



City Council Non Statutory Public Hearing - Fall 2020 Supplemental Budget Adjustments - Agenda

Date: Thursday, December 3, 2020
Time: 9:30 a.m. - 9:30 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.
Dinner: 5:30 p.m. - 7 p.m.
Adjournment: 9:30 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 [request to speak](#) 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, [Council on the Web](#) or City Council's [YouTube Channel](#).

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

Pages

1. Call to Order and Related Business

- 1.1. Call to Order
- 1.2. Roll Call
- 1.3. Adoption of Agenda
- 1.4. Adoption of Minutes
None
- 1.5. Protocol Items

2. Items for Discussion and Related Business

- 2.1. Requests to Speak
Refer to Summary of Agenda Changes

| | | |
|------|---|-----|
| 2.2. | Requests for Specific Time on Agenda Refer to Summary of Agenda Changes | |
| 3. | Councillor Inquiries | |
| 4. | Reports to be Dealt with at a Different Meeting None | |
| 5. | Requests to Reschedule Reports None | |
| 6. | Reports | |
| 6.1. | Fall 2020 Supplemental Capital Budget Adjustment Items 6.1, 6.2 and 6.3 will be dealt with together. | 3 |
| 6.2. | Fall 2020 Supplemental Operating Budget Adjustment - 2019-2022 Operating Budget Items 6.1, 6.2 and 6.3 will be dealt with together. | 84 |
| 6.3. | Planning and Development Business Model - Proposed Fiscal Strategy Items 6.1, 6.2 and 6.3 will be dealt with together. | 277 |
| 7. | Bylaws None | |
| 8. | Private Reports None | |
| 9. | Notices of Motion and Motions without Customary Notice | |
| 10. | Adjournment | |

Fall 2020 Supplemental Capital Budget Adjustment

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 8 of Financial and Corporate Services report CR_8486, be approved.

Previous Council/Committee Action

At the November 16/18/20, 2020, the following motion was passed:

That the November 16, 2020, Financial and Corporate Services report CR_8486 be referred to the December 3, 2020, City Council Non-Statutory Public Hearing - Fall 2020 Supplemental Budget Adjustment meeting.

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) |
| 3.10 | Municipal Stimulus Program (MSP) Funding: | | |
| | Total Funding Allocation | \$115.6 | |
| | Less: MSP applied to previously approved capital projects (Arterial Renewal and Neighbourhood Renewal) | \$(49.9) | |

| | | | |
|--|---|--|---------------|
| | originally funded from Pay-as-you-go/MSI and Neighbourhood Renewal funding. | | |
| | 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 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.

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) |
| <u>Adjustments to Funding Available Prior to Consideration of Fall 2020 SCBA:</u> | | |
| 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) |
| <u>Fall 2020 SCBA Recommended Adjustments:</u> | | |
| 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 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.

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
 - a. 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 Neighbourhood Renewal Program on a one-time 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 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
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

Impact Summary (\$000's)

| Tax-Supported Operations | 2019 | 2020 | 2021 | 2022 | Total 2019 to 2022 | 2023 and Beyond | Total Approved 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 | - | (28,064) | 8,656 | 16,042 | (3,366) | 7,721 | 4,355 |
| 2020 Fall Administrative 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 | Total 2019 to 2022 | 2023 and Beyond | Total 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 | - | - | - | 9,192 | - | 9,192 |
| 2019 Budget Adjustments | (18,735) | 31,105 | 10,161 | (38,793) | (16,262) | - | (16,262) |
| 2019 Budget Carried Forward | (8,391) | 8,391 | - | - | - | - | - |
| 2020 Budget Adjustments | - | 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 | Total 2019 to 2022 | 2023 and Beyond | Total Approved Budget |
|--|-----------------|-----------------|-----------------|-------------|-------------------------------|----------------------------|----------------------------------|
| Approved 2019 - 2022 Capital Budget | \$ 267 | \$ 1,164 | \$ - | \$ - | \$ 1,431 | \$ - | \$ 1,431 |
| 2018 Budget Carried Forward | 5,312 | - | - | - | 5,312 | - | 5,312 |
| 2019 Budget Adjustments | 1,657 | 1,657 | 1,658 | - | 4,972 | - | 4,972 |
| 2019 Budget Carried Forward | (1,191) | 1,191 | - | - | - | - | - |
| Total Adjusted Blatchford DESS Budget | \$ 6,045 | \$ 4,012 | \$ 1,658 | \$ - | \$ 11,715 | \$ - | \$ 11,715 |

| Downtown DESS Utility | 2019 | 2020 | 2021 | 2022 | Total 2019 to 2022 | 2023 and Beyond | Total Approved Budget |
|--|-------------|-----------------|-----------------|------------------|-------------------------------|----------------------------|----------------------------------|
| Approved 2019 - 2022 Capital Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 2020 Budget Adjustments | - | 4,500 | 9,400 | 14,000 | 27,900 | - | 27,900 |
| Total Adjusted Blatchford DESS Budget | \$ - | \$ 4,500 | \$ 9,400 | \$ 14,000 | \$ 27,900 | \$ - | \$ 27,900 |

| | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| TOTAL CAPITAL BUDGET PRIOR TO FALL 2020 SCBA | \$ 1,265,438 | \$ 2,901,019 | \$ 1,419,108 | \$ 1,707,760 | \$ 7,293,325 | \$ 2,402,322 | \$ 9,695,647 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|

| | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| TOTAL ADJUSTED CAPITAL BUDGET SUBSEQUENT TO FALL 2020 SCBA | \$ 1,265,438 | \$ 2,916,939 | \$ 1,478,051 | \$ 1,706,742 | \$ 7,367,170 | \$ 2,402,322 | \$ 9,769,492 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|

All figures in \$000's

Summary of Fall 2020 SCBA Recommendations

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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.

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).

| 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> |

| | |
|--|---------------|
| 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. 19-22-9003 - 105 Avenue Streetscape (\$4.0 million)

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. 20-40-9021 - NARP Recon - King Edward Park Alleys (\$0.9 million)

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. CM-74-4100 - Downtown CRL (\$1.5 million)

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

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. 12-66-1454 - 91 St: 25 - 41 Ave SW (\$0.1 million)

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.

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. 20-24-0200 - Duggan Bridge Replacement (\$3.0 million)

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. CM-66-2721 - Snow Plow and Clearing (<\$4.0 million>)

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 recosting 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.

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

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

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.

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.

| 2020 Fall 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 |
| New Stand-Alone Profiles Requesting New Funding | | | | | | | | | | |
| 3.1.1 | 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. | 20-20-2024 | North East Pedestrian Bridge | IIS - Infrastructure Planning & Design | Partnership Funding | - | 1,477,500 | - | - | 1,477,500 |
| | | | | | Pay-As-You-Go | 500,000 | 522,500 | 1,900,500 | - | 2,923,000 |
| | | 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-Alone Profiles Requesting New Funding | | | | - | 1,344,500 | - | - | 1,344,500 |
| New Stand-Alone Profiles Requesting Funding from Existing Composites | | | | | | | | | | |
| 3.1-2 | 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. | 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 |
| | | | | | 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) | | |
| | | | | | | - | - | - | - | - |

| 2020 Fall 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 |
| 3.1-3 | The Fort Edmonton Park Multiple Facilities 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. | 20-10-9004 | Fort Edmonton Park Rehabilitation | IIS - Infrastructure Delivery | Pay-As-You-Go | 445,034 | 245,060 | - | - | 690,093 |
| | | | | | Munc Sustain. Initiative - MSI | 4,005,302 | 2,205,536 | - | - | 6,210,837 |
| | | CM-12-0000 | Facility: Service Delivery - Renewal | IIS - Infrastructure Planning & Design | Pay-As-You-Go | (445,034) | (245,060) | - | - | (690,093) |
| | | | | | Munc Sustain. Initiative - MSI | (4,005,302) | (2,205,536) | - | - | (6,210,837) |
| | | | | | | - | - | - | - | - |
| 3.1-4 | The Fire Station 19 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. | 20-10-9003 | Fire Station No.19 Rehabilitation | IIS - Infrastructure Delivery | Pay-As-You-Go | 99,589 | 558,976 | 390,561 | - | 1,049,126 |
| | | | | | Munc Sustain. Initiative - MSI | 522,843 | 3,167,531 | - | - | 3,690,374 |
| | | | | | MSI Replacement | - | - | 2,050,444 | - | 2,050,444 |
| | | CM-10-1010 | Facility: Planning and Design - Growth | IIS - Infrastructure Planning & Design | Pay-As-You-Go | (79,589) | - | - | - | (79,589) |
| | | CM-11-0000 | Facility: Safety and Security - Renewal | IIS - Infrastructure Planning & Design | Munc Sustain. Initiative - MSI | (522,843) | (3,167,531) | - | - | (3,690,374) |
| | | | | | MSI Replacement | - | - | (2,050,444) | - | (2,050,444) |
| | | CM-99-9000 | Infrastructure Delivery - Growth | IIS - Infrastructure Planning & Design | Pay-As-You-Go | (20,000) | (558,976) | (390,561) | - | (969,537) |
| | | | | | | | | | | |
| | | | | | | - | - | - | - | - |
| 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 | - | 6,181,112 |
| | | | | | Pay-As-You-Go | 338,200 | 56,330 | - | - | 394,530 |
| | | CM-12-0000 | Facility: Service Delivery - Renewal | 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 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 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. | 20-60-1620 | In-Car Video | BAC - Police Service | PAYG Capital Reserve - Police | 1,000,000 | 1,000,000 | - | - | 2,000,000 |
| | | CM-60-1765 | Vehicle Replacements | BAC - Police Service | PAYG Capital Reserve - Police | (1,000,000) | (1,000,000) | - | - | (2,000,000) |
| | | | | | | - | - | - | - | - |
| | | New Stand-Alone Profiles Requesting Funding from Existing Composites | | | | - | - | - | - | - |

| 2020 Fall 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 Change 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 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 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. | CM-20-0052 | Library Furniture and Equipment | BAC - Public Library | Pay-As-You-Go - Library | 7,722,055 | - | - | - | 7,722,055 |
| | | | | | Partnership Funding | 1,191,400 | - | - | - | 1,191,400 |
| | | | | | 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 New Funding | | | | 14,487,644 | - | - | - | 14,487,644 |

| 2020 Fall 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 Change 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 transfer from existing capital profile "CM-25-0000 - Transportation: Neighbourhoods - Renewal". | 20-40-9021 | NARP Recon - King Edward Park Alleys | IIS - Building Great Neighbourhoods and Open Spaces | Neighborhood Renewal Reserve | 240,000 | 693,000 | - | - | 933,000 |
| | | CM-25-0000 | Transportation: Neighbourhoods - Renewal | IIS - Building Great Neighbourhoods and Open Spaces | Neighborhood Renewal Reserve | (240,000) | (693,000) | - | - | (933,000) |
| | | | | | | - | - | - | - | - |
| 3.2-6 | <p>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.</p> <p>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.</p> | CM-74-4100 | Downtown CRL | Capital City Downtown CRL | Debt CRL Downtown | 0 | - | - | - | 0 |
| | | | | | | 0 | - | - | - | 0 |
| | | Scope Change Increases Requesting Funding From Existing Budget | | | | 0 | - | - | - | 0 |
| Recosting 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 |
| | | Recosting Increases - Requesting New Funding | | | | - | 100,000 | - | - | 100,000 |

| 2020 Fall 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 |
| Recosting Increases Requesting Funding from Existing Approved Budget | | | | | | | | | | |
| 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 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 & Auxilliary Structures - Renewal. | 20-24-0200 | Duggan Bridge Replacement | IIS - Infrastructure Delivery | Munc Sustain. Initiative - MSI | - | 2,250,000 | 450,000 | - | 2,700,000 |
| | | | | | Pay-As-You-Go | - | 250,000 | 50,000 | - | 300,000 |
| | | CM-24-0000 | Transportation: Bridges & Auxiliary Structures - Renewal | IIS - Infrastructure Planning & Design | Munc Sustain. Initiative - MSI | - | (2,250,000) | (450,000) | - | (2,700,000) |
| | | | | | Pay-As-You-Go | - | (250,000) | (50,000) | - | (300,000) |
| | | | | | | - | - | - | - | - |
| | | Recosting Increases Requesting Funding from Existing Approved Budget | | | | - | - | - | - | - |
| Recosting 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) |
| | | | | | | (37,167) | - | - | - | (37,167) |

| 2020 Fall 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 |
| 3.3-6 | 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) | - | - | - | (3,103) |
| | | | | | | (3,103) | - | - | - | (3,103) |
| | | Recosting Decreases - Funding Releases | | | | (2,027,935) | (3,367,500) | (1,017,500) | - | (6,412,935) |
| Funding 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 borrowings on this profile. The Partnership Funding relates to design work and was received from Edmonton Catholic School District in 2020. | 15-21-5785 | Lewis Farms Community Recreation Centre and Library | IIS - Infrastructure Delivery | Partnership Funding | 1,000,000 | - | - | - | 1,000,000 |
| | | | | | Tax-Supported Debt | (1,000,000) | - | - | - | (1,000,000) |
| | | | | | | - | - | - | - | - |
| 3.5-2 | <p>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.</p> <p>The Brighton Block is a designated Municipal Historic Resource that has undergone extensive rehabilitation. The property owner 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.</p> <p>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").</p> | 15-74-4031 | The Quarters Downtown - Phase II | UF - The Quarters Downtown CRL | Debt CRL Quarters | (743,084) | - | - | - | (743,084) |
| | | | | | Quarters CRL Reserve | 743,084 | - | - | - | 743,084 |
| | | | | | | - | - | - | - | - |

| 2020 Fall 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 |
| 3.5-3 | 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 Edmonton Downtown Farmers Associations. This grant payment is operating in nature, and therefore debt is not an eligible funding source. 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"). | 15-74-4031 | The Quarters Downtown - Phase II | UF - The Quarters Downtown CRL | Debt CRL Quarters | (412,000) | - | - | - | (412,000) |
| | | | | | Quarters CRL Reserve | 412,000 | - | - | - | 412,000 |
| | | | | | | - | - | - | - | - |
| | | Funding Source Adjustments (Council) | | | | - | - | - | - | - |
| Transfers between Profiles over \$2M | | | | | | | | | | |
| 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 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". 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)". | 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 |
| | | CM-30-3030 | Open Space: Planning and Design - Growth | IIS - Building Great Neighbourhoods and Open Spaces | Pay-As-You-Go | (432,640) | - | - | - | (432,640) |
| | | CM-99-9000 | Infrastructure Delivery - Growth | IIS - Infrastructure Planning & Design | Pay-As-You-Go | - | (3,419,680) | (3,419,680) | - | (6,839,360) |
| | | | | | | - | - | - | - | - |
| | | Transfers between Profiles over \$2M | | | | - | - | - | - | - |

| 2020 Fall 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) |

| 2020 Fall 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 |
| MUNICIPAL STIMULUS PROGRAM: New Stand-Alone Profiles Requesting New Funding | | | | | | | | | | |
| 3.10-1 | <p>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.</p> <p>The Rural and Industrial Road Upgrading is a new capital project from the "shovel-ready infrastructure project list" and aligns with the MSP funding objectives of creating local jobs, enhancing provincial competitiveness and productivity, and positions communities to participate in future economic growth.</p> <p>This new capital project could include specific industrial projects such as 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.</p> | CM-40-9001 | Rural and Industrial Road Upgrading | IIS - Building Great Neighbourhoods and Open Spaces | Municipal Stimulus Program | - | 43,300,274 | - | - | 43,300,274 |
| | | | | | Pay-As-You-Go | - | 100,000 | - | - | 100,000 |
| | | | | | | - | 43,400,274 | - | - | 43,400,274 |
| <i>New Profiles Recommended for Funding (MSP)</i> | | | | | | - | 43,400,274 | - | - | 43,400,274 |
| MUNICIPAL STIMULUS PROGRAM: Scope Change Increases Requesting New Funding | | | | | | | | | | |
| 3.10-2 | <p>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.</p> <p>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.</p> <p>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.</p> <p>Council approved the submission for MSP funding for these items within Council Report FCS00080 on September 21, 2020.</p> | 19-90-4100 | Affordable Housing Land Acquisition & Site Development | CIT - Social Development | Municipal Stimulus Program | 4,750,000 | 11,050,000 | - | - | 15,800,000 |
| | | | | | Pay-As-You-Go | 65,000 | 115,000 | - | - | 180,000 |
| | | | | | | 4,815,000 | 11,165,000 | - | - | 15,980,000 |

| 2020 Fall 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. | CM-32-0000 | Open Space: Parks - Renewal | IIS - Infrastructure Planning & Design | Municipal Stimulus Program | - | 6,000,000 | - | - | 6,000,000 |
| | 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 |

MUNICIPAL STIMULUS PROGRAM: Funding Source Adjustments (Council)

| | | | | | | | | | | |
|--------|--|------------|--|---|------------------------------|---|--------------|---|---|--------------|
| 3.10-4 | <p>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.</p> <p>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.</p> | CM-25-0000 | Transportation: Neighbourhoods - Renewal | IIS - Building Great Neighbourhoods and Open Spaces | Municipal Stimulus Program | - | 17,000,000 | - | - | 17,000,000 |
| | | | | | Neighborhood Renewal Reserve | - | (17,000,000) | - | - | (17,000,000) |
| | | | | | | - | - | - | - | - |

| 2020 Fall 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 | <p>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.</p> <p>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.</p> <p>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.</p> | CM-22-0000 | Transportation: Goods Movement - Arterial Renewal | IIS - Infrastructure Planning & Design | Munc Sustain. Initiative - MSI | - | (20,661,900) | - | - | (20,661,900) |
| | | | | | Municipal Stimulus Program | - | 33,467,000 | - | - | 33,467,000 |
| | | | | | Pay-As-You-Go | - | (12,805,100) | - | - | (12,805,100) |
| | | | | | | - | - | - | - | - |
| Funding Source Adjustments (Council) (MSP) | | | | | | - | - | - | - | - |
| | SCBA Total | | | | | 15,919,625 | 58,942,274 | (1,017,500) | - | 73,844,399 |
| | | | | | | | | | | |

| 2020 Fall 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 |
| | | | | | Summary of Funding Sources | | | | | |
| | | | | | Debt CRL Quarters | (1,155,084) | - | - | - | (1,155,084) |
| | | | | | Developer ARA | - | 100,000 | - | - | 100,000 |
| | | | | | Developer Financing | 4,000,000 | - | - | - | 4,000,000 |
| | | | | | 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 | - | - | 115,567,274 |
| | | | | | Munc Sustain. Initiative - MSI | - | (20,661,900) | - | - | (20,661,900) |
| | | | | | Neighborhood Renewal Reserve | - | (17,000,000) | - | - | (17,000,000) |
| | | | | | Other Grants - Provincial | 593,389 | - | - | - | 593,389 |
| | | | | | Partnership Funding | 2,210,033 | 1,344,500 | - | - | 3,554,533 |
| | | | | | Pay-As-You-Go | (2,122,665) | (15,657,600) | (1,017,500) | - | (18,797,765) |
| | | | | | Pay-As-You-Go - Library | 8,647,055 | - | - | - | 8,647,055 |
| | | | | | 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) | - | 73,844,399 |
| | | | | | | 0 | - | - | - | 0 |

| 2020 Fall 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 has provided the necessary budget adjustments to transfer existing funding from Capital Profile 19-90-4100 to provide subsidies to fund the construction of 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 four of the project sites to Homeward Trust on June 29, 2020. At the November 16, 2020 City Council meeting, through report CS00137, Council approved allocation of \$17,271,052 in funding received from the Canada Mortgage and Housing Corporation Rapid Housing Initiative to the Capital Profile 19-90-4100, and directed Administration to submit a Housing Investment Plan to Canada Mortgage and Housing Corporation to allocate the funds towards two of the housing projects. Additional Rapid Housing Initiative funding may become available for the other projects. Given stringent timelines placed on said funds, these projects may involve City procurements for building construction and/or construction subsidies, with disposition of land/buildings for operation. | 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) |

| 2020 Fall 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 |
| MUNICIPAL STIMULUS PROGRAM: New Stand-Alone Profiles Requesting New Funding | | | | | | | | | | |
| 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. | CM-40-9001 | Rural and Industrial Road Upgrading | IIS - Building Great Neighbourhoods and Open Spaces | Municipal Stimulus Program | - | 43,300,274 | - | - | 43,300,274 |
| | Pay-As-You-Go | | | | - | 100,000 | - | - | 100,000 | |
| | The Rural and Industrial Road Upgrading is a new capital project from the" shovel-ready infrastructure project list" and aligns with the MSP funding objectives of creating local jobs, enhancing provincial competitiveness and productivity, and positions communities to participate in future economic growth. | | | | | | | | | |
| This new capital project could include specific industrial projects such as 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. | | | | | | | | | | |
| | | | | | | - | 43,400,274 | - | - | 43,400,274 |
| New Profiles Recommended for Funding (MSP) | | | | | | - | 43,400,274 | - | - | 43,400,274 |
| MUNICIPAL STIMULUS PROGRAM: Scope Change Increases Requesting New Funding | | | | | | | | | | |
| 3.10-2 | The current fund request advances the Government of Alberta and the 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. Council approved the submission for MSP funding for these items within Council Report FCS00080 on September 21, 2020. | 19-90-4100 | Affordable Housing Land Acquisition & Site Development | CIT - Social Development | Municipal Stimulus Program | 4,750,000 | 11,050,000 | - | - | 15,800,000 |
| | Pay-As-You-Go | | | | 65,000 | 115,000 | - | - | 180,000 | |
| | 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. MSP funds will be distributed to homeEd, Right at Home Housing Society, Greater Edmonton Foundation, and Capital Region Housing Corporation (re: City-owned affordable housing units) as outlined in Attachment 3 of Report FCS00080, with agreements put in place requiring funds to be spent in accordance with MSP guidelines, including timelines. | | | | | | | | | |
| 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 plans to dispose of the land/building to a non-market housing provider for a nominal amount. | | | | | | | | | | |
| | | | | | | 4,815,000 | 11,165,000 | - | - | 15,980,000 |

CAPITAL PROFILE REPORT

Profile Page 1

PROFILE NAME: **NORTH EAST PEDESTRIAN BRIDGE**
 PROFILE NUMBER: **20-20-2024**
 DEPARTMENT: **Integrated Infrastructure Services**
 LEAD BRANCH: **Infrastructure Planning & Design**
 PROGRAM NAME:
 PARTNER:
 BUDGET CYCLE: **2019-2022**

RECOMMENDED

| | |
|-----------------------|-----------------|
| PROFILE STAGE: | Council Review |
| PROFILE TYPE: | Standalone |
| LEAD MANAGER: | Jason Meliefste |
| PARTNER MANAGER: | |
| ESTIMATED START: | December, 2020 |
| ESTIMATED COMPLETION: | December, 2024 |

Service Category:

Major Initiative:

GROWTH**RENEWAL****100****PREVIOUSLY APPROVED:****-****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 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.

CAPITAL PROFILE REPORT

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 ($\frac{1}{3}$) will be funded equally from Edmonton (□) and Strathcona County (□).

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 bi-weekly 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.

CAPITAL PROFILE REPORT

Profile Page 3

PROFILE NAME: North East Pedestrian Bridge
 PROFILE NUMBER: 20-20-2024
 BRANCH: Infrastructure Planning & Design

RECOMMENDED

PROFILE TYPE: Standalone

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| APPROVED BUDGET | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|-----------------|--------------------------|-------------|------|------|------|------|------|------|------|------|------|-------------|-------|
| | Approved Budget | | | | | | | | | | | | |
| | Original Budget Approved | - | - | - | - | - | - | - | - | - | - | - | - |
| | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |

| BUDGET REQUEST | Budget Request | - | 500 | 2,000 | 1,901 | - | - | - | - | - | - | - | 4,401 |
|----------------|---------------------------------------|---|-----|-------|-------|---|---|---|---|---|---|---|-------|
| | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| | Partnership Funding | - | - | 1,478 | - | - | - | - | - | - | - | - | 1,478 |
| | Pay-As-You-Go | - | 500 | 523 | 1,901 | - | - | - | - | - | - | - | 2,923 |
| | Requested Funding Source | - | 500 | 2,000 | 1,901 | - | - | - | - | - | - | - | 4,401 |

| REVISED BUDGET (IF APPROVED) | Revised Budget (if Approved) | - | 500 | 2,000 | 1,901 | - | - | - | - | - | - | - | 4,401 |
|------------------------------|------------------------------|---|-----|-------|-------|---|---|---|---|---|---|---|-------|
| | Requested Funding Source | | | | | | | | | | | | |
| | Partnership Funding | - | - | 1,478 | - | - | - | - | - | - | - | - | 1,478 |
| | 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)

| REVISED BUDGET (IF APPROVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|------------------------------|---------------|-------------|------|-------|-------|------|------|------|------|------|------|-------------|-------|
| | Design | - | 500 | 2,000 | 1,901 | - | - | - | - | - | - | - | 4,401 |
| | Total | - | 500 | 2,000 | 1,901 | - | - | - | - | - | - | - | 4,401 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | | | | | | | | | | | | | | | | |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

CAPITAL PROFILE REPORT

Profile Page 1

PROFILE NAME: **FIRE STATION NO.3 REHABILITATION**
 PROFILE NUMBER: **20-10-9002**
 DEPARTMENT: **Integrated Infrastructure Services**
 LEAD BRANCH: **Infrastructure Delivery**
 PROGRAM NAME:
 PARTNER:
 BUDGET CYCLE: **2019-2022**

RECOMMENDED

| | |
|-----------------------|-----------------|
| PROFILE STAGE: | Council Review |
| PROFILE TYPE: | Standalone |
| LEAD MANAGER: | Jason Meliefste |
| PARTNER MANAGER: | |
| ESTIMATED START: | December, 2020 |
| ESTIMATED COMPLETION: | March, 2023 |

Service Category: **Protection**

Major Initiative:

| | |
|---------------|----------------|
| GROWTH | RENEWAL |
| 10 | 90 |

| | |
|-----------------------|-------|
| PREVIOUSLY APPROVED: | - |
| BUDGET REQUEST: | 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**
 PROFILE NUMBER: **20-10-9002**
 BRANCH: **Infrastructure Delivery**

RECOMMENDEDPROFILE TYPE: **Standalone**

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| APPROVED BUDGET | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|-----------------|--------------------------|-------------|------|------|------|------|------|------|------|------|------|-------------|-------|
| | Approved Budget | | | | | | | | | | | | |
| | Original Budget Approved | - | - | - | - | - | - | - | - | - | - | - | - |
| | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | | | | |
|----------------|---------------------------------------|---|-----|-----|-------|-------|---|---|---|---|---|---|-------|
| BUDGET REQUEST | Budget Request | - | 762 | 220 | 4,064 | 1,936 | - | - | - | - | - | - | 6,983 |
| | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| | MSI Replacement | - | - | - | 3,739 | 1,704 | - | - | - | - | - | - | 5,443 |
| | Munc Sustain. Initiative - MSI | - | 682 | 209 | - | - | - | - | - | - | - | - | 891 |
| | Pay-As-You-Go | - | 80 | 11 | 325 | 232 | - | - | - | - | - | - | 649 |
| | Requested Funding Source | - | 762 | 220 | 4,064 | 1,936 | - | - | - | - | - | - | 6,983 |

| | | | | | | | | | | | | | |
|------------------------------|--------------------------------|---|-----|-----|-------|-------|---|---|---|---|---|---|-------|
| REVISED BUDGET (IF APPROVED) | Revised Budget (if Approved) | - | 762 | 220 | 4,064 | 1,936 | - | - | - | - | - | - | 6,983 |
| | Requested Funding Source | | | | | | | | | | | | |
| | MSI Replacement | - | - | - | 3,739 | 1,704 | - | - | - | - | - | - | 5,443 |
| | Munc Sustain. Initiative - MSI | - | 682 | 209 | - | - | - | - | - | - | - | - | 891 |
| | Pay-As-You-Go | - | 80 | 11 | 325 | 232 | - | - | - | - | - | - | 649 |
| | Requested Funding Source | - | 762 | 220 | 4,064 | 1,936 | - | - | - | - | - | - | 6,983 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| REVISED BUDGET (IF APPROVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|------------------------------|---------------|-------------|------|------|-------|-------|------|------|------|------|------|-------------|-------|
| | 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:

| Branch: | | | | | | | | | | | | | | | | |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

CAPITAL PROFILE REPORT

Profile Page 1

PROFILE NAME: **FORT EDMONTON PARK REHABILITATION**
 PROFILE NUMBER: **20-10-9004**
 DEPARTMENT: **Integrated Infrastructure Services**
 LEAD BRANCH: **Infrastructure Delivery**
 PROGRAM NAME:
 PARTNER:
 BUDGET CYCLE: **2019-2022**

RECOMMENDED

| | |
|-----------------------|-----------------|
| PROFILE STAGE: | Council Review |
| PROFILE TYPE: | Standalone |
| LEAD MANAGER: | Jason Meliefste |
| PARTNER MANAGER: | |
| ESTIMATED START: | December, 2020 |
| ESTIMATED COMPLETION: | December, 2022 |

Service Category: **Building Renewal**

Major Initiative:

| |
|---------------|
| GROWTH |
| 10 |

| |
|----------------|
| RENEWAL |
| 90 |

PREVIOUSLY APPROVED:

-

BUDGET REQUEST:

6,901

TOTAL PROFILE BUDGET:

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.

CAPITAL PROFILE REPORT

Profile Page 2

PROFILE NAME: **Fort Edmonton Park Rehabilitation**
 PROFILE NUMBER: **20-10-9004**
 BRANCH: **Infrastructure Delivery**

RECOMMENDEDPROFILE TYPE: **Standalone**

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| APPROVED BUDGET | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|-----------------|--------------------------|-------------|------|------|------|------|------|------|------|------|------|-------------|-------|
| | Approved Budget | | | | | | | | | | | | |
| | Original Budget Approved | - | - | - | - | - | - | - | - | - | - | - | - |
| | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | | | | |
|----------------|---------------------------------------|---|-------|-------|---|---|---|---|---|---|---|---|-------|
| BUDGET REQUEST | Budget Request | - | 4,450 | 2,451 | - | - | - | - | - | - | - | - | 6,901 |
| | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| | Munc Sustain. Initiative - MSI | - | 4,005 | 2,206 | - | - | - | - | - | - | - | - | 6,211 |
| | Pay-As-You-Go | - | 445 | 245 | - | - | - | - | - | - | - | - | 690 |
| | Requested Funding Source | - | 4,450 | 2,451 | - | - | - | - | - | - | - | - | 6,901 |

| | | | | | | | | | | | | | |
|------------------------------|--------------------------------|---|-------|-------|---|---|---|---|---|---|---|---|-------|
| REVISED BUDGET (IF APPROVED) | Revised Budget (if Approved) | - | 4,450 | 2,451 | - | - | - | - | - | - | - | - | 6,901 |
| | Requested Funding Source | | | | | | | | | | | | |
| | Munc Sustain. Initiative - MSI | - | 4,005 | 2,206 | - | - | - | - | - | - | - | - | 6,211 |
| | Pay-As-You-Go | - | 445 | 245 | - | - | - | - | - | - | - | - | 690 |
| | Requested Funding Source | - | 4,450 | 2,451 | - | - | - | - | - | - | - | - | 6,901 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| REVISED BUDGET (IF APPROVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|------------------------------|---------------|-------------|-------|-------|------|------|------|------|------|------|------|-------------|-------|
| | Construction | - | 3,471 | 1,740 | - | - | - | - | - | - | - | - | 5,211 |
| | Contingency | - | 178 | 368 | - | - | - | - | - | - | - | - | 546 |
| | Design | - | 801 | 343 | - | - | - | - | - | - | - | - | 1,144 |
| | Total | - | 4,450 | 2,451 | - | - | - | - | - | - | - | - | 6,901 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | | | | | | | | | | | | | | | | |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

CAPITAL PROFILE REPORT

Profile Page 1

PROFILE NAME: **FIRE STATION NO.19 REHABILITATION**
 PROFILE NUMBER: **20-10-9003**
 DEPARTMENT: **Integrated Infrastructure Services**
 LEAD BRANCH: **Infrastructure Delivery**
 PROGRAM NAME:
 PARTNER:
 BUDGET CYCLE: **2019-2022**

RECOMMENDED

| | |
|-----------------------|-----------------|
| PROFILE STAGE: | Council Review |
| PROFILE TYPE: | Standalone |
| LEAD MANAGER: | Jason Meliefste |
| PARTNER MANAGER: | |
| ESTIMATED START: | December, 2020 |
| ESTIMATED COMPLETION: | March, 2023 |

Service Category:

Major Initiative:

| | |
|---------------|----------------|
| GROWTH | RENEWAL |
| 10 | 90 |

| | |
|------------------------------|--------------|
| PREVIOUSLY APPROVED: | - |
| 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.

CAPITAL PROFILE REPORT

Profile Page 2

PROFILE NAME: **Fire Station No.19 Rehabilitation**
 PROFILE NUMBER: **20-10-9003**
 BRANCH: **Infrastructure Delivery**

RECOMMENDEDPROFILE TYPE: **Standalone**

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| APPROVED BUDGET | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|-----------------|--------------------------|-------------|------|------|------|------|------|------|------|------|------|-------------|-------|
| | Approved Budget | | | | | | | | | | | | |
| | Original Budget Approved | - | - | - | - | - | - | - | - | - | - | - | - |
| | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | | | | |
|----------------|---------------------------------------|---|-----|-------|-------|---|---|---|---|---|---|---|-------|
| BUDGET REQUEST | Budget Request | - | 622 | 3,727 | 2,441 | - | - | - | - | - | - | - | 6,790 |
| | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| | MSI Replacement | - | - | - | 2,050 | - | - | - | - | - | - | - | 2,050 |
| | Munc Sustain. Initiative - MSI | - | 523 | 3,168 | - | - | - | - | - | - | - | - | 3,690 |
| | Pay-As-You-Go | - | 100 | 559 | 391 | - | - | - | - | - | - | - | 1,049 |
| | Requested Funding Source | - | 622 | 3,727 | 2,441 | - | - | - | - | - | - | - | 6,790 |

| | | | | | | | | | | | | | |
|------------------------------|--------------------------------|---|-----|-------|-------|---|---|---|---|---|---|---|-------|
| REVISED BUDGET (IF APPROVED) | Revised Budget (if Approved) | - | 622 | 3,727 | 2,441 | - | - | - | - | - | - | - | 6,790 |
| | Requested Funding Source | | | | | | | | | | | | |
| | MSI Replacement | - | - | - | 2,050 | - | - | - | - | - | - | - | 2,050 |
| | Munc Sustain. Initiative - MSI | - | 523 | 3,168 | - | - | - | - | - | - | - | - | 3,690 |
| | Pay-As-You-Go | - | 100 | 559 | 391 | - | - | - | - | - | - | - | 1,049 |
| | Requested Funding Source | - | 622 | 3,727 | 2,441 | - | - | - | - | - | - | - | 6,790 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| REVISED BUDGET (IF APPROVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|------------------------------|---------------|-------------|------|-------|-------|------|------|------|------|------|------|-------------|-------|
| | Construction | - | 622 | 3,727 | 2,441 | - | - | - | - | - | - | - | 6,790 |
| | Total | - | 622 | 3,727 | 2,441 | - | - | - | - | - | - | - | 6,790 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | | | | | | | | | | | | | | | | |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

CAPITAL PROFILE REPORT

Profile Page 1

PROFILE NAME: CALLINGWOOD ARENA REHABILITATION
PROFILE NUMBER: 20-10-9005
DEPARTMENT: Integrated Infrastructure Services
LEAD BRANCH: Infrastructure Delivery
PROGRAM NAME:
PARTNER: Community & Recreation Facilities
BUDGET CYCLE: 2019-2022

RECOMMENDED

| | |
|------------------------------|-----------------|
| PROFILE STAGE: | Council Review |
| PROFILE TYPE: | Standalone |
| LEAD MANAGER: | Jason Meliefste |
| PARTNER MANAGER: | Roger Jevne |
| ESTIMATED START: | December, 2020 |
| ESTIMATED COMPLETION: | December, 2022 |

Service Category: Building Renewal**Major Initiative:**

| | |
|---------------|----------------|
| GROWTH | RENEWAL |
| | 100 |

| | |
|------------------------------|-------|
| PREVIOUSLY APPROVED: | - |
| BUDGET REQUEST: | 6,576 |
| TOTAL PROFILE BUDGET: | 6,576 |

PROFILE DESCRIPTION

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.

CAPITAL PROFILE REPORT

Profile Page 2

PROFILE NAME: **Callingwood Arena Rehabilitation**
 PROFILE NUMBER: **20-10-9005**
 BRANCH: **Infrastructure Delivery**

RECOMMENDEDPROFILE TYPE: **Standalone**

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| APPROVED BUDGET | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|-----------------|--------------------------|-------------|------|------|------|------|------|------|------|------|------|-------------|-------|
| | Approved Budget | | | | | | | | | | | | |
| | Original Budget Approved | - | - | - | - | - | - | - | - | - | - | - | - |
| | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | | | | |
|----------------|---------------------------------------|---|-----|-------|----|---|---|---|---|---|---|---|-------|
| BUDGET REQUEST | Budget Request | - | 890 | 5,633 | 53 | - | - | - | - | - | - | - | 6,576 |
| | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| | Federal Gas Tax Fund | - | 552 | 5,577 | 53 | - | - | - | - | - | - | - | 6,181 |
| | Pay-As-You-Go | - | 338 | 56 | - | - | - | - | - | - | - | - | 395 |
| | Requested Funding Source | - | 890 | 5,633 | 53 | - | - | - | - | - | - | - | 6,576 |

| | | | | | | | | | | | | | |
|------------------------------|------------------------------|---|-----|-------|----|---|---|---|---|---|---|---|-------|
| REVISED BUDGET (IF APPROVED) | Revised Budget (if Approved) | - | 890 | 5,633 | 53 | - | - | - | - | - | - | - | 6,576 |
| | Requested Funding Source | | | | | | | | | | | | |
| | Federal Gas Tax Fund | - | 552 | 5,577 | 53 | - | - | - | - | - | - | - | 6,181 |
| | Pay-As-You-Go | - | 338 | 56 | - | - | - | - | - | - | - | - | 395 |
| | Requested Funding Source | - | 890 | 5,633 | 53 | - | - | - | - | - | - | - | 6,576 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| REVISED BUDGET (IF APPROVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|------------------------------|---------------|-------------|------|-------|------|------|------|------|------|------|------|-------------|-------|
| | Construction | - | 445 | 2,816 | 53 | - | - | - | - | - | - | - | 3,314 |
| | 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 | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

CAPITAL PROFILE REPORT

Profile Page 1

PROFILE NAME: O'KEEFE MAINTENANCE YARD OH&S IMPROVEMENTS

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 Category:

Major Initiative:

GROWTH

RENEWAL

100

PREVIOUSLY APPROVED:

-

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.

CAPITAL PROFILE REPORT

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)

| APPROVED BUDGET | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|-----------------|--------------------------|-------------|------|------|------|------|------|------|------|------|------|-------------|-------|
| | Approved Budget | | | | | | | | | | | | |
| | Original Budget Approved | - | - | - | - | - | - | - | - | - | - | - | - |
| | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |

| BUDGET REQUEST | Budget Request | - | 1,245 | 2,005 | 50 | - | - | - | - | - | - | - | 3,300 |
|----------------|---------------------------------------|---|-------|-------|----|---|---|---|---|---|---|---|-------|
| | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| | Pay-As-You-Go | - | 1,245 | 2,005 | 50 | - | - | - | - | - | - | - | 3,300 |
| | Requested Funding Source | - | 1,245 | 2,005 | 50 | - | - | - | - | - | - | - | 3,300 |

| REVISED BUDGET (IF APPROVED) | Revised Budget (if Approved) | - | 1,245 | 2,005 | 50 | - | - | - | - | - | - | - | 3,300 |
|------------------------------|------------------------------|---|-------|-------|----|---|---|---|---|---|---|---|-------|
| | Requested Funding Source | | | | | | | | | | | | |
| | Pay-As-You-Go | - | 1,245 | 2,005 | 50 | - | - | - | - | - | - | - | 3,300 |
| | Requested Funding Source | - | 1,245 | 2,005 | 50 | - | - | - | - | - | - | - | 3,300 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| REVISED BUDGET (IF APPROVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|------------------------------|--------------------|-------------|-------|-------|------|------|------|------|------|------|------|-------------|-------|
| | Construction | - | 1,058 | 1,725 | - | - | - | - | - | - | - | - | 2,782 |
| | Contingency | - | 149 | 241 | - | - | - | - | - | - | - | - | 390 |
| | Design | - | 37 | - | - | - | - | - | - | - | - | - | 37 |
| | Follow 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 | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

CAPITAL PROFILE REPORT

Profile Page 1

| | | |
|-----------------|--|--------------------------------------|
| PROFILE NAME: | SOUTH HAVEN AND NORTHERN LIGHTS CEMETERY EXPANSION | RECOMMENDED |
| PROFILE NUMBER: | 20-30-9202 | PROFILE STAGE: Council Review |
| DEPARTMENT: | Integrated Infrastructure Services | PROFILE TYPE: Standalone |
| LEAD BRANCH: | Building Great Neighbourhoods and Open Spaces | LEAD MANAGER: Craig Walbaum |
| PROGRAM NAME: | | PARTNER MANAGER: |
| PARTNER: | | ESTIMATED START: December, 2020 |
| BUDGET CYCLE: | 2019-2022 | ESTIMATED COMPLETION: 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.

CAPITAL PROFILE REPORT

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.

CAPITAL PROFILE REPORT

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)

| APPROVED BUDGET | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|--------------------|--------------------------|----------------|------|------|------|------|------|------|------|------|------|----------------|-------|
| | Approved Budget | | | | | | | | | | | | |
| | Original Budget Approved | - | - | - | - | - | - | - | - | - | - | - | - |
| | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | | | | | |
|-------------------|---------------------------------------|---|-----|-------|----|---|---|---|---|---|---|---|-------|
| BUDGET REQUEST | Budget Request | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |
| | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| | Pay-As-You-Go | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |
| | Requested Funding Source | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |

| | | | | | | | | | | | | | |
|---------------------------------------|------------------------------|---|-----|-------|----|---|---|---|---|---|---|---|-------|
| REVISED BUDGET (IF APPROVED) | Revised Budget (if Approved) | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |
| | Requested Funding Source | | | | | | | | | | | | |
| | Pay-As-You-Go | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |
| | Requested Funding Source | - | 200 | 2,750 | 50 | - | - | - | - | - | - | - | 3,000 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| REVISED BUDGET (IF APPROVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|---------------------------------------|--------------------|----------------|------|-------|------|------|------|------|------|------|------|----------------|-------|
| | Construction | - | - | 2,035 | - | - | - | - | - | - | - | - | 2,035 |
| | Design | - | 155 | 413 | - | - | - | - | - | - | - | - | 568 |
| | Follow Up Warranty | - | - | - | 50 | - | - | - | - | - | - | - | 50 |
| | 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 | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

CAPITAL PROFILE REPORT

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 Category: **Protection**

Major Initiative:

GROWTH**RENEWAL****100**

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 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 its 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.

CAPITAL PROFILE REPORT

Profile Page 2

KEY RISKS & MITIGATING STRATEGY

A key risk in implementing any new technology in policing is establishing its use in contributing to court outcomes, measuring its 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.

CAPITAL PROFILE REPORT

Profile Page 3

PROFILE NAME: **In-Car Video**
 PROFILE NUMBER: **20-60-1620**
 BRANCH: **Police Service**

RECOMMENDEDPROFILE TYPE: **Standalone**

CAPITAL BUDGET AND FUNDING SOURCES (000's)

| APPROVED BUDGET | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|-----------------|--------------------------|-------------|------|------|------|------|------|------|------|------|------|-------------|-------|
| | Approved Budget | | | | | | | | | | | | |
| | Original Budget Approved | - | - | - | - | - | - | - | - | - | - | - | - |
| | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |

| BUDGET REQUEST | Budget Request | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |
|----------------|---------------------------------------|---|-------|-------|---|---|---|---|---|---|---|---|-------|
| | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| | PAYG Capital Reserve - Police | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |
| | Requested Funding Source | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |

| REVISED BUDGET (IF APPROVED) | Revised Budget (if Approved) | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |
|------------------------------|-------------------------------|---|-------|-------|---|---|---|---|---|---|---|---|-------|
| | Requested Funding Source | | | | | | | | | | | | |
| | PAYG Capital Reserve - Police | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |
| | Requested Funding Source | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| REVISED BUDGET (IF APPROVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|------------------------------|----------------|-------------|-------|-------|------|------|------|------|------|------|------|-------------|-------|
| | Equip FurnFixt | - | - | 1,000 | - | - | - | - | - | - | - | - | 1,000 |
| | Technology | - | 1,000 | - | - | - | - | - | - | - | - | - | 1,000 |
| | Total | - | 1,000 | 1,000 | - | - | - | - | - | - | - | - | 2,000 |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | | | | | | | | | | | | | | | | |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

CAPITAL PROFILE REPORT

Profile Page 1

PROFILE NAME: **RURAL AND INDUSTRIAL ROAD UPGRADING****RECOMMENDED**PROFILE NUMBER: **CM-40-9001**PROFILE STAGE: **Council Review**DEPARTMENT: **Integrated Infrastructure Services**PROFILE TYPE: **Composite**LEAD BRANCH: **Building Great Neighbourhoods and Open Spaces**LEAD MANAGER: **Craig Walbaum**

PROGRAM NAME:

PARTNER MANAGER: **Brian Simpson**

PARTNER:

ESTIMATED START: **December, 2020**BUDGET CYCLE: **2019-2022**ESTIMATED COMPLETION: **December, 2021**Service Category: **Roads**Major Initiative: **Great Neighbourhoods****GROWTH****RENEWAL****100**

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.

CAPITAL PROFILE REPORT

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)

| APPROVED BUDGET | | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|-----------------|--------------------------|-------------|------|------|------|------|------|------|------|------|------|-------------|-------|
| | Approved Budget | | | | | | | | | | | | |
| | Original Budget Approved | - | - | - | - | - | - | - | - | - | - | - | - |
| | Current Approved Budget | - | - | - | - | - | - | - | - | - | - | - | - |

| BUDGET REQUEST | Budget Request | - | - | 43,400 | - | - | - | - | - | - | - | - | 43,400 |
|----------------|---------------------------------------|---|---|--------|---|---|---|---|---|---|---|---|--------|
| | Revised Funding Sources (if approved) | | | | | | | | | | | | |
| | Municipal Stimulus Program | - | - | 43,300 | - | - | - | - | - | - | - | - | 43,300 |
| | Pay-As-You-Go | - | - | 100 | - | - | - | - | - | - | - | - | 100 |
| | Requested Funding Source | - | - | 43,400 | - | - | - | - | - | - | - | - | 43,400 |

| REVISED BUDGET (IF APPROVED) | Revised Budget (if Approved) | - | - | 43,400 | - | - | - | - | - | - | - | - | 43,400 |
|------------------------------|------------------------------|---|---|--------|---|---|---|---|---|---|---|---|--------|
| | Requested Funding Source | | | | | | | | | | | | |
| | Municipal Stimulus Program | - | - | 43,300 | - | - | - | - | - | - | - | - | 43,300 |
| | Pay-As-You-Go | - | - | 100 | - | - | - | - | - | - | - | - | 100 |
| | Requested Funding Source | - | - | 43,400 | - | - | - | - | - | - | - | - | 43,400 |

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

| REVISED BUDGET (IF APPROVED) | Activity Type | Prior Years | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | Beyond 2028 | Total |
|------------------------------|---------------|-------------|------|--------|------|------|------|------|------|------|------|-------------|--------|
| | Construction | - | - | 43,400 | - | - | - | - | - | - | - | - | 43,400 |
| | Total | - | - | 43,400 | - | - | - | - | - | - | - | - | 43,400 |
| | | | | | | | | | | | | | |

OPERATING IMPACT OF CAPITAL

Type of Impact:

| Branch: | | | | | | | | | | | | | | | | |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
| Total Operating Impact | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |

Corporate Funding Pool Balances - 2019-2022 Capital Budget Cycle (\$millions)

| | NRP Levy | MSI | PAYG | Fuel Tax | Total |
|---|---------------|----------------|------------------|-------------|------------------|
| Forecasted Funding Balance as at May 25, 2020 | \$ 0.9 | \$ 1.4 | \$ (6.8) | \$ - | \$ (4.5) |
| <u>Funding Adjustments Since Spring 2020 SCBA:</u> | | | | | |
| Forecast Adjustments | - | 1.9 | (12.5) | - | (10.6) |
| Administrative Adjustments - Fall 2020 | | | 1.2 | | 1.2 |
| COVID-19 Response - Transfer to Operating | - | - | (46.5) | - | (46.5) |
| COVID-19 Response - Pre-committed 2023 PAYG | - | - | 46.5 | - | 46.5 |
| Total Adjustments | - | 1.9 | (11.3) | - | (9.4) |
| Forecasted Funding Balances Prior to Fall 2020 SCBA | \$ 0.9 | \$ 3.3 | \$ (18.1) | \$ - | \$ (13.9) |
| <u>Fall 2020 SCBA Recommended Adjustments</u> | | | | | |
| Funding Releases (Snow Plow and Clearing, Bus Safety and Security Enhancements) | - | - | 6.4 | - | 6.4 |
| Total Fall 2020 SCBA Recommended Changes | - | - | 6.4 | - | 6.4 |
| <u>Municipal Stimulus Program Adjustments</u> | | | | | |
| Funding Released | 17.0 | 20.7 | 12.2 | - | 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 | - | 20.7 | (20.7) | - | - |
| Forecasted Funding Balances Subsequent to Fall 2020 SCBA | \$ 0.9 | \$ 24.0 | \$ (32.4) | \$ - | \$ (7.5) |

Emerging Items

| Emerging Projects - Fall 2020 (Unfunded) | | | | |
|---|------------|--------------------------------|--------------------------|-----------------------------|
| <p>This attachment provides a listing of emerging items in addition to the existing unfunded profiles of the 2019-2022 Capital Budget Cycle.</p> <p>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.</p> | | | | |
| 1. | Profile | Profile Name | Potential Funding Source | Estimated Cost (\$millions) |
| | 18-66-6503 | 50 Street CPR Grade Separation | TBD | \$18.1 |
| <p><u>Current Status:</u></p> <p>The 50 Street Canadian Pacific Railway (CPR) Grade Separation project is advancing through preliminary engineering. Negotiations are underway with CPR to finalize contribution agreements.</p> <p>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.</p> <p>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.</p> <p>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.</p> | | | | |

| 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 |

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.

| Line | Project Name | Project Description | Profile to be Amended if funded | Current Funded Checkpoint | Current Checkpoint Completed | Operational Criteria Ranking |
|--|---|--|--|---------------------------|------------------------------|------------------------------|
| Recreation, Parks Culture & Attractions | | | | | | |
| 1 | Various Baseball Diamond Enhancements - Planning, Design & Deliver | Planning and design and construction of various ball diamond enhancements including shale and other associated amenities. | CM-30-3030 Open Space: Planning and Design - Growth CM-99-9000 Infrastructure Delivery - Growth | 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 | 2 | Low |
| 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 Burle Park | Planning and design of Mary Burle 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 Terwilliger 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 |
|------|---|---|--|---------------------------|------------------------------|------------------------------|
| 20 | 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 (ECSE) School/Park Site, Laurel West (ECSE) School/Park Site, Glenridding Heights (EPSB K-6) School/Park Site, Rosenthal (EPSB) School/Park Site, Rapperswill (ECSE) 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 CM-99-9000 Infrastructure Delivery - Growth | 1 | 0 | Low |
| 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 | Low |
| 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 |
| 51 | 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 | Windermere 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 |
| 70 | 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 | Low |
| 72 | 23 Avenue Urbanization - South Boulevard and Sidewalk (Rabbit Hill to Terwilliger) | Planning and design of 23 Avenue Urbanization for installation of median curb and gutter between Rabbit Hill Road and Terwilliger 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 |
|----------------------|---|--|--|---------------------------|------------------------------|------------------------------|
| 74 | 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 renewal 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 |
| 93 | 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 | Neighbourhood 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 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. |

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

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.

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

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%).

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

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.

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

- 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.

Results*Growth Projects 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 |

| | | | |
|--------------|---|-----------------------------------|---------------|
| | | 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

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

- 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*.

Fall 2020 Supplemental Operating Budget Adjustment

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

At the November 16/18/20, 2020, City Council meeting, the following motion has passed:

That the November 16, 2020, Financial and Corporate Services report FCS00078 and the November 16, 2020, Urban Form and Corporate Strategic Development report CR_8335 be referred to the December 3, 2020, City Council Non-Statutory Public Hearing - Fall 2020 Supplemental Budget Adjustment meeting.

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 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.

2021 Proposed Operating Budget Adjustments (Ongoing Budget Impacts)

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 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 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 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 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.
- 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 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).

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

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 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
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- B. Andriachuk, City Solicitor

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:

1. 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,

- 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.

| | 2021 | | | | 2022 | | | |
|--|------------------|------------------|-----------------|--------------|------------------|------------------|-----------------|--------------|
| (000s) | Revenue | Expense | Net | Tax Rate % | Revenue | Expense | Net | Tax Rate % |
| Current Approved Tax Supported Operations | 3,121,819 | 3,121,819 | - | 3.2 | 3,209,163 | 3,209,163 | - | 2.4 |
| Total Operating Budget Changes from prior year | | | - | - | (106,487) | (106,487) | - | - |
| Amended Tax Supported Operations | 3,121,819 | 3,121,819 | - | 3.2 | 3,102,676 | 3,102,676 | - | 2.4 |
| 1. Changes to Economic Forecasts: | | | | | | | | |
| Change to Assessment Growth | (15,000) | - | 15,000 | 0.9 | - | - | - | - |
| <u>Corporate Expenditures and Revenues:</u> | | | | | | | | |
| Investment Earnings-Transfer to Capital | (13,047) | (13,047) | - | - | (813) | (813) | - | - |
| Debt Servicing | (7,498) | (6,842) | 656 | 0.0 | 5,207 | (5,478) | (10,685) | (0.6) |
| EPCOR Power Franchise Fees | (1,352) | - | 1,352 | 0.1 | 1,352 | - | (1,352) | (0.1) |
| Tag and Fine Revenue | (1,200) | - | 1,200 | 0.1 | - | - | - | - |
| Water & Wastewater Franchise Fees | (1,187) | - | 1,187 | 0.1 | 127 | - | (127) | (0.0) |
| RISF Reserve Transfer | - | (166) | (166) | (0.0) | - | (148) | (148) | (0.0) |
| Gas Franchise Fees | 11,016 | - | (11,016) | (0.6) | - | - | - | - |
| Local Improvements | 4,510 | 4,595 | 85 | 0.0 | (5,074) | (4,961) | 113 | 0.0 |
| Business License | 89 | - | (89) | (0.0) | (15) | - | 15 | 0.0 |
| | (23,669) | (15,460) | 8,209 | 0.5 | 784 | (11,400) | (12,184) | (0.7) |
| 2. External Factors/Changes to Legislation: | | | | | | | | |
| <u>Edmonton Police Services</u> | | | | | | | | |
| EPS positions funded by ALERT | 1,356 | 1,356 | - | - | 6 | 6 | - | - |
| MPAG funding adjustment | 635 | 635 | - | - | - | - | - | - |
| | 1,991 | 1,991 | - | - | 6 | 6 | - | - |
| 3. Adjustments to Operating Impacts of Capital: | | | | | | | | |
| <u>Edmonton Transit</u> | | | | | | | | |
| Valley Line Southeast - delays | (17,773) | (17,773) | - | - | 17,198 | 17,198 | - | - |
| Timing of Regional Smart Fare System | - | (2,012) | (2,012) | (0.1) | (881) | 1,483 | 2,364 | 0.1 |
| <u>Community & Recreation Facilities</u> | | | | | | | | |
| Dr. Anne Anderson High School & Community Centre - programming support | 152 | 383 | 231 | 0.0 | 762 | 765 | 3 | 0.0 |
| | (17,621) | (19,402) | (1,781) | (0.1) | 17,079 | 19,446 | 2,367 | 0.1 |
| 4. Council Directed | | | | | | | | |
| <u>Edmonton Police Services</u> | | | | | | | | |
| Reduction to EPS Budget | - | (5,500) | (5,500) | (0.3) | - | (5,500) | (5,500) | (0.3) |
| <u>Corporate Expenditures and Revenues</u> | | | | | | | | |
| EPS budget amounts held in abeyance | - | 5,500 | 5,500 | 0.3 | - | 5,500 | 5,500 | 0.3 |
| <u>Edmonton Global</u> | | | | | | | | |
| Increase for shareholder subsidy, approved during shareholder's meeting. | - | 1,017 | 1,017 | 0.1 | - | 1,023 | 1,023 | 0.1 |
| <u>Real Estate</u> | | | | | | | | |
| Explore Edmonton - Surrender Agreement - costs for Edmonton Research Park | (386) | 252 | 638 | 0.0 | - | - | - | - |
| <u>Corporate Expenditures and Revenues</u> | | | | | | | | |
| Explore Edmonton - Surrender Agreement - costs for Edmonton Research Park - transfer of funds to Real Estate | - | (638) | (638) | (0.0) | - | - | - | - |
| <u>Office of the City Clerk</u> | | | | | | | | |
| Membership fee increases | - | 470 | 470 | 0.0 | - | - | - | - |
| <u>Mayor and Councillors</u> | | | | | | | | |
| Flexible Spending Account | - | 7 | 7 | 0.0 | - | 34 | 34 | 0.0 |
| | (386) | 1,108 | 1,494 | 0.1 | - | 1,057 | 1,057 | 0.1 |
| 5. Administrative Adjustments Requiring Council Approval | | | | | | | | |
| <u>City Planning:</u> | | | | | | | | |
| Sanitary Servicing Strategy Fund adjustment | (11,290) | (11,290) | - | - | 11,290 | 11,290 | - | - |
| | (11,290) | (11,290) | - | - | 11,290 | 11,290 | - | - |
| 6. Adjustments to Achieve 0% | | | | | | | | |
| Budget Reduction Strategies - Civic Departments (included in Attachment 3) | 599 | (55,915) | (56,514) | (3.3) | 31 | (6,418) | (6,449) | (0.4) |
| Adjustment to Financial Strategies | - | (7,519) | (7,519) | (0.4) | - | - | - | - |
| | 599 | (63,434) | (64,033) | (3.7) | 31 | (6,418) | (6,449) | (0.4) |
| | (50,376) | (106,487) | (56,111) | (3.2) | 29,190 | 13,981 | (15,209) | (0.9) |
| Total Operating Budget Changes | | | | | | | | |
| Adjustment to Tax Rate Revenue | (56,111) | - | 56,111 | - | (15,209) | - | 15,209 | - |
| Adjusted Tax Supported Operations Budget | 3,015,332 | 3,015,332 | - | - | 3,116,657 | 3,116,657 | - | 1.6 |

A stylized geometric collage of various Edmonton scenes, including a tractor, a stadium, a house, a person on a fence, a bridge, a cyclist, a golf course, a park, and a house, arranged in a triangular pattern on the left side of the cover.

OPERATING BUDGET

THE CITY OF EDMONTON
**Fall 2020
Supplemental
Operating Budget
Adjustment**

November 16, 2020

Edmonton



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Edmonton
Alberta**

For the Quadrennial Beginning

January 1, 2019

Christopher P. Morill

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.

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**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.

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.

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 |

2019-2022 Budget - Tax-supported Operations by Category

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed 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 | 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 | - | (631.6) | - | - | - | - |
| Total Full-time Equivalents | 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

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed 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 | | | | | | |
| 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) | 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 | - | - | - | - | - | - |

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 |
|---|------------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Boards & Commissions | | | | | | |
| Economic Development Corporation | 20,043 | 19,543 | 8,543 | - | 8,543 | 8,543 |
| Police Service | 357,628 | 373,004 | 389,312 | (5,500) | 383,812 | 395,753 |
| Public Library | 286 | 54,530 | 54,532 | - | 54,532 | 54,530 |
| Other Boards & Commissions | 36,853 | 39,168 | 40,981 | (500) | 40,481 | 42,519 |
| Total Boards & Commissions | \$414,810 | \$486,245 | \$493,368 | (\$6,000) | \$487,368 | \$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 |
| Office of the City Auditor | 2,534 | 2,661 | 2,688 | - | 2,688 | 2,713 |

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 |
| Transfer 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 | - | - | - | - | - | - |

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 |
|---|------------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Boards & Commissions | | | | | | |
| 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) | 43,797 | 45,835 |
| Total Boards & Commissions | \$618,940 | \$638,514 | \$646,570 | (\$4,009) | \$642,561 | \$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

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|---|------------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| 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 | | | | | | |
| 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 Revenue Summary

| (\$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 | - | (112,398) | - | - | - | - |
| Total Revenue & Transfers | \$3,036,139 | \$2,896,277 | \$3,121,819 | (\$106,487) | \$3,015,332 | \$3,116,656 |

2019-2022 Budget - Municipal Enterprises

| (\$000) | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed 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 | | | | | | |
| Revenues & Transfers | 23,160 | 21,284 | 17,894 | - | 17,894 | 28,597 |
| Less: Expenditure & Transfers | 12,449 | 18,249 | 15,718 | - | 15,718 | 26,746 |
| Net Income/(Loss) | \$10,711 | \$3,035 | \$2,176 | - | \$2,176 | \$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 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed 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 | 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 |

| | 2019 Actual | 2020 Adjusted Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed Budget |
|------------------------------------|----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| Full-time Equivalents | | | | | | |
| 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

Budget Reduction Strategies Fall 2020 SOBA

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.

Incremental & Ongoing Change (\$000s) Expense or Revenue Increase (+) / Decrease (-)

| # Strategy/Branch | | | Description of Change | 2021 | | | 2022 | | |
|-------------------|--|--|--|---------|---------|------------|---------|---------|------------|
| | | | | Expense | Revenue | Net Impact | Expense | Revenue | Net 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. <i>Reimagine Services</i> | (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 | <i>Program and Service Review - Tribunals</i> | (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) | - | - | - |
| 13 | | | Efficiencies through outsourcing, service level changes, and inter-departmental efficiencies. <i>Reimagine Services</i> | (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) |

Budget Reduction Strategies Fall 2020 SOBA

Incremental & Ongoing Change (\$000s) Expense or Revenue Increase (+) / Decrease (-)

| # Strategy/Branch | | | Description of Change | 2021 | | | 2022 | | |
|-------------------|--|--|---|---------|---------|------------|---------|---------|------------|
| | | | | 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) | - | - | - |
| 17 | | Corporate Expenditures and Revenues | Reduction in training | (520) | - | (520) | - | - | - |
| 18 | | | 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) |

Budget Reduction Strategies Fall 2020 SOBA

Incremental & Ongoing Change (\$000s) Expense or Revenue Increase (+) / Decrease (-)

| | | | Description of Change | 2021 | | | 2022 | | |
|---------------------|-----------------|--|---|---------|---------|------------|---------|---------|------------|
| # | Strategy/Branch | | | Expense | Revenue | Net Impact | Expense | Revenue | Net Impact |
| Facility closures | | | | | | | | | |
| 35 | | Community & Recreation Facilities/Fleet and Facilities | Scona Pool <i>Reimagine Services, Program and Service Review Recommendation</i> Community Recreation Facilities (\$226) Fleet and Facilities (\$79) | (305) | - | (305) | - | - | - |
| 36 | | | Eastglen Pool <i>Reimagine Services, Program and Service Review Recommendation</i> Community Recreation Facilities (\$410) Fleet and Facilities (\$137) | (796) | (249) | (547) | (277) | - | (277) |
| 37 | | | Oliver Pool <i>Reimagine Services, Program and Service Review Recommendation</i> Community Recreation Facilities (\$131) Fleet and Facilities (\$60) | (253) | (62) | (191) | - | - | - |
| 38 | | | Oliver Arena <i>Reimagine Services, Program and Service Review Recommendation</i> 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 <i>Reimagine Services, Program and Service Review Recommendation</i> | (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) | - | - | |

Budget Reduction Strategies Fall 2020 SOBA

Incremental & Ongoing Change (\$000s) Expense or Revenue Increase (+) / Decrease (-)

| # Strategy/Branch | | | Description of Change | 2021 | | | 2022 | | |
|----------------------------|--|--------------------------------------|--|---------|--------------|----------------|---------|------------|--------------|
| | | | | Expense | Revenue | Net Impact | Expense | Revenue | Net 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) |

Budget Reduction Strategies Fall 2020 SOBA

Incremental & Ongoing Change (\$000s) Expense or Revenue Increase (+) / Decrease (-)

| # Strategy/Branch | | | Description of Change | 2021 | | | 2022 | | |
|--------------------------|--|--|--|---------|---------|------------|---------|---------|------------|
| | | | | 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 |
| | | | Reductions in Transit Peace Officers. This reduction is not anticipated to impact patron safety on transit. | | | | | | |
| 60 | | | 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) |

Budget Reduction Strategies Fall 2020 SOBA

Incremental & Ongoing Change (\$000s) Expense or Revenue Increase (+) / Decrease (-)

| # | Strategy/Branch | Description of Change | 2021 | | | 2022 | | |
|---------------------------------------|-----------------------------|---|-----------------|--------------|-----------------|----------------|-------------|----------------|
| | | | Expense | Revenue | Net Impact | Expense | Revenue | Net 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 Terwilligar, 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) |

Budget Reduction Strategies Fall 2020 SOBA

Incremental & Ongoing Change (\$000s) Expense or Revenue Increase (+) / Decrease (-)

| # Strategy/Branch | | | Description of Change | 2021 | | | 2022 | | |
|----------------------|--|--|---|---------|---------|------------|---------|---------|------------|
| | | | | Expense | Revenue | Net Impact | Expense | Revenue | Net Impact |
| | | | | | | | | | |
| Workforce Strategies | | | | | | | | | |
| 72 | | Assessment & 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 Planning & Support/Infrastructure Planning & Design | Vacancy management: Business Planning & Support (\$1,140) Infrastructure Planning & Design (\$123) | (1,263) | - | (1,263) | (6) | - | (6) |
| 74 | | Communication and Engagement - All branches | Vacancy management: Engagement (\$229) External & Intergovernmental relations (\$269) Integrated Marketing Communications (\$900) | (1,398) | - | (1,398) | (6) | - | (6) |
| 75 | | Corporate Expenditures and Revenues | 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 Procurement & Supply Services | Vacancy management and other strategies. Risk of potential service reductions relating to procurement and supply chain support to business partners. | (500) | - | (500) | - | - | - |
| 79 | | Financial Services | Vacancy management and other strategies | (706) | - | (706) | - | - | - |
| 80 | | Fire Rescue Services | Reduction in overtime | (192) | - | (192) | - | - | - |
| 81 | | | Vacancy management | (237) | - | (237) | - | - | - |
| 82 | | Integrated Strategic Development | Vacancy management | (401) | - | (401) | (2) | - | (2) |
| 83 | | Office of the City Manager - All 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 and Technology | 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 | | Organizational Design & Development | 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. | (230) | - | (230) | (2) | - | (2) |
| 86 | | Parks and Road Services | 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 | Vacancy management and other strategies | (100) | - | (100) | - | - | - |
| 88 | | Social Development | Vacancy management | (163) | - | (163) | - | - | - |
| 89 | | Talent Acquisition, Service & Solutions | 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. | (682) | - | (682) | (5) | - | (5) |

Budget Reduction Strategies

Fall 2020 SOBA

Incremental & Ongoing Change (\$000s)
Expense or Revenue Increase (+) / Decrease (-)

| | | | Description of Change | 2021 | | | 2022 | | |
|----|-----------------|---|---|----------|---------|------------|---------|---------|------------|
| # | Strategy/Branch | | | Expense | Revenue | Net Impact | Expense | Revenue | Net Impact |
| 90 | | City Planning | 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. | (581) | | (581) | (2) | | (2) |
| 91 | | Corporate Strategy | Elimination of vacant FTEs, which will be offset by efficiencies gained through the Corporate Strategy Transformation Project. No impacts to service levels are anticipated. | (256) | | (256) | (2) | | (2) |
| 92 | | Development Services | Vacancy management. Work will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are anticipated. | (613) | | (613) | (1) | | (1) |
| 93 | | Economic & Environmental Sustainability | 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. | (888) | - | (888) | (6) | - | (6) |
| 94 | | Workforce Safety & Employee Health | 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. | (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 | Revenue | Net Impact | Expense | Revenue | Net Impact |
| | | | | | | | | | |
| | | | Efficiencies | (9,516) | 190 | (9,706) | (4,550) | - | (4,550) |
| | | | Expense Reduction | (6,395) | - | (6,395) | (211) | - | (211) |
| | | | Facility closures | (1,953) | (550) | (1,403) | (301) | - | (301) |
| | | | Funding to partners | (6,411) | - | (6,411) | - | - | - |
| | | | Increased revenue/ recovery | - | 1,195 | (1,195) | - | 100 | (100) |
| | | | Service level reductions | (13,401) | (236) | (13,165) | (1,308) | (69) | (1,239) |
| | | | Workforce strategies | (18,240) | - | (18,240) | (48) | - | (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

Dr. Anne Anderson High School Annual Impact to Operating Budget

The master agreement with Edmonton Public Schools speaks to a 10-20 year agreement for access. The overall term and use of facility by the 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 separate Multi-purpose recreation centre on this Heritage Valley district park.

| | | | | |
|---------------|---|---|------------|------------|
| Annualization | - | - | - | 5 |
| New Budget | - | - | 231 | - |
| Total | - | - | 231 | 5 |
| 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 |

Branch - Community & Recreation Facilities

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 | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | |
|---------------|------|-----|-----|------|------|-----|-----|------|-------|-----|-------|------|-------|-----|-----|------|
| (\$000) | Exp | Rev | Net | FTEs | Exp | Rev | Net | FTEs | Exp | Rev | Net | FTEs | Exp | 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 implementing the new bus network, a precursor express bus route will be 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 significant component of Edmonton's articulated bus fleet.

| | | | | |
|---------------|---|---|-------------|---------------|
| Annualization | - | - | - | - |
| New Budget | - | - | - | - |
| Total | - | - | - | - |
| FTEs | - | - | 47.9 | (47.9) |

| | | | | | |
|--|--------------|---|---|-------------|---------------|
| 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 | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | |
|---------------|------|-----|-----|------|------|-----|-----|------|---------|-------|-----|------|-----------|---------|-----|--------|
| (\$000) | Exp | Rev | Net | FTEs | Exp | Rev | Net | FTEs | Exp | Rev | Net | FTEs | Exp | 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

| Growth on Existing Services | (\$000) | 2019 Net Req | 2020 Net Req | 2021 Net Req | 2022 Net 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 |
| 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 | - | - | - | - |

| New or Enhanced Service | (\$000) | 2019 Net Req | 2020 Net Req | 2021 Net Req | 2022 Net 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.

| | | | | |
|---------------|---|------------|------------|------------|
| 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:

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)

| | | | | |
|---------------|---|-----------|------------|-----------|
| Annualization | - | - | - | - |
| New Budget | - | 70 | 200 | 50 |
| Total | - | 70 | 200 | 50 |
| FTEs | - | - | - | - |

| | | | | | |
|--------------------------------------|--------------|---|--------------|--------------|--------------|
| 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 on the north side. The average HazMat response time in the north side has been significantly better than that of the south side. With proposed annexation and increased local petrochemical processing and transportation activities, the need to boost Fire Rescue Service's HazMat response capacity is accentuated. | Expense | \$ | - | \$ 240 | \$ 3,388 | \$ 259 |
| | Revenue | \$ | - | \$ - | \$ - | \$ - |
| | Net | \$ | - | \$ 240 | \$ 3,388 | \$ 259 |
| | FTEs | | - | - | 25.0 | - |
| Annexation South Edmonton Tanker Unit | | 2019 - 2022 Original | | | | |
| The annexation of Leduc County land has increased urgency for tanker apparatus due to the land being annexed not having fire hydrants. Therefore a tanker response is required for structure and wildland fires, vehicle fires and hazardous materials incidents. The tanker truck was approved in the 2017 fall SCBA and will arrive in 2019. | Expense | \$ | 1,636 | \$ 111 | \$ 84 | \$ 89 |
| | Revenue | \$ | - | \$ - | \$ - | \$ - |
| | Net | \$ | 1,636 | \$ 111 | \$ 84 | \$ 89 |
| | FTEs | | 12.0 | - | - | - |
| Fleet Growth 2016-2018 | | 2019 - 2022 Original | | | | |
| Resources are required to meet the maintenance schedules for City municipal vehicles. Preventative maintenance programs ensure that vehicles are safe, reliable and available for programs and services provided to citizens. | Expense | \$ | 1,442 | \$ - | \$ - | \$ - |
| | Revenue | \$ | - | \$ - | \$ - | \$ - |
| | Net | \$ | 1,442 | \$ - | \$ - | \$ - |
| | FTEs | | 2.0 | - | - | - |
| Edmonton Transit | | | | | | |
| Heritage Valley Park and Ride - Operating Impacts of Capital | | 2019 - 2022 Original | | | | |
| Shuttle service linking the Heritage Valley park and ride and the Century Park LRT station beginning February 2020. Service will be delivered by 8 new 60' articulated buses (weekday peak) and existing 40' buses (off peak, evenings and weekends). The increased service hours for the shuttle service and fleet expansion require increases to the Transit Operator complement and well as Fleet Service personnel. | Expense | \$ | - | \$ 2,968 | \$ 98 | \$ 63 |
| | Revenue | \$ | - | \$ - | \$ - | \$ - |
| | Net | \$ | - | \$ 2,968 | \$ 98 | \$ 63 |
| | FTEs | | - | 25.7 | - | - |
| Regional Smart Fare System - Operating Impacts of Capital | | 2019 - 2022 Original | | | | |
| Funding in this service package is incremental to the approved 2016 Smart Fare Service Package and contains updated assumptions on system operator fees, merchant fees as well as the operational savings to be realized by discontinuing the production and distribution of the existing transit passes and tickets. | Expense | \$ | (4,792) | \$ 2,396 | \$ 3,090 | \$ 912 |
| | Revenue | \$ | - | \$ - | \$ - | \$ 881 |
| | Net | \$ | (4,792) | \$ 2,396 | \$ 3,090 | \$ 31 |
| | FTEs | | - | - | (2.0) | (5.0) |
| 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 2020 will result in operating impacts to several branches in the City. Some of these costs, particularly Transit Peace Officer security costs, will start to be incurred well in advance of the VLSE scheduled start date to allow sufficient time for recruitment, training and on-the-job experience prior to the start of service. | Expense | \$ | 682 | \$ 3,206 | \$ 23,053 | \$ 1,235 |
| | Revenue | \$ | 685 | \$ 3,216 | \$ 23,057 | \$ 1,235 |
| | Net | \$ | (2) | \$ (10) | \$ (4) | \$ - |
| | FTEs | | 3.2 | 12.9 | 5.4 | - |
| Valley Line SE In Service - Operating Impacts of Capital - Energy Charges | | 2019 - 2022 Original | | | | |
| This service package covers the energy costs including electricity and natural gas associated with operating the system at the base level of service that was not included in the base level operations service package. | Expense | \$ | - | \$ 87 | \$ 2,050 | \$ 177 |
| | Revenue | \$ | - | \$ - | \$ - | \$ - |
| | Net | \$ | - | \$ 87 | \$ 2,050 | \$ 177 |
| | FTEs | | - | - | - | - |
| Fleet & Facility Services | | | | | | |
| [FMS] Co-Located Emergency Dispatch Ops Centre (CEDOC) | | 2019 - 2022 Original | | | | |
| Fleet and Facility Services, Facility Maintenance Services provides custodial services within City owned and operated facilities. This service package will fund custodial services at a new facility (Co-located Emergency Dispatch Operations Centre) planned to be in service by 2019. The cost for this service package is for contracted custodial services. | Expense | \$ | 120 | \$ - | \$ - | \$ - |
| | Revenue | \$ | - | \$ - | \$ - | \$ - |
| | Net | \$ | 120 | \$ - | \$ - | \$ - |
| | FTEs | | - | - | - | - |

| 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 the following services: Servicing Agreements and Engineering Drawings Construction Completion and Final Acceptance Certificates for Municipal Improvements Development and Building Permits | Expense | \$ - | \$ - | \$ - | \$ - | - |
| | Revenue | \$ - | \$ - | \$ - | \$ - | - |
| | Net | \$ - | \$ - | \$ - | \$ - | - |
| | FTEs | - | - | - | - | - |
| Total Operating Impacts of Capital | | | Total Net Budget | \$ (1,596) | \$ 5,792 | \$ 8,706 |
| | | | Total FTEs | 17.2 | 38.6 | 28.4 |
| | | | | | | \$ 619 |
| | | | | | | (5.0) |
| New or Enhanced Services | | | incremental (\$000) | 2019 | 2020 | 2021 |
| Community & Recreation Facilities | | | | | | 2022 |
| Junos event attraction in 2022 | | | 2019 - 2022 Original | | | |
| This package is to support a bid to attract the JUNO Awards to Edmonton in 2022. | Expense | \$ - | \$ - | \$ 550 | \$ (550) | |
| | Revenue | \$ - | \$ - | \$ 550 | \$ (550) | |
| | Net | \$ - | \$ - | \$ - | \$ - | |
| | FTEs | - | - | - | - | |
| ITU World Triathlon Grand Final Edmonton | | | 2019 - 2022 Original | | | |
| The COE has been awarded the 2020 International Triathlon Union (ITU) Grand Final. This package includes funding for the local organizing committee for the 2020 ITU Grand Final awarded to Edmonton, which includes costs associated with civic services. The COE contribution is contingent on the provincial and federal governments contributing funding for the event. CR 3795 - July 4, 2016. | Expense | \$ - | \$ 2,800 | \$ (2,800) | \$ - | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ - | \$ 2,800 | \$ (2,800) | \$ - | |
| | FTEs | - | - | - | - | |
| Festival & Event Action Plan Implementation | | | 2019 - 2022 Original | | | |
| This package would provide funding to implement three recommendations as outlined in the 2018 Festival & Event Strategy: - Safety & Security - Transit Services Increase - Civic Services Subsidy | Expense | \$ 718 | \$ - | \$ - | \$ - | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 718 | \$ - | \$ - | \$ - | |
| | FTEs | - | - | - | - | |
| Community Standards & Neighbourhoods | | | | | | |
| Alberta Avenue and Jasper Place Revitalization Resource Continuation | | | 2019 Spring | | | |
| The service package supports a four year transition strategy and sustainability plan for Alberta Avenue and Jasper Place for 'Revitalization 2.0'. The program goal is to continue and improve the livability, vibrancy, leadership, safety and development of these twelve transitioning neighbourhoods. | Expense | \$ 297 | \$ (73) | \$ (224) | \$ - | |
| | Revenue | \$ 297 | \$ (73) | \$ (224) | \$ - | |
| | Net | \$ - | \$ - | \$ - | \$ - | |
| | FTEs | - | - | - | - | |
| Animal Protection Act Enforcement Services | | | 2019 Spring | | | |
| This service package supports a transition strategy of Animal Protection Act enforcement responsibilities from the Edmonton Humane Society to the City of Edmonton. The objective is to ensure no gap in service is experienced by citizens who register animal welfare or neglect concerns. | Expense | \$ 230 | \$ (230) | \$ - | \$ - | |
| | Revenue | \$ 230 | \$ (230) | \$ - | \$ - | |
| | Net | \$ - | \$ - | \$ - | \$ - | |
| | FTEs | - | - | - | - | |
| Integrated Strategic Development | | | | | | |
| 2019-2022 Cannabis Legalization Project Management | | | 2019 - 2022 Original | | | |
| For cannabis legalization, the project management resource will continue to manage the impacts of legalization primarily in the areas of public consumption and prepare the City for legalization of edibles and lounges. They will also implement the statistical measures to track the impacts of cannabis legalization on the City. | Expense | \$ 140 | \$ (140) | \$ - | \$ - | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 140 | \$ (140) | \$ - | \$ - | |
| | FTEs | 1.3 | (1.3) | - | - | |
| Social Development | | | | | | |
| Affordable Housing Investment Program | | | 2019 - 2022 Original | | | |
| The 2018 Affordable Housing Investment Plan guides the delivery of City affordable housing programs. The plan's budget is based on a continuation of \$6 million in operating funding. Currently, \$3.5 million of this is requested annually from FSR. On November 8, 2016 (CR_3659) Council passed a motion requesting Administration to submit a service package to request ongoing funding through tax-levy. | Expense | \$ 3,500 | \$ - | \$ - | \$ - | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 3,500 | \$ - | \$ - | \$ - | |
| | FTEs | - | - | - | - | |
| Urban Wellness / Recover | | | 2019 - 2022 Original | | | |
| On August 15, 2018 the Community and Public Services Committee approved a recommendation to prepare an unfunded service package for \$1.0 million over 4 years (2019-2022) with the understanding Administration will pursue a cost-sharing model. Administration requires a declining amount each year starting with \$400,000 for 2019, \$300,000 for 2020, \$200,000 for 2021 and \$100,000 for 2022. (CR_6236) | Expense | \$ 400 | \$ (100) | \$ (100) | \$ (100) | |
| | Revenue | \$ 400 | \$ (100) | \$ (100) | \$ (100) | |
| | Net | \$ - | \$ - | \$ - | \$ - | |
| | FTEs | - | - | - | - | |

| Edmonton Transit | | | | | | |
|--|------------|-----------------|-----------------|-------------------|-------------------|--|
| Ride Transit - Transition from Pilot to Program | | | | | | |
| Funding to extend the Ride Transit Pilot through 2019; this is aligned with the term for the City of Calgary pilot. Administration from the Province has indicated that there would be 4.725 M available to fund the extension. | Expense | \$ 2,101 | \$ - | \$ - | \$ - | |
| | Revenue | \$ (3,292) | \$ - | \$ - | \$ - | |
| | Net | \$ 5,393 | \$ - | \$ - | \$ - | |
| | FTEs | 20.5 | - | - | - | |
| Transit Security - Safety and Security Enhancements | | | | | | |
| Funding for: TPO (10), Sergeant (1), Transit Security Room Monitors (4), accelerated recruitment of TPO/Sergeants, LRT Inspectors (4), Bus Inspectors (14), Superintendent (2), 24/7/365 Security Guards, \$400K in EPS support. Investment in Transit Inspectors will improve incident response and management, On-site security and increased Peace Officer complement will visibly increase level of security. | Expense | \$ 9,700 | \$ 523 | \$ 9 | \$ 332 | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 9,700 | \$ 523 | \$ 9 | \$ 332 | |
| | FTEs | 29.4 | 6.1 | 0.5 | - | |
| 20-16 First Km/Last Km Transit Service Pilot (MicroTransit Service) | | | | | | |
| On a 24 month pilot basis, provide an innovative on-demand service delivery option for areas of Edmonton that are challenging to serve with conventional fixed route transit service. | Expense | \$ - | \$ 3,675 | \$ 6,732 | \$ (3,484) | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ - | \$ 3,675 | \$ 6,732 | \$ (3,484) | |
| | FTEs | - | 0.7 | 0.3 | (0.3) | |
| Fleet & Facility Services | | | | | | |
| [Fleet] Transit External Revenue | | | | | | |
| To provide Transit fleet maintenance and fuel services to Spruce Grove and Beaumont. (\$357K expense fully recovered through external revenue; net dollar impact is zero) costs and 2.0 FTEs will be fully recovered through external revenue; therefore the net dollar impact is zero (\$357K expense/revenue). | Expense | \$ 358 | \$ 1 | \$ 1 | \$ 1 | |
| | Revenue | \$ 359 | \$ 1 | \$ 1 | \$ 1 | |
| | Net | \$ (1) | \$ - | \$ - | \$ - | |
| | FTEs | 2.0 | - | - | - | |
| Workforce Safety & Employee Health | | | | | | |
| Trauma Support | | | | | | |
| This package would enhance existing prevention, incident response, support and reintegration services for employees involved in traumatic incidents, including first responders in Fire Rescue Services. The aim is to ensure timely, effective services and supports are in place. This will help mitigate risks and employees manage and recover following traumatic events and re-integrate safely back at work and home. | Expense | \$ 674 | \$ 1 | \$ 1 | \$ 1 | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 674 | \$ 1 | \$ 1 | \$ 1 | |
| | FTEs | 2.0 | - | - | - | |
| Infrastructure Delivery | | | | | | |
| 19-39 Downtown District Energy Strategy | | | | | | |
| The estimated funding required for ENMAX to advance this project is \$15.4M. Based on the alignment with Council's Energy Transition Strategy, a contribution of up to a third of the funding is recommended to demonstrate the City's commitment to other orders of government. The City has already approved \$2.4M towards design costs. Report CR_6666 was presented to Executive Committee on April 8, 2019. | Expense | \$ 637 | \$ (637) | \$ - | \$ - | |
| | Revenue | \$ 637 | \$ (637) | \$ - | \$ - | |
| | Net | \$ - | \$ - | \$ - | \$ - | |
| | FTEs | - | - | - | - | |
| Office of the City Clerk | | | | | | |
| Integrity Office | | | | | | |
| Council has directed Administration to recruit an Integrity Commissioner and Ethics Advisor on their behalf. The Integrity Commissioner will accept complaints of potential breaches of the Code of Conduct and investigate as required. The Ethics Advisor will provide ethical and legal advice to Councillors, both individually or to Council as a whole, by request or as required to provide clarification guidance. | Expense | \$ 179 | \$ - | \$ - | \$ 1 | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 179 | \$ - | \$ - | \$ 1 | |
| | FTEs | 1.0 | - | - | - | |
| 2021 Municipal Election | | | | | | |
| City of Edmonton Elections must be run in accordance with all requirements of the Local Authorities Election Act, the City of Edmonton Election Regulation and the City of Edmonton Election Bylaw. | Expense | \$ - | \$ - | \$ 2,236 | \$ (2,236) | |
| | Revenue | \$ - | \$ - | \$ 1,643 | \$ (1,643) | |
| | Net | \$ - | \$ - | \$ 593 | \$ (593) | |
| | FTEs | - | - | - | - | |
| City Planning | | | | | | |
| Phase II/III Municipal Development Plan/Transportation Master Plan (MDP/TM 2019 - 2022 Original | | | | | | |
| City Plan will set out an approach for how Edmonton grows to a city of 2 million. The coordinated delivery of a new Zoning Bylaw provides a framework to deliver on the built form outcomes of City Plan. The city-building narrative describes an integrated, accountable, and successful strategic planning framework to Edmontonians. Refer to CR_6161 received by the Urban Planning Committee on August 28, 2018. | Expense | \$ 999 | \$ 751 | \$ (1,414) | \$ 26 | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 999 | \$ 751 | \$ (1,414) | \$ 26 | |
| | FTEs | 2.0 | 3.0 | (3.0) | (2.0) | |

| | | | | | | | |
|--|--|-----------------------------|-----------------|-----------------|-----------------|-----------------|--|
| 19-39 Exhibition Lands | | 2019 Spring | | | | | |
| Funding is needed to offset expenses associated with the final stage of site surrender (Northlands Park) to the City. This service package includes day-to-day operations, security, utilities and facilities and grounds maintenance for these additional lands and buildings. Revenues associated with utilities assignment and license agreements partially offset anticipated expense requirements. | | Expense | \$ 1,622 | \$ (1,622) | \$ - | \$ - | |
| | | Revenue | \$ 1,622 | \$ (1,622) | \$ - | \$ - | |
| | | Net | \$ - | \$ - | \$ - | \$ - | |
| | | FTEs | - | - | - | - | |
| Glenora Conservation Areas - Direct Control Zoning | | 2019 - 2022 Original | | | | | |
| The initiative will allow the development of special heritage character area zoning for portions of the Glenora community south of Stony Plain Road. A range of development regulations and guidelines will be prepared as a new Direct Development Control (DC1) Provision(s) that will aim at new development in keeping with the established historic character of these areas. Refer to UPC motion on Sep 11, 2018. | | Expense | \$ 190 | \$ (181) | \$ (9) | \$ - | |
| | | Revenue | \$ 190 | \$ (181) | \$ (9) | \$ - | |
| | | Net | \$ - | \$ - | \$ - | \$ - | |
| | | FTEs | 0.5 | (0.5) | - | - | |
| Development Services | | | | | | | |
| Planning & Development Business Model | | 2019 - 2022 Original | | | | | |
| As part of the Current Planning business model and reserve review, some services have been identified to change funding sources from Current Planning Reserve to tax levy. Refer to CR_5782 received by the Audit Committee on April 11, 2018. | | Expense | \$ - | \$ - | \$ - | \$ - | |
| | | Revenue | \$ (500) | \$ (1,000) | \$ (1,000) | \$ (500) | |
| | | Net | \$ 500 | \$ 1,000 | \$ 1,000 | \$ 500 | |
| | | FTEs | - | - | - | - | |
| 2019-2022 Cannabis Legalization (DS) | | 2019 - 2022 Original | | | | | |
| Legalization of cannabis will affect virtually all sectors of the City. This service package is only looking after the funding requests for UF/Development Services. | | Expense | \$ 465 | \$ (105) | \$ - | \$ - | |
| | | Revenue | \$ 128 | \$ 56 | \$ 1 | \$ 1 | |
| | | Net | \$ 337 | \$ (161) | \$ (1) | \$ (1) | |
| | | FTEs | 4.0 | (1.0) | - | - | |
| Economic & Environmental Sustainability | | | | | | | |
| OP-46 Energy Transition Community Investment/Programming | | 2019 - 2022 Original | | | | | |
| Increasing resources as identified in this service package to meet the greenhouse gas reduction targets includes 3 FTEs for program development and ongoing administration around community energy efficiency and renewable energy programs. Additionally, this will provide support for civic operations in achievement of the Civic Operations Greenhouse Gas Management Plan and the Sustainable Building Policy (C532). | | Expense | \$ 1,500 | \$ 1,998 | \$ 1,000 | \$ 1,000 | |
| | | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | | Net | \$ 1,500 | \$ 1,998 | \$ 1,000 | \$ 1,000 | |
| | | FTEs | 1.0 | 2.0 | - | - | |
| OP-5 Green Electricity | | 2019 - 2022 Original | | | | | |
| 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 | \$ 500 | \$ 1,000 | \$ 1,500 | \$ 2,000 | |
| | | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | | Net | \$ 500 | \$ 1,000 | \$ 1,500 | \$ 2,000 | |
| | | FTEs | - | - | - | - | |
| OP-20.1 Climate Change Adaptation Strategy Team | | 2019 - 2022 Original | | | | | |
| 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 | \$ 500 | \$ (3) | \$ - | \$ - | |
| | | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | | Net | \$ 500 | \$ (3) | \$ - | \$ - | |
| | | FTEs | 3.0 | - | - | - | |
| OP-14 Chinatown Strategy Implementation | | 2019 - 2022 Original | | | | | |
| 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 | \$ 170 | \$ 35 | \$ (14) | \$ (35) | |
| | | Revenue | \$ 170 | \$ 35 | \$ (14) | \$ (35) | |
| | | Net | \$ - | \$ - | \$ - | \$ - | |
| | | FTEs | - | - | - | - | |
| OP-6 Edmonton Global | | 2019 - 2022 Original | | | | | |
| At the May 23, 2017 meeting, Council approved the subscription for a share in the "proposed regional economic development company" in the Edmonton metropolitan region (CR_4770). These funds are the City's annual shareholder contribution to Edmonton Global. The total requisition amount from shareholders has been approved for 2019 and 2020, which for the City of Edmonton is expected to be \$1.26 million annually. | | Expense | \$ 592 | \$ - | \$ - | \$ - | |
| | | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | | Net | \$ 592 | \$ - | \$ - | \$ - | |
| | | FTEs | - | - | - | - | |

| | | | | | | | |
|--|------------|-----------------------------|------------|-----------|--------------|-----------|--------------|
| OP-21 Corner Store Program | | 2019 - 2022 Original | | | | | |
| This service package is a result of a September 10, 2018 Executive Committee motion to bring forward a service package for the Corner Store Program for Council's consideration during the 2019-2022 budget deliberations (CR_5479). Ongoing funding would support wider enhancement of commercial areas through a framework to deliver infrastructure improvements and smaller flexible grants. | Expense | \$ | 250 | \$ | 250 | \$ | - |
| | Revenue | \$ | - | \$ | - | \$ | - |
| | Net | \$ | 250 | \$ | 250 | \$ | - |
| | FTEs | | - | | - | | - |
| OP-35 Development Incentive Program | | 2019 - 2022 Original | | | | | |
| This service package is a result of a September 10, 2018 Executive Committee motion to bring forward a request for the Development Incentive Program for Council's consideration during the 2019-2022 budget deliberations (CR_5478). This program provides support to property owners renovating vacant or building new commercial and residential spaces in business improvement and Council Supported Initiative areas. | Expense | \$ | 250 | \$ | 250 | \$ | 250 |
| | Revenue | \$ | - | \$ | - | \$ | - |
| | Net | \$ | 250 | \$ | 250 | \$ | 250 |
| | FTEs | | - | | - | | - |
| OP-12 Edmonton Screen Industries Office (ESIO) | | 2019 - 2022 Original | | | | | |
| At the June 18, 2018 meeting, the Executive Committee directed the Administration to work with Edmonton Screen Industries Office to prepare a service package for Council's consideration during the 2019-2022 budget deliberations. The ESIO is a non-profit society governed by an independent Board of business leaders and led by a CEO who is screen media industries veteran. | Expense | \$ | 916 | \$ | 240 | \$ | 25 |
| | Revenue | \$ | - | \$ | - | \$ | - |
| | Net | \$ | 916 | \$ | 240 | \$ | 25 |
| | FTEs | | - | | - | | - |
| Arts Council | | | | | | | |
| Edmonton Arts Council - Arts & Heritage Plan | | 2019 - 2022 Original | | | | | |
| Ambitions and Aims of Connections & Exchanges will build upon the success of The Art of Living to ensure Edmonton has a thriving cultural ecosystem which is welcoming and inclusive of all cultural practitioners. The EAC will further engage community to develop and implement a suite of programs, services, and impact/learning measures based on the Plan and aligned with Council's Vision 2050. | Expense | \$ | 500 | \$ | 1,500 | \$ | 1,500 |
| | Revenue | \$ | - | \$ | - | \$ | - |
| | Net | \$ | 500 | \$ | 1,500 | \$ | 1,500 |
| | FTEs | | - | | - | | - |
| Combative Sports Commission | | | | | | | |
| Executive Director Position Funding | | 2019 - 2022 Original | | | | | |
| The Edmonton Combative Sports Commission generates sufficient revenue to cover its operating costs but not enough to cover administrative support. The proposed new funding model allows budget clarity and sustainability for the Executive Director position into the future. This service package allows ongoing funding of an Administration position that will stay within Administration's budget, each year. | Expense | \$ | 92 | \$ | - | \$ | (1) |
| | Revenue | \$ | - | \$ | - | \$ | - |
| | Net | \$ | 92 | \$ | - | \$ | (1) |
| | FTEs | | 0.5 | | - | | - |
| Economic Development Corporation | | | | | | | |
| 19-39 Increase Startup Edmonton Programming & Capacity | | 2019 Spring | | | | | |
| Startup Edmonton's funding will increase the reach and capacity of proven early stage entrepreneur development programming and student retention model. Subsidized incubation space, on-site campus presence and diversified programming will result in an increased number of new tech-enabled companies and jobs. | Expense | \$ | 250 | \$ | (250) | \$ | - |
| | Revenue | \$ | 250 | \$ | (250) | \$ | - |
| | Net | \$ | - | \$ | - | \$ | - |
| | FTEs | | - | | - | | - |
| Heritage Council | | | | | | | |
| Edmonton Heritage Council - 10 year Arts & Heritage Plan | | 2019 - 2022 Original | | | | | |
| Reinvest in the Edmonton City Museum project, establishing it as an ongoing program rather than a time-bound project. Fund new initiatives as indicated in the ambitions, outcomes, and strategies of the 10-Year Arts & Heritage Plan (i.e. Indigenous partnerships and outreach, heritage interpretation in public spaces). Increase in the Heritage Community Investment Grants. | Expense | \$ | 150 | \$ | 250 | \$ | 200 |
| | Revenue | \$ | - | \$ | - | \$ | - |
| | Net | \$ | 150 | \$ | 250 | \$ | 200 |
| | FTEs | | - | | - | | - |
| Alberta Aviation Museum | | 2019 - 2022 Original | | | | | |
| The Alberta Aviation Museum Association is requesting \$238 in additional funds in order to sustain operations through the 2019 calendar year. A portion of funds will be allocated towards the development of a sustainable and realistic plan for AAM's operations, governance, and function, accomplished with the support of Edmonton Heritage Council and external consultants. | Expense | \$ | 238 | \$ | (238) | \$ | - |
| | Revenue | \$ | 238 | \$ | (238) | \$ | - |
| | Net | \$ | - | \$ | - | \$ | - |
| | FTEs | | - | | - | | - |

| Public Library | | | | | | |
|---|----------------------|----|--------|----|--------|----------------|
| Library Growth and New Services | 2019 - 2022 Original | | | | | |
| 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. | Expense | \$ | 151 | \$ | - | \$ - |
| | Revenue | \$ | - | \$ | - | \$ - |
| | Net | \$ | 151 | \$ | - | \$ - |
| | FTEs | | 2.2 | | - | - |
| Reach Edmonton | | | | | | |
| Countering Hate Motivated Violence | 2019 - 2022 Original | | | | | |
| 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. | Expense | \$ | 119 | \$ | 188 | \$ 112 72 |
| | Revenue | \$ | - | \$ | - | \$ - |
| | Net | \$ | 119 | \$ | 188 | \$ 112 72 |
| | FTEs | | - | | - | - |
| Total New or Enhanced Services | Total Net Budget | \$ | 27,659 | \$ | 14,122 | \$ 8,706 1,532 |
| | Total FTEs | | 69.4 | | 9.0 | (2.2) (2.3) |
| Growth on Existing Services | | | | | | |
| | Incremental (\$000) | | 2019 | | 2020 | 2021 2022 |
| Social Development | | | | | | |
| Affordable Housing Public Information Campaign | 2019 - 2022 Original | | | | | |
| On August 21, 2018, City Council approved a motion directing Administration to prepare a service package to fund additional communications and public engagement support dedicated to affordable housing (CR_5960). The budget will allow hiring a communications specialist and a public engagement specialist ongoing. An additional \$1.48 million in one-time funding will fund a public information campaign. | Expense | \$ | 550 | \$ | (210) | \$ - (90) |
| | Revenue | \$ | - | \$ | - | \$ - |
| | Net | \$ | 550 | \$ | (210) | \$ - (90) |
| | FTEs | | - | | - | - |
| WinterCity | 2019 - 2022 Original | | | | | |
| At the October 3, 2018 Community and Public Services Committee meeting, Councillor Henderson requested the submission of an unfunded service package to continue implementation of the WinterCity Strategy after receiving CR_5459 "Emerging Winter Festivals Appropriate Mechanism for Investment Distribution" as information. | Expense | \$ | 970 | \$ | (890) | \$ - |
| | Revenue | \$ | 940 | \$ | (940) | \$ - |
| | Net | \$ | 30 | \$ | 50 | \$ - |
| | FTEs | | - | | - | - |
| C5 North East Community Hub Operating Funding | 2019 - 2022 Original | | | | | |
| The C5 collaborative of five agencies has developed a prototype community hub based on integrated service delivery in North East Edmonton. The community space is a place where people can build community connections. Members represent diverse cultures, identities, generations and traditions. The community space is designed to: ensure everyone feels they belong, share cultures and stories, build relationships. | Expense | \$ | 300 | \$ | - | \$ - |
| | Revenue | \$ | - | \$ | - | \$ - |
| | Net | \$ | 300 | \$ | - | \$ - |
| | FTEs | | - | | - | - |
| Homeward Trust Foundation Grant to Support Temporary Housing | 2020 Spring | | | | | |
| To reimburse Homeward Trust for expenses related to the temporary operation of Dwayne's Home including lease costs, property management, security, food services, medication management and on-site support services. Homeward Trust is assisting residents of Dwayne's Home by addressing pressing health and safety issues and proactively managing the closure of the property and relocation of its occupants. | Expense | \$ | - | \$ | 1,750 | \$ (1,750) - |
| | Revenue | \$ | - | \$ | - | \$ - |
| | Net | \$ | - | \$ | 1,750 | \$ (1,750) - |
| | FTEs | | - | | - | - |
| Edmonton Transit | | | | | | |
| DATS - Growth in Service Demand - Contractor Delivered Service | 2019 - 2022 Original | | | | | |
| Additional funding to increase DATS capacity. | Expense | \$ | 926 | \$ | 708 | \$ (5) 131 |
| | Revenue | \$ | - | \$ | - | \$ - |
| | Net | \$ | 926 | \$ | 708 | \$ (5) 131 |
| | FTEs | | 3.0 | | 2.2 | 1.0 0.6 |
| Transit Security - Continuous Transit Operator Training | 2019 - 2022 Original | | | | | |
| Program provides 7.5 hrs of core training per Transit Operator(4-year cycle). The training will be modules from the Canadian Urban Transit Association, will align with industry norms and further support safety for operators and the public. In addition to the core training, 15 hours of emergency first aid training per Transit Operator (2-year cycle) as well as 1.5 hours of driver evaluation(4-year cycle). | Expense | \$ | 877 | \$ | - | \$ - |
| | Revenue | \$ | - | \$ | - | \$ - |
| | Net | \$ | 877 | \$ | - | \$ - |
| | FTEs | | - | | - | - |

| Fleet & Facility Services | | | | | | |
|---|------------|-----------------|----------------------|-------------------|-----------------|--|
| FFS Police Service Package Request | | | 2019 - 2022 Original | | | |
| This package will allow Fleet and Facility Services to add additional maintenance and custodial personnel to meet service level requirements for the Edmonton Police Service. The package is fully recoverable through EPS; therefore the net dollar impact is zero. | Expense | \$ (4) | \$ (1) | \$ - | \$ - | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ (4) | \$ (1) | \$ - | \$ - | |
| | FTEs | 7.0 | 1.0 | - | - | |
| Parks & Roads Services | | | | | | |
| Annexation - Parks and Roads Services | | | 2019 - 2022 Original | | | |
| This service package addresses the service requirements of additional road, bridge and green space inventory being annexed from the County of Leduc in 2019. | Expense | \$ 2,000 | \$ - | \$ - | \$ - | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 2,000 | \$ - | \$ - | \$ - | |
| | FTEs | - | - | - | - | |
| Infrastructure Planning & Design | | | | | | |
| Westwood Tank Farm Decommissioning and Remediation | | | 2019 - 2022 Original | | | |
| The City is responsible for the remediation of the underground storage tanks (UST) on the Westwood Tank Farm site legally described as Lot 3U, Block 6, Plan 5518NY along with the pipelines under 106A Street. The UST will need to be removed and remediated within 2 years of the City stopping usage, anticipated to be January 16, 2019 with the closure of the Westwood Transit Garage. | Expense | \$ 350 | \$ 2,150 | \$ (2,350) | \$ (150) | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 350 | \$ 2,150 | \$ (2,350) | \$ (150) | |
| | FTEs | - | - | - | - | |
| City Planning | | | | | | |
| Urban Growth - Infrastructure Analysis | | | 2019 - 2022 Original | | | |
| Funding is required to deliver on Council's Goal of Urban Places and the City Plan. This supports Evolving Infill (refer to CR_6223 to be presented to Council on Nov 6, 2018). The Growth Fiscal framework includes Impacts of Growth (refer to CR_3592 received by Exec. Comm. on Jul 4, 2017), Offsite Levies (refer to CR_5344 received by Exec. Comm. on Jan 15, 2018) and Integrated Infrastructure implementation. | Expense | \$ 1,109 | \$ (80) | \$ (480) | \$ (549) | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 1,109 | \$ (80) | \$ (480) | \$ (549) | |
| | FTEs | 2.0 | - | - | (2.0) | |
| Arts Council | | | | | | |
| 19-39 Art Gallery of Alberta - Access Initiatives | | | 2019 Spring | | | |
| The AGA aims to engage communities and enhance the arts ecosystem of the City, and contribute to the realization of Connections & Exchanges: A 10-Year Plan To Transform Arts and Heritage In Edmonton. \$250,000 of funding from City Council in 2019 will support continued free admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences. | Expense | \$ 250 | \$ (250) | \$ - | \$ - | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 250 | \$ (250) | \$ - | \$ - | |
| | FTEs | - | - | - | - | |
| Greater Edmonton Foundation | | | | | | |
| GEF Inflation | | | 2019 - 2022 Original | | | |
| 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 | \$ 400 | \$ 200 | \$ - | \$ 300 | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 400 | \$ 200 | \$ - | \$ 300 | |
| | FTEs | - | - | - | - | |
| Reach Edmonton | | | | | | |
| REACH - YEG Ambassador | | | 2019 - 2022 Original | | | |
| 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 | \$ 349 | \$ - | \$ - | \$ - | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 349 | \$ - | \$ - | \$ - | |
| | FTEs | - | - | - | - | |
| REACH - 24/7 Crisis Diversion | | | 2019 - 2022 Original | | | |
| Additional resources to 24/7 Crisis Diversion will allow the maintenance of target for existing demands for service and allow for increased efficiency and resources to respond to calls overnight. Since April 2017 the program has been operating at or above the funded capacity of 950 calls per month. Data from 2018 reflects service demand at 26.5% over funded capacity. | Expense | \$ 875 | \$ - | \$ 92 | \$ - | |
| | Revenue | \$ - | \$ - | \$ - | \$ - | |
| | Net | \$ 875 | \$ - | \$ 92 | \$ - | |
| | FTEs | - | - | - | - | |

Provision for Appropriate Base Funding**2019 - 2022 Original**

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

| | | | | | | | | |
|------------|-----------|------------|-----------|------------|-----------|----------|-----------|----------|
| Expense | \$ | 194 | \$ | 194 | \$ | - | \$ | - |
| Revenue | \$ | - | \$ | - | \$ | - | \$ | - |
| Net | \$ | 194 | \$ | 194 | \$ | - | \$ | - |
| FTEs | | - | | - | | - | | - |

Total Growth on Existing Services

| | | | | | | | | |
|------------------|----|-------|----|-------|----|---------|----|-------|
| Total Net Budget | \$ | 8,206 | \$ | 4,511 | \$ | (4,493) | \$ | (358) |
| Total FTEs | | 12.0 | | 3.2 | | 1.0 | | (1.4) |

Total of Previously Approved Service Packages

| | | | | | | | | |
|------------------|----|--------|----|--------|----|--------|----|-------|
| Total Net Budget | \$ | 34,269 | \$ | 24,425 | \$ | 12,919 | \$ | 1,793 |
| Total FTEs | | 98.6 | | 50.8 | | 27.2 | | (8.7) |



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 |

Branch - Community & Recreation Facilities

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 |
| 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.

Branch - Community & Recreation Facilities

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.

Branch - Community & Recreation Facilities

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 bi-annually 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 | - | - | - | - | - |
| Safe & Healthy Communities | 2,602 | 1,890 | 1,790 | - | 1,790 | 1,690 |
| 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 | - | - | - | - | - |
| 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 | | | | | | |
| 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 | | | | | | |
| Bus and LRT | 334,846 | 337,209 | 377,304 | (22,438) | 354,866 | 378,013 |
| DATS | 30,276 | 31,511 | 31,763 | | 31,763 | 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 |
|--|-----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| 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 |
| 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) | 64,408 | 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 Terwilligar, Commonwealth, Clareview and Meadows. |

Branch - Parks & Roads 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 | | | | | | |
| 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) |
| <p>Modify the turf maintenance program through changes to timing, frequency and inventory.</p> <ul style="list-style-type: none"> - 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 |
| 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 | | | | | | |
| 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 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 |
| 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 | 8 | - | - | - | - | - |
| Transportation Planning and Design | 14 | - | - | - | - | - |
| Total Revenue & Transfers | \$2,789 | - | - | - | - | - |
| Net Expenditure & Transfers | | | | | | |
| <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 |
| 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 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 Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed 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 |
|---|-----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| 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 |
| Governance, Tribunals, Corporate Information Governance and Administration | 9,750 | 10,904 | 10,898 | 1,056 | 11,954 | 13,014 |
| Office of the Integrity Commissioner | 126 | 150 | 150 | - | 150 | 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 | | | | | | |
| 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 |
|--|-----------------|----------------------------|----------------------------|---------------------------------------|----------------------------|----------------------------|
| 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 | 17,569 | 17,339 | 17,378 | 37 | 17,415 | 15,998 |
| Planning Coordination & Operations | 37,818 | 24,939 | 24,077 | (329) | 23,748 | 25,102 |
| Safety Codes, Permits and Inspections | 15,662 | 16,620 | 16,892 | (117) | 16,775 | 16,864 |
| Subdivision & Development Coordination | 6,871 | 12,739 | 13,830 | (441) | 13,389 | 13,414 |
| Total Net Expenditure & Transfers | \$77,920 | \$71,637 | \$72,177 | (\$850) | \$71,327 | \$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.



Corporate Expenditures & Revenues

Corporate Expenditures & Revenues

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 | | | | | | |
| 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.

Corporate Expenditures & Revenues

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.

Corporate Expenditures & Revenues

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 Budget | 2021 Approved Budget | 2021 Proposed Budget Changes | 2021 Proposed Budget | 2022 Proposed 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 | | | | | | |
| Capital City Downtown CRL | 27,349 | 32,365 | 35,134 | - | 35,134 | 37,786 |
| Total Net Expenditure & Transfers | \$27,349 | \$32,365 | \$35,134 | - | \$35,134 | \$37,786 |
| Net Income/(Loss) | - | - | - | - | - | - |

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. Identify priorities

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 |
|-------------------------------|--------------------------------------|
| <i>Public facing services</i> | <i>Internal support services</i> |
| 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.

Limited Scope PBB and Full Scope PBB

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 | <ul style="list-style-type: none"> • Used existing budgeted services • Not consistent across the organization | <ul style="list-style-type: none"> • Consistent definition of services • Similar level of services across the City |
| Costing of Services | <ul style="list-style-type: none"> • Partial costing of services • Indirect costs not fully allocated | <ul style="list-style-type: none"> • Full costing of services |
| Identification of Priorities | <ul style="list-style-type: none"> • Used priorities from Corporate Business Plan and did not prioritize based on input from Council | <ul style="list-style-type: none"> • Priorities discussed and prioritized with Council |
| Analyze findings and provide recommendations (Insights) | <ul style="list-style-type: none"> • Heavily focused on budget reductions <ul style="list-style-type: none"> ○ Efficiencies ○ Service level assessments ○ Cost reduction opportunities | <ul style="list-style-type: none"> • 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 |
| 💰 Total Budget | \$548.3 M |
| ▼ Total Reductions | \$22.8 M |
| ▼ % of Budget Reduced | 4.2% |
| ▼ # Services impacted | 19 |

QUADRANT 2

| | |
|-----------------------|-----------|
| ⚙️ # Services | 75 |
| 💰 Total Budget | \$450.2 M |
| ▼ Total Reductions | \$18.7 M |
| ▼ % of Budget Reduced | 4.2% |
| ▼ # Services impacted | 31 |

QUADRANT 3

| | |
|-----------------------|----------|
| ⚙️ # Services | 52 |
| 💰 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 Reduced | 5.7% |
| ▼ # Services Impacted | 12 |

Priority Based Budgeting Limited Scope

SERVICES BY QUADRANT

Edmonton

QUADRANT ONE

TOTAL BUDGET **\$548 M**

29 SERVICES

REDUCTIONS **\$23 M**

% OF BUDGET REDUCED **4.2%**

Comms Bridge & Structure Maintenance
Bus & LRT
City Manager's Office
Civic Agencies
Corporate Accounting & Reporting:
Capital & Operating
Corporate Budget Planning & Consolidation
Corporate Safety & Health

Disability Management & Mental Health
Emergency Management & Planning
Engineering
Facility Management
Fire Rescue Emergency Response
Communications
Fleet Procurement & Fuel
Labour Relations

Land Use Planning: Policy Development
Legal
Lifecycle Management
Municipal Fleet Maintenance
Occupational Health & Safety
Parks & Open Space Management
Payroll

Risk Management
Road & Sidewalk Maintenance & Operations
Snow & Ice Control
Technology Planning
Traffic Operations
Traffic Safety & Automated Enforcement

QUADRANT TWO

TOTAL BUDGET **\$450 M**

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

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

Fire Rescue Recruitment, Training &
e-Learning
Fire Suppression, Medical, Rescue Emergency
Event Response & Emergency Response
Technology Management
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

TOTAL BUDGET **\$92 M**

52 SERVICES

REDUCTIONS **\$5 M**

% OF BUDGET REDUCED **4.9%**

311
Appraisal
Blatchford Land Development
Blatchford Renewable Energy Utility
Branch Operations
Business Licensing
Bylaw & Provincial Act Enforcement:
Development & Zoning
Capital City Clean Up
Cash Consulting
City Archives & City Artifact Operations
Community Group Capacity Building
Community Relations

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
Marketing
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

Parking
Pest Management
Property Acquisitions & Sales
Property Sales
Protocol
Public Communications
Specialized Facility Operations &
Programming
Strategic Initiative Management Service
Survey
Tenant Advisory Services
Tribunals
Urban Renewal

QUADRANT FOUR

TOTAL BUDGET **\$67 M**

26 SERVICES

REDUCTIONS **\$4 M**

% OF BUDGET REDUCED **5.7%**

Coin Processing
Corporate Policy
Council Communications Support
Festival & Event Coord/Partnership
Development/Orange Hub

Financial Planning, Records & Contract
Management
Fire Rescue Accreditation & Continuous
Improvement Processes
Fire Rescue Employee Health & Wellness
Programming
Golf Operations

Indoor Facility Operations and Programming
Neighbourhood Capacity Building
Outdoor Facility and Parks Operations and
Programming
Partnership Strategy & Organizational
Development

Printing
Stadium & Sport Field Operations
Story & Brand
Strategic Foresight & Policy Development
Warehousing & Logistics

QUADRANT ONE

| 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 | -1% |
| 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 | -6% |
| | 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 | -10% |
| Workforce Safety & Employee Health | Corporate Safety & Health Services | \$1,727 | -\$105 | -6% |
| | Disability Management & Mental Health | \$1,765 | -\$129 | -7% |
| | Occupational Health & Safety Services | \$2,230 | -\$91 | -4% |
| | | \$12,821 | -\$599 | -5% |
| FINANCIAL AND CORPORATE SERVICES | | | | |
| Financial Services | Corporate Accounting & Reporting - Capital & Operating | \$6,365 | -\$545 | -9% |
| | Corporate Budget Planning & Consolidation | \$2,906 | -\$329 | -11% |
| Open City & Technology | Technology Planning | \$4,149 | \$0 | 0% |
| | | \$13,420 | -\$874 | -7% |
| INTEGRATED INFRASTRUCTURE SERVICES | | | | |
| Business Planning & Support | Engineering Services | \$2,727 | \$0 | 0% |
| Infrastructure Planning & Design | Lifecycle Management | \$4,131 | \$0 | 0% |
| | | \$6,858 | \$0 | 0% |
| OFFICE OF THE CITY MANAGER | | | | |
| City Manager | City Manager's Office | \$2,026 | -\$119 | -6% |
| Legal Services | Legal Services | \$8,400 | -\$601 | -7% |
| | Risk Management | \$1,707 | \$0 | 0% |
| Office of the City Clerk | Civic Agencies | \$287 | \$0 | 0% |
| | | \$12,421 | -\$720 | -6% |
| URBAN FORM & CORPORATE STRATEGIC DEVELOPMENT | | | | |
| 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% |

QUADRANT TWO

| DEPARTMENT | | 2021 Budget | Budget Reduction | |
|---|--|------------------|------------------|------------|
| Branch | Service | Net Requirement | Net Reduction | % Reduced |
| CITIZEN SERVICES | | | | |
| Community & Recreation Facilities | Cemetery Operations & Sales | \$1,411 | -\$100 | -7% |
| | Zoo Operations & Programming | \$4,384 | \$0 | 0% |
| Community Standards & Neighbourhoods | Animal Care | -\$910 | -\$690 | 76% |
| | Enforcement Services, including Animal Bylaw Enforcement | \$28,595 | -\$1,305 | -5% |
| | Park Ranger Service | \$1,318 | \$0 | 0% |
| Fire Rescue Services | Fire Investigations | \$2,397 | \$0 | 0% |
| | Fire Prevention, Fire Safety Public Education, Fire Protection Engineering | \$7,520 | -\$579 | -8% |
| | Fire Rescue Emergency Response Technology Management Service | \$3,769 | \$0 | 0% |
| | Fire Rescue Recruitment, Training & e-Learning | \$4,895 | \$0 | 0% |
| Social Development | Fire Suppression, Medical, Rescue Emergency Event Response | \$165,228 | \$0 | 0% |
| | 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% |
| | Integrated Service Center | \$2,577 | \$0 | 0% |
| | Public Engagement | \$1,994 | -\$130 | -7% |
| Integrated Marketing Communications | Creative & Digital | \$2,771 | -\$446 | -16% |
| Reputation & Brand | Media Relations, Issues & Crisis | \$756 | -\$76 | -10% |
| | | \$9,349 | -\$652 | -7% |
| EMPLOYEE SERVICES | | | | |
| Organizational Design & Development | Corporate Training | \$1,576 | -\$62 | -4% |
| | Organizational Design & Transformation | \$2,271 | -\$168 | -7% |
| Talent Acquisition, Service & Solutions | Recruitment | \$3,295 | -\$408 | -12% |
| | Respect in the Workplace | \$2,348 | -\$50 | -2% |
| | | \$9,491 | -\$688 | -7% |
| INTEGRATED INFRASTRUCTURE SERVICES | | | | |
| Building Great Neighbourhoods & Open Spaces | Building Great Neighbourhoods Delivery | \$1,357 | \$0 | 0% |
| | 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% |
| Infrastructure Delivery | Facilities (buildings & other) Delivery | \$1,745 | \$0 | 0% |
| | Renewable Energy Systems | \$173 | \$0 | 0% |
| | Transportation (Roads & Bridges) Delivery | \$1,174 | \$0 | 0% |
| Infrastructure 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% |
| LRT Expansion & Renewal | LRT Infrastructure Delivery | \$724 | \$0 | 0% |
| | | \$19,470 | -\$929 | -5% |

QUADRANT TWO

| DEPARTMENT | | 2021 Budget | Budget Reduction | |
|---|--|------------------|------------------|--------------|
| Branch | Service | Net Requirement | Net Reduction | % Reduced |
| FINANCIAL & CORPORATE SERVICES | | | | |
| Assessment & Taxation | Assessment & Taxation Support | \$4,507 | -\$1,197 | -27% |
| | Assessment Valuation | \$9,854 | \$0 | 0% |
| | Assessment Valuation Support & Systems Management | \$3,045 | \$0 | 0% |
| | 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% |
| Financial Services | Accounts Payable | \$1,655 | \$0 | 0% |
| | Accounts Receivable | \$2,020 | \$0 | 0% |
| | Bylaw Ticket Administration | \$908 | \$0 | 0% |
| | Department Financial Planning, Analysis & Reporting | \$7,460 | -\$265 | -4% |
| | Remittance Processing | \$110 | \$0 | 0% |
| Open City & Technology | Business Solutions | \$14,538 | -\$1,645 | -11% |
| | Corporate Data & Analytics | \$5,605 | \$0 | 0% |
| | Information Security | \$3,956 | \$0 | 0% |
| | Infrastructure Operations | \$18,283 | -\$90 | 0% |
| | Solutions Delivery | \$3,764 | \$0 | 0% |
| Real Estate | Land Development Services | \$679 | -\$37 | -5% |
| | Leasing Services | \$688 | \$0 | 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 | 0% |
| | Elections/Census/Ward Boundaries | \$2,731 | \$0 | 0% |
| | | \$6,061 | -\$140 | -2% |
| URBAN FORM & CORPORATE STRATEGIC DEVELOPMENT | | | | |
| Community Revitalization Levies | Urban Renewal | \$0 | \$0 | 0% |
| City Planning | Land Use Planning Service - Urban Growth & Open Space Strategy | \$7,307 | -\$303 | -4% |
| Corporate Strategy | Corporate Strategy - Strategic Design | \$1,996 | \$0 | 0% |
| Development Services | Bylaw & Provincial Act Enforcement - Safety Codes, Permits & Inspections | \$887 | \$0 | 0% |
| | Development Service - Development & Zoning Services | \$10,123 | -\$236 | -2% |
| | Development Service - Planning Coordination & Operations | -\$40,886 | \$0 | 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 | 0% |
| Economic & Environmental Sustainability | Environmental Strategies | \$16,945 | -\$494 | -3% |
| | Regional Development | \$2,341 | -\$226 | -10% |
| | | \$30,808 | -\$1,745 | -6% |
| QUADRANT TWO TOTAL | | \$450,151 | -\$18,749 | -4.2% |

QUADRANT THREE

| DEPARTMENT | | 2021 Budget | Budget Reduction | |
|--|---|-----------------|------------------|------------|
| 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 | (9,751) | \$0 | 0% |
| | | (7,228) | - | 0% |
| COMMUNICATIONS & ENGAGEMENT | | | | |
| Engagement | 311 | 11,036 | -\$106 | -1% |
| External & Intergovernmental Relations | External Relations | 558 | -\$91 | -16% |
| | Intergovernmental Coordination | 781 | \$0 | 0% |
| | Other Events/Sponsorships | 51 | \$0 | 0% |
| | Protocol Services | 851 | -\$183 | -22% |
| Integrated Marketing Communications | Public Communications | 6,430 | -\$461 | -7% |
| | | 19,707 | -\$842 | -4% |
| FINANCIAL & CORPORATE SERVICES | | | | |
| Corporate Procurement & Supply Services | Contract & Inventory Management | 471 | \$0 | 0% |
| | Mail Delivery Service | 401 | \$0 | 0% |
| Financial Services | Cash Consulting | 812 | \$0 | 0% |
| | Investment Management | (3,193) | \$0 | 0% |
| Land Enterprise | Enterprise Land Development | (2,178) | \$0 | 0% |
| | Land Management | 175 | \$0 | 0% |
| Open City & Technology | Branch Operations | 674 | \$0 | 0% |
| Real Estate | Appraisal Services | 586 | \$0 | 0% |
| | Property Acquisitions | 867 | \$0 | 0% |
| | Property Sales | 96 | -\$10 | -10% |
| | | (1,288) | -\$10 | 1% |
| INTEGRATED INFRASTRUCTURE SERVICES | | | | |
| Blatchford Redevelopment | Blatchford Land Development | (6,419) | \$0 | 0% |
| Business Planning & Support | Survey Services | 1,428 | -\$325 | -23% |

QUADRANT THREE

| DEPARTMENT | | 2021 Budget | Budget Reduction | |
|--|--|-----------------|------------------|-----------|
| 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 STRATEGIC 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 Reduction | |
|---|---|-----------------|------------------|--------------|
| 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% |
| | Warehousing & Logistics Service | 5,542 | \$0 | 0% |
| Financial Services | Coin Processing | 481 | \$0 | 0% |
| | | 6,537 | \$0 | 0% |
| URBAN FORM & CORPORATE STRATEGIC DEVELOPMENT | | | | |
| Corporate Strategy | Corporate Policy | 1,329 | \$0 | 0% |
| | | 1,329 | \$0 | 0% |
| QUADRANT FOUR TOTAL | | \$66,830 | -\$3,835 | -5.7% |



Supplementary Schedules

User Fees, Fines, Permits

Citizen Services - Community and Recreation Facilities

Proposed Changes are highlighted in yellow

| Program/Service | Approved | | | |
|---|------------|------------|------------|------------|
| | 2019 | 2020 | 2021 | 2022 |
| Facility - (fees and passes include access to Outdoor Pools. Outdoor pools free for children 12 and under.) | | | | |
| 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 | | | | |
| 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 | | | | |
| 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 | | | | |
| 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 |
| Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pools free for children 12 and under.) | | | | |
| Facility Plus- Single Admission | | | | |
| Child | \$7.00 | \$7.00 | \$7.25 | \$7.50 |
| Youth/Senior | \$8.75 | \$8.75 | \$9.00 | \$9.25 |
| Adult | \$10.25 | \$10.50 | \$10.75 | \$11.00 |
| Family | \$27.00 | \$27.75 | \$28.50 | \$29.25 |
| Facility Plus - Multi Per Visit | | | | |
| Child | \$6.30 | \$6.30 | \$6.50 | \$6.75 |
| Youth/Senior | \$7.90 | \$7.90 | \$8.10 | \$8.35 |
| Adult | \$9.25 | \$9.45 | \$9.70 | \$9.90 |
| Family | \$24.30 | \$25.00 | \$25.65 | \$26.35 |
| Facility Plus - Regular 1 Month Pass | | | | |
| Child | \$46.00 | \$46.00 | \$48.00 | \$50.00 |
| Youth/Senior | \$59.00 | \$59.00 | \$61.00 | \$62.00 |
| Adult | \$70.00 | \$72.00 | \$74.00 | \$76.00 |
| Family | \$189.00 | \$195.00 | \$200.00 | \$206.00 |
| Facility Plus- Continuous Monthly | | | | |
| Child | \$40.00 | \$40.00 | \$41.00 | \$43.00 |
| Youth/Senior | \$50.00 | \$50.00 | \$51.00 | \$53.00 |
| Adult | \$60.00 | \$62.00 | \$64.00 | \$66.00 |
| Family | \$161.00 | \$166.00 | \$171.00 | \$176.00 |
| Facility Plus- Annual | | | | |
| Child | \$410.00 | \$415.00 | \$430.00 | \$450.00 |
| Youth/Senior | \$520.00 | \$525.00 | \$540.00 | \$550.00 |
| Adult | \$624.00 | \$648.00 | \$672.00 | \$696.00 |
| Family | \$1,716.00 | \$1,764.00 | \$1,812.00 | \$1,860.00 |

User Fees, Fines, Permits

Citizen Services - Community and Recreation Facilities

Proposed Changes are highlighted in yellow

| Program/Service | Approved | | | |
|--|------------|------------|------------|------------|
| | 2019 | 2020 | 2021 | 2022 |
| 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 | \$7.75 |
| Youth/Senior | \$9.00 | \$9.00 | \$9.25 | \$9.50 |
| Adult | \$11.50 | \$11.50 | \$11.75 | \$12.00 |
| Family | \$31.50 | \$31.50 | \$32.25 | \$33.00 |
| All Facility - Multi Per Visit | | | | |
| Child | \$6.55 | \$6.55 | \$6.75 | \$7.00 |
| Youth/Senior | \$8.10 | \$8.10 | \$8.30 | \$8.55 |
| Adult | \$10.35 | \$10.35 | \$10.60 | \$10.80 |
| Family | \$28.35 | \$28.35 | \$29.05 | \$29.70 |
| All Facility - Regular 1 Month Pass | | | | |
| Child | \$48.00 | \$48.00 | \$50.00 | \$52.00 |
| Youth/Senior | \$61.00 | \$61.00 | \$63.00 | \$65.00 |
| Adult | \$74.00 | \$74.00 | \$76.00 | \$78.00 |
| Family | \$218.00 | \$218.00 | \$224.00 | \$230.00 |
| All Facility - Continuous Monthly | | | | |
| Child | \$41.00 | \$41.00 | \$43.00 | \$45.00 |
| 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 | | | | |
| 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 |
| 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 | \$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 | \$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 |
| Family | \$59.00 | \$59.00 | \$59.00 | \$59.00 |

User Fees, Fines, Permits

Citizen Services - Community and Recreation Facilities

Proposed Changes are highlighted in yellow

| Program/Service | Approved | | | |
|---|----------|----------|----------|----------|
| | 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 |

User Fees, Fines, Permits

Citizen Services / City Operations -

Community & Recreation Facilities / Parks and Roads Services (Sportsfields, Picnics)

| Program/Service | Approved | | | |
|---|----------|----------|----------|----------|
| | 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 |
| 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 |
| 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 |

User Fees, Fines, Permits

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 Changes are highlighted in yellow

| Program/Service | Approved | | | |
|---|----------|----------|----------|----------|
| | 2019 | 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 (during the hours of 08:00-17:20, Monday to Friday) | \$ 133 | \$ 135 | \$ 138 | \$ 140 |
| 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 | | | | |
| 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 | \$ 331 | \$ 338 | \$ 344 |
| Fire Rescue Response to Commercial False Alarm 3rd Response | \$ 649 | \$ 659 | \$ 673 | \$ 685 |
| Fire Rescue Response to Commercial False Alarm 4th Response or more | \$ 1,295 | \$ 1,316 | \$ 1,342 | \$ 1,368 |
| Residential Security Alarms routed to Fire Rescue Services | \$ 829 | \$ 842 | \$ 859 | \$ 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, air monitoring truck: per Apparatus, per half hour or portion thereof | \$ 415 | \$ 422 | \$ 430 | \$ 438 |
| Chiefs' vans/cars, salvage truck, hose tender, fan truck, water cannon, mobile command, bus, medical support units, Metzler boat, Zodiac, 4 x 4 mobile pumps, and any other unspecified Apparatus | \$ 209 | \$ 212 | \$ 217 | \$ 221 |
| 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, per half hour or portion thereof | \$ 66 | \$ 67 | \$ 68 | \$ 70 |
| 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 |

User Fees, Fines, Permits

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 are highlighted in yellow

| Program/Service | Approved | | On Hold | |
|-------------------------------------|----------|----------|----------|----------|
| | 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.

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - City Planning

Proposed Changes are highlighted in yellow

| Sanitary Servicing Strategy Fund (SSSF) Rates Expansion Assessment | Approved 2019 | Approved 2020 | Proposed 2021 | Proposed 2022 |
|---|------------------|------------------|------------------|------------------|
| 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

| Program/Service | Approved 2019 | Approved 2020 | Proposed 2021 | Proposed 2022 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|
| Administrative 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 | \$0.25 |
| Reproduction Fee: for larger documents (fee charged per sq ft by vendor) | \$1 | \$1 | \$1 | \$1 |
| Development Permits | | | | |
| Residential Applications | | | | |
| Home Improvement | | | | |
| Additions to: | | | | |
| Mobile Home | \$174 | \$176 | \$176 | \$180 |
| Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height | \$173 | \$176 | \$176 | \$180 |
| Single Detached, Duplex, or Semi-Detached Housing with increase in floor area or height | \$425 | \$433 | \$433 | \$442 |
| Accessory Building | \$118 | \$120 | \$120 | \$122 |
| Driveway Extension | \$173 | \$176 | \$176 | \$180 |
| Fireplace | \$173 | \$176 | \$176 | \$180 |
| Overheight Fence | \$179 | \$182 | \$182 | \$186 |
| Secondary Suites | \$288 | \$293 | \$293 | \$299 |
| Solar Panels or Renewable Energy | \$118 | \$120 | \$120 | \$122 |
| Swimming Pool, Hot Tub, Pond | \$118 | \$120 | \$120 | \$122 |
| Uncovered Deck | \$118 | \$120 | \$120 | \$122 |
| Wheelchair Ramp | \$118 | \$120 | \$120 | \$122 |
| Exterior Alterations | | | | |

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| Program/Service | Approved 2019 | Approved 2020 | Proposed 2021 | Proposed 2022 |
|---|------------------|------------------|------------------|------------------|
| <u>Exterior Alterations</u> | | | | |
| Exterior Alterations to Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height | \$173 | \$176 | \$176 | \$180 |
| Exterior Alterations to Existing Multi-dwelling Residential Building | \$368 | \$375 | \$375 | \$383 |
| <u>New Dwellings</u> | | | | |
| Garden Suites | \$288 | \$293 | \$293 | \$299 |
| Single Detached Housing, Duplex, Semi-Detached, Residential Sales Centres | \$493 | \$502 | \$502 | \$512 |
| Apartment and Row Housing, an all other housing units (excluding Single Detached, Duplex, or Semi-Detached), up to 4 dwelling units | \$848 | \$864 | \$864 | \$881 |
| For each additional dwelling above 4 | \$76 | \$77 | \$77 | \$79 |
| <u>Residential Related and Move On Applications</u> | | | | |
| Group Homes, Limited Group Homes - (conversions of dwellings to) | \$344 | \$351 | \$351 | \$358 |
| Major Home Occupation | \$321 | \$327 | \$327 | \$334 |
| Minor Home Occupation | \$127 | \$129 | \$129 | \$132 |
| Mobile Home Move On | \$174 | \$177 | \$177 | \$181 |
| Residential Move On | \$344 | \$351 | \$351 | \$358 |
| Residential Demolition | \$87 | \$89 | \$89 | \$91 |
| Recreational Vehicle Parking | \$179 | \$182 | \$182 | \$186 |
| <u>Commercial, Industrial, Institutional, Mixed Use Applications</u> | | | | |
| <u>New or Additions to Existing Buildings</u> | | | | |
| 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 Floor Area or part thereof in commercial portion | \$98 | \$100 | \$110 | \$112 |
| Cannabis Retail Sales and Cannabis Production and Distribution as a General Industrial Building | \$5,600 | \$5,600 | \$5,600 | \$5,600 |
| <u>Mixed Use Buildings</u> | | | | |
| Gross Floor Area up to 500 square meters (5,381.95 sq. ft.) in commercial portion and up to 4 dwelling units in residential portion | \$1,877 | \$1,913 | \$1,913 | \$1,951 |
| Each additional 100 square meters of Gross Floor Area or part thereof in commercial portion | \$98 | \$100 | \$110 | \$112 |
| Each additional dwelling unit in residential portion | \$76 | \$77 | \$77 | \$79 |
| <u>Change of Use</u> | | | | |
| Child Care Services | \$331 | \$337 | \$375 | \$383 |
| Discretionary Use | \$518 | \$528 | \$528 | \$539 |
| Permitted Use or Uses in Direct Control Districts | \$281 | \$286 | \$375 | \$383 |
| Cannabis Retail sales or Cannabis Production and Distribution (including ones proposed as new construction) | \$5,600 | \$5,600 | \$5,600 | \$5,600 |
| Non-Accessory Parking | \$848 | \$864 | \$864 | \$881 |
| <u>General</u> | | | | |
| 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 buildings | \$368 | \$375 | \$375 | \$383 |
| Outdoor Patio, Special Events, Temporary Garden Greenhouse, Garden Centre, Solar Panels | \$368 | \$375 | \$375 | \$383 |
| Satellite Signal Receiving Antenna, Satellite Dish, Amateur Radio Antennae and Support Structures | \$191 | \$195 | \$195 | \$199 |
| Sidewalk Cafe (5 years) | \$518 | \$528 | \$528 | \$539 |
| <u>Cell Towers</u> | | | | |
| Freestanding | \$3,568 | \$3,636 | \$3,636 | \$3,709 |
| Rooftop | \$2,665 | \$2,716 | \$2,716 | \$2,770 |
| <u>Other Development Permits & Supporting Services</u> | | | | |
| <u>Encroachment Applications</u> | | | | |

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| Program/Service | Approved 2019 | Approved 2020 | Proposed 2021 | Proposed 2022 |
|---|---|---|---|---|
| <u>Application Fee</u> | | | | |
| Encroachments under 0.05 meters | No charge | No charge | No charge | No charge |
| Applications that do not require circulation | \$300 | \$300 | \$300 | \$300 |
| Applications that require circulation | \$500 | \$500 | \$500 | \$500 |
| <u>Encroachment Fee</u> | | | | |
| Encroachments onto easements; aerial, canopy or projecting signs encroachments | \$50 | \$50 | \$50 | \$50 |
| Encroachments under 0.05 meters | \$100 | \$100 | \$100 | \$100 |
| Encroachments under 0.3 meters and under 2 square meters in area | \$100 | \$100 | \$100 | \$100 |
| Encroachments under 0.3 meters and under 5 square meters in area | \$350 | \$350 | \$350 | \$350 |
| Encroachments over 0.3 meters and/or over 5 square meters in area | Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment | Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment | Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment | Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment |
| <u>Compliance Certificates and Zoning Confirmation</u> | | | | |
| Compliance Certificate - Single Detached, Semi-Detached or Duplex (Regular Service) | \$133 | \$136 | \$136 | \$139 |
| Compliance Certificate - Single Detached, Semi-Detached or Duplex (Express Service) | \$264 | \$269 | \$269 | \$274 |
| Compliance Certificate - Multi-Family, Commercial, Industrial (Regular Service) | \$276 | \$281 | \$281 | \$287 |
| Compliance Certificate - Multi-Family, Commercial, Industrial (Express Service) | \$550 | \$560 | \$560 | \$571 |
| Compliance Certificate Revision | \$84 | \$86 | \$86 | \$88 |
| Zoning Confirmation of Letter (per site) | \$112 | \$114 | \$114 | \$116 |
| Pick-up/Mail Out of Compliance Certificates | \$25 | \$25 | \$25 | \$26 |
| <u>Lot Grading Fee</u> | | | | |
| Single Detached Housing | \$145 | \$148 | \$148 | \$151 |
| Semi-Detached Housing (per dwelling unit) | \$145 | \$148 | \$148 | \$151 |
| Multi-Family housing *** | \$236 | \$240 | \$240 | \$245 |
| *** Additional fee for each dwelling unit on the first level that contains dwelling units | \$58 | \$58 | \$60 | \$61 |
| Any other land use - Minimum fee per hectare | \$236 | \$240 | \$240 | \$245 |
| Re-inspection | N/A | \$160 | \$160 | \$163 |
| <u>Sign Developments</u> | | | | |
| Digital Signs | \$458 | \$467 | \$900 | \$918 |
| Fascia Signs | \$94 | \$96 | \$120 | \$122 |
| Permanent, Freestanding, Projecting or Roof Signs | \$282 | \$287 | \$375 | \$383 |
| Temporary Signs - Valid for 90 days | \$94 | \$96 | \$96 | \$98 |
| Temporary Signs - Valid for 365 days | \$282 | \$287 | \$287 | \$293 |
| Comprehensive Sign Design | N/A | \$380 | \$380 | \$388 |
| <u>Urban Agriculture</u> | | | | |
| Urban Garden | \$55 | \$56 | \$56 | \$57 |
| Urban Hen Enclosure | \$55 | \$56 | \$56 | \$57 |
| Urban Indoor Farm | \$275 | \$280 | \$280 | \$286 |
| Urban Outdoor Farm | \$55 | \$56 | \$56 | \$57 |
| <u>Additional Fees</u> | | | | |
| <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 | \$215 |
| Other Development Permits for the first two inspections | \$518 | \$528 | \$528 | \$539 |
| <u>Leave as Built & Existing Without Permit</u> | | | | |

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| Program/Service | Approved 2019 | Approved 2020 | Proposed 2021 | Proposed 2022 |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Development existing without a required Development Permit | Double regular application fee | Double regular application fee | Double regular application fee | Double regular application fee |
| Leave As Built - Accessory Building for House/Other Residential Renovations & Additions | \$112 | \$114 | \$114 | \$116 |
| Leave as Built - Single Detached, Semi-Detached, Duplex | \$167 | \$170 | \$170 | \$173 |
| Leave As Built - Other Development Permits (Multi-Family, Commercial, Industrial) | \$386 | \$393 | \$393 | \$401 |
| Pre-Application Meeting | | | | |
| Major Development Permits-Commercial, Industrial, Institutional, Mixed Use, and Multi-dwelling Development Applications | \$331 | \$337 | \$450 | \$459 |
| Minor Development Permits-New Infill Construction for Single Detached Housing, Semi Detached Housing, Duplex Housing, Garden Suite Applications | N/A | N/A | \$176 | \$180 |
| Revision Fees | | | | |
| Minor Amendment to Development Permit - Minor Residential Applications | \$112 | \$114 | \$114 | \$116 |
| Minor Amendment to Development Permit - Single Detached, Semi-Detached, Duplex | \$167 | \$170 | \$170 | \$173 |
| Minor Amendment to Development Permit - Other (Multi-Family, Commercial, Industrial) | \$386 | \$393 | \$393 | \$401 |
| Recirculation Fee (for the third and subsequent re-circulations) | 50% original permit fee | 50% original permit fee | 50% original permit fee | 50% original permit fee |
| Re-examination of Plans Fee | \$259 | \$264 | \$264 | \$269 |
| Non-refundable Administrative Fee (or 20%, whichever is greater)* | \$110 | \$112 | \$112 | \$114 |

*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

Safety Codes Building Permits

Calculated 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 | \$120 |
| New residential and mixed use residential projects, not more than 6 storeys in height | \$185 | \$175 | \$175 | \$175 |
| New residential and mixed use residential projects, not more than 12 storeys in height | \$200 | \$180 | \$180 | \$180 |
| New residential and mixed use residential projects, buildings not more than 39 storeys in height | \$215 | \$190 | \$190 | \$190 |
| New residential and mixed use residential projects, buildings 40 or more storeys in height | \$250 | \$200 | \$200 | \$200 |
| New hotels and motels | \$207 | \$213 | \$213 | \$213 |
| New parkade development | \$80 | \$90 | \$90 | \$90 |

Combo Building Mechanical Permit Fee - Single Detached Housing

| | | | | |
|---------------------|---------|---------|---------|---------|
| 0 - 1050 sq. ft. | \$611 | \$623 | \$623 | \$635 |
| 1051 - 1150 sq. ft. | \$750 | \$764 | \$764 | \$779 |
| 1151 - 1250 sq. ft. | \$817 | \$833 | \$833 | \$850 |
| 1251 - 1450 sq. ft. | \$973 | \$991 | \$991 | \$1,011 |
| 1451 - 1650 sq. ft. | \$1,090 | \$1,111 | \$1,111 | \$1,133 |
| 1651 - 1850 sq. ft. | \$1,210 | \$1,233 | \$1,233 | \$1,258 |
| 1851 - 2050 sq. ft. | \$1,382 | \$1,408 | \$1,408 | \$1,436 |
| 2051 - 2250 sq. ft. | \$1,499 | \$1,527 | \$1,527 | \$1,558 |
| 2251 - 2500 sq. ft. | \$1,642 | \$1,673 | \$1,673 | \$1,706 |
| 2501 - 3000 sq. ft. | \$1,947 | \$1,984 | \$1,984 | \$2,024 |

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| Program/Service | Approved 2019 | Approved 2020 | Proposed 2021 | Proposed 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 |
| Combo 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 |
| Building Permits | | | | |
| <u>For Additions/Alterations to Single Detached Housing</u> | | | | |
| For minor residential projects: accessory building, uncovered deck, hot tub, swimming pool, detached garage, single family house demolition, wheelchair ramp, or mobile home move on Construction value: \$0 - \$5,000 | \$110 | \$112 | \$112 | \$114 |
| Construction value: \$5,001 - \$10,000 | \$110 | \$112 | \$112 | \$114 |
| Construction value: \$10,001 - \$25,000 | \$157 | \$160 | \$276 | \$282 |
| Construction value: \$25,001 - \$50,000 | \$271 | \$276 | \$276 | \$282 |
| Construction value: \$50,001 - \$100,000 | \$503 | \$513 | \$513 | \$523 |
| Construction value: \$100,001 - \$100,000 | \$975 | \$994 | \$994 | \$1,014 |
| Construction value: \$100,000+ | \$1,899 | \$1,935 | \$1,935 | \$1,974 |
| <u>For New Commercial, Industrial, Institutional or additions/alterations to Multi-Family Developments, Mixed Use Developments, Hotels and Motels, or Underground Parkades</u> | | | | |
| 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 |
| Gas Permits | | | | |
| <u>Commercial, Industrial, Institutional or Multi-Family Developments</u> | | | | |
| Construction value: \$0 - \$15,000 | \$169 | \$172 | \$172 | \$175 |
| Construction value: \$15,001 - \$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-Family Developments | \$110 | \$112 | \$112 | \$114 |
| Temporary Heat - Commercial Permits | \$169 | \$172 | \$172 | \$175 |
| Temporary Heat - Single Detached Housing or Single Unit in a Residential Multi-Family Development | \$110 | \$112 | \$112 | \$114 |

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| Program/Service | Approved 2019 | Approved 2020 | Proposed 2021 | Proposed 2022 |
|--|------------------|------------------|------------------|------------------|
| Plumbing Permits & Sewer Permits | | | | |
| Plumbing Permit for Residential Multi-Family Development and Single Detached Housing Development (per dwelling unit) | \$110 | \$112 | \$112 | \$114 |
| Sewer Connection: Residential Multi-Family Development - per dwelling unit | \$110 | \$112 | \$112 | \$114 |
| Sewer Connection: Residential Multi-Family Development - Maximum Fee | \$205 | \$209 | \$209 | \$213 |
| Plumbing Permits for Other Developments - per \$1,000 of Construction Value | \$0.51 | \$0.52 | \$0.52 | \$0.53 |
| Plumbing Permits for Other Developments - Minimum Fee | \$169 | \$172 | \$172 | \$175 |
| HVAC Permits | | | | |
| Alterations/Replacing Existing HVAC in Residential Multi-Development (per unit) | \$110 | \$112 | \$112 | \$114 |
| New Residential Multi-Family Development - per \$1,000 of Construction Value | \$0.59 | \$0.60 | \$0.60 | \$0.61 |
| New Single Detached Housing or Single Unit in Residential Multi-Family Development | \$110 | \$112 | \$112 | \$114 |
| Other Developments - per \$1,000 of Construction Value | \$0.59 | \$0.60 | \$0.60 | \$0.61 |
| Other Developments - minimum fee | \$169 | \$172 | \$172 | \$175 |
| Hoarding Permits | | | | |
| <u>Hoarding projecting from property line towards a roadway</u> | | | | |
| Per lineal meter of boulevard occupied | \$5 | \$5 | \$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 | \$4 |
| Over 2.4 meters from the edge of a sidewalk or roadway - per square meter of sidewalk or roadway occupied | \$16 | \$16 | \$16 | \$16 |
| <u>Hoarding projecting from a property line towards an alley</u> | | | | |
| Under 1.5 meters from edge of alley - per square meter of alley occupied | \$4 | \$4 | \$4 | \$4 |
| Over 1.5 meters from edge of alley - per square meter of alley occupied. | \$16 | \$16 | \$16 | \$16 |
| 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. | | | | |
| Electrical Permits | | | | |
| <u>For New Single Detached Housing Developments</u> | | | | |
| Underground Service Cable Permit Fee | \$82 | \$84 | \$84 | \$86 |
| House Wiring Permit: 0 - 1050 sq. ft. | \$232 | \$236 | \$236 | \$241 |
| House Wiring Permit: 1051 - 1150 sq. ft. | \$241 | \$246 | \$246 | \$251 |
| House Wiring Permit: 1151 - 1250 sq. ft. | \$250 | \$255 | \$255 | \$260 |
| House Wiring Permit: 1251 - 1450 sq. ft. | \$259 | \$264 | \$264 | \$269 |
| House Wiring Permit: 1451 - 1650 sq. ft. | \$270 | \$275 | \$275 | \$281 |
| House Wiring Permit: 1651 - 1850 sq. ft. | \$281 | \$286 | \$286 | \$292 |
| House Wiring Permit: 1851 - 2050 sq. ft. | \$293 | \$299 | \$299 | \$305 |
| House Wiring Permit: 2051 - 2250 sq. ft. | \$304 | \$310 | \$310 | \$316 |
| House Wiring Permit: 2251 - 2500 sq. ft. | \$316 | \$322 | \$322 | \$328 |
| House Wiring Permit: 2501 - 3000 sq. ft. | \$329 | \$335 | \$335 | \$342 |
| House Wiring Permit: 3001 - 3500 sq. ft. | \$342 | \$348 | \$348 | \$355 |
| House Wiring Permit: 3501 - 4000 sq. ft. | \$355 | \$362 | \$362 | \$369 |
| House Wiring Permit: 4001 - 4500 sq. ft. | \$369 | \$376 | \$376 | \$384 |
| House Wiring Permit: 4501 - 5000 sq. ft. | \$385 | \$392 | \$392 | \$400 |
| House Wiring Permit: 5001 - 5500 sq. ft. | \$399 | \$407 | \$407 | \$415 |
| House Wiring Permit: 5501 - 6000 sq. ft. | \$415 | \$423 | \$423 | \$431 |
| House Wiring Permit: Over 6000 sq. ft. | \$432 | \$440 | \$440 | \$449 |
| <u>Other New Developments</u> | | | | |
| New Semi-Detached, Duplex or Row Housing - Underground Service Cable Permit Fee | \$82 | \$84 | \$84 | \$86 |
| New Semi-Detached, Duplex or Row Housing - House Wiring Permit Fee | \$217 | \$221 | \$221 | \$225 |

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| Program/Service | Approved 2019 | Approved 2020 | Proposed 2021 | Proposed 2022 |
|--|------------------|------------------|------------------|------------------|
| New Apartment Housing - Underground Service Cable Permit Fee | \$177 | \$180 | \$180 | \$184 |
| New Apartment Housing - House Wiring Permit Fee | \$116 | \$118 | \$118 | \$120 |
| <i>For Owners Residing in a Single Family Residential Dwelling</i> | | | | |
| Service Changes | \$200 | \$204 | \$204 | \$208 |
| Minor Alterations | \$146 | \$149 | \$149 | \$152 |
| <i>Annual Electrical Permits</i> | | | | |
| Electrical Installation Cost - Minimum Fee | \$311 | \$317 | \$317 | \$323 |
| Annual Electrical Permit Fee (per \$100 of Electrical Installation Cost) | \$1.04 | \$1.06 | \$1.06 | \$1.08 |
| Inspection Fee - First hour | \$146 | \$149 | \$149 | \$152 |
| Inspection Fee - Each additional hour | \$146 | \$149 | \$149 | \$152 |
| <i>For Stand Alone Electrical Permits</i> | | | | |
| Electrical Installation Cost: \$0 - \$3,000 | \$146 | \$149 | \$149 | \$152 |
| Electrical Installation Cost: \$3,001 - \$10,000 Base Fee | \$68 | \$69 | \$69 | \$70 |
| Electrical Installation Cost: \$3,001 - \$10,000 Multiplier | 0.02662 | 0.02713 | 0.02713 | 0.02767 |
| Electrical Installation Cost: \$10,001 - \$50,000 Base Fee | \$271 | \$276 | \$276 | \$282 |
| Electrical Installation Cost: \$10,001 - \$50,000 Multiplier | 0.00599 | 0.00610 | 0.00610 | 0.00622 |
| Electrical Installation Cost: \$50,001 - \$250,000 Base Fee | \$357 | \$364 | \$364 | \$371 |
| Electrical Installation Cost: \$50,001 - \$250,000 Multiplier | 0.00447 | 0.00455 | 0.00455 | 0.00464 |
| Electrical Installation Cost: \$250,000+ Base Fee | \$971 | \$989 | \$989 | \$1,009 |
| Electrical Installation Cost: \$250,000+ Multiplier | 0.00203 | 0.00207 | 0.00207 | 0.00211 |
| <i>For Electrical Permits Obtained in Connection with Other Permits</i> | | | | |
| Construction Value: \$0 - \$24,000 Base Fee | \$146 | \$149 | \$149 | \$152 |
| Construction Value: \$24,000 - \$80,000 Base Fee | \$68 | \$69 | \$69 | \$70 |
| Construction Value: \$24,000 - \$80,000 Multiplier | 0.00334 | 0.00340 | 0.00340 | 0.00347 |
| Construction Value: \$80,001 - \$400,000 Base Fee | \$271 | \$276 | \$276 | \$282 |
| Construction Value: \$80,001 - \$400,000 Multiplier | 0.00075 | 0.00076 | 0.00076 | 0.00078 |
| Construction Value: \$400,001 - \$2,000,000 Base Fee | \$357 | \$364 | \$364 | \$371 |
| Construction Value: \$400,001 - \$2,000,000 Multiplier | 0.00055 | 0.00056 | 0.00056 | 0.00057 |
| Construction Value: \$2,000,000+ Base Fee | \$971 | \$989 | \$989 | \$1,009 |
| Construction Value: \$2,000,000+ Multiplier | 0.00025 | 0.00025 | 0.00025 | 0.00026 |
| Additional Meter Set | N/A | \$45 | \$45 | \$46 |
| <i>For Temporary Events</i> | | | | |
| Inspection Fee - First Hour | \$146 | \$149 | \$149 | \$152 |
| Inspection Fee - Each Additional Hour | \$116 | \$118 | \$118 | \$120 |
| Inspection Fee - Outside of 8AM to 5PM on weekdays, weekends and stat holidays - Minimum Fee | \$518 | \$528 | \$528 | \$539 |
| Inspection Fee - Outside of 8AM to 5PM on weekdays, weekends and stat holidays - First Hour | \$293 | \$299 | \$299 | \$305 |
| Inspection Fee - Outside of 8AM to 5PM on weekdays, weekends and stat holidays - Each Additional Hour | \$232 | \$236 | \$236 | \$241 |
| Emergency or After Hours Inspection Fees - First 3 hours | \$518 | \$528 | \$528 | \$539 |
| Emergency or After Hours Inspection Fees - Each additional hour | \$254 | \$259 | \$259 | \$264 |
| <i>Additional Fees</i> | | | | |
| Additional Inspections | \$259 | \$264 | \$264 | \$269 |
| Mailing Out Minor Building Permit Flat Plans | \$25 | \$25 | \$25 | \$26 |
| #REF! | \$110 | \$112 | \$112 | \$114 |
| #REF! | \$0.25 | \$0.25 | \$0.25 | \$0.25 |
| #REF! | \$1 | \$1 | \$1 | \$1 |
| Fire Inspection Fee for Secondary Suites (For Secondary Suites existing before December 31, 2006 with a Development Permit) ** | \$135 | \$133 | \$133 | \$133 |
| Fire Inspection Services Fee for Construction Site Plan Review ** | \$392 | \$386 | \$386 | \$386 |
| Interior Alterations to Commercial/Industrial Buildings Commenced BEFORE Permit is Issued | \$391 | \$398 | \$398 | \$406 |
| Occupant Load Certificate | \$110 | \$112 | \$112 | \$114 |

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| Program/Service | Approved 2019 | Approved 2020 | Proposed 2021 | Proposed 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 |
| Unmetered Construction Water Fee - per \$1,000 of Construction Value | \$0.44 | \$0.44 | \$0.44 | \$0.44 |
| Unmetered 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.

Business Licences

Business Licences

| | | | | |
|---|----------|----------|----------|----------|
| Adult Theatre | \$2,364 | \$2,409 | \$2,409 | \$2,457 |
| After Hours Dance Club | \$630 | \$642 | \$642 | \$655 |
| After Hours Dance Event | \$395 | \$403 | \$403 | \$411 |
| Alcohol Sales (Consumption Off-Premises) | \$239 | \$244 | \$244 | \$249 |
| Alcohol Sales (Consumption On Premises/ Minors Allowed) | \$239 | \$244 | \$244 | \$249 |
| Alcohol Sales (Consumption On Premises/ Minors NOT Allowed) | \$630 | \$642 | \$642 | \$655 |
| Amusement Establishment | \$239 | \$244 | \$244 | \$249 |
| Auction Establishment | \$239 | \$244 | \$244 | \$249 |
| Bed and Breakfast | \$239 | \$244 | \$244 | \$249 |
| Bingo Establishment | \$487 | \$496 | \$496 | \$506 |
| Body Rub Centre | \$630 | \$642 | \$642 | \$655 |
| Body Rub Practitioner | \$0 | \$0 | \$0 | \$0 |
| Cannabis Cultivation Facility | \$2,500 | \$2,500 | \$2,500 | \$2,500 |
| Cannabis Processing Facility | \$2,500 | \$2,500 | \$2,500 | \$2,500 |
| Cannabis Retail Sales | \$2,500 | \$2,500 | \$2,500 | \$2,500 |
| Carnival - 25 or more shows/games/rides (fee per day) | \$1,884 | \$1,920 | \$1,920 | \$1,958 |
| Carnival - 25 or more shows/games/rides (maximum per year) | \$18,825 | \$19,183 | \$19,183 | \$19,567 |
| Carnival - less than 25 shows/games/rides (fee per day) | \$791 | \$806 | \$806 | \$822 |
| Casino Establishment | \$3,154 | \$3,214 | \$3,214 | \$3,278 |
| Commercial Leasing | \$239 | \$244 | \$244 | \$249 |
| Commercial Schools | \$239 | \$244 | \$244 | \$249 |
| Construction Vehicle and Equipment Sales/Rentals | \$239 | \$244 | \$244 | \$249 |
| Delivery/Transportation Services | \$77 | \$78 | \$78 | \$80 |
| Escort | \$0 | \$0 | \$0 | \$0 |
| Escort Agency | \$630 | \$642 | \$642 | \$655 |
| Escort Agency (Independent) | \$0 | \$0 | \$0 | \$0 |
| Exhibition Hall | \$239 | \$244 | \$244 | \$249 |
| Exotic Entertainer | \$0 | \$0 | \$0 | \$0 |
| Exotic Entertainment Agency | \$630 | \$642 | \$642 | \$655 |
| Exotic Entertainment Venue | \$630 | \$642 | \$642 | \$655 |
| Farmer's Market | \$239 | \$244 | \$244 | \$249 |
| Festival | \$239 | \$244 | \$244 | \$249 |
| Firearm/Ammunition Dealer | \$239 | \$244 | \$244 | \$249 |
| Food Processing | \$239 | \$244 | \$244 | \$249 |
| Funeral, Cremation and Cemetery Services | \$239 | \$244 | \$244 | \$249 |
| General Business | \$239 | \$244 | \$244 | \$249 |
| General Contractor | \$239 | \$244 | \$244 | \$249 |
| General Industrial | \$239 | \$244 | \$244 | \$249 |
| Health Enhancement Centre | \$239 | \$244 | \$244 | \$249 |
| Health Enhancement Centre (Independent) | \$239 | \$244 | \$244 | \$249 |
| Health Enhancement Practitioner | \$92 | \$94 | \$94 | \$96 |
| Independent Laboratory | \$239 | \$244 | \$244 | \$249 |

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| Program/Service | Approved 2019 | Approved 2020 | Proposed 2021 | Proposed 2022 |
|---|------------------|------------------|------------------|------------------|
| Livestock Operation | \$239 | \$244 | \$244 | \$249 |
| Major Retail Store | \$487 | \$496 | \$496 | \$506 |
| Minor Retail Store | \$239 | \$244 | \$244 | \$249 |
| Participant Recreation Services | \$239 | \$244 | \$244 | \$249 |
| Pawn Shop | \$487 | \$496 | \$496 | \$506 |
| Personal Services Shop | \$239 | \$244 | \$244 | \$249 |
| Public Market Organizer | \$239 | \$244 | \$244 | \$249 |
| Public Market Vendor | \$56 | \$57 | \$57 | \$58 |
| Rental Accommodation | \$239 | \$244 | \$244 | \$249 |
| Restaurant or Food Service | \$239 | \$244 | \$244 | \$249 |
| Second Hand Store | \$487 | \$496 | \$496 | \$506 |
| Short-Term Residential Rental Accommodation | \$92 | \$94 | \$94 | \$96 |
| Small Animal Breeding/Boarding Establishment | \$487 | \$496 | \$496 | \$506 |
| Spectator Entertainment Establishment | \$487 | \$496 | \$496 | \$506 |
| Tobacco Sales | \$487 | \$496 | \$496 | \$506 |
| Traveling or Temporary Food Sales (1 to 3 days) | \$56 | \$57 | \$57 | \$58 |
| Traveling or Temporary Food Sales (3+ days) | \$239 | \$244 | \$244 | \$249 |
| Traveling or Temporary Sales (1 to 3 days) | \$56 | \$57 | \$57 | \$58 |
| Traveling or Temporary Sales (3+ days) | \$239 | \$244 | \$244 | \$249 |
| Vehicle Fuelling Station | \$239 | \$244 | \$244 | \$249 |
| Vehicle Repair | \$239 | \$244 | \$244 | \$249 |
| Vehicle Sales/Rentals | \$239 | \$244 | \$244 | \$249 |
| Consultation Fee | \$77 | \$78 | \$78 | \$80 |
| Non-Profit Organization Fee | \$44 | \$45 | \$45 | \$46 |
| Non-Resident Fee | \$549 | \$559 | \$559 | \$570 |
| Service Fee | \$49 | \$50 | \$50 | \$51 |

Vehicle For Hire

Driver's Licence

| | | | | |
|----------|-------|-------|-------|-------|
| One Year | \$63 | \$64 | \$64 | \$65 |
| Two Year | \$104 | \$106 | \$106 | \$108 |

Dispatch Licence

| | | | | |
|---|----------|----------|----------|----------|
| General Dispatch: 1-50 vehicles* | \$1,036 | \$1,056 | \$1,056 | \$1,077 |
| General Dispatch: 51+ vehicles* & ** | \$1,036 | \$1,056 | \$1,056 | \$1,077 |
| Taxi Dispatch | \$1,036 | \$1,056 | \$1,056 | \$1,077 |
| Transportation Network Dispatch: 1-15 vehicles* | \$3,048 | \$3,106 | \$3,106 | \$3,168 |
| Transportation Network Dispatch: 16-50 vehicles* | \$10,160 | \$10,353 | \$10,353 | \$10,560 |
| Transportation Network Dispatch: 51+ vehicles* & ** | \$20,320 | \$20,706 | \$20,706 | \$21,120 |

Vehicle Licence

| | | | | |
|---|-------|-------|-------|---------|
| Accessible Taxi | \$415 | \$423 | \$423 | \$431 |
| Limousine | \$415 | \$423 | \$423 | \$431 |
| Private Transportation Provider | \$415 | \$423 | \$423 | \$431 |
| Shuttle | \$415 | \$423 | \$423 | \$431 |
| Taxi | \$415 | \$423 | \$423 | \$431 |
| Administration Fee | \$37 | \$38 | \$38 | \$39 |
| Licence Replacement Fee | \$104 | \$106 | \$106 | \$108 |
| Taxi/Licence/Accessible Taxi Licence Transfer Fee | \$964 | \$982 | \$982 | \$1,002 |

*\$50 per vehicle Licence Fee Accessibility Surcharge

**\$0.30 per Trip Fee

Land Development Applications

Rezoning Applications

| | | | | |
|----------------------------------|---------|---------|---------|---------|
| Rezoning - Zone Category 1 to 1; | \$1,320 | \$1,345 | \$1,345 | \$1,372 |
| Rezoning - Zone Category 2 to 2 | \$1,540 | \$1,569 | \$1,569 | \$1,600 |

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| Program/Service | Approved 2019 | Approved 2020 | Proposed 2021 | Proposed 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 | \$1,600 |
| 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 | \$1,944 |
| 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 | \$2,400 |
| 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 | \$3,429 |
| 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 | \$4,000 |
| 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 | \$4,572 |
| Rezoning - Zone Category 1 to 5; Zone Category 2 to 5; Zone Category 3 to 5; | \$4,728 | \$4,818 | \$4,818 | \$4,914 |
| Rezoning - Zone Category 2 to 8; Zone Category 3 to 8; Zone Category 4 to 8 | \$2,749 | \$2,801 | \$2,801 | \$2,857 |
| Rezoning - Zone Category 6 to 7 | \$5,277 | \$5,377 | \$5,377 | \$5,485 |
| Rezoning - Zone Category 8 to 8 | \$1,650 | \$1,681 | \$1,681 | \$1,715 |
| Direct Control - Administrative | \$6,658 | \$6,785 | \$6,785 | \$6,921 |
| Direct Control - Minor (Base Fee) | \$6,658 | \$6,785 | \$6,785 | \$6,921 |
| Direct Control - Minor (plus, per m ² of buildable floor area = site size * FAR) | \$0.53 | \$0.54 | \$0.54 | \$0.55 |
| Direct Control - Major (Base Fee) | \$13,314 | \$13,567 | \$13,567 | \$13,838 |
| Direct Control - Major (plus, per m ² of buildable floor area = site size * FAR) | \$0.89 | \$0.91 | \$0.91 | \$0.93 |
| Concept Plans and Plan Amendments | | | | |
| Text Amendment to the Zoning Bylaw | \$10,363 | \$10,560 | \$10,560 | \$10,771 |
| Municipal Development Plan Amendment | \$8,972 | \$9,142 | \$9,142 | \$9,325 |
| Area Structure Plan, Neighbourhood Structure Plan, Servicing Design | \$304 | \$310 | \$310 | \$316 |
| Area Structure Plan, Neighbourhood Structure Plan, Servicing Design Concept Brief, Outline Plan (minimum fee) | \$2,748 | \$2,800 | \$2,800 | \$2,856 |
| Area Structure Plan Amendment (per gross ha) | \$304 | \$310 | \$310 | \$316 |
| Area Structure Plan Amendment (minimum fee) | \$2,748 | \$2,800 | \$2,800 | \$2,856 |
| Neighbourhood Structure Plan Amendment, Area Redevelopment Plan Amendment (per gross ha) | \$304 | \$310 | \$310 | \$316 |
| Neighbourhood Structure Plan Amendment, Area Redevelopment Plan Amendment (minimum fee) | \$2,748 | \$2,800 | \$2,800 | \$2,856 |
| Subdivisions and Condominium Applications | | | | |
| Subdivision Application | | | | |
| Each lot designated for single detached or semi-detached dwelling | \$281 | \$286 | \$286 | \$292 |
| Each lot designated for multi-unit housing development | \$2,576 | \$2,625 | \$2,625 | \$2,678 |
| Each lot designated for commercial development | \$1,690 | \$1,722 | \$1,722 | \$1,756 |
| Each lot designated for industrial development - 0.5 ha or less | \$699 | \$712 | \$712 | \$726 |

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

| Program/Service | Approved 2019 | Approved 2020 | Proposed 2021 | Proposed 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 | \$2,182 |
| Each lot designated for industrial development - over 1.5 ha | \$2,802 | \$2,855 | \$2,855 | \$2,912 |
| Each lot designated but not covered by the above categories, except reserve lot or public utility lot | \$281 | \$286 | \$650 | \$663 |
| Change request base fee | N/A | N/A | \$650 | \$663 |
| Plus re-phasing | \$433 | \$441 | \$650 | \$663 |
| Plus fee per each additional lot | N/A | N/A | Refer to Subdivision Application fees, above | Refer to Subdivision Application fees, above |
| <u>Subdivision Endorsement</u> | | | | |
| Each lot designated for single detached or semi-detached dwelling | \$673 | \$686 | \$686 | \$700 |
| Each lot designated for multi-unit housing development | \$2,974 | \$3,031 | \$3,031 | \$3,092 |
| Each lot designated for commercial development | \$2,087 | \$2,127 | \$2,127 | \$2,170 |
| Each lot designated for industrial development - 0.5 ha or less | \$1,097 | \$1,118 | \$1,118 | \$1,140 |
| Each lot designated for industrial development - 0.5 ha to 1 ha | \$1,787 | \$1,821 | \$1,821 | \$1,857 |
| Each lot designated for industrial development - 1 ha to 1.5 ha | \$2,497 | \$2,544 | \$2,544 | \$2,595 |
| Each lot designated for industrial development - over 1.5 ha | \$3,243 | \$3,305 | \$3,305 | \$3,371 |
| Each lot designated but not covered by the above categories, except reserve lot or public utility lot | \$673 | \$686 | \$686 | \$700 |
| Time Extension for Endorsement | \$433 | \$441 | \$650 | \$663 |
| <u>Bare Land Condominium Fees</u> | | | | |
| Bare Land Condominium Application Fee (per bare land unit to be created) | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fees |
| Bare Land Condominium Endorsement Fee (per bare land unit to be created) | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fees |
| Flat fee for parking stalls converted to a bare land unit (per stall) | \$158 | \$161 | \$161 | \$164 |
| <u>Strata Space Plan Fees</u> | | | | |
| Strata Space Plan Application Fee | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fees |
| Strata Space Plan Endorsement Fee | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fees | Refer to Subdivision Fees |
| <u>Condominium Fees</u> | | | | |
| Application fee per unit excluding common property pursuant to the Condominium Property Regulation [1] | \$40 | \$40 | \$40 | \$40 |
| Flat fee for parking stalls converted to condominium units (per stall) | \$27 | \$28 | \$28 | \$29 |
| <u>Additional Land Development Application Fees</u> | | | | |
| Re-circulation (3rd and subsequent recirculation) | \$1,079 | \$1,100 | \$1,100 | \$1,122 |
| Re-activation (on an existing file that has been on hold for 12 months or more) | N/A | N/A | \$1,100 | \$1,122 |
| Authorization Fee | \$2,748 | \$2,800 | \$2,800 | \$2,856 |
| Pre-Application Meeting | \$331 | \$337 | \$450 | \$459 |
| Advertising Fee | \$1,388 | \$1,414 | \$1,414 | \$1,442 |
| Re-notification Fee | \$3 | \$3 | \$3 | \$3 |
| DC2 Notification Fee (per label) | \$5 | \$5 | \$5 | \$5 |
| DC2 Notification Fee minimum | \$40 | \$41 | \$41 | \$42 |
| International Notification Fee (per label) | \$3 | \$3 | \$3 | \$3 |
| Arterial Roadway Administration Fee ** | \$2,111 | \$2,159 | \$2,159 | \$2,202 |
| Road Closure Applications | \$1,540 | \$1,569 | \$1,569 | \$1,600 |
| Change of Address (per address) | \$365 | \$372 | \$372 | \$379 |
| Show Home Agreement Application ** | \$1,079 | \$1,104 | \$1,104 | \$1,126 |

* 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

| (\$000) | Amortization | | | |
|--|------------------|----------------------------|------------------|------------------|
| | 2019 Actual | 2020 Adjusted Budget | 2021 Budget | 2022 Budget |
| Boards & Commissions | | | | |
| 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 (Commonwealth, Meadows, Clareview) | 237,838 | 17,563 |
| 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 Funds - Definitions

| 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 Board | 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 | 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. | |
| Community Revitalization Levy - Downtown | Capital City Downtown 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. 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 Funds - Definitions

| 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 - Appropriated | 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 Funds - Definitions

| 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. | |
| Motor Vehicle Insurance | Corporate Expenditures, Corporate Expenditures & Revenues |
| 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 Funds - Definitions

| 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 Services | Edmonton Police Service, Edmonton Police Service |
| 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 Funds - Definitions

| Reserve Fund | Responsibility Area and Description |
|---|---|
| Revolving Industrial Servicing Fund | City Planning, Urban Form and Corporate Strategic Development |
| <p>The purpose of this reserve is to facilitate implementation of City Policy C533A Revolving Industrial Servicing Fund. The City provides rebates to Front End Developers that undertake construction of cost shareable infrastructure. The City often borrows debt in order to provide these rebates. Front End Developers are eligible for a rebate providing they construct End-User Development that increases the taxable property assessment by \$10 million or more (excluding machinery and equipment). The source of funding for this reserve will be 50% of the incremental property tax revenue from these End-User Developments and recoveries from subsequent developers attributable to the City, and these will be used to offset related debt servicing costs first. Additional recoveries shall be deposited into the reserve to fund future rebates. Interest earnings are applied to the reserve.</p> | |
| Rogers Place Arena Capital | Capital Project Financing, Corporate Expenditures & Revenues |
| <p>The ticket surcharge agreement between the City of Edmonton and the Edmonton Arena Corporation identifies ticket surcharge revenues of \$375,000 per quarter (\$1.5 million annually) to fund certain repair and maintenance costs associated with major building components of Rogers Place Arena. These funds will be transferred to the reserve quarterly. Amounts will be drawn from the reserve to fund the repair and maintenance costs. Interest earnings are applied to the reserve.</p> | |
| Sanitary Servicing Strategy Fund | City Planning, Urban Form and Corporate Strategic Development |
| <p>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.</p> <p>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.</p> | |
| St. Francis Xavier | Community and Recreation Facilities, Citizen Services |
| <p>Established August 5, 2011 as a condition of an on-going agreement with the City of Edmonton and the Edmonton Catholic School Board to fund life/cycle maintenance for the St. Francis Xavier Sports Centre. Tax-levy funding is approved annually in the amount of 78% of annual estimated maintenance costs, to fund the City's portion of major life/cycle maintenance. Any funding timing differences for the year are applied to the reserve. Interest earnings are applied to this reserve.</p> | |
| Tax-Supported Debt | Capital Project Financing, Corporate Expenditures & Revenues |
| <p>Approved on October 29, 2002 to accommodate timing differences between debt servicing requirements and receipt of taxes for the \$250 million 5 year program of tax-supported debt. As approved at the October 31, 2012 City Council meeting the purpose of the reserve was expanded to accommodate timing differences between debt servicing and receipt of taxes for all City tax-supported debt. A minimum balance of \$1.0 million is to be maintained and any unappropriated balance above this is made available to stabilize debt servicing costs within a year or to fund capital on a pay-as-you go basis. The minimum balance is to be used to manage any interest rate or cash flow fluctuations. No interest is applied to this reserve.</p> | |
| Telus Field Capital | Corporate Expenditures & Revenues, Corporate Expenditures & Revenues |
| <p>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.</p> | |

Reserve Funds - Definitions

| Reserve Fund | Responsibility Area and Description |
|--|--|
| Traffic Safety and Automated Enforcement | 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 (\$000) | 2019 Ending Balance | 2020 Ending Balance | 2021 Ending Balance | 2022 Ending 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 | 374 | - | - | - | - | - | - | 374 |
| Traffic Safety and Automated Enforcement | 16,903 | (41,585) | 45,690 | (12,038) | - | - | - | 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 | - | - | - | - | 2,722 |
| Neighbourhood Renewal | (349) | - | 166,626 | (140,809) | - | - | - | 25,468 |
| Parkland | 5,869 | (1,045) | 2,929 | (2,500) | - | - | - | 5,253 |
| Pay-As-You-Go Capital | (19,337) | - | 117,836 | (151,486) | - | - | - | (52,987) |
| Pay-As-You-Go Capital - Edmonton Police | 9,508 | - | 5,985 | (5,985) | - | - | - | 9,508 |
| 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 | 374 | - | - | - | - | - | - | 374 |
| Traffic Safety and Automated Enforcement | 4,139 | (35,878) | 38,290 | (5,650) | - | - | - | 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)

| 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 |

Budget Reduction Strategies

Fall 2020 SOBA

Incremental & Ongoing Change (\$000s) Expense or Revenue Increase (+) / Decrease (-)

| # | Strategy/Branch | Description of Change | 2021 | | | 2022 | | |
|---------------------------------------|-----------------------------|---|-----------------|--------------|-----------------|----------------|-------------|----------------|
| | | | Expense | Revenue | Net Impact | Expense | Revenue | Net 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 Terwilligar, Commonwealth, Clareview and Meadows. | (950) | - | (950) | - | - | - |
| 66 | Legal Services | Savings by reducing hours of security service at City Hall Control Centre 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) |

Branch - Legal 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 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 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.

2021 Budget Research

Summary Report

Prepared by Corporate Research Unit
research@edmonton.ca

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Background & Methodology

In December 2020, Edmonton City Council will discuss the 2021 budget, which will help determine the property tax levy for next year. The City recognizes that the COVID 19 pandemic has put financial stress on many households and businesses. Council will be considering options related to the tax levy that would affect programs and services. This study invited residents, business owners and property owners to share their input on these potential changes and help Council make these important decisions.

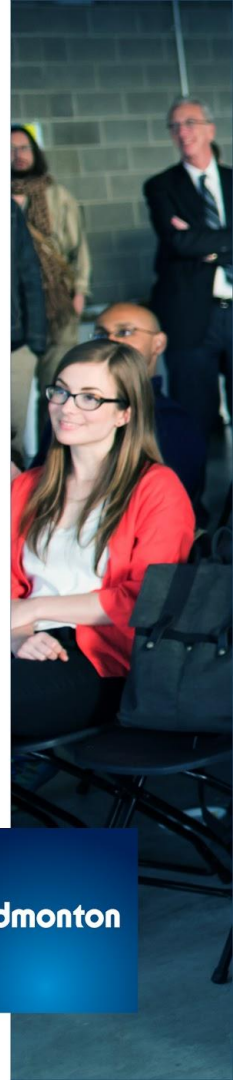
The survey was made available on edmonton.ca/surveys between November 4-15. Responses were crowdsourced through numerous communications channels. These sources include social media promotion, email invite to external relations stakeholders and an invite was sent to Edmonton Insight Community members.

In total, 4,400 responses were received to the study.

Find out more by going to: edmonton.ca/engagement

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Analysis

The survey data is reported with respect to...

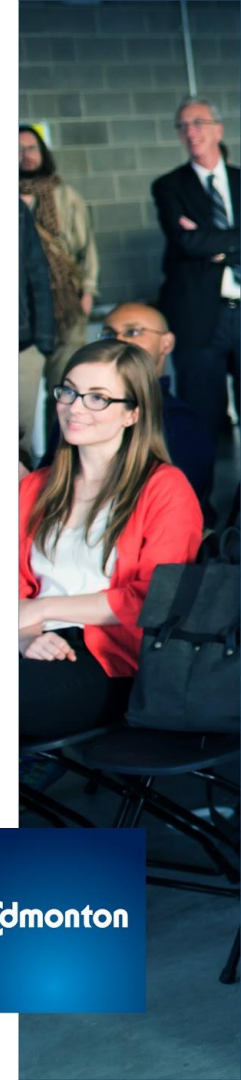
- Opinion of residents of Edmonton overall
- Opinion of specific audiences, namely,
 - Those who own a residential property in Edmonton
 - Those who rent a residential property in Edmonton
 - Those who own a commercial property in Edmonton
 - Those who manage a business in Edmonton

Additionally, the data has also been analysed in the context of economic impact of COVID-19 and the perspectives of those who have been adversely impacted.

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Executive Summary

Overall Financial Situation

Half of respondents (50%) indicate their financial situation has stayed the same over the last 12 months but a large number (42%) indicate their situation has become worse. A very small proportion (6%) indicate their financial situation has become better. Among those who indicate their financial condition has become worse:

- 88% of respondents indicate the COVID-19 pandemic has negatively impacted their finances.
- They are also not positive that the next 12 months will improve their financial situation with only 12% indicating their situation will become better. Just under half (44%) indicate their situation will actually become worse and 42% think it will stay the same.

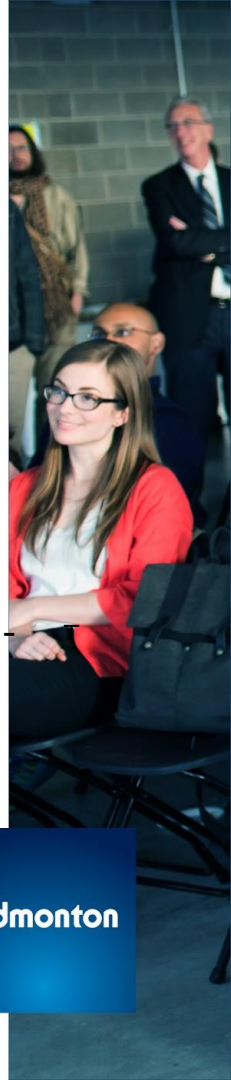
Tax levy tolerance

- Maintaining the current tax levy for 2021 (0% increase) is preferred by 45% of respondents followed by 31% who would like to see an increase to the tax levy and a further 17% who would like to see the tax levy decrease.
- Those who have seen their financial situation become worse would like to see a tax levy decrease.
- Compared to residential property owners and renters, commercial property owners and those who manage a business are more likely to indicate that a tax levy decrease is desired.
- Of those how would like to see an increase in the tax levy, 26% indicate a 1% increase in tax levy is acceptable. Of those whose would like to see a tax levy decrease, 57% indicate a 2% or more decrease in tax levy is acceptable

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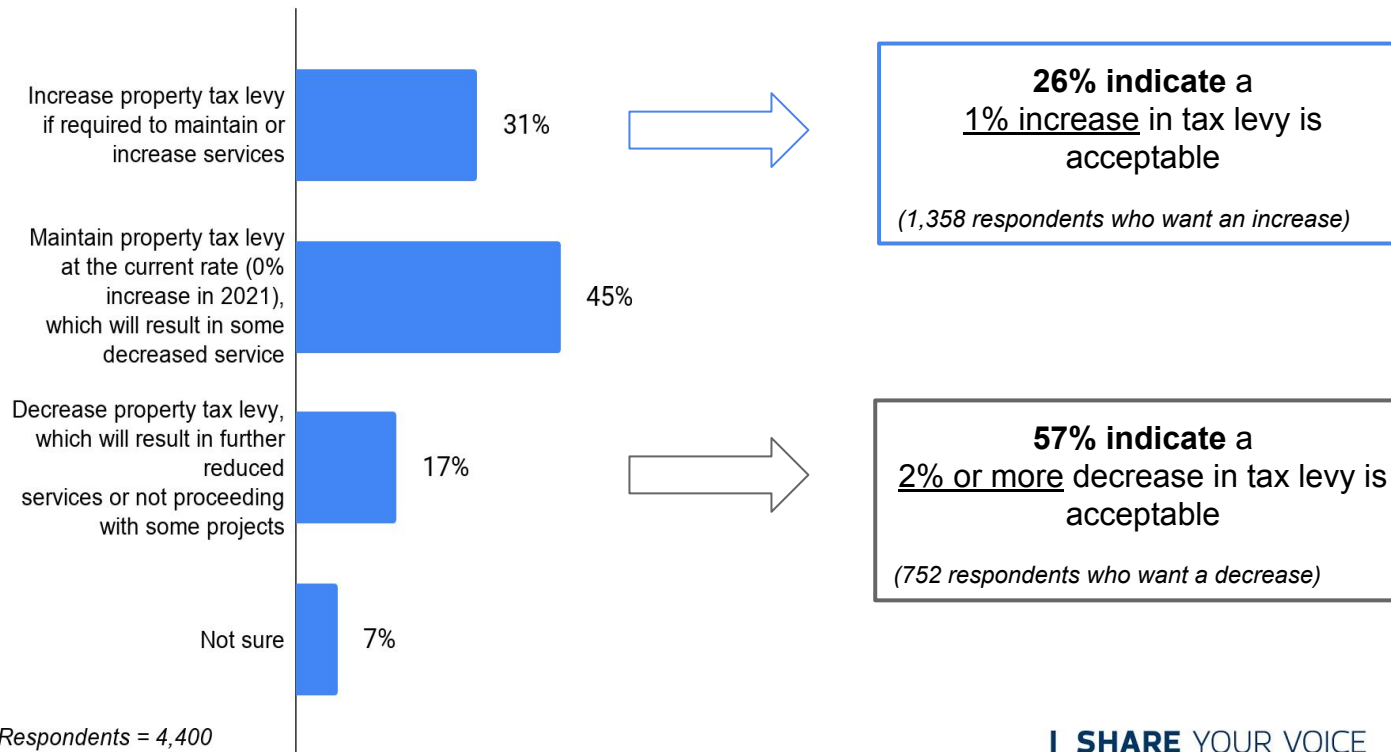


Detailed Results

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Tax Levy Tolerance



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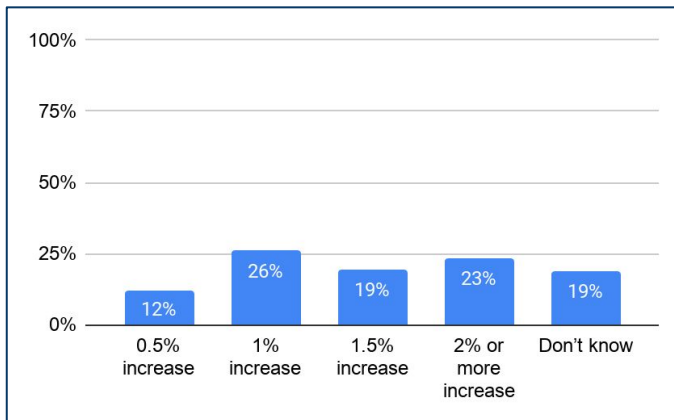
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QB1. Municipal property taxes are the primary way to pay for services and programs (e.g. fire rescue, transit, roads, snow removal, parks and recreation centres) provided by The City of Edmonton. Which of the following best describes your opinion regarding municipal property taxes for 2021? QB3. You mentioned that you would like the taxes to be increased. What is an acceptable tax levy increase for the City of Edmonton to consider for 2021? QB4. You mentioned that you would like the taxes to be decreased. What is an acceptable tax levy decrease for the City of Edmonton to consider for 2021?

Tax Levy Tolerance - Range

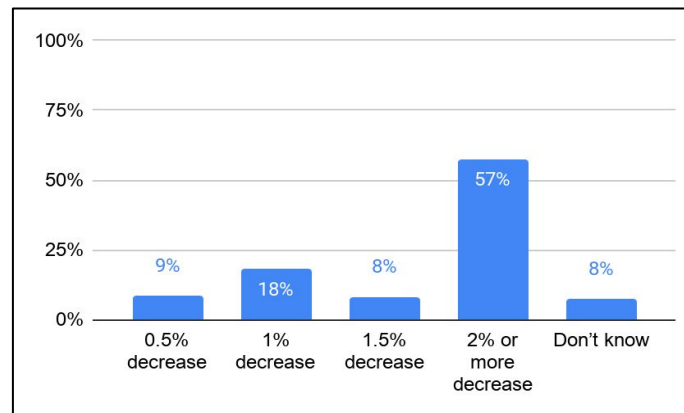
**26% indicate a
1% increase in tax levy is
acceptable**

(1,358 respondents who want an increase)



**57% indicate a
2% or more decrease in tax levy is
acceptable**

(752 respondents who want a decrease)



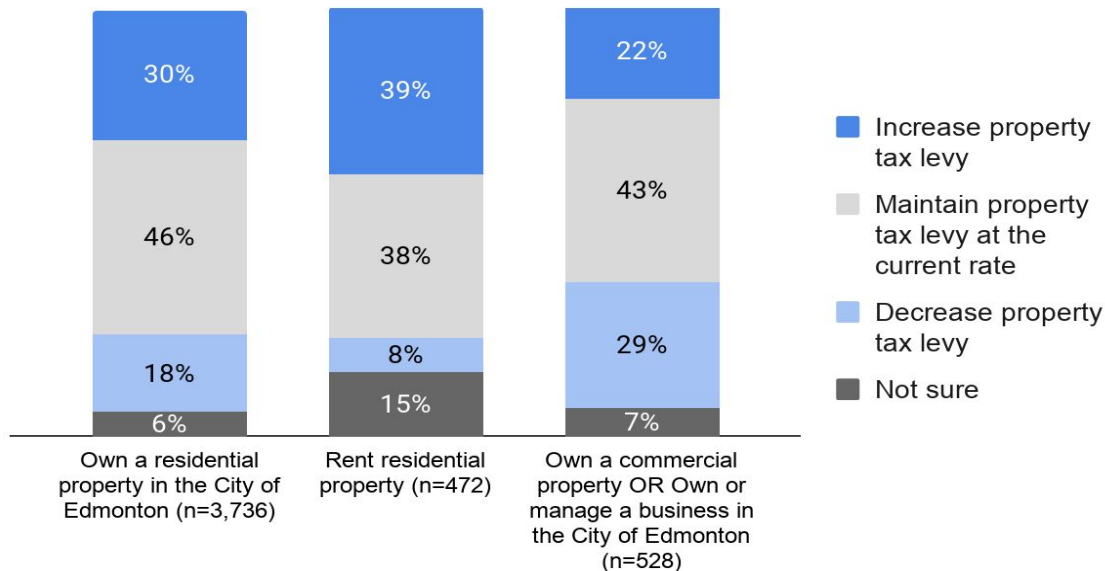
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QB3. You mentioned that you would like the taxes to be increased. What is an acceptable tax levy increase for the City of Edmonton to consider for 2021?
QB4. You mentioned that you would like the taxes to be decreased. What is an acceptable tax levy decrease for the City of Edmonton to consider for 2021?

Tax Levy Tolerance by Audience

Tolerance for a tax levy increase is lower among commercial property owners and business owners/managers.



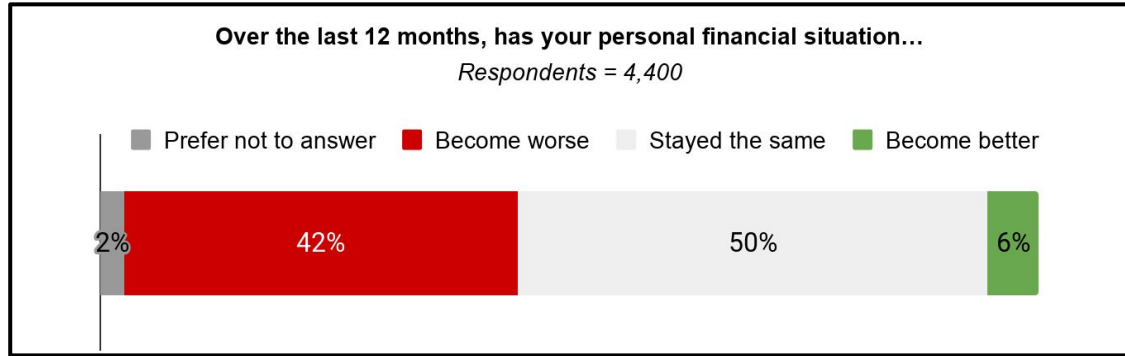
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QB1. Municipal property taxes are the primary way to pay for services and programs (e.g. fire rescue, transit, roads, snow removal, parks and recreation centres) provided by The City of Edmonton. Which of the following best describes your opinion regarding municipal property taxes for 2021?

Financial Situation Over the Last 12 months



Among those who said their financial situation has become worse

88% indicate personal finances been negatively impacted by the COVID-19 pandemic

(1,859 respondents)

Think their personal financial situation in the next 12 months will:

1. Become worse (44%)
2. Stay the same (42%)
3. Become better (12%)

(1,859 respondents)

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Financial situation - GBA+ lens

The following groups are more likely to indicate that their personal financial situation has become worse in the past 12 months (no particular order):

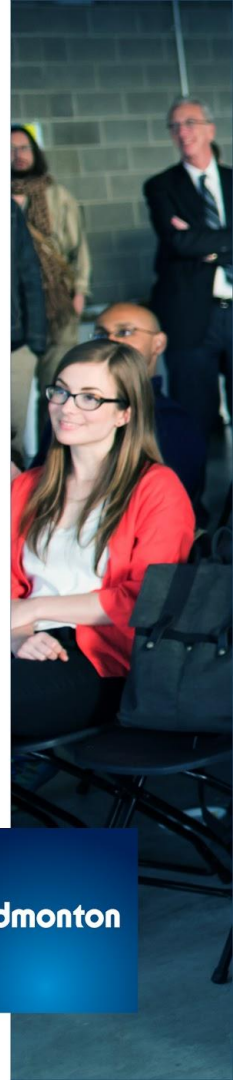
- Persons with disabilities
- Indigenous
- New Canadians (less than 5 years)
- Gender minorities (Two-Spirit, Transgender, Non-binary)
- Working part-time or unemployed
- Own a commercial property OR own/manage a business in Edmonton

Respondents whose personal financial situation has become worse are more likely to indicate that they would like to see a decrease in tax levy in 2021.

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Demographics

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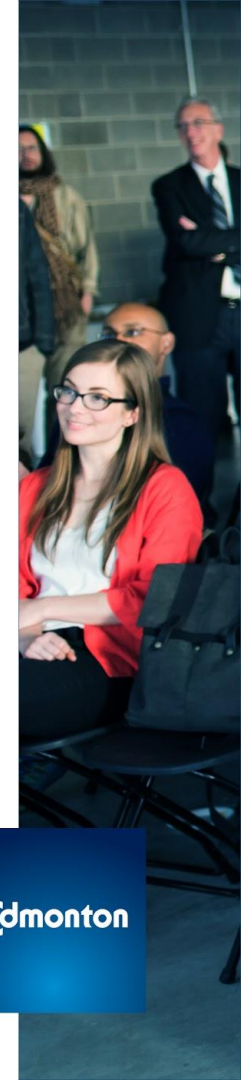
| Property/Business owner | n=4,400 |
|---|---------|
| Own a residential property in the City of Edmonton (this includes residential properties for rent with under four units) | 85% |
| Own a commercial property in the City of Edmonton (this includes residential properties for rent with four or more units) | 2% |
| Live in Edmonton | 77% |
| Own or manage a business in the City of Edmonton | 12% |
| Prefer not to answer | 1% |
| Own/Rent | n=4,400 |
| Own | 88% |
| Rent | 11% |
| Prefer not to answer | 1% |

Find out more by going to: edmonton.ca/engagement

| Employment status | n=4,400 |
|--|---------|
| Employed full-time (30+ hours a week) | 54% |
| Employed part-time (0-30 hours a week) | 8% |
| Homemaker | 2% |
| Post-secondary student | 1% |
| High School Student | 0% |
| Unemployed | 5% |
| Permanently unable to Work | 1% |
| Retired | 22% |
| Other (Specify) | 5% |
| Prefer not to answer | 2% |
| City of Edmonton employee | n=4,400 |
| Yes | 8% |
| No | 90% |
| Prefer not to answer | 2% |

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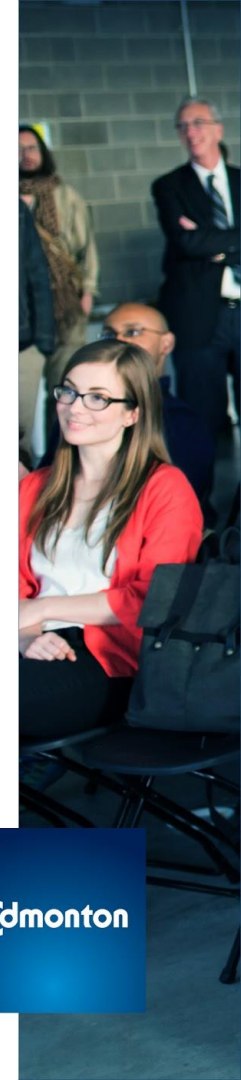
| Gender | n=4,400 |
|-----------------------------------|----------------|
| Female | 49% |
| Male | 45% |
| Non-binary | 1% |
| Transgender | 0% |
| Two-Spirit | 0% |
| Another gender not listed above | 0% |
| I prefer not to answer | 5% |
| Member of... | n=4,400 |
| Visible minority | 9% |
| Persons with disabilities | 6% |
| Indigenous | 2% |
| New to Canada (less than 5 years) | 1% |
| Other (please specify) | 6% |
| None of the above | 77% |

| Age | n=4,400 |
|------------------------------|----------------|
| Under 18 years old | 0% |
| 18-24 years old | 1% |
| 25-34 years old | 15% |
| 35-44 years old | 22% |
| 45-54 years old | 18% |
| 55-64 years old | 21% |
| 65 to 74 years old | 16% |
| 75+ years old | 4% |
| I prefer not to answer | 3% |
| Children in household | n=4,400 |
| Yes | 27% |
| No | 73% |

Find out more by going to: edmonton.ca/engagement

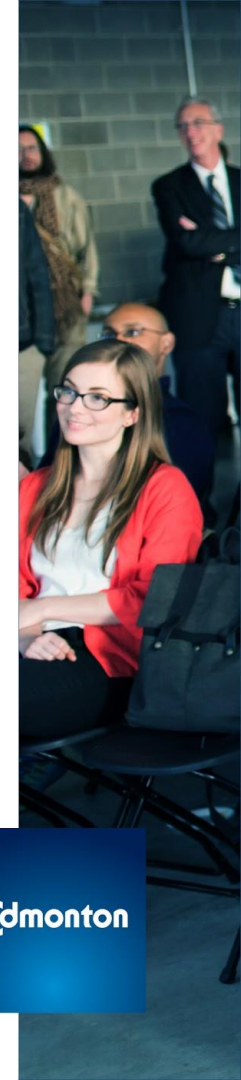
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| Ward | n=4,400 |
|---------------------------|---------|
| 1 | 7% |
| 2 | 7% |
| 3 | 4% |
| 4 | 5% |
| 5 | 7% |
| 6 | 11% |
| 7 | 6% |
| 8 | 12% |
| 9 | 8% |
| 10 | 10% |
| 11 | 8% |
| 12 | 6% |
| I do not live in Edmonton | 0% |
| Prefer not to answer | 7% |

Find out more by going to: edmonton.ca/engagement



Questions?

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Planning and Development Business Model

Proposed Fiscal Strategy

Recommendation

1. 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.

Previous Council/Committee Action

At the November 16/18/20, 2020, City Council meeting, the following motion was passed:

That the November 16, 2020, Financial and Corporate Services report FCS00078 and the November 16, 2020, Urban Form and Corporate Strategic Development report CR_8335 be referred to the December 3, 2020, City Council Non-Statutory Public Hearing - Fall 2020 Supplemental Budget Adjustment meeting.

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 | Likelihood | 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 | 3 - possible | 2 - moderate | 6 - low | Develop contingency plans for achieving further cost reduction | Revisions to the Planning and Development Business Model that improve |

| | | | | | | |
|--|---|--|--|--|--|-----------------------------|
| | depletion of the Planning and Development Reserve Fund and the ability to deliver service will be reduced | | | | Process improvement work, to ensure better delivery of services without increasing costs | long-term service stability |
|--|---|--|--|--|--|-----------------------------|

Attachments

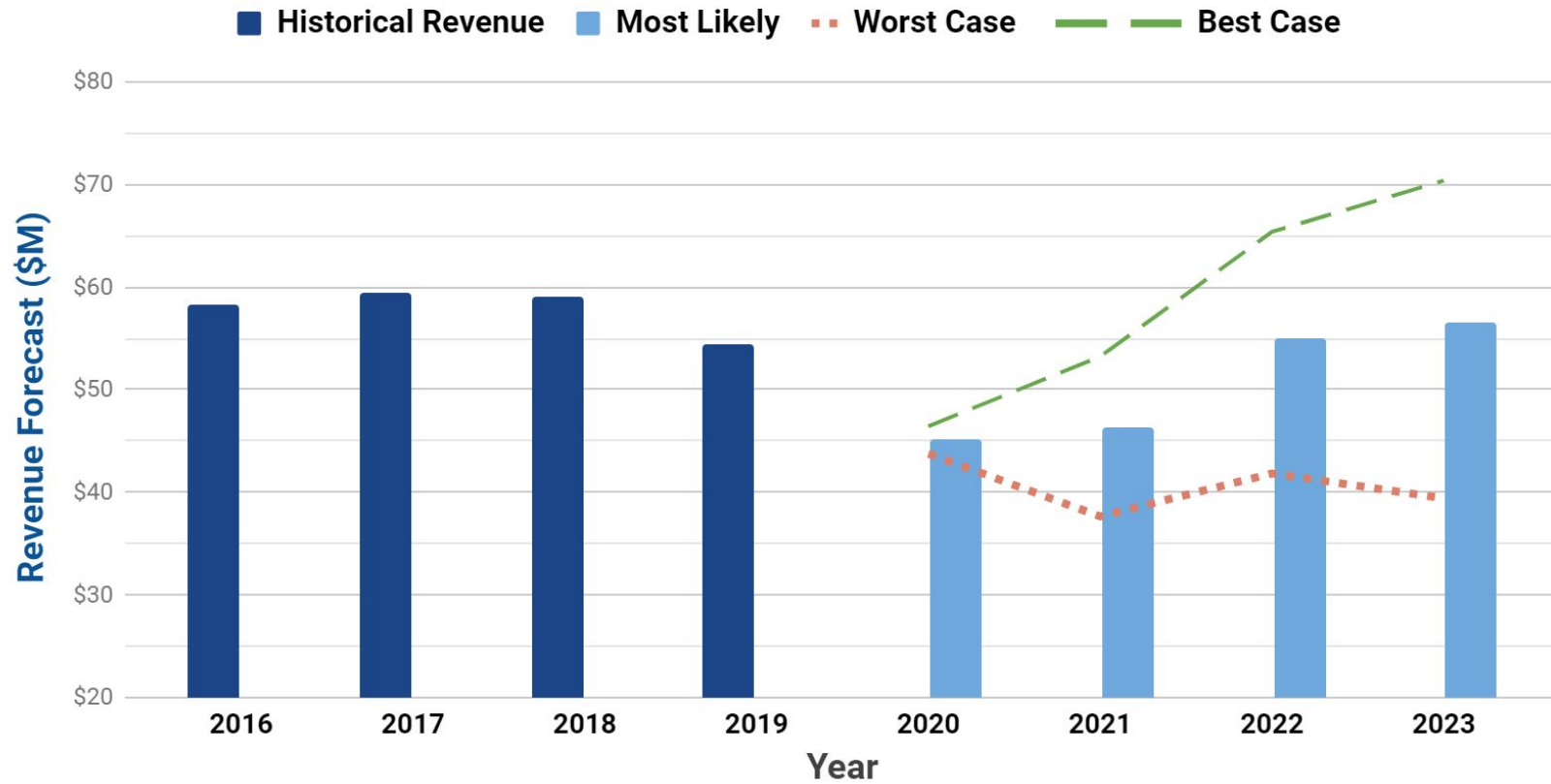
1. 2020-2023 Revenue Forecast
2. Reserve Balance - Previous and Revised Forecast
3. Summary of planned budget revisions starting in 2019
4. 2021 Planning and Development Business Model fee changes
5. Summary or longer-term cost reduction actions
6. 2019 Urban Form Business Transformation Accomplishments
7. Planning and Development Business Model's shared service 2021 and 2022 budget reallocation adjustments

Others Reviewing this Report

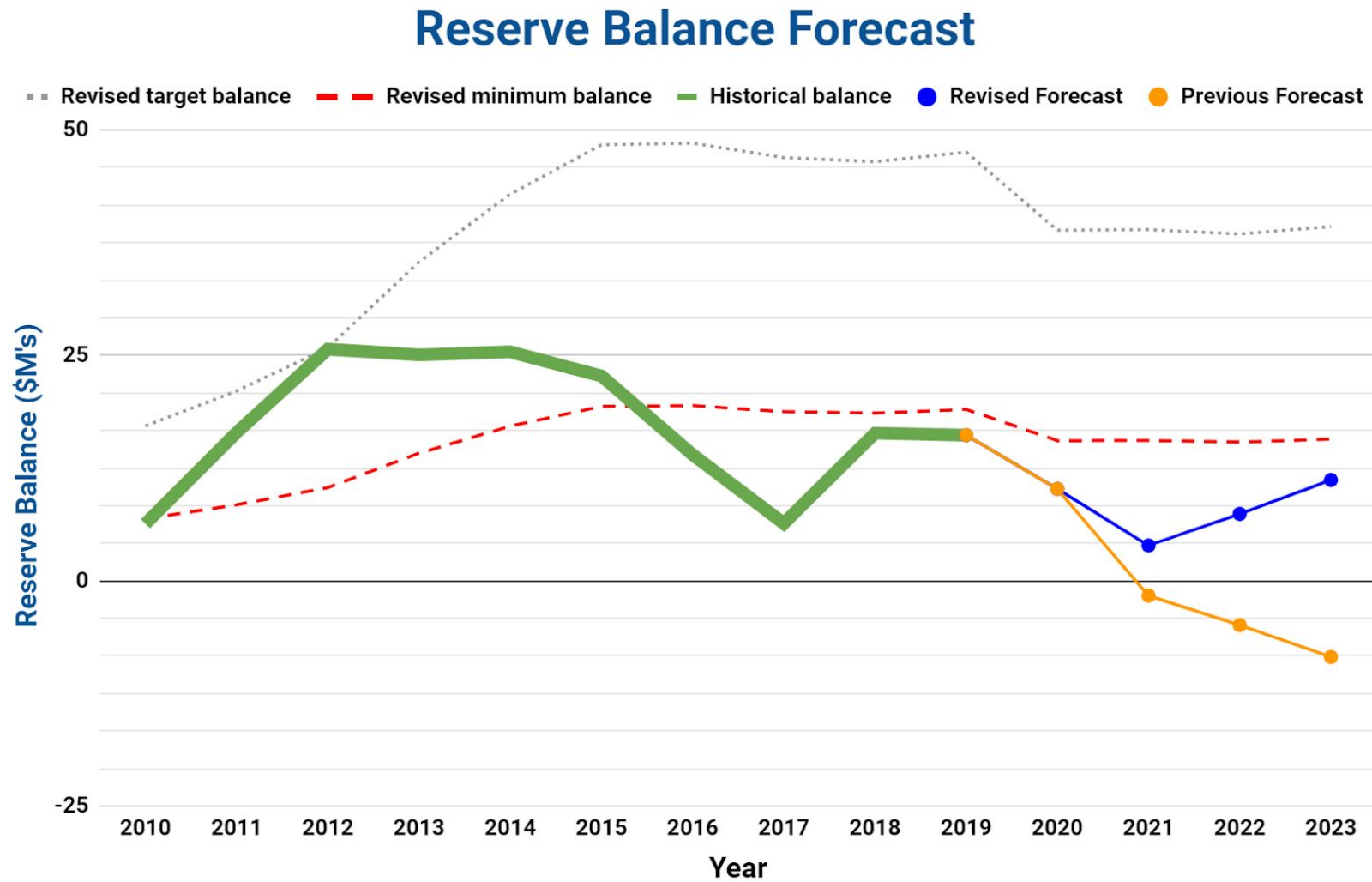
- M. Persson, Deputy City Manager and Chief Financial Officer, Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- J. Meliefste, Acting Deputy City Manager, Integrated Infrastructure Services
- K. Armstrong, Deputy City Manager, Employee Services
- B. Andriachuk, City Solicitor

2020-2023 Revenue Forecast

Planning and Development Revenue Forecast



Reserve Balance - Previous and Revised Forecast



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

| Edmonton | City of Edmonton's 2021 Planning and Development Business Model proposed 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 & Rezoning: \$0 | Commercial and Land Development Applications: \$450 Subdivisions & Rezoning: \$450 | Commercial and Land Development Applications: \$113 Subdivisions & Rezoning: \$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 of 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 | <ul style="list-style-type: none"> Delivered updated and improved planning and development services to improve customer service on time and on budget that includes: <ul style="list-style-type: none"> 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 Building Edmonton and reports to Urban Planning Committee |
|  BUILDING BETTER TOGETHER | Improved process navigation for select city-building applications | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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/subdivision) and application form (permits.edmonton.ca) 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> Overhauled web page layout and content across a ranges of services to make it easier for customer to find information: <ul style="list-style-type: none"> edmonton.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 <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> Launched an internally facing Knowledge Library 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> Ongoing process improvements to planning and development services will continue as a cooperative effort across the department. Next year will include: <ul style="list-style-type: none"> 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.