail.

Additional noise attenuation for LRT operations will be examined with detailed design/construction, however, there is no guarantee that anything additional will be constructed with future LRT.

• Will the 153 Avenue/CN/Future LRT crossing be grade separated? The existing crossing already backs up past Victoria Trail and to Manning Drive when a train comes through. Currently, there are no plans for grade separation of the CN rail or future LRT at this location. Railway grade separation prioritization to date has not identified the need to grade separate this crossing. This may change in the future based on traffic growth.

Congestion implications due to LRT and rail crossing will be furthered reviewed through the Transportation Impact Assessment.

Will there be upgrades to 153 Avenue/Victoria Trail intersection? When will this
intersection be signalized? When will 153 Avenue be widened?
Signalization is planned for next year (2017). Subject to funding, turn bays may also be
constructed next year along with signals (the funding needs to be approved by City Council).

Full widening to a four lane divided arterial requires additional funding from City Council. This has been identified by Administration as well as the Ward councillor, however, it has not been funded to date.

- Will LRT be grade separated at Anthony Henday Drive?
 Yes. The Anthony Henday Drive crossing at 18 Street has been constructed to accommodate future LRT, as well as the additional widening of 18 Street to a four lane divided arterial standard.
- Why were signals installed at 153 Avenue and Meridian Street? Whose jurisdiction do they fall under? They seem pointless.

The signals were installed as part of Northeast Anthony Henday Drive work by Alberta Transportation and the P3 contractor based on their contract. Ownership of the signals was transferred to the City with the opening of the Northeast Anthony Henday Drive this fall.



• What is the reason for realigning Fort Road and removing the Fort Road/153 Avenue intersection? Can the alignment of the replacement road be changed? The existing intersection of Fort Road and 153 Avenue is too close to the CN rail crossing, and the 34 Street crossing. With future traffic growth projected along 153 Avenue, this intersection will become more unsafe and will require removal. As the road to the north cannot dead-end, it must be connected back to 34 Street, north of 153 Avenue. This connection must respect the City's Access Management Guidelines.

The alignment for the Fort Road replacement road shown matches the approved alignment in the Pilot Sound ASP. Transportation Planning and Engineering would be open to alternative alignments as long as they meet the design standards for curve radii and access management guidelines for intersection spacing.

- How will access be provided to existing properties east of 18 Street? Access to existing properties will be maintained with future development. Any changes to property access will need to be discussed between the developers and non-participating property owners before a proposal is brought to the City.
- The speed limit along Manning Drive, north of 167 Avenue is 70 km/h, however, north of Anthony Henday Drive it is 100 km/h. There are no signs between the two advising of the increase in speed limit, resulting in potentially dangerous speed differentials with traffic merging from Anthony Henday Drive.

Any issues related to speed limits in the TUC/along Anthony Henday Drive should be directed to Alberta Transportation, Stony Plain Operations.

If you have questions about this application please contact: Sarah Ramey, Planner 780-496-6214 sarah.ramey@edmonton.ca

See also: www.edmonton.ca/gormanneighbourhoodplan

Edmonton CITY PLANNING

Page 1213 of 1367

WHAT WE HEARD REPORT

New Neighbourhood Structure Plan - Gorman (LDA16-0502)

PROJECT ADDRESS: North of 153 Avenue NW and east of Manning Drive

PROJECT DESCRIPTION: • Amendment to the Pilot Sound Area Structure Plan

• New Gorman Neighbourhood Structure Plan

| TYPE OF ENGAGEMENT | DATE | RESPONSES/ # OF ATTENDEES | | |
|---|----------------------------------|--|--|--|
| Pre-application Open House (Applicant) | June 10, 2015 | Landowners within 100 m of Gorman were notified by mail, as well as the associated community leagues and area councils. The applicant reported approximately 10 attendees. | | |
| Advance Notification and Public Engagement Session Invitation | Mailed on November 21, 2016 | 786 recipients | | |
| Public Engagement Session (City) | December 6, 2016 | 16 residents/landowners Media - Global news | | |
| Public Engagement Session Invitation | Mailed on April 16, 2019 | 406 recipients | | |
| Public Engagement Session (City) | May 1, 2019 | 18 residents/landowners | | |
| Other Feedback | Ongoing | 4 calls | | |
| Website | Online in late November, 2016 | N/A | | |

ABOUT THIS REPORT

The information in this report includes responses to the application notification and feedback gathered during the May 1, 2019 public engagement session. This report is shared with everyone who has emailed the file planner (Sarah Ramey) directly, and all attendees who provided their email address during the event on May 1, 2019. This summary will also be shared with the Applicant and the Ward Councillor and posted online. When the proposed NSP advances to Public Hearing, this report will be included in the information provided to City Council.



MEETING FORMAT

The public engagement session was held as an open house where attendees were able to view display boards with project information and ask questions of City Staff (Planning Coordination) and the Applicant. Feedback forms were provided for attendees to fill out.

We received a total of 3 feedback forms. The comments and questions we received are summarized by main themes below.

FEEDBACK SUMMARY

The most common comments included:

- Land Use Designations: Questions about what the proposed land uses meant (eg. Mixed Use and neighbourhood commercial), how tall the buildings would be, and what the neighbourhood would feel like when built-out.
- **Transportation**: Concern about existing road conditions (153 Avenue, 18 Street and Victoria Trail), the timing and type of upgrades to support additional development, noise and vibration attenuation along the rail line and Victoria Trail, and the timing of the LRT line.
- Other: Notices were sent out too late, questions about certain labels on the maps, looking forward to road upgrades, and a shame that prime farmland will be lost.

WHAT WE HEARD

Land Use designations:

- How tall will the buildings be next to the LRT station? Don't like the idea of having tall buildings near my house (I live south of 153 Avenue).
- What type of development will the neighbourhood commercial site along 18 Street allow?
- What will the neighbourhood around the LRT station feel/look like?

Transportation:

- Why is Fort Road being realigned?
- What does the "possible collector road" label between the rail lines mean?
- Traffic in the area has increased dramatically since the Henday opening. Street lights and widening of 153 Avenue need to happen before further development.
- When will the 18th Street/153 Avenue intersection be upgraded? It is a very dangerous intersection at the moment.



- Concern about increased traffic along Victoria Trail. Can noise attenuation options for existing developments be explored?
- Will the 153 Avenue/CN/Future LRT crossing be grade separated?

Rail/LRT:

- Concerns regarding the impact of the LRT line along CN line with respect to noise and vibrations.
- Will people park at Gorman to use the LRT instead of at Clareview?
- When will the LRT be built?
- How can the LRT be built sooner?

Other:

- Water pressure is low in my area. How will the development impact water pressures?
- Shame to lose prime farmland.
- Did not receive a notice until the day of the event. Will another engagement session be happening?
- Where will the community league building go?
- Which part of the neighbourhood will be developed first?
- Please provide copies of the boards from tonight's open house to the public.

ANSWERS TO QUESTIONS

Land Use Questions:

- How tall will the buildings be next to the LRT station? The land use designations around the LRT Station are for Mixed Use development (minimum of 6 storeys) and High Density Residential Development (minimum 6 storeys). The plan does not provide a height limit, however, development will need to conform with the Edmonton Garrison Heliport Zoning Regulations to ensure building heights do not interfere with flight paths. In general, the plan supports higher densities around the LRT station with a gradual tapering of height and density toward the edges of the neighbourhood.
- What type of development will the neighbourhood commercial site along 18 Street allow? The commercial site located west of 18 Street is designated for small-scale neighbourhood commercial uses intended to serve the local area.
- What will the neighbourhood around the LRT station feel and look like?



The look and feel of the mixed use town centre around the LRT station is intended to feel urban with a combination of medium and high rise residential/commercial developments. Shops and restaurants located on the ground floor of buildings will line the streets and parking will be located at the rear of buildings, in parkades or underground. An urban plaza will provide a destination for residents and visitors.

Transportation Questions:

- Why is Fort Road being realigned?
 The existing intersection of Fort Road and 153 Avenue is too close to the CN rail crossing, and the 34 Street crossing. With future traffic growth projected along 153 Avenue, this intersection will become more unsafe and will require removal. The proposed alignment for Fort Road matches the approved alignment in the Pilot Sound ASP.
- What does the "possible collector road" label between the rail lines mean?
 The NSP indicates that a possible collector road may span across the two rail lines. This is subject to further review by the private rail companies and the City of Edmonton. Currently, the private rail companies only allow a new at-grade rail crossing if another existing rail crossing is removed.
- When will the 18th Street/153 Avenue intersection be upgraded? It is a very dangerous intersection at the moment.
 Upgrades to the 18th Street/153 Avenue intersection will be required with subdivision and development of the southeast corner of the Gorman plan area. The Gorman NSP labels this area as "short term development area" which means it's intended to be be one of the first areas of the plan to develop.
- When will 153 Avenue be widened?
 The requirement of widening the 153 Avenue to the ultimate four-lane arterial will be triggered by development in the Gorman plan area. Full widening to a four lane divided arterial requires additional funding from City Council. This has been identified by Administration, however, it has not been funded to date
- Can noise attenuation options for existing development along Victoria Trail be explored?
 Who do we direct inquiries about this?
 Noise mitigation measures are applied in accordance with the City Noise policy at the subdivision stage. For existing developments, if the area is experiencing traffic noise issues,



the noise problem can be reported to the City so that the City can investigate and identify if any noise attenuation is warranted.

Additional information on noise and controlling noise is available here: https://www.edmonton.ca/transportation/on_your_streets/traffic-noise.aspx

Rail/LRT Questions:

• When will the LRT be built and how can it be built sooner? Preliminary engineering was completed for the Capital Line extension from Clareview to Gorman in 2010. The City will move forward to design and construction once funding becomes available. Funding is allocated by City Council, based on the priority order of the different lines. At this time, only the top two priorities have been identified (West LRT and expanding the Metro Line onto Blatchford).

More information on the Gorman extension is available here: https://www.edmonton.ca/projects_plans/transit/north-lrt-study.aspx

- Are there plans for any additional noise attenuation south of 153 Avenue adjacent to the railway when the LRT is developed?
 Noise attenuation was constructed with the original subdivision, and included a berm and noise attenuation fence. No additional noise attenuation is planned at this stage for the heavy rail. Additional noise attenuation for LRT operations will be examined with detailed design/construction, and may or may not be required based on the studies at that time.
- Will the 153 Avenue/CN/Future LRT crossing be grade separated?
 Currently, there are no plans for grade separation of the CN rail or future LRT at this location. Railway grade separation prioritization to date has not identified the need to grade separate this crossing. This may change in the future based on traffic growth.
- Will people park at Gorman to use the LRT instead of at Clareview?
 A permanent park and ride facility around the Gorman LRT station is not being developed.
 Permanent park and ride facilities will be provided at the end of the line in the Horse Hill neighbourhood (north of the Henday) once the North East portion of the Capital Line LRT line is completed.



Other:

- Water pressure is low in my area. How will the development impact water pressures?
 A Hydraulic Network Analysis was conducted in support of the proposed NSP and was reviewed and approved by EPCOR Water. The analysis was conducted to ensure that sufficient water servicing is provided to the proposed new development without negatively impacting existing development.
- We did not receive a notice until the day of the event. Will another engagement session be happening?

We anticipate that this will be the final public engagement event for the Gorman NSP. Residents may continue to track the progress of the application through the website. When the application is ready to proceed to Council Public Hearing, surrounding landowners will be notified of the date and time and how to register to speak. Residents may also contact the file planner (Sarah Ramey) at any time to receive an update or provide comments.

https://www.edmonton.ca/gormanneighbourhoodplan

- Where will the community league building go?

 The Gorman NSP provides the opportunity for a future community league building on the large school/park site located west of the rail line and north of 153 Avenue.
- Which part of the neighbourhood will be developed first?

 Land located north of 153 Avenue, east of the rail line and south of the future LRT extension is marked as "short term development area" in the NSP. This portion of the plan is intended to develop first with the northern portions of the plan developing later as servicing extends north.
- Can copies of the boards from the public meeting be provided to the public?
 Copies of the public engagement boards are available online at
 edmonton.ca/gormanneighbourhoodplan and are also attached to this email.

If you have questions about this application please contact:
Sarah Ramey, Planner
780-496-6214
sarah.ramey@edmonton.ca

See also: www.edmonton.ca/gormanneighbourhoodplan



APPLICATION SUMMARY

INFORMATION

| Application Type: | New NSP and Plan Amendment |
|-----------------------------------|---|
| Bylaw: | Bylaw 19337 |
| Charter Bylaw: | Bylaw 19338 |
| Location: | Area east of Manning Drive and north of 153 Avenue NW |
| Addresses: | n/a |
| Legal Descriptions: | n/a |
| Site Area: | 255 ha (GDA) |
| Neighbourhood: | Gorman |
| Notified Community Organizations: | Fraser, Hairsine, Homesteader and McLeod Community |
| | Leagues |
| | Horse Hill Community League Association |
| | Area Council No.17 Area Council |
| | Clareview and District Area Council Area Council |
| Applicant: | Dialog |

PLANNING FRAMEWORK

| Current Zones and Overlays: | n/a |
|------------------------------|-----------------|
| Proposed Zones and Overlays: | n/a |
| Plan in Effect: | Pilot Sound ASP |
| Historic Status: | None |

Written By: Jeff Booth Approved By: Tim Ford Branch: City Planning Planning Coordination

Section:

Charter Bylaw 19338

Adoption of the Gorman Neighbourhood Structure Plan

Purpose

To adopt the Gorman Neighbourhood Structure Plan.

Readings

Charter Bylaw 19338 is ready for third reading.

Advertising and Signing

This Charter Bylaw has been advertised in the Edmonton Journal on June 19, 27, and 30, 2020. The Charter Bylaw can be passed following third reading.

Position of Administration

Administration supports this proposed Charter Bylaw.

Previous Council/Committee Action

At the On July 7, 2020, City Council Public Hearing, the following motion was passed:

That Bylaw 19337 and Charter Bylaw 19338 be read a second time.

(Third reading of Bylaw 19337 and Charter Bylaw 19338 is withheld pending review by the Edmonton Metropolitan Regional Board)

Report

On October 1, 2020, the EMRB recommended approval of REF 2020-012, City of Edmonton, Gorman NSP, Pilot Sound ASP, subject to a 28 day appeal period ending October 29, 2020. As no appeal was submitted, the EMRB approved the REF application and Bylaw 19337 is now ready for Third Reading.

Charter Bylaw 19338 to adopt the Gorman Neighbourhood Structure Plan (NSP) will provide a land use framework and policy direction for future development in the neighbourhood. The plan establishes the following major land use elements:

- A priority on transit and LRT connectivity;
- Promotion of mixed use development with active streetscapes and a mix of atgrade uses in close proximity to the planned LRT station;
- A transition from high densities near the planned LRT station to lower densities moving away from the station;
- The creation of a town square at the centre of the neighbourhood;
- A connected system of green spaces and corridors including natural area,

pocket parks, and a larger scale park site;

- A wide variety of housing forms;
- A grid-based road network that supports active transportation; and
- Retention of the existing commercial area along Manning Drive and 153 Avenue NW

The adoption of this NSP, in association with the related Pilot Sound Area Structure Plan amendment, will facilitate the development of the final neighbourhood in the Pilot Sound area.

Public Engagement

The applicant held three engagement sessions prior to submission of the application on June 10-11, 2015, the summer of 2015, and May, 2016.

Administration sent an advance notice to surrounding property owners and the Fraser, Hairsine, Homesteader, Horse Hill, McLeod, and South Clareview Community Leagues and Area Council No. 17 Area Council and Clareview and District Area Council Area Council on July 19, 2017.

Administration held public open houses on December 6, 2016 and May 1, 2019 to provide information on the proposed Area Structure Plan amendment, the Neighbourhood Structure Plan proposal, and to collect feedback on the application.

All responses are summarized in the attached Council Report.

Attachments

- 1. Charter Bylaw 19338
- 2. Administration Report (attached to the Resolution item 7.1)

Charter Bylaw 19338

A Bylaw to amend Bylaw 6288, as amended, being the Pilot Sound Area Structure Plan by adopting the Gorman Neighbourhood Structure Plan

WHEREAS pursuant to the authority granted to it by the <u>Planning Act</u> on June 24, 1981, the Municipal Council of the City of Edmonton passed Bylaw 6288, as amended, being the Pilot Sound Area Structure Plan; and

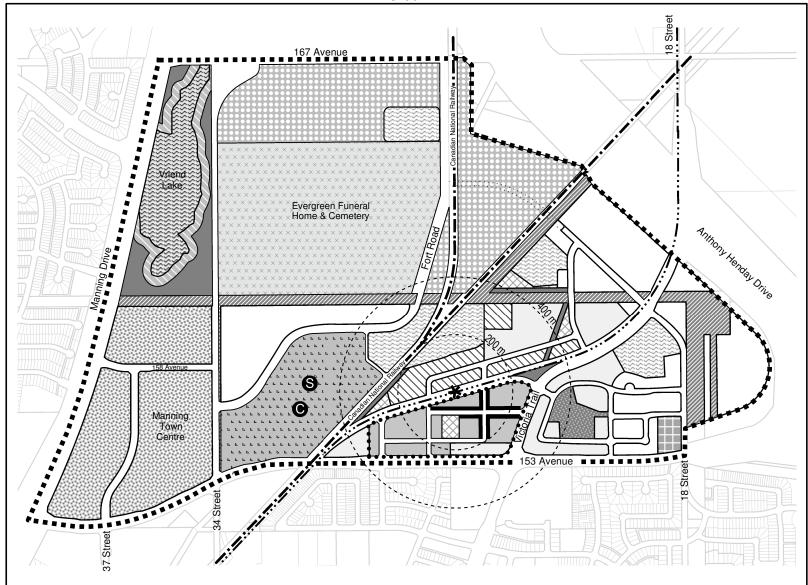
WHEREAS Council found it desirable from time to time to amend Bylaw 6288, as amended, being Pilot Sound Area Structure Plan by adding new neighbourhoods; and

WHEREAS Council considers it desirable to amend Bylaw 6288, as amended, the Pilot Sound Area Structure Plan.

NOW THEREFORE after due compliance with the relevant provisions of the Municipal Government Act RSA 2000, ch. M-26, as amended, the Municipal Council of the City of Edmonton duly assembled enacts as follows:

- 1. Bylaw 6288, as amended, the Pilot Sound Area Structure Plan, is hereby further amended by adding as Appendix "F" the Gorman Neighbourhood Structure Plan being:
 - a) the map entitled "Bylaw 19338 Gorman Neighbourhood Structure Plan" attached hereto as Schedule "A";
 - b) the land use and population statistics entitled "Gorman Neighbourhood Structure Plan - Land Use and Population Statistics" attached hereto as Schedule "B", and

| c) | the report entitled | "Gorman | Neighbourhood | Structure | Plan" a | attached | hereto as |
|-------|---------------------|---------|---------------|-----------|---------|----------|------------------|
| | Schedule "C". | | | | | | |
| READ | a first time this | | day of | | | , A. I | D . 2020; |
| READ | a second time this | | day of | | | , A. I | D . 2020; |
| READ | a third time this | | day of | | | , A. I | D . 2020; |
| SIGNE | D and PASSED this | | day of | | | , A. I | D . 2020. |
| | | | THE CITY OF | EDMONT | ΓΟΝ | | |
| | | | MAYOR | | | | |
| | | | CITY CLERK | | | | _ |



CHARTER BYLAW 19338 GORMAN Neighbourhood Structure Plan (NSP)

Active at-grade Uses

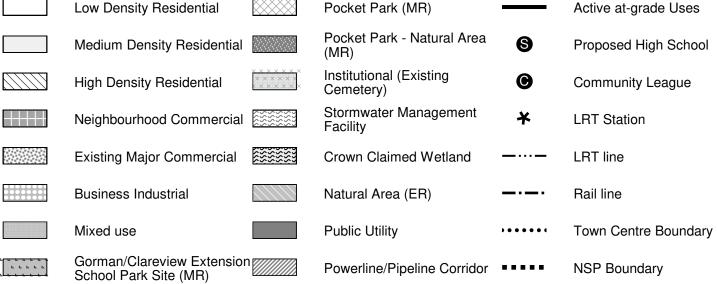


Table 2 Gorman Land Use Concept and Population Statistics

| | Area (ha) | % Area |
|---|-----------|--------|
| GROSS AREA | 255.0 | 100% |
| Natural Area - Crown Claimed Wetland | 9.2 | 4% |
| Natural Area - ER (around wetland) | 3.8 | 1% |
| Utility ROW (power, gas, oil) | 13.7 | 5% |
| Potential Development Area ¹ | 4.9 | 2% |
| Arterial Road ROW | 4.0 | 2% |
| Private Rail ROW | 7.0 | 3% |
| GROSS DEVELOPABLE | 212.4 | |
| Existing Land Uses ² | 69.7 | |
| Institutional (Cemetery) | 39.2 | 18% |
| Major Commercial (Manning Town Centre) | 30.5 | 14% |
| EFFECTIVE DEVELOPMENT AREA | 142.7 | |
| Employment Lands (Industrial) | 32.7 | 23% |
| Neighbourhood Commercial | 1.0 | 1% |
| Mixed Use Commercial | 0.6 | 0.4% |
| Parks | 17.9 | 13% |
| Gorman/Clareview Extension School Park Site (MR) | 14.5 | |
| Pocket Park (MR) | 1.3 | |
| Natural Area (MR) | 1.9 | |
| Pocket Park - (Non-Credit MR) | 0.2 | |
| Public Utility | 1.4 | 1% |
| Transportation | 29.2 | 20% |
| Collector / Local Road ROW | 26.5 | |
| LRT ROW | 2.5 | |
| On-Street Transit Facility (Bus Layby Lanes) ³ | 0.1 | |
| Greenway | 0.1 | |
| Infrastructure Servicing | 15.2 | 11% |
| Stormwater Management Facilities ⁴ | 15.2 | |
| Total Non-Residential | 98.0 | 69% |
| Net Residential Area (NRA) | 44.7 | 31% |

Notes:

¹ A portion of land has been designated as a "potential development area". If the land is deemed feasible for development, it shall be included in the effective development area for the Gorman NSP through a plan amendment. Municipal Reserves will be owing if this land is developed.

²Municipal Reserves (MR) have not been provided for the cemetery. If this use were to redevelop, MR would be calculated and provided at that stage. MR has been provided at subdivision for Manning Town Centre.

³Assumes that the road will function as a typical collector road upon completion of the LRT extension to Horse Hill.

*SWMF near Vriend Lake is an estimate and the exact size will be determined at the rezoning and subdivision stage.

⁵The Conseil scolaire Centre-Nord (Francophone school board) was consulted regarding school generation counts but does not employ neighbourhood level student generation calculations.

RESIDENTIAL LAND USE AREA, UNIT AND POPULATION ESTIMATES

| Land Use | Area (ha) | Units/HA | Units | PPL/Unit | Population | % NRA |
|----------------------------|-----------|----------|-------|----------|------------|-------|
| Low Density Residential | 22.3 | 25 | 558 | 2.8 | 1562 | 50% |
| Medium Density Residential | 11.6 | 90 | 1044 | 1.8 | 1879 | 26% |
| High Density Residential | 5.3 | 225 | 1193 | 1.5 | 1789 | 12% |
| Mixed Use Residential | 5.5 | 345 | 1898 | 1.5 | 2847 | 12% |
| Total Residential | 44.7 | | 4693 | | 8077 | 100% |

SUSTAINABILITY MEASURES

| JOSTANIA DIETT I MEASONES | | | | |
|--|-------------|-------------------------------|---------|--|
| Population per Net Residential Hectare (ppnrha) | | | | |
| Units per Net Residential Hectare (upnrha) | | | | |
| [Single / Semi] / [Row Housing, I High Rise] Unit Ratio | Low Rise / | Medium Density, Medium to | 12%/88% | |
| Population (%) within 500m of F | Parkland | | 100% | |
| Population (%) within 400m of 1 | ransit Serv | vice | 100% | |
| Population (%) within 600m of 0 | ommercia | l Service | 96% | |
| Presence / Loss of Natural Area | Features (| ha) | | |
| Protected Environmental Reserv | ve | | 4.2 | |
| Conserved as naturalized Municipal Reserve (Natural Area) | | | | |
| Protected through other means | | | 0 | |
| Potential Loss to Development (| Existing Tr | ree Stands & Wetlands - Class | 22.7 | |
| STUDENT GENERATION COUNT ⁵ | | | | |
| Public School Board | | Separate School Board | | |
| Elementary School | 285 | Elementary School | 143 | |
| Junior / Senior High School | 285 | Junior / Senior High School | 143 | |
| Total Student Population | | | 856 | |
| | | | | |

GORMAN NEIGHBOURHOOD STRUCTURE PLAN



June 2020



Prepared for:

College Woods Gorman Hopewell Residential Management LP St. Paul Junction Joint Venture Inc.

Prepared by:



INTRODUCTION

This document has been prepared by DIALOG in support of the development of the Gorman neighbourhood, located within northeast Edmonton. The Gorman Neighbourhood Structure Plan (NSP) was initiated by three majority landowners in the area (referred to as the Participating Landowners throughout the document). Together with the Participating Landowners, the NSP was prepared in cooperation with City Administration, as well as other agencies and service providers, including the Edmonton Public School Board, Edmonton Catholic School District, and the Conseil scolaire Centre-Nord.

The purpose of the Gorman NSP is to define the general pattern of development and subdivision in the new mixed use and transit oriented residential neighbourhood of Gorman. The NSP document serves to:

- · Define the neighbourhood design vision,
- Designate the types and location of land uses,
- Establish the transportation network,
- Identify the pedestrian and bike network,
- Provide direction for development adjacent to LRT station,
- Identify the location, size, and configuration of schools, parks, open space systems and natural areas,
- Provide information on expected population size and densities,
- Identify the location and size of neighbourhood facilities,
- Provide general servicing schemes and staging patterns for development.

The policies of the NSP will be used by the City, land owners, and developers to guide subsequent stages of neighbourhood development such as zoning, subdivision, infrastructure design, and construction.

More information regarding the preparation of this Plan and amendment of the Pilot Sound Area Structure Plan is available through the City of Edmonton.

10/86

Table of Contents

| Introduction | i |
|--|----|
| 1 Gorman Neighbourhood Structure Plan | 1 |
| 1.1 Planning Framework and NSP Area | 1 |
| 2 Neighbourhood Development Concept | 4 |
| 2.1 General Plan Context | 4 |
| 2.2 Neighbourhood Vision and Development Concept | 13 |
| 3 Land Use | 18 |
| 3.1 Residential | 18 |
| 3.2 Mixed Use Town Centre | 21 |
| 3.3 Business Industrial and Commercial | 26 |
| 3.4 Institutional | 28 |
| 3.5 Potential Development Area | 29 |
| 4 Public Realm | 30 |
| 4.1 Streetscapes and Built Form | 30 |
| 4.2 Landscape | 31 |
| 4.3 All Weather Design | 33 |
| 5 Ecology, Parks and Amenities | 34 |
| 5.1 Natural Areas | 34 |
| 5.2 Parks and Open Space | 40 |
| 6 Transportation | 46 |
| 6.1 Active Transportation | 48 |
| 6.2 Transit | 51 |
| 6.3 Road Network | 53 |
| 6.4 Transportation and Land Use Integration | 55 |

11/86

| 7 Infrastructure, Servicing and Staging | 59 |
|---|----|
| 7.1 Sanitary and Stormwater Drainage | 60 |
| 7.2 Water Distribution | 62 |
| 7.3 Shallow Utilities | 62 |
| 7.4 Development Staging | 64 |
| 7.5 Risk and Nuisance Mitigation | 65 |
| Appendix A | 66 |
| Appendix B | 67 |

LIST OF FIGURES

| Figure 1 Pilot Sound ASP and Gorman NSP Location | viii |
|---|------|
| Figure 2 Gorman NSP Area and Context within the Pilot Sound ASP | 2 |
| Figure 3 NSP Process | 3 |
| Figure 4 Summary of Land Ownership | 5 |
| Table 1 Pipeline Corridors | 7 |
| Figure 5 Neighbourhood Context | 9 |
| Figure 6 EGHZR (Sheet 34 & 35) and Gorman NSP Location | 12 |
| Table 2 Gorman Land Use Concept and Population Statistics | 15 |
| Figure 7 Gorman Development Concept | 17 |
| Figure 8 Density Transect | 19 |
| Figure 9 Town Centre | 22 |
| Figure 10 Ecological Network | 36 |
| Figure 11 Parks, Open Spaces and Amenities | 38 |
| Figure 12 Gorman Town Centre Urban Plaza Conceptual Rendering | 43 |
| Figure 13 Transportation Network and Modal Priorities | 49 |
| Figure 14 Conceptual Pedestrian Oriented Street | 50 |
| Figure 15 Conceptual Pedestrian Oriented Street | 50 |
| Figure 16 Conceptual On-Street Transit Facility | 51 |
| Figure 17 Infrastructure and Servicing | 61 |
| Figure 18 Development Staging | 63 |
| Table 3 Parcel Ownership Details | 67 |
| Figure 19 Parcel Ownership Details | 68 |
| Figure 20 Pipeline Ownership Details | 70 |





THE VISION

As a transit oriented community, the Gorman neighbourhood seeks to provide a high-quality standard of living by delivering a lifestyle where people can live, work, shop, and play within a dense and highly walkable community.

Figure 1 Pilot Sound ASP and Gorman NSP Location City of Edmonton boundary Amended Pilot Sound Area Structure Plan boundary Gorman Neighbourhood Structure Plan area Neighbourhood boundaries 17 ST NE Anthony Henday Drive transportation utility corridor MERIDIAN STNW Major transportation routes 227 AV NW 34 STNW STNW 18 ST NW 50 195 A V N W 195 AV NE MERIDIAN STNW 112 82 STAW VWW AV NW 167 167 STNV 153 VWW ≥ 153 AV NE Γ 97 ST 137 AV NE ≥ AV-NV 99 出 ST 20 127 17 ST YELLQ WHEAD TR NW 18 AV NW 118 A 111 A STN STNW 3 ŃW 178 23.1 ST NW Z 49 **1**01 95 AV NW 92 A V N ROAT NW 0 A WHNTE A X NW 87 AN NX \geq F WHATEMUD DRN R FOX DR NW 69 AV NW 04 ST I UG WOOD RD NOW WINTERBURN ROPER RD NW VHIMEMUD DR NV STNW 19 DAV N 34 A)V N\ STNW 23 AV NW 199 ST BITHILL 99 ANTHONY HENDAY DR MW. SW 207 ST SW Z LER\$1 LIE RD SW ST SW STSW 34 ST SW 17 ST SW STSW SW

170 ST

141

41 A V SW

E

STSW

99

50

41 A V SV

1 GORMAN NEIGHBOURHOOD STRUCTURE PLAN

1.1 Planning Framework and NSP Area

The Gorman Neighbourhood Structure Plan (NSP) presents the vision, land use framework, and development guidelines for a new, Transit Oriented Development (TOD) neighbourhood in northeast Edmonton. Strategically situated around the Gorman LRT station, which is located north of 153 Avenue and west of Anthony Henday Drive, this neighbourhood will promote a holistic and comprehensive approach to community development. The NSP outlines the transformation of this land into a mixed use, TOD neighbourhood, following the principles and guidelines of the City of Edmonton's strategic planning documents including *The Way We Grow: Municipal Development Plan* (2010), *The Way We Move: Transportation Master Plan* (2012), and the other Way documents, as well as essential guiding documents such as Transit Oriented Development Guidelines (2012) and Complete Streets Design and Construction Standards Guidelines (2018).

The NSP also incorporates the outcomes and principles of Designing New Neighbourhoods: Guidelines for Future Residential Communities (2013) and aligns with the intent of the Pilot Sound Area Structure Plan (ASP) (Bylaw 16372) (**Figure 2 Gorman NSP Area and Context within the Pilot Sound ASP**).

Figure 2 Gorman NSP Area and Context within the Pilot Sound ASP



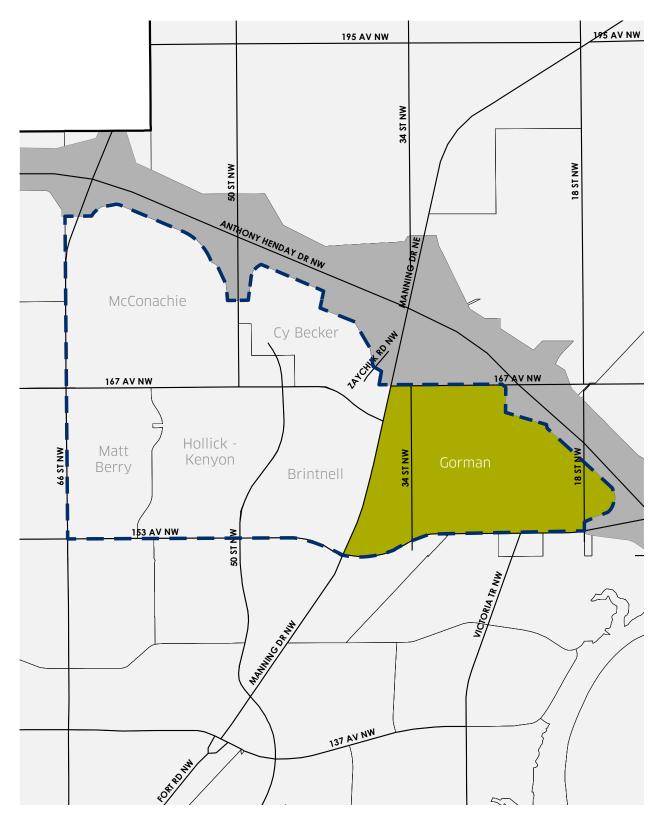


Figure 3 NSP Process



The Gorman NSP will serve to refine the development framework established under the ASP. The NSP document provides direction for the following matters:

- Broad neighbourhood land uses, including organization and configuration of mixed use, residential, commercial, and parks and open space,
- The expected densities for the residential areas,
- The proposed transportation connections, including arterial and collector roads, future LRT connection, and active transportation and pedestrian connections,
- The requisite services and utilities, including stormwater management sites,
- Anticipated phasing of development and plan implementation.

^{*}Dynamic process COE = City of Edmonton



2 NEIGHBOURHOOD DEVELOPMENT CONCEPT

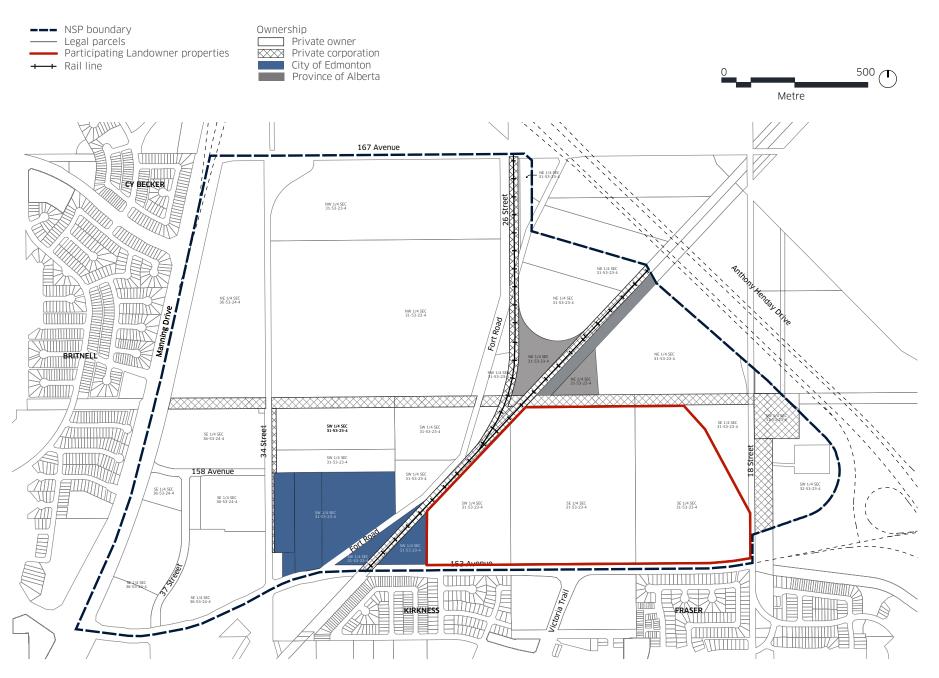
2.1 General Plan Context

Located in northeast Edmonton, Gorman is one of six neighbourhoods contained within the Pilot Sound Area Structure Plan (ASP). The Gorman NSP area is designated as a Developing and Planned Neighbourhood in the City of Edmonton's Municipal Development Plan, *The Way We Grow*. The City's long-term LRT Network Plan calls for the extension of the existing northeast LRT line, the Capital Line, through Gorman. The Capital Line will ultimately terminate north of Anthony Henday Drive. The future Gorman LRT station will be located within the NSP boundary, west of the planned alignment of Victoria Trail.

The Gorman NSP area is bounded by 167 Avenue to the north and the Anthony Henday Drive transportation utility corridor to the northeast. Its southern and western boundaries are, respectively, 153 Avenue NW and Manning Drive NW.

In support of this NSP, technical reports have been submitted to the City of Edmonton under separate covers, for Participating Landowner lands. These documents provide additional detail on development requirements. Submission of new or revised technical documents may be required if non-participating landowners subsequently participate, prior to rezoning and subdivision approvals of the non-participating landowner lands. Refer to **Appendix A** for a list of completed technical studies.

Figure 4 Summary of Land Ownership



Land Ownership

The NSP has been prepared on behalf of three private land owners who have ownership of approximately 48.0 ha within the east portion of the NSP area (referred to as the Participating Landowners). The remaining lands within the NSP boundaries are held by the City of Edmonton, the Province of Alberta, private corporations, and non-participating private landowners. The non-participating landowners were notified of the intent to prepare the NSP and were invited to co-sponsor the preparation of this NSP but declined.

The land ownership of Gorman NSP is summarized in **Figure 4 Summary of Land Ownership**. Additional parcel ownership details are presented in **Appendix B**.

Existing Land Uses and Infrastructure

Currently, the Gorman NSP area consists primarily of undeveloped agricultural land. Existing developed land uses include the Evergreen Funeral Home & Cemetery in the centre of the NSP area and a large commercial development that is regulated through a site-specific zone (DC1) located in the southwest of the NSP area. Other uses include small-scale industrial and commercial uses such as storage lots and rural residences. The lands to the south and west of the NSP area have been progressively developed as residential communities. Manning Drive and 153 Avenue serve as important arterial connections to the area.

The NSP area is highly limited by physical constraints, which play a large role in the compatibility of surrounding land uses. In addition to the future LRT track and Victoria Trail alignments, the NSP area is transected by private corporation rail lines. The landscape is highly fragmented by this infrastructure, making inter-community connectivity paramount. The presence of this infrastructure also influences the development regulations of the adjacent land, as a result of associated setbacks.

Other existing infrastructure includes private corporation power transmission lines, high pressure natural gas transmission lines, a high pressure oil transmission line, and water lines.

Existing site conditions, at the time of approval, are summarized in **Figure 5 Neighbourhood Context** and under the following sections.

Topography and Soils

The topography of the land within the Gorman NSP area is relatively flat, with few significant topographic features. The overall sloping of the land is southeast to northwest. Soils within the area are of high agricultural quality, classified as Class 1 and Class 2 by the Canada Land Inventory.

Natural Areas and Ecological Resources

Natural Areas recognized by the City of Edmonton that are located in the NSP area include:

- NE 8096 (Vriend Lake), a Crown claimed Environmentally Sensitive Area, located in the northwest portion of the NSP area to the east of Manning Drive,
- NE 8123 and NE 533, which are two small unnamed areas located east of 18 Street,
- NE 8097, unnamed area located within the existing Cemetery.

Other natural areas include tree stands and several wetlands (Class III/IV/V), which are depicted on **Figure 5 Neighbourhood Context.**

Pipelines, Wells and Utility Corridors

A review of the available pipeline and oil well information indicates that there are no Alberta Energy Regulator (AER) records of oil/ gas wells, facilities and batteries within the NSP area. However, there are a number of operational pipelines within the NSP area or in the vicinity which are considered potential hazards. The pipeline corridors are listed in **Table 1 Pipeline Corridors**.

Table 1 Pipeline Corridors

| No. | Licensee | License No. | Contents | Pressure (kPa) | Nom. Pipe Size (in) | Corridor Location |
|-----|--------------------------------------|-------------|-------------|-------------------|---------------------------|--|
| 1 | ATCO Gas and Pipelines Ltd. | 2594-184 | Natural Gas | 3450 | 12.75 | Traversing NW and SW 31- 53-23-W4M |
| 2 | ATCO Gas and Pipelines Ltd. | 2594-90 | Natural Gas | 3450 | 16 | Traversing NW and SW 31- 53-23-W4M |
| 3 | Pembina Pipeline Corp. | 5169-1 | LVP | 7140 | 16 | Traversing SW, portion of NW 32-53- 23-W4M |

| No. | Licensee | License No. | Contents | Pressure (kPa) | Nom. Pipe Size (in) | Corridor Location |
|-----|------------------------------|-------------|----------|-------------------|---------------------------|--|
| 4 | Pembina Pipeline Corp. | 5169-5 | LVP | 6670 | 12.75 | Traversing SW, portion of NW 32-53- 23-W4M |

Pipeline No. 1 & 2 are in the same corridor; as are No. 3 & 4.

An assessment of the potential risks for Gorman, which was submitted under a separate cover, recommends appropriate access restrictions and setback distances from potential hazards. All development adjacent to pipelines shall ensure proper mitigation.

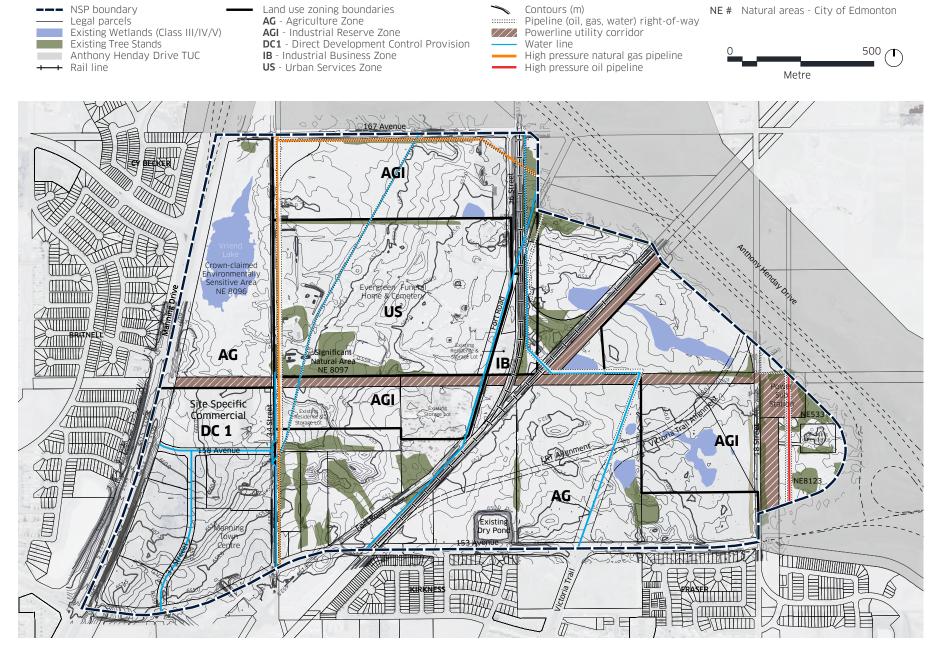
A private power line utility corridor runs north to south on the east side of 18 Street. The corridor also bisects the Gorman NSP area east to west and runs adjacent to the private corporation rail line north of the east to west corridor. This private utility corridor provides the opportunity to be part of the open space network, with the provision of shared use paths.

Private Rail Corporation

A private rail corridor (Vegreville Subdivision) bisects the NSP from approximately southwest to northeast with the CN Coronado Subdivision branching off to the north just south of Evergreen Cemetery.

An assessment of the potential risks for Gorman, which was submitted under a separate cover, recommends appropriate access restrictions and setback distances from potential hazards. All development adjacent to the rail corridor shall ensure proper mitigation.

Figure 5 Neighbourhood Context



Potential Transportation Utility Corridor (TUC) Surplus Land

Potential Transportation Utility Corridor (TUC) surplus land is located as shown on **Figure 6 Gorman Development Concept**. If surplused, a plan amendment will be required to incorporate the land into the boundaries of the Gorman NSP.

Edmonton Garrison Heliport Zoning Regulations

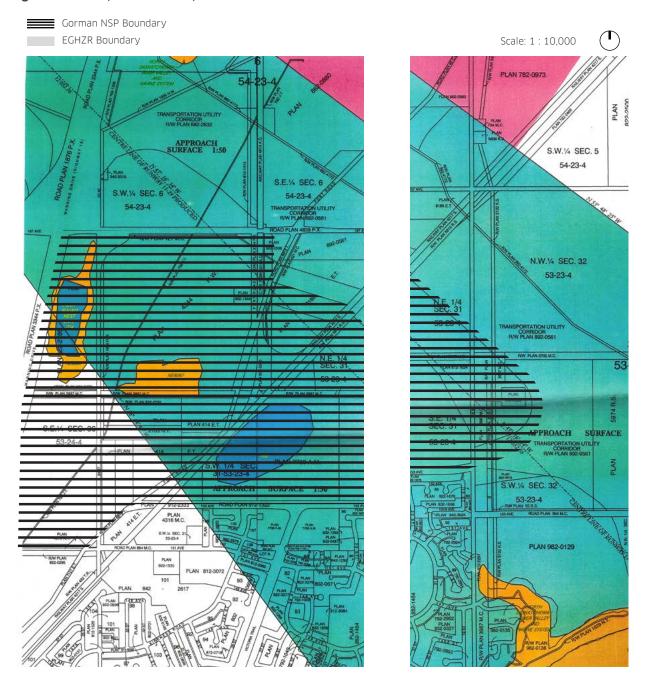
The Gorman NSP is situated approximately 7 kilometers from the Edmonton Garrison (Canadian Forces Base Edmonton). The Edmonton Garrison Heliport Zoning Regulation (EGHZR) introduces limitations on development of all lands that are adjacent to or in the vicinity of the heliport, as described in Part 4 of the schedule of the EGHZR. Land uses, particularly with respect to heights of any building, structure or object, or any addition to any existing building, structure or object, and heights of any object of natural growth, shall not exceed the allowable elevations as set out in the EGHZR, nor shall there be any use of the lands that may cause interference with aeronautical communications. Specifically related to the Approach Zones and Bird Hazard Zones identified within the EGHZR, size and type of stormwater management facilities and retention of wetlands, may be limited under these regulations and are subject to review by the Department of National Defence (DND). Any proposed rezoning application that affects lands encumbered by the Edmonton Garrison Heliport Zoning Regulation (EGHZR) shall be circulated to the DND for review, except those that the City of Edmonton has determined will not disregard or breach the restrictions contained in the EGHZR.

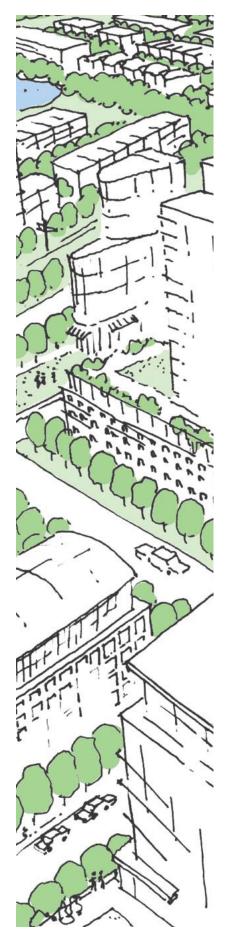
Historic and Cultural Resources

As described in the Municipal Development Plan, *The Way We Grow*, historic and cultural resources contribute to a sense of local identity. These may include structures or areas of historical, cultural, and/or architectural significance to the history of Edmonton. Conservation and preservation of identified resources serves to provide connections to the city's cultural and historical roots, defining the unique sense of place and character of an area.

A Historical Resources Overview (HRO) was conducted for the Gorman area and a Historical Resources Impact Assessment clearance letter was provided by the Province in 2010. Development proponents and/or their representatives are required to report the discovery of any archaeological, historic period, or paleontological resources, which may be encountered during construction. If identified during future stages of development, a further assessment may be required, pursuant to the Alberta Historical Resources Act.

Figure 6 EGHZR (Sheet 34 & 35) and Gorman NSP Location





2.2 Neighbourhood Vision and Development Concept

Vision

As a transit oriented community, the Gorman neighbourhood seeks to provide a high-quality standard of living by delivering a lifestyle where people can live, work, shop, and play within a dense and highly walkable community.

Development Concept Overview

The Gorman development concept capitalizes on the unique opportunities made possible with convenient access to transit. Identified as an Enhanced Neighbourhood Station Area (City of Edmonton's Transit Oriented Development Guidelines, 2012), the concept encourages a transit supportive public realm, a fine grained mix of retail shops, and a range of housing options at densities that are higher than the typical greenfield development. To achieve the vision for Gorman, the development concept is founded on the following guiding principles:

- Develop a distinct neighbourhood character and pursue design excellence,
- · Prioritize connectivity to transit,
- Encourage mixed use development in close proximity to the LRT station,
- Integrate the transit network into the neighbourhood,
- Maintain active streetscapes with a diverse combination of uses at-grade,
- Create a vibrant town square at the centre of the neighbourhood and encourage year-round use of public spaces,
- Support active transportation (transit, cycling, and walking),
- Establish a highly connected system of green spaces and green corridors,
- Offer a wide variety of housing forms,
- Utilize land effectively to make efficient use of infrastructure.

The Gorman neighbourhood concept features a grid-based road network. The network is uniquely designed to support a highly connected and easily accessible pedestrian and bike network that links the mixed use Town Centre and LRT station to the open space network and surrounding residential development.

The residential opportunities are diverse and correspond to their proximity to the LRT station. Closer to the LRT station, densities are typically higher and are located in conjunction with mixed use opportunities. Moving away from the LRT station, medium and low density forms become more prevalent, transitioning to the outer edges of the NSP boundary. Here the built form transitions to low density residential and is complementary to the adjacent land uses.

A range of mixed use commercial opportunities are located within the Town Centre. This main mixed use commercial area within the Town Centre is supported by surrounding residential development, functioning in conjunction with the LRT Station. The Town Centre will be highly accessible and pedestrian and cyclist connections will extend out towards other neighbourhood destinations. A second commercial area is located on the southeast corner of the neighbourhood and will be accessible from the adjacent roads and an existing major commercial area is located along Manning Drive and 153 Avenue. Business industrial areas are located north and east of an existing cemetery.

The neighbourhood is also designed to include natural areas, pocket parks, and the Gorman/Clareview extension school park site, which is a larger scale park site planned to accommodate a Separate high school and community league.

In addition to adherence to relevant policies and guiding documents the Gorman NSP has been prepared using current and future market demands, current and predicted population growth trends, input from City Administration, comments from various stakeholders, input from landowners, and feedback gathered during public engagement opportunities.

The Gorman NSP development concept is conceptually illustrated in **Figure 6 Gorman Development Concept**.

A detailed breakdown of land use and population statistics can be found in **Table 2 Gorman Land Use Concept and Population Statistics**.

Table 2 Gorman Land Use Concept and Population Statistics

| | Area (ha) | % Area |
|---|-----------|--------|
| GROSS AREA | 255.0 | 100% |
| Natural Area - Crown Claimed Wetland | 9.2 | 4% |
| Natural Area - ER (around wetland) | 3.8 | 1% |
| Utility ROW (power, gas, oil) | 13.7 | 5% |
| Potential Development Area ¹ | 4.9 | 2% |
| Arterial Road ROW | 4.0 | 2% |
| Private Rail ROW | 7.0 | 3% |
| GROSS DEVELOPABLE | 212.4 | |
| Existing Land Uses ² | 69.7 | |
| Institutional (Cemetery) | 39.2 | 18% |
| Major Commercial (Manning Town Centre) | 30.5 | 14% |
| EFFECTIVE DEVELOPMENT AREA | 142.7 | |
| Employment Lands (Industrial) | 32.7 | 23% |
| Neighbourhood Commercial | 1.0 | 1% |
| Mixed Use Commercial | 0.6 | 0.4% |
| Parks | 17.9 | 13% |
| Gorman/Clareview Extension School Park Site (MR) | 14.5 | |
| Pocket Park (MR) | 1.3 | |
| Natural Area (MR) | 1.9 | |
| Pocket Park - (Non-Credit MR) | 0.2 | |
| Public Utility | 1.4 | 1% |
| Transportation | 29.2 | 20% |
| Collector / Local Road ROW | 26.5 | |
| LRT ROW | 2.5 | |
| On-Street Transit Facility (Bus Layby Lanes) ³ | 0.1 | |
| Greenway | 0.1 | |
| Infrastructure Servicing | 15.2 | 11% |
| Stormwater Management Facilities ⁴ | 15.2 | |
| Total Non-Residential | 98.0 | 69% |
| Net Residential Area (NRA) | 44.7 | 31% |

Notes:

¹ A portion of land has been designated as a "potential development area". If the land is deemed feasible for development, it shall be included in the effective development area for the Gorman NSP through a plan amendment. Municipal Reserves will be owing if this land is developed.

²Municipal Reserves (MR) have not been provided for the cemetery. If this use were to redevelop, MR would be calculated and provided at that stage. MR has been provided at subdivision for Manning Town Centre.

³Assumes that the road will function as a typical collector road upon completion of the LRT extension to Horse Hill.

⁴SWMF near Vriend Lake is an estimate and the exact size will be determined at the rezoning and subdivision stage.

⁵The Conseil scolaire Centre-Nord (Francophone school board) was consulted regarding school generation counts but does not employ neighbourhood level student generation calculations.

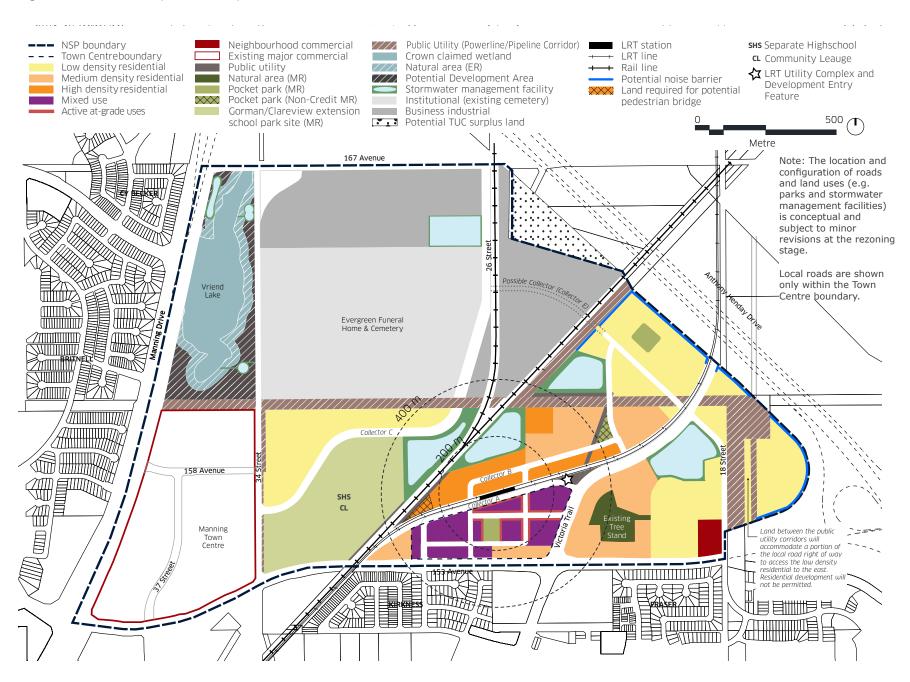
RESIDENTIAL LAND USE AREA, UNIT AND POPULATION ESTIMATES

| Land Use | Area (ha) | Units/HA | Units | PPL/Unit | Population | % NRA |
|----------------------------|-----------|----------|-------|----------|------------|-------|
| Low Density Residential | 22.3 | 25 | 558 | 2.8 | 1562 | 50% |
| Medium Density Residential | 11.6 | 90 | 1044 | 1.8 | 1879 | 26% |
| High Density Residential | 5.3 | 225 | 1193 | 1.5 | 1789 | 12% |
| Mixed Use Residential | 5.5 | 345 | 1898 | 1.5 | 2847 | 12% |
| Total Residential | 44.7 | | 4693 | | 8077 | 100% |

SUSTAINABILITY MEASURES

| 3031AIIIADIEITT MEASONES | | | | |
|--|--------------|------------------------------|---------|--|
| Population per Net Residential Hectare (ppnrha) | | | | |
| Units per Net Residential Hecta | re (upnrha) | | 105 | |
| [Single / Semi] / [Row Housing, High Rise] Unit Ratio | Low Rise / | Medium Density, Medium to | 12%/88% | |
| Population (%) within 500m of I | Parkland | | 100% | |
| Population (%) within 400m of | Transit Serv | /ice | 100% | |
| Population (%) within 600m of (| Commercia | Service | 96% | |
| Presence / Loss of Natural Area | Features (| ha) | | |
| Protected Environmental Reser | ve | | 4.2 | |
| Conserved as naturalized Munic | ipal Reserv | ve (Natural Area) | 2 | |
| Protected through other means | | | 0 | |
| Potential Loss to Development III/IV/V) | (Existing Tr | ee Stands & Wetlands - Class | 22.7 | |
| STUDENT GENERATION COUNT ⁵ | | | | |
| Public School Board | | Separate School Board | | |
| Elementary School | 285 | Elementary School | 143 | |
| Junior / Senior High School | 285 | Junior / Senior High School | 143 | |
| Total Student Population | | | 856 | |

Figure 7 Gorman Development Concept





3 LAND USE

The Gorman NSP has been planned as a transit oriented development centred on the Gorman LRT station. Gorman offers a variety of residential, mixed use, industrial, commercial, and institutional uses to take advantage of the surrounding arterial roads and the proximity to transit facilities. The Town Centre is the heart of the neighbourhood and will be developed in accordance with the City of Edmonton's transit oriented development policies and guidelines. The Town Centre is located between the LRT line, 153 Avenue and Victoria Trail to take advantage of vehicle traffic and pedestrian traffic in proximity to the LRT station and on-street transit facility. It will feature mixed use development to support the daily needs of local residents and attract visitors from surrounding communities. Medium and high density residential development surround the Town Centre and LRT station which further establishes a critical mass of population to support the Town Centre and utilize the transit system. Medium and high residential density transitions to low residential density towards the outer edges of the neighbourhood, as conceptually illustrated in Figure 8 Density Transect.

An existing major commercial site, Manning Town Centre is located at the intersection of Manning Drive and 153 Avenue on the west side of the plan area. A neighbourhood commercial site is located at the intersection of 153 Avenue and 18 Street and business industrial uses are located to the north and east of the existing institutional use (cemetery) to take advantage of access from 167 Avenue, and 26 Street and Fort Road.

The distribution of land uses are presented in **Table 2 Gorman Land Use Concept and Population Statistics. Figure 7 Gorman Development Concept** conceptually illustrates the location and configuration of land uses.



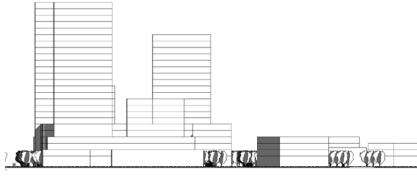
3.1 Residential

Residential uses in Gorman are comprised of a mix of housing designations to encourage demographic and architectural diversity. These include:

- High Density Residential high-rise apartment housing, more than six stories.
- Medium Density Residential stacked row housing, row housing, and low and medium-rise apartment housing, generally no higher than six storeys.
- **Low Density Residential** single /semi-detached housing, duplexes, and limited amounts of row housing

Figure 8 Density Transect

Mixed use, high and medium density residential development are located within and around the Town Centre, closest to the LRT station. Moving outwards, there is a transition from the highest densities and intensities of use to the lowest densities and intensities of use. The lowest residential densities are generally located towards the outer edges of the neighbourhood.



HIGHER DENSITY / MIXED USE -



 Mixed Use – street-oriented medium to high-rise apartment housing, commercial buildings and mixed use buildings -Generally six or more storeys See Section 3.2 Mixed Use Town Centre

Low density residential is located east of Victoria Trail, north of the public utility cooridor (powerline/pipeline), and west of the Gorman/Clareview extension school park site to take advantage of access to parks, open spaces and amenities including the shared use path network. Medium and high density residential sites are located closest to the LRT station and Town Centre on the east side of the private corporation rail line. The residential areas are linked together by a network of streets and multi-modal connections.

Detailed planning has not been done for the non-participating land owner sites. Residential uses within these areas remain consistent with the Pilot Sound Area Structure Plan. When these areas are ready to be developed, additional opportunities to increase residential density at strategic locations should be reviewed.

Objectives

- 1. Plan for a variety of housing types to support a range of lifestyles and promote affordability.
- 2. Establish an overall residential density and built form that is compact and efficiently utilizes public infrastructure such as transit and open spaces.
- 3. Locate medium and high density residential development adjacent to neighbourhood amenities and transit facilities.

Policy

- 1. A mixture of housing types and forms shall be provided to offer housing choice and accommodate a mix of demographics and lifestyles.
- 2. Support affordable housing options. This may include but is not limited to the provision of more intensive forms of residential development, as well as flexible housing forms such as secondary suites or garden suites.

- 3. Medium and high density residential development shall be located adjacent to the LRT Station and transit centre to encourage transit use.
- 4. Use roads, open space or medium density development to transition between higher density and lower density residential development.
- 5. Locate residences within walking distance of parks and open spaces including shared use paths and stormwater management facilities.
- 6. High Density Residential north of the LRT station/transit centre shall provide permeability and transparency along the facade facing the LRT station/transit centre through the provision of windows and entrances. A minimum of 50% transparent glazing shall be provided.
- 7. Where applicable, cross lot easements shall be registered on sites for shared accesses to the collector roads at the time of subdivision.
- 8. LRT station design shall occur prior to or concurrent with development of the high density residential land north of the LRT Station as shown on Figure 13.

Implementation

- 1. The City of Edmonton Zoning Bylaw provides for a range of densities and housing forms that will be applied at the rezoning stage.
- Figure 7 Gorman Development Concept and Table 2
 Gorman Land Use Concept and Population Statistics
 illustrate the planned overall density and will guide the
 location of residential development of Gorman. The density
 targets meet the objectives of the Edmonton Metropolitan
 Region Growth Plan and the City of Edmonton Transit
 Oriented Development Guidelines.
- 3. The City of Edmonton's affordable housing policies and guidelines shall be applied at the applicable zoning, subdivision or development permit stage. Flexible housing forms such as secondary suites or garden suites shall be implemented through the applicable sections of the City of Edmonton's Zoning Bylaw.



3.2 Mixed Use Town Centre

The Town Centre will be a vibrant mixed use hub consisting of a variety of mid and high rise residential/commercial developments. These developments will contribute to a high-quality and amenity-rich public realm and encourage transit use.

Designations in this area include:

- Mixed Use street-oriented medium to high-rise apartment housing, commercial buildings and mixed-use buildings. Generally six or more storeys.
- Active At-Grade Uses frontages which contain street-oriented, active commercial or institutional uses including, but limited to retail, restaurants, libraries, personal services or daycares at ground level.

Located adjacent to the Gorman LRT station, the Town Centre will be a destination with a diversity of uses and features to promote and support walkability, visibility, and convenience. Active at-grade commercial and instituional uses (such as retail, restaurants, libraries, and/or personal service uses) will be oriented towards the street along primary pedestrian routes that connect to and from the LRT station, thereby establishing a main street environment. Where residential units are located at-grade, they will be street-oriented or courtyard-facing with individual entrances that animate the public realm. A mid-sized anchor retail site will be located on the west side of Victoria Trail, across from the LRT station, which will act as a gateway to draw visitors into the Town Centre.

The boundaries of the Town Centre are defined by the collector route to the north and northwest, Victoria Trail to the east, and 153 Avenue to the south, as identified in **Figure 9 Town Centre.**

Objectives

- 1. Encourage a variety of mixed use development within the Town Centre to create a vibrant and livable community.
- 2. Establish a compact built form that fosters an active street interface, engages the public realm and caters to a human-scaled and high-quality pedestrian-oriented environment.
- 3. Manage off-street parking, loading and service access to complement the pedestrian-oriented character of the Town Centre.
- 4. Create inviting nodes within the Town Centre to provide comfort and convenience, as well as encourage social activity and community interaction.

Figure 9 Town Centre





Policy

General

- Mixed use development shall be located within the Town Centre, as identified in Figure 6 Gorman Development Concept. Development shall include a combination of residential and commercial uses
- Mix use development shall integrate vertically (combining different uses within the same building) or horizontally (combining complementary single-use buildings side-byside).
- Active at-grade uses shall be required at the ground floor of all development in the locations shown in Figure 9 Town Centre. Active at-grade uses are required to contain streetoriented commercial or institutional uses such as retail, personal services, restaurants, and libraries.
- 4. Encourage an anchor retail site to be located along Victoria Trail to draw people into the Town Centre.

Density

5. Development shall achieve an average density of 345 du/ha with a minimum density of 225 du/ha and a minimum Floor Area Ratio of 2.0 per site.

Building and Site Design

- 6. Locate buildings as close to the street as possible to frame the street and promote active frontages. Setbacks may be provided to allow for patios, walkways, retail displays or to achieve privacy for ground floor residential units.
- 7. Building facades shall be designed with architectural treatments that contribute to the visual interest and character of the streetscape. This may be achieved through the use of regular architectural details, entrances, and windows to create a horizontal rhythm, reduce perceived massing, and establish visual permeability with direct access to the street.

- 8. Buildings on corner sites shall address both street frontages and are encouraged to be accentuated through the use of architectural detailing, massing, and/or prominent entries and windows.
- Commercial uses shall have a minimum of 70% transparent glazing and residential uses should have a minimum of 50% transparency at ground level.
- 10. Small-scale ground level retail commercial units are encouraged in mixed use buildings, with individual store frontages to create a main street character. Larger-scale retail commercial uses should be designed to have the appearance of regularly spaced commercial store frontages.
- 11. Building design shall consider wind and solar orientation to mitigate adverse environmental impacts on the public realm and adjacent properties.

Entrances

- 12. Primary building entrances shall be oriented towards the street and designed to be clearly defined to maximize accessibility and visibility from the street.
- 13. Ground floor residential units shall have individual unit entrances fronting onto the street.
- 14. Separate at-grade entrances for commercial and residential uses shall be required in mixed use buildings.

Massing

- 15. Large scale buildings shall be sensitively integrated using techniques to vary massing such as setbacks and stepbacks.
- 16. Stepbacks shall be required for buildings over 6 storeys to limit perceived massing at street level and create a human scaled street wall.

High Rise Developments

- 17. High rise developments shall be designed with a podium and a tower component above.
- 18. Towers shall have a separation distance of at least 25 meters.

Parking and Loading/Service Access

- 19. Off-street parking shall be located in underground garages or above ground structures where possible. Above ground parking structures shall be wrapped in active uses to screen parking from the public realm.
- 20. Limited off-street surface parking shall only be allowed if it is located to the rear of buildings and not visible from a public roads, amenity, and pedestrian areas. Surface parking shall be designed for safe and orderly flow of traffic and pedestrians with landscaped islands, amenity spaces, and/ or pedestrian walkways to minimize pedestrian/vehicular
- 21. Buildings are encouraged to share vehicular access points to minimize curb cuts and other interruptions to pedestrian movement.

- 22. On-street parking along public and private streets is encouraged to support retail and buffer pedestrians from moving vehicular traffic.
- 23. Non-accessory surface parking within the Town Centre shall be prohibited.
- 24. Waste collection areas and loading/service access shall be located to the rear of buildings and not visible from a public roads, amenity and pedestrian areas. These areas are encouraged to be designed to minimize conflict with pedestrians or other vehicles.

Building Interface with Urban Plaza

- 25. Development abutting the urban plaza shall give special consideration to the integration with the public realm and open space within the plaza. Design elements should support social interaction, with primary entrances facing the plaza. Publicly accessible walks and patios are encouraged to support activity within the plaza.
- 26. Active at-grade commercial or institutional uses shall be required to provide a primary entrance facing the plaza.
- 27. Buildings shall not use the frontage area facing the urban plaza for service access or disposal bins.
- 28. Building frontages facing the urban plaza are encouraged to incorporate creative and adequate lighting into their facades or frontage-areas to promote pedestrian interest and safety.

Building Interface with LRT Station/Transit Centre (south of the LRT station/transit centre)

- 29. Development abutting the LRT station/transit centre shall provide active at-grade uses to create a safe and attractive space for transit users. A primary entrance that faces the LRT Station/Transit must be provided. Development and subdivision are encouraged to be concurrent to LRT station design.
- 30. Opportunities to locate facilities required for transit users and operators on the ground floor of the development are encouraged.

- Standard zones should be used to implement development in the Town Centre where they meet the objectives and policies of this section. Direct Control Provisions or Special Area Zoning may be used where the mix of uses, the design of buildings, or the intent of the NSP cannot be achieved through conventional zoning.
- 2. The design of individual structures will consider the guidelines provided above, in conjunction with other considerations such as the period and sequence of development, vis a vis timing of the LRT station development, prevailing market demand, site and servicing constraints, architectural and other innovations, and the emergence of new technologies.
- 3. A public access easement on the property south of the LRT station will be required for the plaza space to provide amenity to Edmonton Transit Service users. Edmonton Transit Services and developers should work collaboratively together to confirm requirements of the easement prior to the start of development of the south parcel.
- 4. The development officer should have regard for the policies and guidelines contained in the section when assessing development applications within the Town Centre.



3.3 Business Industrial and Commercial

Industrial lands within Gorman are intended to support businessoriented industrial uses and provide employment opportunities for residents within the neighbourhood. Business industrial uses may include light industrial businesses, professional offices, business support, and other employment-intensive uses. Primary access is provided from 167 Avenue, 34 Street and Fort Road (26 Street).

Development will be of high-quality design and sites will sensitively integrate with the surrounding area to minimize negative impacts on adjacent existing uses including the cemetery. Compatible uses such as additional cemetery or religious assembly uses would be appropriate for the area directly north of the cemetery. Business Industrial uses are generally separated from residential areas to the south and east by the private corporation rail line and power line corridor.

Outside of the employment area and the mixed use Town Centre, a neighbourhood commercial site is located in the southeast portion of the Gorman neighbourhood. This use is intended to be a small-scale locally serving convenience node with direct access and high visibility from arterial roads, and will serve the adjacent low density residential area, as well as commuters along 18 Street. This area is not intended for large format commercial.

Manning Town Centre, a large and established regional commercial development, is also located within the Gorman NSP boundary. Situated in the southwest portion of the plan area, this site is regulated through a Direct Development Control Provision. The proximity of Manning Town Centre has a significant influence on the extent and type of commercial that can be accommodated within the Mixed Use Town Centre.

Surplus road right of way may be available for closure at the intersection of 167 Avenue and 34 Street. The closure area shall adopt the same land use designation as the abutting lots. A plan amendment will not be required to facilitate the road closure.

Objectives

- 1. Plan for a variety of business industrial and commercial opportunities to provide for a diversity of commercial amenities as well as support local employment opportunities.
- 2. Locate and orient business industrial and commercial sites to provide convenient access and visibility.
- 3. Minimize the impacts of business industrial and commercial development on adjacent land uses.

Policy

- 1. A mixture of business industrial and commercial shall be provided including neighbourhood-scale convenience retail, office, light industrial, and business supportive services.
- 2. Business industrial and neighbourhood-scale commercial opportunities shall be provided outside of the Town Centre, as shown in **Figure 7 Gorman Development Concept**.
- 3. Business industrial and neighbourhood-scale commercial opportunities shall be located to provide access from arterial and collector roads, and transit routes.
- 4. Site planning of business industrial and commercial areas shall consider the layout, location, and interface of all buildings and parking and loading facilities to minimize impacts on adjacent land uses.
- 5. Larger buildings shall be articulated and landscaped in a manner to create an inviting experience and minimize the visual impact of the building mass.

- 1. **Figure 7 Gorman Development Concept** will guide the location of business industrial and commercial development in Gorman.
- 2. Standard zones shall be used to implement the development where they meet the objectives and policies of this section.
- 3. The development officer should have regard for the policies and guidelines contained in the section when assessing development applications within the Town Centre.

3.4 Institutional

As a complete community, Gorman provides opportunities for the development of institutional uses that serve the needs of the population. A Community Knowledge Campus Needs Assessment (CKCNA) confirmed the need for a separate high school. The Gorman/Clareview extension school park site will accommodate a Seperate high school, community league and potential recreation facility. A site for a school has been located on the Gorman/ Clareview extension school park site and is identified as a joint use site that will also include a community league building and associated facility spaces. Detailed information regarding assessment of the Gorman/Clareview extension school park site is outlined in the Parkland Impact Assessment (PIA). This site will be connected to the rest of the Gorman neighbourhood area via pedestrian connections along 153 Avenue. The City of Edmonton may also design and construct a grade-separated pedestrian bridge across the private corporation rail line to further enhance connectivity to the Gorman/Clareview extension school park site as identified in Figure 13 Transportation Network and Modal **Priorities.** This connection provides a link to the LRT station, the Town Centre, and residential areas to the east.

An existing institutional use, the Evergreen Cemetery & Funeral Home is located in the northwest portion of Gorman. The cemetery contributes to the character and ecological function of the area, as a semi-natural space. It will remain into the foreseeable future and must be planned around accordingly to reduce potential land use conflicts with adjacent developments. Enhanced landscaping and buffering is recommended for adjacent uses to create a sensitive transition.

Other institutional uses may be permitted within the Town Centre, and the residential, commercial and business industrial areas. These uses may include neighbourhood scale libraries and religious assemblies. Opportunities for a fire rescue station and emergency medical services may also be accommodated, if a future need is determined.

Objectives

- 1. Accommodate the future development of institutional, civic, and community service uses such as schools, libraries, religious assemblies and emergency services.
- 2. Encourage the development of institutional, civic, and community service uses that are integrated and compatible with adjacent uses.

Policy

- The NSP shall allow for the development of institutional, civic, and community uses, such as schools, libraries, religious assemblies and emergency services, based on assessed requirements.
- 2. Co-locate future Separate high school, community league and recreation facilities within the Gorman/Clareview extension school/park site.

Implementation

- The location of institutional, civic, and community service uses shall be determined through consultation with partner stakeholders including, but not limited to, Edmonton Public Libraries, Fire Rescue Services, local school boards, and community leagues.
- Co-location of uses within the Gorman/Clareview extension school/park site shall be through a Joint Use Agreement between the City of Edmonton and joint use partners (i.e. school boards and community league), in alignment with the City of Edmonton's Urban Parks Management Plan and with consideration for the appropriate risk policies.
- 3. Standard zones shall be used to implement the development where they meet the objectives and policies of this section.

3.5 Potential Development Area

As shown in **Figure 7 Gorman Development Concept,** a portion of land adjacent to Vriend Lake has been designated as a "potential development area." This land does not meet the requirements to be dedicated as Environmental Reserve and is not planned to be taken as Municipal Reserve. Additional studies to demonstrate the feasibility of developing this land are required. These studies would also help determine the appropriate land uses. A Plan amendment will be required prior to any further development.



4 PUBLIC REALM

The public realm in Gorman focuses on enhancing neighbourhood character and creating a pedestrian-oriented environment. This is heavily reliant upon the urban form, including streetscapes, buildings, urban design elements and landscape. Active and compatible uses will also shape a vibrant and inviting pedestrian realm throughout the plan area.

4.1 Streetscapes and Built Form

Streetscapes and built form in Gorman will support the creation of amenity-rich spaces and high-quality public realm. Buildings, public amenities, landscaping, and urban design features throughout the plan area will create a unique, contextually specific character to reinforce the sense of place and identity of Gorman and encourage people to linger. Gorman will have a neighbourhood-scale urban feel, in contrast to a more traditional greenfield community.

Objectives

1. Design streetscapes to be functional, safe, multi-modal and pedestrian-friendly, to support transit use, and to enhance the public realm.

Policy

- 1. Streetscapes are encouraged to incorporate:
 - Street / sidewalk furnishings, enhanced landscaping (street trees, planters, etc.), lighting and public art.
 - Cycling facilities (such as protected bike lanes, shared use lanes or shared use paths) with a high-quality of design including paved-surfaces, lane delineation, landscaping, wayfinding, and end-of-trip facilities such as bike parking.
 - Safety and traffic calming measures including reduced vehicular speed limits (i.e. from 50km/h to 40km/h in residential areas), on-street parking, enhanced pedestrian crossing with curb extensions, raised intersection, or use of special paving at key pedestrian crossing locations.
- 2. Streets shall be laid out to enhance connectivity with transit facilities and other neighbourhood destinations.

3. Incorporate strategies into the design of public and private spaces to create safe and secure spaces. Techniques may include, but are not limited to, inviting seating, effective lighting, appropriate landscaping to maintain sight lines and to encourage people to linger, as well as use of windows and balconies to create opportunities for natural surveillance or "eyes on the street", based on Crime Prevention Through Environmental Design (CPTED) principles and best practices for urban design.

Implementation

1. Streetscape design, site planning and building design shall be reviewed by City Administration at the rezoning, subdivision, development, and building permit stage to ensure alignment with the Zoning Bylaw and the incorporation of design elements and safety considerations, with consideration for the City of Edmonton's Transit Oriented Development Guidelines, Complete Streets Design and Construction Standards, and the Winter City Design Guidelines.

4.2 Landscape

Landscape plans for the design of streets, parks, open spaces, and plazas will take into account species which are locally adaptive, and drought and wind resistant. A variety of vegetation that require less maintenance but that thrive in a northern Alberta climate will be chosen. Vegetation historically found in the area and region are encouraged to be planted to provide beauty, enhance horticultural success of newly landscaped areas, and create multi-seasonal spaces. Best efforts will be made to conserve existing stands of trees and integrate them as neighbourhood amenities. For example, the pocket park located to the east of Victoria Trail will retain a portion of an existing tree stand.

The addition of street trees and boulevard plantings will offer shelter from the elements and will define the neighbourhood's character. Incorporated into the urban fabric, trees will also help to strengthen the ecological function and connectivity of the area.

Objectives

1. Incorporate landscaping into the public realm to contribute to the character of the neighbourhood.

Policy

- Landscaping of streetscapes, parks and open spaces, including stormwater management facilities and utility corridors shall incorporate plantings to frame and shelter public spaces, create microclimates, provide winter interest and to increase the habitat value of the ecological network through the use of native plant species.
- 2. Where practical, existing natural features (such as tree stands) should be conserved, protected, and integrated into the design of the neighbourhood.
- 3. Plantings shall be locally-adaptive, with native tree and plant species that are low maintenance and disease, drought, and wind resistant.
- 4. Development is encouraged to consider utilizing pervious surfaces where appropriate, for trails and parking areas in public and private development.
- 5. Landscaping for private development sites is encouraged to be complementary to the design of the public realm.

- Design of the public realm shall be implemented at the subdivision and detailed design stage of development, incorporating approaches outlined in the City of Edmonton's policies and guidelines including, but not limited to the Urban Parks Management Plan, Breathe: Edmonton's Green Network Strategy, Complete Streets Design and Construction Standards, Design Guide for a Safer City, Winter City Design Guidelines, and Transit Oriented Development Guidelines where applicable.
- 2. Specific species on public properties shall be determined between the developer and relevant City departments at the time of review of landscaping plans.
- 3. Design of individual development sites shall be implemented at the zoning, subdivision and development permit approval stage, as determined by the City, with consideration for NSP policies and land use designations.

4.3 All Weather Design

Edmonton is a winter city, and Gorman will be a winter community. Promoting winter city design creates spaces that can be enjoyed year round and provides for community comfort and enhanced walkability. Small but thoughtful urban design interventions such as wind screening and microclimatic planting design will help to mitigate the impacts of cold winter winds. Positive solar orientation of buildings will increase outdoor comfort in the short shoulder seasons of spring and fall. Open spaces will provide programming opportunities for the neighbourhood throughout the year, including infrastructure such as shared use paths to support winter activities for pedestrians, cyclists and cross-country skiers.

Objectives

1. Design neighbourhood infrastructure and public spaces to embrace all seasons and encourage year-round use.

Policy

 Incorporate winter city design strategies such as weather protection, maximizing sun exposure, and incorporating colour and lighting into the design of buildings and private and public spaces. Considerations shall include covered waiting areas at transit stops, building projections such as awnings, and use of landscaping and lighting.

Implementation

 Winter design consideration and elements in buildings, parks and public spaces are encouraged by the City of Edmonton. Designs shall be reviewed and developed in conjunction with the responsible civic departments to ensure the incorporation of appropriate design elements using the Winter City Design Guidelines.





5 ECOLOGY, PARKS AND AMENITIES

Natural areas, parks, and open space amenities within Gorman provide residents with a wide variety of destinations within the community, as well as direct and continuous connections between these spaces (**Figure 10 Ecological Network**). This includes existing named natural areas, a preserved tree stand, stormwater management facilities and other pocket parks that provide ecological and recreational value to the neighbourhood.

The following policies and implementation strategies take into consideration the acquisition, design, development, and management requirement of the parks and open spaces, based on the Natural Connections Strategic Plan, the Urban Parks Management Plan and Breathe: Edmonton's Green Network Strategy.

5.1 Natural Areas

The Gorman plan area is highly disturbed. Regardless, there is an opportunity to incorporate best practices to preserve the natural areas that remain. A Phase II Ecological Network Report (ENR II) was developed for the Participating Landowner properties within the plan area to identify natural areas, existing water bodies, and ecological connections, as well as to determine which areas were the most significant to retain.

Retained natural areas within Gorman include:

 Vriend Lake (NE 8096) and the surrounding Environmental Reserve buffer

Vriend Lake (NE 8096) is considered a "local environmentally sensitive" area and is subject to a bed and shore claim by the Province. It is approximately 9.25 ha in area and provides habitat for waterfowl. Future development or disturbances to the landscape around Vriend Lake shall limit potential negative impacts to its hydrology. Future development surrounding Vriend Lake shall incorporate the recommendations of the Natural Area Management Plan. Buffers around the wetland shall be retained and taken as Environmental Reserve, in accordance with the Municipal Government Act and waterbody buffer guidelines outlined in Policy C531.

Natural Area 8097 is located within the Evergreen Funeral Home & Cemetery and will not be retained as Environmental Reserve or Municipal Reserve, as it has been developed as an active burial site.

The removal of an existing wetland to the northeast is proposed to accommodate the alignment of the NSP area's major arterial road, Victoria Trail. Avoidance of this wetland is not possible as the arterial alignment has been predetermined by the existing connection points on the north and south boundary of the NSP area. Confirmation has been received from the Province that a bed and shore claim will not be made on the affected wetland. A stormwater management facility is proposed in the vicinity of the existing wetland, along with compensation for the removal. The new stormwater management facility will be a constructed wetland that will add natural wetland benefits back to this area. This will function together within the network of stormwater management facilities to form an integrated management system.

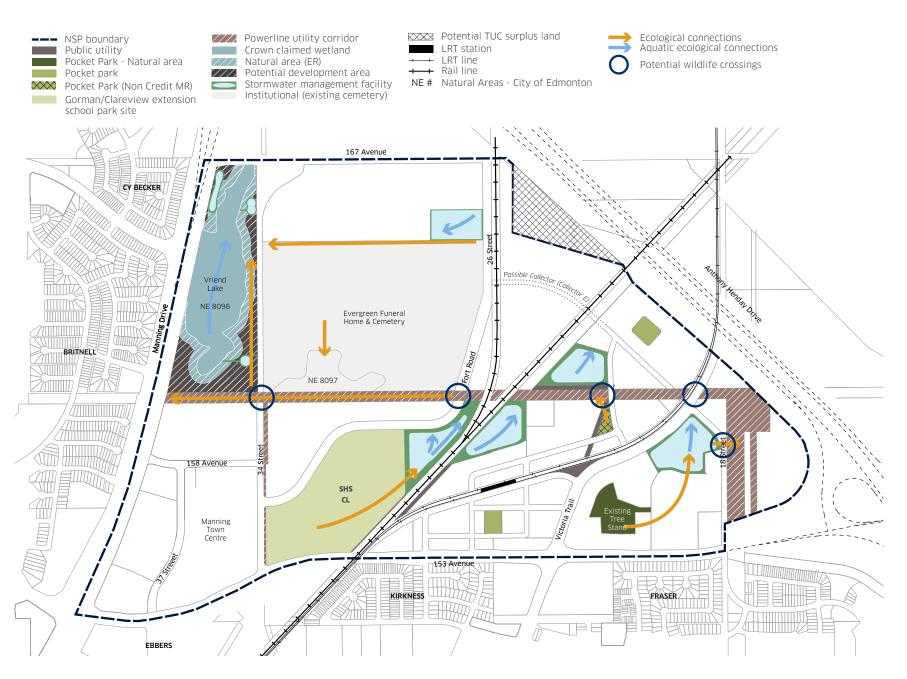
Objectives

- 1. Conserve natural areas and integrate them into the community.
- Construct stormwater management facilities as naturalized areas.
- 3. Contribute to the ecological network of the area and provide for linkages between natural areas, parks and open spaces.

Policy

- Conservation planning in Gorman shall adhere to City of Edmonton Policy C531 Natural Area Systems and the Municipal Government Act.
- 2. Each retained natural area shall be appropriately buffered from urban development, in accordance with the recommendations of a Natural Area Management Plan.
- 3. Explore opportunities for conservation of natural areas through a variety of mechanisms including retention, compensation or the development of stormwater management facilities as constructed wetlands.
- 4. An ENR II and Wetland Assessment will be required for non-participating landowners at the time of rezoning of the non-participating landowner lands for remaining natural areas (wetlands and tree stands).
- 5. A site-specific Natural Area Management Plan (NAMP) shall be completed prior to the rezoning or subdivision of any land located within 250 m of a natural area to be retained.
- 6. Protect retained natural areas by providing appropriate buffers from urban development, in accordance with the recommendations of a Natural Area Management Plan.
- 7. Surface flows shall be directed to upland Natural Areas to maintain the pre-development water balance.

Figure 10 Ecological Network



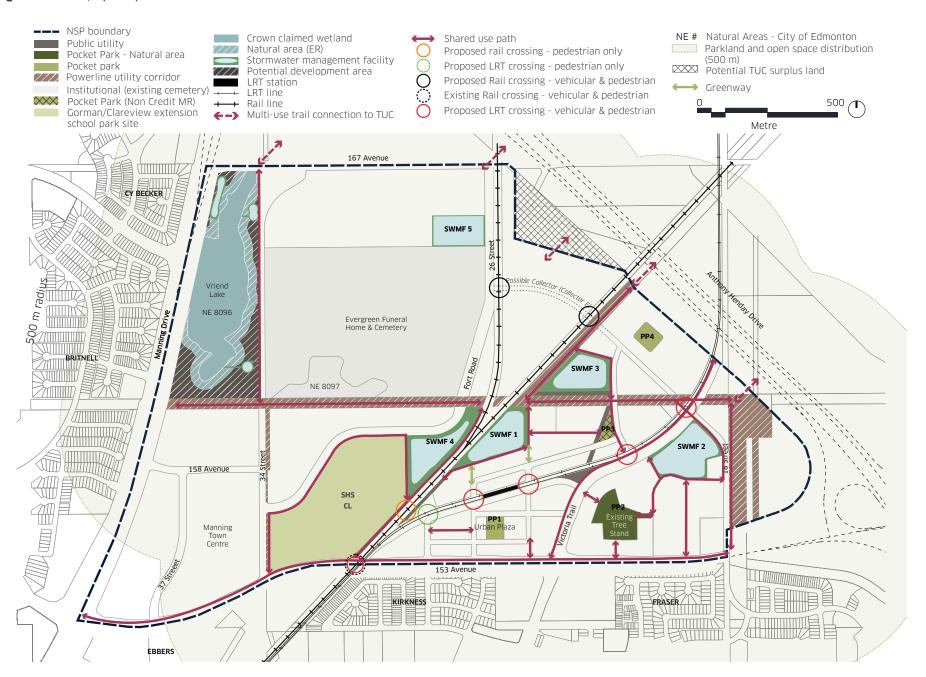




- 8. Where natural areas and buffers are to be retained, and if criteria are met, land shall be dedicated as Environmental Reserve or Municipal Reserve, in accordance with the Municipal Government Act and waterbody buffer guidelines outlined in Policy C531.
- 9. Street lighting in proximity to retained natural areas shall be designed to reduce light pollution.
- 10. Stormwater management ponds shall be constructed wetlands to imitate a class IV/V wetland.
- 11. Stormwater management facilities shall include naturalized shoreline plantings and other native vegetative species intended to provide habitat opportunities for wildlife and promote natural water treatment.
- 12. Stormwater management facilities shall maximize the use of wetland soils to the greatest extent possible, in order to accelerate the re-vegetation of native plant species.
- 13. Integrate and connect natural areas to other parks and open spaces to maintain habitat and promote ecological connectivity.
- 14. Wildlife passages shall be constructed, where practical, to assist the movement of wildlife, through potential ecological corridors.
- 15. The area designated as Potential Development Area surrounding Vriend Lake shall require additional technical study to determine appropriate land uses prior to the development of the area.

- 1. Lands that meet the criteria for Environmental Reserve (ER), pursuant to the Municipal Government Act, shall be dedicated as Environmental Reserve to the City of Edmonton at the time of subdivision.
- 2. An Ecological Network Report (ENR) and Neighbourhood Design Report (NDR) were prepared under a separate cover in support of the NSP. The ENR identifies natural areas and provides an assessment of the existing ecological network as well as provides recommendations on how to conserve and protect natural areas. The NDR reviews and identifies the natural areas' pre-development and post-development basin hydrology.
- 3. A Wetland Assessment is required for each titled parcel area prior to rezoning or subdivision approval. Wetland Assessments will identify any potential wetlands and determine the required regulatory approvals, and potential sustainability of wetlands with future development. Local wetland compensation opportunities shall be explored at the subdivision stage, in accordance with the Alberta Wetland Policy, City of Edmonton Wetland Strategy, and City Policy C531. The Subdivision Authority in consultation with the responsible civic departments will determine the dedication of Reserves owing for the neighbourhood, to be confirmed by legal survey at the time of subdivision.

Figure 11 Parks, Open Spaces and Amenities



- 4. In compliance with Policy C531, a Natural Area Management Plan will be prepared prior to rezoning and subdivision to address issues related to phasing of construction activities, ongoing management, maintenance and sustainability of the natural areas to be retained in Gorman. The Natural Area Management Plan will be used to determine and confirm the necessary development setbacks, if it is proposed to be different than the development setbacks recommended by Policy C531. For conceptual purposes only, buffers around natural areas have been illustrated at 30 m for wetlands and 10 m for tree stands. Detailed buffer planning to occur under the approval of a Natural Area Management Plan by the City of Edmonton Ecological Planners.
- 5. Development of stormwater management facilities as constructed wetlands will depend on the necessary innovative engineering and landscape design of a facility to provide functional and low maintenance stormwater management for Gorman. Due to site constraints unique to Gorman, Stormwater Management Facility 1 (SWMF 1), as identified on Figure 11 Parks, Open Spaces and Amenities, shall be constructed as a Nautilus Pond™ to meet the City of Edmonton servicing standards, as necessary. The detailed design and configuration of the facilities will be determined prior to any rezoning and subdivision. Any innovative development techniques that do not meet current city standards must be approved by the necessary civic departments prior to or concurrently with detailed engineering review.
- 6. Figure 10 Ecological Network conceptually illustrates ecological connections and locations of potential wildlife crossings. Potential wildlife crossing locations shall be reviewed by the appropriate City departments. Crossing location and designs shall determined at the design stage, in consultation with Planning Coordination and in alignment with the City of Edmonton Wildlife Passage Engineering Design Guidelines.
- 7. **Figure 11 Parks, Open Spaces and Amenities** conceptually illustrates the location and configuration of parks and open spaces, including stormwater management facilities, retained natural areas, public utility corridors and shared use path connections.
- 8. Additional detailed analysis of wetlands and other natural areas located on non-participating lands shall be required to support future development of the non-participating lands.



5.2 Parks and Open Space

The Gorman development concept features a Gorman/Clareview extension school park site and neighbourhood scale Pocket Parks, to be designated as Municipal Reserve or Non-Credit Municipal Reserve.

In addition to the parks, connections will be established through an extensive shared use path network. This network will effectively create a comprehensive open space system that links the residential and commercial areas of the community, and provides a continuity of the ecological network.

Stormwater management facilities, public utility lots, and publicly-accessible public utility corridors also contribute to open space within the neighbourhood. Both the City of Edmonton Urban Parks Management Plan and Breathe: Edmonton's Green Network Strategy envision stormwater management facilities as a part of an open space network, that support wildlife and increase biodiversity while providing recreational opportunities for the residents in the neighbourhood. Both plans emphasize the importance of the creation of safe, accessible, vibrant and inclusive open spaces.

Open space distribution is established such that every resident residing within the Gorman NSP area will be located within a walkable distance from a park or open space. Parks and open spaces, in addition to providing recreational opportunities, will be utilized to buffer from the private corporation rail line, and form part of the shared use path network.

The Gorman park and open space types, location, and distribution are conceptually illustrated in **Figure 11 Parks**, **Open Spaces** and **Amenities**.



Gorman/Clareview Extension School Park Site

The City of Edmonton Urban Parks Management Plan directs the assembly of one district park within an area structure plan. The district park for the Pilot Sound ASP is located in the McConachie Neighbourhood. The Edmonton Catholic School District identified a need for an additional school park site to locate a high school that was intended to be located in the Clareview Town Centre district park site. Municipal Reserve has been allocated from neighbourhoods outside the Pilot Sound ASP to facilitate the assembly of the school site. The City has already acquired a portion of the necessary land for the school park site prior to the development of the Gorman NSP. Although the presence of public utility corridors, pipelines and rail lines are constraints, locating the Separate high school in Gorman was the option at the time. The design of the future school, recreational facilities and open space in the park will require appropriate setbacks and mitigative measures in consideration of these constraints. This Gorman/Clareview Extension School Park site is sized to accommodate both a separate high school, a future community league building, and associated sports fields.

Pocket Parks

The following Pocket Parks are planned for the Gorman neighbourhood.

Pocket Park 1 (PP1) is located in the Gorman Town Centre area, in close proximity to the LRT station site. As a focus of the Town Centre, the park will function as a central urban plaza. The urban plaza will be surrounded by active at-grade uses compatible with park uses that will facilitate year round animation of the park, and contribute to a sense of safety and vibrancy. The plaza will be a programmable, multi-use community gathering space that can serve the surrounding community as a venue for events such as farmers markets, festivals and other social and recreational activities. The plaza will accommodate all users through accessible design and will feature furnishings such as pedestrian scaled lighting, seating areas, and wayfinding. The park will have public road frontage on a minimum of two sides. Sightlines into the plaza are provided along these public road frontages. Buildings directly adjacent to the urban plaza will have active at-grade uses.

The design of the urban plaza will follow the recommendations of the City of Edmonton's transit oriented development guidelines.

Natural Area 1 (PP2) is located east of Victoria Trail. This park features an existing deciduous tree stand. The intent is to retain as much of the tree stand as possible, as a natural feature, to be incorporated into the pocket park which will be dedicated as Municipal Reserve. However, it is anticipated that some of the tree stand will be impacted as part of the adjacent road construction. The tree stand will serve the community as a natural amenity, enhancing the area's overall attractiveness and visual character. Passive recreational and unstructured active recreation activities can be located within the 10 m buffer around the treed portion. It will also contribute to the ecological value of the area by providing habitat for wildlife.

Pocket Park 3 (PP3) is situated south of the public utility corridor. The park functions a gateway to the shared use path that runs along the public utility corridor. It will serve the surrounding residential neighbourhood. Due to its configuration, this park will be taken as non-credit municipal reserve.

Pocket Park 4 (PP4) is located within the residential area north of the public utility corridor. This park is planned to serve the surrounding residential development and will support passive recreation activities. Access to the park shall be accommodated along future roads as per requirements of the Urban Parks Management Plan. The timeline for development in this portion of the neighbourhood is unknown and the road alignments depicted are considered to be conceptual and may be subject to change.

Figure 12 Gorman Town Centre Urban Plaza Conceptual Rendering



Greenways

Greenways are intended to provide a wider view corridor to SWMF 1 and provide emergency and maintenance vehicle access to the SWMF.

Greenways shall be a minimum of 10m wide, shall be dedicated as road right of way, and shall include:

- 3m wide Shared Use Path
- grassed or naturalized planting
- park furniture
- trees and shrub beds

To further facilitate emergency access, placing bollards closer to the SWMF, rather than the road, was discussed. This possibility will be pursued further at subdivision.

Other Open Spaces

Other public open space within the Gorman neighbourhood includes a public utility corridor, public utility lots, and stormwater management facilities. These spaces offer an opportunity for shared use paths that connect to the regional trail network and link with neighbourhood pedestrian routes and cycling facilities. The landscaping in the public utility corridors will be naturalized to support biodiversity in the neighbourhood. The environment surrounding the stormwater management facilities also ties into the green space network. The stormwater management facilities will maintain their functional uses while serving as a public amenity space with trails, lighting and seating. Maintaining appropriate ecological buffers will be accomplished by planting native species that assist in the functional filtration of storm pond water while also increasing the habitat value of the ecological network, providing visual interest to area residents and accommodating access for recreation and maintenance.



Additionally, the public utility lot that is located south of the LRT line provides an opportunity to support to function of the LRT station with the inclusion of bike infrastructure such as sheltered bike parking, a fixed bike repair station, and other public amenities.

Figure 11 Parks, Open Spaces and Amenities conceptually illustrates the proposed location of stormwater management facilities and the network of shared use paths and pedestrian connections linking these amenities.

Objectives

- 1. Provide for a variety of interconnected parks and open spaces that are safe and support a variety of activities and uses.
- 2. Co-locate community facilities (potential school, recreation facility, community league etc.) on park sites.
- 3. Develop stormwater management facilities and public utility corridors as public spaces.

Policy

- 1. Incorporate Crime Prevention Through Environmental Design (CPTED) principles and best practices for urban design in the creation of parks and open spaces and the facilities within them, including efforts to encourage natural surveillance and sense of ownership through animation and public use.
- Design parks and open spaces to support a range of active and passive recreational opportunities that are universally accessible, serve the needs of the population and include elements such as sports fields, tot lots, hardscape plazas with seating areas, shared use paths, trails, lighting, landscaping and natural features.
- 3. Parks and open space shall be connected by a network of shared use paths and sidewalks.
- 4. Implement an ecosystem-based development approach by preserving natural features where possible and incorporating native plant species into the design of parks and open spaces. The tree stand in PP2 shall be conserved through Municipal Reserve and is identified as "Pocket Park - Natural area" on the development concept.
- 5. Park design shall ensure appropriate fencing, noise attenuation, and setback distances from potential hazards, such as pipelines, railways and dangerous goods routes.
- 6. The Developer shall provide all required utility servicing to support park programming.
- Co-locate community facilities for efficient use of land, infrastructure, and associated on site amenities such as sports fields. City Administration will work the Community League and Separate School Board as development becomes imminent.

- 8. If a grade-separated pedestrian bridge over the private corporation rail line is provided for access between the Town Centre and Gorman/Clareview Extension School Park, the landowner will provide the required land through an easement or as road right-of-way. Detailed design of the crossing should be coordinated with the detailed design of the Gorman/Clareview extension school park site.
- 9. Stormwater management facilities shall be designed to support recreational amenity for neighbourhood residents, as well as ecological productivity through the use of native plant species.
- 10. Stormwater management facilities and public utility corridors shall provide opportunities to enhance connectivity and visibility to and through the shared use path system, adjacent public utility lots, and open space design. These public amenities will include features such as lighting, seating and landscaping.
- 11. Trails around stormwater management facilities are encouraged to be located above the high water line to promote visibility and access for trail users.
- 12. Maintenance access to stormwater management facilities shall be provided from the surrounding public utility lot and/or shared use path.

- 1. Municipal Reserve will be dedicated as per the Municipal Government Act. Municipal Reserve shall be dedicated as land, money-in-place of land, or a combination. The Subdivision Authority, in consultation with Planning Coordination shall determine the Municipal Reserve owing for Gorman. Areas dedicated as MR shall be confirmed by legal survey at the time of subdivision.
- Figure 11 Parks, Open Spaces and Amenities conceptually illustrates the location and configuration of parks and open spaces, including stormwater management facilities, retained natural areas, public utility corridors and shared use path connections.
- 3. Design of parks and open spaces shall be implemented at the detailed design stage, in accordance with, but not limited to, the Urban Parks Management Plan, Breathe: Edmonton's Green Network Strategy, Winter City Design Guidelines, and Natural Area Management Plans (as applicable), as well as the approved risk, noise and vibration assessments and in alignment with all applicable municipal, provincial, and federal guidelines.
- 4. Stormwater management facilities will be designed as constructed wetlands utilizing native plant species whenever possible.
- 5. Stormwater management facilities will incoporate Crime Prevention Through Environmental Design (CPTED) principles to encourage natural surveillance and public activity. Trails and lighting around the facilities will be located above the high water line to promote a sense of safety and visibility year round, and shared use paths will provide access to the facility and highlight these open spaces as neighbourhood amenities.



6 TRANSPORTATION

The presence of an LRT station will be a defining feature of Gorman. The LRT will provide residents and visitors with easy access and connections to destinations within the Town Centre and onwards to areas outside of the neighbourhood. As an integrated transportation network, a higher degree of connectivity is supported and access to transportation options are improved. This approach is achieved based on a complete streets model by providing multi-modal transportation options for safe, efficient, economic, and equitable movement for both commuter and recreational travel.

The transportation network includes the LRT line, roads, sidewalks, and shared use paths along roads, within public utility corridors, and around public amenities such as stormwater management facilities.

The LRT line through Gorman will be at-grade within the neighbourhood. LRT street crossings will be at 153 Avenue, at two locations on either side of the proposed LRT station, and along Victoria Trail. These crossings have been considered and reviewed within the Gorman NSP Transportation Impact Assessment (TIA), submitted under a separate cover. The City of Edmonton may also design and construct a grade-separated pedestrian bridge across the private corporation rail line to further enhance connectivity to the Gorman/Clareview extension school park site, as identified in Figure 13 Transportation Network and Modal Priorities.



The arterial roads that run within or adjacent to Gorman include 153 Avenue, Victoria Trail, Manning Drive and Anthony Henday Drive. These routes function as truck routes. Portions of this arterial road network have been incorporated into the present Arterial Roads for Development Bylaw 14380. The Bylaw provides a mechanism to cost share the development of the arterial road network needed to serve Gorman.

Concurrent to the development of this NSP, the alignment of Victoria Trail was amended by the City of Edmonton. An update to the Victoria Trail concept plan will be required to support the proposed Gorman development and will further address road alignments, intersection design and right of way requirements.

The Gorman development concept proposes several accesses to 153 Avenue which are not included in the current concept plan. These access points allow for greater connectivity and distribution of traffic into Gorman by providing for a grid-based network of roads which contributes to reduced intersection design requirements along 153 Avenue. Reducing the intersection design requirements also will support improved pedestrian safety and will offer direct connections to the LRT and surrounding residential areas.

The associated technical studies have provided a neighbourhood level review of the required transportation infrastructure for the Gorman neighbourhood. Given the transit oriented nature of the development, careful consideration is needed to ensure an optimal level of infrastructure servicing is provided: one that meets the needs of the population density expected without oversizing roads and primarily designing for private vehicle use. As standard practice, the potential to downsize road infrastructure will be reviewed in latter stages of design, as neither the City nor the developers are well serviced by over-sized capacity.



Figure 13 Transportation Network and Modal Priorities conceptually illustrates the proposed multi-modal street network.

6.1 Active Transportation

Active transportation includes any form of man-powered transportation such as walking and cycling (City of Edmonton Active Transportation Policy C544). Gorman's integrated active transportation network includes pedestrian sidewalks, shared use paths, and on-street cycling facilities. These provide residents with a variety of transportation options to destinations such as parks, open spaces, schools, the Town Centre, the LRT station, residential, and commercial areas. These dedicated routes balance pedestrian, cyclist, and vehicular use, enhance accessibility, safety, and convenience for all travelers, and encourage transit use to reduce reliance on private vehicles.

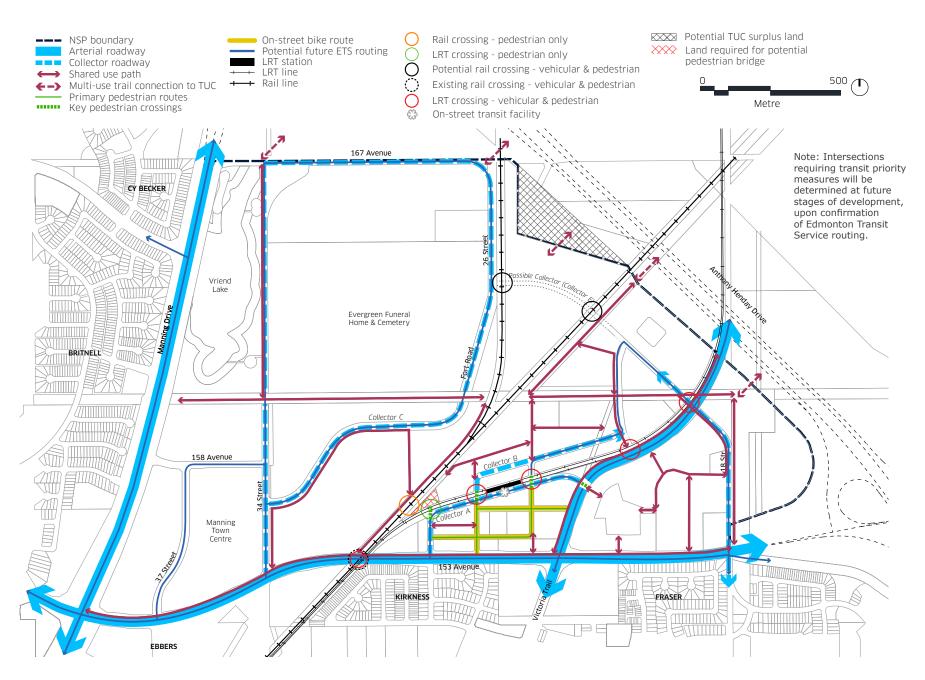
Objectives

1. Provide convenient active transportation connections to neighbourhood destinations and surrounding areas.

Policy

- Provide a network of hard-surfaced pedestrian routes (i.e. sidewalks and shared use paths), off-street bike routes (i.e. shared use paths) and on-street bike routes (i.e. shared use lanes, painted bike lanes, protected bike lanes) to create a complete network for pedestrians and cyclists that link to parks, open spaces, schools, the Town Centre, the LRT station, and residential and commercial areas.
- 2. Locate shared use paths at mid-block connections, along arterial roads, along public utility corridors and around stormwater management facilities and the Gorman/ Clareview extension school park site. Shared use paths around stormwater management facilities should be no less than 50% of the perimeter of the stormwater management facilities. Connections to the transportation utility corridor (TUC) will be required.
- 3. Design streets with sidewalks provided on both sides of the street, in all areas of Gorman, to accommodate pedestrian activity.
- Bike parking facilities should be provided adjacent to amenities such as the LRT station, and within the Town Centre, in parks and at building entrances in secure at-grade locations.
- 5. A potential grade-separated pedestrian bridge over the private corporation rail line is identified north of 153 Avenue to connect the Gorman/Clareview extension school park site to the Town Centre. Buildings, landscaping and fencing surrounding the entrance to the pedestrian rail crossing shall allow for public surveillance of the crossing by using transparent materials, providing ground floor windows and ensuring clear sightlines from the adjacent LRT line and shared use paths.

Figure 13 Transportation Network and Modal Priorities



Page 1286 of 1367

- Figure 13 Transportation Network and Modal Priorities
 conceptually illustrates active transportation connections in
 Gorman. Pedestrian and cyclist connections and crossing
 facilities will be reviewed at the subdivision stage. The
 Subdivision Authority should have regard for pedestrian and
 cyclist routes and access to neighbourhood amenities and
 transit facilities to promote active transportation.
- Design of the active transportation network in Gorman shall be in accordance with, but not limited to, the Complete Streets Design and Construction Standards and Transit Oriented Design Guidelines.

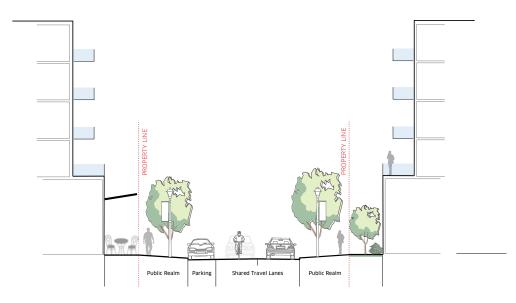


Figure 14 Conceptual Pedestrian Oriented Street - Parking on One Side (17 m ROW)



Figure 15 Conceptual Pedestrian Oriented Street - Parking on One Side with Bike Lane (20 m)

3. The location, land requirements and ultimate need for a potential grade-separated pedestrian bridge over the private corporation rail line crossing shall be reviewed at the rezoning and subdivision stage. The landowner will provide the required land for the bridge through an easement or dedication of road right-of-way. Any of the land that is not required for the crossing shall be incorporated into the adjacent residential development.

6.2 Transit

Public transit in Gorman will consist of bus and LRT service. Transit services will be extended into the NSP area in accordance with the City of Edmonton Transit Guidelines. An on-street transit facility will be located directly adjacent to the LRT station. The transit facility may be designed as a two phase approach. The road will function as a typical collector road within the community until LRT is extended from Clareview to the Gorman LRT station and again, once it is further extended to Horse Hill. If Gorman functions as an end of line station, then the City may require that the road be restricted to buses only for use as a street-oriented transit centre during that time. Additional right of way has been accommodated in the conceptual design, in case there is a requirement for widening.

The LRT alignment is curved north of 153 Avenue and right of way width varies through the entire alignment. Dedication of the right of way to accommodate the development of the LRT extension and station will be pursued by the City whereby LRT right of way will be dedicated as a condition of subdivision and area development, following current policies or procedures for cost sharing of required LRT land.

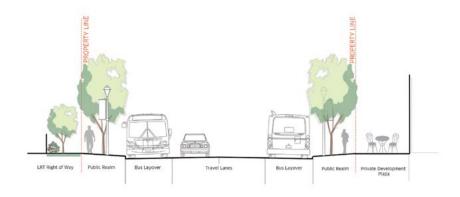


Figure 16 Conceptual On-Street Transit Facility - Bus Layby Lanes on Both Sides with One-Way Traffic in Both Directions

Objectives

1. Accommodate accessible and efficient transit service that contributes to the surrounding built environment.

Policy

- 1. The LRT station and on-street transit facility shall be designed to integrate with surrounding development and complement the adjacent Town Centre in terms of scale, materiality, and public realm design.
- An on-street transit facility shall be located adjacent to the LRT station. The transit facility will provide direct bus access to the LRT station and Town Centre. Bus stops will also be located along collector and arterial roads throughout Gorman to provide connections to other areas of the neighbourhood.
- 3. Incorporate transit priority measures such as sidewalk bulbs at bus stops to facilitate easy boarding/deboarding, and traffic signal pre-emption to reduce delays at signal lights for transit routes along local and collector roads. Measures such as traffic signal pre-emption or priority, bus queue jumps at intersections, and/or bus-only lanes (or HOV lanes) could also be considered on arterial roads.
- 4. **Figure 7 Gorman Development Concept** shows the location of the LRT Utility Complex and Development Entry Feature. At the time of subdivision, land for the Utility Complex will be dedicated to the City of Edmonton. Parameters of ownership and maintenance for the Utility Complex, development entry feature(s), and associated land will also be established at this time.

- 1. **Figure 13 Transportation Network and Modal Priorities** conceptually illustrates the location of the LRT station, onstreet transit facility, and potential future transit routing.
- 2. The City of Edmonton and developers are encouraged to collaboratively work together to complete an LRT Station Plan, in conjunction with an on-street transit facility plan. This should be undertaken in coordination with the development and subdivision of the parcel directly north of the LRT station (as indicated in **Figure 18 Development Staging**) and the Town Centre to allow for full integration of adjacent uses, and for consideration of the policies in this plan while minimizing restrictions of available options to development. The LRT station design will be completed by the City and plans will be completed to the satisfaction of Transportation Planning.

3. Potential transit priority measures and locations will be determined once transit routes within Gorman are confirmed by Edmonton Transit System.

6.3 Road Network

Where possible, a grid-based road network has been established to create connections within the neighbourhood. Within the Town Centre the road network will create a flow of traffic to and from the LRT station and support transit and pedestrian/cyclist connectivity.

The road adjacent to the LRT station (Collector A) will accommodate the on-street transit facility. As described in Section 6.2, the right of way will allow for layby lanes for buses on both sides of the roadway and one lane of traffic in both directions.

Any vehicular crossings shown along the network over the rail or LRT line are conceptual and approval will need to be provided by the private rail corporation.

Figure 13 Transportation Network and Modal Priorities conceptually illustrates the street pattern and connections within Gorman and between adjacent areas.

Objectives

1. Develop an integrated, safe and efficient network of multi-modal streets, based on the City of Edmonton's road hierarchy system of arterial, collector, and local roads.

Policy

- 1. Accommodate multi-modal transportation options (pedestrian, cycling, transit, and vehicles) throughout the community, with a priority given to routes that link active transportation with transit (i.e. LRT station, on-street transit facility, and transit stops).
- 2. Establish a grid-based network of local roads and locate crossings over the rail and LRT line to support connectivity across the plan area.
- 3. Design Collector A to accommodate vehicular movement in both directions and an on-street transit facility.
- 4. Where applicable, lands within Gorman shall be subject to an Arterial Road Assessment (ARA) to cost share the transportation facilities needed to service the area.

53

- An update to the 153 Avenue concept plan may be required at future stages of development to further determine road alignments, intersection design, and right of way requirements.
- 6. Reduced building setbacks will be considered where the curve radius of Victoria Trail reduces adjacent parcel depths to less than 40 meters.
- 7. Front driveways onto collector roads should be restricted to 30%.
- 8. Lands outside of the Participating Landowner properties should complement and connect to the existing network within Gorman.

- 1. Figure 13 Transportation Network and Modal Priorities conceptually illustrates the arterial and collector roadway network in Gorman. The local roadway network is only shown within the Town Centre. Local roadway configuration, pedestrian connection and crossing facilities will be reviewed at the subdivision stage. The Subdivision Authority should have regard for the design of roads that shall be implemented at the subdivision and detailed design stage of development and will incorporate approaches outlined in the City of Edmonton Complete Streets Design and Construction Standards and Transit Oriented Development Guidelines. Road designs that do not comply with City of Edmonton standards will be submitted for review and consideration by Transportation Planning and Design.
- Local roadway configuration and pedestrian connection and crossing facilities will be reviewed at the subdivision stage. The Subdivision Authority should have regard for the dedication of walkways to promote walkability and access to neighbourhood amenities and transit facilities.
- 3. The Subdivision Authority, in Consultation with Transportation Planning and Design, shall have regard for the number of lots having direct access to collector roads. The provision of front drive access within Gorman will be consistent with City of Edmonton policies and will be determined at the rezoning and subdivision stage.
- 4. Road right of way shall be dedicated to the City of Edmonton in accordance with the Municipal Government Act at the subdivision stage of development.

6.4 Transportation and Land Use Integration

The Gorman neighbourhood concept incorporates multi-modal infrastructure to support a compact and high-density transit oriented community. The vehicular, cycling, and pedestrian transportation network provides access to commercial and residential areas and integration with neighbourhood parks, open spaces, and the LRT station. Integration of these transportation systems, and associated uses such as parking, will minimize potential negative impacts resulting from different land use types and interactions. For example, locating surface or structured parking accesses away from public areas will reduce conflicts between vehicles and pedestrians.

While parking continues to be provided through a number of transportation demand management (TDM) strategies, the Gorman development seeks to support lifestyles of reduced car dependency. Parking requirements should, at a minimum, align with recommendations for transit oriented development as outlined in Transit Oriented Development Guidelines and Zoning Bylaw. Where it can be demonstrated that commercial or higher density residential development encourages transit use or where there are overlapping requirements such as mixed use development, further parking reductions should be considered at the rezoning and/or development permit stage.

In accordance with the City of Edmonton's Park and Ride Guidelines, a permanent park and ride facility is not required by the City in Gorman. A third-party park and ride may operate in the future development. It shall be considered as an interim use until it can be removed as development progresses with the extension of the LRT line. Any temporary facilities shall not be located within the Town Centre but could be located on the west side of the private corporation rail line, near the Gorman/Clareview extension school park site and adjacent to 153 Avenue. This will allow the area around the LRT station to be dedicated to transit oriented development and transportation demand management opportunities.

Objectives

1. Integrate transportation infrastructure with surrounding land uses and mitigate potential negative impacts.

Policy

- 1. Transit routes should be located within a walkable distance from residential and commercial land uses.
- 2. Provide convenient pedestrian and cyclist connections to transit facilities within Gorman.
- Encourage safety and traffic calming measures to encourage adherence to posted vehicular speed limits, improve pedestrian and cyclist safety and contribute to the streetscape with priority given to residential areas and within the Town Centre.
- 4. Consider parking relaxations for all developments within close proximity of the LRT station (i.e. 600 m). Where possible, strategies such as shared parking facilities should be considered.
- 5. Locate access to parking away from pedestrian routes. Shared access to parking areas is encouraged to minimize interruptions to the pedestrian realm.
- 6. Prioritize underground parking and discourage large format surface parking in all areas. If it is determined that a surface parking lot is the only viable option, locate the lot to the rear or side of buildings to minimize undue negative visual effect and provide safe, direct pedestrian routes to and from parking lots by breaking down surface lots into smaller cells through landscaping and sidewalks.
- 7. Appropriate noise attenuation facilities shall be constructed by the developer entirely within private property, along the mutual property line, for residential uses adjacent to major roads and railway corridors, where required.
- 8. A permanent park and ride facility will not be permitted in Gorman. If deemed necessary, a third party park and ride may be permitted as an interim use until the extension of the LRT line. Any temporary facilities shall not be located within the Town Centre but could be located on the west side of the private corporation rail line, near the Gorman/Clareview extension school park site and adjacent to 153 Avenue.

- 1. Routing for public transit shall be determined by Edmonton Transit System.
- Figure 13 Transportation Network and Modal Priorities conceptually illustrates the location of transit facilities and pedestrian and cyclist connections.
- 3. Safety and traffic calming measures such as reduced vehicular speed limits, on-street parking, enhanced pedestrian crossings with curb extensions, raised intersection, or use of special paving may be incorporated into the design of roads. Details will be reviewed by Transportation Planning and Design prior to development.

- 4. A Parking Impact Assessment which considers policies with respect to the City of Edmonton's Transit Oriented Development Guidelines will be required at the rezoning stage to support justification of request for parking relaxations within close proximity of the LRT station (i.e. 600 m). A Parking Impact Assessment will consider anticipated needs and zoning requirements. Opportunities to reduce parking requirements will be pursued through the zoning bylaw.
- 5. All development adjacent to potential hazards such as railways and dangerous goods routes shall adhere to recommendations of approved risk assessments and all applicable municipal, provincial and federal policies and guidelines. Mitigation measures shall be reviewed at the rezoning and/or subdivision approval stage.
- 6. Figure 7 Gorman Development Concept indicates where potential noise barriers may be required. Other noise attenuation strategies shall be determined at the rezoning and/or subdivision stage. In accordance with the approved Noise Attenuation Study, noise attenuation facilities may include berms, fences or a combination thereof.
- 7. If deemed necessary, the City of Edmonton may partner with a third party at the subdivision/rezoning stage to operate an interim park and ride outside of the Town Centre, with consideration of the City of Edmonton's Park & Ride Guidelines.



7 INFRASTRUCTURE, SERVICING AND STAGING

Gorman will be a fully serviced neighbourhood, designed and constructed in accordance with the City of Edmonton servicing standards or to an approved standard that is specific to the context of the neighbourhood. The sanitary, stormwater drainage, water servicing, and staging concepts are conceptually illustrated in Figure 17 Infrastructure and Servicing and Figure 18 Development Staging.

Features impacting the infrastructure and servicing scheme for Gorman include the general southeast sloping of the land towards the North Saskatchewan River, as well as roadside ditches and the private corporation rail lines that direct drainage to culverts. Additionally, the major storm runoff of 153 Avenue currently drains into the existing dry pond on the north side of the road. A drainage easement or right of way may be required at the existing dry pond located north of 153 Avenue to route the major flow off 153 Avenue to the proposed new storm system. Details regarding infrastructure, servicing, and staging are provided in the Neighbourhood Design Report (NDR) and Hydraulic Network Analysis (HNA) which have been submitted under a separate covers.

The associated technical studies have provided a neighbourhood level review of the required servicing infrastructure for the Gorman neighbourhood. Given the transit oriented nature of the development, careful consideration is needed to ensure an optimal level of infrastructure servicing is provided: one that meets the needs of the population density expected without oversizing infrastructure. As standard practice, the potential to downsize infrastructure will be reviewed in latter stages of design, as neither the City nor the developers are well serviced by over-sized capacity.

7.1 Sanitary and Stormwater Drainage

The sanitary servicing concept for Gorman generally conforms to the sewer alignments as recommended in the Pilot Sound Area Structure Plan. The Gorman sanitary drainage is proposed to be directed to the Clareview Sanitary Trunk that discharges to the Alberta Capital Region Wastewater Treatment Plant.

Gorman is divided into five stormwater drainage basins (not including Vriend Lake). Each basin will have a stormwater management facility to control or attenuate the post-development stormwater runoff. The stormwater management facilities may include innovative technology such as Nautilus Pond™ to meet the City of Edmonton servicing standards, as necessary. The basin boundaries are based on the proposed land use layout and physical constraints such as the private corporation rail line, the LRT alignment and station, and the Victoria Trail alignment that runs along the east side of the LRT tracks.

Objectives

1. Provide sanitary and stormwater drainage systems servicing to a full urban standard, in an efficient and staged manner that is contiguous with existing infrastructure.

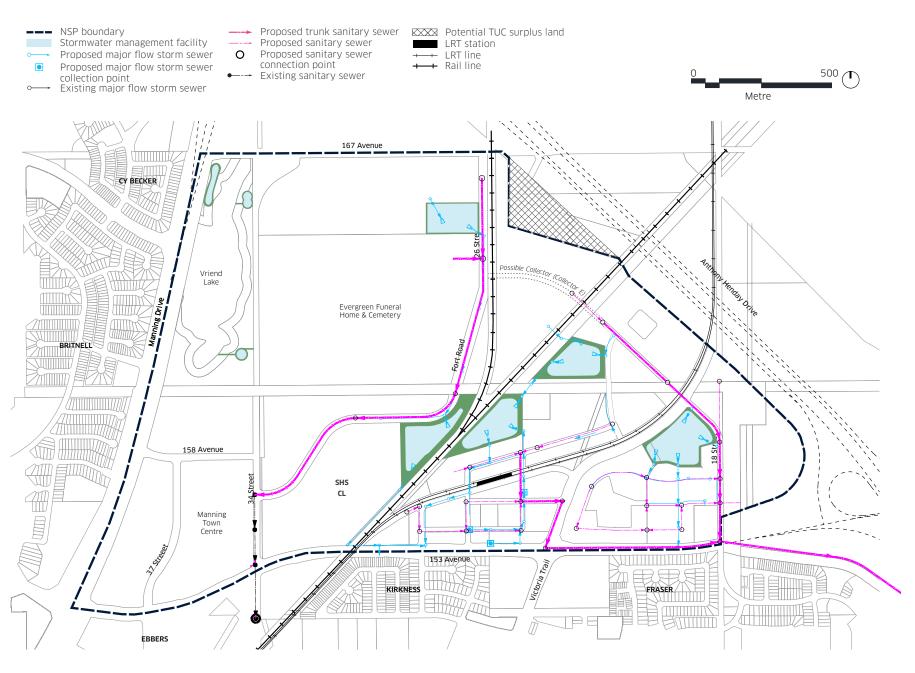
Policy

- Sanitary and stormwater servicing shall be provided in accordance with the NDR.
- Develop stormwater management facilities as constructed wetlands.
- 3. Utilize green infrastructure and landscaping, prioritizing native plant species, to manage stormwater, where feasible.
- 4. Maintenance access to stormwater management facilities will be provided from the surrounding public utility lot and/or shared use path.
- 5. If required, provide a drainage easement or right of way at the existing dry pond (located north of 153 Avenue) to route the major flow off 153 Avenue to the proposed new storm system.

Implementation

 Sanitary and stormwater drainage servicing, including the design, installation, and staging shall be completed through servicing agreements at the subdivision and approvals stage of development, in accordance with the City of Edmonton's design, servicing and construction standards and with the Neighbourhood Design Report (NDR) for Gorman, where necessary.

Figure 17 Infrastructure and Servicing



- 2. Servicing will be achieved through the City of Edmonton's Permanent Area Contributions (PAC) cost sharing protocols.
- Portions of the northeast stormwater management facility may be able to be located within the adjacent powerline corridor. This opportunity may be pursued further once the detailed design of the pond is determined.

7.2 Water Distribution

Water servicing for Gorman will be extended via the existing watermains located within the adjacent developed areas. Water servicing will be designed to provide peak hour flows and fire flows for high and medium density mixed uses.

Objectives

 Provide water distribution servicing to a full urban standard, in an efficient and staged manner that is contiguous with existing infrastructure.

Policy

- 1. Water servicing shall be in accordance the approved HNA, as approved by EPCOR Water.
- 2. Water looping will be provided in accordance with the requirements of EPCOR Water.

Implementation

 Water servicing, including the design, installation, and staging shall be completed through servicing agreements at the subdivision and approvals stage of development, in accordance with the City of Edmonton's design, servicing and construction standards and with the Hydraulic Network Analysis (HNA) for Gorman, where necessary.

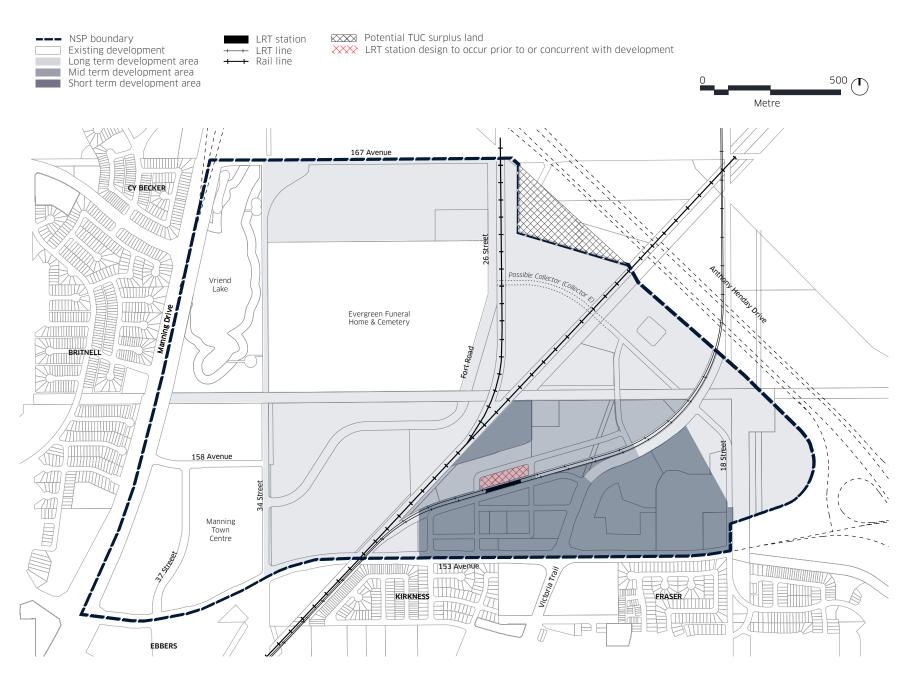
7.3 Shallow Utilities

Power, gas, and telecommunication services are located within the surrounding developed areas and will be extended into the Gorman neighbourhood as required.

Objectives

 Provide shallow utilities servicing to a full urban standard, in an efficient and staged manner that is contiguous with existing infrastructure.

Figure 18 Development Staging



Policy

1. Shallow utilities shall be extended into the plan area as required.

Implementation

1. Shallow utility servicing, including the design, installation, and staging shall be completed through servicing agreements at the subdivision and approvals stage of development, in accordance with the City of Edmonton's design, servicing and construction standards, where necessary.

7.4 Development Staging

Development is currently expected to begin along 153 Avenue and move north towards the utility line right of way. The remaining areas of the neighbourhood are expected to be developed in the long term. It is generally anticipated that areas closer to existing services would proceed prior to areas further from services.

Objectives

1. Provide contiguous, logical, economical, and efficient development staging with regard for market conditions and environmental considerations.

Policy

1. Provide infrastructure on a phased basis to accommodate the logical extension of services

Implementation

- 1. **Figure 18 Development Staging** conceptually illustrates the development staging for Gorman.
- 2. Utility servicing shall be provided by the developer, where required, to accommodate any and all facilities which may be developed on site.

7.5 Risk and Nuisance Mitigation

Infrastructure and land use integration is critical to the creation of a complete and efficient community while addressing potential conflict or negative impacts.

Objectives

1. Mitigate potential negative impacts of infrastructure on adjacent land uses.

Policy

- 1. Potential hazards from pipelines shall be minimized by ensuring appropriate mitigation measures such as berms, fencing, and setbacks from development.
- Appropriate noise attenuation facilities shall be constructed by the developer entirely within private property for residential uses adjacent to arterial road and railway corridors where required
- All new development adjacent to the railway corridor must include a fence along the mutual property line, to be constructed by the development entirely within private property.

Implementation

- All development adjacent to potential hazards such as pipelines, railways, and dangerous goods routes shall adhere to the recommendations of approved risk, noise, and vibration assessments, the Guidelines for New Development in Proximity to Railway Operations, and all applicable municipal, provincial, and federal policies and guidelines, Mitigation measures such as building setbacks, berms, and fencing shall be reviewed at the rezoning and / or subdivision approval stage.
- 2. City administration shall determine if a noise attenuation assessment is required for residential development adjacent to arterial road and railway corridors at the rezoning and / or subdivision approval stage. Based on the results of the assessment, noise attenuation facilities may be required (e.g. berm, fence, or combination thereof) to be incorporated into the design of the subdivision.
- 3. **Figure 7 Gorman Development Concept** indicates where noise barriers are required in accordance with the approved Noise Attenuation Study. Other noise barriers may be required in the plan area as determined by future noise attenuation assessments.

APPENDIX A

Completed Technical Studies

In support of this NSP, the following technical reports have been submitted to the City of Edmonton and technical agencies under separate covers.

The technical assessment study area includes the lands within the Gorman NSP boundary area, except for the existing commercial development located in the southwest portion of the site.

- Commercial / Retail Market Needs Assessment
- Community Knowledge Needs Assessment (CKCNA)
- Phase II Ecological Network Report (ENR)*
- Environmental Overview Report (EOR)*
- Geotechnical Report*
- Hydraulic Network Analysis (HNA)
- Neighbourhood Design Report (NDR)
- Noise Impact Assessment*
- Parkland Impact Assessment (PIA)
- Risk Assessment
- Traffic Impact Assessment (TIA)
- Waterbody Delineation and Legal Survey
- Historical Resources Overview

^{*}Denotes studies conducted for Participating Landowner properties only.

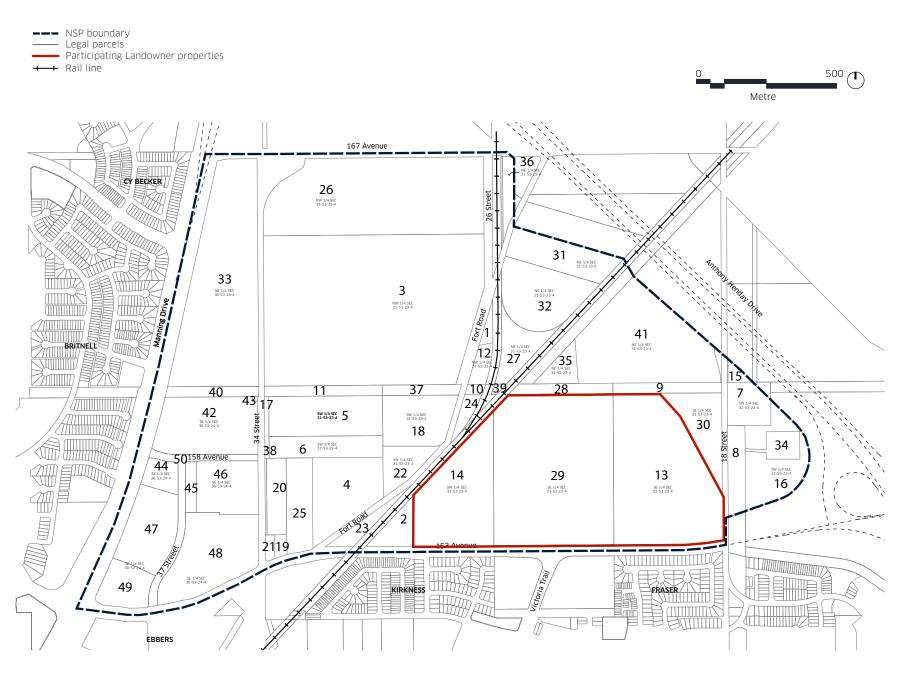
APPENDIX B

Parcel Ownership Details

Table 3 Parcel Ownership Details

| Parcel Number | Ownership | Linc Number | ATS# | Legal Address | Parcel Area within NSP Boundary (ha) |
|---------------|---------------------|--------------|---------------|---------------|--|
| 1 | Private Owner | 0030 033 302 | 4;23;53;31;NW | 0324166;C;1 | 0.37 |
| 2 | City of Edmonton | 0031 741 937 | 4;23;53;31;SW | 0623025;2;2 | 1.52 |
| 3 | Private Owner | 0034 111 781 | 4;23;53;31;NW | 0940618;1;1 | 39.21 |
| 4 | City of Edmonton | 0034 869 164 | 4;23;53;31;SW | 1123619;1;1MR | 5.74 |
| 5 | Private Owner | 0014 600 399 | 4;23;53;31;SW | 2705NY;;A1 | 5.61 |
| 6 | Private Owner | 0013 161 294 | 4;23;53;31;SW | 2705NY;;B1 | 3.05 |
| 7 | Province of Alberta | 0033 920 852 | 4;23;52;32;SW | 3987MC;OT | 2.13 |
| 8 | Private Corporation | 0036 355 049 | 4;23;53;32;SW | 3987MC;RW;53 | 1.89 |
| 9 | Private Corporation | 0018 616 152 | 4;23;53;31;SE | 3987MC;RW;53 | 1.40 |
| 10 | Private Corporation | 0018 616 177 | 4;23;53;31;SW | 3987MC;RW;53 | 0.23 |
| 11 | Private Corporation | 0018 600 635 | 4;23;53;31;SW | 3987MC;RW;53 | 1.52 |
| 12 | Private Owner | 0030 033 294 | 4;23;53;31;NW | 4;23;53;31;NW | 0.83 |
| 13 | Private Owner | 0027 041 623 | 4;23;53;31;SE | 4;23;53;31;SE | 16.60 |
| 14 | Private Owner | 0027 064 492 | 4;23;53;31;SW | 4;23;53;31;SW | 9.22 |
| 15 | Private Owner | 0034 917 567 | 4;23;53;32;NW | 4;23;53;32;NW | 0.36 |
| 16 | Private Owner | 0021 657 374 | 4;23;53;32;NW | 4;23;53;32;SW | 4.71 |
| 17 | Private Corporation | 0015 976 376 | 4;23;53;31;SW | 414ET;A | 0.27 |
| 18 | Private Owner | 0014 600 407 | 4;23;53;31;SW | 414ET;A | 4.30 |
| 19 | City of Edmonton | 0034 585 176 | 4;23;53;31;SW | 414ET;C | 0.32 |
| 20 | City of Edmonton | 0014 316 772 | 4;23;53;31;SW | 414ET;C | 1.86 |
| 21 | Private Owner | 0034 585 093 | 4;23;53;31;SW | 414ET;C | 0.29 |
| 22 | Private Owner | 0014 600 431 | 4;23;53;31;SW | 414ET;E | 2.00 |
| 23 | City of Edmonton | 0035 475 160 | 4;23;53;31;SW | 414ET;F | 1.09 |
| 24 | Private Owner | 0016 123 250 | 4;23;53;31;SW | 414ET;G | 0.67 |
| 25 | City of Edmonton | 0034 585 234 | 4;23;53;31;SW | 414ET;H | 3.02 |
| 26 | Private Owner | 0017 206 913 | 4;23;53;31;NW | 4344HW;B | 19.85 |
| 27 | Province of Alberta | 0027 009 737 | 4;23;53;31;NE | 4514AQ;RLY;53 | 2.43 |
| 28 | Private Corporation | 0015 316 300 | 4;23;53;31;SE | 7733AM;Y | 1.28 |
| 29 | Private Owner | 0037 186 277 | 4;23;53;31;SE | 7733AM;Y | 22.22 |
| 30 | Private Owner | 0011 857 406 | 4;23;53;31;SE | 8121634;;B | 3.63 |
| 31 | Private Owner | 0014 512 257 | 4;23;53;31;NE | 8188ET;;4 | 4.08 |
| 32 | Private Owner | 0014 512 264 | 4;23;53;31;NE | 8188ET;;5 | 5.82 |
| 33 | Private Owner | 0011 395 960 | 4;24;53;36;NE | 8222795;2 | 18.36 |
| 34 | Private Owner | 0010 963 296 | 4;23;53;32;SW | 8522359;;B | 1.21 |
| 35 | Province of Alberta | 0037 691 698 | 4;23;53;31;NE | 8920561;OT | 1.27 |
| 36 | Private Owner | 0023 221 138 | 4;23;53;31;NE | 9222338;;8 | 0.99 |
| 37 | Private Corporation | 0018 649 095 | 4;23;53;31;SW | 3987MC;RW;53 | 1.51 |
| 38 | Private Corporation | 0017 209 602 | 4;23;53;31;SW | 1654HW;B | 0.06 |
| 39 | Private Corporation | 0015 783 351 | 4;23;53;31;SE | 7733AM;25;10 | 0.11 |
| 40 | Private Corporation | 0030 795 513 | 4;24;53;33;NW | 2937MC;RW;53 | 1.19 |
| 41 | Private Owner | 0034 653 056 | 4;23;53;31;NE | 4;23;53;31;NE | 12.59 |
| 42 | Private Owner | 0037 623 105 | 4;24;53;36;SE | 1521893;1;3 | 7.01 |
| 43 | Private Owner | 0036 602 910 | 4;24;53;36;SE | 1521404;1;1 | 0.03 |
| 44 | Private Owner | 0035 454 222 | 4;24;53;36;SE | 1224580;3;7 | 1.23 |
| 45 | Private Owner | 0034 869 180 | 4;24;53;36;SE | 1123619;3;3 | 0.68 |
| 46 | Private Owner | 0034 869 198 | 4;24;53;36;SE | 1123619;3;4 | 4.05 |
| 47 | Private Owner | 0035 454 230 | 4;24;53;36;SE | 1224580;3;8 | 4.81 |
| 48 | Private Owner | 0035 403 088 | 4;24;53;36;SE | 1223987;3;5 | 7.76 |
| 49 | Private Owner | 0035 454 248 | 4;24;53;36;SE | 1224580;3;9 | 2.54 |
| 50 | Private Owner | 0033 454 246 | 4;24;53;36;SE | 1123619;3;1 | 2.36 |
| 50 | I TIVULE OVVIICE | 303+ 009 137 | 1,27,33,30,3L | 1123013,3,1 | 2.50 |

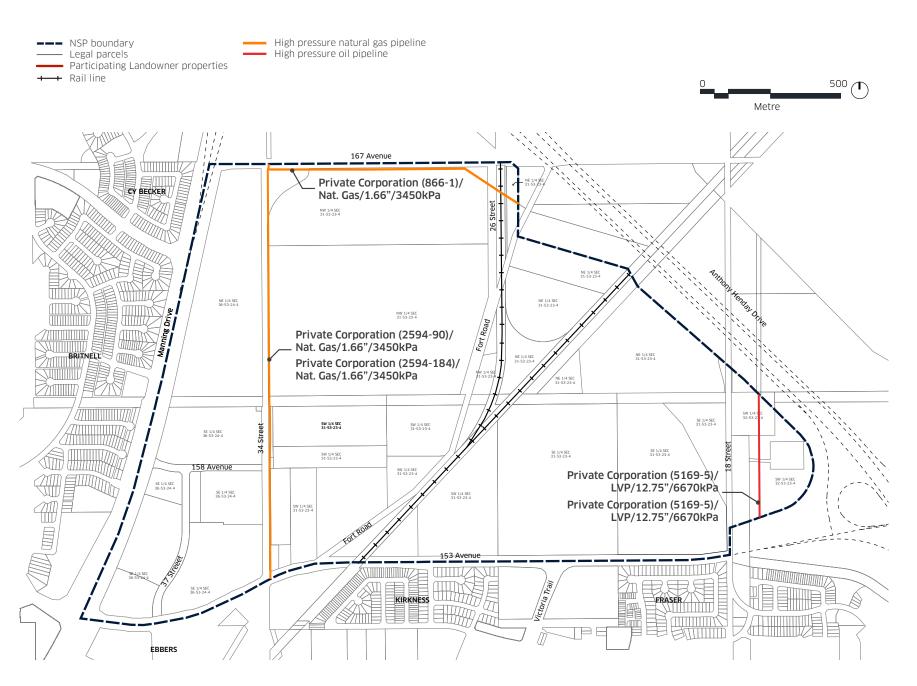
Figure 19 Parcel Ownership Details



Pipeline Ownership Details

| Company | Lic/Line | Status | H2S(mol/kmol) | Max. Operating Pressure (kPA) | Outer Diameter (mm) | Content |
|---------------------|----------|-----------|---------------|----------------------------------|------------------------|-------------|
| 31-053-23W4 | | | | | | |
| Private Corporation | 2594-90 | Operating | 0 | 3450 | 406 | Natural Gas |
| Private Corporation | 2594-184 | Operating | 0 | 3450 | 324 | Natural Gas |
| Private Corporation | 866-1 | Operating | 0 | 3450 | 42 | Natural Gas |
| Private Corporation | 866-7 | Operating | 0 | 3450 | 60 | Natural Gas |
| 32-053-23W4 | | | | | | |
| Private Corporation | 5169-1 | Operating | 0 | 7140 | 406 | Crude Oil |
| Private Corporation | 5169-5 | Operating | 0 | 6670 | 324 | Crude Oil |

Figure 20 Pipeline Ownership Details



Page 1307 of 1367

Gorman Neighbourhood Structure Plan



Bylaw 19469

Closure of Vehicular Access to Titled Parcels for Valley Line West

Purpose

The closure of vehicular accesses is in support of the Valley Line West (VLW) LRT Project. These closures are outlined in detail in the attachments to this report.

Readings

Bylaw 19469 is ready for three readings.

Advertising and Signing

This Bylaw is not required to be advertised and can be signed and, thereby, passed following third reading.

Position of Administration

Administration supports this Bylaw.

Previous Council/Committee Action

At the November 9/10, 2020, Executive Committee meeting, Bylaw 19469 was forwarded to City Council for the appropriate readings.

Position of Landowner

Administration has initiated communications with the impacted landowners and residents and has notified each property owner of this bylaw and will continue to engage and follow up with them, as required.

Report Summary

This report requests City Council's approval of Bylaw 19469, which is for the closure of vehicular access to titled parcels along the VLW LRT corridor.

Report

Bylaw 19469 proposes to remove vehicular access from the privately owned, titled parcels listed in Attachment 1 in support of the VLW LRT project.

Construction of the Valley Line West LRT will transform some major roadways in West Edmonton to make room for the LRT. These access closures are necessary to reconfigure roads and ensure the safety of pedestrians, drivers, cyclists and transit users.

The timing for the physical closure of accesses will be determined once a contractor for the project is selected and construction schedules are finalized. Alternate access details or future use for each title are shown on the table in Attachment 1.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Goods and services move efficiently | | | | | | |
|--|--|--|--|--|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | |
| Goods and services move efficiently | Travel time and reliability of goods and services movement (time in minutes and seconds to drive 10-km route) | 10:09 - 50% of time 13:35 - 85% of time (2017) | 12:30 - 50% of time 16:00 - 85% of time (2018) | | | |
| Corporate Outcome(s): Edn | nontonians use public tran | sit and active modes | of transportation | | | |
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | |
| Edmontonians use public transit and active modes of transportation | Transit ridership (rides per capita) | 91.6 (2017) | 105.0 (2018) | | | |
| | Journey to work mode (percent of survey respondents who select auto passenger, transit, walk, cycle, or other) | 26.1% (2016) | 25.9% (2018) | | | |
| Corporate Outcome(s): The | City of Edmonton has sus | stainable and access | ble infrastructure | | | |
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | |
| The City of Edmonton has sustainable and accessible infrastructure | Edmontonians' assessment: Access to infrastructure, amenities and services that improve quality of life (percent of survey respondents who agree / strongly agree) | 68% (2017) | 70% (2018) | | | |

Page 2 of 4 Report: IIS00084

Risk Assessment

| Risk Element | Risk Description | Likelihood | Impact | Risk Score (with current mitigations) | Current Mitigations | Potential Future Mitigations |
|---|---|--------------|-----------|---|---|---|
| Public Liability- closure not approved | Potential pedestrian and vehicle conflicts within road right-of-way if the access remains | 2 - Unlikely | 3 - Major | 6 - Low | Current design identifies removal of access, eliminating conflict | If access is not closed now, it would be reviewed through any future development permit and the developer could be required to remove access at that time |

Public Engagement

Since 2018, Administration has initiated communication and engaged with property owners regarding the required access closure(s) on their property. Engagement details for each owner depend on their individual situations and how the closure affects their property. This includes actions such as assigning direct contacts, conducting on-site meetings, providing ongoing telephone and email communication and sending follow-up letters that include information about their site, as well as updates on the Valley Line West LRT Project.

Administration has notified each property owner of this bylaw and will continue to engage and follow up with them, as required.

Legal Implications

- 1. The proposed access closure(s) must be carried out in accordance with the Alberta *Highways Development and Protection Act.*
- 2. Section 28(1) of the *Highways Development and Protection Act* provides that City Council may close a physical means to access to or from a controlled street by passing a bylaw.
- 3. The City must ensure that each titled parcel of land has at least one means of access to a controlled street, however indirect or circuitous that access may be, in accordance with the City Streets Access Bylaw, Bylaw 13521.
- 4. Provided alternate access to the titled parcel exists or is provided, no compensation is payable pursuant to section 29(1) of the *Highways Development and Protection Act*.

Attachments

1. List of Titled Parcels - Bylaw 19469

Page 3 of 4 Report: IIS00084

Bylaw 19469 - Closure of Vehicular Access to Titled Parcels for Valley Line West

2. Bylaw 19469 - Closure of Vehicular Access to Titled Parcels for Valley Line West

Others Reviewing this Report

- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- B. Andriachuk, City Solicitor

Page 4 of 4 Report: IIS00084

List of Titled Parcels - Bylaw 19469

| # of Titles / Parcels Affected | Titled Parcel (Municipal Address) | Legal Description | Description of Access Closures | Benefits Associated with Closure | Alternate Access |
|---|--|------------------------------------|---|--|---|
| 1 | 9325 - 156 Street NW | Plan 1822765 Block 13 Lot 64 | Refer to Schedule A1 of Bylaw 19469 | Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern on this busy arterial road due to the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
| 1 | 9306 - 156 Street NW | Plan 2034KS Block 29 Lot 14 | Refer to Schedule A2 of Bylaw 19469 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern on this busy arterial road due to the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
| 1 | 9310 - 156 Street NW | Plan 2034KS Block 29 Lot 13 | Refer to Schedule A3 of Bylaw 19469 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern on this busy arterial road due to the potential conflict with vehicles and pedestrians which will increase with the presence | The parcel has alternative access through the existing back alley lane. |

Page 1 of 4 Report: IIS00084

| | | | | of the LRT. | |
|---|-------------------------|-----------------------------------|---|--|--|
| 1 | 9314 - 156 Street NW | Plan 2034KS Block 29 Lot 12 | Refer to Schedule A4 of Bylaw 19469 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern on this busy arterial road due to the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
| 1 | 9318 - 156 Street NW | Plan 2034KS Block 29 Lot 11 | Refer to Schedule A5 of Bylaw 19469 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern on this busy arterial road due to the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
| 1 | 9421 - 156 Street NW | Plan 3484KS Block 13 Lot 8 | Refer to Schedule A6 of Bylaw 19469 | Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern on this busy arterial road due to the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The residual parcel has alternative access through the existing back alley lane. |
| 1 | 9416 - 156 Street NW | Plan 5092HW Block 29 Lot 7 | Refer to Schedule A7 of Bylaw 19469 | Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern on this busy arterial road due to the potential conflict with vehicles and pedestrians which will increase | The residual parcel has alternative access through the existing back alley lane. |

Page 2 of 4 Report: IIS00084

| | | | | with the presence of the LRT. | |
|---|-------------------------|----------------------------------|--|--|--|
| 1 | 9429 - 156 Street NW | Plan 3484KS Block 13 Lot 6 | Refer to Schedule A8 of Bylaw 19469 | Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern on this busy arterial road due to the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The residual parcel has alternative access through the existing back alley lane. |
| 1 | 9422 - 156 Street NW | Plan 5092HW Block 29 Lot 6 | Refer to Schedule A9 of Bylaw 19469 | Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern on this busy arterial road due to the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The residual parcel has alternative access through the existing back alley lane. |
| 1 | 9426 - 156 Street NW | Plan 5092HW Block 29 Lot 5 | Refer to Schedule A10 of Bylaw 19469 | Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern on this busy arterial road due to the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The residual parcel has alternative access through the existing back alley lane. |
| 1 | 15515 - 99 Avenue NW | Plan 8099ET Block 4 Lot 20 | Refer to Schedule A11 of Bylaw 19469 | The 99 Avenue staggered intersection will be signalized to allow for the LRT tracks to switch between side running and centre running. The access is located between the two side roads and cannot operate safely. | The parcel has existing alternative access from 99 Avenue. |
| 1 | 9920 - 156 Street NW | Plan 654HW Block 1 Lot A | Refer to Schedule A12 of Bylaw 19469 | This is currently a vacant lot. It is recommended that this access be closed at this time to comply with access management guidelines for redevelopment and eliminate | The parcel has alternative access through the existing back alley lane. |

Page 3 of 4 Report: IIS00084

| | | | | potential conflict with right of way operations on 156 Street. | |
|---|-------------------------|---------------------------------|--|--|--|
| 1 | 9928 - 156 Street NW | Plan 780KS Block 1 Lot 14 | Refer to Schedule A13 of Bylaw 19469 | Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern on this busy arterial road due to the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The residual parcel has alternative access through the existing back alley lane. |

Page 4 of 4 Report: IIS00084

Approved as to Form Office of the City Manager (Legal Services)

Bylaw 19469

Closure of Vehicular Access to Titled Parcels for Valley Line West

WHEREAS the Municipal Council of the City of Edmonton may pass a Bylaw pursuant to Section 28 of the *Highways Development and Protection Act*, S.A. 2004, c. H-8.5 for the purpose of removing any access to a controlled street; and

WHEREAS City Council has considered the proposed closing and has agreed that it is in the public interest to pass this Bylaw;

NOW THEREFORE the Municipal Council of the City of Edmonton, duly assembled, enacts as follows:

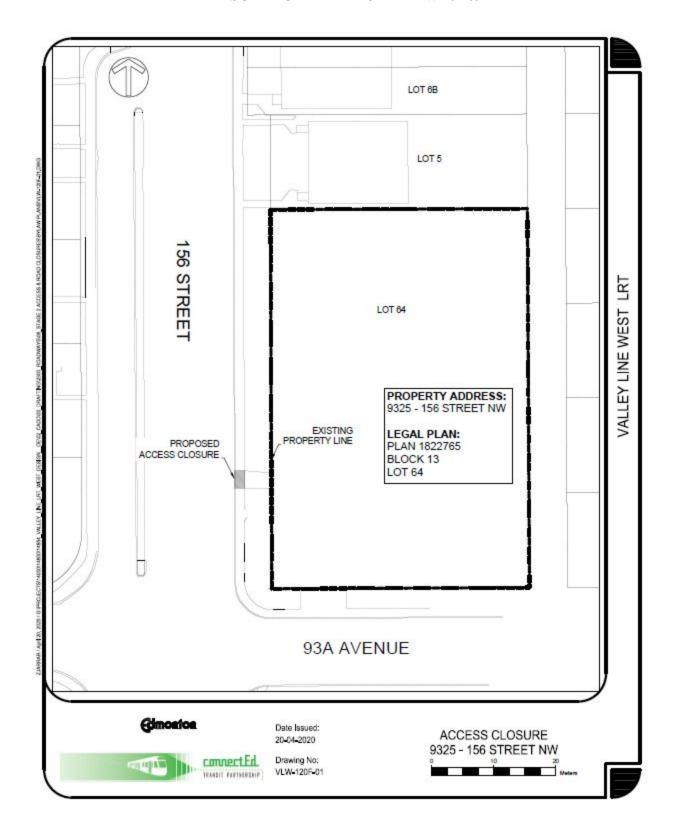
- 1. All means of access to or from a controlled street generally as illustrated on the attached Schedules "A1" to "A13", are hereby closed.
- 2. This bylaw comes into force on June 1, 2021.

| READ a first time this | day of | , A.D. 2020; |
|-------------------------|--------|------------------|
| READ a second time this | day of | , A.D. 2020; |
| READ a third time this | day of | , A.D. 2020; |
| SIGNED and PASSED this | day of | , A.D. 2020. |

THE CITY OF EDMONTON

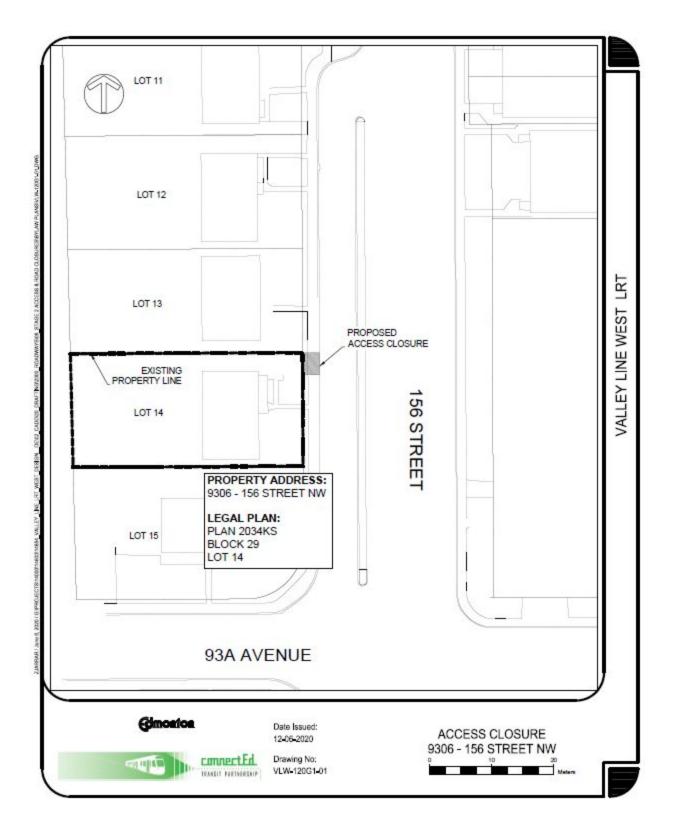
MAYOR

CITY CLERK SCHEDULE "A1" TO BYLAW 19469

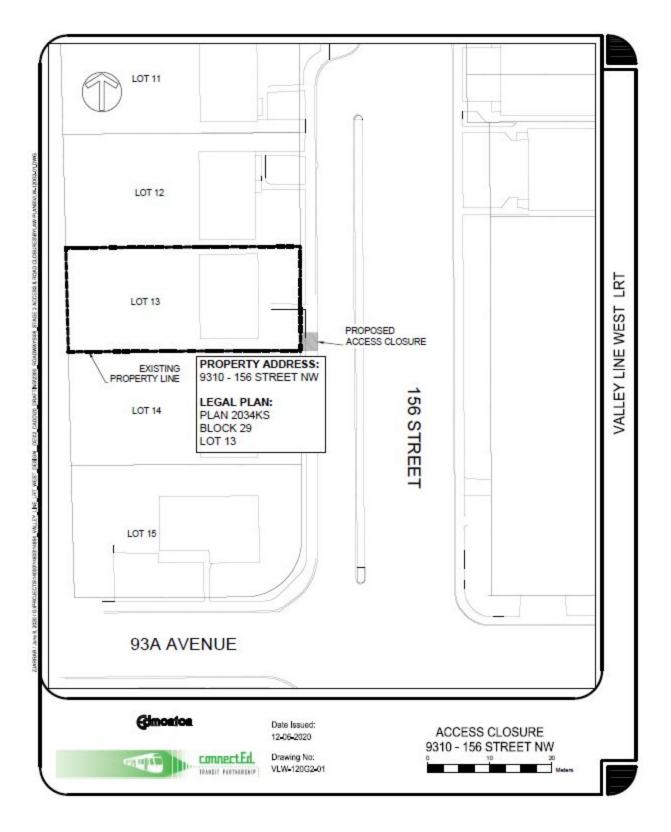


| Page | 1319 | of | 1367 |
|------|------|----|------|
|------|------|----|------|

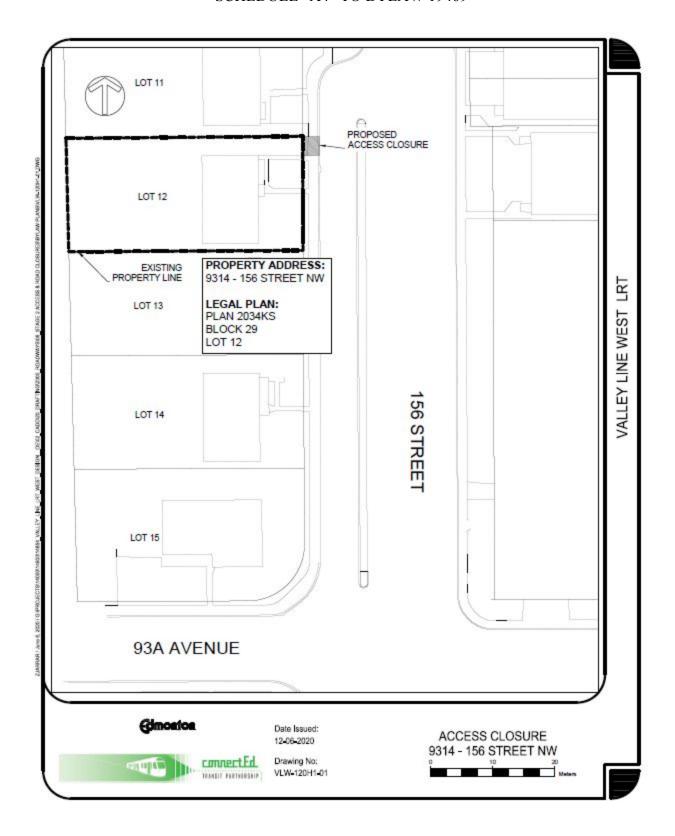
SCHEDULE "A2" TO BYLAW 19469



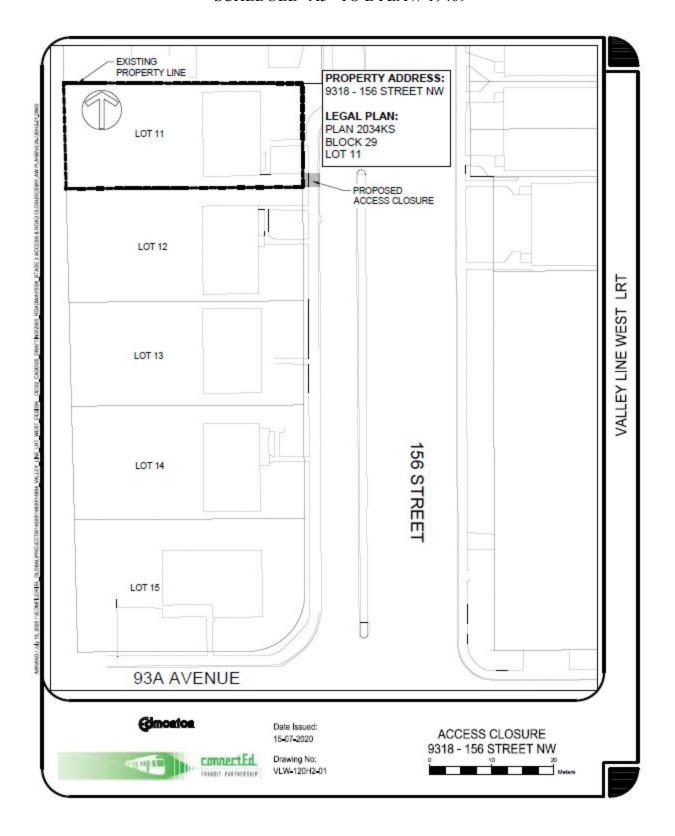
SCHEDULE "A3" TO BYLAW 19469



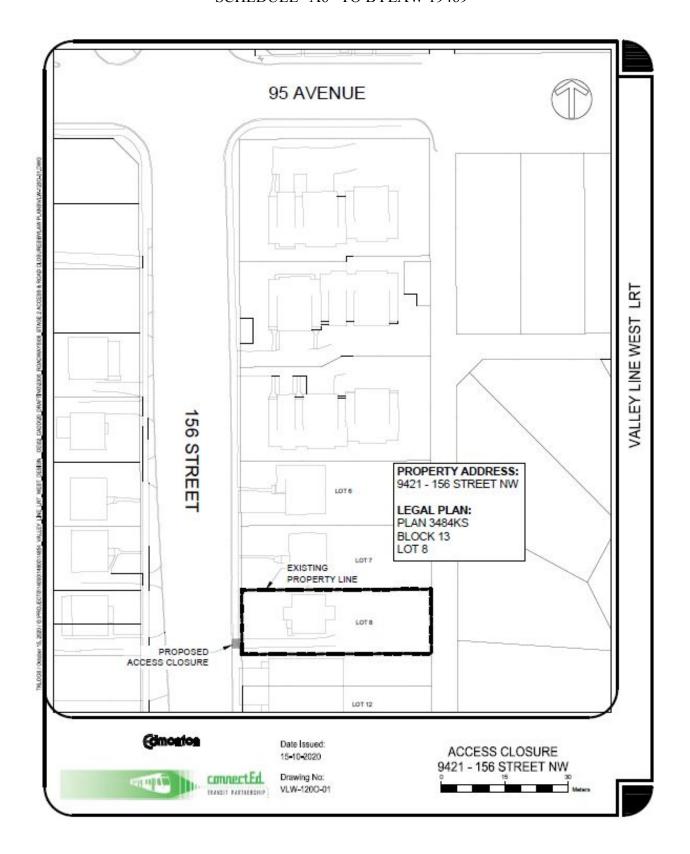
SCHEDULE "A4" TO BYLAW 19469



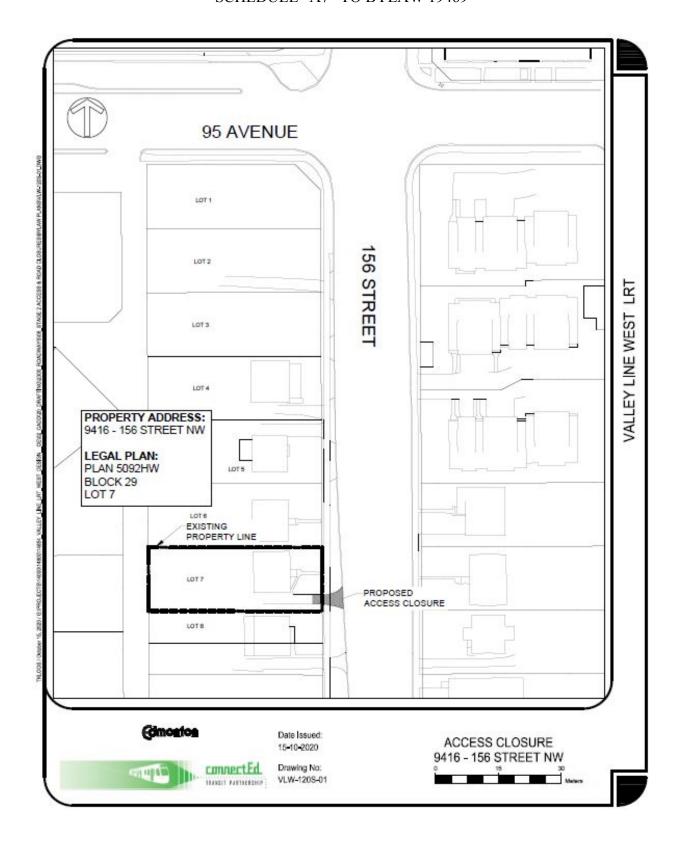
SCHEDULE "A5" TO BYLAW 19469



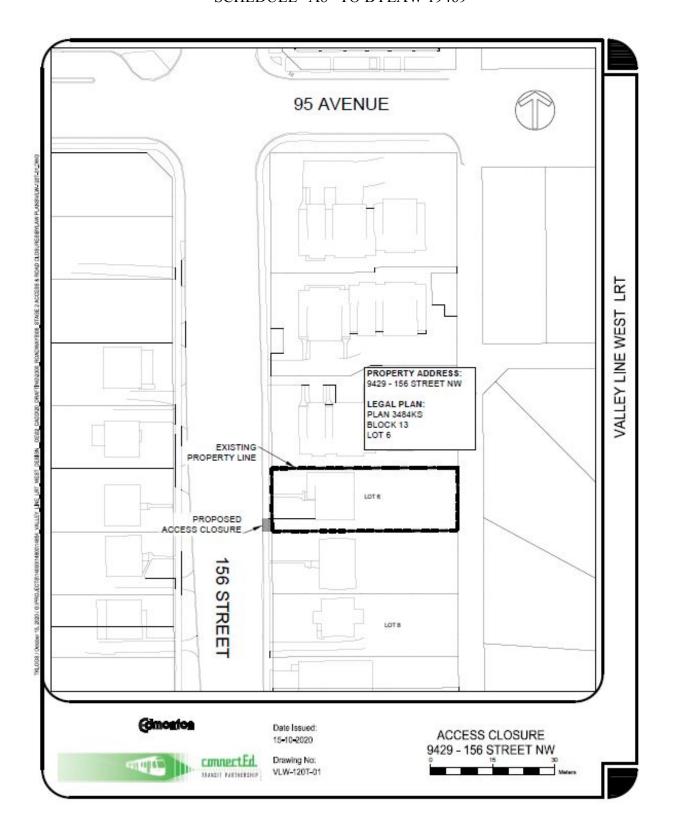
SCHEDULE "A6" TO BYLAW 19469



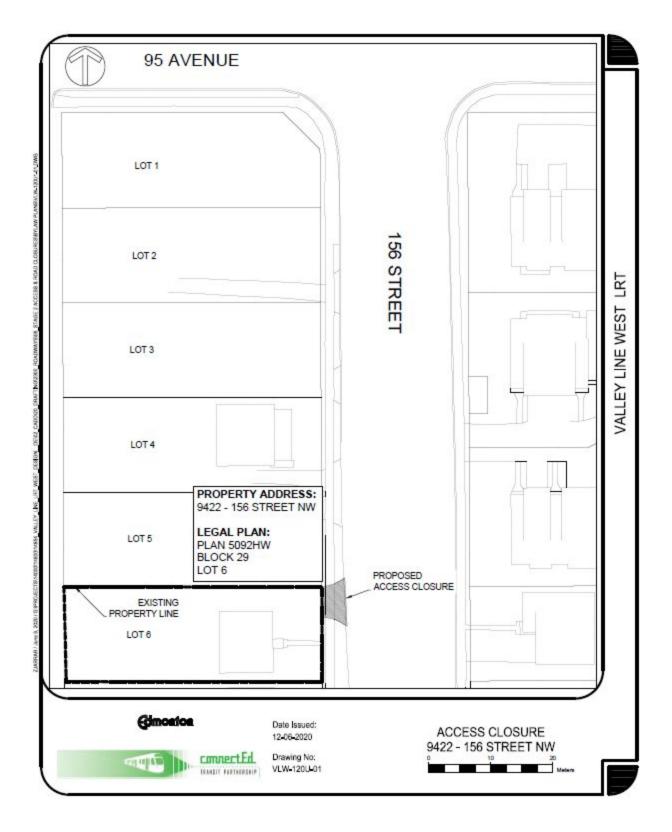
SCHEDULE "A7" TO BYLAW 19469



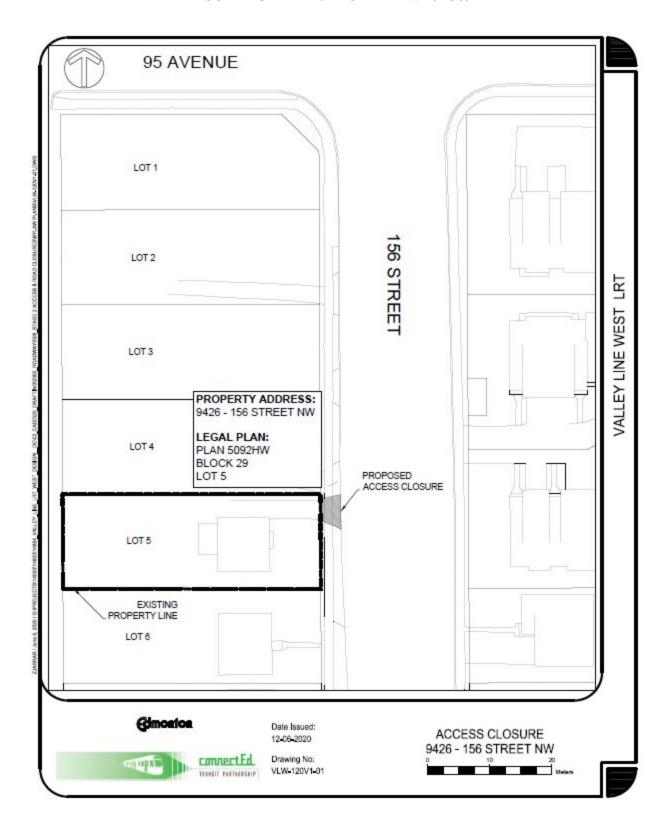
SCHEDULE "A8" TO BYLAW 19469



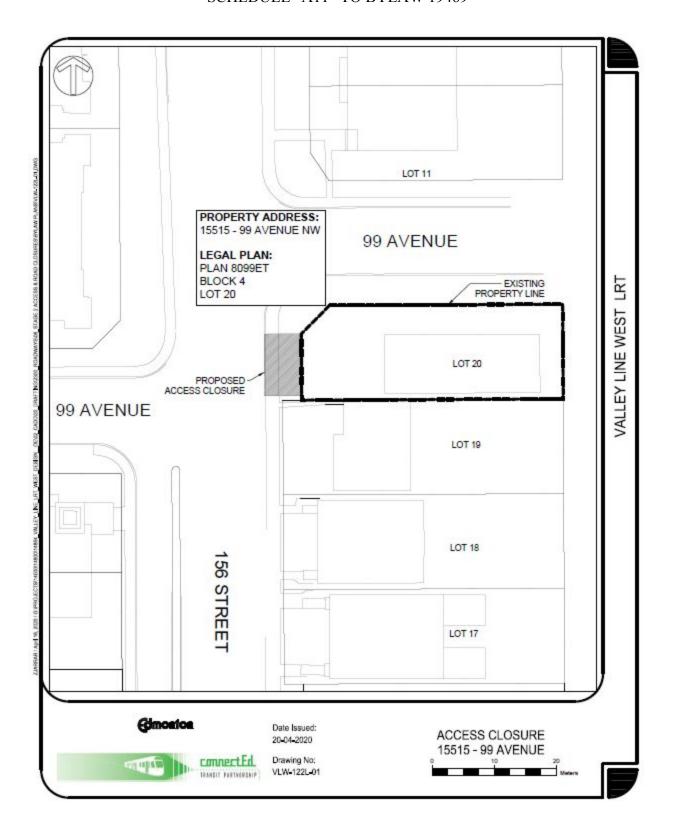
SCHEDULE "A9" TO BYLAW 19469



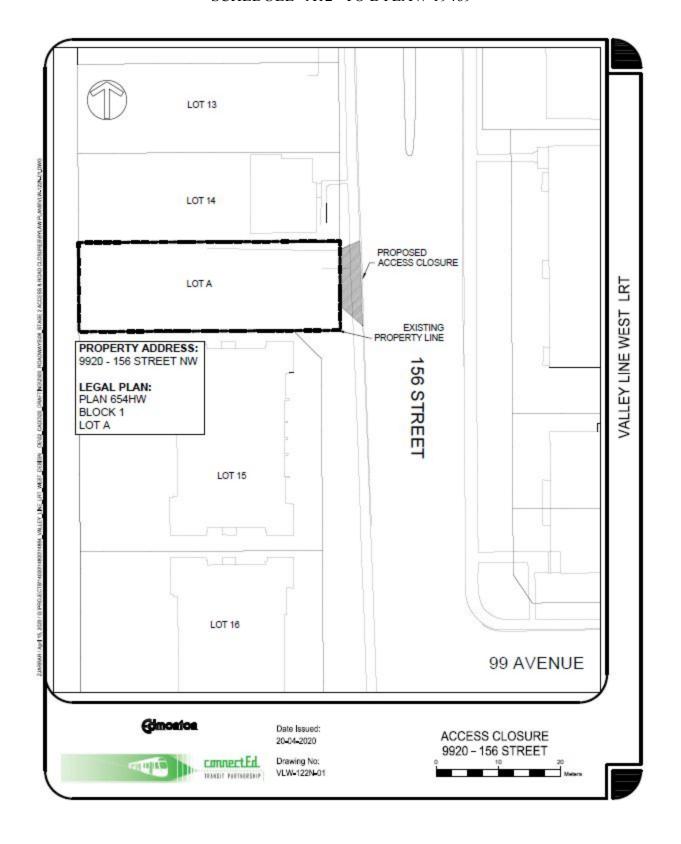
SCHEDULE "A10" TO BYLAW 194369



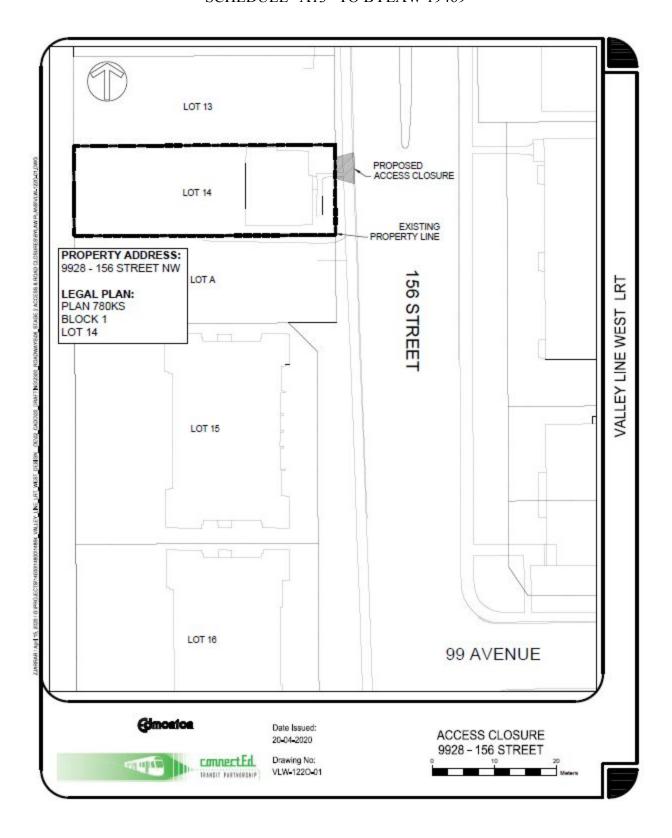
SCHEDULE "A11" TO BYLAW 19469



SCHEDULE "A12" TO BYLAW 19469



SCHEDULE "A13" TO BYLAW 19469



Bylaw 19470

Closure of Vehicular Access to Titled Parcels for Valley Line West

Purpose

The closure of vehicular accesses is in support of the Valley Line West (VLW) LRT Project. These closures are outlined in detail in the attachments to this report.

Readings

Bylaw 19470 is ready for three readings.

Advertising and Signing

This Bylaw is not required to be advertised and can be signed and, thereby, passed following third reading.

Position of Administration

Administration supports this Bylaw.

Previous Council/Committee Action

At the November 9/10, 2020, Executive Committee meeting, Bylaw 19470 was forwarded to City Council for the appropriate readings.

Position of Landowner

Administration has initiated communications with the impacted landowners and residents and has notified each property owner of this bylaw and will continue to engage and follow up with them, as required.

Report Summary

This report requests City Council's approval of Bylaw 19470, which is for the closure of vehicular access to titled parcels along the VLW LRT corridor.

Report

Bylaw 19470 proposes to remove vehicular access from the privately owned, titled parcels listed in Attachment 1 in support of the VLW LRT project.

Construction of the Valley Line West LRT will transform some major roadways in West Edmonton to make room for the LRT. These access closures are necessary to reconfigure roads and ensure the safety of pedestrians, drivers, cyclists and transit users.

The timing for the physical closure of accesses will be determined once a contractor for the project is selected and construction schedules are finalized. Alternate access details or future use for each title are shown on the table in Attachment 1.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): God | ods and services move effi | ciently | |
|--|--|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) |
| Goods and services move efficiently | Travel time and reliability of goods and services movement (time in minutes and seconds to drive 10-km route) | 10:09 - 50% of time 13:35 - 85% of time (2017) | 12:30 - 50% of time 16:00 - 85% of time (2018) |
| Corporate Outcome(s): Edr | nontonians use public trar | nsit and active mod | es of transportation |
| Outcome(s) | Measure(s) | Result(s) | Target(s) |
| Edmontonians use public transit and active modes of transportation | Transit ridership (rides per capita) | 91.6 (2017) | 105.0 (2018) |
| | Journey to work mode (percent of survey respondents who select auto passenger, transit, walk, cycle, or other) | 26.1% (2016) | 25.9% (2018) |
| Corporate Outcome(s): The | City of Edmonton has sus | stainable and acces | sible infrastructure |
| Outcome(s) | Measure(s) | Result(s) | Target(s) |
| The City of Edmonton has sustainable and accessible infrastructure | Edmontonians' assessment: Access to infrastructure, amenities and services that improve quality of life (percent of survey respondents who agree / strongly agree) | 68% (2017) | 70% (2018) |

Page 2 of 4 Report: IIS00085

Risk Assessment

| Risk Element | Risk Description | Likelihood | Impact | Risk Score (with current mitigations) | Current Mitigations | Potential Future Mitigations |
|---|---|--------------|-----------|---|---|---|
| Public Liability- closure not approved | Potential pedestrian and vehicle conflicts within road right-of-way if the access remains | 2 - Unlikely | 3 - Major | 6 - Low | Current design identifies removal of access, eliminating conflict | If access is not closed now, it would be reviewed through any future development permit and the developer could be required to remove access at that time |

Public Engagement

Since 2018, Administration has initiated communication and engaged with property owners regarding the required access closure(s) on their property. Engagement details for each owner depend on their individual situations and how the closure affects their property. This includes actions such as assigning direct contacts, conducting on-site meetings, providing ongoing telephone and email communication and sending follow-up letters that include information about their site, as well as updates on the Valley Line West LRT Project.

Administration has notified each property owner of this bylaw and will continue to engage and follow up with them, as required.

Legal Implications

- 1. The proposed access closure(s) must be carried out in accordance with the Alberta *Highways Development and Protection Act.*
- 2. Section 28(1) of the *Highways Development and Protection Act* provides that City Council may close a physical means to access to or from a controlled street by passing a bylaw.
- 3. The City must ensure that each titled parcel of land has at least one means of access to a controlled street, however indirect or circuitous that access may be, in accordance with the City Streets Access Bylaw, Bylaw 13521.
- 4. Provided alternate access to the titled parcel exists or is provided, no compensation is payable pursuant to section 29(1) of the *Highways Development and Protection Act*.

Attachments

1. List of Titled Parcels - Bylaw 19470

Page 3 of 4 Report: IIS00085

Bylaw 19470 - Closure of Vehicular Access to Titled Parcels for Valley Line West

2. Bylaw 19470 - Closure of Vehicular Access to Titled Parcels for Valley Line West

Others Reviewing this Report

- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- B. Andriachuk, City Solicitor

Page 4 of 4 Report: IIS00085

List of Titled Parcels - Bylaw 19470

| # of Titles / Parcels Affected | Titled Parcel (Municipal Address) | Legal Description | Description of Access Closures | Benefits Associated with Closure | Alternate Access |
|---|--|------------------------------------|---|--|---|
| 1 | 10316 - 107 Street NW | Plan B2 Block 7 Lot 129 | Refer to Schedule A1 of Bylaw 19470 | The LRT and roadway alterations require the removal of this access. The access onto 107 Street will be immediately adjacent to the LRT trackway. This access therefore can no longer function. | The parcel has alternative access through the existing back alley lane. |
| 1 | 10302 - 107 Street NW | Plan B2 Block 7 Lot 130, 131 | Refer to Schedule A2 of Bylaw 19470 | The LRT and roadway alterations require the removal of these accesses. The accesses onto 107 Street will be immediately adjacent to the LRT trackway. These accesses therefore can no longer function. | The parcel has alternative access through the existing back alley lane. |

Page 1 of 1 Report: IIS00085

Approved as to Form Office of the City Manager (Legal Services)

Bylaw 19470

Closure of Vehicular Access to Titled Parcels for Valley Line West

WHEREAS the Municipal Council of the City of Edmonton may pass a Bylaw pursuant to Section 28 of the *Highways Development and Protection Act*, S.A. 2004, c. H-8.5 for the purpose of removing any access to a controlled street; and

WHEREAS City Council has considered the proposed closing and has agreed that it is in the public interest to pass this Bylaw;

NOW THEREFORE the Municipal Council of the City of Edmonton, duly assembled, enacts as follows:

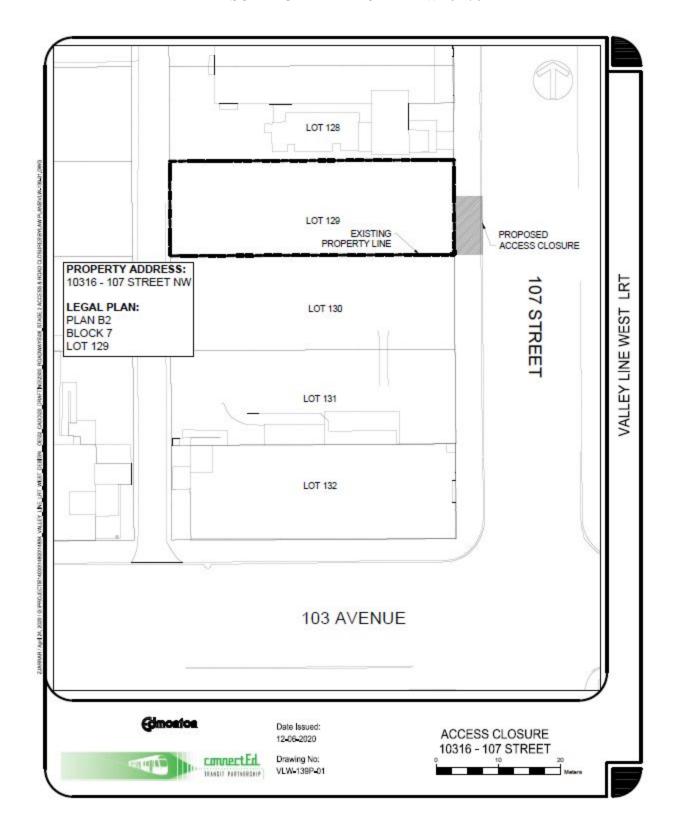
- 1. All means of access to or from a controlled street generally as illustrated on the attached Schedules "A1" and "A2", are hereby closed.
- 2. This bylaw comes into force on June 1, 2021.

| READ a first time this | day of | , A.D. 2020; |
|-------------------------|--------|------------------|
| READ a second time this | day of | , A.D. 2020; |
| READ a third time this | day of | , A.D. 2020; |
| SIGNED and PASSED this | day of | , A.D. 2020. |

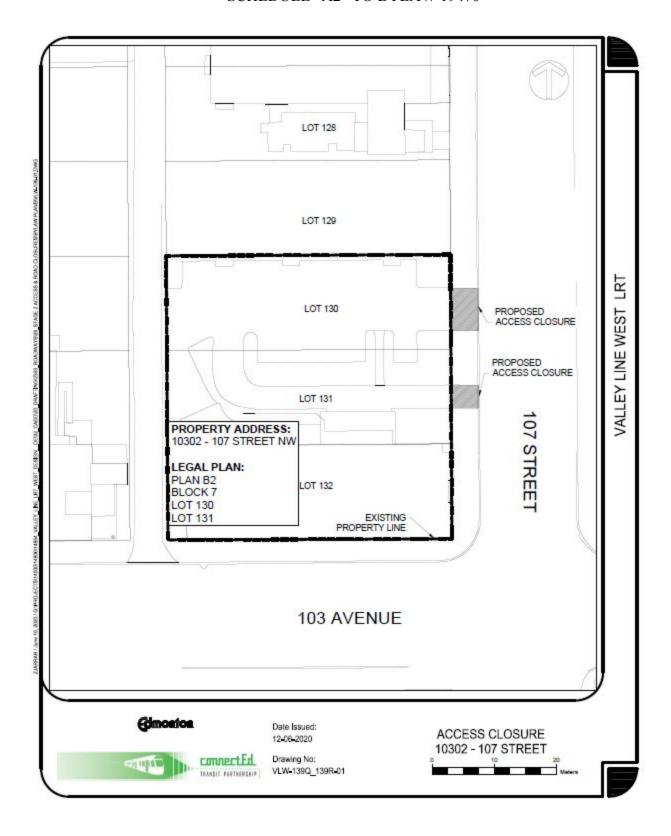
THE CITY OF EDMONTON

MAYOR

CITY CLERK SCHEDULE "A1" TO BYLAW 19470



SCHEDULE "A2" TO BYLAW 19470



Bylaw 19437

Closure of Vehicular Access to Titled Parcels for Valley Line West

Purpose

The closure of vehicular accesses is in support of the Valley Line West (VLW) LRT Project. These closures are outlined in detail in the attachments to this report.

Readings

Bylaw 19437 is ready for three readings.

Advertising and Signing

This Bylaw is not required to be advertised and can be signed and, thereby, passed following third reading.

Position of Administration

Administration supports this Bylaw.

Previous Council/Committee Action

At the November 9/10, 2020, Executive Committee meeting, Bylaw 19437 was forwarded to City Council for the appropriate readings. The Committee heard from W. Wilmott: and R. Steinwand.

Position of Landowner

Administration has initiated communications with the impacted landowners and residents, and has notified each property owner of this bylaw. Administration will continue to engage and follow up with them, as required.

Report Summary

This report requests City Council's approval of Bylaw 19437, which is for the closure of vehicular access to titled parcels along the VLW LRT corridor.

Report

Bylaw 19437 proposes to remove vehicular access from the privately owned, titled parcels listed in Attachment 1 in support of the VLW LRT project.

Construction of the Valley Line West LRT will transform some major roadways in West Edmonton to make room for the LRT. These access closures are necessary to reconfigure roads and ensure the safety of pedestrians, drivers, cyclists and transit users.

The timing for the physical closure of accesses will be determined once a contractor for the project is selected and construction schedules are finalized. Alternate access details or future use for each title are shown on the table in Attachment 1.

Corporate Outcomes and Performance Management

| Corporate Outcome(s): Goods and services move efficiently | | | | | | |
|--|--|--|--|--|--|--|
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | |
| Goods and services move efficiently | Travel time and reliability of goods and services movement (time in minutes and seconds to drive 10-km route) | 10:09 - 50% of time 13:35 - 85% of time (2017) | 12:30 - 50% of time 16:00 - 85% of time (2018) | | | |
| Corporate Outcome(s): Edr | nontonians use public trar | sit and active modes | of transportation | | | |
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | |
| Edmontonians use public transit and active modes of transportation | Transit ridership (rides per capita) | 91.6 (2017) | 105.0 (2018) | | | |
| | Journey to work mode (percent of survey respondents who select auto passenger, transit, walk, cycle, or other) | 26.1% (2016) | 25.9% (2018) | | | |
| Corporate Outcome(s): The | City of Edmonton has sus | stainable and access | ible infrastructure | | | |
| Outcome(s) | Measure(s) | Result(s) | Target(s) | | | |
| The City of Edmonton has sustainable and accessible infrastructure | Edmontonians' assessment: Access to infrastructure, amenities and services that improve quality of life (percent of survey respondents who agree / strongly agree) | 68% (2017) | 70% (2018) | | | |

Page 2 of 4 Report: IIS00033

Risk Assessment

| Risk Element | Risk Description | Likelihood | Impact | Risk Score (with current mitigations) | Current Mitigations | Potential Future Mitigations |
|---|---|--------------|-----------|---|---|---|
| Public Liability- closure not approved | Potential pedestrian and vehicle conflicts within road right-of-way if the access remains | 2 - Unlikely | 3 - Major | 6 - Low | Current design identifies removal of access, eliminating conflict | If access is not closed now, it would be reviewed through any future development permit and the developer could be required to remove access at that time |

Public Engagement

Since 2018, Administration has initiated communication and engaged with property owners regarding the required access closure(s) on their property. Engagement details for each owner depend on their individual situations and how the closure affects their property. This includes actions such as assigning direct contacts, conducting on-site meetings, providing ongoing telephone and email communication and sending follow-up letters that include information about their site, as well as updates on the Valley Line West LRT Project.

Administration has notified each property owner of this bylaw, and will continue to engage and follow up with them, as required.

Legal Implications

- 1. The proposed access closure(s) must be carried out in accordance with the Alberta *Highways Development and Protection Act.*
- 2. Section 28(1) of the *Highways Development and Protection Act* provides that City Council may close a physical means to access to or from a controlled street by passing a bylaw.
- 3. The City must ensure that each titled parcel of land has at least one means of access to a controlled street, however indirect or circuitous that access may be, in accordance with the City Streets Access Bylaw, Bylaw 13521.
- 4. Provided alternate access to the titled parcel exists or is provided, no compensation is payable pursuant to section 29(1) of the *Highways Development and Protection Act*.

Attachments

1. List of Titled Parcels - Bylaw 19437

Page 3 of 4 Report: IIS00033

Bylaw 19437 - Closure of Vehicular Access to Titled Parcels for Valley Line West

2. Bylaw 19437 - Closure of Vehicular Access to Titled Parcels for Valley Line West

Others Reviewing this Report

- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- B. Andriachuk, City Solicitor

Page 4 of 4 Report: IIS00033

List of Titled Parcels - Bylaw 19437

| # of Titles / Parcels Affected | Titled Parcel (Municipal Address) | Legal Description | Description of Access Closures | Benefits Associated with Closure | Alternate Access |
|---|--|-----------------------------------|---|---|---|
| 1 | 9106 - 156 Street NW | Plan 6150KS Block 1 Lot 19 | Refer to Schedule A1 of Bylaw 19437 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
| 1 | 9226 - 156 Street NW | Plan 2315KS Block 30 Lot 25 | Refer to Schedule A2 of Bylaw 19437 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
| 1 | 9301 - 156 Street NW | Plan 3963HW Block 9 Lot 10 | Refer to Schedule A3 of Bylaw 19437 | Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with | The parcel has alternative access through the existing back alley lane. |

Page 1 of 5 Report: IIS00033

| | | | | the presence of the LRT. | |
|---|-------------------------|-----------------------------------|---|---|---|
| 1 | 9305 - 156 Street NW | Plan 3963HW Block 9 Lot 11 | Refer to Schedule A4 of Bylaw 19437 | Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
| 1 | 9311 - 156 Street NW | Plan 3963HW Block 9 Lot 12 | Refer to Schedule A5 of Bylaw 19437 | Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
| 1 | 9234 - 156 Street NW | Plan 2315KS Block 30 Lot 23 | Refer to Schedule A6 of Bylaw 19437 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
| 1 | 9238 - 156 Street NW | Plan 2315KS Block 30 Lot 22 | Refer to Schedule A7 of Bylaw 19437 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with the presence of the | The parcel has alternative access through the existing back alley lane. |

Page 2 of 5 Report: IIS00033

| | | | | LRT. | |
|---|-------------------------|-----------------------------------|--|---|---|
| 1 | 9222 - 156 Street NW | Plan 2315KS Block 30 Lot 26 | Refer to Schedule A8 of Bylaw 19437 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
| 1 | 9230 - 156 Street NW | Plan 2315KS Block 30 Lot 24 | Refer to Schedule A9 of Bylaw 19437 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
| 1 | 9145 - 156 Street NW | Plan 2612KS Block 4A Lot 1 | Refer to Schedule A10 of Bylaw 19437 | The access is too close to a major intersection and inhibits safe use out as a result of unsafe weaving and crossing movements. | The residual parcel has alternative access from 156 Street, 92 Avenue and and through the existing back alley lane. |
| 1 | 9221 - 156 Street NW | Plan 5525HW Block 11 Lot A | Refer to Schedule A11 of Bylaw 19437 | This is currently a vacant lot. It is recommended that these accesses be closed at this time to comply with access management guidelines for redevelopment and eliminate potential conflict with right of way operations on 156 Street and 92 | Alternative access for the parcel will be considered as part of the development process. |

Page 3 of 5 Report: IIS00033

| | | | | Avenue. | |
|---|-------------------------|-----------------------------------|--|---|---|
| 1 | 9210 - 156 Street NW | Plan 2315KS Block 30 Lot 30 | Refer to Schedule A12 of Bylaw 19437 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT | The parcel has alternative access through the existing back alley lane. |
| 1 | 9214 - 156 Street NW | Plan 2315KS Block 30 Lot 28 | Refer to Schedule A13 of Bylaw 19437 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
| 1 | 9218 - 156 Street NW | Plan 2315KS Block 30 Lot 27 | Refer to Schedule A14 of Bylaw 19437 | The existing service road is being repurposed to allow for the LRT and traffic lanes. Using this access requires at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |

Page 4 of 5 Report: IIS00033

| 1 | 9245 - 156 Street NW | Plan 5525HW Block 9 Lot 20 | Refer to Schedule A15 of Bylaw 19437 | Using this access may require at least one manoeuvre in reverse on the street and into traffic. This is a safety concern due to poor sightlines and the potential conflict with vehicles and pedestrians which will increase with the presence of the LRT. | The parcel has alternative access through the existing back alley lane. |
|---|-------------------------|----------------------------------|--|--|---|
|---|-------------------------|----------------------------------|--|--|---|

Page 5 of 5 Report: IIS00033

Approved as to Form Office of the City Manager (Legal Services)

Bylaw 19437

Closure of Vehicular Access to Titled Parcels for Valley Line West

WHEREAS the Municipal Council of the City of Edmonton may pass a Bylaw pursuant to Section 28 of the *Highways Development and Protection Act*, S.A. 2004, c. H-8.5 for the purpose of removing any access to a controlled street; and

WHEREAS City Council has considered the proposed closing and has agreed that it is in the public interest to pass this Bylaw;

NOW THEREFORE the Municipal Council of the City of Edmonton, duly assembled, enacts as follows:

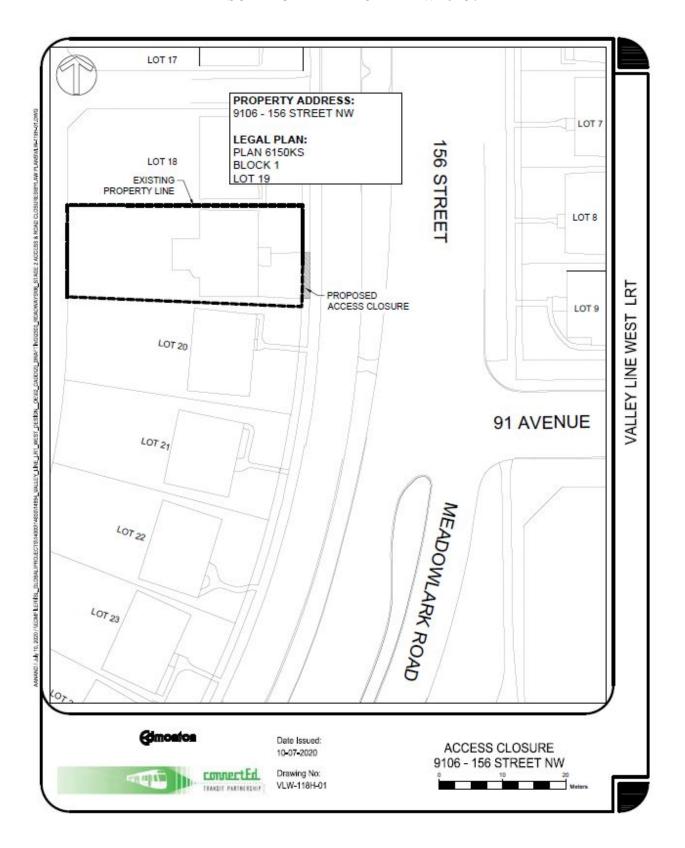
- 1. All means of access to or from a controlled street generally as illustrated on the attached Schedules "A1" to "A15", are hereby closed.
- 2. This bylaw comes into force on June 1, 2021.

| READ a first time this | day of | , A.D. 2020; |
|-------------------------|--------|------------------|
| READ a second time this | day of | , A.D. 2020; |
| READ a third time this | day of | , A.D. 2020; |
| SIGNED and PASSED this | day of | , A.D. 2020. |

THE CITY OF EDMONTON

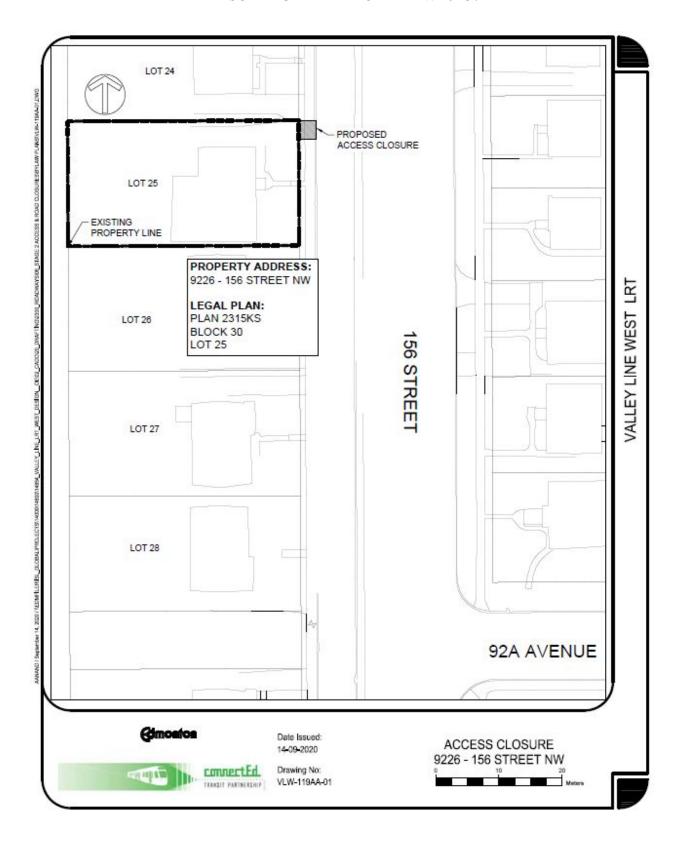
MAYOR

CITY CLERK SCHEDULE "A1" TO BYLAW 19437

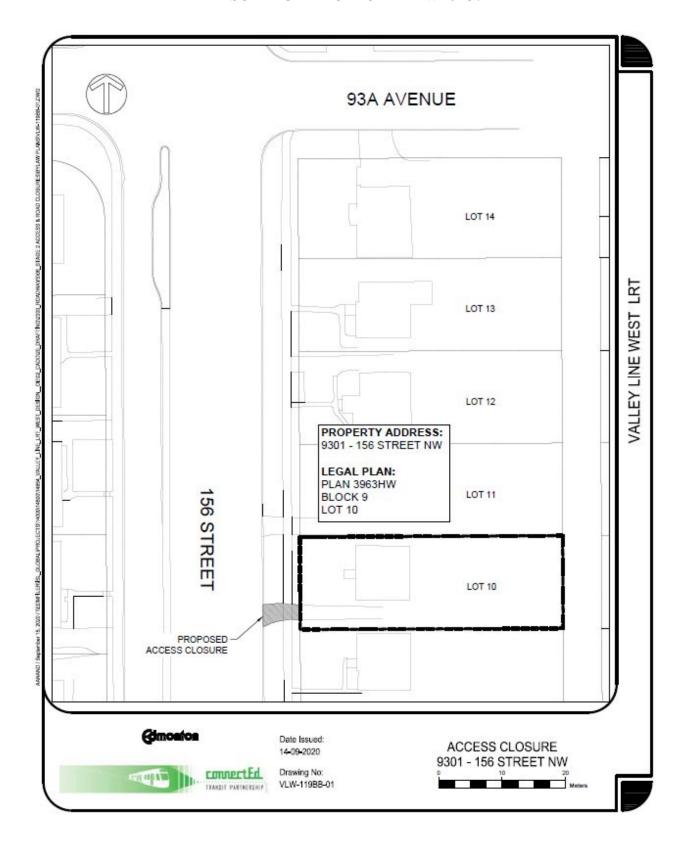


| Page | 1352 | of | 1367 |
|------|------|----|------|
|------|------|----|------|

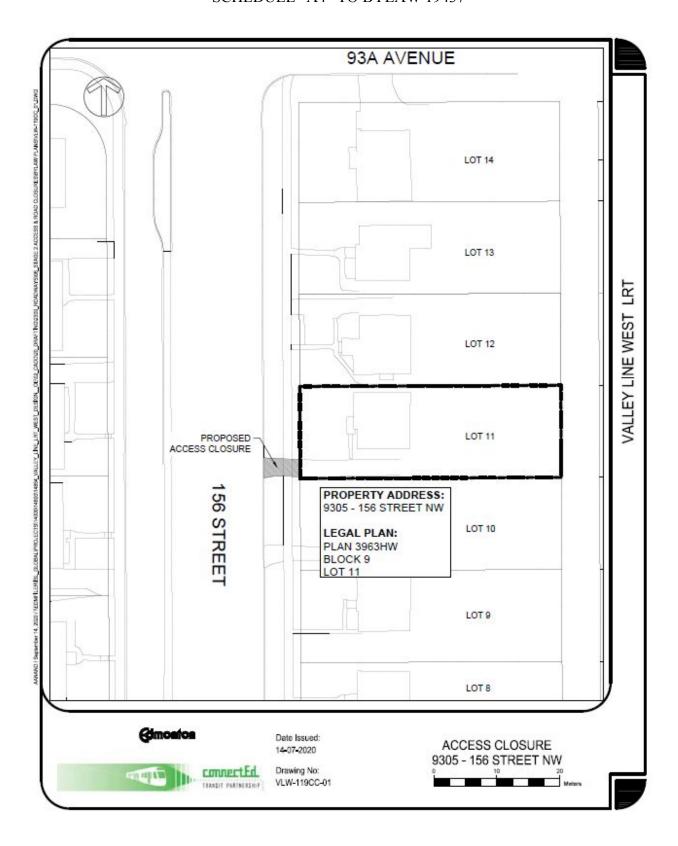
SCHEDULE "A2" TO BYLAW 19437



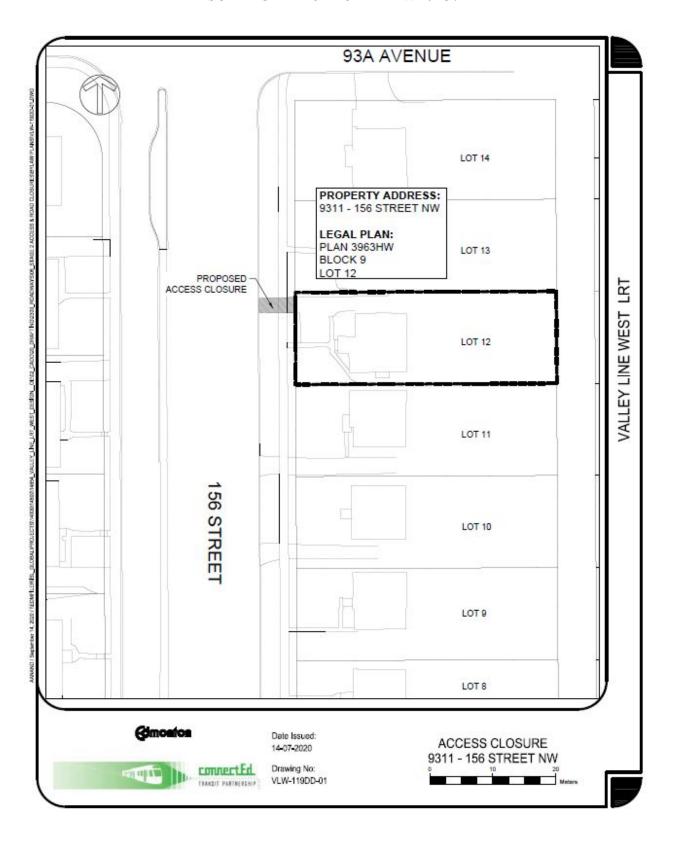
SCHEDULE "A3" TO BYLAW 19437



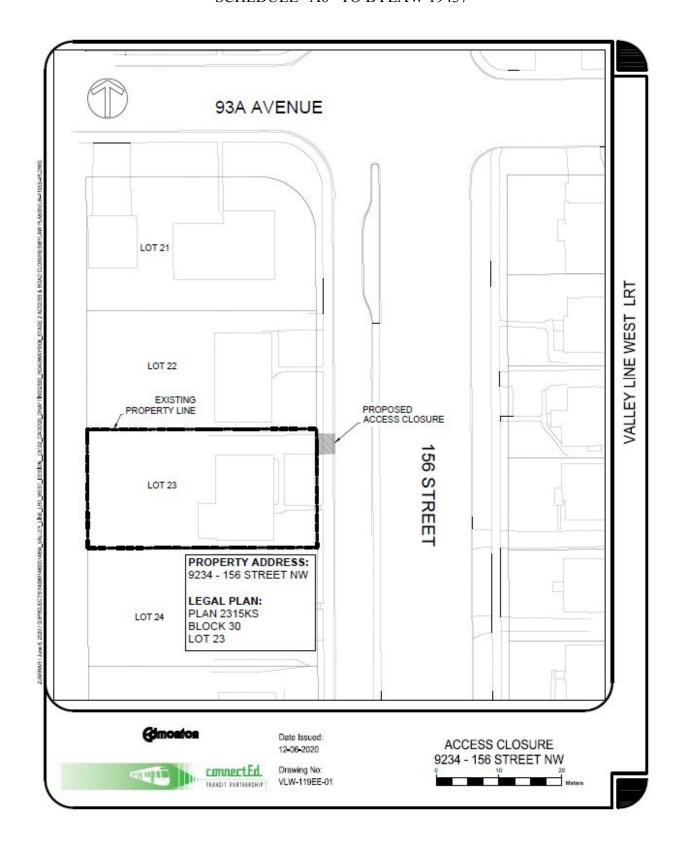
SCHEDULE "A4" TO BYLAW 19437



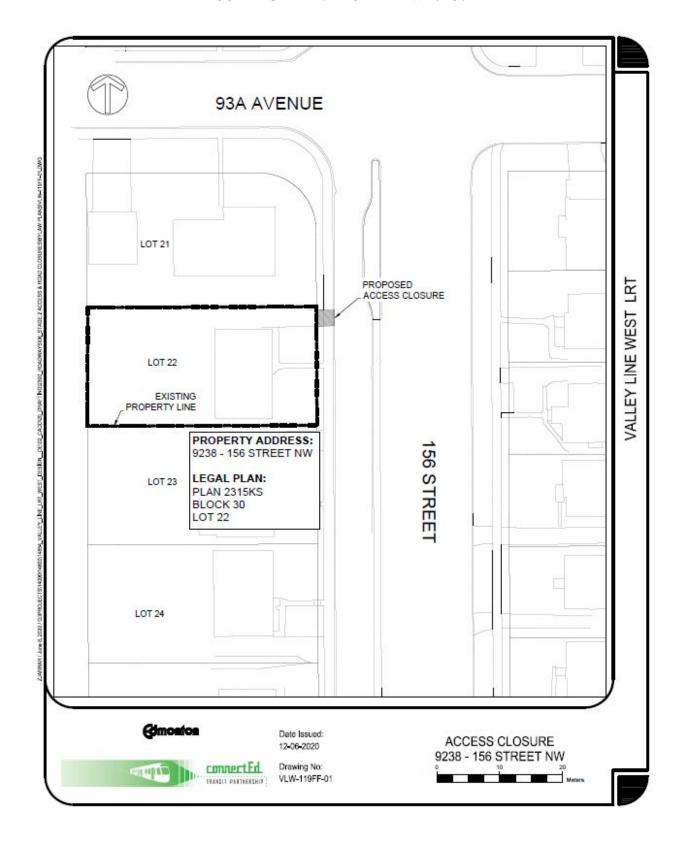
SCHEDULE "A5" TO BYLAW 19437



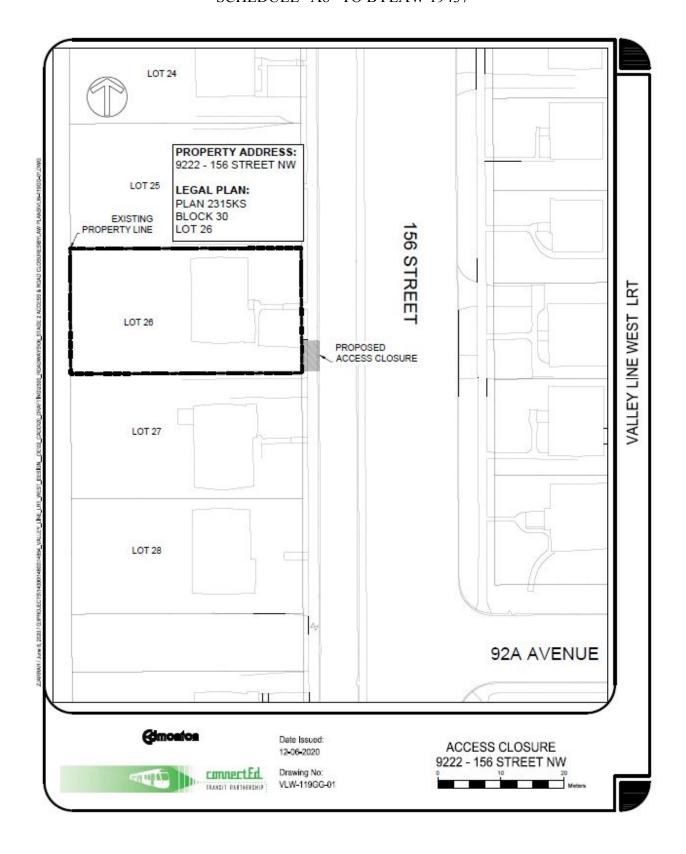
SCHEDULE "A6" TO BYLAW 19437



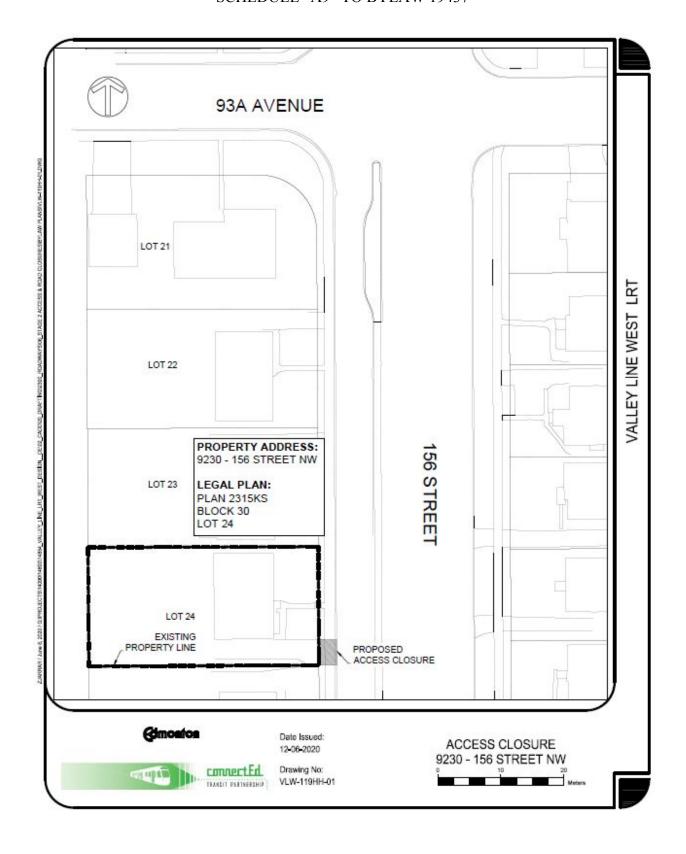
SCHEDULE "A7" TO BYLAW 19437



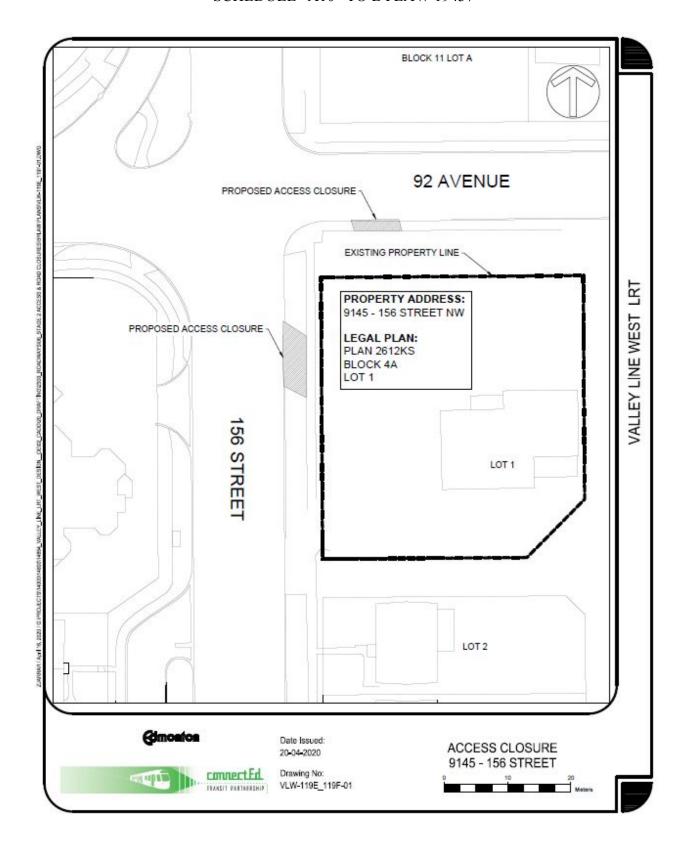
SCHEDULE "A8" TO BYLAW 19437



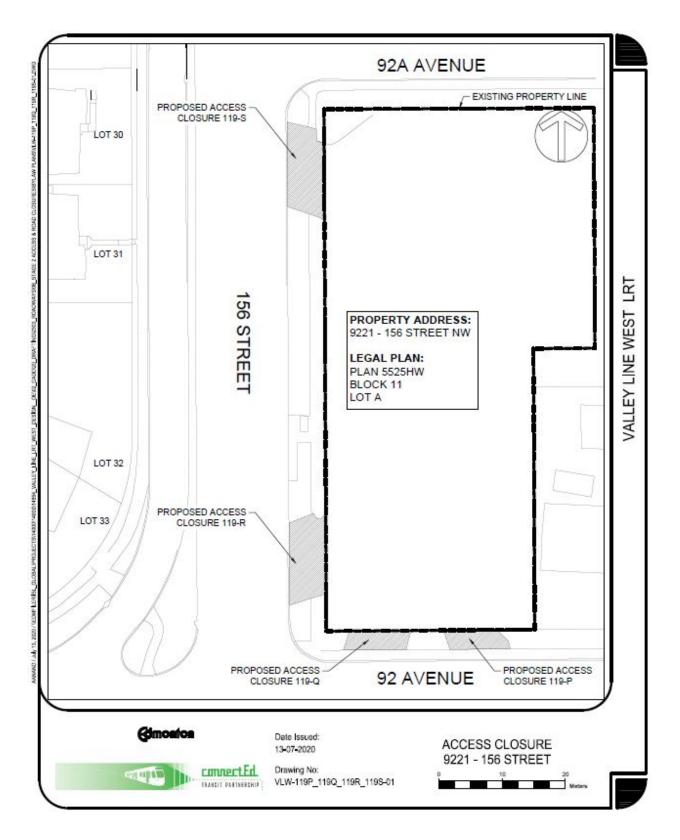
SCHEDULE "A9" TO BYLAW 19437



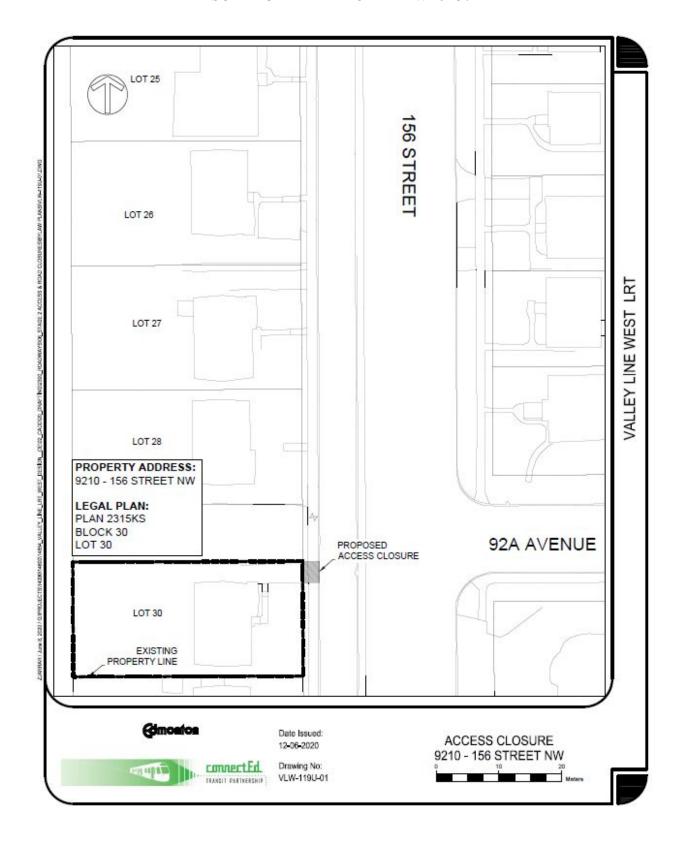
SCHEDULE "A10" TO BYLAW 19437



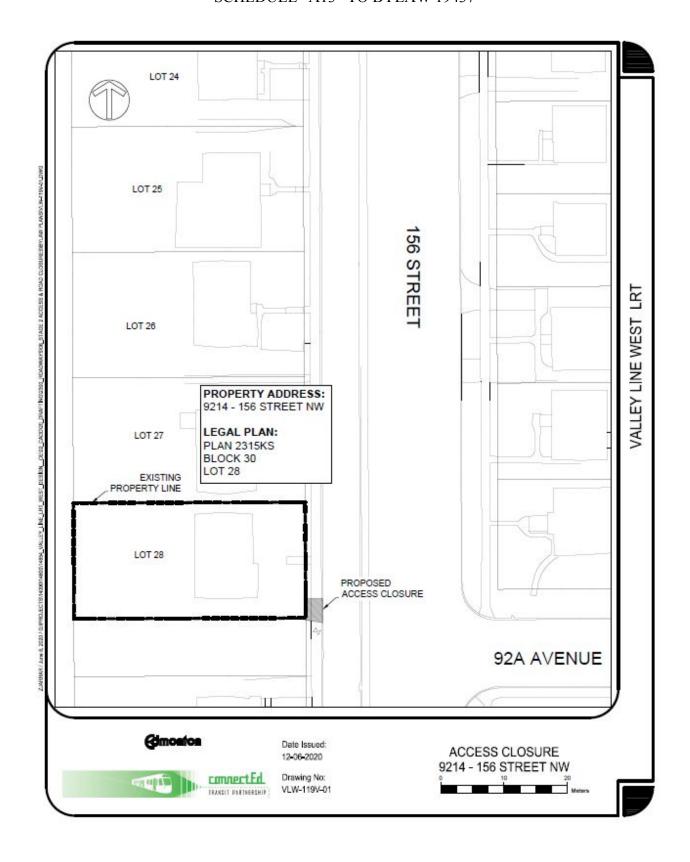
SCHEDULE "A11" TO BYLAW 19437



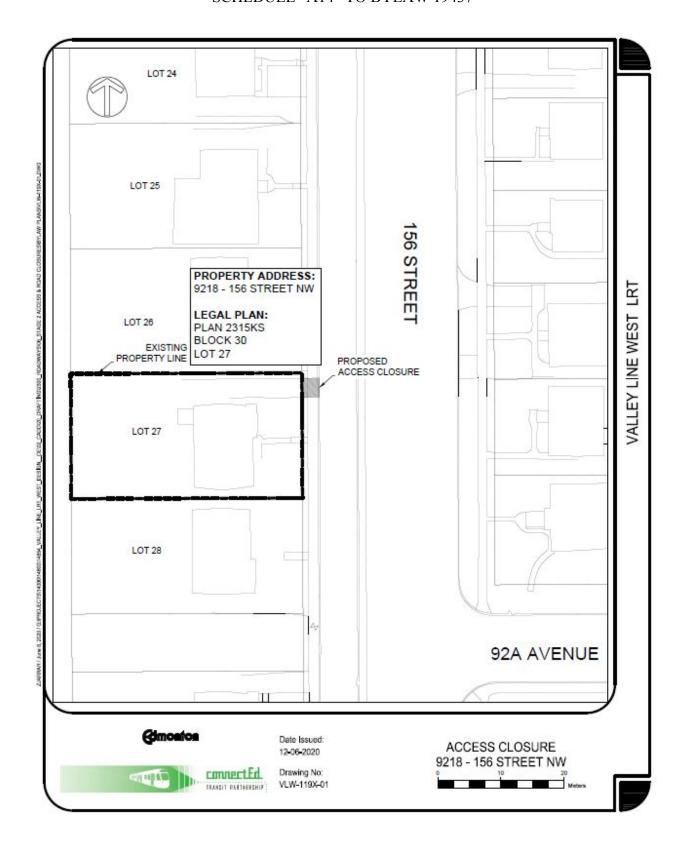
SCHEDULE "A12" TO BYLAW 19437



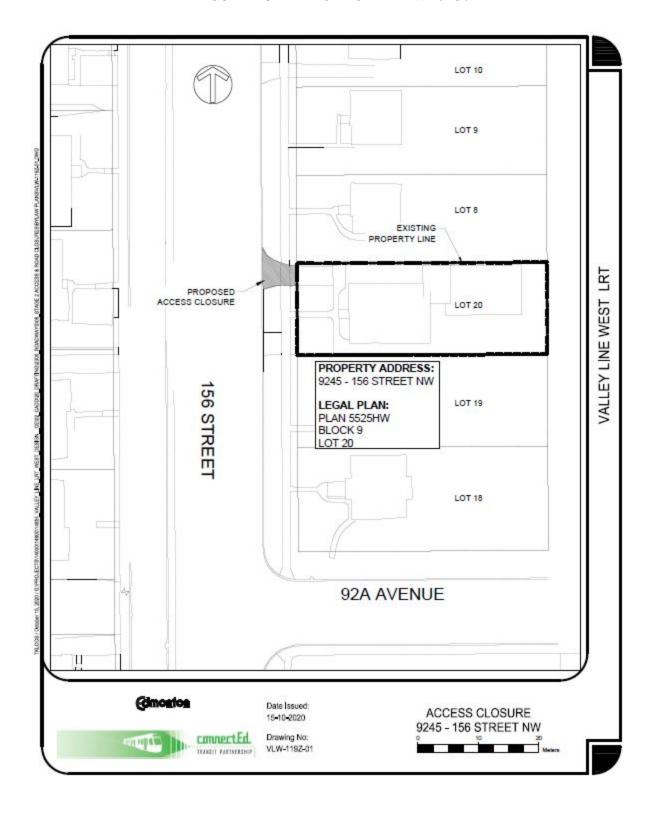
SCHEDULE "A13" TO BYLAW 19437



SCHEDULE "A14" TO BYLAW 19437



SCHEDULE "A15" TO BYLAW 19437



MOTIONS PENDING REPORT

8.1 Not for Profit Housing Providers Accessing City Land Assets - Update (M. Walters)

Councillor M. Walters stated that at the next regular meeting of City Council, he would move the following:

That Administration provide an update on the status of not for profit housing providers accessing city land assets as part of our affordable housing investment strategy and any updates to land policy required to advance our affordable housing goals.

• Notice of Motion Given: November 9/10, 2020, Executive Committee

8.2 Underground High Voltage Transmission Lines - Capital Profile (S. Hamilton)

Councillor S. Hamilton stated that at the next regular meeting of City Council, she would move the following:

That Administration prepare a capital profile to put the high voltage transmission lines underground as part of the West Edmonton Transmission Line Upgrade in residential areas per section 9.6.1.1 and 9.6.1.2 of City of Edmonton Bylaw 15100.

• Notice of Motion Given: November 9/10, 2020, Executive Committee