



Edmonton

# First Update

# Operating Budget Amendment 12

Item 5.1  
January 25, 2023  
City Council Non-Regular Meeting

# Outline

- Council's Direction
- Framing the Work
  - Constraints
  - Listening
  - Work Plan
  - Project Plan
- Defining Core Services
- Council Priorities
- Scope
- Timeline & Next Steps



## Council's Direction

That the 2023-2026 operating budget be reduced by \$15,000,000 each year on a multi-year basis from 2023-2026 and returned to the tax levy as follows:

1. By Administration undertaking a City-wide comprehensive corporate review of all programs and services, equipment and infrastructure requirements, organizational structure, outcomes generated and guiding metrics exercising hiring restraints into non-frontline vacant positions and reducing consultant use and fees, reviewing layers of accountability and internal facing services, without impacting front-line essential services with the requirement to reduce expenses each year by a minimum of \$15,000,000, for a total amount of \$60,000,000
2. By Administration identifying an additional minimum \$240 million that City Council can transition to its directed priority areas of housing, climate change, public transit, and core services.
  - a. That Administration bring back to Council at the January 25, 2023 City Council non-regular meeting, a draft scope of work for the review as outlined in part 1 and 2 and that the draft scope of work include the following at a minimum:
    - i. Exercise hiring restraints into non-frontline vacant positions based on finding efficiencies throughout the corporation with a focus on redundant and unfilled positions,
    - ii. Identify existing and new service lines that require additional resources and personnel to align with identified Council priorities,
    - iii. Focus on a reduction in consultant use and fees, review layers of accountability and opportunity to transition resources within internal facing services.
    - iv. Conducts a thorough review of potential new revenue areas throughout the City of Edmonton and that they are brought back to Council for consideration in Q2 of 2023.
    - v. Recommendations to Council for the best ways the funds identified for reallocation can be used to leverage more funds from other orders of Government to focus on Council-designated priorities.
    - vi. Review all budget related policies and processes and return with a report for Council consideration that outlines learnings from the 2023-2026 budget process, potential changes, and options to consider related to a return to zero based budgeting.
3. That Administration provide monthly updates at City Council meetings throughout the 2023-2026 budget cycle.

## Framing the Work: Constraints

- Municipal Government Act obligations
- Other legislation
- Collective agreements
- Debt

## Framing the Work: Listening

- Employees - IdeaLab
- Coalition of Edmonton Civic Unions
- Councillor Generated Ideas, Council constituent feedback
- Learning from other organizations
- Community

## Framing the Work: Work Plan

<b>Stream 1</b>	<ul style="list-style-type: none"><li>● <b>Review Past Work</b> such as: Priority Based Budgeting, Program &amp; Service Review, previous budgets, public insights, idea generations and audit recommendations.</li></ul>
<b>Stream 2</b>	<ul style="list-style-type: none"><li>● <b>Review Organizational Structure</b></li></ul>
<b>Stream 3</b>	<ul style="list-style-type: none"><li>● <b>Answer Key Questions</b> on:<ul style="list-style-type: none"><li>○ Efficiencies</li><li>○ Transition</li><li>○ Procedural obstacles</li><li>○ Revenue Streams</li><li>○ Opportunities</li></ul></li></ul>
<b>Stream 4</b>	<ul style="list-style-type: none"><li>● <b>Define Core Services</b></li></ul>
<b>Stream 5</b>	<ul style="list-style-type: none"><li>● <b>Confirm the Scope</b></li></ul>
<b>Stream 6</b>	<ul style="list-style-type: none"><li>● <b>Solicit Council Generated Ideas</b></li></ul>
<b>Stream 7</b>	<ul style="list-style-type: none"><li>● <b>Introduce Restraint Measures</b></li></ul>

# Framing the Work: Project Plan

<b>Motion</b>	<i>Review Past Work</i>	<i>Review Org Structure</i>	<i>Answer Key Questions</i>	<i>Define Core Services</i>	<i>Confirm the Scope</i>	<i>Solicit Council Ideas</i>	<i>Introduce Restraint Measures</i>
Comprehensive corporate review (programs, services, equipment, infrastructure, structure, metrics, outcomes, hiring, consultants, fees)	●	●	●	●	●	●	●
Hiring restraints into non-frontline vacant positions		●	●	●	●		●
New service lines and resources for Council priorities	●	●	●	●	●	●	●
Reduction in consultant use and fees, review layers of accountability and opportunity to transition resources within internal facing services.	●	●	●	●	●		●
Review of potential new revenue areas	●	●	●	●	●	●	●
Leverage reallocated funds from other orders of government			●	●	●		
Review budget-related policies and processes; identify learnings and options for new processes or zero-based budgeting			●		●	●	

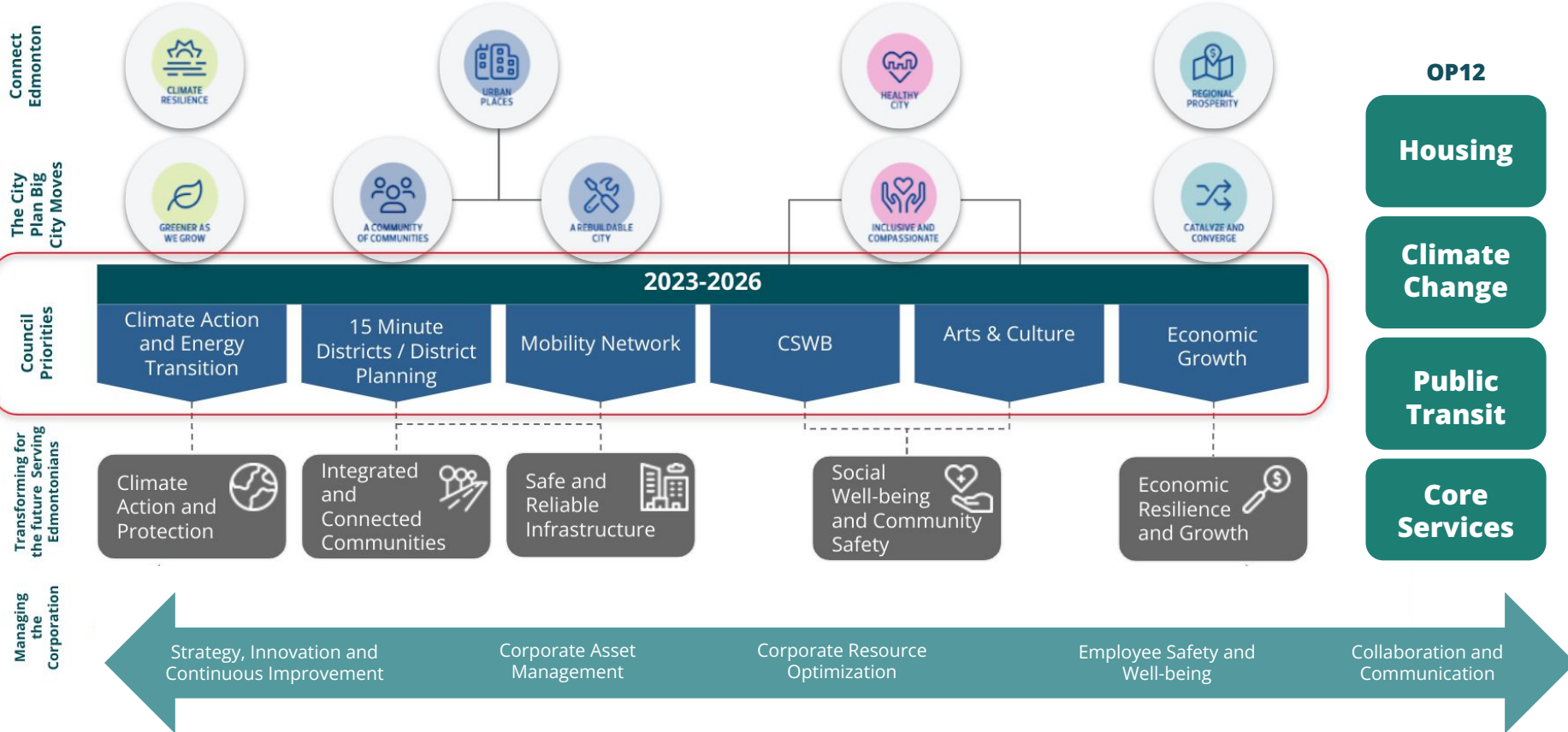
# Defining Core Services

## Is the Service:

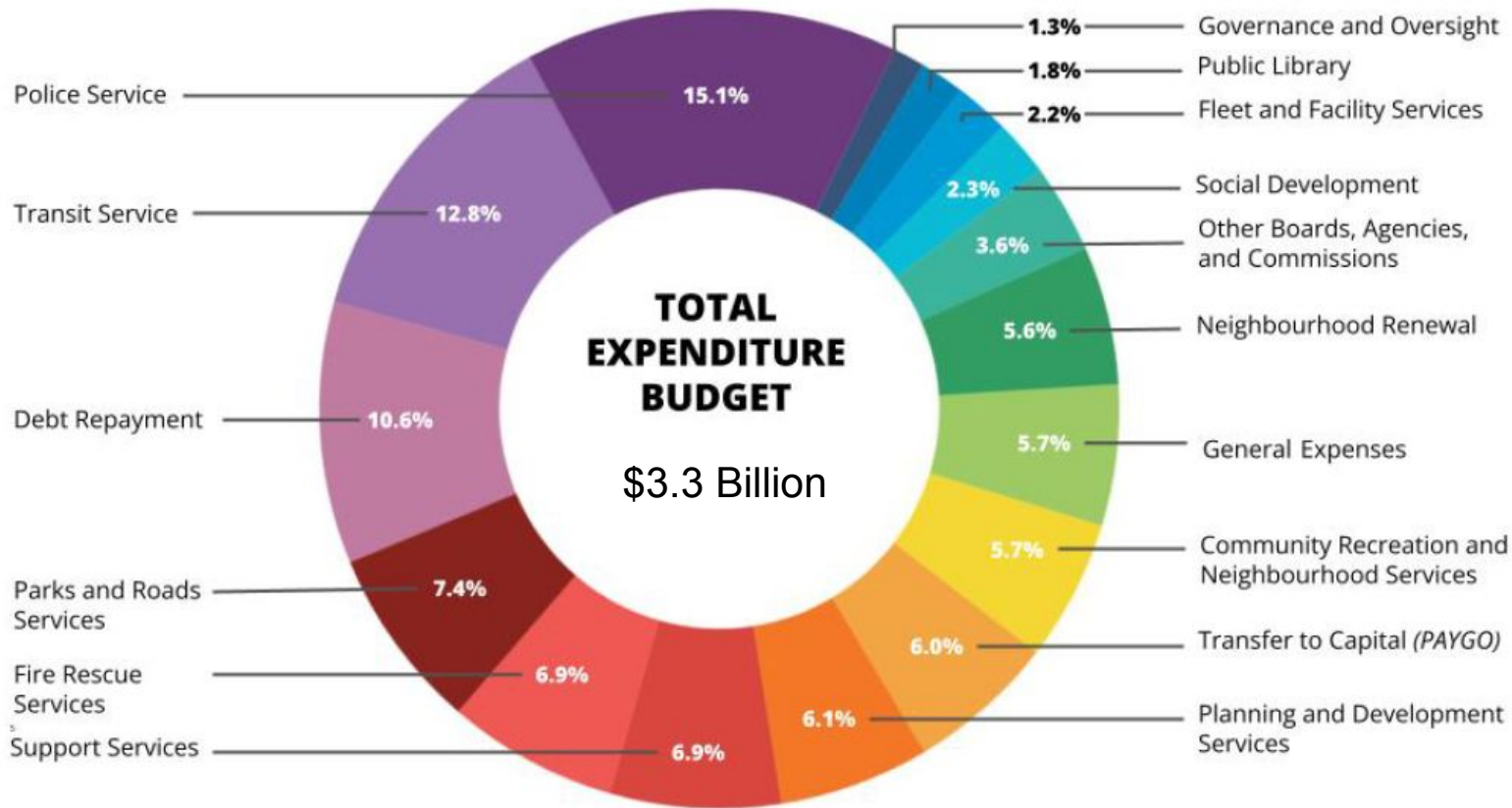
- Required under legislation?
  - Eg. the *Municipal Government Act*, the *Occupational Health and Safety Act* and the *Emergency Management Act*
- Practically necessary?
  - Eg. Recreation and Culture
- A council priority?
  - Eg. Arts and Culture, Community Safety & Well-being and Economic Resilience and Growth
- Within municipal jurisdiction?



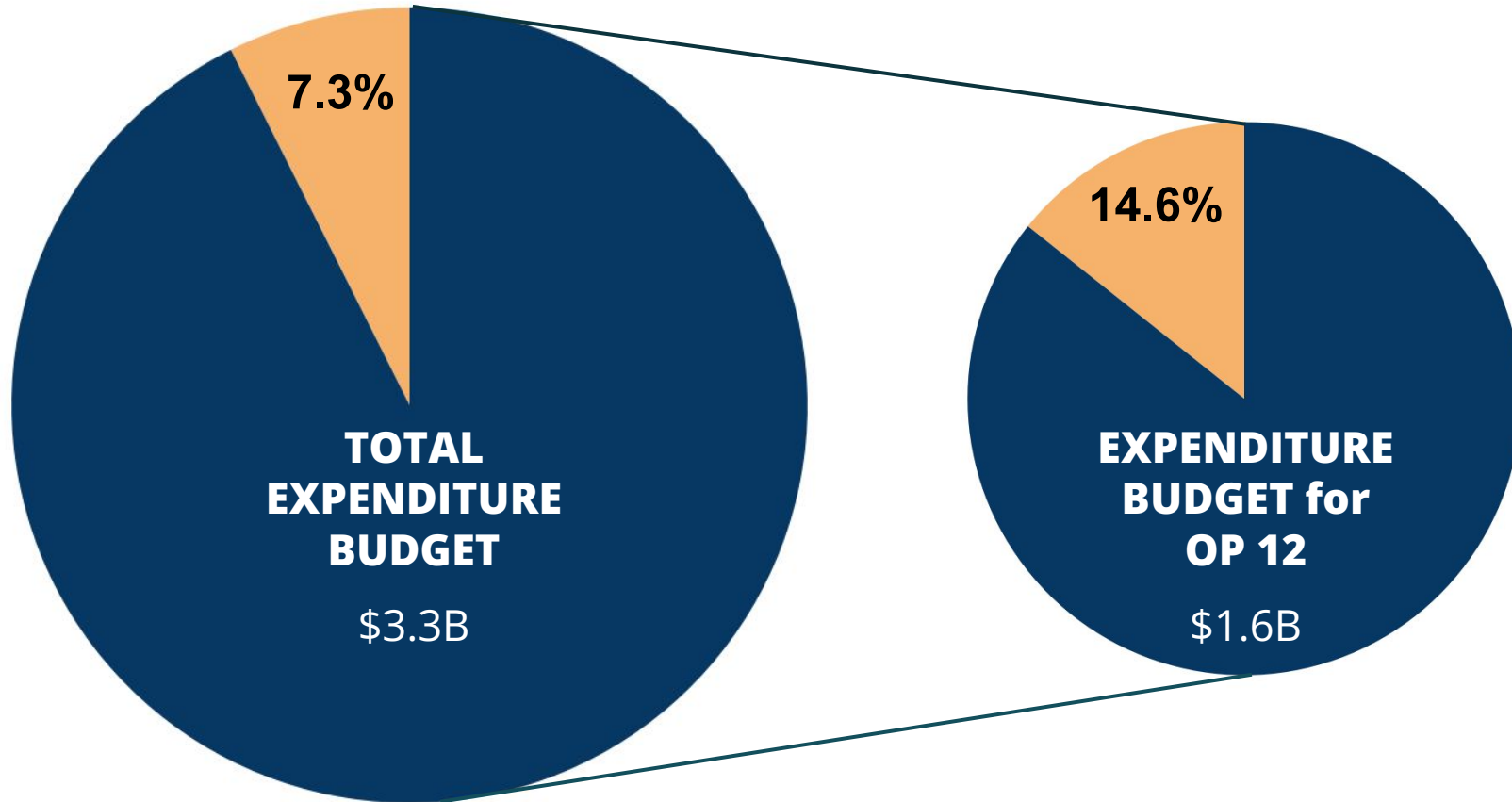
# Council Priorities



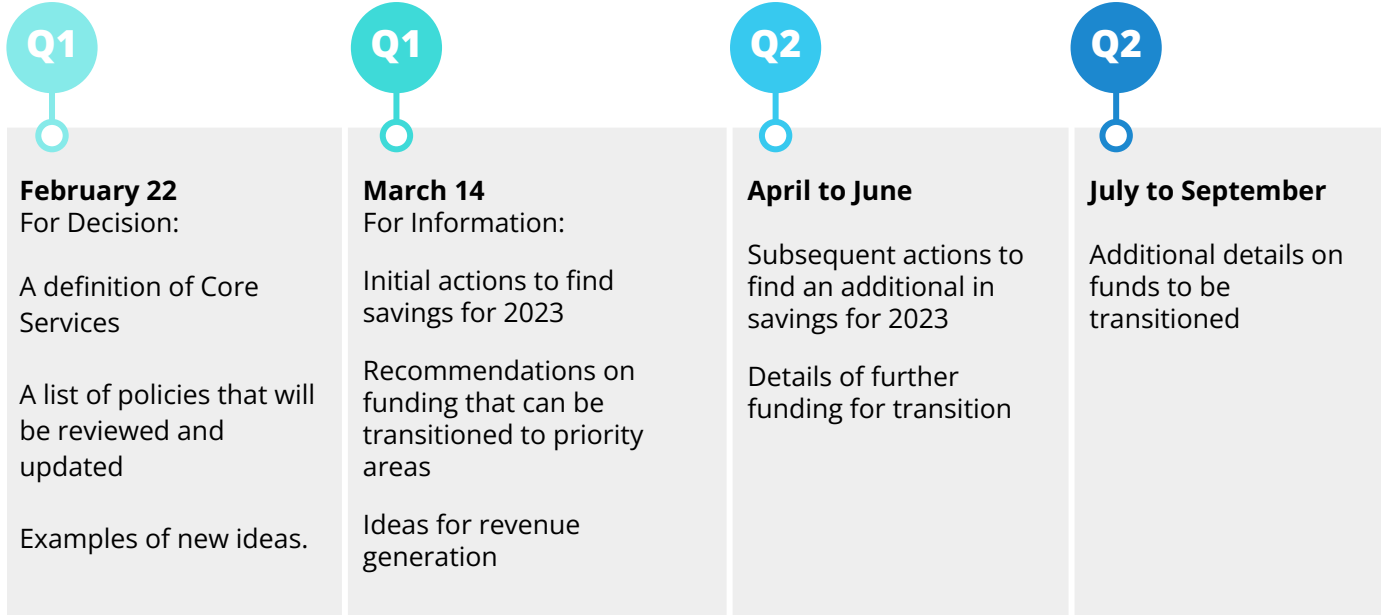
## 2023 EXPENDITURES



## Scope: The Base of OP12



# Timeline & Next Steps



The background features a light blue gradient with faint, stylized illustrations of a city. On the left, there's a building with a gabled roof and a chimney. In the center, a sailboat is visible. At the bottom, there are silhouettes of workers: one operating a large machine and two others with tools and a bucket.

# Council Discussion

- Scope?
- Core Services?
- Recent Direction?
- Future Meetings?
- Role of Council?