

A close-up photograph of several stacks of coins on a dark, reflective surface. The coins are in sharp focus in the foreground, with some stacks being taller than others. The background is softly blurred, showing more stacks of coins. The lighting is warm, creating a golden glow on the coins and the surface.

2026 Department Budget Presentation

The logo for the City of Edmonton, featuring the word "Edmonton" in white text on a blue square background.

Edmonton

Financial & Corporate Services (FCS)

March 5, 2026 - Special City Council

Stacey Padbury, Chris Hodgson, Nisreen Hussain, Russell Loga,
Kim Matheson, Harm Rai, Sohrab Sohrabi, Cate Watt

Functional Structure

Financial and Corporate Services



Organizational Structure

Financial & Corporate Services

Assessment & Taxation	Corporate Procurement & Supply Services	Financial Services	Open City & Technology	Real Estate	Service Innovation & Performance	Deputy City Manager's Office
Assessment Valuation	Contract Strategy & System Support	Corporate Accounting Policy & Reporting	Application Technology Services	Property Services	Business Intelligence & Analytics	Corporate Budget Office
Business Operations and Systems	Procurement	Financial Operations	Corporate Information & Cyber Security	Land Development	Service & Strategy	Communications and Engagement
Taxation, Programs and Policy	Supply Chain Management	Business Financial Analytics (BFA)	Integrated Technology Services	Property Transactions	311 & Customer Access	Investment Management
		BFA Utilities & Land Development	Tech Planning & Business Engagement			Enterprise Commons
			Technology Project Management			

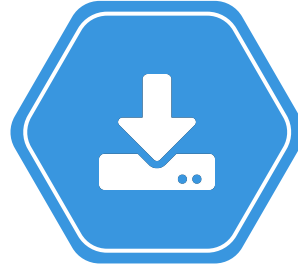
Services

Financial Corporate Services Department



Financial Sustainability

- Corporate Accounting and Reporting Service
- Financial Planning and Analysis Service
- Investment Management Service
- Property Assessment Service
- Purchasing Service
- Taxation Service



Technology and Data Programs

- Business Solution Services
- Data Management Service
- Geographic Information Systems Service
- Information Analysis Service



Strategy and Business

- Corporate Policy Development Service
- Risk Management Service
- Security Service

Services (continued)

Financial Corporate Services Department



Project and Asset Management Program

- Asset Management Service
- Corporate Property Management and Leasing Service
- Information Technology Hardware Infrastructure Service
- Warehousing and Logistics Management Service



Civic Services

- Customer Access Service

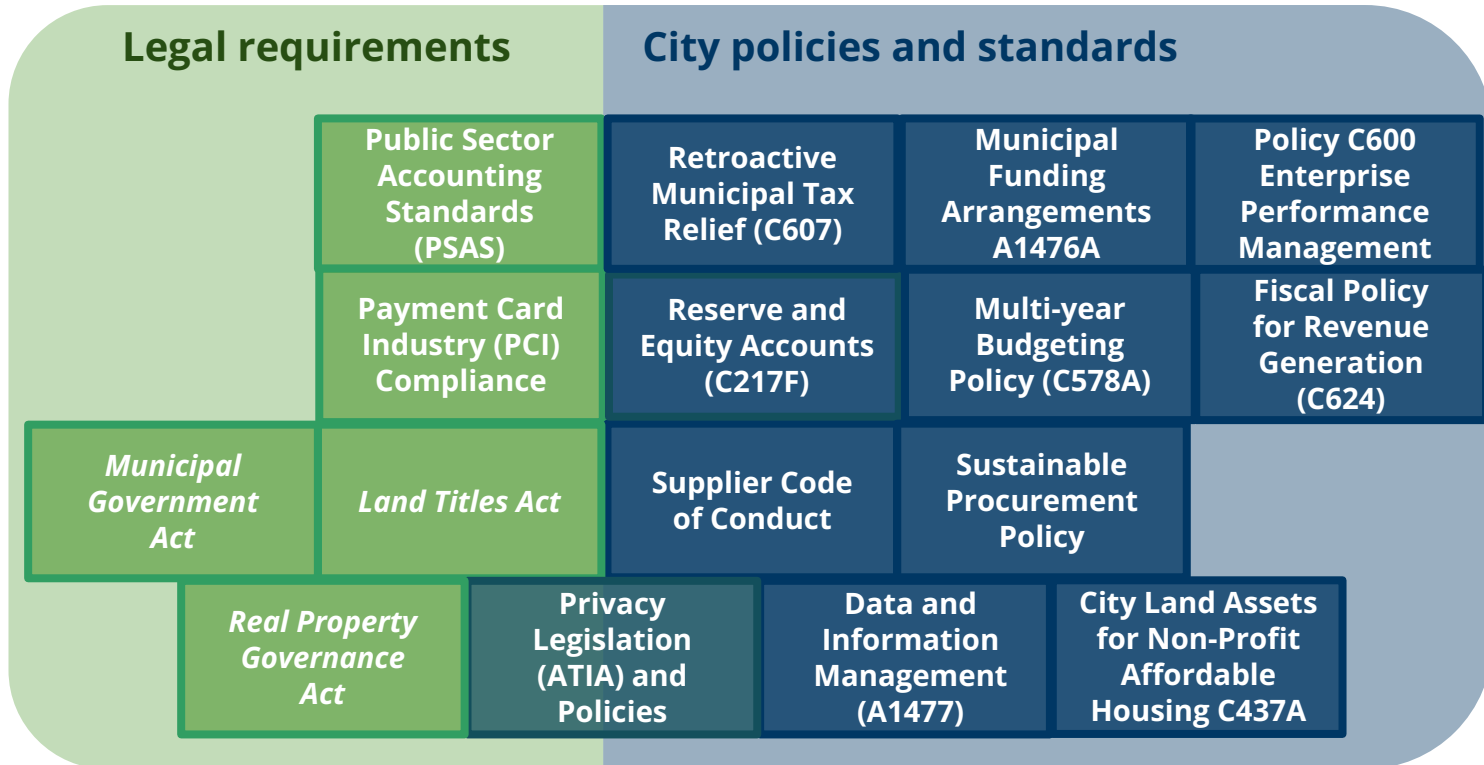


Land Development

- Residential, Commercial and Industrial Land Development Service
- Excludes Blatchford Redevelopment Project

Legislation and Compliance

Financial and Corporate Services



Non-Exhaustive List

Financial and Corporate Services Outputs

\$ 187.9 Million
2026 Net Expenditures & Transfers

1208.7 FTEs
(as of January 1, 2026)

Financial and Corporate Services (FCS) enriches decision making across the corporation by bringing an integrated perspective, specialized knowledge, and business technologies to strategic and significant operational decisions.



31st
consecutive Canadian
Award for Financial
Reporting



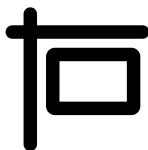
AA+
Credit rating



\$22.2B
Total Contract
Liability



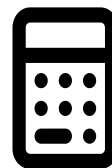
\$25.5M
Inventory Value
managed across
22 warehouses



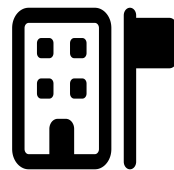
\$267M
Land and
Property Sales
2021-2025
(incl. Blachford)



\$233B
Taxable
Assessment Total



\$2.9B
Property Taxes
Collected



358K Sq. Ft.
Of Buildings Sold
2021-2025



45.5K
Service
notification
subscribers



920K
contacts received
through 311
channels



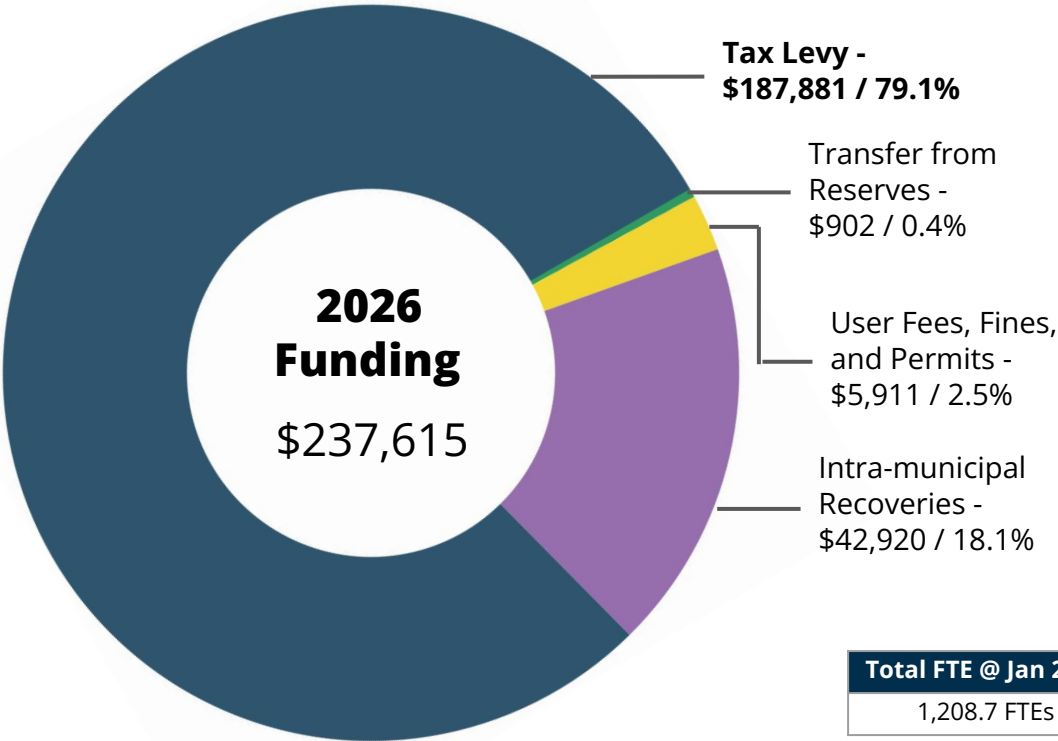
1640
Open City Wifi
Hotspots



15,000
Connected
Devices

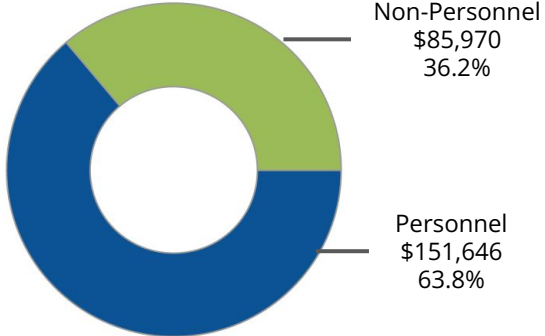
Funding Model Summary

Financial & Corporate Services (000s)



Total FTE @ Jan 2026
1,208.7 FTEs

2026 TOTAL BUDGET EXPENDITURES (000's)



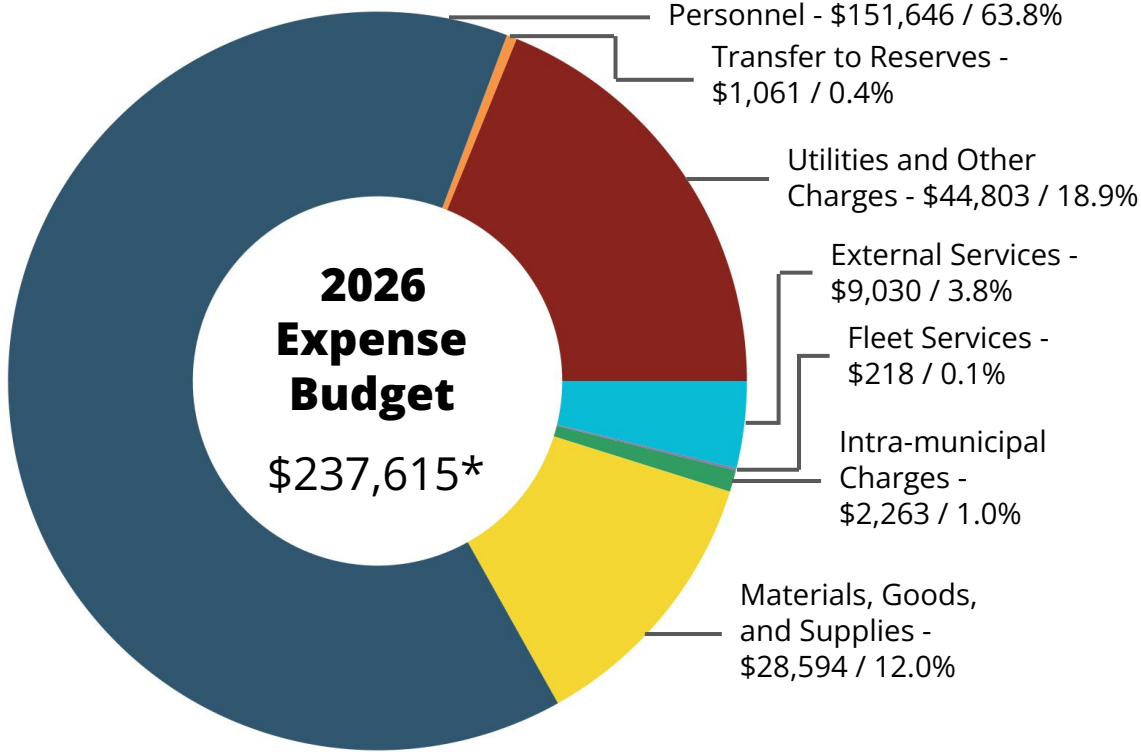
Funding Model

Mostly tax levy and recoveries with a small amount of user fee revenue and reserve transfers

Approved Net Operating Requirement 2026: \$187.9M

2026 Expense Budget Summary

Financial and Corporate Services (000s)



Category	Amount (000's)
Expenses	\$237,615
Recoveries	\$42,920
Revenues & Grants	\$6,814
Net Operating Budget	\$187,881

Key Activities
Financial and Corporate Services delivers more than 20 corporate support functions that provide oversight and support for the day-to-day operations of the City.
Cost Drivers
<ul style="list-style-type: none"> • Parcel counts • Addition of tax programs • RFP/Contract requirements from business areas • Service Level Commitments • Transaction volume/ compliance • # of PCs, Laptops, Landlines, Cell Phones, Incidents/Work Orders, users, accounts, etc. • Amount of land / properties owned and external leases • Scale, complexity and demand of services leveraging 311 and Customer Access, and other support services
Total FTEs
1,208.7 FTEs As of Jan 2026

*Total branch expenses excludes intra-municipal recoveries.

Roles, 1208.7 FTE

Financial & Corporate Services

Management Roles (Branch Manager, Director, Procurement Manager, Operations Manager)

Exempt/Out of Scope Roles (Finance Manager, Project Lead, Project Engineer, Strategic Coordinator)

Unionized Roles (Team Lead, Supervisor, Foreperson, Business Transformation Lead, Operations Manager)

Assessment & Taxation (168.6 FTE)	Sample Roles: Assessor, Assessor Assistant, Accounting Assistant, Data Analyst
Corporate Procurement & Supply Services (161.0 FTE)	Sample Roles: Buyers, Sustainable Procurement Leads, Analysts, Clerks, Contract Administrators, Journey-person-Parts/Warehouse Technicians, Couriers, Inventory Planners
Enterprise Commons (37.0 FTE)	Sample Roles: Project Coordinator, Senior Accountant, IT Business Analyst, Change Management Specialist, HR Functional Analyst, Training Specialist
Financial Services (220.5 FTE)	Sample Roles: Policy Advisor, Budget Consultant, Accountant, Economist, Accounting Assistant
Open City & Technology (258.4 FTE)	Sample Roles: Analyst, Clerk, Methods Analyst, Project Manager
Real Estate (78.0 FTE)	Sample Roles: Property Agent, Property Assistant, Planning Technician, Planner
Service Innovation & Performance (285.2 FTE)	Sample Roles: Analyst, Technician, Data Scientist, Customer Service Representative, Clerk

FCS

6.2% MGMT
(75.5 FTE)

5.6%
EXEMPT/OOS
(68 FTEs)

88% UNIONIZED (1065.2 FTE)

COE

4.3%
MGMT

6.5% EXEMPT/
OOS

89.2% UNIONIZED

Understanding Subsidies

Organizational Subsidy (Strategic Partnership)



Funding provided to external partners (not-for-Profits, BIAs, ABCs) to sustain their daily operations and specialized service delivery.

Council's Role:

To set the **strategic priorities** which guide decisions on where operational funding is allocated.

Non-Profit Leasing (Real Estate)

- 153 non profit leases managed in 119 City assets
- Approximately 2M sq ft of building space
- Many tenants have lease tenure over 20 years
- Majority of leased assets are approaching end of life; significant rehabilitation funding would be required to sustain City assets
- The non-profit lease policy is under review
- Requires Council approval

Land Sales below market value (Real Estate)

- \$54M foregone revenue for 29 properties over 5 years
- Typically to advance social/public benefit (eg. affordable housing)
- Requires Council approval

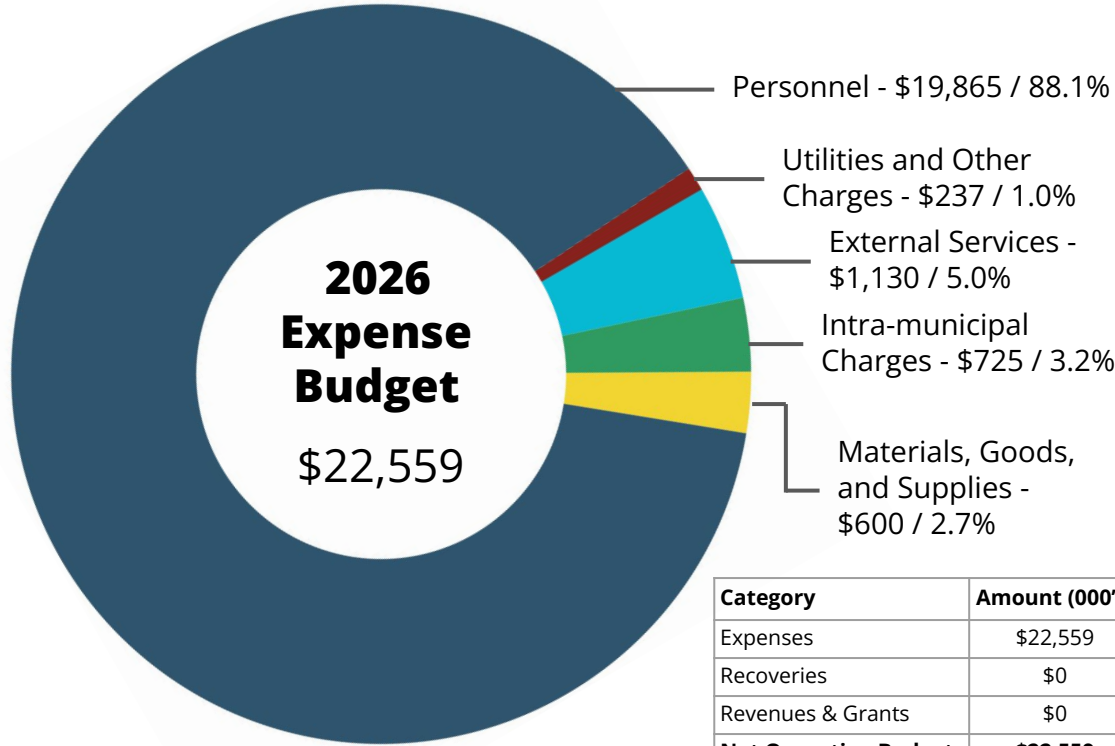
Tax Exemptions

- \$19.8B in exemption value with over 13,000 exemptions, of which includes 1,342 non-profit exemptions (approx \$1.8B)

Assessment and Taxation

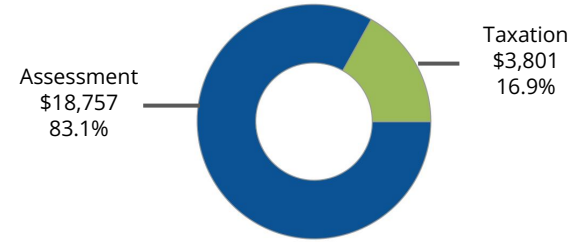
2026 Expense Budget Summary

Assessment and Taxation (000s)



Category	Amount (000's)
Expenses	\$22,559
Recoveries	\$0
Revenues & Grants	\$0
Net Operating Budget	\$22,559

2026 Expenditure and Revenue Budget by Program (000's)

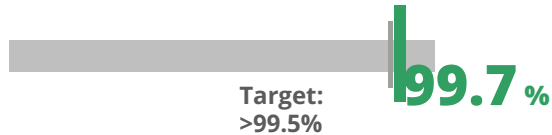


Key Activities	
Ensures tax base integrity through precise property valuation, robust assessment defense, and the transparent collection of municipal and provincial property taxes	
Cost Drivers	
<ul style="list-style-type: none"> • Parcel count increases • Increased number and complexity of tax programs • Inquiries/Assessment Appeals • Economic/market changes • Change in legislation, and as the result of tribunal and court decisions 	
Funding Model	Total FTEs
Mostly tax levy; \$4M in additional revenue from A&T service fees reflected in Corporate Revenues	168.6 FTEs As of Jan 2026
Approved Net Operating Requirement 2026: \$22.6M	

Enterprise Performance Measures

Assessment and Taxation

Assessment Roll Stability (measuring Assessment Quality)



Annual Contested Tax at Risk



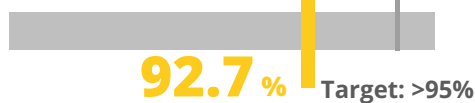
\$48.8M

Additional Levies Rate (e.g. CRL, CEIP)

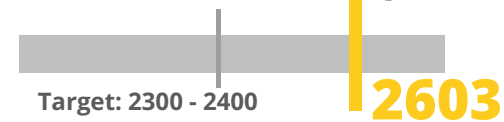


47.7%

On-Time Tax Payment Rate



Number of Accounts per FTE



Risks

Increased assessment roll instability and tax collection issues due to changes in economic conditions such as economic decline, lack of growth, or market volatility, can result in financial loss.

Inadequate sustainment of critical technology infrastructure risks the City's ability to fulfill assessment and taxation legal obligations, achieve Council priorities, and maintain essential public services.

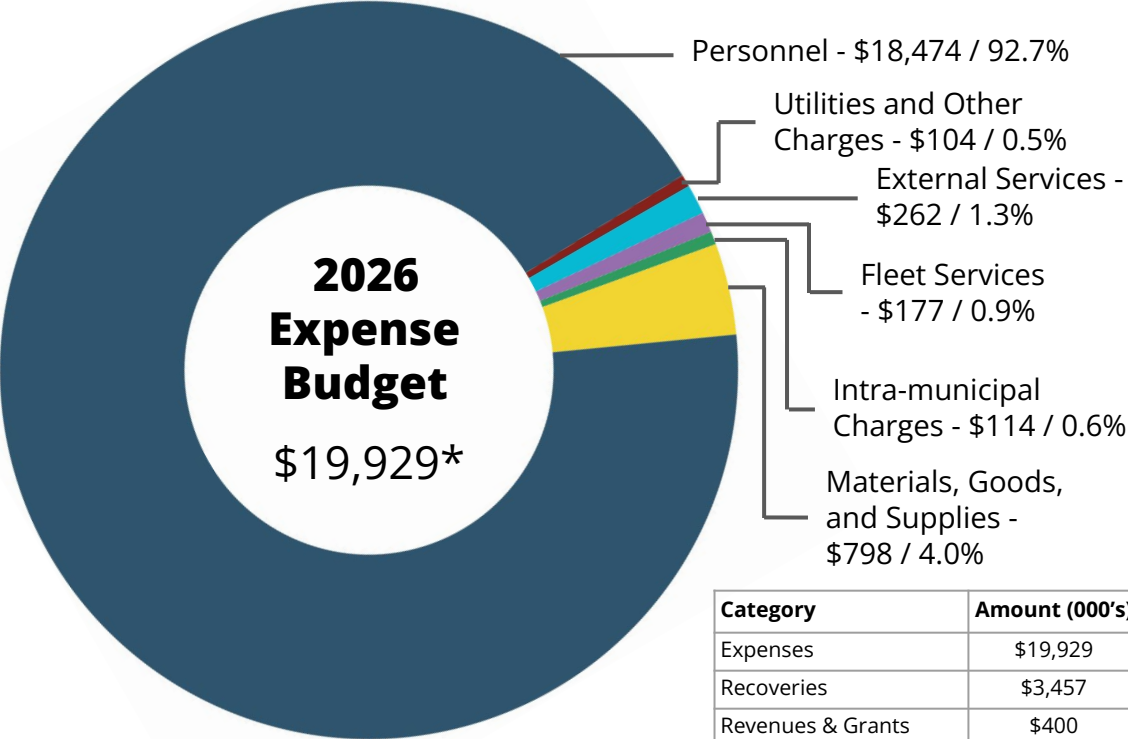
Corporate Procurement and Supply Services

Edmonton

2026 Expenditure and Revenue Budget by Program (000's)

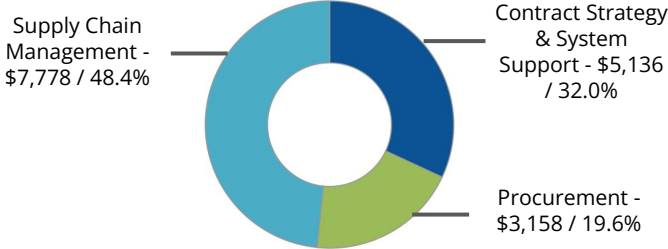
2026 Expense Budget Summary

Corporate Procurement and Supply Services (000s)



Category	Amount (000's)
Expenses	\$19,929
Recoveries	\$3,457
Revenues & Grants	\$400
Net Operating Budget	\$16,072

*Total branch expenses excludes intra-municipal recoveries.

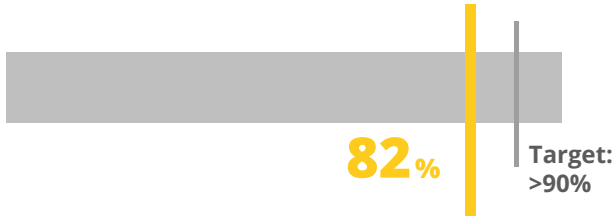


Key Activities	
Responsible for the City's procurement, contract and supplier management, and supply chain operations, including technical fleet parts support, warehousing, inventory management, and mail & courier services, while ensuring compliance with legal and trade agreement requirements.	
Cost Drivers	
<ul style="list-style-type: none"> • City growth & demand uplift for supply chain / RFP / Contract requirements • Supply uncertainties for labour, materials, freight, tariffs • Maintenance & service of aging/end-of-life fleet assets • Asset complexity (innovative tech., custom-built assets, etc) • Operational demand affecting Supply Chain ops. (City Ops) • Service Level Commitments for more value-added services • SAP Ariba/ECC users growth (EPS+EPL) • New compliance & detailed trade agreement requirements • Sustainable procurement, living wage, & contractor compliance 	
Funding Model	Total FTEs
Mostly tax levy + recoveries	161.0 FTEs As of Jan 2026
Approved Net Operating Requirement 2026: \$16.1M	

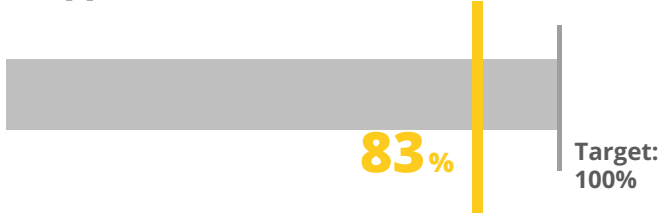
Enterprise Performance Measures

Corporate Procurement and Supply Services

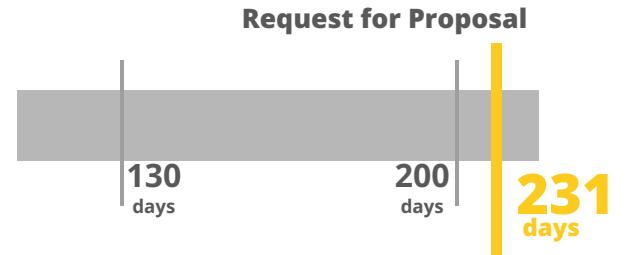
Deliveries On Time & In Full Rate



Suppliers Enabled in SAP Ariba



Competitive Procurement Cycle time



Risks

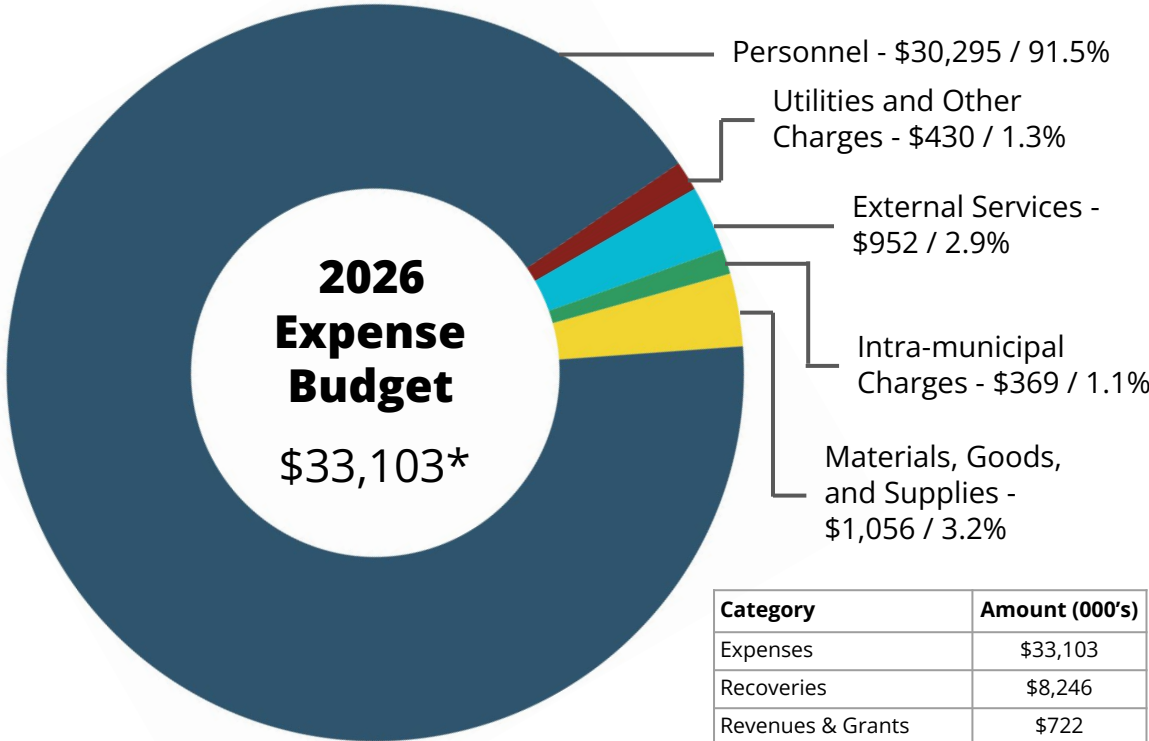
- Aging city assets/fleet and growth drive up service demand and supply costs.
- Risk of trade agreement and legal challenges.
- Global supply chain volatility, specialized markets and inflation.

Financial Services

Edmonton

2026 Expense Budget Summary

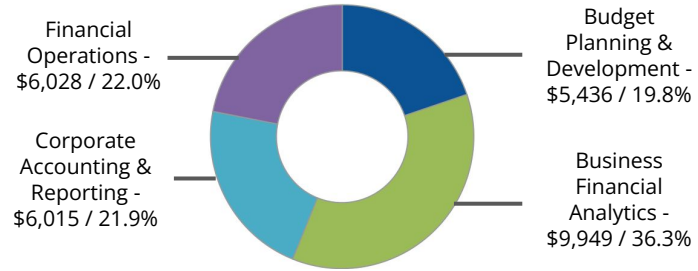
Financial Services (000s)



Category	Amount (000's)
Expenses	\$33,103
Recoveries	\$8,246
Revenues & Grants	\$722
Net Operating Budget	\$24,135

*Total branch expenses excludes intra-municipal recoveries.

2026 Expenditure and Revenue Budget by Program (000's)



Key Activities

Ensures that the organization is financially sound, accountable and transparent in managing public funds through policy, strategies and analysis that address challenges and opportunities. The branch manages operating and capital financial transactions, corporate accounting and reporting functions, accounts payable and receivable functions, and provides financial guidance and support to the organization's business areas.

Cost Drivers

- Level of service and support required (growing corporation)
- Number of strategic initiatives (such as PBR, and Municipal Funding Arrangements project)
- Legislated reporting
- Transaction volume/ compliance (Financial Operations)
- Training and technology

Funding Model

Mostly tax levy + recoveries

Approved Net Operating Requirement
2026: \$24.1M

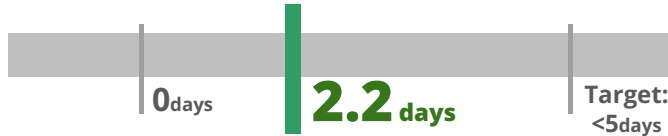
Total FTEs

220.5 FTEs
As of Jan 2026

Enterprise Performance Measures

Financial Services

Invoice cycle time (Bus.Days)
(lower is better)



Calendar Days taken to receive payment
(lower is better)



External Audit Findings (2024)
(lower is better)



Risks

Until Enterprise Commons is implemented, reliance on aging financial systems and manual processes risks compromising the integrity of fiscal reporting and data analysis while increasing the City's exposure to security vulnerabilities.

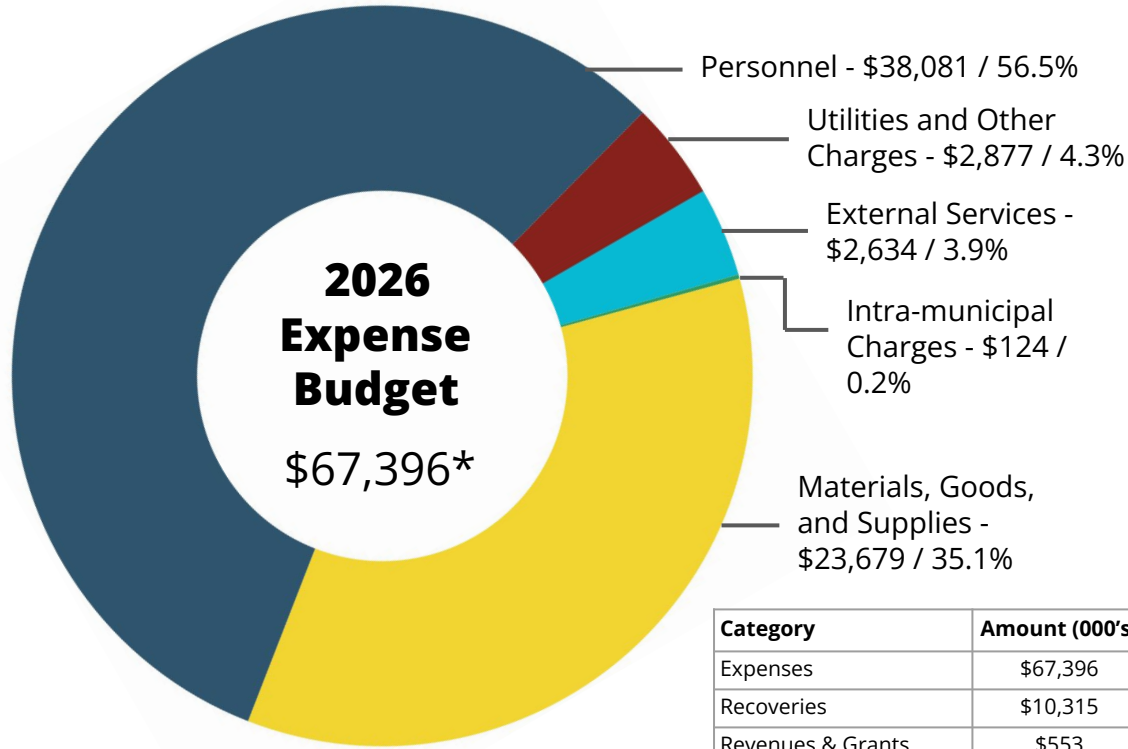
The convergence of rapid municipal growth and operational complexity risks a critical service-delivery gap, compromising the Financial Services branch's ability to meet escalating demands of the Corporation.

Open City and Technology

Edmonton

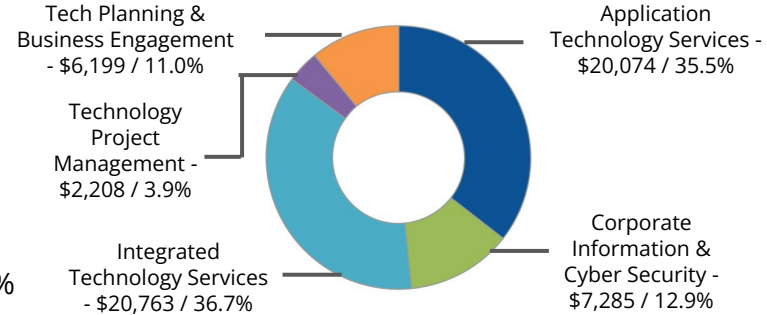
2026 Expense Budget Summary

Open City and Technology (000s)



Category	Amount (000's)
Expenses	\$67,396
Recoveries	\$10,315
Revenues & Grants	\$553
Net Operating Budget	\$56,529

2026 Expenditure and Revenue Budget by Program (000's)



Key Activities	
Supports the City in leveraging use of data, information and technology to improve operations and service delivery.	
Cost Drivers	
<ul style="list-style-type: none"> • Number of PCs, Laptops, Landlines, Cell Phones, Incidents/Work Orders, users, accounts, etc. • Volume and complexity of applications, networks, datacentres, etc • Market volatility driven by AI hyperscaling, supply chain issues and other external factors 	
Funding Model	Total FTEs
Mostly tax levy + recoveries from capital projects	258.4 FTEs As of Jan 2026
Approved Net Operating Requirement 2026: \$56.5M	

*Total branch expenses excludes intra-municipal recoveries.

Capital Budget - Open City & Technology (OCT)

\$32.4M

**2023-2026 Capital Budget
(original)**

TRENDS:

- Increasing technology demand
- Market volatility
- Increased security expectations

RISKS:

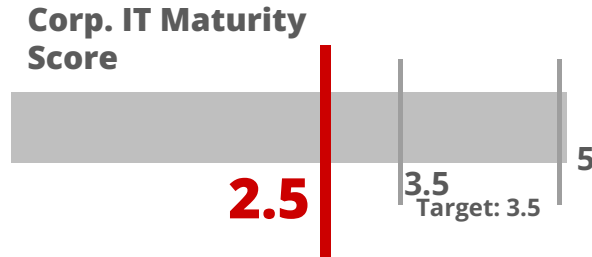
- Aging applications and infrastructure
- Corporate governance mechanisms

Corporate Technology Capital Pressures:

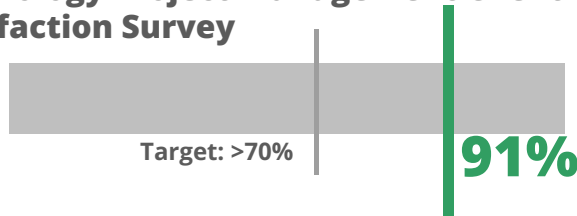
- Maintaining enterprise applications
- Maintaining technology infrastructure
- Protect and secure technology assets and data

Enterprise Performance Measures

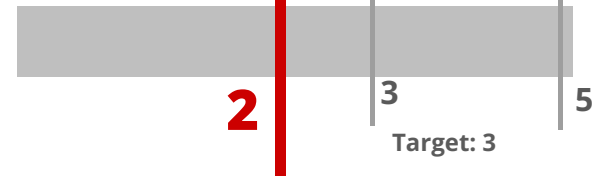
Open City and Technology



Technology Project Management Client Satisfaction Survey



Portfolio Management Capability Level



Risks

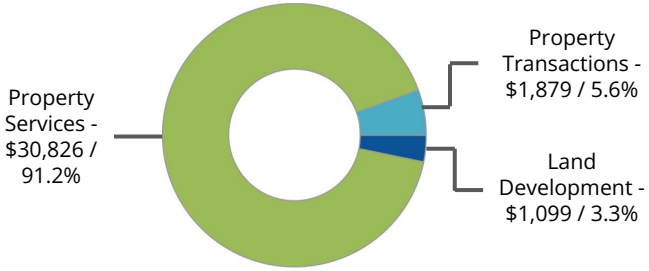
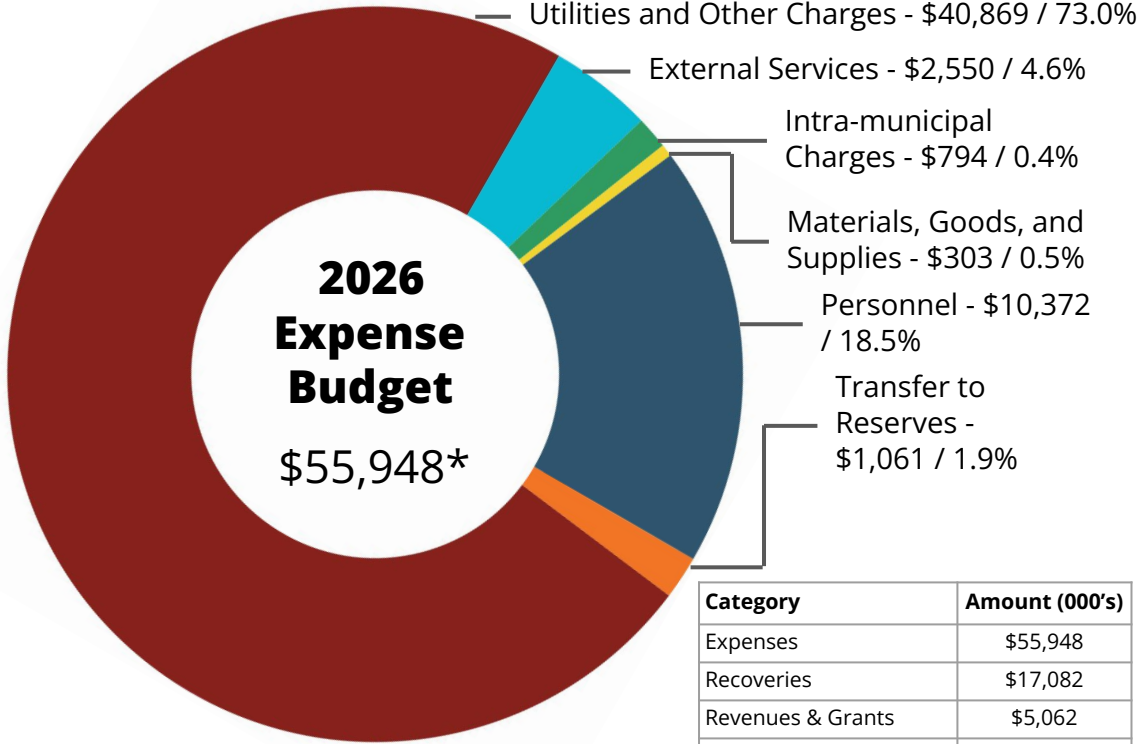
- Speed of Technological Change*
- Attracting, retaining and developing staff with the necessary skills*
- Aging hardware and software*
- Cyber Security (**CONFIDENTIAL**)*

Real Estate

Edmonton

2026 Expense Budget Summary

Real Estate (000s)



Key Activities	
Coordinates leasing, acquisitions, sales, development, property management, and governance of City-owned real estate.	
Cost Drivers	
<ul style="list-style-type: none"> Amount of land / properties owned and external leases Personnel, rent, utilities, consulting and contractor costs 	
Funding Model	Total FTEs
Mostly tax levy + recoveries	78.0 FTEs As of Jan 2026
Approved Net Operating Requirement 2026: \$33.8M	

*Total branch expenses excludes intra-municipal recoveries.

Land Enterprise Retained Earnings (non-tax levy)

\$74M

2019 - 2025 Capital Investment

\$28M

2019 - 2025 Dividend* (Projection)

\$222M

2019 - 2025 Gross Revenue

\$114M

2019 - 2025 Gross Profit

\$37M

2026 Expenditure Budget

\$46M

2026 Revenue Budget

Real Estate manages a **constrained funding source** (non-tax levy):

- Develops City owned land
- Self-funded through land sales
- Supports corporate initiatives and capital projects
- Pays annual dividend

FOCUS AREAS:

- Shovel ready industrial lots
- Sustainable, attainable residential communities
- Transformational projects

Enterprise Performance Measures

Real Estate

Annual Dividend Generated (2024)



Overhold Lease Rate

(lower is better)



% Overdue Accounts Receivable Accounts

(lower is better)



% Actual vs. Budgeted Land Sales

(agg. From 2023 -25)



Risks

Shifting economic conditions and market volatility risk disrupting the City's land related strategies, potentially resulting in reduced revenues and delayed execution of strategic development projects.

The inherent complexity of managing multi-year, multi-site initiatives creates risk for project challenges related to timeline, scope, communication and resource allocation.

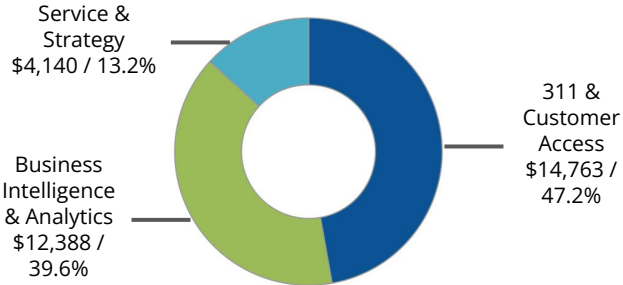
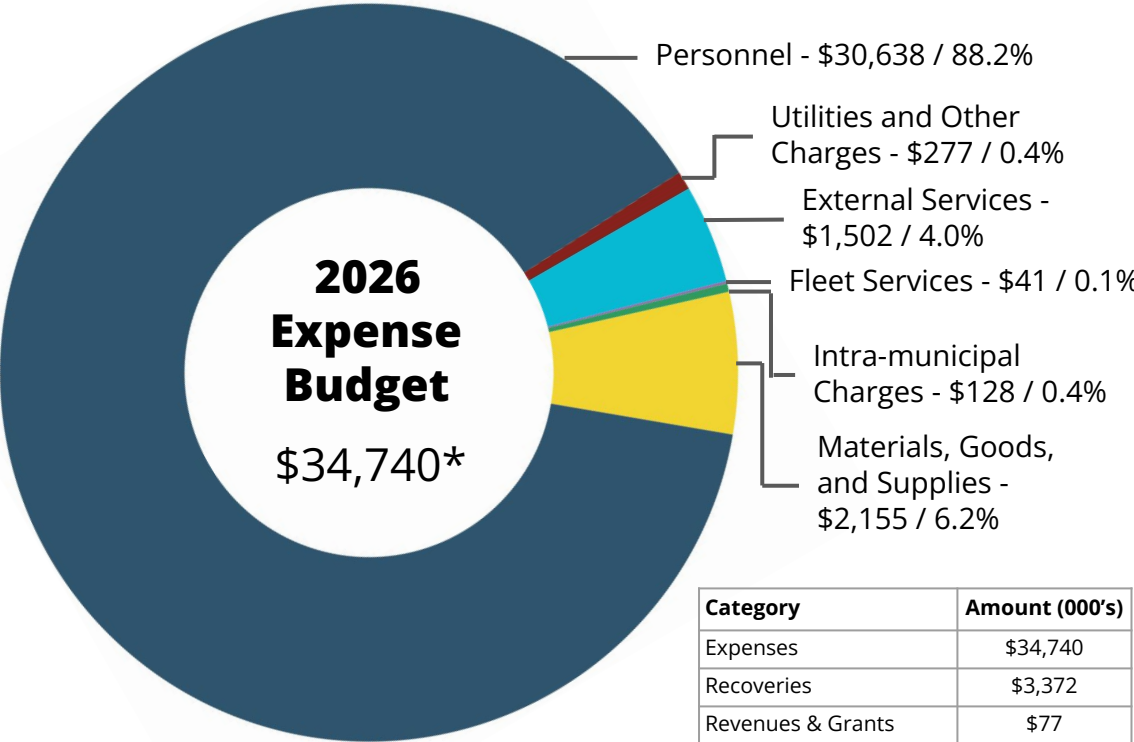


Service Innovation and Performance

Edmonton

2026 Expense Budget Summary

Service Innovation and Performance (000s)



Key Activities	
Supports the delivery and improvement of City programs and services by drawing on and understanding resident experiences, driving evidence-based decision-making and integrating business performance.	
Cost Drivers	
<ul style="list-style-type: none"> • Data asset management • Continuous improvement, innovation and customer experience initiatives • Scale, complexity and demand of services leveraging 311 and Customer Access, and other support services • Digitalization demands leveraging technology tools 	
Funding Model	Total FTEs
Mostly tax levy + recoveries	285.2 FTEs As of Jan 2026
Approved Net Operating Requirement 2026: \$31.3M	

*Total branch expenses excludes intra-municipal recoveries.

Enterprise Performance Measures

Service Innovation & Performance

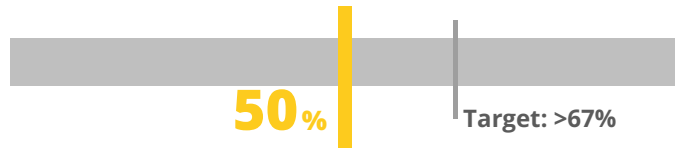
311 User Satisfaction Survey (2024)



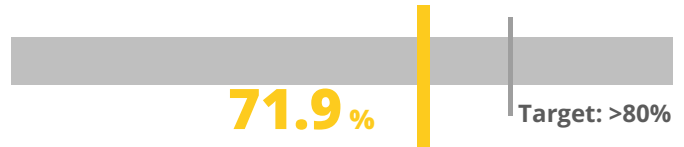
Unique user sessions on Data Science applications (2024)



City Programs Using Data-Driven Mapping to Improve Service Delivery



311 Service Level



Risks

Unpredictable volatility in 311 and Customer Access contact volumes, if not mitigated by robust business continuity frameworks, risks degrading service responsiveness and exhausting staff capacity, thereby compromising the City's ability to meet public service standards.

The widening gap between fiscal limitations and expanding operational expectations poses a risk to the successful implementation and maintenance of critical corporate tools and processes.

Continuous Improvement

Benchmarking / Comparisons

Financial & Corporate Services

Edmonton Compared to other Local Governments

Credit Rating



311 service level



IT Spend per FTE (Gartner)



Total non profit leased space



Average procurement bid count



Research and Engagement

Financial and Corporate Services

Public Opinion Research



TYPES

Qualitative and quantitative:
Surveys and focus groups

USE CASES

- ✓ Policy development
- ✓ Priority setting
- ✓ Customer service and continual improvement
- ✓ Improving public communication and education

10,000+ survey responses
in 2025

Public Engagement



Engaged Edmonton activities,
workshops, community outreach,
pop-up events

- ✓ Building relationships with neighbours in land development
- ✓ Improving City processes
- ✓ Advising on budget development

4 projects initiated in 2025

Other Listening & Learning Tools



311 inquiries



Advisory
Committees



Working groups

Audits & Reviews

Financial & Corporate Services

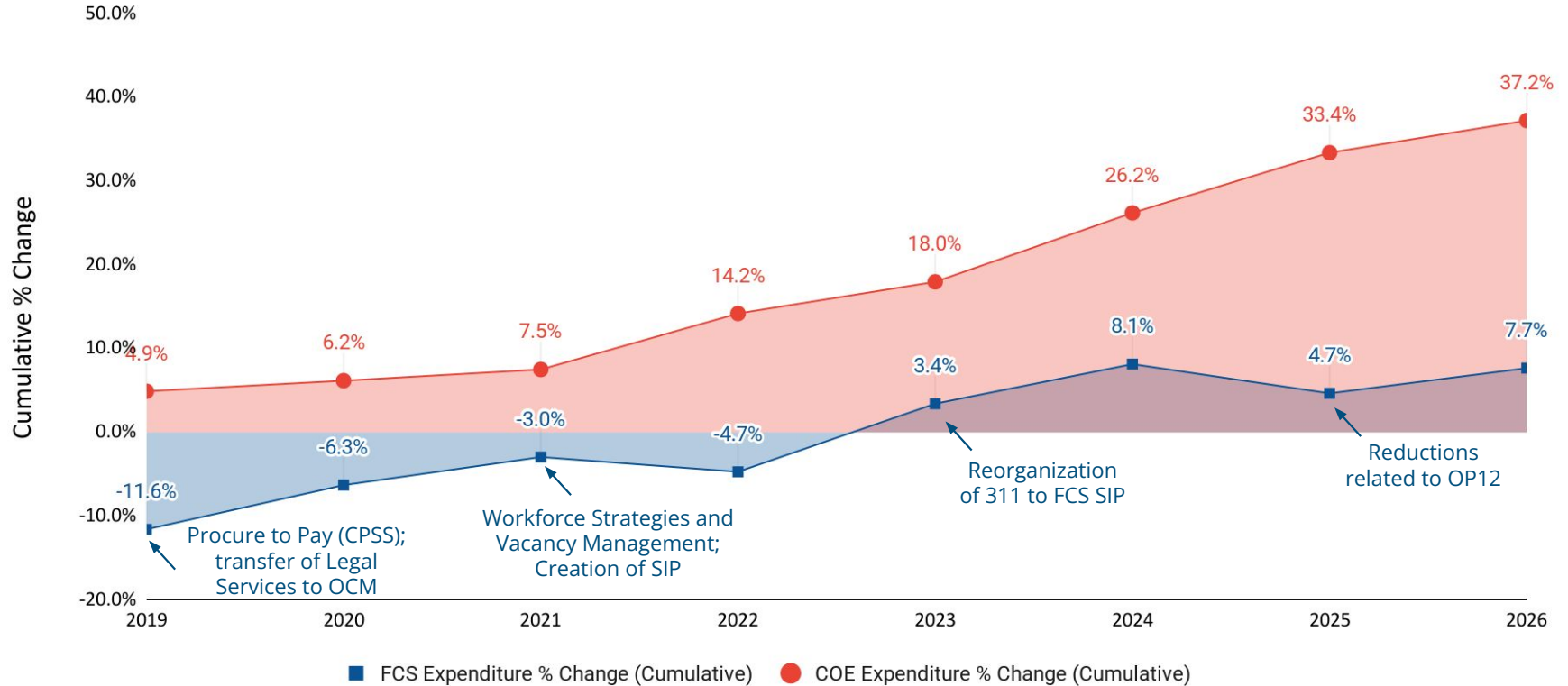
Assessment & Taxation	Corporate Procurement & Supply Services	Financial Services
<ul style="list-style-type: none"> • Taxation, Assessment and Collections System Governance Audit - (Apr 2025) 	<ul style="list-style-type: none"> • Procurement System (Ariba) - User Experience Audit (Jun 2025) • Use of IT Contracted Resources Audit - (Feb 2022) 	<ul style="list-style-type: none"> • Corporate Accounts Receivable Audit (April 2026) • Employee Business Expenses - Data Analytics Audit Report (Jun 2025) • Grants and Subsidies Audit - (Apr 2023) • City Financial Condition Update (Oct 2022) • Reserve Fund Governance and Management - (Nov 2021)
Open City & Technology	Real Estate	Service Innovation & Performance
<ul style="list-style-type: none"> • IT Governance - Business Technology Investment Audit (Aug 2025) • IT Asset Management Audit (Aug 2023) • Cybersecurity Program (Confidential) (May 2023) • IT Process Ownership Audit (Mar 2022) • Cloud Computing Audit (Jan 2021) 	<ul style="list-style-type: none"> • Building Assets Inventory - Data Analytic Audit (May 2026) • Real Estate Branch Audit - (Mar 2021) 	<ul style="list-style-type: none"> • Enterprise Risk Management Program Audit (Aug 2025) • Fraud Risk Management (Nov 2024) • Publicly Reported Community Indicators Validation (Jun 2024) • City's Response to 311 Requests (Nov 2023) • Enterprise Performance Management - (Jan 2023)

Innovation and Continuous Improvements

Financial & Corporate Services

Assessment & Taxation	Corporate Procurement & Supply Services	Financial Services
<ul style="list-style-type: none"> • TACS Transformation • RDS Tax Accounting Portal Application • RDS Electronic Evidence Package (EEP) Application • Taxation Operations Transformation • A&T Re-imagined 	<ul style="list-style-type: none"> • Supply Chain Management Transformation • Contract Management Standardization • Enhance Sustainable Procurement Policy implementation • Supplier Performance Management Program 	<ul style="list-style-type: none"> • Municipal Funding Arrangements project • Financial governance, policy and processes updates in preparation for Enterprise Commons
Open City & Technology	Real Estate	Service Innovation & Performance
<ul style="list-style-type: none"> • Moving the City from a fractured, reactive digital environment toward a mature, service-optimizing operating model • Rapid Application Development Capacity • Cybersecurity Services 	<ul style="list-style-type: none"> • Edmonton Exhibition Lands Redevelopment • River Crossing Community Redevelopment 	<ul style="list-style-type: none"> • Snow and Ice Control Map • 311 modernization and app upgrade • Service notification tool • Applied AI tools - Emberwise, Unison and others

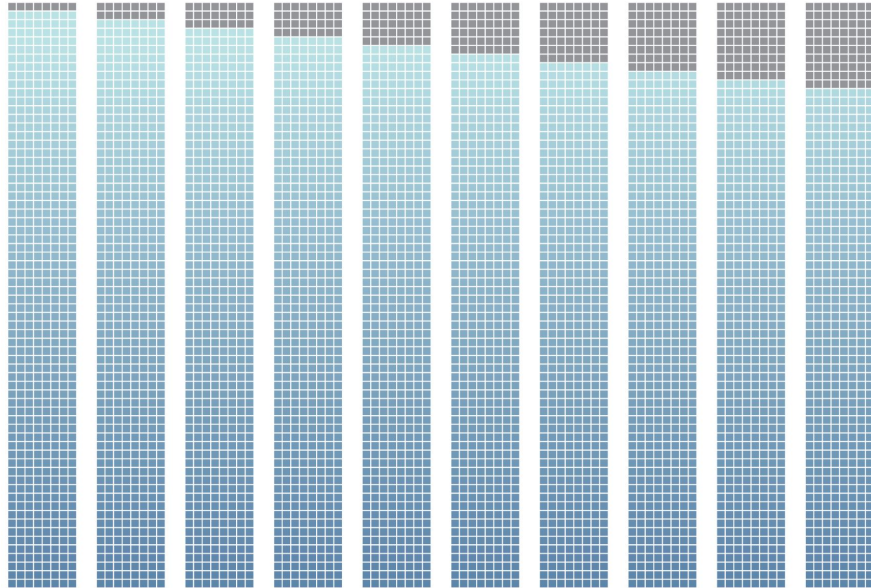
Financial & Corporate Services vs. COE Expenditure



Previous Reductions (2016-2025)

Financial and Corporate Services

10-Year Incremental Total \$18.3M



\$99.5M (5.9%)

**10-Year Cumulative
Reduction Total**

Annual Cumulative Average: **\$9.9M**

Options or Levers



Corporate User Fees Policy

Development of a new City policy that outlines the City approach to user fees.

- Development of cost recovery ratios to determine user fees based on cost recovery ratios across various services
- Proposed revisions to user fee schedules
- Compliance and monitoring of user fees in alignment with City policy



Third Party Partnerships

Identify opportunities with technology and telecommunication industry partners to address service, accessibility, efficiency and safety gaps.

- Examples of this includes OCT partnerships with Telus addressing cellular gaps in LRT tunnels and Rogers to attain Corp. Data Centre efficiency gains.
- Opportunities to address River Valley safety and accessibility issues.
- Addressing the digital divide.



Service Reviews for Cost Efficiency

Service reviews with emphasis on cost savings and service efficiencies across the Corporation.

- Leveraging existing teams to conduct focused service reviews on prioritized business areas
- Administration to provide further options that improve financial sustainability of services

Options or Levers



Corporate Tax Policy

Establishment of a municipal Tax Policy that provides a consistent approach to how programs are funded through the tax base.

- Currently, select programs are funded through mechanisms that effectively reduce the overall base budget
- A Corporate Tax Policy would serve as a tool for Council to ensure programs are funded through transparent means
- This could include clarifying the City's approach to CRLs, exemptions, and subclassing



Procurement & Contract Reviews for Cost Efficiency

Procurement and contract review for cost savings and service/process efficiencies opportunities across the Corporation.

- Conduct focused reviews of high-value contracts to analyze the total cost of ownership and identify opportunities to ensure best value
- Review procurement and contract strategies to ensure cost efficiency in all procurement decisions.

What this means, and how we proceed

Financial and Corporate Services

CHALLENGES



Stagnant FTE / resource growth



Increasing Service Demand / Requests



Aging Digital Infrastructure



External - Market Volatility, Inflation, etc.

STRATEGIC RESPONSE

- Modernization of tools and processes
- Streamlining Operations
- Applied Artificial Intelligence

- Decrease of service levels to match budget
- Standardized Service Level Agreements of Corporate support functions

- Prioritization of hardware/software investments to Corporate standards
- System Transformation Projects (eg. Enterprise Commons, TACS)

- Supply Chain Management Transformation, Contract Management Strategies
- Development of budget development and monitoring processes

A photograph of several stacks of coins on a dark, reflective surface. The coins are in sharp focus in the foreground, with some stacks being taller than others. The background is blurred, showing more stacks of coins. The lighting is warm, creating a golden glow.

2026 Department Budget Presentation

Edmonton

Corporate Programs

March 5, 2026

Stacey Padbury, Harm Rai

Corporate Programs - Drivers & Funding Model

Program	Activity Summary	Revenue & Cost Drivers	2026 Budget (\$000's)	
			Rev.	Net Exp.
Automated Enforcement	Photo Enforcement Revenues	Provincial traffic safety legislation Driver behaviour	\$4,055	\$4,055
Capital Project Financing	Investment earnings/Pay-As-You Go Capital Funding Debt charges (tax-supported and self-supported tax guaranteed)	Investment market conditions (investment earnings) Borrowing rates (debt charges)	\$264,788	\$686,041
Corporate Expenses	Risk management WCB premiums Financial strategies	Insurance rates (premiums) and claims WCB premiums rates Union contracts settlements (Financial Strategies) Inflation, fuel and utility rates (Financial Strategies)	\$11,454	\$162,191

Corporate Programs - Drivers & Funding Model (cont...)

Program	Activity Summary	Revenue & Cost Drivers	2026 Budget (\$000's)	
			Rev.	Net Exp.
Corporate Revenues	EPCOR dividend/ Land Enterprise dividend Franchise fees Tax penalties, business licences, bylaw and fine revenues	EPCOR and Land Enterprise growth (dividends) Franchise fee rates/ consumption Economic conditions (tax penalties and business licenses) # of bylaw & parking infractions	\$531,375	\$99
Neighbourhood Renewal Program	Dedicated tax-levy	Inflation (materials) and service levels (policy)	\$0	\$174,386
Taxation Expenses	Supplementary tax Tax appeals	Housing starts (supp. tax revenue) Overall assessment value and tax tolerance	\$10,000	\$19,839
Taxation Revenues	Property tax revenues Grants in Lieu of Taxes	Service levels and infrastructure delivery Tax rate and real assessment growth Provincial budget (grants in lieu)	\$2,502,882	\$0

Thank You

The logo for the city of Edmonton, featuring the word "Edmonton" in white text on a blue square background. The background of the slide is a dark blue gradient with a faint, semi-transparent image of the Peace Bridge in Edmonton, Alberta, Canada.

Edmonton