

Message from the City Manager

I am pleased to present the proposed 2012 annual operating budget for civic programs, boards and commissions and municipal enterprises. The new three-year Capital Plan and an updated 10-year Capital Investment Agenda have also been presented to Council. The operating and capital budgets build on the existing services and programs valued highly by Edmonton residents and businesses and move forward on Council's Strategic Plan, *The Way Ahead* and the six ten-year goals and associated plans:

- Transform Edmonton's Urban Form – The Way We Grow (approved May 2010)
- Shift Edmonton's Transportation Mode – The Way We Move (approved September 2009)
- Improve Edmonton's Livability – The Way We Live (approved July 2010)
- Preserve and Sustain Edmonton's Environment – The Way We Green (approved July 2011)
- Ensure Edmonton's Financial Sustainability – The Way We Finance (proposed for Q3 2012)
- Diversify Edmonton's Economy – The Way We Prosper (proposed for Q4 2012)



Council's approved annual operating budget determines how resources are allocated to provide services to citizens every day and to move forward on achieving Council's vision. Earlier in 2011 Council directed administration to prepare the 2012 operating budget with a tax increase target of 4.5 %, with 1.5 % for the continuation of the Neighbourhood Renewal Program and 3% for civic operations. To achieve this target administration undertook a service and budget review which resulted in a net reduction of the projected 2012 tax funding requirement of \$43.7 million. This funding reduction was achieved through a combination of revenue and expenditure strategies. Administration has also identified a funding stream available for Council to allocate to priorities that advance the goals established in *The Way Ahead*.

The 2012 Proposed operating budget supports effective stewardship of City resources and will move the City forward on Council's priorities. Alignment between the proposed resource allocation and the Corporate outcomes and performance measures approved by Council is demonstrated throughout the budget.

I look forward to working with City Council through the budget deliberations to ensure that the services and infrastructure that contribute to making Edmonton a great city are provided, while maintaining affordability to Edmontonians a priority.

A handwritten signature in black ink, appearing to read 'Simon Farbrother'. The signature is stylized and fluid, with a long horizontal stroke at the end.

Simon Farbrother, MCIP, RPP, MA
City Manager

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Foreword

The 2012 Proposed Operating Budget has been prepared by Administration with Council's Vision top of mind. The six 10-year goals in *The Way Ahead* and alignment to the Corporate Outcomes approved by Council were significant considerations in drafting this budget.

The 2012 Proposed Operating Budget document is presented in one volume this year. The 2012 Proposed Utilities Budget and 2012-2014 Proposed Capital Budget are presented in separate volumes. The budget document contains introductory level information followed by Department and Branch level budget detail.

Unless otherwise stated, all amounts are shown in thousands of dollars.

Hard copies are being provided to City Council, Administration, the Media and the City's Unions . Hard copies are printed on recycled paper and organized in a binder. Additional copies are available for download from the City's website.

Budget at a Glance

The purpose of this section is to provide a quick look at the 2012 proposed operating budget and how it impacts a typical homeowner, where the money comes from, how the tax dollars are spent and the value that Edmontonians receive for each tax dollar.

Overview

The Overview discusses the budget process followed for the year, including alignment of department operations with Council Goals. The Overview also provides a summary of sources and uses of funds as well as year over year changes in sources and uses of funds, a list of Advancing The Ways and Supporting The Ways packages funded within the proposed budget, additional information about Personnel and Municipal Fleet Services.

Tables

Included in the section are:

- Net operating requirement, expenditures, and revenues for Tax-supported Operations
- Revenues, expenditures, and net income for Municipal Enterprises
- Full-time equivalents
- Highlights of the proposed 2012 user fees
- Program revenue changes for Civic Programs, Boards & Commissions
- Amortization and contributed assets

Unfunded Service Packages

This section includes a summary and provides the details of unfunded service packages.

Foreword

Building Great Neighbourhoods

This section in the budget document discusses the background of the program, 2011 accomplishments and the 2012 proposed program.

Department and Branch Overviews

This section contains detailed information of each City Department and its Branches. The Department Overview introduces the department and includes a Strategic Roadmap and Department Scorecard that relates department outcomes and performance measures to Council's 10-year goals and the Corporate Outcomes. Highlights of the proposed 2012 budgets and a departmental view of the budget are also provided. The Branch Overviews provide information on major services and activities; opportunities and challenges; capital and service and budget review impacts; and the proposed 2012 operating budget for the branch. Changes to the budget and details of funded service packages are also presented along with additional information such as user fees if applicable.

Breaking down each Branch into additional levels of detail is intended to provide council with clearer information about revenues and expenditures in the base budget, as well as any changes recommended for 2012. A few highlights of the 2012 Overviews are described below.

- The City has moved forward on the completion of directional plans associated with the six 10-year goals of Council's Strategic Plan, *The Way Ahead*, with four of six plans approved to date. The goals and associated direction plans and approval dates are:
 - Transform Edmonton's Urban Form – The Way We Grow (approved May 2010);
 - Shift Edmonton's Transportation Mode – The Way We Move (approved September 2009);
 - Improve Edmonton's Livability – The Way We Live (approved July 2010);
 - Preserve and Sustain Edmonton's Environment – The Way We Green (approved July 2011);
 - Ensure Edmonton's Financial Sustainability – The Way We Finance (approval expected Q2 2012)
 - Diversify Edmonton's Economy – The Way We Prosper (approval expected Q4 2012)
- Each Department overview includes the department's Strategic Roadmap that translates City Council's corporate outcomes into department level outcomes and measures. For example, all activities in the base budget are linked to an impact on outcomes, as are any new business plan initiatives. Also, performance measures are identified for each Major Service. However, there are a number of departmental performance measures that are still in development.

The Branch Overviews continue to evolve as does the City's work with performance measurement and the demonstration of alignment to Council's goals and corporate outcomes.

Foreword

Supplementary Information

Included in this section is additional information about the City of Edmonton:

- Edmonton Up Close and Economic Climate
- Governance and Corporate Structure
- Basis of Budgeting
- Reserve Funds
- Terms and Definitions

Access to Proposed 2012 Budget Documents

The proposed 2012 Budget documents are available to the general public, for reference purposes at the following locations:

- All branches of the Edmonton Public Library
- Grant McEwan University: City Centre Campus, 10700 - 104 Avenue
- Norquest College, Learning Resource Centre, 5th Floor, 10218 - 108 Street
- University of Alberta, Government Document Library, 4th Floor Cameron Library
- Concordia College Library, 7128 Ada Boulevard

The 2012 Budget document is also available on the City's Website: <http://www.edmonton.ca>

- 2012 Budget documents can be obtained in hard copy via:

Department of Financial Services,
5th floor, Chancery Hall,
3 Sir Winston Churchill Square NW, Edmonton
T5J 2C3

- A fee equivalent to the cost of producing the document will be charged.

Foreword

BUDGET PRINCIPLES

In developing the proposed 2012 budget, Administration adhered to the following budget principles that City Council approved as part of the 2012 Operating Budget Guideline on June 22, 2011:

- a) The 2012 Operating Budget that will be presented to Council in November 2011 will be based on the tax levy target set by Council in June 2011.
- b) The program service levels included in the base budget will be reviewed for alignment with Council's goals and priorities and any possible reallocations of budgets or efficiencies will be identified.
- c) Administration will identify service level impacts for any reduction strategies necessary to achieve the prescribed tax levy targets.
- d) On-going revenue may fund on-going or one-time expenditures whereas one-time revenue may only fund one-time expenditures.
- e) Budgets will reflect department's operational plans, performance measures and progress toward Council's strategic goals and priorities.
- f) Capital budgets submitted for approval will include details of the obligation on future tax levy to cover the operating costs upon completion of the project.
- g) All mid-year operating and capital budget requests require a source of funding and should be considered in light of other corporate priorities.
- h) Service packages must include the full year budget requirement. Funds not required until the following year will be used to fund one-time initiatives. This principle applies to Civic Programs only.

In addition to the principles approved as part of the 2012 Operating Budget Guideline, Administration also followed a guiding principle that recommendations and decisions were made to achieve the best results for the City overall.

2012 Tax Bill at a Glance

Impact of the proposed 2012 tax increase and utility rate increase on Typical Homeowner (\$365,000 Assessed Value)

	2011	ANNUAL IMPACT	PROPOSED 2012
Municipal Services	\$ 1,347	\$ 50	\$ 1,397
Police Service	290	5	295
Neighbourhood Renewal	70	22	92
Total Property Tax Bill¹	1,707	77	1,784
Stormwater Drainage ²	76	18	94
Sanitary Drainage (Collection & Transmission) ³	185	57	242
Waste Management ⁴	377	26	403
Total Utility Bill	638	101	739
Total Municipal Services	\$ 2,345	\$ 178	\$ 2,523

Notes:

- 1 The combined Municipal Services and Police Service increase is based on the Council Guideline of 3% tax rate increase and the Neighbourhood Renewal increase is based on a dedicated tax increase of 1.5%.
Total Property Tax Bill is based on a home assessed at \$365,000 in 2011.
- 2 The Proposed Stormwater Drainage Utility Fee is based on an average residential lot size of 592 m².
- 3 The Proposed Sanitary Drainage (Collection & Transmission) Utility Fee is based upon an annual water consumption of 199 m³.
- 4 The Proposed Waste Utility Fee is based on a single family residential charge of \$33.60 per month.

Impact of the proposed 2012 tax increase per \$100,000 of assessment value, residential

HOUSEHOLD IMPACT

Per \$100k of assessment value, residential

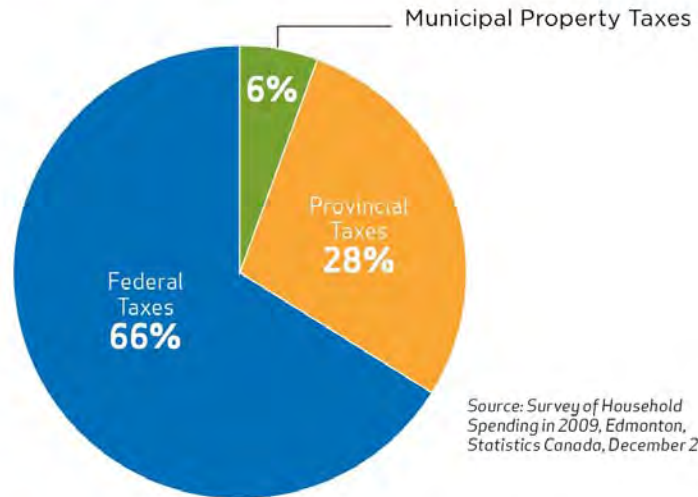
	2011	ANNUAL IMPACT	PROPOSED 2012
Municipal Services	\$ 369	\$ 14	\$ 383
Police Service	79	1	80
Neighbourhood Renewal	19	6	25
Per \$100k of assessment value, residential	\$ 467	\$ 21	\$ 488

Value for Tax Dollar

According to Statistics Canada in 2009 the average Edmonton household paid approximately \$17,000 for taxes to all orders of government (income and education taxes, and property tax). Of this amount 94% accrued to the Federal and Provincial governments (66% and 28% respectively) while the City's total tax share equated to only 6%.

Income taxes for provincial and federal governments automatically increase with a rise in income; while property taxes paid to the City do not automatically increase with a rise in assessment. In addition, both the provincial and federal government levy a variety of consumption taxes that generate significant revenue but are not reflected in the chart.

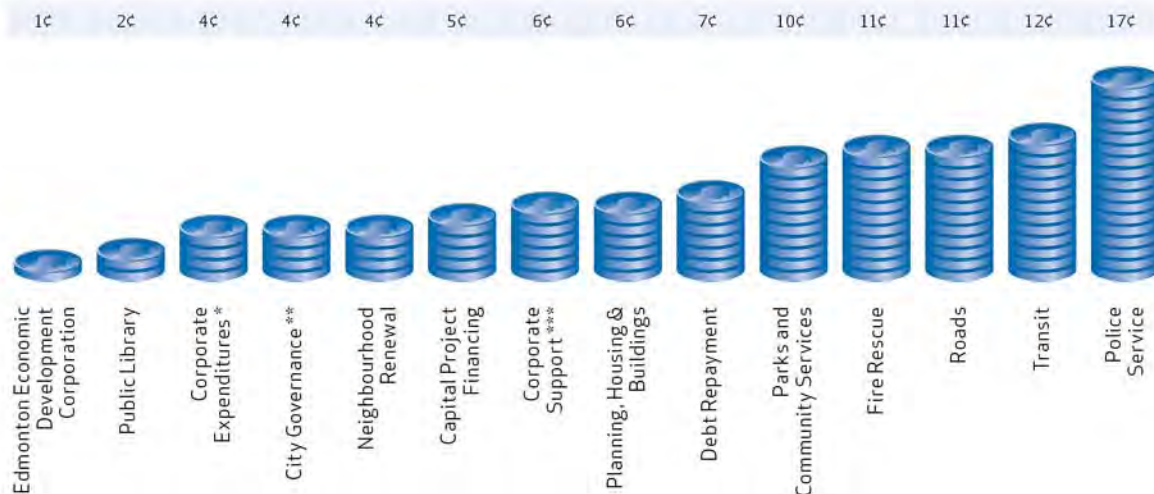
FEDERAL, PROVINCIAL AND MUNICIPAL TAXES



Source: Survey of Household Spending in 2009, Edmonton, Statistics Canada, December 2010

WHERE YOUR TAXES ARE DISTRIBUTED

Every \$1 of municipal taxes is shared among these civic services



Notes:

This graph is based on net operating requirement, which is a combination of taxes and corporate revenues (excludes user fees)

* Corporate Expenditures includes Funding available for Council, Tax Appeals and Adjustments, Northland Subsidy for Rexal Place, Indy, Risk Management

** City Governance includes Mayor and Councillor Offices, Offices of the City Manager, Auditor, City Clerk and Financial Services

*** Corporate Support includes Information Technology, Human Resources, Law, Materials Management, Customer Information Systems

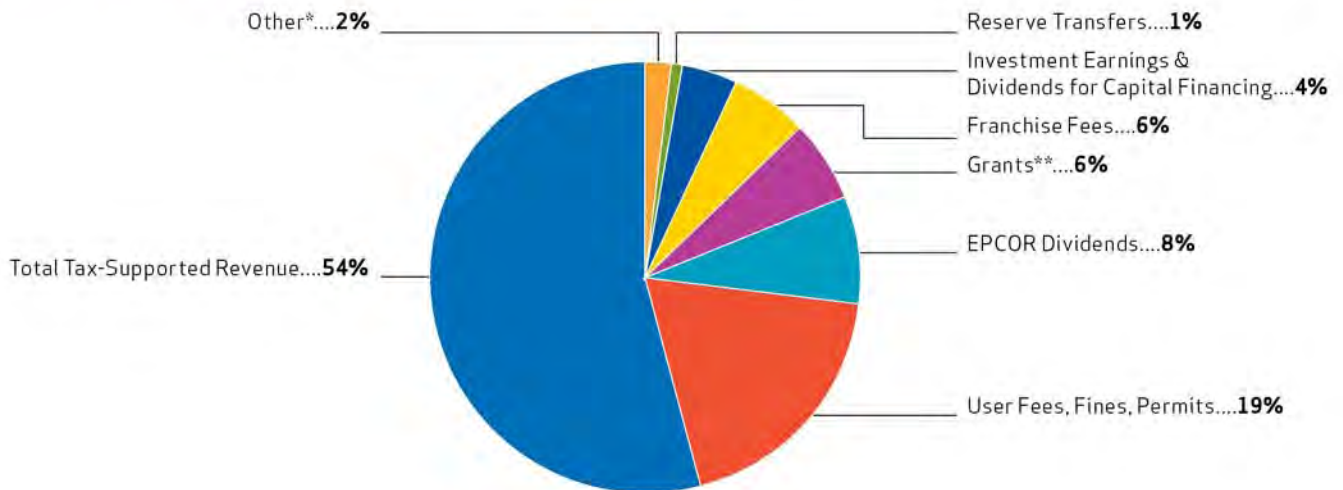
Where the Money Comes From

The chart below shows the breakdown of the 2012 proposed operating budget revenues. The most significant revenue source for the City is taxation with 54% of total revenue derived from property taxes. The amount of property tax revenue collected for Neighbourhood Renewal amounts to 3% of the total revenue generated and is included in the 54% figure for total property taxes.

Other revenue sources account for 46% of the City's revenues and come from user fees, investment income and franchise fees and dividends.

WHERE THE MONEY COMES FROM

Revenue Sources



Notes:

* Other Revenue includes Sanitary Drainage Franchise Fees, tax penalties, local improvement levies, etc.

** Grants received for Housing, South LRT, Police, FCSS, Library

Key Dates

April - May, 2011

- Service and Budget Review.

June 22, 2011

- City Council sets 2012 budget guideline directing administration to prepare a draft budget limiting a tax increase to 3% for civic programs, boards and commissions, and 1.5% for the Neighbourhood Renewal Program.

September 26—October 31, 2011

- Public consultation meetings and online survey to gather public input on services and City goals.

October 20, 2011

- Release of Proposed Drainage Utilities and Waste Management Utility Budgets for 2012.

October 24, 2011

- Release of Proposed Three-year Capital Budget (infrastructure) 2012-2014.

November 09, 2011

- 2012 Proposed Operating Budget for Civic Programs, Boards and Commissions, and Edmonton Police Service presented to Council based on a Council approved guideline of a 3% general tax increase and a 1.5% tax increase for Neighbourhood Renewal.
- Presentation to City Council of the Proposed Three-year Capital Budget 2012-2014

November 23, 2011

- Non-statutory Public Hearing on 2012 Proposed Operating, Capital and Utilities Budgets

November 25 to December 9, 2011 (December 13 & 14 if required)

- Council Budget Deliberations

Spring 2012

- Education Tax Requisition from the Province of Alberta
- Council approves final tax rate

May 2012

- Tax notices are mailed

2012 Proposed Budgets

2012 Proposed Operating Budget

The 2012 Proposed Operating Budget includes the proposed budget for Tax-supported Operations and Municipal Enterprises.

Tax-supported Operations include all operating activities provided through Civic Programs, Boards & Commissions, and Corporate Programs. These activities are primarily supported by a combination of property taxation, user fees, dividends, and grants from other orders of government.

The 2012 Proposed Edmonton Police Service budget is included within the Tax-supported Operations Budget, financial summaries, as well as any charts and graphs related to City services to ensure City Council has a clear understanding of the overall budget.

This document also includes the proposed budgets for the municipal enterprises:

- Fleet Services - funded mainly through internal transfers for services provided to tax-supported departments in the City
- Land Enterprise - funded through the development and sale of land for profit
- Drainage Design and Construction - performs work for the City on a cost recovery basis and takes on projects external to the City on a for-profit basis

2012 Proposed Utilities Budget

The 2012 proposed budgets for the City managed utilities of Sanitary Drainage, Stormwater Drainage and Waste Management are not included in this document. Funded through user fees and requiring separate approval of utility rate bylaws, these budgets are brought forward separately. All three Utilities are part of the Department of Infrastructure Services. The Drainage Services Branch also operates the Drainage Design and Construction section that is not part of the Drainage Utilities. Drainage Design and Construction specializes in underground (tunnel) work and performs work for the City and external customers. The budget for Drainage Design and Construction is included as part of the Tax Levy budget discussion.

2012 – 14 Proposed Capital Budget

The 2012 - 14 proposed Capital Budget is not included in this document. All information pertaining to the Capital Budget is being presented separately through the presentation of the 2012-21 Capital Investment Agenda, which Council will receive for information and the 2012-14 Capital Budget that will be presented for Council's discussion and approval.

The proposed 2012-14 Capital Budget amounts to \$2.3 billion, with \$1.2 billion recommended for renewal projects and \$1.1 billion recommended for growth projects. Approval is also recommended for an additional \$0.1 billion in 2015 to fully fund single projects than span beyond the three-year period, resulting in a total recommended capital budget of \$2.4 billion.

Performance Measurement Framework

Transformative Planning

Established by City Council in 2008, *The Way Ahead* – the City’s Strategic Plan- provides the City’s vision for Edmonton in 2040 and establishes 6 ten-year strategic goals to provide a clear focus for the future. The plan forms the foundation for the work of the City and guides us in our continued commitment to enhance the quality of life for residents.

City Council has approved outcomes for the strategic goals and plans have been developed or are in development for each goal in order to guide decision-making that will move us towards the attainment of those goals. The goals and associated directional plans are:

- Transform Edmonton’s Urban Form – *The Way We Grow* (approved May 2010)
- Shift Edmonton’s Transportation Mode – *The Way We Move* (approved September 2009)
- Improve Edmonton’s Liveability – *The Way We Live* (approved July 2010)
- Preserve and Sustain Edmonton’s Environment – *The Way We Green* (approved July 2011)
- Ensure Edmonton’s Financial Sustainability – *The Way We Finance* (proposed for Q3 2012)
- Diversify Edmonton’s Economy – *The Way We Prosper* (proposed for Q4 2012)

While these plans are transformational in nature, they all build on the existing services and programs valued highly by Edmonton residents and businesses. Alignment to Council’s corporate outcomes serves to move the City forward in achieving the strategic priorities of *The Way Ahead*.



Transparent progress measurement

Progress is measured against the achievement of the outcomes associated with each goal through the identification of appropriate and reliable performance measures for each outcome. Performance measures have been set for the outcomes for 5 of the 6 strategic goals. Setting targets for each of the approved performance measures will provide Council with enhanced information for decision-making related to the prioritization and level of resources for programs, services, and infrastructure renewal, replacement and development. Targets have been set for each of the performance measures for 3 of the 6 goals, Transform Edmonton’s Urban Form, Shift Edmonton’s Transportation Mode and Improve Edmonton’s Liveability. Targets for the remaining goals are to be set in 2012.

Combined, the goals, outcomes, performance measures and targets create a roadmap for integrating strategic planning with budgeting, thereby supporting more informed decision-making.

Organizational Excellence

The Way Ahead identifies a number of conditions of success, understanding that the achievement of the strategic goals is dependent in large part on the City’s operational environment. Transforming Edmonton Through Organizational Excellence is the framework City staff have committed to for enhancing the operational environment to deliver on those conditions of success.

Performance Measurement Framework



2012 Proposed Operating Budget

City Council has made its vision for the future clear through setting the 10-year strategic goals in The Way Ahead. Building on the existing services and programs valued highly by Edmonton residents and businesses, Administration has been working diligently to create the City that Council envisions. For the proposed 2012 operating budget, expenditures and revenues were evaluated through the Service and Budget Review. Revenues have been updated to incorporate growth and projected increases. Efficiencies were captured wherever possible to decrease expenditures to meet Council's budget guideline and to allow for reallocation of resources to initiatives that serve to advance Council's strategic vision as identified through Council approved outcomes.

The table below identifies significant revenue increases and the major cost drivers contributing to increased operating expenditures as well as strategies identified to achieve Council's guideline for the property tax increase.

2012 Proposed Budget Incremental Change in Net Operating Requirement	\$ millions	Tax rate increase %
Increase in Revenue		
Assessment Growth Tax Revenue	(15.5)	
Departmental Revenue	(5.2)	
Franchise Fees	(9.4)	
EPCOR Dividends	(3.7)	
Other Corporate Revenues	(0.5)	
	(34.3)	-3.5%
Increase/(Decrease) in Expenditures		
Maintain Existing Services		
Personnel Costs	43.6	
Non-personnel Costs	12.3	
Fire Hydrant Contract	1.3	
Fleet Charges	12.7	
Corporate Programs Changes	5.9	
	75.8	7.8%
Impact of Previous Council Decisions		
Impact of Capital Projects	13.2	
New Service Standards - Snow Removal	3.6	
Census	1.9	
Indy	1.8	
Annualization of 2011 Transit Service Additions	0.9	
Debt Charges	0.9	
	22.3	2.3%
Administration Recommendations		
Service and Budget Review	(43.7)	
Advancing The Ways - Funded Packages	4.4	
Corporate Reorganization	(1.3)	
One-time Reductions	(2.3)	
	(42.9)	-4.4%
Funding Available to Council		
One-Time	1.5	
Ongoing	6.7	
	8.2	0.8%
Net Operating Requirement Increase before Neighbourhood Renewal	29.1	3.0%
Neighbourhood Renewal Program	14.5	1.5%
Total Net Operating Requirement Increase	43.6	4.5%

2012 Proposed Operating Budget

Increase in Revenue:

The increase in revenue is coming from a number of sources:

- The proposed 2012 Budget includes projections in assessment growth of \$15.5 million, this growth in assessment revenue is due to new construction and development. The Assessment and Taxation Branch forecasts revenue projections from growth based upon anticipated economic activity using the 2011 August medium forecast as its reference. While an increase is being projected, the rate of growth is not as strong as what was experienced in 2011, as a result of slower economic activity in both the residential and non-residential classes.
- Increase in departmental revenue is driven predominantly by the increases in volume and fee changes.
- Increase in EPCOR and Gas Franchise Fees is due to projected volume changes from the prior year.
- EPCOR dividends projected increase is based on the CPI rate.
- Other Corporate Revenues represent the net change in Sanitary Franchise Fees, Land Enterprise and Sanitary Drainage Dividends.

Increase in Expenditures:

The increase in expenditures can be split into two categories, maintaining existing services and the impact of previous Council decisions.

- *Maintain Existing Services:* The majority of the costs relating to maintaining existing services can be attributed to three areas, Personnel, Non-Personnel and Fleet.
 - Personnel costs account for movement within the salary ranges, changes in benefits, and the last year of a 3-year 1% LAPP contribution increase, as well as some provision for cost of living increases in 2012.
 - Non-Personnel predominately accounts for inflation on existing services.
 - Fleet Services is another key driver relating to the increase in maintaining existing services. Cost and volume escalation in fuel accounts for nearly 60% of the overall increase, inflation and aging of the City fleet is the other primary driver of the increase in costs.
- *Impact of Previous Council Decisions:* 2009-11 saw the approval of \$3.6 billion in Capital Projects, which are now beginning to come on stream, such as Commonwealth Community Recreation Centre, Edmonton Valley Zoo Rehab (Pinniped & Entry/Wander), NLRT Extension, Police Southwest Division. These are reflected in the budget as Operating Impacts of Capital and account for \$13.2 million of the increase in this category. Following the large snowfall experienced in 2010-11, Council made the decision to establish new service standards relating to snow removal. The balance of the increase in this category can be linked to the decisions to complete a census in 2012, inclusion of the Indy Race in the base budget, and annualization of the 2011 Transit Service additions.

2012 Proposed Operating Budget

Administration Recommendations and Funding Available to Council:

The service and budget review strategies for 2012 allowed for a reallocation of funding to new service packages that advance the Ways while still meeting the target of a 3% tax rate increase. The detailed list of these service packages is included later in this section. Results of this service and budget review were broken into three levels based on administration assessment of impact to service with level one having the least impact and level three having the greatest impact.

Administration funded a number of key packages through reallocation in order to move forward on Council's vision with \$4.4 million allocated to various departments. Details of these funded packages can be found with the department submissions. From the savings that were also identified, a total of \$8.2 million has been made available for Council to reallocate to new initiatives, both on a one-time and an ongoing basis.

Finally, in 2011 the City structure was reorganized to better optimize organizational capacity resulting in net savings of \$1.3 million.

BUDGET APPROACH

Administration's goal for organizational excellence requires moving toward a longer view for planning and budgeting. In keeping with this goal, Administration expanded the budget approach to include planning for the three year period 2012 to 2014.

To ensure that all areas of the budget were evaluated a multi-disciplinary team consisting of Branch Managers was established to lead a service and budget review process. The team was charged with identifying, analyzing and prioritizing corporate and department strategies that would enable the Corporate Leadership Team (CLT) to make informed decisions about budget recommendations. The team reviewed and recommended corporate-wide strategies and changes that all departments could make to the way they do business while minimizing the impact on services. The strategies were broken into four Categories as outlined below:

Corporate Strategies:

- The identification of additional growth in assessment revenue of \$7.6 million, as well as additional room in the Education Tax of \$9.0 million were identified during the Spring Budget Update with Council approving the addition of these funds to the 2011 budget to be utilized for capital projects. Administration is recommending that this funding be utilized to fund the 2012 Operating impacts of Capital.
- Corporate strategies also identified an opportunity to charge the costs associated with the maintenance of Fire Hydrants to the water rates, rather than through property taxes; and proposed an increase in Gas and EPCOR Franchise Fees. These two strategies would have resulted in \$11.6 million in reduced cost to be funded by the tax levy. Council did not approve these strategies.
- An increase in late payment interest rates on property taxes was also included as a corporate strategy. This strategy will increase late payment interest rates on property taxes by three per cent which are presently at 11 per cent on current year property taxes and 12 per cent on arrears.

2012 Proposed Operating Budget

- Current Planning began phasing-in a new business model in 2011 with the goal of fully recovering costs from revenues by 2013. In 2012 the budget includes \$1.5 million for additional current planning staff to meet workload demands and a \$1.5 million increase in shared service costs that reduces the support required from tax levy by \$1.5 million.
- Other corporate opportunities include corporate-wide reductions to reflect efficiencies in areas such as the rationalization of computer and telecommunication equipment.
- All Corporate Strategies were classified as Level One impacts as outlined on the following page.

Department Strategies

2012 department strategies are classified into the following three categories:

- **Level One Impact** - Strategies in this category focused on reductions that will have limited or no impact on service levels or will have impact on revenues.
 - Revenue Impact - \$3.1 million increase includes an increase in Transit fares and Right-of-Way Management License Fees, and parking meters.
 - Expenditure Impact - \$5.8 million reduction in expenditure is the result of evaluating business delivery and found efficiencies in areas such as reorganization within the IT Branch, evaluating maintenance schedules, process improvements within building and facilities maintenance, and reductions in consulting services.
 - Police Impact - \$2.3 million net reduction includes a nominal increase in revenue generation of \$0.1 million and a reduction of \$2.2 million in expenditures. The service impact of this reduction is minimal as efficiencies have been identified within EPS to cover this reduction.
- **Level Two Impact** - Strategies in this category have greater impact on services than those identified in Level one.
 - Revenue Impact - \$0.3 million increase includes a strategy to reduce admission subsidy on the Corporate and Community Wellness programs from 20% to 10% of annual passes and the continuous the monthly payment program.
 - Expenditure Impact - \$5.0 million reduction in areas such as in street cleaning in summer months, alley cleaning, litter removal, streetscape maintenance, parks servicing (for example, caretaking, furniture and fixtures and chain link fencing), and reduced winter maintenance on trails and in parks.
- **Level Three Impact** - Strategies in this category have greater impact on services than those identified in Level One and Two.
 - Revenue Impact - \$0.4 million decrease in revenue as the result of a reduction in Transit Service hours
 - Expenditure Impact - \$5.5 million reduction in areas such as Transit Service Hours, 311 service levels, elimination of annual flowers, shrub replacements and support to the "Ride the Wave" Program. It will also mean the elimination of tree lighting throughout the city, and elimination of random bulb replacement on streetlights.

2012 Proposed Operating Budget

The revenue and expenditure changes related to the service and budget review are shown separately in the financial summaries in the program overviews.

City Council's 10-year strategic goals combined with delivering core services have guided development of the 2012 proposed budget. On June 22, 2011, Council provided a guideline to Administration that directed the preparation of the 2012 Proposed Operating Budget on the basis of a 3% tax increase for Civic Programs, Boards and Commissions, and a 1.5% dedicated tax increase for Neighbourhood Renewal.

Subsequent to the establishment of the guideline for 2012 budget, Council made decisions not to approve the proposed transfer of Fire Hydrant maintenance costs from property taxes to water rates and did not approve the recommended rate increase to Franchise Fees. As well, a large majority of union agreements have not been settled for 2011 which brings uncertainty as to the sufficiency of the 2011 budget and has carry forward implications for 2012 that have not been addressed in this draft budget.

In addition, service and budget review strategies included in the 2012 proposed budget result in an increase in Revenue of \$25.0 million and a reduction in Expenses of \$18.7 million, for a net impact on the tax levy of \$43.7 million as shown in the table below:

in \$ millions	Rev	Exp	Net	FTEs
Level 1				
Corporate Strategies	21.9	(0.2)	(22.1)	18.0
Departmental expenditure reductions and revenue increases	3.1	(5.8)	(8.9)	(7.9)
	<u>25.0</u>	<u>(6.0)</u>	<u>(31.0)</u>	<u>10.1</u>
Level 2	0.3	(5.0)	(5.3)	(30.5)
Level 3	(0.4)	(5.5)	(5.1)	(52.3)
	<u>(0.1)</u>	<u>(10.5)</u>	<u>(10.4)</u>	<u>(82.8)</u>
Police	0.1	(2.2)	(2.3)	-
Total Service and Budget Review	<u>25.0</u>	<u>(18.7)</u>	<u>(43.7)</u>	<u>(72.7)</u>










The following pages list the reductions identified as Service and Budget Review (Page 17 to 20), as well as those packages identified for funding (Page 21 and 22). In an effort to illustrate the impact of achieving the goals outlined in The Way Ahead, the icons as outline below illustrate which of the plans will be impacted. The reduction list will result in a negative impact, while the funded packages will have a positive impact.

-  **Preserve and Sustain Edmonton's Environment**
-  **Ensure Edmonton Financial Sustainability**
-  **Improve Edmonton's Livability**
-  **Diversify Edmonton's Economy**
-  **Transform Edmonton's Urban Form**
-  **Transforming Edmonton Through Organizational Excellence**
-  **Shift Edmonton's Transportation Mode**

2012 Proposed Operating Budget

SERVICE AND BUDGET REVIEW




















The 2012 Proposed Budget includes strategies categorized as Level Two and Three that have a greater impact on service levels, the public or the organization than the strategies recommended in Level One. These strategies are listed in the table below as prioritized by Administration with the most significant impacts first:

Ref #	Service and Budget Review Reduction	2012		
		Net	FTEs	
1	311 Service Level Reduction Call volumes in 311 continue to increase. 311 does not have staffing capacity to answer all of the calls that it receives within the current target of a 25 second average wait time. Current average wait time is 28 seconds. In an attempt to meet service level of a 25 second average wait time more consistently, the demand is covered by overtime and hiring of temporary agents. This service reduction will result in a change in service level from an average 25 second wait time to an estimated 90 second average wait time. This may result in customer dissatisfaction and an increase in abandoned calls. Funding for this initiative was added to the Budget for 2012, however this reduction reversed that decision.	 	(652)	(12.3)
2	Service Reduction Provided by Strategic Advisors Clients will share HR Strategic Advisors reducing HR support to departments. The portion of time currently available for Corporate initiatives will be eliminated meaning expansion of employee development and Talent Management initiatives below the Director will be implemented slower.		(250)	(2.0)
3	Horticulture 2 - Eliminate All Annual Flowers, Shrub Replacements and Support to the "Ride the Wave" Program This additional 11.7% reduction to the horticulture program will eliminate: all annual flowers across the city, shrub replacements in approximately 1.3 million M2 of shrub beds and support to the Ride the Wave planter program. Revenue and personnel impacts to the Muttart Conservatory are also anticipated as Parks purchases all or most of the annual flowers from Community Facility Services Branch.		(504)	(5.1)
4	Reduce Tax Levy Supported Grants, Contract and Promotion Expenditures Reduce City grants administered and distributed by the NCD branch: Community Investment Operating Grant to Not for Profit Agencies and Neighbourhood Revitalization grants to Alberta Avenue, Central McDougall/Queen Mary Park, McCauley and Jasper Ave., as well as reduce opportunities to improve service delivery to neighbourhoods. The following grant programs will be held at 2011 funding levels: Community Investment Operating Grant, Community Investment - Travel and Hosting Grant and the Emerging Immigrant and Refugee Community Grant Program.		(526)	-
5	Eliminate Service Support Lead Level This opportunity will result in the elimination of the Service Support Lead Level in the IT Client Solutions Practise, Enterprise Solutions Practise and the Partner Management and Infrastructure Solutions Practise through attrition and demotions over a period of three years.		(237)	(7.0)
6	Random Bulb Replacement Elimination of random street light bulb replacement in residential areas. Bulbs would only be replaced through regularly scheduled maintenance once every five years.	  	(500)	-

















2012 Proposed Operating Budget

Service and Budget Review Reduction		2012	
		Net	FTEs
7 Intergovernmental and External Affairs Service Reduction This will impact the ability to proactively maintain and build new relationships and advance funding and policy decisions with key stakeholders.		(89)	(1.0)
8 Horticulture (Flowers, Shrub Replacement and "Ride the Wave" Partnership) This 12% reduction to the horticulture program will eliminate planting of annual flowers within district parks and lesser profile locations, reduce shrub replacement in beds by 50% and support to the "Ride the Wave" planter program by 50%. Revenue and FTE impacts to the Muttart Conservatory are also anticipated as Parks purchases all or most of the annual flowers from Community Facilities Services Branch.		(504)	(6.1)
9 Reduce Subsidy for Facility Admissions - admission adjustments Reduce level of subsidy on General Admission fees (the subsidy of child admission from 50% of adult rate to 30% of adult rate; reduce the subsidy of senior/youth admission from 25% of adult admission to 10% of adult admission.		(433)	-
10 Service Reduction in Community Strategies Reduction of personnel providing citizen and community focused programs and services, thereby impacting partner and community organizations, preventative social services, community based recreation programs and other services.		(271)	(3.0)
11 Reduction of Transit Service Hours Reduced transit service hours of 12,000 annualized to 20,000 in 2013. The reductions would commence in March and will target low ridership community buses and move towards off peak service.		(960)	(13.7)
12 Eliminate All Tree Lighting (Part 2) This second part reduction eliminates the City's tree lighting program in its entirety, and includes all trees on Jasper Avenue, Whyte Avenue and in the Civic Precinct.		(150)	(1.4)
13 Park Rangers - Reduced Staffing Complement Reduced support to festivals and events. Reduce the presence of enforcement staff to respond to Parks, Animal and Parking bylaw offences.		(75)	(0.7)
14 Internal service reduction for equipment dispatch function. The hired equipment dispatch function provides a single-point of contact to internal customers and vendors and provides full service contracting and fulfillment of a wide range of short and longer term rental equipment and vehicles (with and without operators). Department staff would be required to make their own arrangements with the various vendors/service providers to acquire equipment/operators, and would be responsible for ensuring the necessary ordering and payment processes are managed.		(200)	(3.0)
15 Corporate Workforce and Change Projects will be Postponed or dropped. The Senior OE Consultant supports the development and implementation of HR Change Initiatives related to improving organization performance and management oversight. Eliminating the position means addressing improvement to the Performance Management Program and Process will not occur in 2012.		(110)	(1.0)

2012 Proposed Operating Budget

Service and Budget Review Reduction		2012	
		Net	FTEs
16 Parks Servicing - Caretaking, Furniture and Fixtures and Chain Link Fencing			
A 6% cut to the overall Parks Servicing budget will reduce caretaking and sanitation across major parks, reduce furniture and fixture servicing from once every 3 years to once every 5 years, and the lifecycle and condition of fencing will continue to deteriorate or be removed.			(400) (3.9)
17 Reduce Subsidy for Admissions - Wellness Program			
Reduce admissions subsidy on the Corporate and Community League Wellness programs from 20% to 10% off annual passes and the continuous monthly payment program.			(347) -
18 Eliminate guard services from Century Place and Chancery Hall			
A security guard will no longer be present in these 2 downtown buildings. This could result in decreased service to the public visiting these buildings and will impact the speed of response to security and building operational issues.		 	(200) -
19 Sidewalk / Curb & Gutter			
Reduction in concrete sidewalk repair (17%), more repairs by patching with asphalt. Reduction in curb repairs (35%).		  	(750) (4.0)
20 Streetscape Maintenance			
30% reduction in maintenance to streetscape, includes washing of streetscape furniture in spring and painting of streetscape furniture.		  	(180) (1.5)
21 Litter Removal			
Eliminate litter removal from roadway boulevards, includes major highway entrances into city and high volume arterial roads. Seasonal program April through August.		  	(300) (6.0)
22 Traffic Systems - Reduced Winter Maintenance on Trails and in Parks			
This 10% program reduction will eliminate snow and ice maintenance on approximately 40 km of paved multi-use river valley trails and reduce service to less frequented river valley parks areas during winter months. Commuter and recreational users of parks during winter months will be impacted.			(200) (2.0)
23 Communications Service Adjustments- Centre Public Involvement and Retirement Event			
Elimination of Civic Retirement Event and City's contribution to the Centre for Public Involvement partnership.			(220) -
24 Reducing street cleaning in summer months			
Current service levels identified in Policy C550, Arterial Roads - once per week, Collector I Roads twice per month, Collector II Roads once per month. Reduction of Arterial Road cleaning to once every two weeks and Collector I Roads to once per month will result in a 33% reduction in street cleaning (sweeping and flushing).		  	(600) (3.2)
25 Reduce Support for Community Traffic Plans & Noise Studies			
Work for Community Traffic Plans and responding to traffic noise complaints are on an as-needed bases and vary depending on issues and political interest. Opportunity involves ceasing work on developing comprehensive traffic plans and all complaints would be handled on a localized basis. Traffic noise complaints would not be analyzed.			(180) (2.0)

























2012 Proposed Operating Budget

Service and Budget Review Reduction		2012	
		Net	FTEs
26 Reduction in Grants and Incentives Funding to Citizens and Businesses to Reduce Greenhouse Gas Emissions. (Second Reduction)		(140)	-
This is an additional reduction of grants and incentives funding to citizens and businesses through the Carbon Dioxide Reduction Edmonton (CO2RE) program that support changes to their homes and businesses to reduce energy consumption and greenhouse gas emissions. The result of this additional package will be to bring the reduction of the grant and incentive budget and associated programs by approximately 30%.			
27 Eliminate Alley Cleaning	  	(500)	-
Eliminate alley sweeping, currently done once per year in spring.			
28 Major Sanitation - Reduced Litter Pick-Up		(100)	(0.9)
Reduced frequency and initiation of clean up activities in spring and throughout the summer of parks and roadway landscaped areas. The cut represents 15% of the turf sanitation program.			
29 Reduce Inventory write-down budget	 	(225)	-
Materials Management presently has \$360,000 in its inventory adjustment account to write-down obsolete inventory. Reducing the inventory adjustment account would reduce our ability to write-down slow-moving inventory and get it off the City's balance sheet. With less budget funding, we would rely on Branch, Department or corporate surplus budget funds from time to time to write down inventories.			
30 Decrease in Funding for Policy Development	  	(100)	-
Reduce funding for Policy development by 21%. The program was established to implement initiatives related to the Way We Grow and includes the development of city-wide land use policies, responding to Council's emerging priorities and working with mature area communities.			
31 Service Level changes due to Great Neighbourhoods Staffing integration with Community Building Service Areas		(192)	(2.0)
Examine functional realignment opportunities to achieve efficiencies. Any consolidation will potentially impact service delivery and neighbourhoods in which the Office of Great Neighbourhoods operates into the future.			
32 Reduction in Grants and Incentives Funding to Citizens and Businesses to Reduce Greenhouse Gas Emissions. (First Reduction)		(100)	-
This is a reduction of grants and incentives funding to citizens and businesses through the Carbon Dioxide Reduction Edmonton (CO2RE) program that support changes to their homes and businesses to reduce energy consumption and greenhouse gas emissions. The result of this package will be to reduce the grant and incentive budget and associated programs by approximately 12%. This for example would mean not providing \$2,000 towards high efficiency furnaces for 50 low income homeowners.			
33 Reduce Programs in Community Strategies - Active Edmonton and Youth Council		(196)	(1.0)
Reduction of the Active Edmonton program and reallocation of resources within Youth Council, with subsequent permanent shifting of responsibilities and functions to this latter role.			
34 Community Project Management - Increased Charges to Capital	  	(100)	-
Additional recovery to the operating budget from capital projects will result in less overall funding for construction and/or projects in general.			
Total Reductions		(10,491)	(82.8)

2012 Proposed Operating Budget

ADVANCING THE WAYS PACKAGES





























The service and budget review strategies for 2012 provided a source of funding for new service packages that advance the Ways. The table below lists the service packages that are funded in the 2012 Proposed Budget.

Service Package Name	Page		2012	
			Net	FTEs
One-Time Service Package				
1. Traffic light pre-emption system	153	 	585	-
2. New Neighbourhoods Design Guidelines	313	   	300	1.0
3. Complete Streets Guidelines	351	  	300	-
Total One Time Funded Packages			1,185	1.0
On-going Service Package				
4. Corporate Performance Measurement	193		306	1.0
5. Monitor Room coverage	198		200	-
6. Edmonton Salutes	209		60	-
7. SAP and Financial Systems Training	233		135	1.0
8. SAP & Budget Processes	232		266	2.0
9. Internal Communications for City of Edmonton	270		257	2.0
10. Managing Accommodation Space & Growth Changes	286	 	2,000	1.0
11. Business Licensing Program Development and Enforcement	292	  	-	6.0
12. The Quarters Downtown CRL Plan	308	   	-	5.0
Total Ongoing Funded Packages			3,224	18.0

2012 Proposed Operating Budget

SUPPORTING THE WAYS PACKAGES

The 2012 Proposed Budget includes funding for operating costs of capital projects, contributed assets and other service packages. These packages are listed in the table below:

Service Package Name	Page		2012	
			Net	FTEs
Impact of Capital, Snow Removal Strategies, & Census				
13. 2012 Biennial Census	207	 	1,875	5.0
14. Impact of Capital Projects - Community Facility Services	131	 	1,329	34.7
15. Impact of Capital Projects - Parks	162	  	1,554	18.0
16. Impact of Capital Projects - Information Technology	192	 	3,263	-
17. Impact of Capital Projects - City Clerk	208		146	-
18. Cash Control	227		34	1.0
19. Impact of Capital Projects - Building & Landscape Services	243	 	2,200	25.0
20. LRT Communication Impacts	328	 	86	-
21. NLRT Extension - LRT Costs & Revenue	329	 	1,590	14.0
22. Snow Removal Strategies	343	 	3,566	36.0
23. Roadway Maintenance - Inventory Growth	344	 	600	6.0
24. Traffic Control Inventory Growth	345	 	420	3.0
25. Traffic Engineering, Signals, Street lighting & Infrastructure Inventory Growth	346	  	700	-
26. Police Southwest Division Station and IT Systems		 	1,260	5.0
Operating Impacts of Capital			18,623	147.7
Total Proposed Funded			23,032	166.7

2012 Proposed Operating Budget

Debt-Financing

The City uses debt as a source of financing for investment in significant capital projects. Debt financing has allowed the City to move ahead on priority infrastructure growth and renewal projects at times of low interest rates and available resources at reasonable cost. *The Municipal Government Act* (MGA) provides restrictions on the debt and debt servicing costs that municipalities in Alberta can take on. The City manages its debt under principles and more conservative limits outlined in City Policy C203C—Debt Management Fiscal Policy (DMFP).

The Policy Statement:

1. Debt is an ongoing component of the City's capital financing structure and is integrated into the City's long-term plans and strategies.
2. Debt must be Affordable and Sustainable. The City must maintain Flexibility to issue Debt in response to emerging financing needs.
3. Debt must be structured in a way that is fair and equitable to those who pay and benefit from the underlying assets over time.
4. Debt decisions must contribute to a sustainable and vibrant City by balancing quality of life and financial considerations.
5. The issuance of new Debt must be approved by City Council.
6. Debt must be managed, monitored and reported upon.

The debt limits set by both the MGA and the DMFP are based on the City's revenues, as reported in the prior year audited financial statements, with revenues as defined in Regulations to the MGA. As revenues increase, so does the level of borrowing and the debt servicing the City can undertake. As debt is repaid, space within the limit is freed up, available for new debt.

The City segregates debt between self-liquidating and tax-supported, based on the source of funding for the debt repayments. Self-liquidating debt servicing costs, interest only, are included in the 2012 Proposed Utilities Budgets which are prepared on an accrual basis.

Tax-supported debt servicing costs, including both principal and interest are included in the 2012 Proposed Operating Budget which is prepared on a modified cash basis. The debt servicing budget is included within the Capital Project Financing Program which can be found under the Corporate Revenue and Expenditures tab. Debt charges related to the South Light Rail Transit (SLRT) are shown separately, as these are financed primarily by the federal fuel tax transfer as well as by a small amount of tax revenue.

The City has initiated short-term debt with a term of up to five years, in order to fast-track expenditures to be funded by future provincial government transfers such as the Municipal Sustainability Initiative (MSI), GreenTrip or fuel tax funding. Related interest charges will be covered by the government transfers where eligible or otherwise absorbed within the pay-as-you-go or operating budgets.

2012 Proposed Operating Budget

Debt-Financing

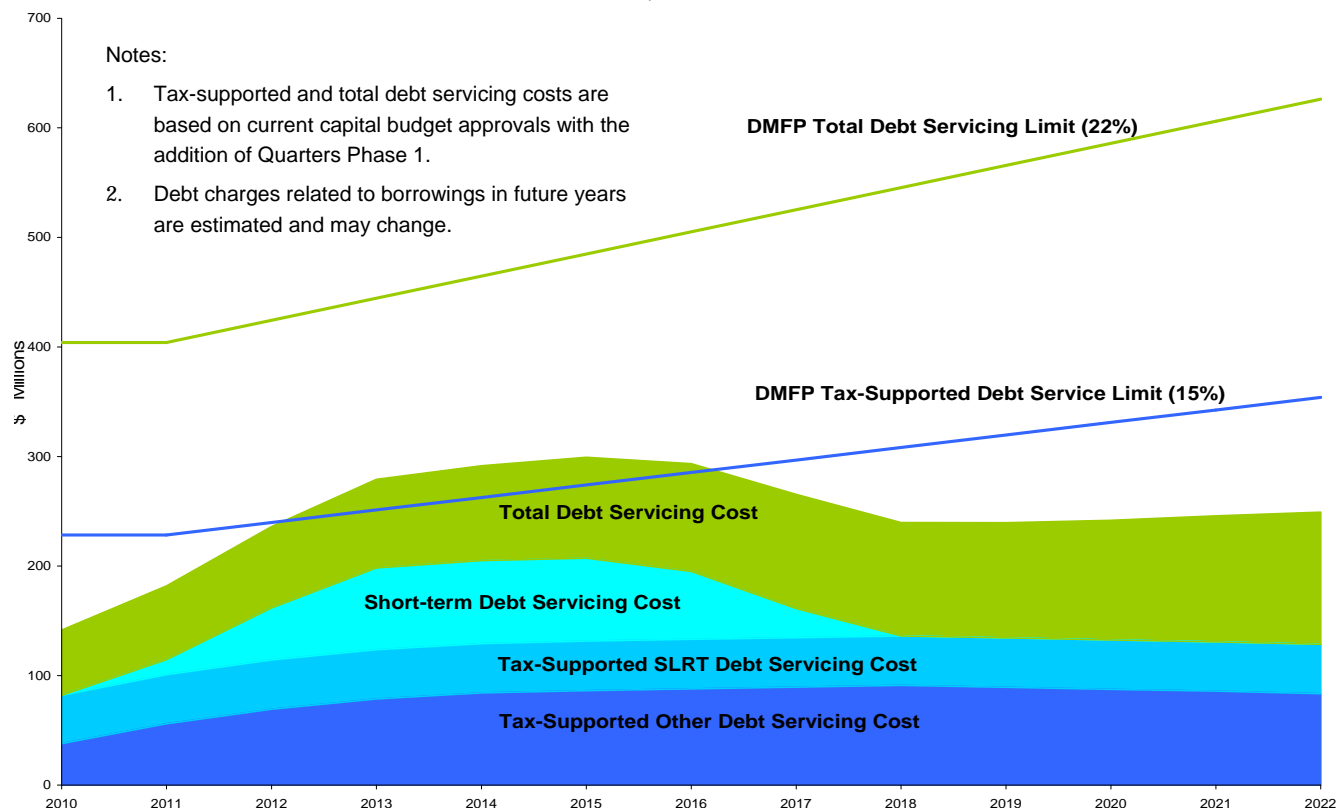
The 2012 tax-supported budget for debt charges within corporate programs includes minimal change from the 2011 budget, due to capital project expenditure deferrals. The following approved tax-supported debt financed projects are currently in progress:

- Multi-purpose Recreation Centres
- Great Neighbourhoods
- Eaux Claire & Lewis Estates Phase II
- Valley Zoo Master Plan Implementation
- Jasper Place Branch Library Renewal & Expansion

In addition, there are debt projects which are considered as tax-supported for fleet services, Belvedere CRL, natural areas, and energy greenhouse gases which appear in other program budgets and are funded from designated funding sources. Current projected debt requirements will result in an estimated increase in all tax-supported debt charges of approximately \$22 million between 2012 and 2018.

With the exception of the extension of the Great Neighbourhoods capital program and the addition of Quarters Phase 1, no new tax-supported debt projects are being recommended within the 2012 - 2014 Capital Budget. Debt charges for current borrowings and commitments for tax-supported debt and total debt (which includes self-liquidating debt) is shown in the chart below. The projected debt servicing costs are well below the City's Debt Management Fiscal Policy (DMFP) total debt service limit of 22% of City revenues and the tax-supported debt service limit of 15% of revenues for tax levy operations

Tax-Supported and Total Debt Servicing Costs vs. Debt Management Fiscal Policy Limits
 All Approved Borrowing for Tax-Supported (including Great Neighbourhoods and Quarters Phase 1)
 as at September 2011



Source and Use of Funds

The table below provides the year over year changes in source and use of funds.

2012 Proposed Source and Use of Funds

(\$ millions)

	2011 Budget	2012 Proposed Budget	\$\$ Change
Source of Funds			
Property Taxes	\$ 923.7	\$ 978.8	\$ 55.1
Payment-in-lieu	28.5	32.5	4.0
	<u>952.2</u>	<u>1,011.3</u>	<u>59.1</u>
User Fees, Fines & Permits	342.0	359.2	17.2
EPCOR Dividends	138.5	142.2	3.7
Grants	116.4	116.6	0.2
Franchise Fees	113.1	122.5	9.4
Investment Earnings & Dividends for Capital Financing	68.2	65.5	(2.7)
Transfers from Reserves	11.8	10.4	(1.4)
Utility & Land Dividends	4.5	3.7	(0.8)
Other Revenues	30.8	33.5	2.7
One-time Items	30.9	-	(30.9)
Total Source of Funds	\$ 1,808.4	\$ 1,864.9	\$ 56.5
Use of Funds			
Civic Programs	\$ 1,073.9	\$ 1,111.9	\$ 38.0
Police Service	303.4	307.6	4.2
Corporate Programs	255.7	274.7	19.0
Boards & Commissions	98.7	102.3	3.6
Neighbourhood Renewal	45.7	60.2	14.5
One-time Items	31.0	-	(31.0)
Available for City Council	-	8.2	8.2
Total Use of Funds	\$ 1,808.4	\$ 1,864.9	\$ 56.5

Source and Use of Funds

The following tables provide a summary of the major changes contributing to the 2012 City Council Budget Discussions changes in source and use of operating funds. Further details regarding Budget Discussions changes are provided under the Tables section.

Changes in Source of Funds

Category	\$ Millions	Explanations
Property Taxes	\$ 59.1	Of the \$59.1 M, \$15.5 M is a projected tax revenue increase from real assessment growth. \$43.6 M is the revenue generated from the tax rate increase of 4.5%.
User Fees, Fines & Permits	\$ 17.2	The anticipated increase in User Fees, Fines and Permits is \$17.2 M. This represents an overall 2.1% increase in rates and 3.0% overall increase in volume.
EPCOR Dividends	\$ 3.7	The EPCOR dividends are expected to increase by \$3.7 M in accordance with the existing agreement.
Grants	\$ 0.2	The expected increase of \$0.2 M in grant funding is due to increase of \$0.3 M in Municipal Policing Assistance Grant and Premiers Initiative Grant, a \$0.2 M increase in Safe communities Innovation Fund grant for Public Library which is off set by a decrease of \$0.2 M in provincial portion of Cornerstone grant payments, and a \$0.1 M reduction in grants for The Racism Free Edmonton program.
Franchise Fees	\$ 9.4	The anticipated increase of \$9.4 M in franchise fees is due to \$4.0 M increase in EPCOR franchise fees due to volume changes from the prior year and \$5.4 M increase in Gas franchise fees due to projected volume and growth.
Investment Earnings & Dividends for Capital Financing	\$ (2.7)	The expected increase of \$1.6 M in Ed Tel Endowment Fund dividend will be offset by the expected decrease in investment earnings of \$2.1 M and a decrease of the net amount of Goldbar transfer fees of \$2.2 M based on the transfer agreement of March 31, 2009 between EPCOR Inc. and the City of Edmonton.
Transfers from Reserves	\$ (1.4)	Transfers from Reserves are expected to decrease due to a \$0.8 M decrease in transfers from Financial Stabilization Reserve (FSR) to fund commitments, a \$0.5 M decrease in funding for Rexall Rehabilitation, and a \$0.1 M decrease in transfers from reserves among civic programs.
Utility & Land Dividends	\$ (0.8)	The 2012 Drainage dividends are expected to be lower by \$0.4 M and the Land Enterprise dividend is projected to be \$0.4 M lower than 2011. The 2012 Proposed Budget for dividends to be received from Drainage and Land Enterprise are based upon projected 2011 actual Net Income from these operations. Dividends from Sanitary Drainage reflects the continued reduction in water consumption by Edmontonians. The reduction in dividends from Land Enterprise reflects residential lots servicing, originally expected to be ready in fall of 2011 and delayed to spring of 2012.
Other Revenues	\$ 2.7	The expected increase of \$2.7 M in Other Revenues is due to \$1.7 M increase in tax penalties due to change in the method of the application of penalties which is consistent with other jurisdictions, \$0.6 M of new incremental revenue from the Quarter Revitalization zone, and \$0.4 M net change from local improvement tax revenue, supplementary tax, and sanitary drainage franchise fees.
One-time Items	\$ (30.9)	The \$30.9 M decrease results from the removal of 2011 one-time revenues related to allocation of 2010 surplus to fund one-time commitments.
Total Change	\$ 56.5	

Source and Use of Funds

Changes in Use of Funds

Category	\$ Millions	Explanations
Civic Programs	\$ 38.0	Civic Programs increase in use of funds is due to: <ul style="list-style-type: none"> - Program Cost increases of \$ 30.1 M; - Impact of Capital Projects and new service standards for Snow Removal for a total of \$17.0 M; - Advancing the Ways packages and Census for a total of \$6.9 M - \$16.0 M reduction in expenditures due to Service and Budget Review - See Program Overviews for detailed changes.
Police Service	\$ 4.2	The increase of \$4.2 M maintains current police operations. This includes funding for movements within salary ranges, changes in benefits and the last of a three year one per cent LAPP contribution increase, the cost of inflation and the operating impact of capital.
Corporate Programs	\$ 19.0	The Corporate Programs increase is mainly due to various corporate expenditures (see Corporate Program Overview for details).
Boards & Commissions	\$ 3.6	The increase of \$3.6 M is due to a \$2.2 M increase in Edmonton Economic Development Corporation, a \$1.0 M increase in Public Library as well as \$0.4 M increase among other boards and commissions.
Neighbourhood Renewal	\$ 14.5	The increase of \$14.5 M is equivalent to a 1.5% increase in tax rate for the Neighbourhood Renewal program. This program was approved by City Council in December 2008.
One-time Items	\$ (31.0)	The \$31.0 M decrease results from the removal of 2011 one-time items (\$14.7 M committed to approved capital projects, \$2.3 M for South Edmonton Multicultural Centre, \$2.0 M for Jerry Forbes Centre, \$1.8 M for Indy, \$1.7 M for Aboriginal Transitional Component Boyle Renaissance, \$1.0 M for FCSS Service Support for Emergency Funding, and \$7.5 M in other one-time commitments).
Available for City Council	\$ 8.2	The 2012 Proposed Operating Budget includes funding of \$8.2 M for City Council to allocate. The \$8.2 M includes \$1.5 M to fund one-time items and \$6.7 M to fund on-going items.
Total Change	\$ 56.5	

Council Motions

The table below contains the listing of Council Motions that departments were directed to address during the 2012 Budget process and how each motion has been dealt with in the 2012 Proposed Operating Budget.

Council Motions	City Council Date	Responsible Department	Net Operating Requirement	Action
<p>1. River City Roundup Business Plan</p> <p>1. That \$100,000 be allocated to the 2011 River City RoundUp event (Source of Funds: 2011 Council Contingency Fund).</p> <p>2. That Administration consider, as part of the 2012 budget process, allocating \$100,000 on an on-going basis to the Civic Events budget in support of the annual River City RoundUp event.</p>	June 11, 2011	Community Services	\$100	Put forward as unfunded service package
<p>2. Area Redevelopment Plans for West Jasper Place, Glenwood, Canora and Britannia-Youngstown</p> <p>That Administration bring forward a service package during the 2012 City Council Operating budget deliberations to complete additional Area Redevelopment Plans, with the inclusion of suggested three to five year priorities.</p>	Sept. 14, 2011	Sustainable Development	\$1,000	Put forward as unfunded service package
<p>3. Mosquito Control</p> <p>Mosquito Helicopter Spraying Funding Requirement That Administration prepare an unfunded service package, for consideration during the 2012 Operating Budget deliberations, outlining the funding required to increase helicopter spraying for mosquitoes, on an ongoing basis, for these three options: 300, 350 and 400 hours.</p> <p>Due Date: November 2011, Council Operating Budget</p>	Sept. 27, 2011	Community Services	\$850	Put forward as unfunded service package
<p>4. Request for Support of the Flightpath Accelerator Program</p> <p>That \$120,000 from the Regional Economic Strategy 2011 Operating Budget be allocated to Startup Edmonton for the Flightpath Accelerator program.</p>	Sept. 27, 2011	Sustainable Development	\$860	Put forward as unfunded service package

Personnel

The City of Edmonton has embarked on a path to create a vibrant and sustainable place to live. Everything the municipality does, from road maintenance and snow clearing to creating parks and recreation facilities, contributes to the vision outlined in the *Way Ahead*. It is through the energy, creativity, skill, and commitment of City of Edmonton employees that this vision will be realized.

The single largest expenditure in service organizations such as the City is the cost of personnel. This reflects the reality that municipal government and the provision of services to citizens is labour intensive. Therefore as services expand, the cost of labour also increases. Personnel costs comprise approximately 58% of total budgeted operating expenditures for the City of Edmonton.



Between 2008-2011 (budgeted) the average annual growth of personnel costs for City administration, City utilities and enterprise operations has been 6.8%. The number of Full-time Equivalents (FTE) has increased by 13%. The increase of FTEs accounts for approximately 73% of the personnel cost increase¹.

Growth Drivers

The growth of the city population, the expansion of services, and decisions to invest in capital are critical drivers of FTE growth.

The overall staff component of the municipality has increased by 1,141.9 FTEs between 2008-2011. This increase of 13% is the direct result of the growth and complexity of the services being provided to citizens. Analysis of the growth of FTEs when compared to other organizations and public sector employers identified the following:

- The increase reflects the provision of planning and services to a larger population across a broader scope of developed and inhabited residential, commercial and industrial land, new capital assets that require more staff for maintenance and operation, and an enhanced level of service. Main areas of growth are: Transit, Drainage, Waste, Fire, Transportation Systems, as well as directly associated support branches such as Fleet Services.
- The staff component was increased in part to support the delivery of projects made possible through federal and provincial grant programs e.g., AMIP, MSI, NDCC.
- The staff complement of local Alberta governments has grown at a much higher rate than those across Canada. This is consistent with stronger economic growth and the population increase in Alberta following the boom in 2006 and 2007, and the recovery starting in late 2009.
- City of Edmonton employee (FTE) growth rate is comparable to Calgary and consistent with the average for local government in Alberta.

The following are a few examples of this strong link between capital expenditure and future operating expenses:

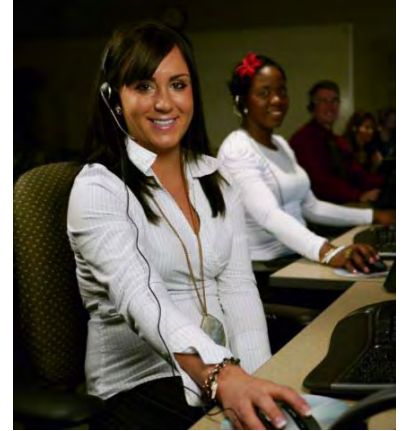
- Purchase of an additional Fire rescue truck for south Edmonton requires personnel to provide 24/7 staffing.
- The building of new recreation centres require staff to operate and to support programming to citizens once the centres are open.
- The opening of the South LRT requires FTEs for both the operation of the LRT, as well as for the additional bus service associated with new stations.

¹ Based on 2008-2010 actual personnel costs

Personnel

The growth of FTEs has not been uniform across the organization and instead reflects the choices made to address the realities of a growing City and the expansion of services to citizens. The allocation of City staff are linked to achieving the city's vision. For example being a transit oriented community requires not only a capital investment but also a substantial investment in staff to provide the service. Over 30% of city FTEs are dedicated to the direct provision of transit service.

A review of new FTEs from 2009 to 2011 indicates that 38.6% of all new FTEs created were linked to capital expenditures or are an impact of capital expenditure. A further 48.2% of the FTEs were directly linked to increases or changes to public services. The remaining 13.2% reflect internal support positions required to meet the growing needs of the corporation and a move toward bringing contracted services in-house.



Reducing Senior Managers

During the 2011 budget discussions, the City Manager shared his plan to review the organizational structure and numbers of senior manager positions. Changes started early in the year, with a reduction from eight departments to six. The result was a smaller Corporate Leadership Team consisting of the City Manager and six General Managers.

A review of Branch Manager positions also resulted in a reduction of four additional positions.

Since 2008, senior management positions have been reduced by 11.6% at a time when City staff increased by 13%. Today, each General Manager is accountable for an average of 1,658 FTEs.

	2008	2009	2010	2011
City Manager and General Managers	9	9	9	7
Branch Managers	34	36	35	31
Remaining Budgeted FTEs	8,775.7	9,330.8	9,662.9	9,922.6

While the workforce has grown as a whole, the organizational structure supports more efficient, effective management. The changes that have occurred to positions at the senior management level suggest that there has also been a shift towards taking on more responsibility. This distribution of management staff suggests that administration is highly focused on front-line service delivery and that management resources are being allocated to areas with a high impact on citizen services.

Personnel

Personnel Cost Review

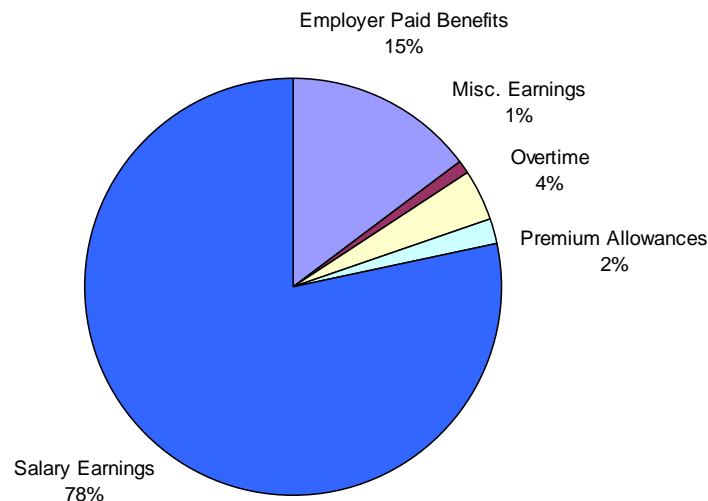
To better understand the reasons personnel costs have increased, a review of 2008 – 2010 actual personnel costs was undertaken. New FTEs accounted for 73% of the increase in personnel costs, while the remaining 27% is largely attributed to the following:

- **Economic Increases** ensure position salary ranges and individual salaries remain competitive on an annual basis, reflecting any changes in market increases. Key considerations are changes in comparable organizations, unemployment rates and changes in the Alberta economy in general. Economic increases enable the City to remain competitive in attracting and retaining employees.
- **In range Increases** are required to move staff who were hired below the market rate towards the market rate and are a critical tool in retaining staff. The addition of new positions in previous years is the primary driver of these costs, reflecting the fact that a number of new staff are hired within a salary range but below the market rate.
- **Pension Plans** - similar to other organizations in the current economic environment, employer pension plan premiums as well as individual employee pension contributions have been increasing annually to fund the shortfall between plan assets and liabilities.

Personnel costs have a number of components:

- Salary Earnings – including regular earnings, vacation pay, statutory holiday pay, and sick leave
- Premium Allowances – including shift differentials and weekend premiums
- Overtime – including overtime paid and value of banked overtime
- Miscellaneous Earnings – including income replacement payouts
- Employer Paid Benefit Premium – including pensions, dental, employment insurance, health care spending account, major medical, WCB assessment

Personnel Cost Breakdown



Labour Market Remains Competitive

Compared with Canada, Alberta has a low unemployment rate and the City of Edmonton remains competitive within the labour market to attract and retain a skilled workforce. The City maintains competitive human resource strategies that reflect the growth and complexity of services provided to citizens within the challenging labour market.

A recent review of wages and benefits per employee identified the following:

- Average public sector compensation in Alberta is higher compared to the average for Canada. This is consistent with a stronger economy, higher wages across the region, a public sector labour strategy to stay competitive, and higher cost of living adjustments in recent years.
- City of Edmonton average compensation per employee is comparable to that of City of Calgary employees, provincial employees, and federal employees in Alberta. This mainly reflects the city's labour strategies to stay competitive with other orders of government as well as industry.

Municipal Fleet Services

Keeping the City Moving – The Municipal Fleet

Edmonton's vast urban footprint and the needs of the City to maintain roads, infrastructure and the environment, to provide public transportation and citizen-centered services, while keeping Mother Nature at bay are extensive. The vehicles and equipment that Fleet Services maintains must ensure that people:

- get to where they need to go via Edmonton Transit and DATS,
- receive emergency services from the Edmonton Police Service, Fire Rescue Services or Alberta Health Services ambulances,
- enjoy their neighbourhoods by having their garbage picked up, walking on tree-trimmed boulevards, driving on renewed or snow-cleared roads, and watching their kids play soccer or baseball on mowed sports fields.

With Edmonton continuing to grow, so does the demand for fleet-related vehicles and equipment.

The City's Fleet is diverse in size, technology and purpose. The Fleet includes everything from light duty and heavy duty trucks (EPCOR aerials, Waste trucks), to small and large buses and DATS vehicles, to mowers, sweepers and more, often requiring specialized engineering and fabrication. Fleet safety is provided to operators through training and inspections, according to provincial legislation, with tips on how to operate vehicles with the most fuel economy.

Fleet Services operates as a municipal enterprise and is responsible for the procurement, management, fleet safety, and maintenance of 4,617 fleet-related vehicles and equipment for the City of Edmonton, Edmonton Police Service, Edmonton Public Library, and external clients such as EPCOR, and Alberta Health Services. The allocation of Fleet Services' costs to all user departments is intended to ensure the self-sufficiency of the Municipal Enterprise and to provide an understanding of the costs of providing a municipal service to the City. The costs of managing and maintaining the fleet are allocated to user departments based on vehicle and equipment use. Table on the following page provides a breakdown of costs allocated to client departments for the 2012 budget.

The fleet industry has seen significant increases in technology and sophistication of vehicles and equipment. What was a single part in a vehicle in the past, such as a muffler, is now an entire system designed to reduce emissions to our environment. These changes in technology have increased costs, as the systems are more expensive than the one part in the previous vehicle. Fleet Services continues to work with our user departments on strategies to improve fleet performance in providing reliable services to the citizens of Edmonton.



Municipal Fleet Services

Fleet Services Recoveries Budget 2012

(Sorted by Total Recoveries - Largest to Smallest)

Tax Levy Departments	# Vehicles	Types of Vehicles *	Recoveries			Total Recoveries
			Fuel	Maintenance (Variable)	Replacement (Fixed)	
Transportation - Edmonton Transit	998	Bus	24,078	48,670		72,748
Transportation - Operations, Road Design & Construction	536	Trucks, Equipment, Trailers	3,761	12,744	10,071	26,576
Community Services - Fire Rescue	140	Fire Pumpers, Ariels	662	3,800	3,992	8,455
Community Services - Parks	369	Trucks, Equipment, Trailers	1,031	2,921	2,797	6,750
Transportation - Edmonton Transit (DATS)	101	Bus	1,075	3,193	20	4,288
Community Services - Community Facilities Services	255	Equipment or Trailers	148	1,155	895	2,198
Infrastructure Services - Building & Landscape Services	154	Trucks, Equipment, Trailers	478	1,007	943	2,429
Transportation - Edmonton Transit (Auxiliary)	88	Trucks, Equipment, Trailers, Cars	229	485	512	1,225
Community Services - Community Standards	39	Cars or Light Trucks	170	211	329	710
Corporate Services - Materials Management	1	Equipment or Light Trucks	22	43	65	130
Sustainable Development	7	Equipment or Light Trucks	2	14	40	57
Community Services - Neighbourhoods & Community Development	8	Light Trucks or Trailers	12	7	12	31
Community Services - Fire Rescue (Emergency Preparedness)	1	Light Truck	5	1	10	16
Corporate Services - Office of the City Clerk	1	Light Truck	3	4	5	13
Subtotal	2,698		31,675	74,257	19,692	125,625
Utilities	# Vehicles	Types of Vehicles	Fuel	Maintenance	Replacement	Total Recoveries
Infrastructure Services - Waste Management	281	Trucks, Equipment, Trailers	2,209	7,679	2,071	11,959
Infrastructure Services - Drainage	190	Trucks, Equipment, Trailers	1,390	2,114	1,346	4,850
Subtotal	471		3,599	9,792	3,418	16,809
Subtotal of Internal Clients	3,169		35,275	84,050	23,110	142,434
Other Internal Clients	# Vehicles	Types of Vehicles	Fuel	Maintenance	Replacement	Total Recoveries
Edmonton Police Service	714	Trucks, Equipment, Trailers, Cars	2,393	3,845		6,239
Edmonton Public Library	7	Vans	42	15		57
Vehicle for Hire Commission	2	Car, Truck	2	4	13	19
Subtotal of Other Internal Clients	723		2,438	3,865	13	6,315
External Clients	# Vehicles	Types of Vehicles	Fuel	Maintenance	Replacement	Total Recoveries
EPCOR	643	Trucks, Equipment, Trailers, Cars	2,552	6,329		8,880
Alberta Health Services	82	Light Trucks	634	874		1,508
Subtotal	725		3,186	7,203		10,388
Subtotal of Other Internal and External Clients	1,448		5,624	11,067	13	16,704
Total Capital Recoveries						13,371
Total	4,617		40,898	95,117	23,122	172,509

* Number of vehicles current as of Sept 20, 2011

Corporate Summary

Proposed 2012 Tax-supported Operations

(\$000)	2010 Actual	2011 Budget	Change '11 to '12	2012 Budget	% Change '11 to '12
Revenue					
Taxation Revenue	885,704	952,156	59,093	1,011,249	6.2
User Fees, Fines, Permits, etc.	315,015	342,041	17,140	359,181	5.0
EPCOR Dividends	135,786	138,502	3,670	142,172	2.6
Grants	117,764	116,430	129	116,559	0.1
Franchise Fees	103,267	113,096	9,405	122,501	8.3
Investment Earnings & Dividends for Capital Financing	85,619	68,247	(2,762)	65,485	(4.0)
Transfers from Reserves*	48,683	47,108	(32,938)	14,170	(69.9)
Other Revenues	34,663	30,809	2,747	33,556	8.9
Total Revenue	1,726,501	1,808,389	56,484	1,864,873	3.1
Expenditures					
Boards & Commissions	388,517	402,051	7,825	409,876	1.9
Civic Departments					
Community Services	332,477	347,120	6,028	353,148	1.7
Corporate Services	90,927	87,010	1,261	88,271	1.4
Financial Services	39,131	38,312	855	39,167	2.2
Infrastructure Services	36,464	40,207	686	40,893	1.7
Mayor & Councillor Offices	4,189	4,637	45	4,682	1.0
Office of the City Auditor	1,965	2,042	15	2,057	0.7
Office of the City Manager	9,274	9,414	(331)	9,083	(3.5)
Sustainable Development	127,227	115,957	9,925	125,882	8.6
Transportation Services	400,967	429,197	19,545	448,742	4.6
Corporate Programs	221,737	255,744	18,937	274,681	7.4
Neighbourhood Renewal	31,655	45,676	14,515	60,191	31.8
Available for City Council	-	-	8,200	8,200	-
One-time Items	-	31,022	(31,022)	-	-
2010 Surplus	41,971	-	-	-	-
Total Net Expenditure & Transfers	1,726,501	1,808,389	56,484	1,864,873	3.1
Total Net Requirement	-	-	-	-	-
FTEs					
Boards & Commissions	2,850.0	2,877.9	21.5	2,899.4	
Civic Departments					
Community Services	2,554.8	2,659.6	28.1	2,687.7	
Corporate Services	975.0	1,000.0	(12.0)	988.0	
Financial Services	476.6	465.1	6.0	471.1	
Infrastructure Services	447.5	468.5	25.0	493.5	
Mayor & Councillor Offices	21.0	45.0	-	45.0	
Office of the City Auditor	15.0	14.0	-	14.0	
Office of the City Manager	78.3	75.8	1.0	76.8	
Sustainable Development	402.5	421.5	43.5	465.0	
Transportation Services	3,151.9	3,211.1	52.2	3,263.3	
Total FTEs	10,972.6	11,238.5	165.3	11,403.8	

* Transfers from Reserves includes 2011 One-time Items and Land Enterprise & Drainage dividends.

Tax-supported Operations Proposed Net Operating Requirement

(\$000)	2010 Actual	2011 Budget	Change '11 to '12	2012 Budget	% Change '11 to '12
Boards & Commissions					
Economic Development Corporation	12,705	13,086	250	13,336	1.9
Police Service	233,587	242,292	4,028	246,320	1.7
Public Library	36,033	36,907	626	37,533	1.7
Other Boards & Commissions	14,828	20,298	370	20,668	1.8
Total Boards & Commissions	297,153	312,583	5,274	317,857	1.7
Civic Departments					
Community Services					
Community Facility Services	31,553	31,632	1,307	32,939	4.1
Community Standards	9,302	9,559	70	9,629	0.7
Community Strategies	12,936	12,733	(481)	12,252	(3.8)
Fire Rescue Services	151,858	158,687	3,522	162,209	2.2
Neighbourhood & Community Development	24,094	22,795	(353)	22,442	(1.5)
Parks	38,119	40,361	347	40,708	0.9
Corporate Services					
Customer Information Services	12,209	14,370	(360)	14,010	(2.5)
Human Resources	12,805	11,589	(954)	10,635	(8.2)
Information Technology	35,912	35,990	1,793	37,783	5.0
Law	9,551	8,464	(458)	8,006	(5.4)
Materials Management	8,172	8,183	(632)	7,551	(7.7)
Office of the City Clerk	7,932	6,846	1,803	8,649	26.3
Financial Services					
Assessment & Taxation	18,478	18,780	163	18,943	0.9
Client Financial Services	12,831	10,888	237	11,125	2.2
Corporate Accounting & Treasury	6,336	7,199	475	7,674	6.6
Infrastructure Services					
Buildings & Landscape Services	35,911	39,869	678	40,547	1.7
Mayor & Councillor Offices	4,179	4,637	45	4,682	1.0
Office of the City Auditor	1,965	2,042	15	2,057	0.7
Office of the City Manager					
City Manager	1,299	1,104	(59)	1,045	(5.3)
Corporate Communications	6,988	6,784	(212)	6,572	(3.1)
Intergovernmental & External Affairs	972	1,451	(60)	1,391	(4.1)
Sustainable Development					
Corporate Properties	14,633	14,247	1,112	15,359	7.8
Current Planning	-	-	-	-	-
Housing & Economic Sustainability	13,743	7,401	52	7,453	0.7
Urban Planning & Environment	23,245	15,269	(16)	15,253	(0.1)
Transportation Services					
Edmonton Transit	151,196	159,368	9,499	168,867	6.0
LRT Design & Construction	892	1,063	(403)	660	(37.9)
Roads Design & Construction	1,601	1,581	(182)	1,399	(11.5)
Transportation Operations	109,270	120,414	6,854	127,268	5.7
Transportation Planning	16,427	14,000	212	14,212	1.5
Total Civic Programs	774,409	787,306	24,014	811,320	3.1
Corporate Programs					
Capital Project Financing	124,101	143,949	(18,559)	125,390	(12.9)
Corporate Expenditures	23,473	29,652	37,317	66,969	125.8
Corporate Revenues	(401,641)	(358,182)	(13,196)	(371,378)	3.7
Community Revitalization Levy	-	-	-	-	-
Taxation	4,212	3,700	1,700	5,400	45.9
Traffic Safety	(9,629)	(12,700)	-	(12,700)	-
Total Corporate Programs	(259,484)	(193,581)	7,262	(186,319)	(3.8)
Neighbourhood Renewal	31,655	45,676	14,515	60,191	31.8
Available for City Council	-	-	8,200	8,200	-
Total Taxation Revenue	(885,704)	(952,156)	(59,093)	(1,011,249)	6.2 *
One-time Items	-	172	(172)	-	(100.0)
2010 Surplus	41,971	-	-	-	-
Total Net Operating Requirement	-	-	-	-	-

Net Operating Requirement amounts are the difference between amounts on Expenditure & Revenue Tables that follow.

* Change includes the tax rate increase, plus estimated real growth in the assessment base.

Tax-supported Operations Proposed Expenditure Summary

(\$000)	2010 Actual	2011 Budget	Change '11 to '12	2012 Budget	% Change '11 to '12
Boards & Commissions					
Economic Development Corporation	35,181	33,602	2,224	35,826	6.6
Police Service	292,306	303,366	4,217	307,583	1.4
Public Library	43,736	43,550	965	44,515	2.2
Other Boards & Commissions	17,294	21,533	419	21,952	1.9
Total Boards & Commissions	388,517	402,051	7,825	409,876	1.9
Civic Departments					
Community Services					
Community Facility Services	68,744	78,398	3,037	81,435	3.9
Community Standards	12,039	12,879	158	13,037	1.2
Community Strategies	15,453	13,388	(637)	12,751	(4.8)
Fire Rescue Services	154,482	160,826	3,179	164,005	2.0
Neighbourhood & Community Development	42,022	40,278	(207)	40,071	(0.5)
Parks	39,737	41,351	498	41,849	1.2
Corporate Services					
Customer Information Services	12,209	14,370	(360)	14,010	(2.5)
Human Resources	12,826	11,589	(954)	10,635	(8.2)
Information Technology	37,359	36,239	1,799	38,038	5.0
Law	9,555	8,464	(458)	8,006	(5.4)
Materials Management	8,712	8,441	(597)	7,844	(7.1)
Office of the City Clerk	10,266	7,907	1,831	9,738	23.2
Financial Services					
Assessment & Taxation	18,520	18,780	163	18,943	0.9
Client Financial Services	12,914	10,987	191	11,178	1.7
Corporate Accounting & Treasury	7,697	8,545	501	9,046	5.9
Infrastructure Services					
Buildings & Landscape Services	36,464	40,207	686	40,893	1.7
Mayor & Councillor Offices	4,189	4,637	45	4,682	1.0
Office of the City Auditor	1,965	2,042	15	2,057	0.7
Office of the City Manager					
City Manager	1,299	1,104	(59)	1,045	(5.3)
Corporate Communications	7,003	6,859	(212)	6,647	(3.1)
Intergovernmental & External Affairs	972	1,451	(60)	1,391	(4.1)
Sustainable Development					
Corporate Properties	27,824	27,520	1,226	28,746	4.5
Current Planning	28,039	29,337	8,993	38,330	30.7
Housing & Economic Sustainability	47,534	42,530	(286)	42,244	(0.7)
Urban Planning & Environment	23,830	16,570	(8)	16,562	(0.0)
Transportation Services					
Edmonton Transit	255,452	276,424	11,839	288,263	4.3
LRT Design & Construction	1,132	1,284	(594)	690	(46.3)
Roads Design & Construction	1,601	1,581	(182)	1,399	(11.5)
Transportation Operations	125,422	135,480	7,994	143,474	5.9
Transportation Planning	17,360	14,428	488	14,916	3.4
Total Civic Programs	1,042,621	1,073,896	38,029	1,111,925	3.5
Corporate Programs					
Capital Project Financing	176,876	196,559	(18,290)	178,269	(9.3)
Corporate Expenditures	24,963	31,183	36,824	68,007	118.1
Corporate Revenues	505	385	-	385	-
Community Revitalization Levy	-	-	620	620	-
Taxation	6,979	6,500	1,200	7,700	18.5
Traffic Safety	12,414	21,117	(1,417)	19,700	(6.7)
Total Corporate Programs	221,737	255,744	18,937	274,681	7.4
Neighbourhood Renewal	31,655	45,676	14,515	60,191	31.8
Available for City Council					
One-time Items	-	31,022	(31,022)	-	(100.0)
Total Net Expenditure before Surplus	1,684,530	1,808,389	56,484	1,864,873	3.1
2010 Surplus	41,971	-	-	-	-
Total Net Expenditure & Transfers	1,726,501	1,808,389	56,484	1,864,873	3.1

Tax-supported Operations Proposed Revenue Summary

(\$000)	2010 Actual	2011 Budget	Change '11 to '12	2012 Budget	% Change '11 to '12
Boards & Commissions					
Economic Development Corporation	22,476	20,516	1,974	22,490	9.6
Police Service	58,719	61,074	189	61,263	0.3
Public Library	7,703	6,643	339	6,982	5.1
Other Boards & Commissions	2,466	1,235	49	1,284	4.0
Total Boards & Commissions	91,364	89,468	2,551	92,019	2.9
Civic Departments					
Community Services					
Community Facility Services	37,191	46,766	1,730	48,496	3.7
Community Standards	2,737	3,320	88	3,408	2.7
Community Strategies	2,517	655	(156)	499	(23.8)
Fire Rescue Services	2,624	2,139	(343)	1,796	(16.0)
Neighbourhood & Community Development	17,928	17,483	146	17,629	0.8
Parks	1,618	990	151	1,141	15.3
Corporate Services					
Human Resources	21	-	-	-	-
Information Technology	1,447	249	6	255	2.4
Law	4	-	-	-	-
Materials Management	540	258	35	293	13.6
Office of the City Clerk	2,334	1,061	28	1,089	2.6
Financial Services					
Assessment & Taxation	42	-	-	-	-
Client Financial Services	83	99	(46)	53	(46.5)
Corporate Accounting & Treasury	1,361	1,346	26	1,372	1.9
Infrastructure Services					
Buildings & Landscape Services	553	338	8	346	2.4
Mayor & Councillor Offices	10	-	-	-	-
Office of the City Manager					
Corporate Communications	15	75	-	75	-
Sustainable Development					
Corporate Properties	13,191	13,273	114	13,387	0.9
Current Planning	28,039	29,337	8,993	38,330	30.7
Housing & Economic Sustainability	33,791	35,129	(338)	34,791	(1.0)
Urban Planning & Environment	585	1,301	8	1,309	0.6
Transportation Services					
Edmonton Transit	104,256	117,056	2,340	119,396	2.0
LRT Design & Construction	240	221	(191)	30	(86.4)
Transportation Operations	16,152	15,066	1,140	16,206	7.6
Transportation Planning	933	428	276	704	64.5
Total Civic Programs	268,212	286,590	14,015	300,605	4.9
Corporate Programs					
Capital Project Financing (SLRT Grant revenue)	52,775	52,610	269	52,879	0.5
Corporate Expenditures	1,490	1,531	(493)	1,038	(32.2)
Corporate Revenues	402,146	358,567	13,196	371,763	3.7
Community Revitalization Levy	-	-	620	620	-
Taxation	2,767	2,800	(500)	2,300	(17.9)
Traffic Safety	22,043	33,817	(1,417)	32,400	(4.2)
Total Corporate Programs	481,221	449,325	11,675	461,000	2.6
Total Taxation Revenue	885,704	952,156	59,093	1,011,249	6.2 *
One-time Items	-	30,850	(30,850)	-	(100.0)
Total Revenue & Transfers	1,726,501	1,808,389	56,484	1,864,873	3.1
Total Taxation Revenue					
Property Tax	825,291	923,680	55,105	978,785	
Business Tax	33,088	-	-	-	
Payment-in-lieu of Taxes	27,325	28,476	3,988	32,464	
Total Taxation Revenue	885,704	952,156	59,093	1,011,249	

* Change includes the tax rate increase, plus estimated real growth in the assessment base.

(Table Includes, tax revenue, user fees, fines, permits, grants & corporate revenue, e.g., EdTel Endowment, utility dividends)

Proposed Municipal Enterprises

\$000	2010 Actual	2011 Budget	Change '11 to '12	2012 Budget	% Change '11 to '12
Drainage Design and Construction					
Revenues & Transfers	122,153	147,049	(36,390)	110,659	(24.7)
Less: Expenditures & Transfers	121,181	143,137	(33,767)	109,370	(23.6)
Net Income	972	3,912	(2,623)	1,289	(67.1)
Fleet Services					
Revenues & Recoveries	141,676	150,246	22,264	172,510	14.8
Less: Expenditure & Transfers	144,858	150,349	22,161	172,510	14.7
Net Income	(3,182)	(103)	103	-	(100.0)
Land Enterprise - Land Development					
Revenues & Transfers	20,205	32,239	10,985	43,224	34.1
Less: Expenditure & Transfers	13,782	23,250	6,207	29,457	26.7
Net Income	6,423	8,989	4,778	13,767	53.2

Proposed Utility Operations

\$000	2010 Actual	2011 Budget	Change '11 to '12	2012 Budget	% Change '11 to '12
Drainage Services - Sanitary Utility					
Revenues & Transfers	68,331	75,704	21,521	97,225	28.4
Less: Expenditures & Transfers	63,405	68,569	9,611	78,180	14.0
Net Income	4,926	7,135	11,910	19,045	166.9
Drainage Services - Stormwater Utility					
Revenues & Transfers	26,915	29,236	8,052	37,288	27.5
Less: Expenditures & Transfers	17,674	21,429	3,258	24,687	15.2
Net Income	9,241	7,807	4,794	12,601	61.4
Waste Management Utility					
Revenues & Transfers	126,234	144,033	319	144,352	0.2
Less: Expenditures & Transfers	126,234	144,033	319	144,352	0.2
Net Income	-	-	-	-	-

Full-time Equivalents

	2010 Actual	2011 Budget	Service & Budget Review	Other 2012 Changes	2012 Service Needs	2012 Budget
Boards & Commissions						
Economic Development Corporation	302.0	272.0	-	-	-	272.0
Police Service	2,117.5	2,165.5	-	15.0	5.0	2,185.5
Public Library	425.5	432.4	-	1.5	-	433.9
Other Boards & Commissions	5.0	8.0	-	-	-	8.0
Total Boards & Commissions	2,850.0	2,877.9	-	16.5	5.0	2,899.4
Civic Departments						
Community Services						
Community Facility Services	640.3	669.1	(2.0)	-	34.7	701.8
Community Standards	97.5	99.8	-	-	-	99.8
Community Strategies	94.0	91.0	(4.0)	-	-	87.0
Fire Rescue Services	1,061.5	1,115.5	-	-	-	1,115.5
Neighbourhood & Community Development	228.9	223.9	(2.0)	2.9	-	224.8
Parks	432.6	460.3	(19.5)	-	18.0	458.8
Corporate Services						
Customer Information Services	202.1	202.1	(13.3)	12.3	-	201.1
Human Resources	165.5	166.5	(3.0)	-	-	163.5
Information Technology	304.0	342.0	(9.0)	-	1.0	334.0
Law	92.3	74.3	-	-	-	74.3
Materials Management	146.0	149.0	(3.0)	-	-	146.0
Office of the City Clerk	65.1	66.1	(2.0)	-	5.0	69.1
Financial Services						
Assessment & Taxation	194.7	186.2	1.0	-	-	187.2
Client Financial Services	168.9	169.9	-	1.0	1.0	171.9
Corporate Accounting & Treasury	113.0	109.0	-	-	3.0	112.0
Infrastructure Services						
Buildings & Landscape Services	447.5	468.5	-	-	25.0	493.5
Mayor and Councillor Offices	21.0	45.0	-	-	-	45.0
Office of the City Auditor	15.0	14.0	-	-	-	14.0
Office of the City Manager						
City Manager	7.0	6.0	-	-	-	6.0
Corporate Communications	64.3	61.8	-	-	2.0	63.8
Intergovernmental & External Affairs	7.0	8.0	(1.0)	-	-	7.0
Sustainable Development						
Corporate Properties	69.2	69.2	-	0.5	1.0	70.7
Current Planning	196.3	215.3	15.0	15.0	6.0	251.3
Housing & Economic Sustainability	45.0	45.0	-	-	5.0	50.0
Urban Planning & Environment	92.0	92.0	-	-	1.0	93.0
Transportation Services						
Edmonton Transit	2,205.0	2,225.0	(13.7)	18.7	14.0	2,244.0
LRT Design & Construction	19.0	18.0	-	(2.0)	-	16.0
Roads Design & Construction	79.0	105.0	-	-	-	105.0
Transportation Operations	740.9	751.1	(14.2)	5.7	44.0	786.6
Transportation Planning	108.0	112.0	(2.0)	0.7	1.0	111.7
Total Civic Programs	8,122.6	8,360.6	(72.7)	54.8	161.7	8,504.4
Total Tax-supported Operations	10,972.6	11,238.5	(72.7)	71.3	166.7	11,403.8
Municipal Enterprises						
Drainage Design and Construction	339.0	360.0	-	5.0	-	365.0
Fleet Services	641.0	672.0	(6.0)	2.0	30.0	698.0
Land Enterprise	21.0	21.0	-	-	-	21.0
Total Municipal Enterprises	1,001.0	1,053.0	(6.0)	7.0	30.0	1,084.0
Utility Operations						
Drainage Services - Sanitary Utility	202.6	205.7	-	-	10.0	215.7
Drainage Services - Stormwater Utility	94.8	96.7	-	-	4.0	100.7
Waste Management Utility	413.7	424.5	-	-	22.5	447.0
Total Utility Operations	711.1	726.9	-	-	36.5	763.4
Total Full-time Equivalents	12,684.7	13,018.4	(78.7)	78.3	233.2	13,251.2

Tax-supported Proposed Revenue Changes

(\$000)	2011 Budget	Rate Change	Volume Change	2012 Budget
Transportation Services Edmonton Transit, LRT Design & Construction, Transportation Operations and Transportation Planning	\$129,671	\$4,002 3.1%	(\$437) (0.3%)	\$133,236
<u>Rate</u> Transit fare increases will produce a \$2.5 million revenue increase. Transit advertising revenue, the DATS rate increase plus an adjustment to regional service will increase revenue by \$0.4 million. A new right-of-way management license fee will increase revenue by \$1.0 million in Transportation Operations. There is an increase in fees payable for Servicing Agreements that increases revenue by \$0.1 million.				
<u>Volume</u> Growth in Transit ridership from annualization of 2011 service will contribute an increase of \$0.3 million. A reduction to Transit service will result in a reduction to fare revenue of \$0.7 million. Parking meter revenue will increase by \$0.5 million contingent upon capital investment in new parking meter technology, asset purchases and expanding the existing parking meter service in identified locations. There is an increase to inspection fees of \$0.2 million in order to align the budget with historical actuals. There is a decrease of \$0.4 million in asphalt milling sales to get the budget in line with historical actuals. As the NLRT expands, \$0.2 million in revenues will no longer be collected from temporary rental properties. There are various other minor changes that will result in a reduction of \$0.1 million.				

Tax-supported Proposed Revenue Changes

(\$000)	2011 Budget	Rate Change	Volume Change	2012 Budget
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**Community Services
Community Facility Services, Community Standards,
Community Strategies, Fire Rescue Services,
Neighbourhood & Community Development and Parks**

54,477 1,731 2
3.2% --%

56,210

Rate

Revenue from Community Facility Services is expected to increase by \$1.6 million, distributed equally by across the board fee increases (CPI) and by subsidy reductions to selected programs and admissions. There is a planned increase to Animal Care fees which will increase revenue by \$0.1 million.

Volume

The operating impact of completed capital projects, such as, Commonwealth Community Recreation Centre, and the Pinniped & Entry/ Wander Development at the Valley Zoo, will increase revenue by \$1.5 million. Revenue from picnic sites and sports field rentals is expected to increase by \$0.1 million. There is an increase of \$0.1 million to the Community Recreation Program 124th Street Partnership in order to align the budget with historical actuals. These increases are offset by a number of reductions. There is a reduction of \$1.1 million in revenues offset by a \$1.1 million reduction to expenditures due to the transfer of Hotel Selkirk to the Fort Edmonton Management Company. Muttart Conservatory revenues are expected to decrease by \$0.2 million. Business Licensing Inspection revenue is expected to decrease Fire Rescue revenue by \$0.4 million due to the current economic climate.

Tax-supported Proposed Revenue Changes

(\$000)	2011 Budget	Rate Change	Volume Change	2012 Budget
Sustainable Development Corporate Properties, Current Planning, Housing & Economic Sustainability, and Urban Planning & Environment	43,095	1,171 2.7%	7,944 18.4%	52,210
<u>Rate</u> An overall 4% rate increase in Current Planning fees will increase revenue by \$1.2 million.				
<u>Volume</u> Increased development activity in Current Planning will produce an additional \$7.2 million. Business Licensing revenue is expected to increase by \$0.6 million. There is an increase of \$0.1 million to parking and rental revenue due to the acquisition of two commercial properties in 2011.				
Police Service	37,880	--	(109) (0.3%)	37,771
<u>Volume</u> Secondment revenue is expected to decrease by \$1.3 million. Tow Lot revenue is expected to decrease by \$0.3 million, as a result of anticipated lower volumes. Both revenue reductions are directly offset by related expenditure reductions. Other revenue, including traffic safety act, special event policing, police information checks, recoveries for school resource officers and the sale of abandoned property, is expected to increase by \$1.5 million.				
Traffic Safety	33,817	--	(1,417) (4.2%)	32,400
<u>Volume</u> Photo Enforcement revenue is expected to decrease by \$1.4 million from a reduction to the volume of tickets issued.				
Economic Development Corporation	20,516	--	1,974 9.6%	22,490
<u>Volume</u> A cyclical increase to business volume at Shaw Conference Centre will generate \$1.0 million of additional revenue. Aligning the Destination Marketing Fund budget to historical actuals will cause revenue and expenditures to increase by \$1.2 million respectively, with no impact on the net requirement. There is a reduction of \$0.1 million to reflect reduced occupancy of the Edmonton Research Park. A reduction in the number of externally funded Economic Development activities reduces revenue by \$0.1 million.				

Tax-supported Proposed Revenue Changes

(\$000)	2011 Budget	Rate Change	Volume Change	2012 Budget
Other (Includes: Buildings & Landscape Services, Corporate Services; Financial Services; Office of the City Manager; Combative Sports Commission; Public Library; Vehicle for Hire; Traffic Tags; Business Licencing) <u>Rate</u> A new library materials recovery service fee will increase the Public Library fine revenue by \$0.1 million. <u>Volume</u> Traffic Tag revenue is expected to increase by \$1.1 million. Increased enforcement is expected to increase business licencing revenue by \$0.9 million. Public Library book sale revenues increase by \$0.1 million from the disposal of library collections. This item was not historically included in the Budget. There are various other minor changes that will result in an increase of \$0.1 million.	22,585	116 0.5%	2,163 9.6%	24,864
Total User Fees, Fines, Permits, etc.	\$342,041	\$7,020 2.1%	\$10,120 3.0%	\$359,181

Highlights of Proposed 2012 User Fees

	2011 Fee	\$ Increase	% Increase	Proposed 2012 Fee
Arenas				
Winter Ice (Good Time) - Adults	\$249.00	\$5.00	2%	\$254.00
Winter Ice (Good Time) - Minor	\$124.50	\$2.50	2%	\$127.00
Sports Fields				
Standard Fields - Adult (per hour)	\$4.50	\$0.15	3%	\$4.65
Standard Fields - Minor (per hour)	\$0.00	no change	no change	\$0.00
Muttart Conservatory				
Single Admission - Adult	\$11.50	\$0.25	2%	\$11.75
Single Admission - Child	\$5.75	\$0.15	3%	\$5.90
Valley Zoo				
Single Admission - Adult (summer)	\$11.50	\$0.25	2%	\$11.75
Single Admission - Child (summer)	\$5.75	\$0.15	3%	\$5.90
Golf Courses (Riverside/Victoria)				
Green Fees - 18 Holes - Weekend	\$53.00	\$1.00	2%	\$54.00
Aquatic & Fitness (Community Pools & Leisure Facilities)				
Single Admission - Adult	\$6.00	\$0.10	2%	\$6.10
Single Admission - Child	\$3.00	\$0.10	3%	\$3.10
Public Library				
Children Under 18	free	no change	no change	free
First Adult Per Household	\$12.00	no change	no change	\$12.00
Other Adults Per Household	\$8.00	no change	no change	\$8.00
Household Maximum	4 adults	no change	no change	4 adults
Parking Fees				
Library & Canada Place Parkades				
Half Hour Rate (Monday to Friday)	\$2.50	no change	no change	\$2.50
Day Maximum Rate (24 hrs from midnight to midnight)	\$28.00	no change	no change	\$28.00
First Three Hours (Weekends)	\$1.00	no change	no change	\$1.00
Monthly Parking	\$295.00	no change	no change	\$295.00
City Hall Parkade Meter Rate				
6:00 a.m. to 6:00 p.m. (Monday to Friday) per half hour	\$2.00	no change	no change	\$2.00
6:00 p.m. to 12:00 Midnight (evenings) per hour	\$1.00	no change	no change	\$1.00
12:00 Midnight to 6:00 a.m. (Monday to Friday) per hour	\$0.50	no change	no change	\$0.50

Highlights of Proposed 2012 User Fees

	2011 Fee	\$ Increase	% Increase	Proposed 2012 Fee
Planning and Development				
Residential Building Permit (new single detached house - 1,500 sq. ft.)	\$1,411.00	\$56.00	4%	\$1,467.00
Residential Building Permit (new single detached house - 4,000 sq. ft.)	\$2,938.00	\$118.00	4%	\$3,056.00
Building permits per \$1,000 of construction value (Commercial and Multi-family Residential)	\$9.42	\$0.38	4%	\$9.80
Accessory Buildings	\$114.00	\$0.00	0%	\$114.00
Amateur Radio Antennae	\$150.00	\$6.00	4%	\$156.00
Cell Towers - Free standing	\$2,240.00	\$760.00	34%	\$3,000.00
Garage Suites, Secondary Suites	\$260.00	\$10.00	4%	\$270.00
Single Detached Housing outside of the house combo permit application - Duplex, Semi-detached, Group Homes	\$400.00	\$16.00	4%	\$416.00
Overheight Fences, Recreational Vehicles Parking, and support structures	\$143.00	\$6.00	4%	\$149.00
Additions to Single Detached Housing - no increase in floor space	\$260.00	\$10.00	4%	\$270.00
Additions to Single Detached Housing - increase in floor space	\$400.00	\$0.00	0%	\$400.00
Commercial - Exterior alterations or renovations to existing buildings	\$284.00	\$26.00	9%	\$310.00
Freestanding, Projecting or Roof Signs	\$178.00	\$44.00	25%	\$222.00
Permitted Use Development Permit	\$214.00	\$21.00	10%	\$235.00
Leave as Built - Single Detached, Semi-detached, Duplex	\$284.00	(\$134.00)	-47%	\$150.00
Zoning Compliance Certificate (Residential Express Service)	\$212.00	\$8.00	4%	\$220.00
Zoning Compliance Certificate (Residential)	\$106.00	\$4.00	4%	\$110.00
Business License - General	\$198.00	\$10.00	5%	\$208.00
Subdivision Application Fees (per lot - single detached or semi-detached dwelling)	\$230.00	\$9.00	4%	\$239.00
Subdivision Endorsement Fees (per lot - single or semi-detached dwelling)	\$554.00	\$22.00	4%	\$576.00
Advertising Fees	\$1,143.00	\$46.00	4%	\$1,189.00

Highlights of Proposed 2012 User Fees

	2011 Fee	\$ Increase	% Increase	Proposed 2012 Fee
Fire Inspection Fees				
Inspection of Flammable/Combustible Fuel Tanks each hour	\$74.00	\$2.00	3%	\$76.00
Plan Examination and Letter of Compliance	\$185.00	\$5.00	3%	\$190.00
File Search/Summary Report of Fire Inspection History	\$119.00	\$3.00	3%	\$122.00
Occupancy Load Approval	\$120.00	\$3.00	3%	\$123.00
Occupancy Load Certificate Replacement	\$61.00	\$2.00	3%	\$63.00
Occupant Load Calculation	\$120.00	\$3.00	3%	\$123.00
Special Event Food Outlet Inspection (does not apply to registered not for profit festivals or events)	\$120.00	\$3.00	3%	\$123.00
New Business License Approval				
Low and Moderate Risk	\$60.00	no change	no change	\$60.00
High and Maximum Risk	\$180.00	no change	no change	\$180.00
Second Re-Inspection of Quality Management Plan occupancy or building	\$120.00	\$3.00	3%	\$123.00
Requested Inspection	\$120.00	\$3.00	3%	\$123.00
Fire Permits				
Dangerous Goods Permits	\$74.00	\$2.00	3%	\$76.00
Fireworks and Pyrotechnic Device Permits	\$74.00	\$2.00	3%	\$76.00
Fireworks and Pyrotechnic Device Permits - High Hazard	\$148.00	\$4.00	3%	\$152.00
Fire Rescue Fees				
Dangerous Goods Incident - One Single Pumper Apparatus	\$243.00	\$7.00	3%	\$250.00
Fire Rescue Response to False Alarm 1st Response	\$0.00	no change	no change	\$0.00
Fire Rescue Response to False Alarm 2nd Response	\$74.00	\$2.00	3%	\$76.00
Fire Rescue Response to False Alarm 3rd Response	\$370.00	\$10.00	3%	\$380.00
Fire Rescue Response to False Alarm 4th Response or more	\$738.00	\$20.00	3%	\$758.00
Security Alarms routed to Fire Rescue Services	\$738.00	\$20.00	3%	\$758.00
Transit / DATS				
Cash Fare	\$2.85	\$0.15	5%	\$3.00
Tickets (ten)				
Adult	\$22.80	\$0.00	0%	\$22.80
Youth/Senior	\$19.95	\$0.00	0%	\$19.95
Monthly Passes				
Adult	\$84.65	\$0.00	0%	\$84.65
AISH	\$33.00	\$1.00	3%	\$34.00
DATS	\$84.65	\$0.00	0%	\$84.65
Senior	\$13.00	\$0.50	4%	\$13.50
Student Passes				
Post Secondary	\$76.95	\$0.00	0%	\$76.95
Youth/Student Monthly	\$65.55	\$0.00	0%	\$65.55
U-Pass - Winter Semester	\$92.40	\$12.60	14%	\$105.00
U-Pass - Summer Semester	\$92.40	\$12.60	14%	\$105.00
U-Pass - Fall Semester	\$105.00	\$12.60	12%	\$117.60
Senior Annual Passes				
Regular	\$118.00	\$3.50	3%	\$121.50
Low Income	\$51.00	\$1.50	3%	\$52.50
Day Pass	\$8.55	\$0.00	0%	\$8.55
Charter Rates	\$111.00	\$7.00	6%	\$118.00

Tax-supported Operations Proposed Other Boards & Commissions

(\$000)	2010 Actual	2011 Budget	Change '11 to '12	2012 Budget	% Change '11 to '12
Revenue					
Combative Sports Commission	713	469	11	480	2.3
Homeless Commission	123	-	-	-	-
REACH Edmonton	875	-	-	-	-
Vehicle for Hire	755	766	38	804	5.0
Total Revenue & Transfers	2,466	1,235	49	1,284	4.0
Expenditure					
Arts Council	6,187	8,324	221	8,545	2.7
Combative Sports Commission	682	469	11	480	2.3
Federation of Community Leagues	2,333	4,510	62	4,572	1.4
Greater Edmonton Foundation	3,500	3,500	-	3,500	-
Homeless Commission	123	578	11	589	1.9
REACH Edmonton	1,925	1,561	31	1,592	2.0
Space & Science Foundation	1,789	1,825	45	1,870	2.5
Vehicle for Hire	755	766	38	804	5.0
Total Net Expenditure & Transfers	17,294	21,533	419	21,952	1.9
Net Operating Requirement					
Arts Council	6,187	8,324	221	8,545	2.7
Combative Sports Commission	(31)	-	-	-	-
Federation of Community Leagues	2,333	4,510	62	4,572	1.4
Greater Edmonton Foundation	3,500	3,500	-	3,500	-
Homeless Commission	-	578	11	589	1.9
REACH Edmonton	1,050	1,561	31	1,592	2.0
Space & Science Foundation	1,789	1,825	45	1,870	2.5
Vehicle for Hire	-	-	-	-	-
Total Net Operating Requirement	14,828	20,298	370	20,668	1.8

	2010 Actual	2011 Budget	Other 2012 Changes	2012 Service Needs	2012 Budget
Full-time Equivalents					
Combative Sports Commission	-	1.0	-	-	1.0
Homeless Commission	-	2.0	-	-	2.0
Vehicle for Hire	5.0	5.0	-	-	5.0
Total Full-time Equivalents	5.0	8.0	-	-	8.0

Amortization and Contributed Assets

(\$000)	Amortization			Contributed Assets	
	2010 Actual	2011 Budget	2012 Budget	2011 Budget	2012 Budget
Boards & Commissions					
Police Service	8,284	10,360	9,696	-	-
Public Library	9,720	11,285	9,542	-	-
Civic Departments					
Community Services					
Community Facility Services	-	2,722	2,029	-	-
Community Strategies	-	53	31	-	-
Fire Rescue Services	1,282	1,176	996	-	-
Neighbourhood & Community Development	-	261	154	-	-
Parks	12,274	13,416	12,684	4,200	4,200
Corporate Services					
Customer Information Services	190	144	153	-	-
Human Resources	41	34	34	-	-
Information Technology	21,633	20,726	21,277	-	-
Law	9	7	7	-	-
Materials Management	72	58	58	-	-
Financial Services					
Assessment & Taxation	101	85	85	-	-
Client Financial Services	234	189	189	-	-
Infrastructures Services					
Buildings & Landscape Services	18,844	26,109	41,283	-	-
Mayor and Councillor Offices	7	6	6	-	-
Office of the City Auditor	9	8	8	-	-
Office of the City Manager					
City Manager	13	10	10	-	-
Sustainable Development					
Housing & Economic Sustainability	669	669	669	-	-
Urban Planning and Environment	154	124	124	-	-
Transportation Services					
Edmonton Transit	41,268	50,120	50,545	-	-
Transportation Operations	130,386	221,419	177,127	115,806	200,000
Total	245,190	358,981	326,707	120,006	204,200

Notes:

The 2012 non-cash budget for amortization and contributed assets is summarized in the table above.

The amortization and contributed assets budget is a non-cash budget and is administrative in nature. This budget is necessary to comply with legislative requirements and does not impact tax-levy requirements.

Unfunded Service Packages






















Summary of Unfunded Service Packages

The 2012 Proposed Operating Budget includes funding of \$8.2 million for City Council to allocate during budget deliberations. The \$8.2 million includes \$1.5 million to fund one-time items and \$ 6.7 million to fund on-going items.

































The table below provides a summary of all unfunded service packages, 2012 net operating requirement, FTEs requirement as well as the potential 3-year funding commitment. The details of the unfunded service packages are included following the summary table in the same order as presented.

Service Package Name	Page		2012 Net	FTEs	3 Year Funding
One-time Funding Required					
Council Directed					
1. City Wide Food and Agriculture Strategy	53		\$ 525	2.0	525
2. 2012 Communities in Bloom Symposium - Edmonton Capital Region	54		150	0.5	150
3. Seniors Declaration Artwork	55		125	-	125
4. The Way We Finance	56		425	-	425
5. Combative Sports	57		150	1.4	150
6. The Way We Prosper	58		300	1.0	300
Total Council Directed			1,675	4.9	1,675
Other					
7. Transportation System Management Strategic Plan	59		250	-	250
8. Transit Avenue Guidelines	60		250	-	250
9. Household Travel Survey	61		1,000	-	1,000
10. 75 Street Functional and Concept Planning Study	62		1,500	-	1,500
11. CASA Centre Replacement (2013)	63		4,458	-	4,458
12. Argyll School Demolition	64		750	-	750
Total Other			8,208	-	8,208
Total One-Time			\$ 9,883	4.9	\$ 9,883
Ongoing Funding Required					
Council Directed					
13. New Service to Edmonton International Airport	65		\$ 222	9.0	866
14. Northern Relationships/ Circumpolar Council Initiative	66		75	-	175
15. Mosquito Abatement	67		850	8.0	4,950
16. City-wide Redevelopment Plan	68		1,000	2.0	3,000

Unfunded Services Packages

Service Package Name	Page		2012		3 Year Funding
			Net	FTEs	
17. Facade Improvement Program	69	 	900	1.0	2,700
18. CFS Partner Capital Grant Funding Program	70	 	1,100	1.0	3,300
19. Churchill Square	71		250	-	750
20. Edmonton Seniors Coordinating Council	72		100	-	300
21. River City Round Up	73		100	-	300
22. Metropolis - Edmonton's Downtown International Winter Festival	74		140	-	420
23. Community Sustainability in Mature Neighbourhoods (Task Force)	75		250	1.0	750
24. Community League Infrastructure Grant	76		1,452	-	4,356
25. Community League Operating Grant	77		668	-	2,004
26. REACH Edmonton - 24/7	78		1,000	-	3,000
27. Venture Capital Initiatives - META Enterprise and Flightpath	79		860	-	2,580
Total Council Directed			8,967	22.0	29,451
Violence Reduction					
28. Violence Reduction Strategy - Community Services	80		1,000	5.0	3,600
29. Violence Reduction Strategy - Police	81		4,798	34.0	18,944
Total Violence Reduction			5,798	39.0	22,544
Boards and Commissions					
30. Art of Living	82		1,500	-	4,500
31. Community League Growth Initiative	83		30	-	90
32. REACH Edmonton	84		500	-	1,500
Total Boards and Commissions			2,030	-	6,090
Other					
33. Communications for Roadway Maintenance, Community Standards/Way We Prosper, City Hall programming	85	  	445	4.5	1,335

Unfunded Services Packages

Service Package Name	Page		2012		3 Year Funding
			Net	FTEs	
Other					
34. Cornerstones II Implementation / homeEd Support	86	  	3,500	-	10,500
35. New Service - Off-peak - Weekday Late Night; Weekend Morning/Night	87	 	215	2.4	1,359
36. New Service - Off-peak - Weekday Midday/Early Evening; Weekend Midday	88	 	591	6.8	3,841
37. New Service - Weekday Peak Periods	89	 	341	4.0	2,223
38. Service Quality Enhancements - Cross-town Service	90	 	1,157	13.1	7,446
39. Service Quality Enhancements - General Improvements	91	 	1,511	17.1	9,540
40. Service Quality Enhancements - Off-peak Frequency (Service Standards)	92	 	703	8.1	4,554
41. Overload & Schedule Adherence - Weekday Peaks	93	 	809	9.2	5,192
42. Edmonton Long-term Event Attraction Strategy	94	 	1,225	3.0	6,114
43. Corporate Facility Strategy	95	 	471	1.0	1,071
44. Responsible Hospitality Edmonton	96	 	315	2.0	945
45. Enterprise Square Galleries and Programs	97	 	1,000		3,000
46. CKUA - Centre for Artistic Expression	98	 	1,000	-	5,000
47. Wichitowin Circle	99		425	-	1,275
48. Partnership with the Edmonton Chamber of Voluntary Organizations (ECVO)	100		85	-	255
49. Purchase of Zero Carbon Emissions Electricity for City Operations	101		725	-	3,790
50. Public Spaces Strategy Development	102		300	1.0	760
51. Implementation of Edmonton's Green Building Plan	103		825	-	2,475
Total Other			15,643	67.7	69,340
Total Ongoing			\$ 32,438	128.7	\$ 127,425
Total Funding Required			\$ 42,321	133.6	\$ 137,308

Sustainable Development: Urban Planning and Development

Service Package - City Wide Food and Agriculture Strategy

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 525	\$ -	\$ 525	2.0	\$ (525)	\$ -	\$ (525)	(2.0)	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 525	\$ -	\$ 525	2.0	\$ (525)	\$ -	\$ (525)	(2.0)	\$ -	\$ -	\$ -	-

Description

This package will fund staff engaged in program and policy development supported by consulting services specializing in agriculture and food policy, and the necessary resources for public involvement, meeting management costs and program operating costs. The result of the project and program will be the creation and maintenance of a community-based Food Policy Council and a City-Wide Food and Agriculture Strategy, to be implemented and administered with support from the City and guidance from the Food Policy Council. Two FTE's will initially be used to develop the Strategy and in the long term to implement its policies and support the work of the Food Policy Council. The Food Policy Council and City-Wide Agriculture Strategy policy and program initiative will serve the Edmonton community and involve regional, city-wide and community partnerships.

City Council approved this service package during the 2011 budget deliberations. However, only one-time funding was available for 2011. This package extends the one-time funding an additional year. The department will consider an ongoing ask to support the program if / when the plan is approved by Council.

Justification

Funding is required to create and sustain the Edmonton Food Policy Council and prepare and implement the City-Wide Food and Agriculture Strategy. Anticipated benefits are economic, social and environmental including: opportunities for growing food for personal use or sale; food processing business activities; and support for local food choices by retail and community markets. This will result in a more resilient local economy and employment and recreational opportunities. Without funding, implementation of the foundation policies that provide Council direction on the Food and Agriculture Strategy and the Edmonton Food Policy Council in The Way We Grow will be delayed.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): The Way Ahead Strategic Goals related to food and agriculture include: Improve Edmonton's Liveability, Preserve and Sustain Edmonton's Environment, Transform Edmonton's Urban Form, and, Diversify Edmonton's Economy

Departmental Outcome(s): This project implements policies of The Way We Grow as well as other corporate plans, including The Way We Live, The Way We Green and The Way We Prosper which address food and agriculture issues

Performance Measure(s): Performance measures will be established through development of the strategy. For example, the economic value of local food production and processing

Impact on Other Departments

Community Service will be involved in some community based activities, and other departments may be consulted.

Community Services: Parks

Service Package - 2012 Communities in Bloom Symposium - Edmonton Capital Region

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 150	\$ -	\$ 150	0.5	\$ (150)	\$ -	\$ (150)	(0.5)	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 150	\$ -	\$ 150	0.5	\$ (150)	\$ -	\$ (150)	(0.5)	\$ -	\$ -	\$ -	-

Description

Edmonton Capital Region has successfully bid to host the 2012 Communities In Bloom National Symposium on Parks and Grounds - "Growing Vibrant and Sustainable Communities". The symposium represents an opportunity for the Edmonton Capital Region to showcase inspired community gardens and landscapes across the region, to address unique challenges facing plant health care and urban forestry professionals, to celebrate communities "growing together" and to introduce technical and innovative solutions in parks, horticulture, heritage, environment and sustainable communities. Delegate attendance is estimated at 500+ from across the country. Although capital region focused, this event will also coincide with the awards results presentation for Communities In Bloom Alberta. This package includes resources to support events planning (0.5 FTE), staffing (\$50K) to assist Capital Region volunteers with logistics, and events planning requirements for the first national symposium hosted by the Edmonton Capital Region since its inception, as well as a \$0.10 per capita funding commitment (\$80K) by each of the participating municipalities and City of Edmonton sponsored conference tours and events (\$20K). Sponsorship and delegate registration fees may offset costs, but cannot be confirmed at this time. The requested 0.5 FTE consists of 1 temporary position.

Justification

This outstanding national symposium will be the 18th since its inception in 1995. The opportunity to host the event as the Edmonton Capital Region represents a unique opportunity for the region and will be a first-time experience for the national Communities In Bloom organization. Although the majority of the organizational work for the conference will be accommodated by volunteers, a part-time events planning person is required to ensure effective overall coordination to ensure successful implementation. Program, tour and events support funding will ensure that the City's direct costs will be covered in the event that sponsorship and registration fees do not offset expenses.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton's Livability, Preserve and Sustain Edmonton's Environment and Diversify Edmonton's Economy

Corporate Outcome(s): Citizens are connected to their diverse communities and have pride in their city; Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services; Edmonton strives to be a leader in environmental advocacy, stewardship, preservation and conservation; Partnerships with citizens, communities and organizations are leveraged to improve Edmonton's environmental health; The City is an effective enabler in partnerships and collaborative efforts that strengthen the region and beyond

Department Outcome(s): Citizens are socially connected and active in their communities; Partnerships are strong and positive; Natural assets are preserved and protected

Performance Measures:

- % of Edmontonians who report feeling connected to their community
- % of Edmontonians to recommend Edmonton as a great city to live, work and play
- % of citizens who feel they are able to access amenities and services that will improve their quality of life
- % of citizens using parks and green spaces
- % of citizens satisfied with parks and green spaces

Impact on Other Departments

This package may impact Finance, Communications and Transportation resulting from assignment to sub-committees of the overall hosting committee for the symposium.

Community Services: Community Strategies

Service Package - Seniors Declaration Artwork

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 125	\$ -	\$ 125	-	\$(125)	\$ -	\$(125)	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 125	\$ -	\$ 125	-	\$(125)	\$ -	\$(125)	-	\$ -	\$ -	\$ -	-

Description

Following the launch of the Edmonton Seniors Declaration, City Council requested the Edmonton Arts Council, Edmonton Seniors Coordinating Council and City Administration to explore commissioning permanent art in Churchill Square to commemorate the Edmonton Seniors declaration. To address the request, a steering committee was established. The committee developed a proposal which outlines proposed process, project criteria, potential art projects and site locations. This service package will help facilitate the coordination and development of a permanent statue or artwork to commemorate the Edmonton Seniors Declaration.

Project Coordinators include City of Edmonton, Edmonton Arts Council and the Edmonton Seniors Coordinating Council.

Justification

The artwork would publicly symbolize the City of Edmonton's commitment to seniors, in recognition of the value, wisdom and contribution seniors bring to Edmonton. A working steering committee will be developed to oversee this project.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s)

- Improve Edmonton' Livability
- Transform Edmonton's Urban Form

Corporate Outcome(s)

- Citizens are connected to their diverse communities and have pride in their city
- Attractive and compact physical design with diverse neighborhoods, amenities and public spaces

Departmental Outcome(s)

- Citizens have diverse opportunities to enhance their personal wellness and awareness
- Citizens are socially connected and active in their communities
- Partnerships are strong and positive

Performance Measure(s)

- % of clients/users with improved health and wellness

Impact on Other Departments

This package will not impact other Departments.

Financial Services: Client Financial Services

Service Package - The Way We Finance

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 425		\$ 425		\$ (425)		\$ (425)		\$ -	\$ -	\$ -	-
Annualization	-	-	-	-			-				-	-
Total	\$ 425	\$ -	\$ 425	-	\$ (425)	\$ -	\$ (425)	-	\$ -	\$ -	\$ -	-

Description

The service package is to fund the preparation of one of the six directional plans - The Way We Finance (TWWF). Each of the directional plans guide the City's work to achieve each of the 10-year goals identified in The Way Ahead. TWWF complements the development of The Way We Prosper, currently under development, and will specifically address the goal of making Edmonton financially sustainable. \$425K is required to cover professional services required to develop the strategic plan document (TWWF) and to fund finalizing development of a prototype and concept/planning required to develop an integrated long range financial planning model. The model will be used for scenario development to inform business decisions and resource allocation.

No change to current service, No FTE impact.

Estimated costs 5 policy/discussion papers x \$40K = \$200K
 Writing, design, consultation and publication = \$150K
 finalize development of the prototype and concept/planning for the model = \$75K

Justification

TWWF strategic plan is being led by the CFO. Additional professional support is required to deliver this plan in 2012. The strategic plan will provide guidance for development of fiscal policies and strategies to support city's financial sustainability.

The other critical initiative is to develop an integrated financial model that facilitates scenario development for effective long range financial and resource planning and informs business decisions. As part of the concept development for the model, a prototype has been under development in 2011 and the prototype is intended to be used as an interim solution. Additional funding is required to complete the prototype and finalize the concept and planning required to develop the final application.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s)

- Conditions of Success (sound management practices and processes)
- Ensuring Edmonton's Financial Sustainability

Departmental Outcome(s)

- 5.1.1 Funds are available to support approved programs and services when required.
- 5.2.1 The City understands its financial obligations, risks, and opportunities and manages them effectively.

Performance Measure(s)

- All Financial Services performance measures

Impact on Other Departments

TWWF is a City Council strategic plan that will guide financial decision making across the corporation and may impact EPC; EPL and EEDC as well as other Civic Agencies.

Combative Sports

Service Package - Combative Sports

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 150	\$ -	\$ 150	1.4	\$ -	\$ 150	\$(150)	-	\$ -	\$ -	\$ -	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 150	\$ -	\$ 150	1.4	\$ -	\$ 150	\$(150)	-	\$ -	\$ -	\$ -	-

Description

The Edmonton Combative Sports Commission (ECSC) is responsible for the regulation of professional combative sports in the City of Edmonton. The ECSC regulates mixed martial arts, professional boxing and wrestling events. Administration provides support services to the Commission and carries out the actual staging of professional combative sports events in Edmonton. This includes selecting and managing the event working officials as well as acting as the conduit of payment of fighter's bout purses from the promoter to the individual fighter as agreed in their contract.

With over forty events anticipated in 2011, Edmonton's Commission is viewed as one of the most active in Canada. In addition to the existing Executive Director position, one (1) Full-Time FTE is required for event staging, combatant processing, licensing and promoter management. A further 0.4 FTE is necessary to implement and sustain the auditor identified internal accounting controls.

Justification

A one time funding requirement in 2012 of \$150,000 is required. If approved, it will ensure ongoing and consistent internal accounting control with good industry stewardship and event support.

The addition of these resources will also support the new implementation of any new ECSC governance and operation legislation. The continued need and future success of a well governed and regulated combative sports industry is contingent upon sufficient oversight and regulation. After 2012, the expectation is that the industry will self fund all administrative support and/or oversight.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal: Improve Edmonton's livability

Corporate Outcomes: Citizens are connected to their diverse communities and have pride in their city; Citizens use city infrastructure and participate in services and programs that provide enjoyment and personal health benefits.

Departmental Outcomes:

- Citizens are socially connected and active in their communities.
- Partnerships are strong and positive.
- Citizens and their property are safe.
 - A safe city is one in which combative sports events are regulated in as safe a manner as possible.

Program Outcomes:

- Work with industry promoters to facilitate first class events in Edmonton.
- Enhance public and combatant safety at all events.
- Provide official and inspector training and certification to ensure the highest level of officiating competency.
- Provide consistent monitoring, inspection and licensing services for industry stewardship.
- Financial controls are clear, followed and provide accountability.

Performance Measure:

- Per capita the number of attendances at City of Edmonton sponsored programs and events.

Impact on Other Departments

There are no impacts on other departments.

Sustainable Development: Housing & Economic Sustainability

Service Package - The Way We Prosper

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 300	\$ -	\$ 300	1.0	\$(300)	\$ -	\$(300)	(1.0)	\$ -	\$ -	\$ -	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 300	\$ -	\$ 300	1.0	\$(300)	\$ -	\$(300)	(1.0)	\$ -	\$ -	\$ -	-

Description

This service package continues to fund the preparation of a primary strategic directional plan, The Way We Prosper, which supports one of the six strategic goals, Diversify Edmonton's Economy, from The Way Ahead. This plan will underpin the successful achievement of the other primary strategic directional plans and at the same time, provide leadership and direction to create the economic climate for success. This service package was first approved in 2011 and includes funding for consulting services, a two year temporary Project Manager position, and funding for community involvement. The Way We Prosper as the economic strategic plan, will provide strategies to achieve the long term goals and objectives to capitalize on opportunities and track the success in achieving the direction for economic success for the 30-year vision. The Plan will provide a comprehensive assessment of Edmonton's strengths, weaknesses, opportunities and threats.

This is a continuation of the service package approved by City Council in the 2011 operating budget. Council approved one-time funding for 2011 for this two year work plan. Funding for 2012 allows the plan to be completed.

Justification

Traditionally, past economic plans have been prepared by Edmonton Economic Development Corporation without the direct participation of the City Administration. As a result of The Way Ahead, economic prosperity has become one of the key goals in City Council's vision for the future of the city. The completion of The Way We Prosper will ensure that there will be more of a direct involvement for City Administration particularly within the framework of establishing public policy for economic prosperity. The Way We Prosper will contribute to the successful implementation of The Way We Grow, The Way We Live, The Way We Move, The Way We Green and The Way We Finance. The objective is to have stronger and diversified local and regional economy; overall cultural, financial, social and environmental sustainability of the city. Without year two funding, the Way We Prosper will not be completed.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic goal(s): Diversify Edmonton's Economy

Impact on Other Departments

Implementation of recommendations of The Way We Prosper will primarily involve work by staff in Sustainable Development and external stakeholders including Edmonton Economic Development Corporation. No additional funding will be required for other departments.

Transportation Services: Transportation Planning

Service Package - Transportation System Management Strategic Plan

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 250	\$ -	\$ 250	-	\$ (250)	\$ -	\$ (250)	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 250	\$ -	\$ 250	-	\$ (250)	\$ -	\$ (250)	-	\$ -	\$ -	\$ -	-

Description

This is a one-time budget request to retain a consultant to develop a strategy to provide guidance to manage the roadway system and optimize its efficiency. Transportation System Management is identified as a variety of traffic control and infrastructure improvements to achieve the greatest benefit from a city's existing roadways. These include the use of Intelligent Transportation System (ITS), such as an enhanced signal management system, real-time monitoring systems, traveler information systems and incident management systems, as well as Transit Priority Systems and a Primary Goods Movement strategic plan. The Plan will provide direction for the use of each application with a tie to the congestion policy that is currently being developed by Transportation Services.

Justification

Transportation System Management is identified as increasingly important as Edmonton strives to become a Tier 1 city. To that end, a key direction for implementation of The Way We Move is to manage the existing roadway system more effectively for both commuters and goods and service movements. Systematic implementation of ITS measures is required to optimize the operational efficiency of the city's existing roadway infrastructure. These improvements benefit all modes of travel including goods and services movement and public transit.

Development of Transportation Systems Management will proactively identify, prioritize and evaluate areas that require measures that can:

- Reduce delays in transit vehicles in mixed traffic, thus maximizing the speed and reliability of transit service
- Reduce delays to emergency response vehicles
- Reduce the number of traffic bottlenecks, thus decreasing the level of congestion and delay on key traffic routes.
- Improve movements for goods and services by managing a comprehensive network of routes and identifying key goods movement corridors.

Impacts of not funding include under-utilization of the existing roadway that could result in unnecessary road construction, a less competitive environment for businesses in Edmonton and a less efficient transit system.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Shift Edmonton's Transportation Mode
Corporate Outcome	Citizens use public transit and active modes of transportation; Goods and services move efficiently throughout city boundaries; The transportation System is integrated and safe.
Performance Measure	Overall Transportation Mode split; Business satisfaction survey on the movement of goods and services; Travel time and reliability for Goods and Services movements on select corridors; Rate of collisions at intersections per 1,000 population; Rate of transportation related injuries per 1,000 population
Strategic Goal	Improve Livability
	Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services; Safe and clean city
Strategic Goal	Ensure Edmonton's Financial Sustainability
Corporate Outcome	The City has well managed and sustainable assets and services
Strategic Goal	Diversify Edmonton's Economy
Corporate Outcome	The City of Edmonton and its resources support a competitive business climate and deliver business friendly services
Performance Measure	Overall business satisfaction with City of Edmonton Services
Strategic Goal	Transforming Edmonton Through Organizational Excellence
	Deliver citizen valued services in an efficient manner with risks and benefits assessed.

Impact on Other Departments

n/a

Transportation Services: Transportation Planning

Service Package - Transit Avenue Guidelines

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 250	\$ -	\$ 250	-	\$ (250)	\$ -	\$ (250)	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 250	\$ -	\$ 250	-	\$ (250)	\$ -	\$ (250)	-	\$ -	\$ -	\$ -	-

Description

This is a one-time budget request to retain a consultant to development of Transit Avenue guidelines will set out the City's expectations for identification of a transit avenue and transit service guidelines along Transit Avenues. Transit Avenues are outlined in the Way We Move and are linear corridors served by one or more bus routes with a minimum frequency such that they provide all day service and connect major trip generators, LRT stations, and transit centers. Transit Avenues are a key element for integration of transportation and land use as they create continuous zones with the potential for additional land use intensification.

Justification

Defining the expectations for development and transit service guidelines provides certainty along these corridors and have multiple benefits:

- Support mode shift to transit. Transit avenues improve the efficiency and effectiveness of transit service investments by increasing the use of transit along developed corridors.
- Increase affordable housing. Development along transit corridors add to the supply of affordable housing by providing locations that support reduced household transportation expenditures.
- Reduce air pollution and vehicle kilometres traveled (VKT). Close proximity to high quality transit service can lower annual household rates of driving by 20-40 percent
- Increase developer certainty. Designation as a transit avenue and clarification of land use expectations improves the likelihood of densification.

Not funding the service package would result in continued uncertainty, debate, approval delays and forgone opportunities to achieve increased infill densities and lost opportunity to provide certainty for citizens seeking service delivery expectations.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Improve Edmonton's Livability
Departmental Outcome	Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services.
Performance Measure	% of Edmontonians who recommend Edmonton as a great city to live, work, play
Strategic Goal	Transform Edmonton's Urban Form
Corporate Outcome	Attractive and compact physical design with amenities and public open spaces.
Performance Measure	Net residential density – dwelling units per net hectare of residential land
	% of Edmonton communities within (distance/time) of a park, library, major transit center, commercial centre, and/or recreational facility
	% of citizens that think Edmonton is a well-designed, attractive city
Corporate Outcome	Edmonton has sustainable infrastructure that fosters and supports community needs
Performance Measure	Amount of outstanding civic/community infrastructure required to support newly developing
Strategic Goal	Shift Edmonton's Transportation Mode
Corporate Outcome	Citizens use public transit and active modes of transportation; Goods and services move efficiently throughout city boundaries; The transportation System gives citizens choice to their mode of movement
Performance Measure	Overall Transportation Mode split
Strategic Goal	Ensure Edmonton's Financial Sustainability
Corporate Outcome	The City has well managed and sustainable assets and services

Impact on Other Departments

n/a

Transportation Services: Transportation Planning

Service Package - Household Travel Survey (HTS)

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,000	\$ -	\$ 1,000	-	\$(1,000)	\$ -	\$(1,000)	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,000	\$ -	\$ 1,000	-	\$(1,000)	\$ -	\$(1,000)	-	\$ -	\$ -	\$ -	-

Description

This is a one-time budget request to retain a consultant to undertake the regular HTS for the City of Edmonton. The HTS is an extensive travel survey of 2% of Edmonton households and was last undertaken in 2005. The first step in determining the need for transportation infrastructure and services is gaining an understanding of current travel patterns and the underlying elements which affect these patterns. Once these are known, transportation planning models can be developed to project future transportation needs based upon various assumptions about the type and magnitude of regional growth and the location of these developments. Cities and regions across North America use transportation models and calibrate these regularly by use of various travel surveys.

Justification

The Household Travel survey is typically collected every 10 years and was last done in 2005. Throughout Canada there is a recognition that this frequency of collection is inadequate to maintain a robust regional travel model. In addition, since 2005 Edmonton has undergone a high level of population and employment growth, the LRT system has expanded significantly and portions of the Anthony Henday Drive ring road have been completed. There is a desire to continually collect travel data for the ability to more quickly spot emerging trends in behavior, ability to attract and retain staff with skills in this area, reduced disruption caused by large-scale but infrequent data collection efforts, and ability to spread the cost evenly over time.

The main objectives of the Household Travel Survey are to:

- Provide current demographics and travel data, including origin and destination, trip purpose, mode choice, time of day, activities undertaken, and trip frequency for updating the regional travel forecasting model being used to forecast travel in the Edmonton area and to assess future transportation policies and strategies.
- Provide current empirical data and stated preference data on travel choices, including cost, mode, and time of day, by a representative sample of households.
- Provide robust data with a sufficiently large sample size for decision makers to make informed decisions

If the household travel survey is not funded, the regional travel model will not be calibrated properly. The household travel survey provides the necessary data to update this model to ensure accurate traffic and ridership estimates are predicted. The regional travel model is one of the main tools used for forecasting future roadway demand and bus and LRT ridership. These forecasts are used to properly size roadways and design the LRT.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal Shift Edmonton's Transportation Mode

Corporate Outcome Citizens use public transit and active modes of transportation; Goods and services move efficiently throughout city boundaries; The Transportation System gives citizens choice to their mode of movement

Performance Measure Overall Transportation Mode split

Strategic Goal Ensure Edmonton's Financial Sustainability

Corporate Outcome The City has well managed and sustainable assets and services

Strategic Goal Diversify Edmonton's Economy

Corporate Outcome The City of Edmonton and its resources support a competitive business climate and deliver business friendly services

Strategic Goal Transforming Edmonton Through Organization Excellence

The City attracts retains and develops a diverse, innovative, creative and engaged workforce
Deliver citizen valued services in an efficient manner with risks and benefits assessed.

Impact on Other Departments

n/a

Transportation Services: Transportation Planning

Service Package - 75 Street Functional & Concept Planning Study

Unfunded

Incremental (\$'000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,500	\$ -	\$ 1,500	-	\$ (1,500)	\$ -	\$ (1,500)	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,500	\$ -	\$ 1,500	-	\$ (1,500)	\$ -	\$ (1,500)	-	\$ -	\$ -	\$ -	-

Description

This is a one-time budget request to retain a consultant to complete a functional and concept planning study for 75 Street from Argyll Road to Yellowhead Trail. This study will define the configuration of the east leg of the Inner Ring Road, a key goods and services movement corridor outlined in *The Way We Move*. This planning study will identify the benefits and impacts of the proposed plan including Right-of-Way (ROW) and road requirements. A significant program of public consultation will be undertaken to identify opportunities and challenges along constrained portions of this corridor as well as build consensus and improve public clarity regarding this portion of the City of Edmonton's transportation network.

Justification

Developing an efficient system for movement of goods and services is key to the continued economic development and is a cornerstone of the City's Transportation Master Plan. The Inner Ring Road was identified in *The Way We Move* as a critical part of the overall transportation network within the City of Edmonton and clarity is required for the North-South segment which connects the Whitemud Freeway and Yellowhead Trail. There are multiple factors that support the urgent development of this plan:

- Integration with adjacent LRT: As the Southeast LRT proceeds to design and construction, clarity regarding this major roadway link north of Argyll Road is critical to minimize the risk of costly design changes and potential land requirements.
- Minimize Costs: Development of a comprehensive functional and concept plan will ensure that development of complementary infrastructure systems are coordinated to minimize capital costs.
- Improve Public Understanding: Lack of clarity regarding this segment of the transportation system has been a source of public uncertainty and mistrust. By developing a plan in full consultation with community stakeholders a common way forward can be identified which will provide needed certainty for residents in Southeast Edmonton.

Failure to develop a functional and conceptual planning study for this portion of the Inner Ring Road will lead to continued public uncertainty, risk of additional project costs and erosion of the competitive advantage for businesses in Edmonton.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal: Shift Edmonton's Transportation Mode

- Corporate Outcome: Goods and services move efficiently throughout city boundaries
The Transportation System is integrated and safe
- Performance Measure: Business satisfaction survey on the movement of goods and services
Travel time and reliability for Goods and Services movements on select corridors
Rate of collisions at intersections per 1,000 population
Rate of transportation related injuries per 1,000 population

Strategic Goal: Ensure Edmonton's Financial Sustainability

- Corporate Outcome: The City has well managed and sustainable assets and services

Strategic Goal: Diversify Edmonton's Economy

- Corporate Outcome: The City of Edmonton and its resources support a competitive business climate and deliver
- Performance Measure: Overall business satisfaction with City of Edmonton Services

Impact on Other Departments

n/a

Community Services: CASA

Service Package - CASA Centre Replacement

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ -	\$ -	\$ -	-	\$ 4,458	\$ -	\$ 4,458	-	\$ (4,458)	\$ -	\$ (4,458)	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	-	\$ 4,458	\$ -	\$ 4,458	-	\$ (4,458)	\$ -	\$ (4,458)	-

Description

CASA Child, Adolescent and Family Mental Health (CASA) is requesting a \$4.458 million financial contribution from the City of Edmonton towards replacement of CASA Centre; estimated project costs are \$17.833 million. The land and existing building was purchased in 2008 by CASA, as the first step in development of a new facility on this site.

CASA provides mental health services to over 3,000 clients a year; approximately 2,250 clients (~75%) are from Edmonton. Programs and services are provided from three sites in Edmonton, one site in Sherwood Park and one site in Fort McMurray. CASA Centre is their largest service delivery site.

The current CASA Centre is a 60-year old building (formerly St. Agnes School) with a partial service crawl space, two stories above grade with a total building area of about 29,000 square feet. It was designed as an elementary school and constructed in four phases between 1950 and 1959. It has not undergone any significant capital upgrades since construction was completed. There are a number of structural and building system and functional deficiencies.

The new 40,000 square foot building will be constructed to LEED silver standards, be non-institutional in nature and fit into the residential neighbourhood. In the new facility, shared clinical and support spaces will include a gym, group rooms, meeting rooms and a Board room that are shared by multiple programs. These spaces will be designed to support public access to these spaces outside of CASA's regular program hours.

Justification

CASA Centre is CASA's largest service delivery site and as a 60 year old building, it has significant facility condition problems and must be replaced. The project aligns with the City's strategic goal in The Way Ahead - Improve Edmonton's Livability. Relevant goals and objectives from The Way We Live include Goal 2 (Edmonton is a Caring, Inclusive, Affordable City), Goal 5 (Edmonton is an Attractive City) and Goal 6 (Edmonton is a Sustainable City).

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton's Livability

Corporate Outcome(s): Citizens are connected to their diverse communities and have pride in their city; Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services

Department Outcome(s): Citizens are socially connected and active in their communities; Partnerships are strong and positive

Performance Measures:

- % of Edmontonians who report feeling connected to their community
- % of citizens who feel they are able to access amenities and services that will improve their quality of life

Impact on Other Departments

This package is not anticipated to impact other Departments other than through normal operational activities such as application for building development permits (Sustainable Development Dept.). Community Services - Parks may be impacted should a request to temporarily utilize parkland be made when CASA is in the construction phase of the project.

Sustainable Development: Corporate Properties

Service Package - Arygll School Demolition

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 750	\$ -	750	-	\$(750)	\$ -	\$(750)	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 750	\$ -	\$ 750	-	\$(750)	\$ -	\$(750)	-	\$ -	\$ -	\$ -	-

Description

One time funding would provide the means to remove a building that has reached the end of its economic life. The City purchased the building from the Edmonton Public School Board with the intent to remove the building once it had reached its economic life. In the interim, it was felt that there maybe an opportunity to lease it to non-profit groups. A subsequent assessment of the building has determined that a substantial capital investment (\$5 million or more), is required to bring the building to a safe and useable condition. Funding would provide for the demolition and removal of the building's hazardous materials, and return the land to Community Services Parks.

Justification

The current configuration of the building invites vandalism and provides an opportunity for illegal activities on the grounds. The demolition will provide a greater sense of security for the community. If not funded, the building will continue to deteriorate and drain scarce City resources in continuing expenses for utilities, building maintenance, security and grounds maintenance. Demolishing the building and returning the land to park use is considered the most prudent fiscal option. Operating costs savings were identified and approved by CLT in the Service and Budget Review Corporate Opportunities.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s) - Improve Edmonton's Livability

Departmental Outcome(s) - operating expenditures will be reduced by approximately \$45,000 annually, for utilities, building maintenance, security and grounds maintenance.

Impact on Other Departments

Reduced operating costs and an increase in the amount of parkland.

Transportation Services: Transit

Service Package - New Service to the Edmonton International Airport

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 903	\$ 753	\$ 150	6.0	\$ 45	\$ -	\$ 45	-	\$ 46	\$ -	\$ 46	-
Annualization	432	360	72	3.0	21		21		22		22	
Total	\$ 1,335	\$ 1,113	\$ 222	9.0	\$ 66	\$ -	\$ 66	-	\$ 68	\$ -	\$ 68	-

Description

The City of Edmonton and Edmonton International Airports are partnering in an effort to supply public transit service to the International Airport. Service would operate daily between 5:00 a.m. and 1:00 a.m., providing an express link between Century Park Transit Centre and the airport. This service package provides funding to introduce bus service between the City of Edmonton to the Edmonton International Airport, effective May 2012. Costs for this service include Operators wages, overtime, allowances, benefits, FTE's and training. (6.0 FTE's in 2012; 3.0 FTE's in 2013 - annualization), fuel and maintenance. These costs will be partially offset by revenue from fare box as well as a contribution from EIA

Justification

A public transit link between the city and the international airport does not exist. This service would provide better transportation opportunities for the Edmonton residents who work at the airport or for travellers who use the airport.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Shift Edmonton's Transportation Modes. Providing residents perceptions of the accessibility and affordability sustainable transportation options
Corporate Outcome	Public Transit and active transportation are the modes of choice for Edmonton Citizens The transportation system is integrated, safe and gives citizens choice to their mode of movement
Performance Measure	Transit ridership per capita Overall Transportation Mode split
Strategic Goal	Improve Edmonton's Liveability
Corporate Outcome	Citizens are connected to their diverse communities and have pride in their city Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services
Performance Measure	% of Edmontonians who recommend Edmonton as a great city to work, live, and play % of citizens who feel that they are able to access amenities and services that will improve their quality of life

Impact on Other Departments

Other funding supporting requirements:

This package will affect the Corporate Services department Fleet Maintenance branch for Fuel and Maintenance costs as follows:

Fuel \$ 188K in 2012, and \$ 89K annualized in 2013

Maintenance \$ 335K in 2012 and \$ 161K annualized in 2013

Office Of The City Manager: Intergovernmental & External Affairs

Service Package - Northern Relationships/Circumpolar Council Initiative

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 75	\$ -	\$ 75	-	\$ (25)	\$ -	\$ (25)	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-								
Total	\$ 75	\$ -	\$ 75	-	\$ (25)	\$ -	\$ (25)	-	\$ -	\$ -	\$ -	-

Description

This proposed ongoing service package reflects the opportunity to more effectively and purposefully advance the City of Edmonton's Northern Relationships/Circumpolar Council Initiative. The initiative is aimed at exploring opportunities to develop and expand Edmonton's partnerships with northern and circumpolar communities, institutions, governments and business communities.

Funding for this Council Initiative would make possible ongoing Council support for the City's goals of diversifying Edmonton's economy, benefiting the northern and circumpolar neighbours and positioning Edmonton as a global leader in northern and circumpolar issues.

First year (2012) activities will focus on building momentum and fostering deeper relationships with Edmonton's northern and circumpolar partners and stakeholders. It will also include a feasibility study to leverage existing expertise and relationships in Edmonton's post-secondary institutions, business community and economic development organizations. A one-time funding of \$25,000 in the first year (2012) will be required for the feasibility study.

Ongoing activities will maximize the City's profile with regards to the North by engaging the City in broader outreach, more sponsorship opportunities and other activities as identified by the feasibility study to support the advancement of the Council initiative. \$50,000 funding in each year (including the first year) will allow sponsorship opportunities and partnership-building travel to northern communities by Council representatives. This amount also includes funding to enable ongoing City of Edmonton support for the Meet the North conference in Edmonton, Prospects North in Yellowknife and Opportunities North in Whitehorse. The ongoing funding would not increase FTEs and does not have to be within Intergovernmental and External Affairs' budget.

Justification

Existing budgets do not accommodate the costs related to travel, conference and meeting attendance, and targeted conference and event sponsorship. Face to face relationship-building supported by these activities is key to advancing opportunities with northern and circumpolar stakeholders.

Not funding the service package will limit the ability of elected officials to promote Edmonton's interests in Northern and Circumpolar communities.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goals

- This service package and the Council initiative it supports align with the following 10-year strategic goals: *Transforming Edmonton Through Organizational Excellence* and *Diversify Edmonton's Economy*.

Departmental Outcomes

- In particular, this service package and the Council Initiative support the following Departmental Outcomes:

- Intergovernmental and External Affairs assists the Corporation in building relationships and developing contacts to improve the channeling of information in achieving business objectives; and
- Intergovernmental and External Affairs supports City representatives in their engagement and advocacy roles with key external and intergovernmental organizations.

Performance Measures - TBD

Impact on Other Departments

Intergovernmental and External Affairs will work with other City Departments to ensure coordination of this Council Initiative with other initiatives that have a northern and/or circumpolar dimension as well as ensure alignment with the City's strategic goals and objectives.

Community Services: Parks

Service Package - Mosquito Abatement

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$850	\$ -	\$850	8.0	\$1,200	\$ -	\$1,200	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$850	\$ -	\$850	8.0	\$1,200	\$ -	\$1,200	-	\$ -	\$ -	\$ -	-

Description

The City of Edmonton's mosquito control program targets mosquitoes at the larval stage and has been in place for several decades. With weather patterns for the previous decade being drier than normal, resources associated with mosquito control were able to be re-assigned or reduced in recent years while still meeting expectations.

With anticipated precipitation levels rising (given 2011 experience) and pending legislative change with the expiration of the product label for Dursban (chlorpyrifos) in 2014, this service package is required to adequately resource the mosquito control program to continue to meet citizen and City Council expectations.

This package includes increased aerial contract support to a minimum of 300 hours, with a commitment of three helicopters and the option for additional helicopters (\$100K); and a further \$750K annually for vehicles, equipment, field operations and laboratory staff. The \$1.2 million extra cost in 2013 includes purchase of a replacement pesticide product, Bti (Vectobac), and additional flying time required due to heavier payloads. To increase aerial contract support minimum hours to 350 or 400 would require an additional \$81,000 or \$118,000 in funding.

Justification

An increase in resources is required (staff, material and equipment) since the primary pesticide, Dursban (an effective low-cost product), will no longer be available for use once current supplies are depleted. The supply of Dursban in stock may be sufficient for one more year, possibly two, should only spring mosquito campaigns be required. Alternatives to this product are less effective and substantially more costly to purchase and apply.

Budget reductions have been made to this program in recent years due to drier than normal weather conditions. With the return to near normal precipitation levels (477mm/year average), increased staffing, materials and equipment are required to meet the needs of the program and to address the reduced effectiveness of future products.

Not funding this service package would increase the nuisance factor caused by Edmonton's mosquito population and potentially raise the probability of disease vector establishment.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton's Livability and Preserve and Sustain Edmonton's Environment

Corporate Outcome(s): Safe and clean city; Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services; Edmonton strives to be a leader in environmental advocacy, stewardship, preservation and conservation; The impact of city operations on air, land and water systems is minimized

Departmental Outcome(s): Natural assets are preserved and protected

Performance Measure(s):

- % of citizens using parks and green spaces
- % of citizens satisfied with parks and green spaces
- % hectares of natural areas sprayed

Impact on Other Departments

City employees will be able to work in a mosquito reduced environment

Sustainable Development: Urban Planning & Environment

Service Package - City-wide Redevelopment Planning

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,000	\$ -	\$ 1,000	2.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,000	\$ -	\$ 1,000	2.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This service package would fund the preparation of Area Redevelopment Plans in existing neighbourhoods. Area Redevelopment Plans would be prepared in neighbourhoods where there is development pressure, development intentions and/or a Revitalization Strategy or other initiative that would benefit from a comprehensive assessment of future land use patterns and resulting direction. To the extent possible the plans would be coordinated with neighbourhood renewal work, the Great Neighbourhood capital program and park development investments. Some plans would be new; others would revisit existing outdated plans. Suggested 3-5 year priorities: ARPs / ARP reviews for neighbourhoods (e.g. Oliver, Bonnie Doon, Queen Alexandra) where there has been significant development activity; ARPs where there are other drivers (e.g. proximity to City Centre Redevelopment, presence of revitalization strategy); and neighbourhoods with older commercial corridors or community shopping centres in need of redevelopment.

Justification

This service would establish a vision for the future of the affected neighbourhoods and increase land owner certainty regarding future land use and transportation changes. This package would be an enhancement of the existing service through which Area Redevelopment Plans are prepared in LRT station areas to promote transit-oriented development. Some Area Redevelopment Plans have not been comprehensively reviewed in some time and are at risk relative to not being up to date with current strategic directions (as per the Ways) and current neighbourhood stresses. The Way We Grow policy 3.5.1.4 states, "Implement a program for the ongoing preparation of Area Redevelopment Plans and other types of land use plans to guide redevelopment."

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s):	Transform Edmonton's Urban Form Improve Livability
Corporate Outcome(s):	Attractive and compact physical design with diverse neighbourhoods, amenities and public open spaces Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services
Performance Measure(s):	Net residential density – dwelling units per net hectare of residential land % of citizens who feel that they are able to access amenities and services that will improve their quality of life

Impact on Other Departments

Other departments will be consulted in the preparation of Area Redevelopment Plans.

Sustainable Development: Housing & Economic Sustainability

Service Package - Facade Improvement Program

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 900	\$ -	\$ 900	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 900	\$ -	\$ 900	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

The Façade and Storefront Improvement Program Policy provides a mechanism by which City Council, upon the recommendation of the Administration, may approve an application to this program and provide funding to targeted areas within eligible Business Revitalization Zones in the City of Edmonton. The Policy is structured as a matching grant program. Building owners develop project proposals which, if approved, form the basis of reimbursement agreements. The City agrees to match building owner and business investment in facade and storefront improvement projects up to a maximum of 50% or \$30,000 per building (\$60,000 per corner building), whichever is less. When the building owner has completed construction and met the obligations of the agreement, the City provides a grant in the agreed upon amount. This service package includes funding for one (1) permanent staff to administer this program on an ongoing basis.

Justification

A minimal amount of unspent funding was carried forward to this program from 2009 and an additional \$900,000 was approved in 2010 and 2011. All of the funding has been committed and/or spent with 2010 being the most successful year in the history of the program. All 2011 funding is projected to be committed. This service package will provide ongoing base funding that is required to cover grant payments, staffing and required materials (i.e. brochures, application packages). Funding the program at this time coincides with strong retail growth, combined with the success of past program participants. This is resulting in a high demand for program funds.

This program helps to create inviting, attractive shopping environments which could stimulate additional investment and help strengthen Edmonton's economy as a whole. The program helps to trigger private sector investment in improvements to the appearance and function of street level retail and commercial buildings in targeted areas, specifically within Business Revitalization Zones throughout the city. Not funding the program would result in the end of the program at a time when interest in the program has increased, many applications have been submitted and are projected to be submitted in the coming months and years.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton's Livability and Transform Edmonton's Urban Form

It contributes towards making Edmonton more livable by improving the perception of safety and cleanliness of target areas, making them more attractive and well-maintained. It improves the City's urban architecture and urban form to ensure it is aesthetically pleasing and exemplifies excellence in urban, architectural and landscape design. This helps to revitalize and develop stronger, more vibrant commercial businesses and areas.

Impact on Other Departments

The program is well aligned with the Great Neighbourhoods Initiatives lead by Community Services and will support the economic development mandate of Sustainable Development.

Community Services: Community Facility Services

CFS Partner Capital Grant Funding Program

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,100	\$ -	\$ 1,100	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,100	\$ -	\$ 1,100	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

The Community Facility Services Partner Capital Grant Funding Program provides City Council with an objective and consistent method to fund a portion of infrastructure based partner projects that enhance the quality of life through a full range of services and programs in Edmonton's community facilities. This program supports partner capital projects of the following types: Preserve (Capital Maintenance/ Rehabilitation), Enhance (Expansion/Redevelopment), Build New (Construction of a New Facility) and Project Planning. Funding is allocated to eligible projects and organizations with a primary mandate in at least one of the following key sectors: Arts and Heritage, Multicultural, Recreation/Amateur Sport, Seniors, and/or Social Services/Community Development. One million dollars in annual funding was approved by Council as part of the 2011 operating budget process. This service package requests an additional \$1.1 million in 2012. This program will require support from a Grant Coordinator as well as various positions within Community Services and Financial Services to liaise with the partner organizations and review and score the grant applications.

Justification

In November 2009, Community Services Committee moved that "Administration be directed to establish a Community Facility Services Partnership Capital Projects Funding Program as outlined in the October 16, 2009, Community Services Department report 2009CSR018." In 2010, City Council approved Policy C562, the Community Facility Services Partner Capital Grant Program.

This package also aligns with Policy C187A: Enhancing Community Facility Services through Partnerships Policy (approved by Council in November 2009), that demonstrates the City's commitment to partnerships, innovation and shared risks and costs with other sectors. There will be substantial benefit to the community with support to organizations providing services and programs in recreation/amateur sport, multicultural, social services, seniors, and arts and heritage. These organizations will, upon approval of capital funding support, be able to plan, preserve, enhance and build new public community facilities that also meet the often specialized needs of their organization. This program will encourage sustainable partnership proposals that maintain or build new public use facility opportunities that minimize or reduce future tax levy requirements to Community Facility Services.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton's Livability and Transform Edmonton's Urban Form

Corporate Outcome(s): Citizens use city infrastructure and participate in services and programs that provide enjoyment and personal health benefits; Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services; Edmonton has sustainable infrastructure that fosters and supports civic and community needs.

Department Outcome(s): Citizens are socially connected and active in their communities; Citizens have diverse opportunities to enhance their personal wellness and awareness; Services are accessible and affordable; Partnerships are strong and positive

Performance Measures:

- % of citizens who feel they are able to access amenities and services that will improve their quality of life
- % of Edmontonians who recommend Edmonton as a great city to live work and play
- Per capita number of attendances at City of Edmonton sponsored programs and events
- % of infrastructure in poor / very poor physical condition in existing neighborhoods

Impact on Other Departments

Other Departments such as Infrastructure Services, and Financial Services may be impacted if this funding program is used to help construct new capital infrastructure.

Community Services: Community Strategies

Service Package - Churchill Square

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 250		\$ 250	-			\$ -	-			\$ -	-
Total	\$ 250	\$ -	\$ 250	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This service package will fund improvements to Sir Winston Churchill Square facilitating and promoting the ongoing casual animation of Churchill Square. This will require the skills of a dedicated program manager, site coordination, and funding to support programming and marketing/promotions. To ensure that casual programming is delivered in an effective and efficient manner, Administration will enter into a contract with the Edmonton Arts Council to provide these services. The Edmonton Arts Council will function as the program manager on the Churchill Square site and within the Civic precinct. The cost for this casual programming contract is \$250,000 and will typically be allocated to:

- \$150,000 direct programming and talent
- \$50,000 communications and marketing
- \$50,000 program coordinator and on site management

Justification

Based on public and stakeholder input, Administration began testing a series of changes to the physical site features/layout, programming and management of Churchill Square, with a goal to determine the right balance of activities and events that would best draw and increase casual users to the site. This program will be involved in the development of programming in the 'non-event' seasons, as well as the responsibility for day-to day programming, promotion and marketing of the square on behalf of the City. It is anticipated that the program manager of the Square will consult with Administration and will receive direction from an appointed advisory committee. The program manager of the Square will provide an update report on their activities and outcomes twice a year to Council.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s):

- Improve Edmonton' Livability

Corporate Outcomes:

- Citizens use city infrastructure and participate in services and programs that provide enjoyment and personal health benefits
- Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services

Departmental Outcome(s):

- Services are accessible and affordable
- Citizens have diverse opportunities to enhance their personal wellness and awareness
- Citizens are socially connected and active in their communities
- Partnerships are strong and positive
- Facilities, neighbourhoods and public spaces are developed and sustained to meet community needs

Performance Measure(s):

- Per capita number of attendances at City of Edmonton sponsored programs and events
- % of citizens who feel that they are able to access amenities and services that will improve their quality of life

Impact on Other Departments

Other departments may be impacted by this funding, such as Corporate Services, Infrastructure Services and Transportation Services.

Community Services: Community Strategies

Service Package - Edmonton Seniors Coordinating Council

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 100	\$ -	\$ 100	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 100	\$ -	\$ 100	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

The Edmonton Seniors Coordinating Council (ESCC) is requesting \$100,000 ongoing funding to support the implementation of three major initiatives: Vision for an Age Friendly Edmonton (Edmonton's Strategic Plan for Seniors), Core Service Model Development (to improve services and increase efficiency/ effectiveness of services to seniors) and the Outreach Services Model (to provide more effective/ coordinated outreach support to seniors). These projects will help Edmonton to become a more age friendly city, proactively plan for the increasing number of seniors in Edmonton, increase/ improve services to seniors, and assist seniors to age in place. The funding would allow ESCC to hire full time and contract staff, and provide other project/ administrative support (i.e. meeting expenses, consultation, facilitation, translation, printing, etc.).

Justification

These projects directly support Edmonton's Global Age Friendly City Status, (which was approved by the World Health Organization, in Geneva Switzerland, in December 2010) and Edmonton Seniors Declaration (which was approved by City Council in June 2010). Over the past few years, as the number of seniors continues to increase, seniors have become a higher priority (locally, provincially and nationally).

Since the formation of the Edmonton Seniors Coordinating Council in 2004, ESCC has proven to be a valuable resource to Edmonton seniors sector; an effective knowledgeable "seniors" resource (to City Council, City of Edmonton and many other stakeholders); and an effective facilitator with increasing effectiveness and coordination of seniors' service. Since ESCC has only two full time staff, the current and future the work demands exceed staffing resources. Planning for these three initiatives have been developed within existing staffing and operational resources of ESCC. These three projects represent important strategic initiatives that will directly improve the coordination and effectiveness within the seniors sectors and assist all stakeholders to be more age friendly. These projects will help Edmonton to be a leader in seniors' services; a city where seniors are supported, included and valued; and help the City of Edmonton and many other stakeholders better understand the needs of seniors and proactively plan for this growth.

The Edmonton Seniors Coordinating Council is an economic and effective approach, supporting services for seniors in Edmonton. If ESCC does not receive this funding to expand their services, they will be unable to complete this high priority, high profile work.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton' Livability

Corporate Outcome(s): Citizens are connected to their diverse communities and have pride in their city

Departmental Outcome(s): Citizens have diverse opportunities to enhance their personal wellness and awareness; Citizens are socially connected and active in their communities; Partnerships are strong and positive

Performance Measure(s):

- % of Edmontonians who report feeling connected to their community
- % of Edmontonians who recommend Edmonton as a great city to live, work and play

Impact on Other Departments

Management & staff from Community Services, Transportation, Infrastructure, Sustainable Development, Libraries, Police, Corporate Services and Fire Rescue Services will be involved with the implementation plans of the Vision for an Age Friendly Edmonton.

Community Services: Community Strategies

Service Package - River City Round Up

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 100	\$ -	\$ 100	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 100	\$ -	\$ 100	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

The River City Round Up is an important initiative for Edmonton and the Canadian Finals Rodeo, and ongoing funding from the City of Edmonton is necessary for the ongoing operation of River City Round Up.

The Canadian Finals Rodeo is a signature event in Edmonton and has been hosted by Northlands for 37 years. The community-focused event, known as River City Round Up, is intended to provide additional programs and events beyond the Northlands site.

Justification

At June 1st, 2011, City Council approved the following motions:

1. That \$100,000 be allocated to the 2011 River City Round Up event (Source of Funds: 2011 Council Contingency Fund).
2. That Administration consider, as part of the 2012 budget process, allocating \$100,000 on an on-going basis to the Civic Events budget in support of the annual River City Round Up event. Administration was asked to prepare a service package for on-going funding through the 2012 operating budget process, in addition to securing sources of external finding partners. Administration is working with Northlands on the ongoing production of the event.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s):

- Improve Edmonton's Livability

Corporate Outcome(s)

- Citizens are connected to their diverse communities and have pride in their city
- Citizens use city infrastructure and participate in services and programs that provide enjoyment and personal health
- Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services

Departmental Outcome(s):

- Services are accessible and affordable
- Citizens have diverse opportunities to enhance their personal wellness and awareness
- Citizens are socially connected and active in their communities
- Partnerships are strong and positive

Performance Measure(s):

- Per capita number of attendances at City of Edmonton sponsored programs and events

Impact on Other Departments

Other departments may be impacted by this funding, such as Corporate Services, Infrastructure Services, and Transportation Services.

Community Services: Community Strategies

Metropolis - Edmonton's Downtown International Winter Festival

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 140	\$ -	\$ 140	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 140	\$ -	\$ 140	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

Events Edmonton has proposed that a new international winter festival called "Metropolis" (to be part of the new Winter City Initiative) be developed on Sir Winston Churchill Square and has provided a detailed business case for the proposed festival.

Integral to this festival are 9 pavilions, which could consist of forms built on frames, aluminium scaffolding and covered with white shrink wrap plastic. These structures would range in size from 30 by 40 feet to 40 by 100 feet and can be as tall as 70 feet. The pavilions would be illuminated with a multi media presentation of visuals and sound. The main floor of each pavilion would provide a heated program space for a variety of themed, programming activities on weekends (Friday through to Sunday). The sound and light show would be activated every day beginning at sunset and continue until 10 p.m.

The themed activity spaces within the pavilions would include: a children's pavilion, "Taste of Winter", a snow bar, a winter city construction display, an observation tower, Edmonton Transit display, etc. The structures would be designed by a variety of architects and, following the first year, these would be designed through an international design competition.

Justification

At the February 16, 2011 City Council meeting, the following motion was passed: "That a one-time grant of up to \$215,000 less any grants received through the Edmonton Arts Council's winter festival grant program, consisting of \$150,000 in cash and \$65,000 in civic services, be provided to Events Edmonton for the 2011-2012 Metropolis, a new winter festival, subject to entering into an agreement satisfactory to the City Manager (Source of funds: Internal Resources), and subject to the Arts Council providing a report to Executive Committee on their review of the Metropolis application for the Winter Festival grants." Since February 16, 2011, Edmonton Arts Council has approved \$75,000 for Metropolis, so Administration is asked to provide an additional \$140,000 (\$75,000K cash and \$65,000 in civic services).

The festival has the potential to be an effective use of Churchill Square at a time when the Square is not used intensively and is consistent with the goal of increased year round activity on the Square.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton's Livability

Corporate Outcome(s): Citizens are connected to their diverse communities and have pride in their city; Citizens use city infrastructure and participate in services and programs that provide enjoyment and personal health benefits; Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services

Departmental Outcome(s): Services are accessible and affordable; Citizens have diverse opportunities to enhance their personal wellness and awareness; Citizens are socially connected and active in their communities; Partnerships are strong and positive

Performance Measure(s):

- Per capita number of attendances at City of Edmonton sponsored programs and events

Impact on Other Departments

Other departments may be impacted by this funding, such as Corporate Services, Infrastructure Services, and Transportation Services

Community Services: Neighbourhood Community Development

Service Package - Community Sustainability in Mature Neighbourhoods (Task Force)

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 250	\$ -	\$ 250	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 250	\$ -	\$ 250	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

The Community Sustainability Task Force, appointed by Mayor Mandel, is working towards a plan that will recommend solutions and identify opportunities to build and maximize innovative partnerships to support the renewal, sustainability and livability of mature neighbourhoods. This service package requests ongoing funding of \$250,000 and consists of 1 permanent FTE and program dollars for the development of a business case and execution of Community Sustainability Task Force implementation plan.

Justification

In February 2011, Mayor Stephen Mandel appointed the 18-member Task Force on Community Sustainability to seek answers on how to help sustain and support Edmonton's mature neighbourhoods as part of a healthy and vibrant City core. In collaboration with the provincial government, school boards, parents and community groups, the Task Force on Community Sustainability has been brought together to build innovative partnerships and plans across jurisdictions and to recommend ways that core neighbourhoods can become more vibrant and sustainable.

The City recognizes that communities are the building blocks for the quality of life of its citizens and is aware that a key building block in healthy communities is schools. The population pattern of mature neighbourhoods typically sees a large decline in the number of school aged children, resulting in a significant impact on schools. This kind of change and others that occur over time in mature neighbourhoods can slowly lead to a loss of vibrancy and community 'wholeness'. Schools in mature neighbourhoods are highly integrated with community well being and are vital to building and sustaining neighbourhoods. For example, school revitalization zones, especially in mature neighbourhoods, can be utilized as community hubs to keep communities livable, lively and vibrant when confronted with change.

Hence, the development of a business case and execution of the implementation plan will improve services to the public by:

- Providing community capacity building to address needs of vulnerable Edmontonians and to support the work with diverse communities
- Building and sustaining neighbourhoods that can in turn, address schooling
- Providing made-in-community solutions for school revitalization zones
- Identifying structural improvements for neighbourhoods
- Facilitating positive changes for communities with the collaborative efforts of the Public/Separate School Boards, City of Edmonton and the Province of Alberta
- Ensuring livability and enhanced learning opportunities for children and their families

The impact of not funding the service package will limit and prohibit the identification of challenges and opportunities facing mature neighbourhoods, and will suspend the development and implementation of the plan. The Task Force is identified as one of the 2010-2013 Council Initiatives and is supported by Community Services.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): The Way We Live - To improve Edmonton's livability

Departmental Outcome(s): Citizens have diverse opportunities to enhance their personal wellness and awareness.

Performance Measure(s):

% of clients/users with improved health and wellness (2011: Target - 90%, Performance - 90%)

% of clients/users with increased skills and knowledge (2011: Target - 85%, Performance - 83%)

Impact on Other Departments

This initiative may have an impact on other City departments

Edmonton Federation of Community Leagues

Service Package - Community League Infrastructure Grant

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$1,452	\$ -	\$ 1,452	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,452	\$ -	\$ 1,452	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This service package would provide funding for the rehabilitation of existing community league infrastructure and the development of new community league facilities. It will facilitate additional programming, higher rental revenues, reduced energy consumption and improved operational efficiency in a wide array of community league facilities.

The first half of this package (\$1,452K) was approved during budget deliberations on December 6, 2010. This package is the second half of the original budget request. It is to be evaluated after year three of the program. As community league infrastructure is not a city asset, any community league capital grant would be considered an operating expenditure by the City of Edmonton.

While this package could be brought forward by the Edmonton Federation of Community Leagues, it is being advanced by Administration and the EFCL in the context of the renewal of the Tripartite Licence Agreement.

Justification

On July 12, 2010, Community Services Committee recommended to Council that "Administration in collaboration with EFCL prepare a service package for a proposed Capital Grant Program Policy increase of \$2,905K and with an increase of \$1,336K in the Operating Grant Program split over two years, as outlined in attachment 1 of the July 5, 2010 Community Services Department report 2010CSW005 using funding from a reallocation of funds within the existing budget, to be included in the 2011 Operating Budget deliberations." Policy C502 Community League Grants and Policy C110 City/Community Leagues Relations and the Partnership Agreement between the City of Edmonton and the Edmonton Federation of Community Leagues, which acknowledges the EFCL as the coordinating body of community leagues in Edmonton. The capital grant portion of this service package will be evaluated after 3 years.

Central to building great neighbourhoods and fostering community development work that helps make Edmonton one of Canada's most livable cities is the notion of community hubs, gathering places that inject vitality into neighbourhoods. With more space available (made possible through existing space and the construction of new community leagues) for other community interest groups such as cultural and recreation organizations, there will be more programs in each community and assistance with the ever growing demand for rental space.

Not funding the service package will leave Community Leagues faced with growing unmet infrastructure demands, and with some facilities' operations hampered by the costs of maintenance. Furthermore, halls will face increased threats to operation and reduction of community participation.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton' Livability

Departmental Outcome(s): Citizens are socially connected and active in their communities.

Performance Measure(s): # of volunteer hours coordinated (2011: Performance - 194,000)

Impact on Other Departments

If capital development of community leagues is not supported, including refurbishment of existing buildings, Infrastructure Services may be impacted.

Edmonton Federation of Community Leagues

Service Package - Community League Operating Grant

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$668	\$ -	\$ 668	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 668	\$ -	\$ 668	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This service package would provide funding programs that demonstrate continued City support of community leagues and the important role they play in Edmonton. It recognizes the growing costs of operating a community league, including utilities, maintenance and insurance of facilities as well as the management of league programs. Examples of the latter include bookkeeping and auditing, hall rental and rink operations - all areas in which volunteer help is becoming harder to find.

The first half of this package (\$668K) was approved during budget deliberations on December 6th, 2010. This is the second half of the original budget request.

While this package could be brought forward by the Edmonton Federation of Community Leagues, it is being advanced by Administration and the EFCL in the context of the renewal of the Tripartite Licence Agreement.

Justification

On July 12, 2010, Community Services Committee recommended to Council that "Administration in collaboration with EFCL prepare a service package for a proposed Capital Grant Program Policy increase of \$2,905K and with an increase of \$1,336K in the Operating Grant Program split over two years, as outlined in attachment 1 of the July 5, 2010 Community Services Department report 2010CSW005 using funding from a reallocation of funds within the existing budget, to be included in the 2011 Operating Budget deliberations." Policy C502 Community League Grants and Policy C110 City/Community Leagues Relations and the Partnership Agreement between the City of Edmonton and the Edmonton Federation of Community Leagues, which acknowledges the EFCL as the coordinating body of community leagues in Edmonton.

The funding of this package helps the leagues meet their financial obligations and reduces the pressure on the city to provide recreational programming and a wide-variety of services to citizens.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s)

- Improve Edmonton' Livability

Corporate Outcome(s)

- Citizens are connected to their diverse communities and have pride in their city
- Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services

Departmental Outcome(s)

- Citizens are socially connected and active in their communities.
- Partnerships are strong and positive

Performance Measure(s)

- # of volunteer hours coordinated
- % of Edmontonians who report feeling connected to their community
- % of citizens who volunteer in their community

Impact on Other Departments

If capital development of community leagues is not supported, including refurbishment of existing buildings, Infrastructure Services may be impacted.

REACH Edmonton

Service Package - REACH Edmonton - 24/7

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,000	\$ -	\$ 1,000	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,000	\$ -	\$ 1,000	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This new growth package will fund the on-the-ground implementation of 24/7 service delivery in greater downtown Edmonton. This initiative, which has been developed by and with the community is a critical component of the Violence Reduction Action Plan. It aligns with emerging efforts of the Edmonton Police Service and the City to strategically address violence prevention in our community. In 2012, this partial funding will support coordinated delivery of 24/7 outreach support, prevention and intervention by inner city front line agencies. Implementing a portion of the 24/7 Model to ensure that downtown Edmonton, an area challenged by crime and social disorder, is safe for all Edmontonians and provide round the clock support to the group at high risk of involvement with the criminal justice system before crimes happen.

Justification

At a time of heightened community concern around rising incidents of violence in Edmonton, more effective coordination of effort, focused in the broad downtown area of our city, makes sense. This investment will not only save lives, and makes Edmonton a safer community for all residents, but will ultimately save on the escalating costs of municipal police services, courts and prisons. The REACH 24/7 Business Case clearly laid out the funding required to roll out this innovative model and to sustain it for long term results in terms of quality of life and community safety. This funding request provides partial funding for this initiative. Emerging issues of crime and safety in our city require a quick response from the municipality, and its continued visionary leadership to support REACH's mandate for a more coordinated approach to crime prevention in Edmonton.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

This package aligns with the following 10 year strategic goals of the City: Improve Edmonton's Livability.

It aligns with the Violence Reduction Action Plan implemented and presented to Council in August 2011.

It aligns with the City's The Way We Live Plan Goal 3: Edmonton is a caring, inclusive and affordable community and Goal 4: Edmonton is a safe city.

It aligns with REACH Report Recommendation 4: A 24/7 Service Delivery Model for High Needs Populations

It aligns with Alberta's Crime Prevention Framework strategic direction 5: continue to engage communities in building capacity regarding crime prevention and strategic direction 6: work with communities to prepare local crime prevention plans to achieve provincial

Impact on Other Departments

This initiative will not have a significant impact on other City departments

Sustainable Development: Housing & Economic Sustainability

Service Package - Venture Capital Initiatives META Enterprise and Flightpath

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$860	\$ -	\$ 860	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 860	\$ -	\$ 860	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This service package is the continuation of the 2011 service package - Regional Economic Growth Strategy and will provide three (3) additional years (2012 to 2014) of operational funding for the regional economic initiatives - META Enterprise Initiative and Flightpath Accelerator Program. This funding is the City's contribution to the start up and support of the META Enterprise and the Flightpath Accelerator Program. The funding of the META Enterprise will include four regional municipalities, who will be contributing additional funding for the same number of years. No municipal funding is proposed after the initial four years commitment since the META Enterprise is intended to be self sustaining by the end of this time with corporate and philanthropic support.

Justification

As a result of the work on the regional economic road map with the Capital Region Board, regional economic prosperity is now one of the key goals in City Council's vision for the future economic success of the City and the objective of becoming "The Venture Capital". The establishment of the META Enterprise will accelerate the development of technology companies in the agri-food, clean energy, information technology and medical devices sectors. The intent is to have stronger and more diversified local and regional economy; and to improve the overall cultural, financial, social and environmental sustainability of the City. The Flightpath Accelerator Program is aimed at stimulating the growth of small scale information technology companies. This is part of the economic development strategy for diversifying Edmonton's economy.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Diversify Edmonton's Economy

Departmental Outcome(s): The City is an effective participant in the regional partnership and collaboration

Departmental Measure(s): Measure percentage of anticipated million capital investment in high potential regional companies

Impact on Other Departments

Execution and implementation of recommendations of regional economic strategy will involve monitoring work by staff in Sustainable Development, Edmonton Economic Development Corporation, and involve consultation with other civic departments. No additional funding will be required for other departments.

Community Services: Neighbourhood Community Development

Service Package - Violence Reduction Strategy Community Services

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,000	\$ -	\$ 1,000	5.0	\$ 200	\$ -	\$ 200	2.0	\$ 200	\$ -	\$ 200	2.0
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,000	\$ -	\$ 1,000	5.0	\$ 200	\$ -	\$ 200	2.0	\$ 200	\$ -	\$ 200	2.0

Description

Although Edmonton is a safe city, the high number of homicides in 2011 has prompted the City and REACH Edmonton to develop new programs and enhance existing ones to reduce violence in Edmonton. This service package funds new and enhanced services as identified in the Violence Reduction Action Plan. The original value of the package was \$1,390; however, \$390 is funded through reallocation within Community Services.

Justification

The problem of violence in society is complex and multi-faceted, requiring diligent, ongoing coordinated work and support across a number of agencies and organizations. Funding is required to realize the four goals of the action plan targeting prevention, intervention, suppression, and information/engagement. Specific actions requiring additional financial support include:

- development and implementation of a Social Development Rapid Response Team (NCD Program, \$200K, 2.0 FTEs - two CRCs);
- increasing social and recreational programming for vulnerable populations (NCD program, \$150K);
- support for a year-round, city-wide coordinated outreach to the homeless (NCD program, \$360K);
- implementation of additional NET teams in neighbourhoods identified as high risk (NCD, \$200K, 2.0 FTEs in 2012, 2.0 FTEs in 2013 and 2.0 FTEs in 2014);
- hiring of one additional bylaw personnel to support expansion of the Public Safety Compliance Team and increase bylaw enforcement (Community Standards program, \$90K, 1.0 FTEs).

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal: Improve Edmonton's Livability.

Corporate Outcome(s): Safe and clean city

Department Outcome(s): Citizens and their property are safe

Performance Measures:

- % of Edmontonians who feel Edmonton is a safe city
- % Reduction of crime

It also aligns with

The Way We Live Plan:

- Goal 3 - Edmonton is a caring, inclusive and affordable community
- Goal 4 - Edmonton is a safe city

The REACH Report: all elements

Alberta's Crime Prevention Framework:

- Strategic Direction 5 - continue to engage communities in building capacity to address provincial crime prevention priorities
- Strategic Direction 6 - work with communities to prepare local crime prevention plans to achieve provincial priorities

Impact on Other Departments

This initiative will impact EPS and other departments.

Police Services

Service Package - Violence Reduction Strategy

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 5,548	\$ 750	\$ 4,798	34.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	4,525	2,250	2,275	34.0	-	-	-	-	-	-	-	-
Total	\$ 10,073	\$ 3,000	\$ 7,073	68.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

Three major initiatives are seeking support:

- Traffic Enforcement Units
- one additional Surveillance Team
- additional Entertainment District beat officers
- plus Neighbourhood Empowerment Teams and Public Safety Compliance Teams in partnership with the City of Edmonton.

Justification

Traffic Enforcement Units

Operating on a 24 hour/7 day basis, 42 members in high visibility vehicles (four units of ten members plus two support staff) will detect criminals where they are at their most vulnerable – in vehicles. By identifying suspect vehicles, lawfully stopping them and taking the time to thoroughly examine the contents of the vehicle, a significant proportion of the guns and drugs that are circulating in this city will be eliminated. Citizens will see these teams at work, as they will operate on public roadways, at all hours, across the entire city.

Two of these units were discussed with City Council earlier this year, as part of the Office of Traffic Safety's Joint Traffic Safety Plan. This budget seeks to fund those two units, along with two additional units.

Surveillance Team

The work that a surveillance unit does to identify and intercept elements associated with violence (mostly weapons and drugs) cannot be underestimated. Surveillance units spend time watching criminals and collecting information on a covert basis, and only call for intervention when the chances of an arrest are favourable. Their work allows other, higher profile units to be used efficiently and effectively: their work also forms the foundation upon which most of the EPS major crime investigations are based.

Beat Officers – Downtown Entertainment Zone

Beat officers continue to be an effective means of curbing crime in Edmonton neighbourhoods. The addition of 2 beat teams with a specific focus on the downtown entertainment zone will allow officers to identify and mitigate emerging problems in this area before situations escalate.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s)

- Improve Edmonton's Livability

Departmental Outcome(s)

- Reduce Crime and Victimization, Violence Reduction Strategy, and A Citizen Centered police Service

Performance Measure(s)

- Citizens and Property are protected and the effect of crime and disorder is minimized
- Relationships with partner organizations are positive and productive
- Community focused programs and information are accessible

Impact on Other Departments

Not Applicable

Edmonton Arts Council

Service Package - Art of Living

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,500	\$ -	\$ 1,500	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,500	\$ -	\$ 1,500	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This service package requests a further increase of \$1,500,000 to the Edmonton Arts Council in the City of Edmonton's 2012 operating budget. This funding will be on-going and is consistent with the direction set by Council's support of the implementation of the 17 Arts Recommendations in the Art of Living.

The funding is intended to be used in the following breakdown (use, amount, Art of Living Recommendation):

- Arts Organization Operating Grants, \$450,000, Recommendation # 6;
 - Festival Organizations Operating Grants, \$200,000, Recommendation #6 ;
 - Grants to Individual Artists, \$200,000, Recommendation # 7;
 - Grants for Community Arts Projects, \$200,000, Recommendation #8;
 - Awards for artists, \$20,000, Recommendation # 11;
 - Artist Residencies in city agencies (4), \$100,000, Recommendation #15;
 - Neighbourhood Arts projects, \$100,000, Recommendation #16;
 - Arts Habitat operating funds, \$150,000, Recommendation #1;
 - Capital City festival planning, \$30,000, Recommendation #12;
 - Cultural Industries strategy development, \$50,000, Recommendation #9;
- TOTAL: \$1,500,000

Justification

The Art of Living plan, prepared by the Edmonton Arts Council (EAC), was approved in principle by City Council on April 30, 2008. The implementation plan was approved August 2008. The plan provides a vision that addresses the unique cultural milieu and attitude of the city through 28 recommendations - 17 Arts and Culture and 11 Heritage recommendations. This service packages focuses on Arts Recommendations as indicated above.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s) Improve Edmonton' Livability

Corporate Outcome(s):

- Citizens are connected to their diverse communities and have pride in their city
- Complete collaborative communities that are accessible, strong and inclusive with a full range of services

Departmental Outcome(s)

- Citizens have diverse opportunities to enhance their personal wellness and awareness
- Citizens are socially connected and active in their communities
- Partnerships are strong and positive

Performance Measure(s):

- % of Edmontonians who recommend Edmonton as a great city to live work and play
- % of citizens who feel they are able to access amenities and services that will improve their quality of life

Impact on Other Departments

This service packages is not anticipated to impact other Departments.

Edmonton Federation of Community Leagues

Service Package - Community League Growth Initiative

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 30	\$ -	\$ 30	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 30	\$ -	\$ 30	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This is a new service package, which will help leagues develop the capacity and acquire the tools to take on new initiatives. Examples of areas in which leagues can expand or "raise their game" are many, and would include working with newcomers, aboriginals, helping to engage seniors in the community, helping to engage young people and working with artists. It would also include teaming up with other non-profit organizations, such as cultural groups or social service agencies, both on projects and in some cases sharing building space and other resources. While all of these initiatives have been started in some fashion by the EFCL, it has become apparent that many leagues will need help in expanding their operations. This will include the training and education of board members, development of strategic plans, improvements in operational techniques and board governance. It is felt that improvements in these areas will also help kickstart and motivate some leagues that have felt overwhelmed by the challenges they face.

The intention is match the city's funds (\$30,000) with a significant membership fee increase to the leagues (\$22,000) and other EFCL fundraising/cost savings (\$8,000). Altogether \$60,000 would be attributed to this program, which would provide the resources to hire a training/education officer, develop program materials, hold workshops and develop online instructional resources. The federation would naturally work closely with the City's Community Recreation Coordinators (CRC) on this initiative. It is felt that we can bring a perspective and influence that can work hand in hand with City resources.

The federation will be presenting this proposal, including the requested fee increase, to its members at its Oct. 4 General Meeting.

Justification

This will help the city move forward on all of its "Ways", as it will help provide the means to engage many citizens who are now quite isolated and provide them with new programs through the existing community league structure. The City can be sure that it invests in programs that people want as the lead and direction for these initiatives will be coming from the leagues and the people themselves. These programs will be provided in a cost-effective way, through the assistance of thousands of volunteers. It will also help ensure the efficient use of community league buildings and other infrastructure, where the city and the community have invested well over \$300 million.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton' Livability

Departmental Outcome(s): Services are accessible and affordable; Partnerships are strong and positive

Performance Measure(s)

- % of programs/opportunities that are low cost (2011: Target - 100%, Performance - 100%)
- Client/user overall satisfaction (2011: Target - 90%, Performance - 93%)
- % of community groups whose relationships with the branch improved their capacity to serve their needs (2011: Performance - 85%)

Impact on Other Departments

It is expected that this will enable the City to implement programs and services in a much more cost effective manner. For example, a variety of services to newcomers, aboriginals, young people and seniors can all be accommodated through the community league movement at a much lower cost if the City is able to take advantage of the volunteers, organizational structure and facilities of the community leagues.

REACH Edmonton

Service Package - REACH Edmonton

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 500	\$ -	\$ 500	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 500	\$ -	\$ 500	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This service package will support the following initiatives:

1. Step Up and Step In: \$100,000
2. Turn Away From Gangs: \$235,000
3. Emerging Issues around Community Safety including the Violence Reduction Action Plan: \$65,000
4. Citizen Safety Perception Survey: \$100,000

This is not a new funding request but a mandated yearly submission for ongoing Advancing the Ways funding as approved by City Council in December 2010

Justification

1. At a time of increased concerns in Edmonton around violence, REACH proposes to continue its support of a community driven, youth led initiative (Step Up and Step In) This campaign engages at risk and other youth as leaders, in positive initiatives in the community, providing them with the tangible tools they need to oppose violence and avoid entanglement in the justice system or greater at risk behaviour.
2. In keeping with the REACH focus to enhance successful local practices, REACH will direct funds to support one or more collaborative, community led initiatives aimed at offering youth a positive and creative alternative to gang involvement.
These will be initiatives REACH has supported in some way in 2010/2011, which have been evaluated as best practices and which would benefit from additional support.
3. These funds will provide REACH with resources that will be directed to emerging issues arising from the community response to homicides in Edmonton such as the Violence Reduction Action Plan and to fund creative crime prevention initiatives that engage the business community, newcomers, Aboriginal and at risk youth.
4. Our key stakeholders consistently called for REACH to conduct a comprehensive and ongoing annual citizen safety perception survey as part of the REACH mandate.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

This package aligns with the following 10 year strategic goals of the City: Improve Edmonton's Livability.

It aligns with the Violence Reduction Action Plan.

It aligns with COE The Way We Live Plan Goal 3- Edmonton is a caring, inclusive and affordable community, Goal 4- Edmonton is a safe city and Goal 6 - Edmonton is a sustainable City

It aligns with REACH Report Recommendation 2: A Turn Away From Gangs Initiative such as Injera.
Recommendation 8: A Sustainable Strategy for Prevention

It aligns with Alberta's Crime Prevention Framework: Strategic Direction 5- continue to engage communities in building capacity to address provincial crime prevention priorities and direction 6- work with communities to prepare local crime prevention plans

Impact on Other Departments

This initiative will not have a significant impact on other City departments

Office Of The City Manager: Corporate Communications

Service Package - Communications for Roadway Maintenance, Community Standards/Way We Prosper, City Hall programming

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 445		\$ 445	4.5	\$ -		\$ -	-	\$ -		\$ -	-
			-	-			-	-			-	-
Total	\$ 445	\$ -	\$ 445	4.5	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This service package is for enhanced public communications supporting increased operational activities in 4 areas: Road Maintenance (snow clearing, potholes, etc.), Community Standards (bylaw and other public programs), Buildings and Landscape Services (construction of all facilities), City Hall programming and Edmonton Salutes.

4.5 permanent FTEs would be created in response to additional service requirements for communicating with citizens. The service package is entirely for salary and benefits for 1 PIO II for roadway maintenance (\$99,000), 1 PIO II for Community Standards (\$99,000), 1 PIO II supporting Buildings and Landscape Services

Justification

These 4.5 positions support increased activity, including the Roadway support specifically identified by City Council.

1. Dedicated support to Roadway Maintenance (Transportation Services) responds to a need for greater public/media communications identified by City Council and the Peer Review for Snow Removal. The goal is to better communicate about specific day-by-day alerts on snow clearing, parking bans, pothole repairs, street sweeping, and urgent traffic issues.
2. Dedicated support to Community Standards (Community Services) would enhance public information on increasing issues such as clearing sidewalks of ice and snow, parking enforcement, fire pit regulation and animal control.
3. Dedicated support to Buildings and Landscape Services (Infrastructure Services) would coordinate cross-department communications and deliver external public relations for 150-180 facility construction projects currently underway.
4. A City Hall programmer is required to manage 1,000+ distinct events and program activities in the remaining days.
5. A part-time program coordinator for Edmonton Salutes Committee would help celebrate Edmonton's military community.

Key duties these roles deliver include media relations, stakeholder relations, web communications, coordination of design and advertising (often legislated requirement), issue/crisis management, development of signage, and other public relations tactics.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

10-year Goal: the Communications "pillar" in Transforming Edmonton And Me (TEAM) framework for Organizational Excellence.

Other Strategic Goals: the Roadway Maintenance education and public relations role supports the Way We Move by promoting safe streets ("The transportation system is integrated, safe and gives citizen choice to their mode of movement;" and "Goods and services move efficiently through the city") and the Way We Live ("Safe and clean city"). The Community Standards role will support the Way We Live ("Safe and clean city" and "Citizens are connected to their diverse communities and have pride in their city"). Buildings and Landscape Services communications advances the goal to Transform Urban Form ("sustainable infrastructure that fosters and supports civic and community needs"). The City Hall programmer and Edmonton Salutes coordinator also advance the Way We Live's "Citizens are connected to their diverse communities and have pride in their city." The support to Roadway Maintenance supports the Transportation Services Department Outcomes and Measures on safe and efficient roadway maintenance, public engagement and information. The support to Community Standards, City Hall and Edmonton Salutes advance outcomes of Community Services in the areas of community connections.

Impact on Other Departments

These positions support other departments as discussed above.

Sustainable Development: Housing & Economic Sustainability

Service Package - Cornerstones II Implementation

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 3,500	\$ -	\$ 3,500	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 3,500	\$ -	\$ 3,500	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This Service Package will provide \$3.5 million in funding annually for 5 years (2012 to 2016) to support continuation of the City's Cornerstones affordable housing program. A detailed terms of reference for a Cornerstones II Program will be brought forward prior to Council's 2012 Budget deliberations. It is expected that the funds will be used to increase the supply of affordable housing through grant programs targeted to secondary suites, developer provision of inclusionary units, seniors housing, development of surplus school sites and re-development of aging social housing stock. The program will promote mixed-income, inclusive housing projects that are broadly distributed across the city. The City funding committed to this program is intended to leverage funds from Provincial housing programs and from partnerships with developers and not-for-profit organizations.

Justification

Based on economic growth projections, housing price and rent increases will continue to outpace income increases for lower-income households, including senior citizen households. This will result in an increasing supply shortfall of affordable housing in Edmonton. The Capital Region Housing Plan: Strategy and Implementation Plan (March 2009) indicated that 43,385 existing renter households (39% of total 110,400 renter households) pay more than 30% of income on housing. The Plan forecasts a need for an additional 1,300 Non-Market and 1,300 Market Affordable housing units annually over the period 2012 to 2016. The City's Cornerstones Plan 2006 - 2010, with total City funding of \$34.7 million, will deliver approximately 3,000 units of affordable housing with an estimated total capital value of over \$300 million. Continuation of the Cornerstones program is crucial to the provision of additional affordable housing and inclusive market housing to meet forecast needs over the next five years.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton's Livability; Transform Edmonton's Urban Form and Ensure Edmonton's Financial Sustainability

Departmental Outcome(s): City Partners with public and private agencies to increase the supply of affordable housing

Performance Measure(s): Number of housing unit commitments compared to Cornerstones target

Impact on Other Departments

Positive impact through coordination and alignment with other departmental initiatives focused on business and community revitalization, including: Great Neighbourhoods, Transit Orientated Development, The Quarters, Boyle surplus school sites.

Transportation Services: Transit

Service Package - New Service - Off-peak - Weekday Late Night; Weekend Morning/Night

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 247	\$ 32	\$ 215	2.4	\$ 6	\$ -	\$ 6	-	\$ 20	\$ -	\$ 20	-
Annualization	433	92	341	3.5	-	-	-	-	-	-	-	-
Total	\$ 680	\$ 124	\$ 556	5.9	\$ 6	\$ -	\$ 6	-	\$ 20	\$ -	\$ 20	-

Description

This package provides funding for the introduction of Weekday late night and Saturday/Sunday morning/evening service in developing neighbourhoods where population warrants for the introduction of service are achieved (as per the Transit Service Standards - Policy C539) (2,465 hours in 2012, Annualized in 2013 for 5,075 hours). Costs include Operator wages, overtime, allowances, benefits, FTE's, and training. (2.4 FTE's in 2012, and 3.5 FTE's in 2013), Fuel and Maintenance. These costs will be partially offset by revenue. Service will be implemented in September 2012, and the remaining will be annualized in 2013.

Justification

Service is warranted in accordance with Transit Service Standards (Policy C539). If funding is not approved, there will be no access to transit service in identified developing neighbourhoods during these time periods. An affordable, reliable & complete transit system is key component to the overall transportation system in the City, as documented in the Transportation Master Plan.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Shift Edmonton's Transportation Modes. Providing residents perceptions of the accessibility and affordability sustainable transportation options
Corporate Outcome	Public Transit and active transportation are the modes of choice for Edmonton Citizens The transportation system is integrated, safe and gives citizens choice to their mode of movement
Performance Measure	Transit ridership per capita Overall Transportation Mode split
Strategic Goal	Improve Edmonton's Liveability
Corporate Outcome	Citizens are connected to their diverse communities and have pride in their city Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services
Performance Measure	% of Edmontonians who recommend Edmonton as a great city to work, live, and play % of citizens who feel that they are able to access amenities and services that will improve their quality of life

Impact on Other Departments

Other funding supporting requirements:

This package will affect the Corporate Services department Fleet Maintenance branch for Fuel and Maintenance costs as follows:

Fuel \$28K in 2012, and \$57K annualized in 2013

Maintenance \$54K in 2012 and \$113K annualized in 2013

Transportation Services: Transit

Service Package - New Service - Off-peak - Weekday Midday/Early Evening; Weekend Midday

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 684	\$ 93	\$ 591	6.8	\$ 16	\$ -	\$ 16	-	\$ 46	\$ -	\$ 46	-
Annualization	1,264	269	995	10.2	-	-	-	-	-	-	-	-
Total	\$ 1,948	\$ 362	\$ 1,586	17.0	\$ 16	\$ -	\$ 16	-	\$ 46	\$ -	\$ 46	-

Description

This package provides funding for the introduction of weekday midday and early evening and weekend midday service to developing neighbourhoods where population warrants for the introduction of service are achieved (as per the Transit Service Standards - Policy C539). This package also includes funding required to introduce two community bus routes. (7,208 hours in 2012, Annualized in 2013 for 14,840 hours). Costs include Operators wages, overtime, allowances, benefits, FTE's and training. (6.8 FTE's in 2012, and 10.2 FTE's in 2013), Fuel and Maintenance. These costs will be partially offset by revenue. Service will be implemented in September 2012, and the remaining will be annualized in 2013.

Justification

Service is warranted in accordance with Transit Service Standards (Policy C539). If funding is not approved, there will be no access to transit service in identified developing neighbourhoods during these time periods. An affordable, reliable, & complete transit system is a key component to the overall transportation system in the City, as documented in the Transportation Master Plan.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Shift Edmonton's Transportation Modes. Providing residents perceptions of the accessibility and affordability sustainable transportation options
Corporate Outcome	Public Transit and active transportation are the modes of choice for Edmonton Citizens The transportation system is integrated, safe and gives citizens choice to their mode of movement
Performance Measure	Transit ridership per capita Overall Transportation Mode split
Strategic Goal	Improve Edmonton's Liveability
Corporate Outcome	Citizens are connected to their diverse communities and have pride in their city Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services
Performance Measure	% of Edmontonians who recommend Edmonton as a great city to work, live, and play % of citizens who feel that they are able to access amenities and services that will improve their quality of life

Impact on Other Departments

Other funding supporting requirements:

This package will affect the Corporate Services department Fleet Maintenance branch for Fuel and Maintenance costs as follows:

Fuel \$73K in 2012, and \$165K annualized in 2013

Maintenance \$165K in 2012 and \$329K annualized in 2013

Transportation Services: Transit

Service Package - New Service - Weekday Peak Periods

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 396	\$ 55	\$ 341	4.0	\$ 5	\$ -	\$ 5	-	\$ 18	\$ -	\$ 18	-
Annualization	745	159	586	6.0	-	-	-	-	-	-	-	-
Total	\$1,141	\$ 214	\$ 927	10.0	\$ 5	\$ -	\$ 5	-	\$ 18	\$ -	\$ 18	-

Description

This package provides funding for the introduction of Weekday peak period service in developing neighbourhoods and industrial areas where population and other warrants for the introduction of service are achieved (as per the Transit Service Standards - Policy C539) (4,250 hours in 2012, Annualized in 2013 for 8,750 hours). Costs include Operators wages, overtime, allowances, benefits, FTE's and training. (4.0 FTE's in 2012, and 6.0 FTE's in 2013), Fuel and Maintenance. These costs will be partially offset by revenue. Service will be implemented in September 2012, and the remaining will be annualized in 2013.

Justification

Service is warranted in accordance with Transit Service Standards (Policy C539). If funding is not approved, there will be no access to transit service in identified developing areas during these time periods. An affordable, reliable & complete transit system is a key component to the overall transportation system in the City, as documented in the Transportation Master Plan.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Shift Edmonton's Transportation Modes. Providing residents perceptions of the accessibility and affordability sustainable transportation options
Corporate Outcome	Public Transit and active transportation are the modes of choice for Edmonton Citizens The transportation system is integrated, safe and gives citizens choice to their mode of movement
Performance Measure	Transit ridership per capita Overall Transportation Mode split
Strategic Goal	Improve Edmonton's Liveability
Corporate Outcome	Citizens are connected to their diverse communities and have pride in their city Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services
Performance Measure	% of Edmontonians who recommend Edmonton as a great city to work, live, and play % of citizens who feel that they are able to access amenities and services that will improve their quality of life

Impact on Other Departments

Other funding supporting requirements:

This package will affect the Corporate Services department Fleet Maintenance branch for Fuel and Maintenance costs as follows:

Fuel \$44K in 2012, and \$97K annualized in 2013

Maintenance \$97K in 2012 and \$194K annualized in 2013

Transportation Services: Transit

Service Package - Service Quality Enhancements - Cross-town Service

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,334	\$ 177	\$ 1,157	13.1	\$ 36	\$ -	\$ 36	-	\$ 103	\$ -	\$ 103	-
Annualization	2,413	513	1,900	19.4	-	-	-	-	-	-	-	-
Total	\$ 3,747	\$ 690	\$ 3,057	32.5	\$ 36	\$ -	\$ 36	-	\$ 103	\$ -	\$ 103	-

Description

This service package provides funding for new cross-town services linking key destinations and transit hubs outside the core of the city. Services to be introduced include:

- a limited stop route operating from Clareview to West Edmonton Mall via major destinations in South Edmonton (weekday peak midday and early evening periods; weekend midday periods)
- expansion of Route 137 in North Edmonton (Clareview to West Edmonton Mall) to weekday early evening and Sunday midday periods.

(13,753 hours in 2012, Annualized in 2013 for 28,315 hours). Costs include Operators wages, overtime, allowances, benefits, FTE's and training. (13.1 FTE's in 2012, and 19.4 FTE's in 2013), Fuel and Maintenance. These costs will be partially offset by revenue. Service will be implemented in September 2012, and the remaining will be annualized in 2013.

Justification

Edmonton Transit System is in a position to achieve significant ridership growth over the next five years. Factors favouring greater use of public transit include rising gas prices, South and North LRT extensions and rapid growth in the City. Providing cross-town link service between West Edmonton Mall and Clareview is a key to realizing the full potential for ridership gains. This package provides funding for premium service quality enhancements to developing areas which meet minimum guidelines for implementation of premium bus service (corridor enhancements will be pursued through the Capital Priorities Plan). An affordable, reliable & complete transit system is a key component to the overall transportation system in the City, as documented in the Transportation Master Plan.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Shift Edmonton's Transportation Modes. Providing residents perceptions of the accessibility and affordability sustainable transportation options
Corporate Outcome	Public Transit and active transportation are the modes of choice for Edmonton Citizens The transportation system is integrated, safe and gives citizens choice to their mode of movement
Performance Measure	Transit ridership per capita Overall Transportation Mode split
Strategic Goal	Improve Edmonton's Liveability
Corporate Outcome	Citizens are connected to their diverse communities and have pride in their city Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services
Performance Measure	% of Edmontonians who recommend Edmonton as a great city to work, live, and play % of citizens who feel that they are able to access amenities and services that will improve their quality of life

Impact on Other Departments

Other funding supporting requirements:

This package will affect the Corporate Services department Fleet Maintenance branch for Fuel and Maintenance costs as follows:

Fuel \$154K in 2012, and \$315K annualized in 2013

Maintenance \$300K in 2012 and \$628K annualized in 2013

Transportation Services: Transit

Service Package - Service Quality Enhancements - General Improvements

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,742	\$ 231	\$ 1,511	17.1	\$ 21	\$ -	\$ 21	-	\$ 63	\$ -	\$ 63	-
Annualization	3,114	663	2,451	25.0	-	-	-	-	-	-	-	-
Total	\$ 4,856	\$ 894	\$ 3,962	42.1	\$ 21	\$ -	\$ 21	-	\$ 63	\$ -	\$ 63	-

Description

This service package provides funding for the following service quality enhancements:

- route extensions to address "gaps" in bus service connectivity
- frequency increases in major corridors or between destinations (generally to 15 minute frequency) (17,901 hours in 2012, Annualized in 2013 for 36,555 hours). Costs include Operators wages, overtime, allowances, benefits, FTE's and training. (17.1 FTE's in 2012, and 25.0 FTE's in 2013), Fuel and Maintenance. These costs will be partially offset by revenue. Service will be implemented in September 2012, and the remaining will be annualized in 2013.

Justification

These enhancements would allow ETS to respond to changing travel patterns and address on-going customer requests for better connectivity. An affordable, reliable & complete transit system is a key component to the overall transportation system in the City, as documented in the Transportation Master Plan.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Shift Edmonton's Transportation Modes. Providing residents perceptions of the accessibility and affordability sustainable transportation options
Corporate Outcome	Public Transit and active transportation are the modes of choice for Edmonton Citizens The transportation system is integrated, safe and gives citizens choice to their mode of movement
Performance Measure	Transit ridership per capita Overall Transportation Mode split
Strategic Goal	Improve Edmonton's Liveability
Corporate Outcome	Citizens are connected to their diverse communities and have pride in their city Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services
Performance Measure	% of Edmontonians who recommend Edmonton as a great city to work, live, and play % of citizens who feel that they are able to access amenities and services that will improve their quality of life

Transportation Services: Transit

Service Package - Service Quality Enhancements - Off-peak Frequency (Service Standards)

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 812	\$ 109	\$ 703	8.1	\$ 21	\$ -	\$ 21	-	\$ 63	\$ -	\$ 63	-
Annualization	1,487	317	1,170	12.0	-	-	-	-	-	-	-	-
Total	\$ 2,299	\$ 426	\$ 1,873	20.1	\$ 21	\$ -	\$ 21	-	\$ 63	\$ -	\$ 63	-

Description

Transit Service Standards (Policy C539) identifies the base frequency of service during weekday midday and early evening periods and weekend midday periods as 30 minutes. Historically, some routes were established with frequency less than 30 minutes based on old service standards or funding limitations. This package provides funding to increase bus route frequency during these time periods to 30 minutes, as identified in the Transit Service Standards (1,267 hours in 2012, Annualized in 2013 for 2,607 hours). Costs include Operators wages, overtime, allowances, benefits, FTE's and training. (1.3 FTE's in 2012, and 1.8 FTE's in 2013), Fuel and Maintenance. These costs will be partially offset by revenue. Service will be implemented in September 2012, and the remaining will be annualized in 2013.

Justification

To provide service in accordance with the Transit Service Guidelines (Policy C539). This enhances the attractiveness and competitiveness of public transit compared to private vehicles. An affordable, reliable & complete transit system is a key component to the overall transportation system in the City, as documented in the Transportation Master Plan.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Shift Edmonton's Transportation Modes. Providing residents perceptions of the accessibility and affordability sustainable transportation options
Corporate Outcome	Public Transit and active transportation are the modes of choice for Edmonton Citizens The transportation system is integrated, safe and gives citizens choice to their mode of movement
Performance Measure	Transit ridership per capita Overall Transportation Mode split
Strategic Goal	Improve Edmonton's Liveability
Corporate Outcome	Citizens are connected to their diverse communities and have pride in their city Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services
Performance Measure	% of Edmontonians who recommend Edmonton as a great city to work, live, and play % of citizens who feel that they are able to access amenities and services that will improve their quality of life

Impact on Other Departments

Other funding supporting requirements:

This package will affect the Corporate Services department Fleet Maintenance branch for Fuel and Maintenance costs as follows:

Fuel \$95K in 2012, and \$194K annualized in 2013

Maintenance \$185K in 2012 and \$387K annualized in 2013

Transportation Services: Transit

Service Package - Overload & Schedule Adherence - Weekday Peaks

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 934	\$ 125	\$ 809	9.2	\$ 18	\$ -	\$ 18	-	\$ 55	\$ -	\$ 55	-
Annualization	1,699	362	1,337	13.7	-	-	-	-	-	-	-	-
Total	\$ 2,633	\$ 487	\$ 2,146	22.9	\$ 18	\$ -	\$ 18	-	\$ 55	\$ -	\$ 55	-

Description

This package provides funding for additional service to address critical capacity and schedule adherence issues. (9,690 hours in 2012, Annualized in 2013 for 19,950 hours). Costs include Operators wages, overtime, allowances, benefits, FTE's and training. (9.2 FTE's in 2012 and 13.7 FTE's in 2013), Fuel and Maintenance. These costs will be partially offset by revenue. Service will be implemented in September 2012, and the remaining will be annualized in 2013.

Justification

Schedule reliability and the provision of sufficient capacity are key components for retaining existing passengers. Further, ridership growth potential is limited without providing the necessary downstream capacity to carry passengers on established bus routes from growth areas of the city to the developed, established areas of the city. An affordable, reliable & complete transit system is a key component to the overall transportation system in the City, as documented in the Transportation Master Plan.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Shift Edmonton's Transportation Modes. Providing residents perceptions of the accessibility and affordability sustainable transportation options
Corporate Outcome	Public Transit and active transportation are the modes of choice for Edmonton Citizens The transportation system is integrated, safe and gives citizens choice to their mode of movement
Performance Measure	Transit ridership per capita Overall Transportation Mode split
Strategic Goal	Improve Edmonton's Liveability
Corporate Outcome	Citizens are connected to their diverse communities and have pride in their city Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services
Performance Measure	% of Edmontonians who recommend Edmonton as a great city to work, live, and play % of citizens who feel that they are able to access amenities and services that will improve their quality of life

Impact on Other Departments

Other funding supporting requirements:

This package will affect the Corporate Services department Fleet Maintenance branch for Fuel and Maintenance costs as follows:

Fuel \$109K in 2012, and \$222K annualized in 2013

Maintenance \$211K in 2012 and \$442K annualized in 2013

Office Of The City Manager: Intergovernmental & External Affairs

Service Package - Edmonton Long-term Event Attraction Strategy

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$1,225	\$ -	\$1,225	3.0	\$ 804	\$ -	\$ 804	3.0	\$ 831	\$ -	\$ 831	2.0
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,225	\$ -	\$ 1,225	3.0	\$ 804	\$ -	\$ 804	3.0	\$ 831	\$ -	\$ 831	2.0

Description

A team from the City of Edmonton and EEDC is just completing an extensive study of the international bidding environment and is finalizing a long-term strategy for event bidding. The strategy targets events to pursue over the next 15 years and the steps needed over those years to reach the goals. Leading cities are creating sophisticated and highly organized approaches to event attraction. Long-term plans can only be implemented with dedicated staff and resources. Currently one FTE in EEDC and most of one FTE in the City are dedicated to bidding and supporting Edmonton's local sport associations and other groups with their bidding efforts. These two employees are supported by other City staff on an ad hoc basis. The vision is to transition to a dedicated team. The team will also support the growth and support of home-grown events. Funding will be for new staff, greater support for bids, marketing and communications support and more hosting.

Justification

Over the past 30 years, Edmonton has developed a strong reputation as a reliable host of international events. We will not maintain a competitive edge in the new more crowded and competitive environment, however, if we use the same ad hoc approach we have used in the past. A successful bid starts years before a final decision is made. Researching the needs of decision makers, building trust and long term relationships, understanding and assessing the event, evaluating the competition and marketing the city are all keys aspect to positive outcomes. Our current capability to do this work is very limited. Hosting major international events is one of the most efficient and cost-effective ways to expose Edmonton to world audiences. Events in sports, culture, the arts, education and business add substantially to Edmonton's vibrancy and build our connections to the rest of the world. Successful hosting of major events builds a city's international image, contributes to its economic development and provides social benefits to its citizens.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s)

- The Way We Live, Objective 2.6, "The City of Edmonton hosts world class arts, cultural, sports and entertainment events at venues that attract a local, regional and global audience.
- This effort will also play a significant role in The Way We Prosper.

Impact on Other Departments

A dedicated team will provide a focused and greater effort in realizing the City's vision. The team will identify, organize and utilize the civic services necessary to successfully bid and stage large scale events in Edmonton.

Sustainable Development: Corporate Properties

Service Package - Corporate Facility Strategy

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 471	\$ -	\$ 471	1.0	\$ (171)	\$ -	\$ (171)	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 471	\$ -	\$ 471	1.0	\$ (171)	\$ -	\$ (171)	-	\$ -	\$ -	\$ -	-

Description

Develop and implement a comprehensive strategy for the City to manage existing and future space requirements for its administration, civic businesses and services to citizens. This package provides for one additional FTE and funding for outside consultants to initiate the planning required to develop the plans. The one FTE would be permanently retained to continually update the long term plans to be developed through this initiative and provide for succession planning of resources within the work unit.

Justification

Integration - Strategically planning the location for civic services enable a holistic view of long term space requirements and to leverage the use of available capital to develop multi-purpose civic buildings and facilities.

Innovation - Developing and utilizing a space planning approach that will capitalize on synergies that will ultimately maximize space utilization, thus lowering space costs through the adoption of new techniques (integrated planning) for developing civic building facilities and undertaking space changes.

Sustainability - Strategically planning and designing civic space in a way to add flexibility for longer term use which also promotes financial sustainability throughout the life cycle of the building and facility.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s) - The Way We Grow - transform Edmonton by strategically investing in select infrastructure through integrated planning of buildings, facilities and space. Diversify Edmonton's economy by continually improving the capacity and capability of the civic organization in the delivery of goods and services to businesses and citizens.

Departmental Outcome(s) - Long term strategic planning helps to prioritize spending and minimizes the risks associated with short term reactive solutions (i.e. leasing vs. ownership), providing planning for facilities is done in an integrated manner.

Performance Measure(s) - Space Utilization within Industry Standards for civic use.

Impact on Other Departments

This service packages will provide greater ability to leverage available capital funding for developing facilities.

Sustainable Development: Housing & Economic Sustainability

Service Package - Responsible Hospitality Edmonton (RHE)

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 315	\$ -	\$ 315	2.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 315	\$ -	\$ 315	2.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

Through RHE, Edmonton has been successful at implementing a comprehensive, integrated and collaborative, multi-pronged approach at an operational, policy, and bylaw level in identified hospitality zones. Success in these areas will result in transformational change in the way the organization plans and manages the night time economy. It will ensure that initiatives, policies and bylaws are designed to work together and will leverage opportunities, benefits and controls to create a safe and vibrant night life for all stakeholders.

The services that RHE provides include: 1) Leading research and implementation of policy and bylaw alignment; 2) Liaising with senior leaders of City Administration and partner organizations (Edmonton Police Services and the Alberta Gaming and Liquor Control); 3) Supporting ongoing changes by indentifying the need for new or updated bylaws (i.e. Busing Bylaw); 4) Building relationships and consult with industry and other stakeholders; and 5) Identifying and supporting evening and economic initiatives (late night transportation, economic assessment of nighttime economy).

Priority 1: RHE staffing in the areas of leadership and administrative support have previously shared resources with the Office of Public Involvement. With the restructuring, the programs now reside in separate departments; and more significantly, with the growth of each program this sharing of resources is no longer possible. RHE requires fulltime permanent staff additions in 2012, including a RHE Programmer and Data Entry/Clerical Support.

Priority 2: In 2011, \$170,000 was added as a one-time program cost. With active hospitality zones including Whyte Avenue, Jasper Avenue, the Capital City Downtown and other growing needs, RHE is requesting \$170,000 in base funding for 2012 to provide ongoing program support.

Priority 3: Late night transportation requests are tied to the Post Secondary school year. The late night transportation pilot project will be conducted in early 2012 and any findings, recommendations and funding requirements will be identified through this pilot.

Justification

Two new FTE positions are required as a dedicated resource to advance the management of the effects of growth of the entertainment industry. Without funding, RHE will be under resourced to deliver the program.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton's Livability and Diversify Edmonton's Economy

Edmonton has an active and growing nighttime economy. Existing plans clearly identify the desire for increased entertainment opportunities. For these opportunities to provide the maximum positive benefit to our City, it is necessary to plan for the management of the social and personal aspects of increased density and increased sociability, particularly at night. Traditionally City services have not planned for a 24/7 economy.

Corporate Outcome(s): The City delivers valued, quality and cost effective services to its citizens. The corporation supports a competitive business climate and delivers business friendly services, and ensures a safe and clean city.

Impact on Other Departments

Expected to provide added support for the work of the Public Safety Compliance Team and Street as a Venue. Other branches will also benefit from dedicated resources to lead problem-solving of known issues (ie. Bylaw Enforcement, Edmonton Police Services).

Community Services: Community Facility Services

Service Package - Enterprise Square Galleries and Programs

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 1,000		\$ 1,000	-			\$ -	-			\$ -	-
Total	\$ 1,000	\$ -	\$ 1,000	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This service package requests \$1,000,000 in the City of Edmonton's 2012 budget to provide operating support to a new joint venture between the City of Edmonton and the University of Alberta for an Enterprise Square Galleries and Programs. The initiative will provide exhibition and public program space, jointly hosted by the City of Edmonton and the University of Alberta that showcases Edmonton and region artists, the University's unique multi-disciplinary collection, and the University's research and teaching strengths. The program builds on a model of public and community engagement that brings people and ideas together.

The initiative will create:

- an interdisciplinary space that brings together art, science, engineering and business.
- a social meeting place that inspires conversations and community engagement.
- the mechanisms to incubate new ideas and identify talent.
- changing exhibitions and public programs, delivered through a variety of experiences and showcasing Edmonton artists

The University of Alberta's Enterprise Square hub at Jasper Avenue and 102 Street fosters research, learning and partnership. This initiative supports the University's commitment to strengthen its ties with new communities, downtown businesses, and the arts and cultural community and the City of Edmonton's renewed focus on arts and culture. Enterprise Square will provide multi-purpose, flexible exhibition and public program spaces that can be transformed to accommodate different functions.

This funding will be on-going. The University will contribute \$1,000,000 in cash and kind [e.g. underwrite facility costs (utilities, security, maintenance)] and will seek additional partnership funding.

Justification

This initiative will contribute to the vision for a vibrant downtown core and will endeavor to create interactions between faculty; researchers; artists; scientists; children, students and adults; business; community; and arts and heritage organizations. The project aligns with the City's strategic goal to improve Edmonton's livability and diversify Edmonton's economy. Goals and guiding principles will be established to set out expectations for public and community access and engagement. The terms of this joint venture will be set out in a memorandum of understanding between the City of Edmonton and the University of Alberta.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton' Livability and Diversify Edmonton's economy

Corporate Outcome(s):

- Citizens are connected to their diverse communities and have pride in their city
- Complete collaborative communities that are accessible, strong and inclusive with a full range of services

Departmental Outcome(s)

- Citizens have diverse opportunities to enhance their personal wellness and awareness
- Citizens are socially connected and active in their communities
- Partnerships are strong and positive

Performance Measure(s):

- % of Edmontonians who recommend Edmonton as a great city to live work and play
- % of citizens who feel they are able to access amenities and services that will improve their quality of life

Impact on Other Departments

This service packages is not anticipated to impact other Departments.

Community Services: CKUA

Service Package - CKUA - Centre for Artistic Expression

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,000	\$ -	\$ 1,000		\$ 500	\$ -	\$ 500	-	\$1,000	\$ -	\$1,000	-
Annualization	-	-	-	-			-				-	
Total	\$ 1,000	\$ -	\$ 1,000	-	\$ 500	\$ -	\$ 500	-	\$1,000	\$ -	\$1,000	-

Description

CKUA Radio Foundation is requesting a \$5.0M financial contribution from the City of Edmonton towards development of The Centre for Artistic Expression; estimated project costs are \$17.5M. CKUA is in the process of expanding their operational base in order to broaden their mandate of supporting Alberta artists and the arts community. In early 2012, they intend to move to the former Alberta Hotel, which is slated to be reconstructed and erected west of Canada Place (9700 Jasper Avenue) on Jasper Avenue.

CKUA relocation and expansion offers the City of Edmonton an opportunity to support an innovative and sustainable investment in the cultural sector, as well as maintain and preserve a historic resource in downtown Edmonton. Because CKUA would offer below-market leasing space to other non-profit organizations, the facility can serve as a multi-tenant community arts hub, promoting the downtown core as a site of the arts industry and support objectives as identified in the Art of Living Implementation plan. The site would also be adjacent to the Quarters Downtown and could significantly supports its development.

Through the new facility, CKUA intends to better connect with the community in meaningful ways, including developing a world-class music library and performance spaces open to the general public. The proposed development is for a 45,028 square-foot, five-storey facility which will be developed in a sustainable and environmentally sensitive manner.

Justification

The development of the Centre for Artistic Expression will contribute to Edmonton's downtown revitalization efforts and enhance CKUA's role and activities as a member of the Arts community. This project supports recommendations in the Art Of Living 2008 – 2018 (provision of space, education, mentoring, partnerships and recognition for the arts sector) and aligns with the City's strategic goal to improve Edmonton's livability and to transform Edmonton's urban form. This project creates opportunities for a community to connect through public space in the downtown core and houses non-profits and the artistic community. The facility will be an Edmonton downtown destination and serve as a gathering point for citizens allowing for community, neighbourhood and city-wide connections and provide education and cultural opportunities to citizens of all ages.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton's Livability and Transform Edmonton's Urban Form

Corporate Outcome(s): Citizens are connected to their diverse communities and have pride in their city; complete collaborative communities that are accessible, strong and inclusive with access to a full range of services; Edmonton has sustainable infrastructure that fosters and supports civic and community needs.

Department Outcome(s): Citizens are socially connected and active in their communities; Partnerships are strong and positive; Facilities, neighborhoods and public open spaces are developed and sustained to meet community needs

Performance Measures:

- % of Edmontonians who report feeling connected to their community
- % of citizens who feel they are able to access amenities and services that will improve their quality of life
- % of infrastructure in Poor/Very Poor physical condition in existing neighbourhoods

Impact on Other Departments

This package is not anticipated to impact other Departments other than through normal operational activities such as application for building development permits (Sustainable Development Dept.).

Community Services: Community Strategies

Service Package - Wicahitowin Circle

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$425	\$ -	\$ 425	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 425	\$ -	\$ 425	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This service package would increase to \$500K per year the annual City of Edmonton funding for the *Wicahitowin Circle of Shared Responsibility and Stewardship* to implement its coordinated approach to broadened stakeholder engagement and action on Aboriginal community-identified priorities. This work is consistent with its community-determined urban Aboriginal governance mandate. The funds would support *Wicahitowin's* implementation of its plan of action including securing appropriate staff resources (no City of Edmonton FTE's) to conduct strategic planning, communications, community development and leadership mentoring. *Wicahitowin* aims to generate coordinated stakeholder action and achieve measureable outcomes on socio-economic priorities identified in the the City-initiated Urban Aboriginal Dialogue Process.

Justification

Edmonton is home to a rapidly growing Aboriginal population projected to soon be the largest in Canada. Social and economic indicators underscore poverty and underemployment for this population, as well as unacceptably negative health, justice, child welfare, housing/homelessness and educational attainment indicators. These societal issues impact the Aboriginal community directly; however they also affect the quality of life of all Edmontonians. Broadened stakeholder involvement and investment are required to effect lasting change; the *Wicahitowin* plan of action will engage diverse stakeholders in addressing these areas of concern.

This work aligns with: Council's Declaration *Strengthening Relationships between the City of Edmonton and Urban Aboriginal People*, the intent of the *Edmonton Urban Aboriginal Accord*, key elements of Council's *Indigenous Peoples Strategy Initiative* and *The Way Ahead*, and numerous strategic directions specified in *The Way We Live*. Improvement of social and economic outcomes for Aboriginal people will reduce dependency and service demands upon police, health, social and related services while improving workforce participation and productivity, and entrepreneurial activity. Not funding this service package may leave Aboriginal Edmontonians in a continued state of disadvantage and lead to escalation of issues as experienced in some other major Canadian cities.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s)

1. Edmonton is a Vibrant, Connected, Engaged and Welcoming Community; 3. Edmonton is a Caring, Inclusive, Affordable Community; 4. Edmonton is a Safe City; 6. Edmonton is a Sustainable City

Departmental Outcome(s)

Citizens are socially connected and active in their communities; Services are accessible and affordable; Citizens and their property are safe;

Performance Measure(s)

The *Wicahitowin* submission identifies numerous community progress indicators in relation to its plan of action.

Impact on Other Departments

Progress by *Wicahitowin* on the identified priorities can be expected to result in appropriately increased engagement with City business units by Aboriginal citizens and organizations, consistent with Council's *Aboriginal Declaration*, the *Accord* and *The Way We Live*. Positive outcomes are also expected in the City's ability to attract and retain Aboriginal employees, consistent with the *Aboriginal Workforce Participation Initiative* managed by Human Resources Branch.

Edmonton Chamber of Voluntary Organizations

Partnership with the Edmonton Chamber of Voluntary Organizations (ECVO)

Unfunded

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 85	\$ -	\$ 85	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 85	\$ -	\$ 85	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

A partnership with the Edmonton Chamber of Voluntary Organizations (ECVO) will result in enhanced development and delivery of leadership capacity building and learning opportunities that contribute to building effective and sustainable nonprofit organizations. This partnership achieves an 'economy of scale' as the ECVO in turn works directly with Edmonton's major umbrella organizations including the Arts Council, Sport Council, Federation of Community Leagues, Seniors Coordinating Council and the Multicultural Coalition. In addition, the ECVO's expertise and extensive community network will enhance successful development and delivery of programs and services.

Justification

The effective reach and scope of programs and services developed through this partnership will be significantly enhanced through alignment with Edmonton's major umbrella organizations and other community networks. Specific initiatives will respond to needs of newly formed ethno-cultural organizations and emergent communities.

This partnership offers a sustainable model of base funding enabling the leveraging of funding from other sources and thereby minimizing pressure for additional future funding.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal:

- Improve Edmonton's Livability - The Way We Live

Corporate Outcomes:

- Citizens are connected to their diverse communities and have pride in their city
- Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services

Departmental Outcomes:

- Citizens have diverse opportunities to enhance their personal wellness and awareness
- Citizens are socially connected and active in their communities
- Partnerships are strong and positive

Performance Measures:

- % of citizens who volunteer in their community
- % of Edmontonians who report feeling connected to their community
- # of volunteer hours coordinated

Impact on Other Departments

This initiative is not anticipated to impact other departments.

Community Services: Community Strategies

Service Package - Purchase of Zero Carbon Emissions Electricity for City Operations

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 725	\$ -	\$ 725	-	\$ 625	\$ -	\$ 625	-	\$ 365	\$ -	\$ 365	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 725	\$ -	\$ 725	-	\$ 625	\$ -	\$ 625	-	\$ 365	\$ -	\$ 365	-

Description

This service package is for the purchase of zero carbon emissions electricity (Green Power) for City operations (buildings, street lights, etc.). The dollar amounts in this service package are the incremental cost of purchasing green power (over and above the regular cost of electricity purchased from the Alberta grid). The amount of electricity purchases will increase annually from 2012 to 2014 in order for the City to stay on course to meet a 2020 reduction target. The green electricity kWh purchases will amount to approximately 15% in 2012, 27% in 2013, and 33% in 2014 of the City's total kWh consumption. Green electricity is one of an integrated suite of initiatives being pursued to reduce greenhouse gas (GHG) emissions from City operations.

Justification

This service package supports The Way We Green goal which states, "Edmonton is a carbon-neutral city", and Objective 6.10 which states, "City of Edmonton operations are carbon-neutral, causing no net increase to greenhouse gas concentrations in the atmosphere." The Way We Green was approved by City Council on July 20, 2011."

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): In partnership with its citizens, businesses and institutions, Edmonton is the nation's leader in setting and achieving the highest standards of environmental preservation and sustainability both in its own practices and by encouraging and enabling the practices of its partners

Departmental Outcome(s): Edmonton is a carbon-neutral city

Performance Measure(s): Tonnes of Greenhouse gas emissions from City operations

Impact on Other Departments

No financial or operational impact is expected to other City departments.

Sustainable Development: Housing & Economic Sustainability

Service Package - Public Spaces Strategy Development

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 300	\$ -	\$ 300	1.0	\$ 160	\$ -	\$ 160	-	\$ (460)	\$ -	\$ (460)	(1.0)
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 300	\$ -	\$ 300	1.0	\$ 160	\$ -	\$ 160	-	\$ (460)	\$ -	\$ (460)	(1.0)

Description

This request will hire a senior planner for a two year term to undertake two major planning studies that have a recreational focus; the development of a Public Places Strategy and a Dog Off Leash Program Review. This will include development of terms of references, the hiring and management of consultants, and final reporting to senior management, committees of council and city council. The work will entail significant amount of public consultation in developing both products. It is anticipated that internal and external consultation will include telephone surveys, focus groups, and public meetings. Additional in house resources will be accessed as well. Consulting costs for the Public Spaces work will cost in the order of \$300,000; consultants for the dog off leash program review will cost in the order of \$200,000; plus staffing costs.

Justification

The Public Spaces Strategy will be a document that will tie together planning for the public realm between all the Ways documents. Currently each discipline (engineers, landscape architects, planners, etc) tend to plan their public infrastructure that is more reflective of the needs of their function and less about how those elements that could or might be planned together in a holistic way. It may be possible to reduce capital and infrastructure costs for both the developer (i.e. initial construction) and the City (i.e. long term maintenance). The recent public dialogue around how 99th Street could be planned in a more pedestrian friendly way is an example where a different administrative perspective could be determined if implemented in a way that doesn't compromise program delivery.

The Dog Off Leash Program review will revisit the existing approaches to how dog off leash areas are planned in new areas, are added or deleted from the program inventory, development standards, and roles and responsibilities in amenity development. Important issues to clarify include inclusion of dog off leash in natural areas or the river valley (i.e. environmental impact) and if dog off leash area can truly be considered a use in a multi-use park site (i.e. as opposed to a dog park only). Dog off leash program reviews tend to be very controversial and care must be taken to manage incendiary and diametrically opposing viewpoints.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): Improve Edmonton's Liveability

Departmental Outcome(s): Both pieces of work were outcomes of the Urban Parks Management Plan

Performance Measure(s): Add to the City's strategy development for Public Spaces

Impact on Other Departments

No impact on other departments.

Sustainable Development: Urban Planning & Environment

Service Package - Implementation of Edmonton's Green Building Plan

Unfunded

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 825	\$ -	\$ 825	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 825	\$ -	\$ 825	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Description

This service package supports the implementation of the Green Building Plan - a plan that is scheduled for completion in late 2011, with implementation efforts commencing in 2012. A number of initiatives will be undertaken through this package to enable and accelerate the greening of Edmonton's building stock. They include:

1. Policy/Process Review - A corporate-wide review of City policies and processes that influence green building outcomes recommending changes to ensure alignment with green building goals.
2. Building Energy Labeling - A program will be developed to inform buyers about the energy requirements of the buildings, initially applying to new homes on a voluntary basis, expanding to existing homes in future years.
3. Green Building Checklist - A Green Building Checklist will be developed and implemented, for application to new building developments in Edmonton. The checklist will identify green building criteria that all development and building applications will be encouraged, on a voluntary basis to meet. It will be integrated into the approvals and permitting process, require financial incentives to encourage uptake, and be linked to green design resource guides.
4. Green Renovation Program and New Home Buyer's Guide for Single Family Homes - A Green Home Buyer's Guide will be developed and implemented. It will be used to educate consumers about the benefits of green homes with the aim of heightened consumer awareness and greater demand for green homes. The Green Renovation program will provide information on building renovations, helping home owners to understand the financial and environmental benefits of such improvements. This effort will expand on the established CO2RE program.

Justification

On July 15, 2009, the Executive Committee directed Administration to produce a Green Building Plan. During 2010 and 2011, a working committee (including local industry experts and representatives, the development and building industry, real estate and others) led by the Office of Environment produced a draft Green Building Plan.

On July 20, 2011 City Council approved The Way We Green. This service package supports a number of goals and objectives in this Plan, including Objective 6.3 which states: "Edmonton's building stock is energy efficient" and Strategic Action 6.3.1 which states, "The City of Edmonton establishes, implements and maintains a Green Building Plan a to improve energy efficiency and reduce the environmental footprint of Edmonton's building stock." This will also support to goals: Edmonton's sources and uses of energy are sustainable" and "Edmonton is a carbon-neutral city".

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): (From The Way Ahead) - In partnership with its citizens, businesses and institutions, Edmonton is the nation's leader in setting and achieving the highest standards of environmental preservation and sustainability, both in its own practices and by encouraging and enabling the practices of its partners.

Corporate Outcome(s): Edmonton strives to be a leader in environmental advocacy, stewardship, preservation and conservation.

Corporate Performance Measure(s): Tonnes of greenhouse gas emission from the broader Edmonton community.

Impact on Other Departments

The City's Sustainable Building Policy C532 will need to be reviewed periodically to ensure alignment with current best practices.

Building Great Neighbourhoods

BACKGROUND

Almost all municipalities across Canada face a large infrastructure deficit due to inadequate sustained funding for renewal work. Edmonton is no different. Neighbourhood renewal occurred sporadically with funding from other orders of government, yet it failed to address the full life-cycle requirements of preventative maintenance, rehabilitation, and reconstruction. Over time, the condition of roads, sidewalks and sewers deteriorated, resulting in more frequent collapsed sewers, increased sidewalk trip hazards, and dramatically increased maintenance needs like pothole repairs.

CITY OF EDMONTON APPROACH

Edmonton has three main funding programs for infrastructure support in local neighbourhoods.

1. In 2008 City Council established a *Neighbourhood Renewal Program*, first by allocating funds from Provincial funding programs (AMIP and MSI), and secondly by the establishment of a funding pool developed from a dedicated tax levy from 2009 to 2011 continuing into 2012 to 2014. This source of ongoing funding is required to develop a sustainable program which will eventually replace funding commitments from other orders of government.
2. As part of the City's ongoing investment in the physical and social infrastructure of Edmonton neighbourhoods, Edmonton City Council approved the *Great Neighbourhoods Capital Program*, a 10-year \$150 million capital budget. This program (approximately \$23 million in 2010-2011 and \$45 million from 2012-2014) is funded through tax-supported debt. These funds are invested *in addition* to the core Neighbourhood Renewal investments in each of the selected neighbourhood renewal locations.

Once areas are identified for Neighbourhood Renewal, the Office of Great Neighbourhoods takes on a corporate coordination role providing one voice to citizens on behalf of all departments involved. Work continues with the residents to identify investments that move neighbourhoods closer to the vision for that community. These are usually unique to the neighbourhood and fall outside of the scope of the *Neighbourhood Renewal Program*. Additional investments include infrastructure such as paving pathways that improve access to neighbourhood parks or community league buildings, landscaping features and creating sidewalks to further connect people in the neighbourhood.

3. A *Drainage Neighbourhood Renewal Program* also supports neighbourhood infrastructure rehabilitation. With the approval of the Neighbourhood Renewal Program to augment above-ground renewal, Infrastructure Services must deliver a proportionate increase in the corresponding investment in underground infrastructure. The three components of Drainage Renewal are
 - a. coordinating with the Neighbourhood Renewal work on roads and sidewalks,
 - b. renewal work in coordination with other franchised utilities such as ATCO gas, and
 - c. work where sewers are the only infrastructure in need of immediate renewal.



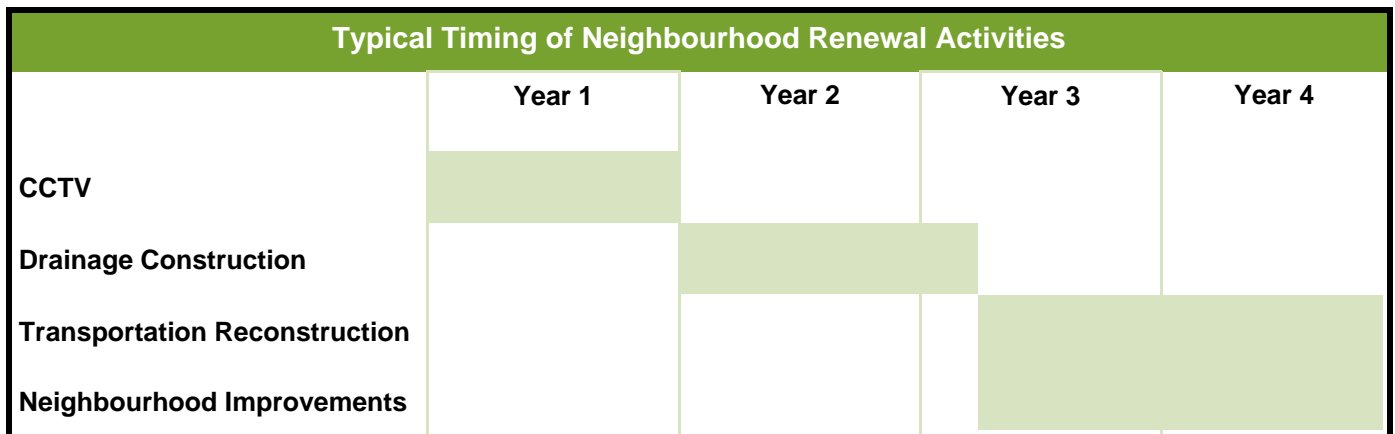
Building Great Neighbourhoods

COORDINATED NEIGHBOURHOOD INVESTMENT

Infrastructure Services (Drainage Services), Transportation Services, Community Services (Office of Great Neighbourhoods) and Sustainable Development are integrating and aligning the planning and implementation of the City's investments in neighbourhood improvement. City staff also work with the community to identify neighbourhood-specific needs. This meets City Council's 10-year strategic goal of improving Edmonton's livability and transforming Edmonton's urban form.

It is essential to the effectiveness of the Neighbourhood Renewal Program that the renewal of underground infrastructure (storm and sanitary sewers) be integrated into the planning and funding of the above ground infrastructure (roads, sidewalks, streetlights, etc.) To this end, Drainage Services is working closely with the Transportation Services Department in the administration of the program.

Coordination between Drainage Services and Transportation Services under the Neighbourhood Renewal Program means that Drainage Services will go into those neighbourhoods targeted for reconstruction first. Drainage completes CCTV inspection of the sewers, and then starts renewal work (generally using a re-lining method) ahead of the scheduled roadway reconstruction work. This drainage work will often start 2 years prior to the road work, and finish in the same year the road work begins. This timing sequence is shown in the following chart.



Building Great Neighbourhoods

NEIGHBOURHOOD RENEWAL CAPITAL PROGRAM UPDATE

Scope and Funding Sources

Coordinated by the Transportation Services Department, the *Neighbourhood Renewal Program* delivers a cost-effective, long-term strategic approach to renew and rebuild Edmonton's roads, sidewalks, and streetlights in existing neighbourhoods and collector roadways throughout Edmonton. The Neighbourhood Renewal Program balances the immediate need to rebuild some neighbourhoods with an ongoing need to provide preventative maintenance and rehabilitation supporting long-term asset management. Neighbourhood renewal work includes:

- Microsurfacing (Operating Program)- roads are resealed with a thin asphalt ride surface. Microsurfacing candidates have good road conditions and are applied 10-12 years after road reconstruction or resurfacing
- Neighbourhood Overlay (Capital Program) - roads are repaved and sidewalk panels treated to eliminate trip hazards. Overlay neighbourhood candidates have poor road condition and good sidewalk condition
- Neighbourhood Reconstruction (Capital Program) – roads are repaved, sidewalk, curb and gutter, and street lights are replaced. Reconstruction neighbourhood candidates have poor sidewalk and fair to poor road conditions
- Collector Renewal (with priority on bus routes)
- Northeast road reconstruction (replacement of road with special drainage enhancement, selective concrete repair due to soft subgrade conditions that exist in the area)

By effectively combining reconstruction, rehabilitation, and preventative maintenance, the goal was to have all Edmonton neighbourhoods receive improvements within 30 years, whereas a total reconstruction only program would take many more years to complete, at a significantly higher cost.

Neighbourhood Renewal — Summary

The 2012 – 2014 Capital Budget includes the approval for a total of 4 new neighbourhoods per year in each of the years from 2012—2014. The City funds its contribution towards the *Neighbourhood Renewal Program* from three main funding sources: dedicated tax levy , MSI grants and local improvement fees.

Transportation Services				
Neighbourhood Renewal Capital Budget				
2010—2014 (\$000's)				
2010	2011	2012	2013	2014
\$72, 229	\$144, 079	\$105, 008	\$112, 138	\$108, 573

The Neighbourhood Renewal Program (NRP) includes Residential and Industrial local and collector roadways and includes the following components:

- Roads
- Curbs and gutter
- Sidewalks
- Street lighting
- Missing links in Right of Way sidewalk/Multi-use trails and bike systems
- Pedestrian Safety
- Alley Renewal (currently not funded)

Building Great Neighbourhoods

There are approximately 300 neighbourhoods (including industrial) in Edmonton. The age of neighbourhood (assuming 40 - 50 year service life) and its renewal history influences the type of renewal required. As of 2010 Year End, over 169 neighbourhood's renewal needs are as follows:

- 111 require reconstruction
- 58 require overlay

The City uses a Life cycle approach to residential roadway renewal to provide for maximum efficiency and life expectancy of neighbourhood infrastructure. New Construction Standards have been developed and implemented over the past 10 years and now provide proper treatment during life cycle to allow for a 60 Year Life Span. These maintenance treatments are as follows:

- Microsurfacing (preventative maintenance) – year 10
- Roadway overlay – year 30
- Microsurfacing (preventative maintenance) – year 40
- Reconstruction – year 60
- Major drainage and cast iron renewal at time of reconstruction

Based on approximately 300 residential and industrial neighbourhoods, to achieve life cycle model, the following annual program would be required:

Operating:

- 5 microsurfacing neighbourhoods - \$0.5 million each

Capital:

- 6 overlay neighbourhoods - \$2.5 million each
- 5 - 6 reconstruct neighbourhoods - \$17.5 million each
Note: as these take 2 years to complete, work is being completed in 10 - 12 neighbourhoods per year
- Collector Renewal - \$20 million
- Alley renewal - \$8 million capital (annually)

Average annual ongoing funding would be approximately \$138 million, plus drainage and water. The funding model for this program is based on a combination of funding sources including the Neighbourhood Tax levy, Local Improvement levy and Provincial MSI funding.

This plan was originally intended to have sufficient sustainable funding from the Neighbourhood Tax levy so that the MSI component would be phased out in 2018. This funding model was initially set at an annual 2% tax levy increase and would provide for the following infrastructure targets to be achieved in approximately 25 years:

- Condition rating target for roads – 3.0 out of 5.0
- 0% sidewalks in "F" condition

Based on the 2012-2014 Capital budget these timelines will be extended beyond 30 years as the Provincial Funding sources have been reallocated from this program to other rehabilitation programs due to overall Capital Budget reductions to accommodate critical projects such as the Waltherdale Bridge Replacement. In the 2011 Budget, the Program Tax Levy requirements were approved at an annual 1.5% increase in property tax every year for the first 15 years however with the provision that there would be sufficient MSI funding through to the end of 2018. In order to meet this 15 year time frame the tax levy would need to be increase to 2%. Appendix 1 outlines the neighbourhood tax levy options from 2009 through 2018 budgets and impacts of the reallocation of MSI funding.

Building Great Neighbourhoods

Proposed 2012 Budget - Program Summary

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget*	% Change '11-'12
Expenditures & Transfers					
Transfer to Capital - Neighbourhood Renewal	29,069	41,379	18,812	60,191	45.5
Transfer to Reserve - Neighbourhood Renewal	2,586	4,297	(4,297)	-	
Net Operating Requirement	\$ 31,655	\$ 45,676	\$ 14,515	\$ 60,191	31.8
Full-time Equivalents	-	-	-	-	

* The timing difference between the taxes collected in the current year and capital expenditures are transferred to the Neighbourhood Renewal Reserve, available to fund neighbourhood renewal capital expenditures in future years.

2011 Program (In Progress)

The 2011 program includes the following neighbourhood renewal projects:

- 6 reconstruction neighbourhoods (completion of Fulton Place, Parkallen, Rio Terrace and Sherbrooke. Starting of West Jasper Place, and Capilano.)
- 15 overlay neighbourhoods
- 5 microsurfacing neighbourhoods
- Approximately 39 kilometres collector renewal
- Approximately 1 kilometre of residential roads were reconstructed under the Northeast Soft Subgrade Mitigation project
- 2 alley reconstruction (50/50 cost share pilot) neighbourhoods

2011 Neighbourhood Renewal Program

Collector Renewal

Britannia Youngstown	Jamieson Place	Strathearn
Norwester Industrial	Ormsby Place	Henderson Estates
Potter Greens	Oliver	Empire Park
Terra Losa	Queen Mary Park	Greenfield
White Industrial	Cromdale	Pleasantview
Huff Bremner Estate Industrial	Edmonton Northlands	Rideau Park
Lauderdale	Glengarry	River Valley Fort Edmonton
Kilkenny	Kildare	Skyrattler
Lago Lindo	CPR West	Cornet Industrial
Belmont	Ottewell	Ritchie
Gorman Industrial	Queen Alexandra	Southeast Industrial
Matt Berry	Strathcona	Wild Rose

Building Great Neighbourhoods

2011 Neighbourhood Renewal Program (Continued)

Northeast Soft Subgrade Mitigation

Hollick Kenyon

Overlay

Callingwood North	Duggan	Greenview
High Park Industrial/McArthur Industrial	Bears paw	Menisa
Hagmann Estate Industrial	Crawford Plains	McIntyre Industrial
Casselman	Weir Industrial	Richfield
Belvedere		Kameyosek

Reconstruction

Rio Terrace	Sherbrooke	Fulton Place
West Jasper Place	Parkallen	Capilano

Alley Reconstruction (50/50)

Sakaw* (50/50 Alley)	Mcleod* (50/50 Alley)
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Microsurfacing

Sherwood	Goldbar (N of 106 Ave, E of 50 St., S	Ritchie Industrial (W of 99 St)
Kensington	of 106B/107Ave)	

Collector Streetscape

108 St. - 99 Ave. to Jasper Ave.	99 Ave. - 107 St. to 109 St.
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Building Great Neighbourhoods

2012—2014 Program (Proposed)

For 2012 - 2014 Neighbourhood Renewal program, the following is slated to be completed on an annual basis:

- 4-5 new reconstruction neighbourhoods
- 5-6 overlay neighbourhoods
- 2 microsurfacing neighbourhoods
- Approximately 17 kilometres collector renewal
- Reconstruction of approximately 2 kilometres of residential roads under the Northeast Soft Subgrade Mitigation project.

The project locations and neighbourhood benefiting from the Neighbourhood Renewal Program projects is portrayed in Appendix 2 and Appendix 3.

2012 Neighbourhood Renewal Program

Collector Renewal

Jasper Park	Fraser	Strathern
Terra Rosa	Lynnwood	Carter Crest
Athlone	Boyle Street	Grandview Heights
Bonaventure Industrial	Downtown	Mill Woods Town Center
Caernarvon	Oliver	Parsons Industrial
Beaumaria	Northmount	Ritchie
Lorelei	Ottewell	Kiniski Gardens
Bannerman	Strathcona	Larkspur

Northeast Soft Subgrade Mitigation

Hollick-Kenyon	Matt Berry	Ozerna
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Overlay

Wilson Industrial	McNamara Industrial	Ekota
Alberta Park Industrial	Kennedale Industrial	Bisset

Reconstruction

Canora	Windsor Park	Woodcroft
King Edward Park		

Microsurfacing

Ritchie (Residential - E of 99 St)	Tweddle Place
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Collector Streetscape

108 St. - 99 Ave. to Jasper Ave.

Building Great Neighbourhoods

2013 Neighbourhood Renewal Program

Collector Renewal

Glenwood	Downtown	Skyrattler
Calder	McCauley	Davies Industrial East
Carlisle	Oliver	Pylypow Industrial
Cumberland	Beverly Heights	Roper Industrial
Oxford	Strathcona	Jackson Heights
Belle Rive	University of Alberta	Kiniski Gardens
Kilkenny	Bulyea Heights	Larkspur
Wedgewood Heights	Calgary Trail North	Weinlos
Boyle Street		

Northeast Soft Subgrade Mitigation

Hollick-Kenyon	Matt Berry	Ozerna
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Overlay

Belmead	Lago Lindo	Aldergrove
Bannerman	Pollard Meadows	Brander Gardens

Reconstruction

Dovercourt	Argyll	North Glenora
Terrace Heights	Delton	

Micro surfacing

Althlone	Rideau Park	
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2014 Neighbourhood Renewal Program

Collector Renewal

Inglewood	Rossdale	Twin Brook
Downtown	Garneau	Allendale
Oliver	Strathcona	Blue Quill
Riverdale	Blackburne	Calgary Trail North and South

Northeast Soft Subgrade Mitigation

Hollick-Kenyon	Matt Berry	Mayliewan
----------------	------------	-----------

Overlay

Dechene	Ormsby Place (E of 187 A St.)	Ramsay Heights
Newton	Sweet Grass	

Reconstruction

Hazeldean	Cromdale	Glenora
Grovenor		

Micro surfacing

York	Killarney	
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Building Great Neighbourhoods

GREAT NEIGHBOURHOODS CAPITAL PROGRAM UPDATE

Scope and Funding Sources

Great neighbourhoods are the building blocks of a great city, and the City of Edmonton has an increased focus on investing in the physical and social infrastructure of neighbourhoods.

The City of Edmonton is committed to improving the livability of Edmonton's neighbourhoods and the lives of the people who live, work, visit and play in them. The City is doing this by investing in the physical and social infrastructure of neighbourhoods, working with residents to support their efforts to create the place they want their neighbourhood to be, working across City departments, and improving collaboration with other organizations to deliver neighbourhood services more efficiently. Through the Great Neighbourhoods Initiative, the City of Edmonton is:

- Investing in the redevelopment, revitalization and renewal of Edmonton neighbourhoods to create vibrant, sustainable, great neighbourhoods.
- Building community capacity by working with residents and supporting their efforts to create the place they want their neighbourhood to be.
- Coordinating city services and improving collaboration with other organizations and among City departments to deliver services in neighbourhoods more efficiently.

As part of this Initiative, the 2012 – 2014 *Great Neighbourhoods Capital Program* allocates \$15 million per year of funding in three areas:

- a) Revitalization in four Council approved revitalization areas involving 13 distinct neighbourhoods: From entrance signage and public art to improved landscaping, lighting and walking paths, these investments advance community-led visions and increase the neighbourhoods' attractiveness to visitors, residents and investors. The City also invests in buying and improving neighbourhood properties that contribute to the area's revitalization. Great Neighbourhoods staff will continue to engage Edmontonians and work across City Departments to present neighbourhood residents with a single, coordinated view of city proposals throughout the stages of revitalization. Residents are invited and encouraged to provide their views and input to help inform decisions that affect their community. Coordinating and integrating City work across departments continues throughout the planning, implementation and service delivery phases of the revitalization process.
- b) Coordinated Neighbourhood Redevelopment and Improvements. These investments address neighbourhood specific capital investments that contribute to improving the livability of the neighbourhood, yet fall outside of the *Neighbourhood Renewal Program*. Based on resident and property owner input, these investments advance the City's objectives of creating pedestrian-friendly, connected and attractive neighbourhoods. Such amenities and improvements include, but are not limited to, water features, public art, outdoor theatres, lighting upgrades, neighbourhood safety enhancements and leisure activities such as outdoor chess tables and seating. For 2009-2011, \$3.8 million was allocated to start this program with total funding of \$54 million from 2009 to 2023. Residents in the neighbourhoods of Canora, Windsor Park, King Edward Park, Dovercourt, and Woodcroft have been engaged in exploring the kinds of neighbourhood improvements they would like to see in their neighbourhoods. Suggested projects are currently being prioritized and assessed for feasibility. Future Neighbourhood improvement investments will be made in those neighbourhoods slated for reconstruction under the Transportation Renewal Program. This is when the City replaces neighbourhood roads, curbs, sidewalks and street lights usually over a two-year period. Coordinating public engagement and incorporating neighbourhood changes during the planning and design phases helps minimize disruption to residents and maximize efficiencies.

Building Great Neighbourhoods

- c) Neighbourhood Business Development, supporting rehabilitation related to business and commercial opportunities locally, complete communities, and Living Local efforts.

2011 Program (In Progress)

- Alberta Avenue Revitalization Initiative - Completion of Phase 3 (92 St to 97 St) and construction commencing on phase 4 (78 St. to 83 St.) which includes streetscape and arterial road improvements. Also part of the revitalization work is addressing building code deficiencies with the former Alberta Cycle Building, which the City purchased as part of the neighbourhood revitalization initiative.
- Construction to commence on 108 Street (Capital Boulevard) from 99 Avenue to Jasper Avenue and 99 Ave from 107 St to 109 St. Capital Boulevard is one of the catalyst projects of the new Capital City Downtown Plan and advances the goal of creating a vibrant well designed, sustainable and accessible downtown. When complete, the street will feature broad tree-lined sidewalks, enhanced road and sidewalk lighting, mid-block pedestrian crossings and high quality street furnishings. The enhanced appearance and improved walkability will contribute to making the downtown a more attractive place for working, living, learning and visiting.
- Great Neighbourhoods Capital Investments are made in coordination with the Neighbourhood Renewal program when neighbourhoods are chosen for reconstruction. This means the City of Edmonton is replacing neighbourhood roads, curbs, sidewalks and street lights. Currently, the neighbourhoods of Belvedere, Fulton Place, Meadowlark Park, Park Allen, Sherbrooke and Strathcona are benefiting from the investment of neighbourhood amenities like pathways, lights and connecting sidewalks that add to the livability of the area, yet are outside the scope of the Transportation Neighbourhood Renewal Program.
- The community-led, City supported McCauley Revitalization Strategy is being advanced through an investment in urban design focusing on creating valuable and vibrant public spaces. The City is engaging the community and the Business Revitalization Zone to create detailed designs for public realm enhancements that will provide the necessary infrastructure to attract and increase residential and commercial investments in the McCauley community.
- Jasper Place Revitalization Strategy – In 2011, work commenced for the Stony Plain Road Corridor:
 - Urban Design Vision - update for the area from 149 Street to 156 Street, bounded by 100 Avenue to the south and 102 Avenue to the north.
 - Statutory Plan - with accompanying zoning changes for the Stony Plain Road Corridor.
 - Streetscape Improvement Plan - including concept plan, preliminary plan and detailed design drawings. Construction to commence in 2012.



Building Great Neighbourhoods

Over the next three years, the proposed Great Neighbourhoods capital plan includes \$45 million to continue to improve the livability of Edmonton's mature neighbourhoods. Specifically, this includes investments in:

- Four City Council approved neighbourhood revitalization areas involving 13 neighbourhoods -- Alberta Avenue (\$9.6 million), Central McDougall/Queen Mary Park (\$5.8 million), McCauley (\$6.7 million), and Jasper Place (\$10.9 million).
- Alberta Avenue: Continuation of the City Council approved Avenue Revitalization Initiative (Alberta Avenue) will occur with the remaining two revitalization phases scheduled through to 2014.
- Central McDougall / Queen Mary Park Initiative: Design for the revitalization will occur in 2011/2012 with construction scheduled from 2012 to 2014.
- McCauley Initiative: Design for the revitalization is happening in 2011 with construction of the three subsequent revitalization phases scheduled from 2012 to 2014.
- Jasper Place Initiative: Design for the revitalization from 149 St to 156 St is under way with completion in 2012 and construction between 2012 and 2016.
- Enhancements in up to 10 mature neighbourhoods, such as walkways, public art, street furnishing and water features, in coordination with the Transportation and Drainage Renewal programs
- Inglewood Streetscaping along 118 Ave. from 121 St to 129 St. and 124 St. from 111 Ave. to 118 Ave.



Building Great Neighbourhoods

DRAINAGE NEIGHBOURHOOD RENEWAL PROGRAM UPDATE

Scope and Funding Sources

The *Drainage Neighbourhood Renewal Program* work is delivered by Infrastructure Services, Drainage Services, through two main methods:

- Relining – involves ‘cured in-place’ pipe material resulting in minimal disruption to pavement
- Open Cut – requires significant disruption to pavement

Currently, the Drainage Neighbourhood Renewal Program does not include renewal of sewers in alleys. Coordination with Transportation Services as the reconstruction program for alleys or other roadway infrastructure increases will require additional capital financing for Drainage Utilities.

On average, for every \$4 the Transportation Services Department spends on neighbourhood renewal work; Drainage Services spends \$1. The Drainage Utilities’ rate base is significantly smaller than the property tax base.

Whereas a 1% property tax increase provides approximately \$9.7 million in funding, a 1% utility rate increase for Sanitary and Stormwater combined provides \$0.9 million. For example, a 2% property tax increase generating \$19.4 million in funding for Neighbourhood Renewal for the Transportation component would require an investment of approximately \$4.9 million by Drainage Services or more than a 5.2% increase for the combined utilities.

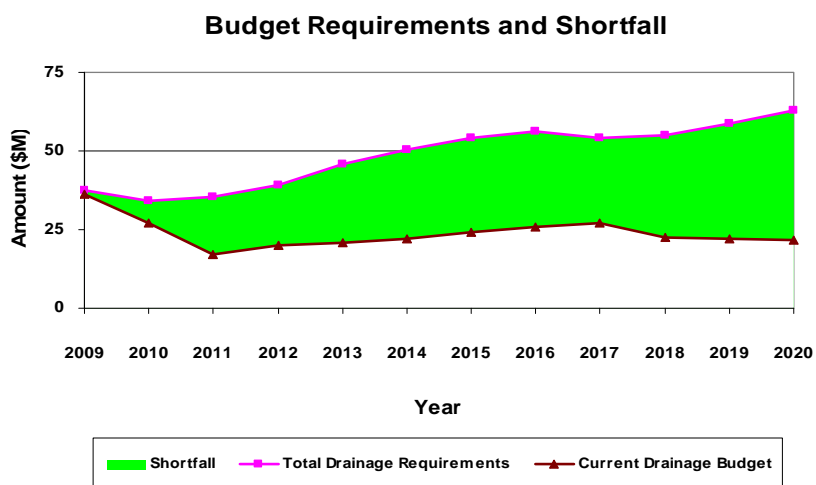
In 2012, a budget of \$36.8 million (\$18.4 million for the Sanitary Utility and \$18.4 million for the stormwater utility) is required to support the Neighbourhood Renewal Program. Since funds from the Alberta Municipality Infrastructure Program (AMIP) grant to Drainage Services were exhausted at the end of 2009, 100% of the *Drainage Neighbourhood Renewal* work has to be funded from utility rates in 2012.

The following table shows the actual and projected expenditure for the Drainage Neighbourhood Renewal Program during the period from 2010 to 2014:

Drainage Neighbourhood Renewal Expenditures (\$000's)					
	2010	2011	2012	2013	2014
	Actual	Projected	Budget	Budget	Budget
Neighbourhood Renewal	\$28,434	\$35,000	\$36,826	\$50,317	\$59,975

Prior to the approval of the Neighbourhood Renewal Program in 2008, the Drainage Services’ 10-year capital plan outlined a planned expenditure for co-ordination with Transportation Services of about 2 neighbourhoods per year. With the approved program’s plan for the completion of more than 2 neighbourhoods per year, Drainage Services is now experiencing a shortfall in funding for the Drainage Neighbourhood Renewal Program.

The following graph illustrates the expected shortfall for 2009 to 2020.



Building Great Neighbourhoods

Currently, the *Drainage Neighbourhood Renewal Program* is funded by both the Sanitary Utility and the Stormwater Utility. Within these two utilities, the *Drainage Neighbourhood Renewal Program* is funded largely through debt. As a result, the annual increases to the customer rate are currently being used for debt servicing. Over time, and with a continuation of annual increases to support Drainage Neighbourhood Renewal, the percentage of funding from borrowing should go down.

2011 Program (In Progress)

Drainage renewal work was undertaken in the following neighbourhoods in 2011:

2011 Drainage Neighbourhood Renewal Program

CCTV

Avonmore	Cromdale	Hazeldean
Delton		

Relining/Open Cut *

Alberta Avenue	Glenora	Sakaw
Aldergrove	Greenview	Sherbrooke
Argyll	Grovenor	Sherwood
Athlone	High Park Industrial	Summerlea
Belgravia	King Edward Park	Terrace Heights
Belvedere	Laurier Heights	Throncliffe
Bonnie Doon	Lendrum Place	Weir Industrial
Canora	McLeod	West Jasper Place
Capilano	Montrose	Westridge
Crestwood	North Glenora	Westwood
Dovercourt	Parkallen	Windsor Park
Duggan	Rio Terrace	Woodcroft
Empire Park	Ritchie	

*Relining/open cut work represents a combination of projects carried forward from 2010, as well as projects started in 2011.

Building Great Neighbourhoods

2012 Program (Proposed)

Neighbourhoods planned in 2012 include those identified by Transportation Services as requiring reconstruction in 2013 or beyond as well as other requiring only sewer renewal. Although the Drainage work is funded from the rate base, the tax levy supports the required follow up above ground work.

Some of the neighbourhoods with drainage renewal work that commenced in 2011 will need to be carried forward to 2012 since it normally takes 2-3 years to complete all the works in one neighbourhood. There are also neighbourhoods included that require only drainage work due to poor pipe conditions, and neighbourhoods to be completed in coordination with other franchised utilities such as ATCO Gas.

2012 Drainage Neighbourhood Renewal Program

Avonmore
Boyle Street

Delton
Gariepy

Laurier Heights West
Hazeldean

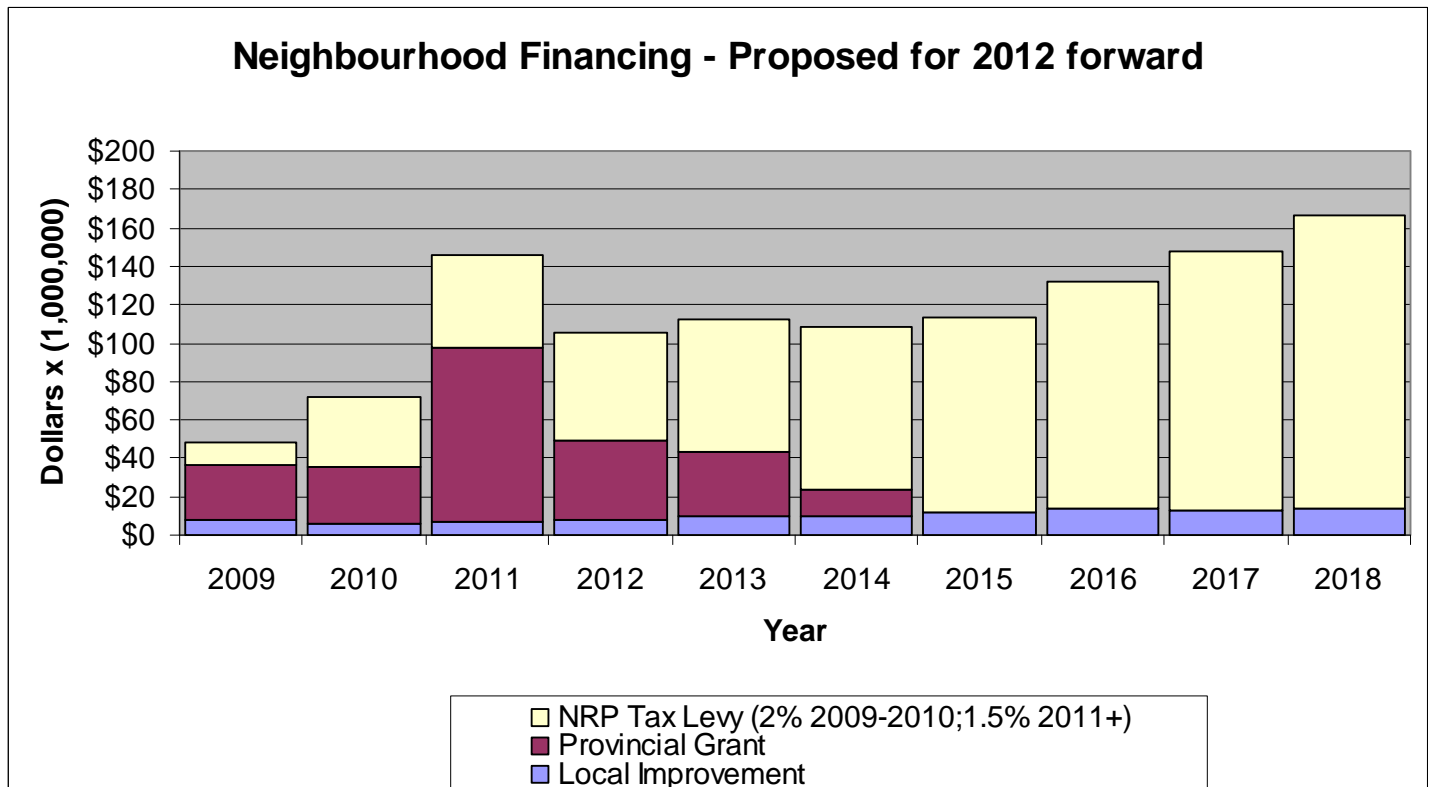
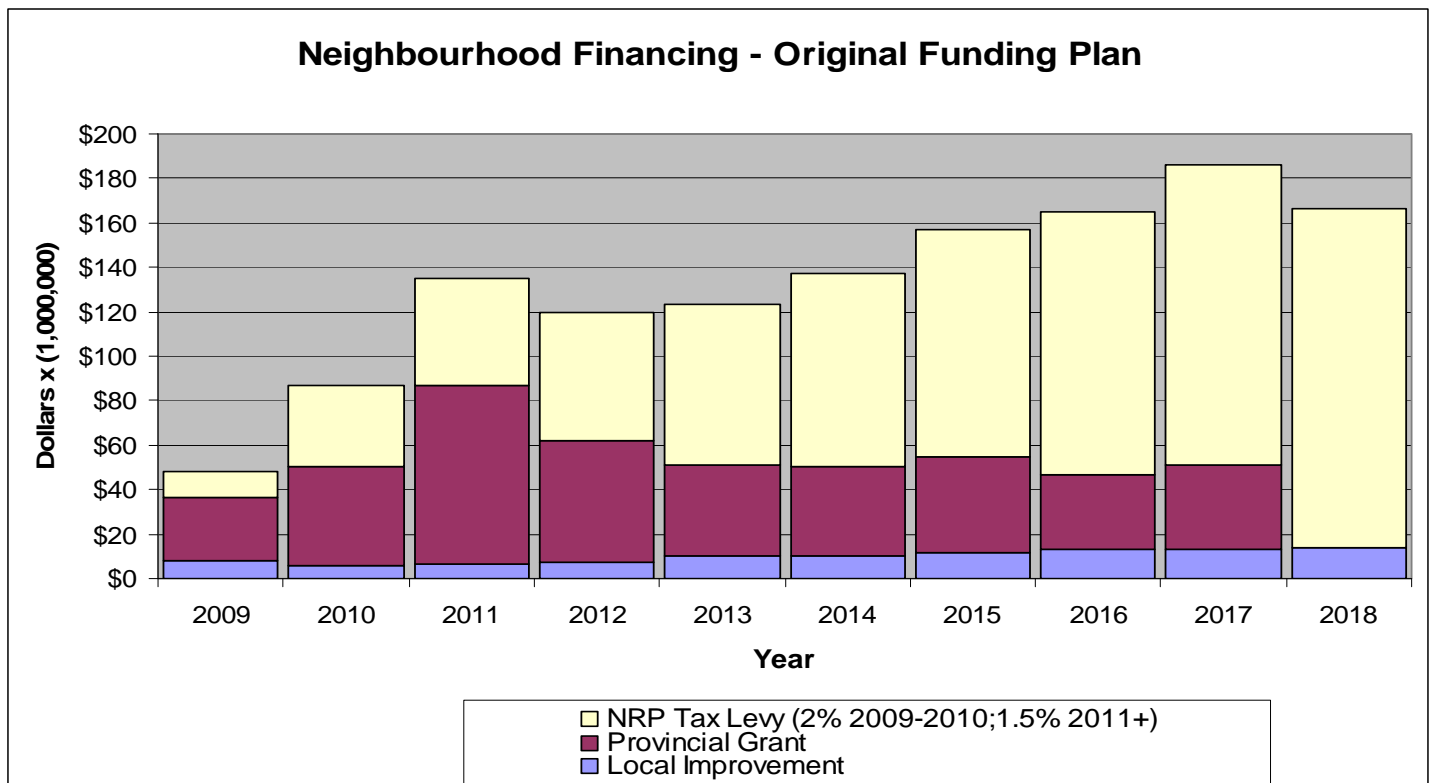
SUMMARY

The property tax dedicated to the *Neighbourhood Renewal Program* as a strategy to address infrastructure renewal in neighbourhoods will continue into 2012-2014 3-Year Capital Budget and be reviewed and re-evaluated over the course of the 3-year budget cycle. *The Great Neighbourhood Capital Program* is a ten-year program that will provide approximately \$45 million in funding for the 2012 to 2014 capital budget. A pre-determined, consistent and predictable dedicated tax provides significant benefits to the citizens. Increases in utility rates beyond 2012 to align with the dedicated tax for the Neighbourhood Renewal Program work will be identified in future Drainage Utilities Budget Submissions.

The dedicated property tax levy for Transportation Neighbourhood Renewal with corresponding proportionate increases in utility rates to fund Drainage Neighbourhood Renewal can provide a consistent predictable and stable long term flow of revenue for investment in Edmonton neighbourhood infrastructure if continued for a number of years. This in turn creates accountability and transparency.

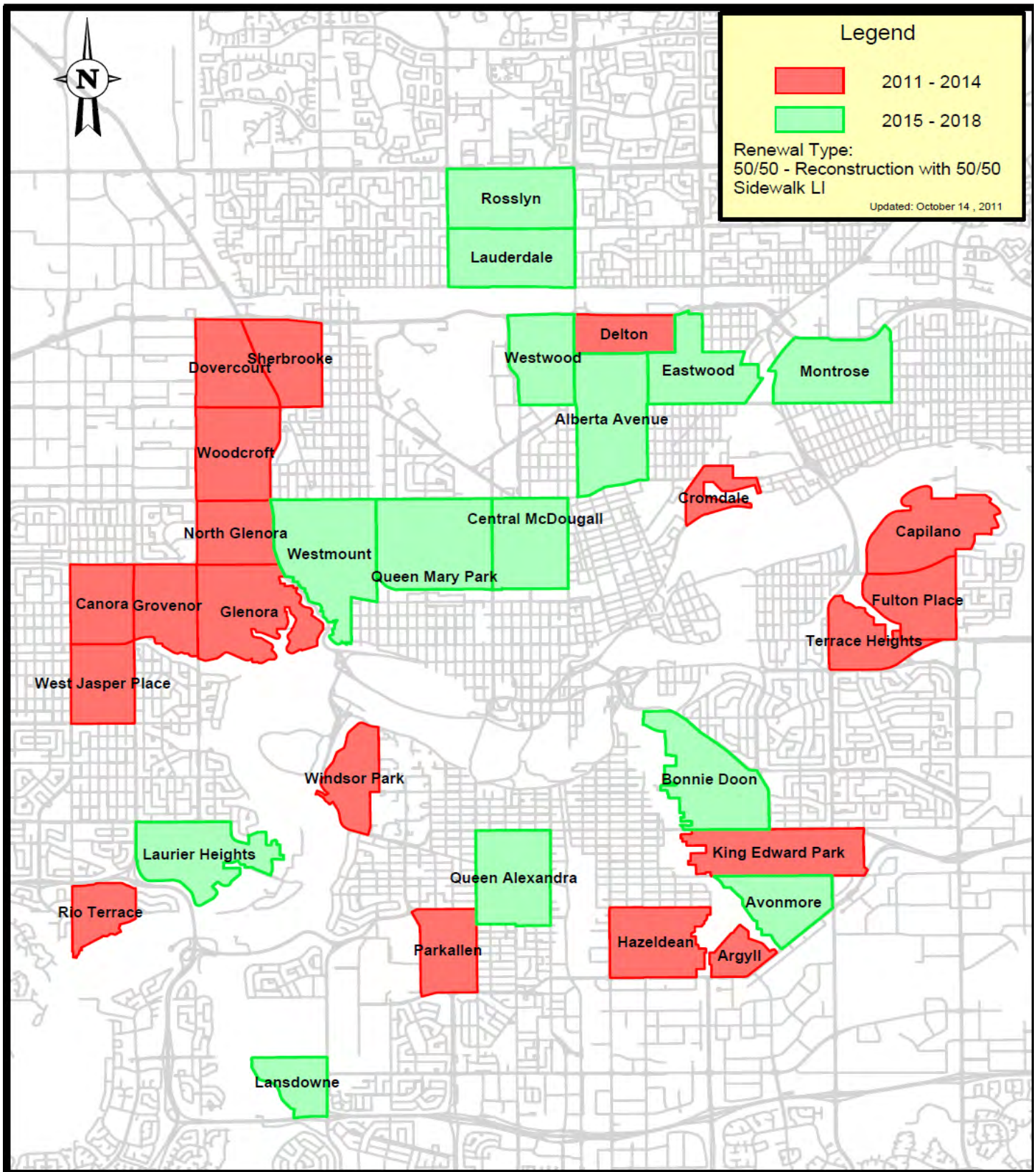
Building Great Neighbourhoods

Appendix 1 - Neighbourhood Funding Tax Levy Scenario Overview



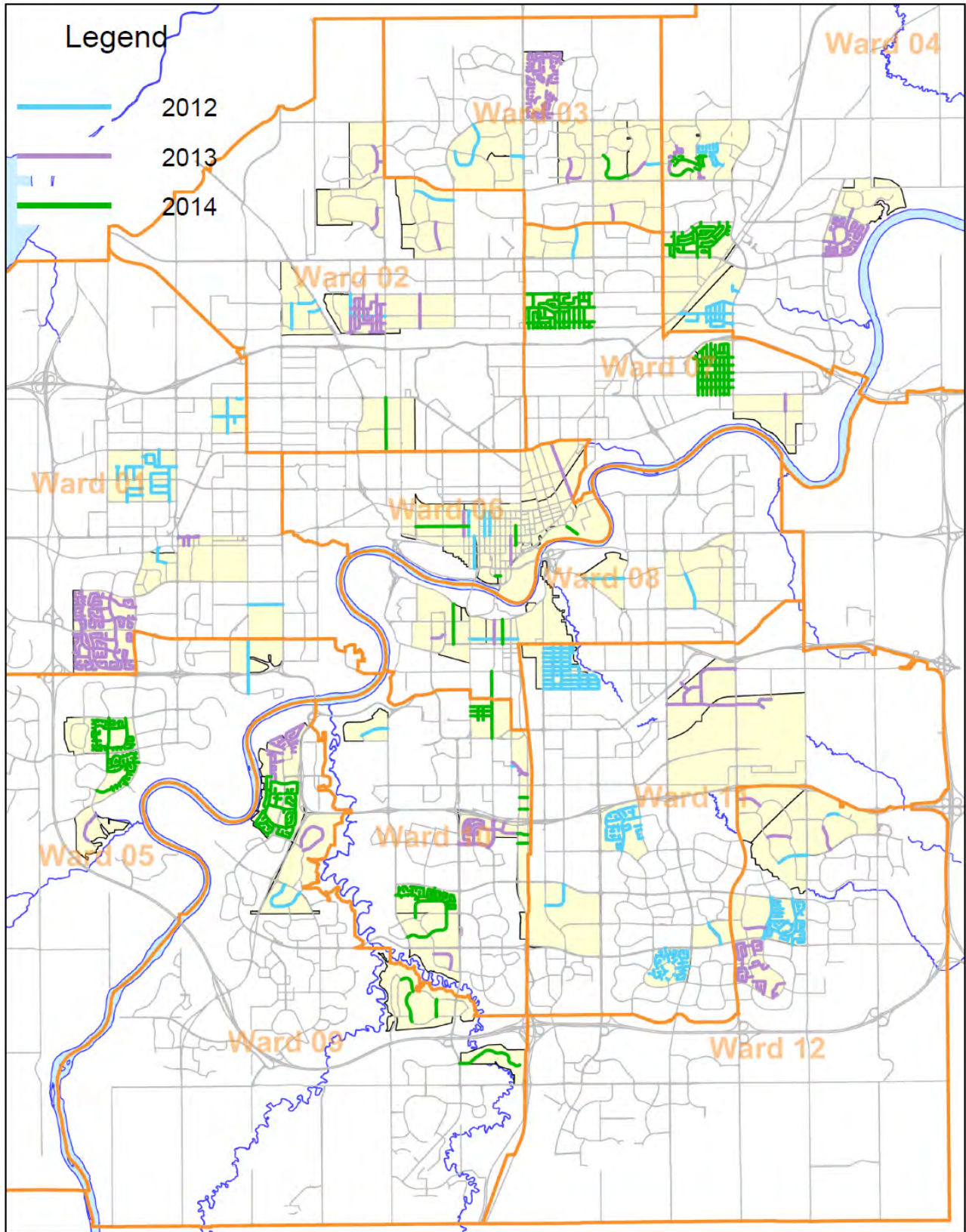
Building Great Neighbourhoods

Appendix 2 - Neighbourhood Reconstruction Program – 2011 — 2018



Building Great Neighbourhoods

Appendix 3 - Neighbourhood Renewal 2012 - 2014: Neighbourhood Overlay, Microsurfacing and Collector Renewal Locations



Department—Community Services

Introduction

The City of Edmonton vision describes Edmonton as a recreation city, an arts city, a city of many cultures and educational opportunities, a city where – east, west, north or south - you are always in the heart of somewhere special.

Community Services works in partnership with residents and other community stakeholders to make our vision a reality. From firefighters and lifeguards to social workers and bylaw officers, we are committed to making a difference every day. We also know residents expect us to deliver value for tax dollars. It is a responsibility we take seriously and why we are continually looking for innovative, sustainable ways to fund the services and programs we deliver.

Great cities are built by, for and with people. Community Services helps give a voice to, and embeds in every program and service provided by the Department, the principles and goals of creating a caring, safe, connected city, where people of all ages, backgrounds, cultures and income levels have the opportunity to succeed. As such, in concert with our partners, the Department is working to ensure Edmonton is one of Canada’s most livable cities: welcoming to all, safe and clean, supportive of its heritage, arts and cultural communities, and encouraging of active lifestyles through recreational opportunities.



BRANCHES

Community Facility Services	Community Standards	Community Strategies	Fire Rescue Services	Neighbourhood and Community Development	Parks
Programs and Events Customer Relations Operational Management Facility Development and Partnerships	Bylaw Complaints and Investigations Animal Care Corporate Enforcement Support Services Business Wide Resources Parking Services and Agency Program Edmonton Combative Sports Commission	Communities of Interest Civic Events Business and Policy Coordination	Fire Rescue Operations Public Safety Training and Logistics Technical Services Office of Emergency Preparedness	Office of Great Neighbourhoods Community Building Social Development Community Investment / Disaster Social Services	Park Servicing Park Access & Circulation Turf Management Horticulture Sport Field Maintenance Vegetation Management Playspace Maintenance Pest Management Forestry / Nursery Community Project Planning

STRATEGIC ROADMAP

10-YEAR GOAL

CORPORATE OUTCOMES

DEPARTMENT OUTCOMES



- Attractive and compact physical design with diverse neighbourhoods, amenities and public open spaces
- Edmonton has sustainable infrastructure that fosters and supports civic and community needs

- Facilities, neighbourhoods and public open spaces are developed and sustained to meet community needs



- Citizens are connected to their diverse communities and have pride in their city
- Citizens use City infrastructure and participate in services and programs that provide enjoyment and personal health benefits
- Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services
- Safe and Clean City

- Services are accessible and affordable
- Citizens are socially connected and active in their communities
- Citizens and their property are safe
- Citizens have diverse opportunities to enhance their personal wellness and awareness
- Partnerships are strong and positive



- The impact of City operations on air, land and water systems is minimized

- Impact on the environment is minimized



- The City has well managed and sustainable assets and services

- Operations and programs meet needs and are sustainable





- The City of Edmonton delivers valued, quality, cost effective services to its citizens




- The department is well managed

Department—Community Services

DEPARTMENT SCORECARD

10-YEAR GOAL	DEPARTMENT MEASURES	STATUS	TREND	3-YEAR TARGET	2010 ACTUAL	2011 FORECAST
 <p>TRANSFORM EDMONTON'S URBAN FORM</p>	% citizens who report their expectations are met	■		83.0%	85.5%	83.0%
	% of projects combined to limit disruption to a neighbourhood			new measure - in development		
	Average asset condition for parks infrastructure	■	■	95.0%	98.0%	90.1%
	% of mature neighbourhoods whose needs are being addressed by Great Neighbourhoods	■	■	38.0%	31.0%	31.0%
	% of Community Services buildings rated as good or better in infrastructure condition			TBD	n/a	41.1%
 <p>IMPROVE EDMONTON'S LIVABILITY</p>	% users of city recreation and social programs with improved skills and knowledge	■	▲	85.0%	77.6%	80.0%
	Ratio of compliance notices to tickets	■	▲	92.0%	90.1%	90.0%
	% citizens using parks and green spaces (biannual)			100%	n/a	84.0%
	% of users of city recreation and social programs with improved health and wellness	■	▲	90.0%	89.3%	90.0%
	% citizens satisfied with parks and green spaces (biannual)			100%	n/a	88.0%
	% of households within 500 metres of a park	■		100%	98.0%	98.2%
	% of community groups whose capacity to serve members has increased	■	▼	85.0%	84.7%	85.0%
	Partner Satisfaction rate		▼	TBD	80.6%	80.6%
	% of organizations where requests for space are coordinated			new measure - in development		
	% change in litter	■	▼	15% reduction /year	-29.0%	-10.0%
	Number of Leisure Access Program (LAP) cards issued	■	▲	Increase	26,169 by 5%	28,132
	% of admissions which are Leisure Access Program (LAP) visits	■	▲	TBD	5.6%	5.6%
	% of citizens who report they volunteer	■	■	55.0%	55.0%	55.0%
	% of fire calls that meet full first alarm targets	■	▼	<8min 90% of the time	87.8%	87.0%
	% of fires contained within room of origin	■	■	75.0%	68.0%	72.0%
	% citizens who feel Edmonton is a safe city	■		51.0%	51.0%	51.0%
	% of clients who feel safe in Community Services Department programs and facilities	■	▲	90.0%	96.0%	96.0%
	% of citizens who report feel safe in their community			new measure - in development		
	Client/user satisfaction with Community Services Department programs and facilities	■	▲	90.0%	89.6%	92.0%

Department—Community Services

10-YEAR GOAL	DEPARTMENT MEASURES	STATUS	TREND	3-YEAR TARGET	2010 ACTUAL	2011 FORECAST
 <p>PRESERVE & SUSTAIN EDMONTON'S ENVIRONMENT</p>	% of hazardous material recovered when responding to HazMat events	■	▼	70.0%	68.3%	70.0%
	Number of environmental releases/spills	■	▲	Minimize	10	20
	Net \$ of ecological benefit per maintained landscape tree	■	▲	\$88.35	\$85.16	\$88.35
	% of turf inventory not treated with herbicide	■	▲	7.5%	9.0%	7.5%
 <p>ENSURE EDMONTON'S FINANCIAL SUSTAINABILITY</p>	Cost recovery ratio - Community Facilities Services	■	▲	55.0%	58.0%	55.0%
	Cost recovery ratio - Community Standards			new measure - in development		
 <p>TRANSFORMING EDMONTON THROUGH ORGANIZATIONAL EXCELLENCE</p>	% of staff > Level 1 attendance	■	▲	1.5%	1.7%	1.4%
	Employee engagement (biannual)	■	▲	65.0%	75.0%	n/a
	Lost time incidents (OHS)	■	▲	<100	74	80
	Budget variance	■	▲	100%	98.0%	100%

LEGEND

STATUS DESCRIPTION

- Measure is meeting or exceeding established target
- Measure is moderately off of established target
- Measure is not meeting established target

TBD - In development

n/a - Currently not available

TREND DESCRIPTION

- ▲ Measure is trending favourably up over last reporting period
- ▲ Measure is trending unfavourably up over last reporting period
- Measure has not changed over last reporting period
- ▼ Measure is trending unfavourably down over last reporting period
- ▼ Measure is trending favourably down over last reporting period

Summary and Highlights of 2012 Budget

Community Services prides itself on making a difference in the lives of Edmontonians each and every day, and the Department's 2012 operating budget reflects its commitment to fostering safe, inclusive, and vibrant communities. On any given day, the Community Services Department manages hundreds of activities in its commitment to serving the people of Edmonton. From encouraging active lifestyles and fighting fires to strengthening individuals, neighbourhoods and communities and fostering arts and culture, Community Services is supporting Council's efforts to make Edmonton one of Canada's most liveable cities. These interactions, as well as new initiatives designed to enhance our programs and services, are captured in this year's proposed operating budget. Highlights include:

- The addition of the Community Standards and Parks Branches to Community Services to better serve our citizens, support the strategic direction of the organization and to achieve City Council's vision for Edmonton.
- \$1M for the Violence Reduction Strategy, targeting prevention, intervention, suppression, and information/engagement as strategies to help reduce violence in Edmonton.
- Approximately \$1.3M for the operating costs associated with new facilities, including the Claireview, Meadows, and Commonwealth Community Recreation Centres, and upgrades to the Edmonton Valley Zoo and Fort Edmonton Park.

In addition to organizational transition, the Department also undertook several strategies to enhance efficiencies and foster innovation. Examples include:

- Consolidation of resources for consulting and contracting and group and in-house training to maximize limited training resources
- Opening of the Animal Care and Control Centre beside the Edmonton Humane Society
- Review of all Parks' operational maintenance tasks
- Review of staffing models at several key community facilities
- Formation of the Social Development Rapid Response Team to address and implement quick, responsive actions aimed at high priority social issues
- Development of a risk assessment instrument applied to all Building occupancies within the City of Edmonton as part of Fire Rescue's Quality Management Plan (QMP).



Meeting Increased Service Demands

Though funding levels have been reduced, the Community Services Department continues to meet increased demand from a growing scope of complex municipal challenges, including:

- Responding to an increase in issues related to community safety and poverty
- Delivering emergency and fire services in outlying areas
- Providing social services in mature neighbourhoods
- Addressing the growing demographic diversity of the city
- Managing increased demand for collaboration, leadership and support from partners

Through 2012 and beyond, Community Services Department will work to continue to balance the expectations and needs of residents with fiscal realities, and our proposed budget reflects how we are responding to these challenges while continuing to advance Council's strategic goals.

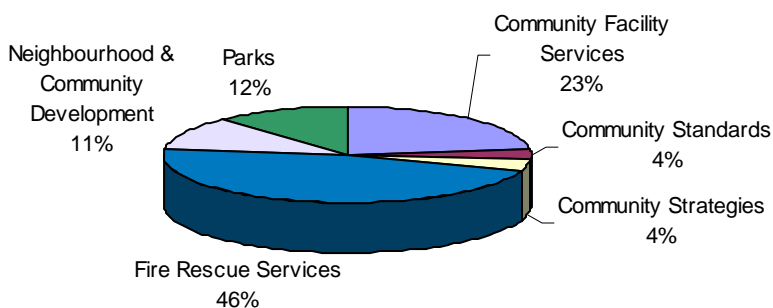
Department—Community Services

Proposed 2012 Budget - Department Summary

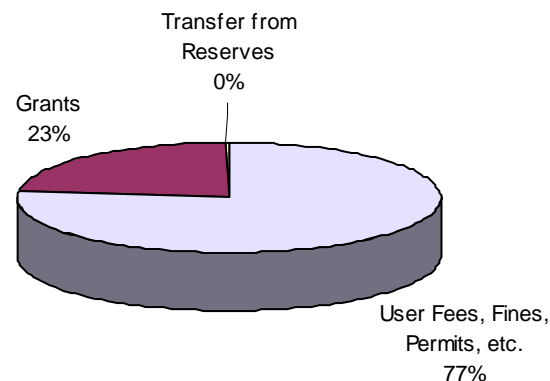
	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 45,130	\$ 54,477	\$ 1,733	\$ 56,210	3.2
Grants	18,352	16,634	(117)	16,517	(0.7)
Transfer from Reserves	<u>1,133</u>	<u>242</u>	<u>-</u>	<u>242</u>	-
Total Revenue & Transfers	64,615	71,353	1,616	72,969	2.3
Expenditure & Transfers					
Community Facility Services	68,744	78,398	3,037	81,435	3.9
Community Standards	12,039	12,879	158	13,037	1.2
Community Strategies	15,453	13,388	(637)	12,751	(4.8)
Fire Rescue Services	154,482	160,826	3,179	164,005	2.0
Neighbourhood & Community Development	42,022	40,278	(207)	40,071	(0.5)
Parks	<u>39,737</u>	<u>41,351</u>	<u>498</u>	<u>41,849</u>	1.2
Total Expenditure & Transfers	332,477	347,120	6,028	353,148	1.7
Net Operating Requirement	\$ 267,862	\$ 275,767	\$ 4,412	\$ 280,179	1.6
Full-time Equivalents	2,516.4	2,659.6	28.1	2,687.7	

Budget details are provided at the Branch level

Where the Budget will be spent



Funding by source



Branch—Community Facility Services

Introduction

The Community Facility Services branch vision **Creating Vibrant Places** is about contributing to a great quality of life in Edmonton; serving citizens; promoting healthy lifestyles, wellness and personal growth; providing memorable experiences in safe and welcoming facilities; and providing exceptional customer service that exceeds expectations.

The Branch delivers public recreation, sport, leisure and heritage programs, services and collections to Edmontonians. It brings over 60 City facilities to life year-round and encourages active lifestyles through recreational and leisure opportunities. The Branch also provides ongoing support to partner operated indoor and outdoor community facilities through the management of over 100 partner agreements and space for not-for-profit organizations offering diverse opportunities in public recreation and leisure.



- 12 Community Leisure Centres (including Terwillegar Community Recreation Centre)
- 20 Arenas
- 2 Seniors Centres
- Edmonton Valley Zoo
- Muttart Conservatory
- 8 Municipal Cemeteries
- 5 Outdoor Pools
- John Janzen Nature Centre
- Commonwealth Stadium
- Heritage Amphitheatre
- Kinsmen Sports Centre
- Clarke Field
- 3 Golf Courses and Victoria Driving Range
- John Walter Museum
- Prince of Wales Armouries and City Archives
- St. Francis Xavier Sports Centre
- City Arts Centre

MAJOR SERVICES AND ACTIVITIES

Programs and Events	Customer Relations	Operational Management	Facility Development and Partnerships
Fitness, aquatics, education, leisure, arts, and heritage programming Drop-in and registered programming for seniors, adults, family, youth, children and volunteers Natural history and animal species interpretation, education and conservation Facility based special events	Telephone, online and in-facility program registrations and membership sales Facility bookings and rentals, and user group advisory committees Corporate fitness and advertising sales, and sponsorship agreements Food services and merchandise sales at facilities Leisure access (low-income) and social donation programs	Facility operations and maintenance Hosting of major events/concerts and professional sports Lifeguarding and pool health/safety standards Development and review of emergency plans and reducing environmental footprint Managing special collections—plants, animals and artifacts	Planning, strategy and management of over \$600 million of approved community facilities (2009-2011) Leading the development and implementation of long range plans and strategies Managing partnership agreements including sports and recreation groups and school boards Ongoing support/liason to major city-wide sport organizations

Branch—Community Facility Services

Opportunities and Challenges

The facilities managed by the Branch encourage active healthy lifestyles and wellness through recreation, sport, leisure and heritage programs, and services.

Branch services are readily accessible to individuals and families regardless of social or economic status or level of ability, and they are planned, managed and delivered in a way that reflects community priorities.

The Branch delivers high quality, memorable experiences for individuals and families in safe and healthy environments. Facilities serve as community hubs, bringing families, children and youth together in welcoming and vibrant settings. Diverse recreational and entertainment venues and events attract visitors and tourists and are an essential part of the fabric and character of Edmonton's international profile.

Facilities serve as a legacy for the enjoyment of current and future generations and they preserve and enhance Edmonton's rich heritage. Providing direct service to citizens, visitors and organizations, creative teams bring facilities to life year-round and support City Council's Goal to *Improve Edmonton's Livability*.

Innovations, Creativity and Best Practices

Community Facility Services has applied the following innovative strategies to increase operational efficiency:

- New operating and staffing models: implemented at key facilities increasing efficiencies and links with communities by having staff manage more than one facility or facility area. Facilities include Commonwealth Community Recreation Centre / Stadium Bowl and Clark Field, Jasper Place / St. Francis Xavier Field House, and Kinsmen Sport Centre / Queen Elizabeth Outdoor Pool.
- 100 Voices at Terwillegar Community Recreation Centre: is a program partnership with the Edmonton Catholic School Board that maximizes multipurpose room space within the non-peak usage time of the Centre.
- Joint Community Facility Services and Fire Rescue program: the 2 branches have worked together to offer a physical preparation program to help potential future firefighters prepare for the physical testing required to become a firefighter.
- Web Facility Notifications will allow facility staff to provide real-time updates to the public via the web, cell phone, and e-mail subscription, for example, when a pool has an unplanned closure or the status of an amenity.
- The Branch engages Edmonton's business community through proactive and innovative sales, sponsorships and marketing opportunities that generate growing revenues and cost savings, reducing reliance on the tax levy.

Impact of Capital Projects

Community Facility Services continues to implement and deliver on the direction set out in the Council approved Recreation Facility Master Plan and facility specific plans and strategies enriching the quality of life of citizens with significant facilities development.

Community Facility Services recently saw the opening of Terwillegar Community Recreation Centre and redevelopment of Queen Elizabeth and Fred Broadstock outdoor pools, St. Francis Xavier Sports Centre and John Janzen Nature Centre.

For 2012, further work is underway through the development of Commonwealth, Clareview and The Meadows Community Recreation Centres, the Edmonton Valley Zoo and the Multi-sport Tournament and Recreation Site.

In addition, the Branch is supporting partner development with the GO Community Centre, Boyle Street Community Centre, Abbotsfield Recreation Centre and South Edmonton Multicultural Centre.

Funded Service Packages

Community Facility Services has one funded-service package: Operating impacts of approved capital projects. The operating impact of approved capital projects has a net impact of \$1.3 million in 2012.

Service packages submitted as part of the 2012 operating budget that remain unfunded include Community Facility Services Partnership Grant (additional \$1.1 million), and the Enterprise Square Galleries and Programs (\$1 million).

Service and Budget Review

In addition to corporate reductions, the Branch realized opportunities to reduce the following as part of the services and budget review required as part of the 2012 operating budget.

Community Facility Services has reduced its operating model for Commonwealth Community Recreation Centre that places a greater emphasis on efficiencies by integrating existing maintenance staffing services from the Stadium and Clark Field into the new facility.

Community Facility Services will reduce the admissions subsidy on the Corporate and Community League Wellness programs from 20% to 10% off annual passes and the continuous monthly payment program.

Community Facility Services will reduce subsidies in children and youth/seniors admission fees:

- Child admission from 50% of adult rate to a range of 30% to 45% of adult rate.
- Senior/youth admission from 25% of adult admission to a range of 10% to 20% of adult admission.

Subsidy adjustments will require changes to the City Fee Policy.

Branch—Community Facility Services

The Community Facility Services budget includes Fort Edmonton Park.

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 35,825	\$ 46,424	\$ 1,730	\$ 48,154	3.7
Grants	233	100	-	100	-
Transfer from Reserves	1,133	242	-	242	-
Total Revenue & Transfers	37,191	46,766	1,730	48,496	3.7
Expenditure & Transfers					
Personnel	36,128	44,554	1,791	46,345	4.0
Materials, Goods & Supplies	4,868	5,884	(75)	5,809	(1.3)
External Services	7,647	7,247	103	7,350	1.4
Fleet Services	1,483	1,983	316	2,299	15.9
Intra-municipal Services	3,391	2,536	164	2,700	6.5
Utilities & Other Charges	12,701	15,736	738	16,474	4.7
Transfer to Reserves	2,526	458	-	458	-
Subtotal	68,744	78,398	3,037	81,435	3.9
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	68,744	78,398	3,037	81,435	3.9
Net Operating Requirement	\$ 31,553	\$ 31,632	\$ 1,307	\$ 32,939	4.1
Full-time Equivalents	640.3	669.1	32.7	701.8	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$1,730

Increases in user fees account for \$792, while Operating Impacts of Capital for Commonwealth Community Recreation Centre and Valley Zoo contribute \$1,490. Subsidy reductions for Corporate and Community Wellness programs and Facility Admissions account for an increase of \$780. These items are offset by a \$160 decrease in revenue as a result of Parks reductions in purchases from Muttart and \$1,172 reduction due to the removal of Hotel Selkirk which is operated by Fort Edmonton Management Company.

Branch—Community Facility Services

Expenditures & Transfers - Changes

Personnel \$1,791

Movement within the salary ranges, changes in benefits and the last year of a 3-year 1% LAPP contribution increase account for \$416. Operating Impacts of Capital for the Clareview Community Recreation Centre, Commonwealth Community Recreation Centre, Valley Zoo, and Fort Edmonton Administration Building result in an increase of \$1,973. These increases are offset by a one-time Service and Budget Review absorption of step and merit of \$450 and a \$148 reduction in personnel costs as a result of Parks reducing its purchases from Muttart.

Material, Goods & Supplies (\$75)

Decrease in costs relate to a corporate initiative to reduce computer costs by \$15; the removal of Hotel Selkirk expenses of \$280, as it is now operated by Fort Edmonton Management Company; and Parks reduction of purchases from Muttart of \$20. These reductions are offset by an increase of \$125 in inflationary costs and \$115 increase in Operating Impacts of Capital costs for Commonwealth Community Recreation Centre, Valley Zoo, and the Fort Edmonton Master Plan for Capital Theatre.

External Services \$103

Operating impacts of capital for Commonwealth Community Recreation Centre, Valley Zoo, Boyle Renaissance, Fort Edmonton Administration Building, and Fort Edmonton Park Master Plan Capitol Theatre account for an increase of \$219. Inflationary costs account for an increase of \$698. These increases are offset by the removal of Hotel Selkirk expenses of \$814, as it is now operated by Fort Edmonton Management Company.

Fleet Services \$316

An increase of \$316k in Fleet Services is attributed to inflation, rate increases and changes in volume. The volume increase is due to the operating impact of the new Commonwealth Community Recreation Centre.

Intra-municipal Services \$164

An increase in Disabled Adult Transit Service rates account for \$47. Operating Impacts of Capital costs for Commonwealth Community Recreation Centre, Valley Zoo and Boyle Renaissance account for \$51. The remaining increase of \$67 relate to inflationary costs. These items are offset by the removal of Hotel Selkirk operating budget of \$1, as it is now operated by Fort Edmonton Management Company.

Utilities & Other Charges \$738

Inflation on both utilities and other charges accounts for \$403 and \$44, respectively. Operating Impacts of Capital for Commonwealth Community Recreation Centre, Edmonton Valley Zoo, and the Fort Edmonton Park Administration Building and Capitol Theatre account for \$460 increase in utility charges and \$36 decrease in other charges. These items are offset by the Corporate decrease in utility charges of \$56 and the removal of Hotel Selkirk for \$77, which is now operated by the Fort Edmonton Management Company.

Full-time Equivalents - Changes

Increase in full-time equivalents relate to Operating Impacts of Capital for Clareview Community Recreation Centre (1.0), Commonwealth Community Recreation Centre (30.2), Edmonton Valley Zoo Rehabilitation (2.0), Fort Edmonton Administration Building (0.5) and Fort Edmonton Park Master Plan Capitol Theatre (1.0). This is offset by 2.0 decrease in Horticultural staff as a result of Service & Budget Review.

Branch—Community Facility Services

Service Package

Funded

Operating Impacts to Approved Capital Projects

Description

This service package reflects the 2012 operating impacts on expenditures and revenues for capital assets added into Community Facility Services including:

Clareview Community Recreation Centre (\$81)

Commonwealth Community Recreation Centre (\$724)

Edmonton Valley Zoo Rehabilitation - Pinniped & Entry/Wander Development (\$278)

Boyle Renaissance (\$125)

Fort Edmonton Park Administration Building (\$34)

Fort Edmonton Park Capitol Theatre (\$87)

Justification

These operating impacts of capital projects require funding to ensure programs and services are delivered to Edmontonians upon completion of the capital construction.

Impacts of not funding include under-utilization of new, renovated or expanded facilities; lost revenue due to a lack of ability to book and utilize space; inability to meet programming demands in new, renovated or expanded facilities (ie. program registrations); inability to properly monitor the facility entrances; safety concerns; and a reduction in the quality/frequency of customer service.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Departmental Outcome(s)

Ten-year strategic goal: Improve Edmonton's Liveability:

- Services Are Affordable and Accessible
- Citizens Are Socially Connected and Active In Their Communities.
- Citizens Have Diverse Opportunities To Enhance Their Personal Wellness

Ten-year strategic goal: Transform Edmonton's Urban Form

- Facilities, Neighbourhoods and Public Spaces Are Developed and Sustained To Meet Community Needs

Impact on Other Departments

Other funded supporting requirements:

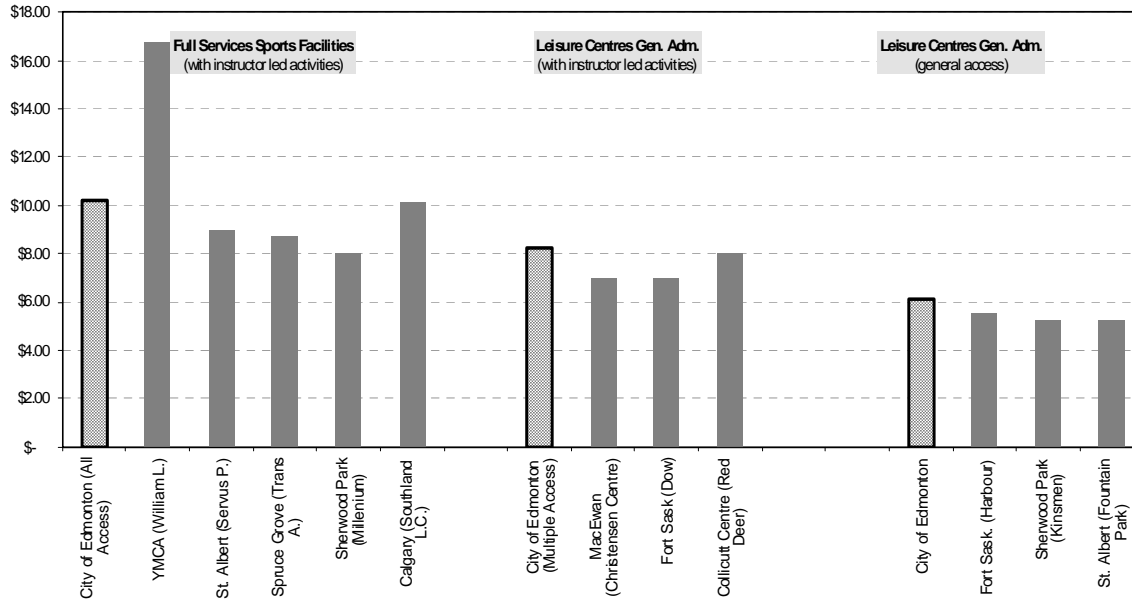
incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$2,819	\$1,490	\$1,329	34.7	\$2,406	\$270	\$2,136	119.3	\$2,090	\$5,835	\$(3,745)	-
Annualization	-	-	-	-	5,942	-	5,942	-	-	-	-	-
Total	\$2,819	\$1,490	\$1,329	34.7	\$8,348	\$270	\$8,078	119.3	\$2,090	\$5,835	\$(3,745)	-

Branch—Community Facility Services

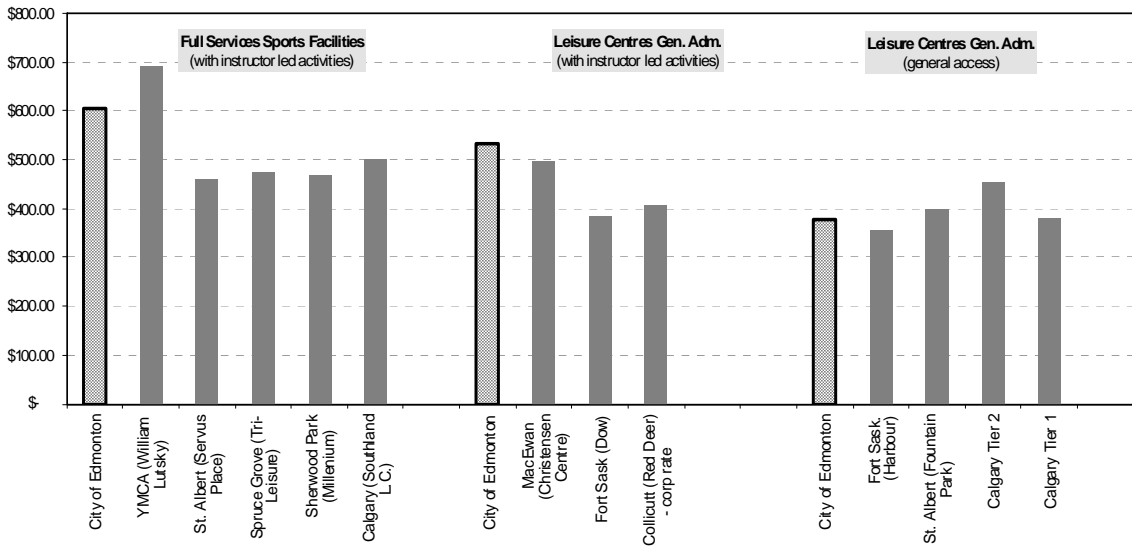
Proposed 2012 Budget—User Fee Information— Benchmarking

Fee Comparison with Local Providers and Other Municipalities

Sports Facilities - Single Admissions Benchmarking



Sports Facilities - Annual Pass Benchmarking



* These charts compare latest available benchmark information (2011) with the proposed 2012 prices for City of Edmonton facilities

Notes:

Prices includes GST.

Checked Bar indicates
2012 fees for City of Edmonton before Subsidy Reduction

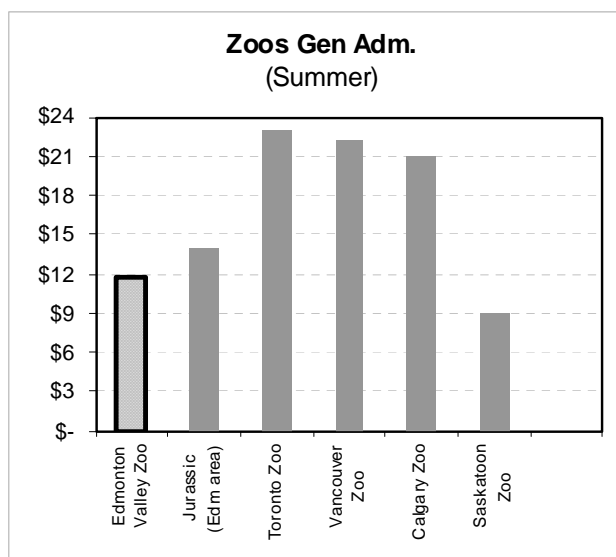
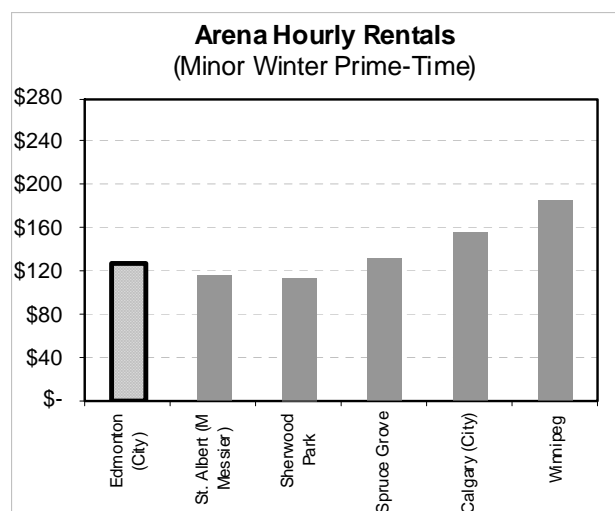
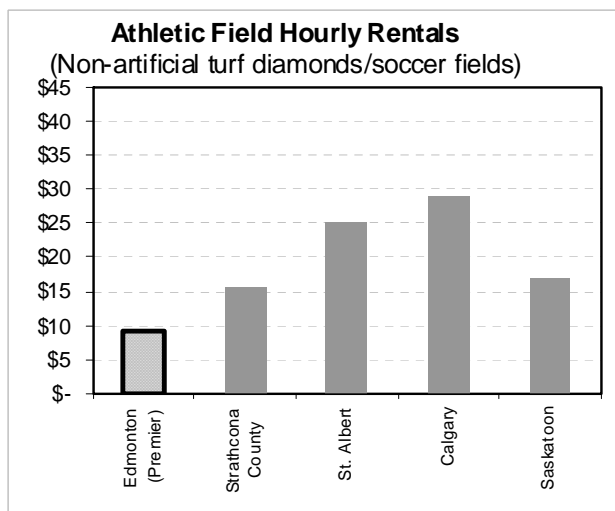
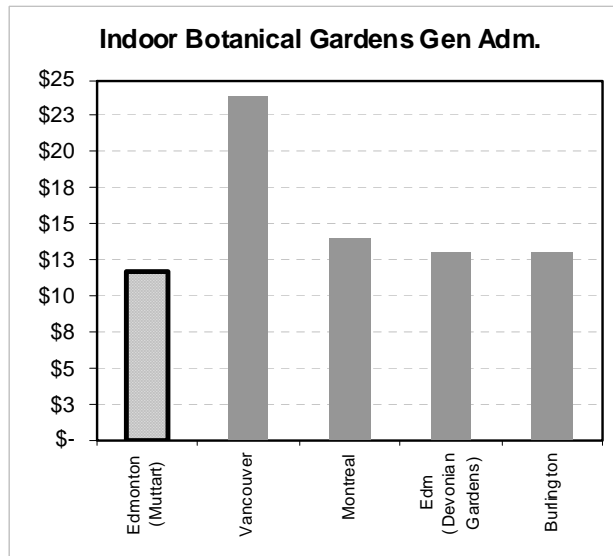
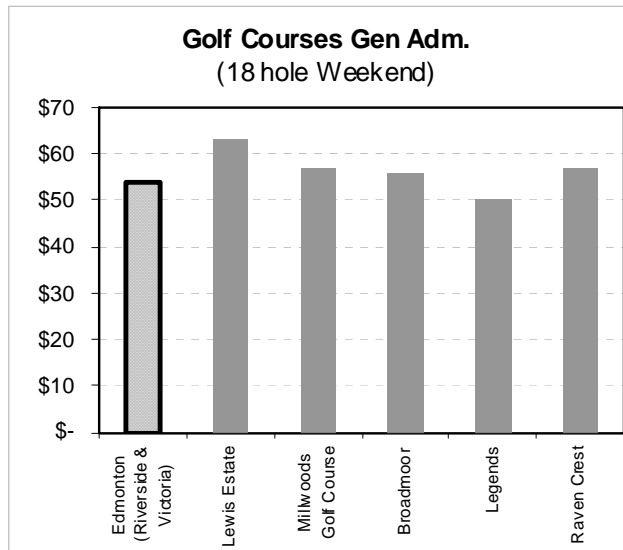
Shaded bars indicate

2011 fees for other facilities*

* Where possible, comparable facilities were used for benchmarking. Based on online fees advertised in Sep 2011.

Branch—Community Facility Services

Proposed 2012 Budget—User Fee Information— Benchmarking



These charts compare latest available benchmark information (2011) with the proposed 2012 prices for City of Edmonton facilities

Checked Bar indicates
2012 fees for City of Edmonton before Subsidy Reduction

Shaded bars indicate
2011 fees for other facilities *

Where possible, comparable facilities were used for benchmarking.
Based on online fees advertised in Sep 2011.

Notes:
Prices includes GST.

Branch—Community Facility Services

Proposed 2012 Budget—User Fee Information

Fee Description	Proposed Change (2011 to 2012) - All fees include GST				Proposed Subsidy Reduction	
	2011 Fee	Proposed 2012 Fee	\$ Increase	% Increase	Proposed 2012 Fee	\$ Increase
Arenas (per hour)						
<i>Winter Ice Rental Rates (Winter Season 2011)</i>						
General/Adult						
Good Time	\$ 249.00	\$ 254.00	\$ 5.00	2.0%		
Fair Time	\$ 199.00	\$ 203.00	\$ 4.00	2.0%		
Marginal Time	\$ 149.00	\$ 152.00	\$ 3.00	2.0%		
Minor						
Good Time	\$ 124.50	\$ 127.00	\$ 2.50	2.0%		
Fair Time	\$ 99.50	\$ 102.00	\$ 2.50	2.5%		
Marginal Time	\$ 74.50	\$ 76.00	\$ 1.50	2.0%		
<i>Summer Rental Rates (Summer Season 2011)</i>						
Ice Off-Season						
High Priority	\$ 195.00	\$ 199.00	\$ 4.00	2.1%		
Low Priority	\$ 146.25	\$ 150.00	\$ 3.75	2.6%		
Concrete Regular Season						
Adult	\$ 120.00	\$ 123.00	\$ 3.00	2.5%		
Minor	\$ 60.00	\$ 61.50	\$ 1.50	2.5%		
Athletic Fields (per hour)						
<i>"Staffed" Diamonds/Rectangular Fields/Art.Tracks (highest level amenities) Rental Rates</i>						
General						
Adult	\$ 37.50	\$ 38.50	\$ 1.00	2.7%		
Minor	\$ 18.75	\$ 19.25	\$ 0.50	2.7%		
<i>"Premier" Diamonds/Rectangular Fields/Shale Tracks (shale diamonds/irrigated fields) Rental Rates</i>						
General						
Adult	\$ 9.00	\$ 9.25	\$ 0.25	2.8%		
Minor	\$ 4.50	\$ 4.65	\$ 0.15	3.3%		
<i>"Standard" Diamonds, Rectangular Fields (grass diamonds/non-irrigated smaller fields) Rental Rates</i>						
General						
Adult	\$ 4.50	\$ 4.65	\$ 0.15	3.3%		
Minor	N/C	N/C				
<i>Clarke Stadium/Johnny Bright Rental Rates</i>						
Artificial Turf						
Field - Adult	\$ 125.00	\$ 128.00	\$ 3.00	2.4%		
Field - Minor	\$ 62.50	\$ 64.00	\$ 1.50	2.4%		
<i>Millwoods Rental Rates</i>						
Artificial Turf						
Field - Adult	\$ 37.50	\$ 40.50	\$ 3.00	8.0%		
Field - Minor	\$ 18.75	\$ 20.25	\$ 1.50	8.0%		

Branch—Community Facility Services

Proposed 2012 Budget—User Fee Information

Fee Description		Proposed Change (2011 to 2012) - All fees include GST				Proposed Subsidy Reduction	
		2011 Fee	Proposed 2012 Fee	\$ Increase	% Increase	Proposed 2012 Fee	\$ Increase
Aquatic & Fitness Facilities							
<i>"All Facilities Full Access Pass" - All Leisure Centers, Outdoor Pools, Millwoods, Kinsmen, TCRC, Commonwealth Rec Centre and drop-in instructor-led programs</i>							
Adult	Single Admission	\$ 10.00	\$ 10.20	\$ 0.20	2.0%	\$ 10.50	\$ 0.50
	Multi Admission - 5 or more	\$ 9.00	\$ 9.20	\$ 0.20	2.2%	\$ 9.45	\$ 0.45
	Monthly Pass	\$ 66.00	\$ 67.30	\$ 1.30	2.0%	\$ 69.30	\$ 3.30
	Continuous Monthly Pass	\$ 54.50	\$ 55.60	\$ 1.10	2.0%	\$ 57.25	\$ 2.75
	Annual Pass	\$ 594.00	\$ 606.00	\$ 12.00	2.0%	\$ 624.00	\$ 30.00
Youth/Senior	Single Admission	\$ 7.50	\$ 7.65	\$ 0.15	2.0%	\$ 8.25	\$ 0.75
	Multi Admission - 5 or more	\$ 6.80	\$ 6.90	\$ 0.10	1.5%	\$ 7.50	\$ 0.70
	Monthly Pass	\$ 49.50	\$ 50.45	\$ 0.95	1.9%	\$ 54.45	\$ 4.95
	Continuous Monthly Pass	\$ 41.00	\$ 41.70	\$ 0.70	1.7%	\$ 45.20	\$ 4.20
	Annual Pass	\$ 445.50	\$ 454.50	\$ 9.00	2.0%	\$ 490.00	\$ 44.50
Child	Single Admission	\$ 5.00	\$ 5.10	\$ 0.10	2.0%	\$ 6.50	\$ 1.50
	Multi Admission - 5 or more	\$ 4.50	\$ 4.60	\$ 0.10	2.2%	\$ 5.85	\$ 1.35
	Monthly Pass	\$ 33.00	\$ 33.65	\$ 0.65	2.0%	\$ 42.90	\$ 9.90
	Continuous Monthly Pass	\$ 27.25	\$ 27.80	\$ 0.55	2.0%	\$ 35.60	\$ 8.35
	Annual Pass	\$ 297.00	\$ 303.00	\$ 6.00	2.0%	\$ 386.00	\$ 89.00
Family	Family Single Admission	\$ 30.00	\$ 30.00	\$ -	0.0%		
	Family Multi Admission - 5	\$ 27.00	\$ 27.00	\$ -	0.0%		
	Family Monthly Pass	\$ 198.00	\$ 198.00	\$ -	0.0%		
	Family Continuous Monthly Pass	\$ 163.50	\$ 163.50	\$ -	0.0%		
	Family Annual Pass	\$ 1,782.00	\$ 1,782.00	\$ -	0.0%		
<i>"Multiple Facilities Access Pass" - All Leisure Centres, Outdoor Pools, Millwoods Rec Centre, Kinsmen, Commonwealth Rec Centre (includes drop-in instructor-led programs). TCRC is not included</i>							
Adult	Single Admission	\$ 8.00	\$ 8.20	\$ 0.20	2.5%		
	Multi Admission - 10 or more	\$ 7.20	\$ 7.40	\$ 0.20	2.8%		
	Monthly Pass	\$ 58.00	\$ 59.15	\$ 1.15	2.0%		
	Continuous Monthly Pass	\$ 47.75	\$ 48.70	\$ 0.95	2.0%		
	Annual Pass	\$ 522.00	\$ 532.50	\$ 10.50	2.0%		
Youth/Senior	Single Admission	\$ 6.00	\$ 6.20	\$ 0.20	3.3%	\$ 7.40	\$ 1.40
	Multi Admission - 10 or more	\$ 5.40	\$ 5.55	\$ 0.15	2.8%	\$ 6.65	\$ 1.25
	Monthly Pass	\$ 43.50	\$ 44.35	\$ 0.85	2.0%	\$ 53.25	\$ 9.75
	Continuous Monthly Pass	\$ 36.00	\$ 36.55	\$ 0.55	1.5%	\$ 43.85	\$ 7.85
	Annual Pass	\$ 391.50	\$ 399.50	\$ 8.00	2.0%	\$ 479.50	\$ 88.00
Child	Single Admission	\$ 4.00	\$ 4.10	\$ 0.10	2.5%	\$ 5.70	\$ 1.70
	Multi Admission - 10 or more	\$ 3.60	\$ 3.70	\$ 0.10	2.8%	\$ 5.20	\$ 1.60
	Monthly Pass	\$ 29.00	\$ 29.60	\$ 0.60	2.1%	\$ 41.40	\$ 12.40
	Continuous Monthly Pass	\$ 24.00	\$ 24.35	\$ 0.35	1.5%	\$ 34.10	\$ 10.10
	Annual Pass	\$ 261.00	\$ 266.50	\$ 5.50	2.1%	\$ 373.00	\$ 112.00
Family	Single Admission	\$ 24.00	\$ 24.50	\$ 0.50	2.1%		
	Multi Admission - 10 or more	\$ 21.60	\$ 22.20	\$ 0.60	2.8%		
	Monthly Pass	\$ 174.00	\$ 177.45	\$ 3.45	2.0%		
	Continuous Monthly Pass	\$ 143.50	\$ 146.10	\$ 2.60	1.8%		
	Annual Pass	\$ 1,566.00	\$ 1,597.50	\$ 31.50	2.0%		

Branch—Community Facility Services

Proposed 2012 Budget—User Fee Information

Fee Description		Proposed Change (2011 to 2012) - All fees include GST				Proposed Subsidy Reduction	
		2011 Fee	Proposed 2012 Fee	\$ Increase	% Increase	Proposed 2012 Fee	\$ Increase
Aquatic & Fitness Facilities Continued							
<i>"Zone Access Pass" - Access to all 11 Leisure Centres and outdoor pools (includes self-directed activities)</i>							
<i>-Excludes instructor-led programs and Millwoods Rec Centre, Commonwealth, Kinsmen and TCRC</i>							
Adult	Single Admission	\$ 6.00	\$ 6.10	\$ 0.10	1.7%		
	Multi Admission - 10 or mo	\$ 5.40	\$ 5.50	\$ 0.10	1.9%		
	Monthly Pass	\$ 41.00	\$ 41.80	\$ 0.80	2.0%		
	Continuous Monthly Pass	\$ 33.75	\$ 34.50	\$ 0.75	2.2%		
	Annual Pass	\$ 369.00	\$ 376.00	\$ 7.00	1.9%		
Youth/Senior	Single Admission	\$ 4.50	\$ 4.60	\$ 0.10	2.2%	\$ 5.50	\$ 1.00
	Multi Admission - 10 or mo	\$ 4.00	\$ 4.15	\$ 0.15	3.8%	\$ 4.95	\$ 0.95
	Monthly Pass	\$ 30.75	\$ 31.35	\$ 0.60	2.0%	\$ 37.60	\$ 6.85
	Continuous Monthly Pass	\$ 25.50	\$ 25.90	\$ 0.40	1.6%	\$ 31.10	\$ 5.60
	Annual Pass	\$ 277.00	\$ 282.00	\$ 5.00	1.8%	\$ 338.50	\$ 61.50
Child	Single Admission	\$ 3.00	\$ 3.10	\$ 0.10	3.3%	\$ 4.30	\$ 1.30
	Multi Admission - 10 or mo	\$ 2.70	\$ 2.75	\$ 0.05	1.9%	\$ 3.85	\$ 1.15
	Monthly Pass	\$ 20.50	\$ 20.90	\$ 0.40	2.0%	\$ 29.25	\$ 8.75
	Continuous Monthly Pass	\$ 17.00	\$ 17.25	\$ 0.25	1.5%	\$ 24.15	\$ 7.15
	Annual Pass	\$ 184.50	\$ 188.00	\$ 3.50	1.9%	\$ 263.00	\$ 78.50
Family	Single Admission	\$ 18.00	\$ 18.25	\$ 0.25	1.4%		
	Multi Admission - 10 or mo	\$ 16.20	\$ 16.50	\$ 0.30	1.9%		
	Monthly Pass	\$ 123.00	\$ 125.50	\$ 2.50	2.0%		
	Continuous Monthly Pass	\$ 101.50	\$ 103.50	\$ 2.00	2.0%		
	Annual Pass	\$ 1,107.00	\$ 1,128.00	\$ 21.00	1.9%		
Riverside and Victoria Golf Courses							
<i>Weekend</i>							
	18-Hole	\$ 53.00	\$ 54.00	\$ 1.00	1.9%		
	9-Hole	\$ 32.00	\$ 33.00	\$ 1.00	3.1%		
<i>Weekday</i>							
	18-Hole	\$ 43.00	\$ 44.00	\$ 1.00	2.3%		
	9-Hole	\$ 28.00	\$ 29.00	\$ 1.00	3.6%		
Rundle Golf Course							
<i>Weekend</i>							
	18-Hole	\$ 34.00	\$ 34.00	\$ -	0.0%		
	9-Hole	\$ 24.00	\$ 24.00	\$ -	0.0%		
<i>Weekday</i>							
	18-Hole	\$ 27.00	\$ 27.00	\$ -	0.0%		
	9-Hole	\$ 20.00	\$ 20.00	\$ -	0.0%		

Branch—Community Facility Services

Proposed 2012 Budget—User Fee Information

Fee Description		Proposed Change (2011 to 2012) - All fees include GST					Proposed Subsidy Reduction	
		2011 Fee	Proposed 2012 Fee	\$ Increase	% Increase	Proposed 2012 Fee	\$ Increase	
John Janzen Nature Centre / Tegler Discovery Zone								
Adult/Youth/Senior/Child	Single Admissions (adult/youth/senior free with child admission)	\$ -	\$ 5.00		Opened June 2011			
Family	Annual (adult/youth/senior free with child admission)		\$ 20.00					
	Single Admissions	\$ -	\$ 10.00		Opened June 2011			
	Annual		\$ 40.00					
Muttart Conservatory								
Adult	Single Admission	\$ 11.50	\$ 11.75	\$ 0.25	2.2%			
Youth/Senior	Marigold - Adult	\$ 40.00	\$ 40.75	\$ 0.75	1.9%			
Child	Single Admission	\$ 8.75	\$ 9.00	\$ 0.25	2.9%	\$ 10.60	\$ 1.85	
	Marigold - Youth/Senior	\$ 30.00	\$ 30.50	\$ 0.50	1.7%	\$ 36.55	\$ 6.55	
Family	Single Admission	\$ 5.75	\$ 5.90	\$ 0.15	2.6%	\$ 6.50	\$ 0.75	
	Marigold - Child	\$ 20.00	\$ 20.50	\$ 0.50	2.5%	\$ 22.75	\$ 2.75	
	Single Admission	\$ 34.50	\$ 35.25	\$ 0.75	2.2%	\$ 36.50	\$ 2.00	
	Marigold - Family	\$ 120.00	\$ 122.25	\$ 2.25	1.9%	\$ 127.00	\$ 7.00	
Valley Zoo								
Adult	Summer Admission	\$ 11.50	\$ 11.75	\$ 0.25	2.2%			
	Winter Admission	\$ 8.75	\$ 8.90	\$ 0.15	1.7%			
	Annual Pass	\$ 38.00	\$ 38.75	\$ 0.75	2.0%			
Youth/Senior	Summer Admission	\$ 8.75	\$ 8.90	\$ 0.15	1.7%	\$ 10.60	\$ 1.85	
	Winter Admission	\$ 6.50	\$ 6.70	\$ 0.20	3.1%	\$ 7.90	\$ 1.40	
	Annual Pass	\$ 28.50	\$ 29.00	\$ 0.50	1.8%	\$ 34.75	\$ 6.25	
Child	Summer Admission	\$ 5.75	\$ 5.90	\$ 0.15	2.6%	\$ 6.50	\$ 0.75	
	Winter Admission	\$ 4.50	\$ 4.50	\$ -	0.0%	\$ 5.00	\$ 0.50	
	Annual Pass	\$ 19.00	\$ 19.40	\$ 0.40	2.1%	\$ 21.50	\$ 2.50	
Family	Summer Admission	\$ 34.50	\$ 35.25	\$ 0.75	2.2%	\$ 36.50	\$ 2.00	
	Winter Admission	\$ 26.50	\$ 26.75	\$ 0.25	0.9%	\$ 27.75	\$ 1.25	
	Annual Pass	\$ 114.00	\$ 116.25	\$ 2.25	2.0%	\$ 120.00	\$ 6.00	

Fort Edmonton Park

Introduction

Fort Edmonton Park is Canada's largest living history experience and is a key part of the cultural and recreational makeup of Edmonton. It is owned by the City of Edmonton and managed by the Fort Edmonton Management Company.

Fort Edmonton Park represents four historical eras: an 1846 fur trading post as well as 1885, 1905 and 1920's Streets.

Each era is historically represented, with original and/or reconstructed buildings. During public hours, period interpreters animate the eras for visitors while the buildings and the various historic modes of transportation enhance the entertainment and educational experience. In addition to the regular season of operations, the Park is available for rentals, special functions, and hosts well-subscribed educational programming.

VISION: Creating a sense of place where Edmonton's vibrant history comes to life - A World Class living history experience.

MISSION: Connect Generations to Edmonton's dynamic history by offering fun, unique immersive experiences.

STRATEGIC PURPOSE: Fort Edmonton Park engages you in the fun, wonder and spirit of Edmonton; which inspires curiosity, a willingness to try new things, and a chance to unlock the adventurer in all of us.



Fort Edmonton Park opened the Capitol Theatre on 1920's street in 2011. The 243 seat Theatre is open daily during the summer program season where the film Northern Light is shown through out the day. In the evening and in the off season the Theatre is open and available for live theatre offerings from Vaudeville, musical performance, film, dance and much more.

In 2012 Fort Edmonton Park will be expanding the 1920's Midway to include more entertainment options for the guests to the Park.

Fort Edmonton Park fees for 2012 remain the same as 2011 fees:

Adult	Single Admission	\$15.75
	Annual Pass	\$35.50
Youth/Senior	Single Admission	\$11.75
	Annual Pass	\$26.75
Child	Single Admission	\$11.75
	Annual Pass	\$26.75
Family	Single Admission	\$55.00
	Annual Pass	\$124.50



Fort Edmonton Park

Proposed 2012 Budget—Fort Edmonton Park Summary

Fort Edmonton Park budget is included in Community Facility Services' budget.

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 3,247	\$ 4,337	\$ (1,071)	\$ 3,266	(24.7)
Grants	15	-	-	-	-
Transfer from Reserves	350	5	-	5	-
Total Revenue & Transfers	3,612	4,342	(1,071)	3,271	(24.7)
Expenditure & Transfers					
Personnel	2,444	2,797	60	2,857	2.1
Materials, Goods & Supplies	821	1,022	(261)	761	(25.5)
External Services	2,326	2,139	(780)	1,359	(36.5)
Fleet Services	66	88	24	112	27.3
Intra-municipal Services	245	265	16	281	6.0
Utilities & Other Charges	606	627	(52)	575	(8.3)
Transfer to Reserves	5	5	-	5	-
Subtotal	6,513	6,943	(993)	5,950	(14.3)
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	6,513	6,943	(993)	5,950	(14.3)
Net Operating Requirement	\$ 2,901	\$ 2,601	\$ 78	\$ 2,679	3.0
Full-time Equivalents	45.3	47.9	1.0	48.9	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. (\$1,071)

Increased budgeted revenue volumes account for \$101. These increases are offset by the removal of Hotel Selkirk operating budget revenue of \$1,172, as it is now operated by Fort Edmonton Management Company.

Fort Edmonton Park

Expenditures & Transfers - Changes

Personnel \$60

Movement within the salary ranges, changes in benefits and the last year of a 3-year 1% LAPP contribution increase account for \$8. Operating Impacts of Capital for the Fort Edmonton Park Master Plan (Capitol Theatre) account for \$52.

Material, Goods & Supplies (\$261)

Decrease in costs relate to the removal of Hotel Selkirk operating budget of \$280, as it is operated by Fort Edmonton Management Company and Corporate reduction in computer costs of \$3. These items are offset by an increase in inflation of \$17 and Operating Impacts of Capital for the Fort Edmonton Master Plan (Capitol Theatre) of \$5.

External Services (\$780)

Decrease in costs of \$814 relate to removal of Hotel Selkirk operating budget, which is now operated by Fort Edmonton Management Company. This decrease is offset by an inflationary increase of \$34.

Fleet Services \$24

An increase of \$24k in Fleet Services is attributed to inflation and rate increases.

Intra-municipal Services \$16

Operating Impacts of Capital for the Fort Edmonton Park Master Plan (Capitol Theatre) account for \$10 and inflationary increase of \$7. These items are offset by the removal of Hotel Selkirk operating budget \$1, as it is now operated by Fort Edmonton Management Company.

Utilities & Other Charges (\$52)

The removal of Hotel Selkirk operating budget of \$77, as it is now operated by Fort Edmonton Management Company. Additionally, Corporate reduction for Voice Over IP and cell phone costs totalling \$6. These items are offset by an \$20 increase for Operating Impacts of Capital relating to the Fort Edmonton Master Plan (Capitol Theatre) and \$11 increase in inflationary costs for utilities and other charges.

Full-time Equivalents - Changes

Increase in full-time equivalents relate to Operating Impacts of Capital for Fort Edmonton Park Master Plan Capitol Theatre (1.0).

Branch — Community Standards

Introduction

The Community Standards Branch provides for a safe and livable city today. This branch ensures that safety, security and stewardship of private and public property are upheld according to City bylaws, the Municipal Government Act, and other provincial legislation. Major areas of responsibility include:

Bylaw Complaints and Investigations: Municipal bylaws passed by City Council regulate, maintain, and protect a variety of activities, events, businesses, public and private property. The enforcement service activity involves the promotion of compliance before enforcement; provides enforcement stewardship of businesses, public and private property; and ensures the health, safety and welfare of citizens are provided for in the legislation.

Animal Care: This area provides for the admitting, care and return of stray pets and companion animals. The area also establishes requirements for licensing, animal behaviour and codes of conduct for both pets and pet owners. The enforcement service activity involves responsible pet ownership, the promotion of safe, enjoyable and responsible animal care, the return of lost pets, protection of the public from animal attacks or animals at large, and the peaceful enjoyment of neighbourhoods.

Corporate Enforcement Support Services: The wide range of bylaw enforcement activities require the designation of specific enforcement units to better undertake the stewardship of entertainment type businesses, waste management, repeat and chronic offenders, business licensing and transportation corridors.

This area represents the special enforcement staff, initiatives and support programs for the different city departments and bylaws that belong to different areas and required support enforcement services.

Community Relations: Public education and communications is critically important in gaining compliance, building community and stakeholder support and providing support for enforcement actions. The area supports community and industry trade shows, events and programs. They also develop bylaw education curriculum, and work closely with the various enforcement area stakeholders for community program delivery.

Parking Services and Agency Program: Through the administration and management of an external contractor, the Branch establishes a system of control and regulation over vehicle parking and vehicle storage on city streets, road rights-of-way, parking meter payment, adherence to Transportation and Street traffic directives and special events. The Parking Agency Program has over a hundred administrators and officers who take enforcement action on private property.

Combative Sports: This area supports the Edmonton Combative Sports Commission in providing advisory and liaison services to City Council, industry stakeholders, national and international sanctioning bodies and the general public. Being the most active combative sports Commission in Canada, we have the operational experience combined with new bylaws, rules, regulations and oversight to ensure industry integrity and public safety.

MAJOR SERVICES AND ACTIVITIES

Bylaw Complaints and Investigations	Animal Care	Corporate Enforcement Support Services	Business Wide Resources	Parking Services and Agency Program	*Edmonton Combative Sports Commission
General Bylaw Enforcement	Animal Care and Control Facility	Business Licensing Enforcement Support	Community Relations	Parking Enforcement Services	Combative Event, Fighter and Promoter Licensing
Community Standards Peace Officers	Pet Licensing	Public Safety Compliance Team Support	Branch Manager	Private Property Enforcement Agency Program	Regulation and Control of Industry Events, Contests and Officials
Graffiti Unit	Animal Recovery and Pickup Services	Waste Management and Transportation Support	Administrative Support	City Wide Special Events Unit	Administrative Support of Commission
Weed Control Unit	Animal Control and Enforcement Services				
Chronic Offender Unit					
Community Liaison Unit					

Branch — Community Standards

Opportunities and Challenges

Through its many programs and services, the Community Standards Branch contributes to a safe and livable city.

- Citizens understand the value and benefits of enforcement programs, services and partnerships.
- Bylaw enforcement services are responsive to community needs.
- Programs and services promote voluntary compliance for a clean, safe city.
- City bylaws aid in maintaining city infrastructure, ensuring enjoyment and personal health benefits.
- Environmental programs and partners have enforcement support.
- Edmonton's transportation roadways, sidewalks and boulevards are unobstructed, safe and free of litter.
- Enforcement services that support licensing and other recovery programs are sustainable.

The Community Standards Branch provides enforcement and resource support to City Council supported programs such as Great Neighborhoods, Capital City Clean Up and a variety of other regulatory campaigns. As these programs grow in success, the need for further support and time from a fixed level of Community Standards officers grows.

Citizen services and branch programs all support responsible pet ownership. Continued efforts on program delivery to reduce euthanasia rates, increase licensing and improve recovery services is needed. Long term sustainability of programs is essential, otherwise trends will quickly reverse themselves.

The Edmonton Combative Sports Commission (ECSC) is responsible for the regulation of professional combative sports in Edmonton. In a typical year, the ECSC regulates approximately 25 mixed martial arts events, 8 professional boxing events and 30 professional wrestling events.

Innovations, Creativity and Best Practices

Community Standards has applied the following innovative strategies to address operational and service delivery efficiencies:

- Improvements in governance and regulatory bylaws in the fields of Combative Sports, Community Standards and Business Licensing have established Edmonton as a leader in these respective fields across Alberta and Canada. Leading edge municipal legislation is more aligned and responsive to community needs, promotes voluntary compliance and supports fair and judicial enforcement actions.
- Opening of the Animal Care and Control Centre beside the Edmonton Humane Society resulted in a number of animal handling improvements, efficiencies and cost savings. Continued partnering of public education and awareness program delivery to support responsible pet ownership is viewed as industry leading.

Impact of Capital Projects

There were no operating impacts of capital identified for Community Standards during preparation of the 2012 Budget.

Funded Service Packages

There were no funded service packages identified for Community Standards during preparation of the 2012 Budget.

Service packages submitted as part of the 2012 operating budget that remain unfunded include the Combative Sports request.

Service and Budget Review

Community Standards will be implementing Corporate reduction strategies that were realized as opportunities during the service and budget review that was undertaken in preparation of the 2012 Budget. These reductions include expenditure changes in voice over IP, Acrodex contract pricing, Telus Cellular and the leasing of Panasonic Toughbooks. These reductions will have a minimal impact on services.

Branch — Community Standards

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 2,737	\$ 3,320	\$ 88	\$ 3,408	2.7
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	<u>2,737</u>	<u>3,320</u>	<u>88</u>	<u>3,408</u>	<u>2.7</u>
Expenditure & Transfers					
Personnel	7,588	7,742	123	7,865	1.6
Materials, Goods & Supplies	313	595	198	793	33.3
External Services	2,649	2,853	-	2,853	-
Fleet Services	667	749	(39)	710	(5.2)
Intra-municipal Services	95	243	(50)	193	(20.6)
Utilities & Other Charges	727	697	(74)	623	(10.6)
Transfer to Reserves	-	-	-	-	-
Subtotal	12,039	12,879	158	13,037	1.2
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	<u>12,039</u>	<u>12,879</u>	<u>158</u>	<u>13,037</u>	<u>1.2</u>
Net Operating Requirement	\$ 9,302	\$ 9,559	\$ 70	\$ 9,629	0.7
Full-time Equivalents	97.5	99.8	-	99.8	-

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$88

Revenue increase of \$88 due to planned increase in Animal Care fees.

Branch — Community Standards

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Personnel \$123

Movement within the salary ranges, changes in benefits and the last year of a 3-year 1% LAPP contribution increase account for \$123.

Material, Goods & Supplies \$198

Result of non-personnel inflationary increases.

Fleet Services (\$39)

A decrease of \$39 in Fleet Services is attributed to rate decrease and changes in volume due to decreased usage.

Intra-municipal Services (\$50)

The Service and Budget Review resulted in a reduction of \$50 in intra-municipal costs.

Utilities & Other Charges (\$74)

The Service and Budget review resulted in reductions of \$74.

Full-time Equivalents - Changes

No changes.

Bylaws Requiring Approval (rate increases, debentures, etc.)

The following bylaw contains proposed fee increases in 2012 that are reflected in the revenue figures in the proposed 2012 budget and require City Council approval.

- Bylaw 15948 - Animal Licencing and Control Bylaw

Bylaw #	Description
15948	The purpose of this bylaw is to establish a system of licensing and control with respect to animals within the City.

Branch — Community Strategies

Introduction

A front-line partner with citizens and communities, committed to creating a safe, healthy, and vibrant city.

The Community Strategies Branch provides leadership and expertise to achieve departmental and branch outcomes through corporate and departmental alignment, event management and strategies, Aboriginal and Race Relations, support to communities of interest, research, planning and policy development, managing department processes, and measurement and evaluation.

Communities of Interest manages such programs as NextGen, Seniors, Salute to Excellence, Child Friendly Edmonton, Edmonton Youth Council, Learning City Initiative, Corporate volunteer resources and support to multicultural communities. Communities of Interest also supports the Advisory Board for Persons with Disabilities. Aboriginal and Race Relations supports relationship building between the Aboriginal community and City business units, and Racism Free Edmonton action plan supports City Council's Multiculturalism Initiative.

Civic Events coordinates City services for festivals and events, making it easier and less time-consuming for organizers to obtain the permits and access to the services they might need. From major events like the Edmonton Indy to marathons, management of Churchill Square, fundraisers and community celebrations showcasing our city's



dynamic arts and cultural scene, the Civic Events Office helps to ensure these events run safely and smoothly from start to finish. Its also provides sponsorships to organizations that host events in Edmonton that promote and enhance our city's reputation provincially, nationally and internationally.

Business and Policy Coordination coordinates and manages Department services such as performance measurement; policy and research; project management; long-range business, budget and operational planning; web content; contract administration and management; market research; FOIP adherence; and department wide administrative processes.

MAJOR SERVICES AND ACTIVITIES

Communities of Interest	Civic Events	Business and Policy Coordination
<p>Lead community development and strategic capacity building in multi-generational and multi-cultural communities, boards and agencies</p> <p>Support corporate-wide Aboriginal relationship building, improved service delivery, Council's Indigenous Peoples Strategy Initiative and major collaborative initiatives</p> <p>Initiate, support and sustain corporate-wide programs and strategies responsive to the needs of a racially and culturally diverse community</p>	<p>Enhance Edmonton's liveability through management, partnerships & hosting of key marquee events, including:</p> <ul style="list-style-type: none"> • Edmonton Indy • Civic Precinct Plan/Churchill Square • Winter Cities strategy • ITU Triathlon World Cup • River City Round Up • Salute to Excellence <p>Develop an Events Strategy in collaboration with EEDC</p>	<p>Provide leadership to the Department and strengthen partnerships through the development of key policy and performance measurement frameworks</p> <p>Guide the Department through a strategic budget process that fosters sustainability & aligns with Corporate goals</p> <p>Lead the department through the development and delivery of core departmental support services</p>

Branch — Community Strategies

Opportunities and Challenges

In concert with partners across the corporation and residents, community leaders and other organizations in the community, Community Strategies is working to realize the City's vision of making Edmonton vibrant, socially connected, caring, sustainable, and one of the most liveable places in Canada.

Community Strategies involves leading policy development to ensure services are provided based on identified community needs and are delivered through a variety of partnerships and collaborative initiatives.

Community Strategies is also working on several key initiatives that serve the communities, neighbourhoods and citizens of Edmonton. These initiatives include:

- Implementing The Way We Live: Edmonton's People Plan.
- Identifying and addressing the changing needs of services to citizens as Edmonton transitions to a larger city.
- Focusing on assisting newcomers, diverse populations and communities of interest, such as seniors, youth, arts, cultural and multicultural groups, and Aboriginal communities.
- Implementing strategies that enhance social connectedness and promote a vibrant city, including the Art of Living, City of Learners and the Winter Strategy.
- Coordinating business planning, performance measurement, and policy and research benefitting the Department and citizens.

Innovations, Creativity and Best Practices

Community Strategies has applied the following innovative strategies to address operational and service delivery effectiveness:

- Over the last year, the Branch has enhanced its partnerships with key groups, including the Arts and Heritage Councils and the Edmonton Seniors Coordinating Council. These reinvigorated partnerships have resulted in collaborations enhancing the livability of Edmonton.
- The Clareview Multicultural Centre utilizes a shared services model, with space for a multicultural centre to be operated by the multicultural board, attached to a new community recreation centre.
- Community Strategies Branch has been a corporate lead in reviewing advisory boards and committees, starting with the Advisory Board for Persons with Disabilities.

Impact of Capital Projects

Community Strategies does not have any operating impacts of capital projects for the 2012 budget.

Funded Service Packages

There were no funded service packages identified for Community Strategies during preparation of the 2012 Budget.

Service packages submitted as part of the 2012 operating budget that remain unfunded include:

- Seniors Declaration Artwork (\$125 one time)
- Art of Living (\$1,500 on going)
- Edmonton Seniors Coordinating Council (\$100 on going)
- Churchill Square (Precinct Plan) (\$250 on going)
- River City Round Up (\$100 on going)
- Metropolis - Edmonton's Downtown Winter Festival (\$140 on going)
- Wichitowin Circle (\$425 on going)

Service and Budget Review

In addition to corporate reductions, the Community Strategies Branch also realized opportunities to reduce the following (for a total of 7.0%) as part of the services and budget review that Community Strategies undertook during the preparation of the 2012 budget.

Community Strategies has reduced the administration overhead by 4%. This includes the budget for external contracting/consulting. These opportunities will have some impact on service delivery.

1% reduction includes changes to Active Edmonton program and reallocation of resources within Youth Council, with subsequent permanent shifting of responsibilities and functions to this latter role.

Reduction of 2% in personnel providing citizen and community focused programs and services, thereby impacting the Department's ability to partner with community organizations, provide preventative social services, and deliver community based recreation programs and other services.

Branch — Community Strategies

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 1,021	\$ 483	\$ (39)	\$ 444	(8.1)
Grants	1,496	172	(117)	55	(68.0)
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	2,517	655	(156)	499	(23.8)
Expenditure & Transfers					
Personnel	8,045	7,934	(379)	7,555	(4.8)
Materials, Goods & Supplies	409	484	(14)	470	(2.9)
External Services	4,480	2,761	(240)	2,521	(8.7)
Fleet Services	-	-	-	-	-
Intra-municipal Services	1,293	1,383	6	1,389	0.4
Utilities & Other Charges	1,218	826	(10)	816	(1.2)
Transfer to Reserves	8	-	-	-	-
Subtotal	15,453	13,388	(637)	12,751	(4.8)
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	15,453	13,388	(637)	12,751	(4.8)
Net Operating Requirement	\$ 12,936	\$ 12,733	\$ (481)	\$ 12,252	(3.8)
Full-time Equivalents	94.0	91.0	(4.0)	87.0	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$(39)

There is a \$39 correction to the permit revenue budget, based on actual experience

Grants \$(117)

Reduction to Grant Revenue from both Provincial and Federal government for the Racism Free Edmonton program.

Branch — Community Strategies

Expenditures & Transfers - Changes

Personnel (\$379)

Movement within the salary ranges, changes to benefits and the last year of a 3-year 1% LAPP contribution increase account for \$152. Reduction of 4.0 permanent FTEs and the absorption of Step and Merit from the Service and Budget review (\$531).

Material, Goods & Supplies (\$14)

This decrease relates to the Service and Budget Review in computers of (\$22) with inflation of \$8.

External Services (\$240)

Reduction of Contract and Consulting by (\$373), program reductions for Communities of Interest of (\$44), along with the historical adjustment for Civic events of \$102 and inflation of \$76.

Intra-municipal Services \$6

Reduction of administrative overhead along with inflation.

Utilities & Other Charges (\$10)

This reduction relates mainly to Service and Budget review opportunities in phones and cell phones. There is some minor inflation and program reductions for Communities of Interest.

Full-time Equivalents - Changes

The Service and Budget Review resulted in a reduction of 4.0 permanent full-time equivalents in Communities of Interest and Business and Policy Coordination.



Introduction

Fire Rescue Services serves to protect the lives, properties and environment of citizens within our community by providing excellence in services and public safety. Edmonton Fire Rescue Services is a Commission on Fire Accreditation (CFAI) Accredited Agency.

In 2010, Fire Rescue Services responded to 33,528 total dispatched events, including 21,297 medical event responses, 7,867 rescue event responses, 3,311 fire suppression event responses and 1,053 hazardous material event responses. Total response time less than 7 minutes was 75% of the time for fire calls, an improvement of 10% from 2009, but still below the Fire Rescue Master Plan service level target, and NFPA standard, of 90%.

Fire Rescue Operations is predominately staffed by front-line firefighters, who respond to a range of public emergencies including fire suppression, medical response, vehicle extrication, specialty rescue, water rescue, hazardous materials and environmental impact events. Fire Rescue Operations staff provide public safety coverage to the community 24 hours a day, 7 days a week, 365 days a year.

Public Safety is responsible for oversight of the risk assessment model, fire prevention inspections, public education programs and fire investigations by providing enforcement of and compliance with provincial and federal legislation for safety and security of people and property. This service area also works at providing advocacy to other orders of government in order to improve safety, specifically regarding fire and building codes.

Training is responsible for the recruitment and training of new firefighters, as well as maintaining certifications, occupational skills and ongoing career development of firefighters, keeping front-line staff current with knowledge of an ever-changing fire industry. **Logistics** provides fire protection engineering to ensure Edmonton is a fire safe city by using science and technology to protect people and property from destructive fires. This service area also: coordinates the design, selection, purchase and maintenance of Fire Rescue Services vehicle and apparatus fleet; manages the coordination of Fire Rescue facilities, personal protective equipment, safety equipment and supplies; and oversees the joint Health and Wellness program for Fire Rescue members.

Technical Services is responsible for evaluating incoming 911 calls, dispatching resources, providing emergency response communications, providing public safety technology and delivering mapping services. Technical Services also manages fire rescue accreditation and environmental programs.

The Office of Emergency Preparedness is responsible for ensuring the City of Edmonton is prepared for, can respond to and recover from all hazards including natural disasters, technological incidents and human caused incidents. In order to be ready, we conduct training and exercises with city staff and stakeholders on a regular basis.

MAJOR SERVICES AND ACTIVITIES

Fire Rescue Operations	Public Safety	Training and Logistics	Technical Services	Office of Emergency Preparedness
Fire Suppression Event Response	Quality Management Plan	Training e-Learning	Call Evaluation and Dispatch Services	Emergency Management Planning
Medical Event Response	Fire Prevention	Fire Protection Engineering	Emergency Response Communications	Emergency Management Training and Public Awareness
Rescue Event Response	Fire Inspections	Fire Rescue Facilities and Protective Equipment	Public Safety Technology	Emergency Management and Coordination
Hazardous Materials Event Response	Public Education	Fire Rescue Fleet and Equipment	Environmental Management	Emergency Operations Centre
Specialty Response	Fire Investigations	Logistical Planning	Fire Accreditation	
		Joint Health and Wellness Program		



Opportunities and Challenges

The City's vision describes Edmonton as a city of arts, recreation, many cultures and educational opportunities, a city that citizens feel is special. Fire Rescue Services plays a key role in making this vision a reality by protecting life, property and the environment in our city. Fire Rescue Services delivers an essential public service, helping make Edmonton a safer place to live, work and play.

Through its many programs and services, the Fire Rescue Services Branch strives to improve Edmonton's liveability.

- Property, people and the environment are protected and impacts of fire are minimized.
- Citizens are aware of fire safety issues and emergency preparedness.
- Impacts of hazardous material breaches are minimized.
- Fire stations and resources are strategically planned and located to meet community needs.
- Structures are designed and maintained to provide a safe environment.
- Emergency scenes are mitigated to allow people and goods to move through the city in a safe manner.

Fire Rescue Services has an organizational philosophy that places emphasis on four cornerstones. By maintaining focus on serving the public, striving for optimal citizen and firefighter safety, maintaining the public's trust, and working together as a team, the Branch is taking action to move forward and continuously improve toward the goal of becoming a leading North American fire service.

Innovations, Creativity and Best Practices

Fire Rescue Services has applied the following innovative strategies to address operational and service delivery efficiencies:

- A risk assessment instrument was developed and has been applied to all building occupancies within the City of Edmonton. Occupancies were assessed as to the probability of an event occurring and the level of consequence associated with that event should it occur. This innovative process created the opportunity to focus our Fire Prevention resources to ensure that all occupancies identified as Maximum Risk are inspected annually and that all occupancies identified as High Risk are inspected every two years. This schedule of inspections has been reflected in the new Quality Management Plan (QMP) and will result in an increased level of service to Maximum Risk and High Risk properties and will enhance the level of life safety and property protection to the citizens of Edmonton at no additional cost to the city.

- Fire crews visit potential high hazard sites under non-emergency circumstances to evaluate strategic tactics based on hazard assessments and occupancy types. The pre-incident planning program has been made possible as a result of the QMP revision in 2010, which eliminated the firefighter inspection program and allowed for re-allocation of resources within Fire Operations to pre-incident plan buildings and occupancies to increase firefighter and public safety.
- A review of our medical response strategy with regards to medical event responsibility has led to the elimination of ACP registration fees for First Medical Responders as this is not a mandatory requirement.
- A higher than average number of senior officer retirements is projected in 2012. Through the attrition of senior personnel, at the top wage scale bracket, and subsequent recruitment of less experienced personnel, at a lower wage scale bracket, a one time savings of \$1,332 has been incorporated into the 2012 Fire Rescue Services budget.

Impact of Capital Projects

There have been no operating impacts of capital identified for Fire Rescue Services during preparation of the 2012 Budget.

Funded Service Packages

The traffic light pre-emption system pilot program will allow for Edmonton Fire Rescue Services front-line fire trucks to deliver firefighters and equipment quicker and more safely to emergency incidents, while improving citizen safety. Other municipalities that use traffic light pre-emption systems have indicated benefits including:

- Improved intersection safety
- Reduced emergency vehicle response times
- Lessened environmental impact
- Reduced fuel consumption and vehicle maintenance
- Decreased liability due to motor vehicle collisions

The traffic light pre-emption service package has a net impact of \$585 in 2012.

Service and Budget Review

Fire Rescue Services will be implementing Corporate reduction strategies realized as opportunities during the service and budget review that was undertaken in preparation of the 2012 Budget. These reductions include expenditure changes in voice over IP, Acrodex contract pricing, Telus Cellular and the leasing of Panasonic Toughbooks. These reductions will have a minimal impact on services.

Branch — Fire Rescue Services



Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 2,624	\$ 2,139	\$ (343)	\$ 1,796	(16.0)
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	<u>2,624</u>	<u>2,139</u>	<u>(343)</u>	<u>1,796</u>	<u>(16.0)</u>
Expenditure & Transfers					
Personnel	129,151	137,610	559	138,169	0.4
Materials, Goods & Supplies	7,082	4,743	522	5,265	11.0
External Services	8,070	8,069	1,335	9,404	16.5
Fleet Services	7,103	7,647	934	8,581	12.2
Intra-municipal Services	932	334	8	342	2.4
Utilities	669	653	17	670	2.6
Training & Professional Fees	1,098	1,854	(194)	1,660	(10.5)
Transfer to Reserves	377	-	-	-	-
Subtotal	154,482	160,910	3,181	164,091	2.0
Intra-municipal Recoveries	-	(84)	(2)	(86)	-
Total Expenditure & Transfers	<u>154,482</u>	<u>160,826</u>	<u>3,179</u>	<u>164,005</u>	<u>2.0</u>
Net Operating Requirement	\$ 151,858	\$ 158,687	\$ 3,522	\$ 162,209	2.2
Full-time Equivalents	1,061.5	1,115.5	-	1,115.5	-



Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$ (343)

Due to the current economic climate, applications for new licenses are substantially lower than predicted, resulting in a Business Licensing Inspection revenue decrease of \$(400). The balance relates to revenue increases of \$57.

Expenditures & Transfers - Changes

Personnel \$ 559

Movement within the salary ranges, changes in benefits and the last year of a 3-year 1% LAPP contribution increase accounts for \$1,891. The Service & Budget Review reduction accounts for \$(1,332).

Material, Goods & Supplies \$ 522

Increases relate to Traffic Light Pre-emption System Service Package \$450, and inflation. The Service & Budget Review reduction accounts for \$(14).

External Services \$ 1,335

Increases relate to Fire Hydrant Contract \$1,300, Traffic Light Pre-emption System Service Package \$23 and inflation.

Fleet Services \$ 934

An increase of \$111 in Fleet Services is attributed to fuel cost increase. An increase of \$711 is attributed to rate increase and changes in volume due to increased usage. Traffic Light Pre-emption System Service Package \$112.

Intra-municipal Services \$ 8

Increases are related to inflation.

Utilities \$ 17

Increases are related to inflation. The Service & Budget Review reduction accounts for \$(19).

Training & Professional Fees \$ (194)

Increases are related to inflation. The Service & Budget Review reduction accounts for \$(243).

Intra-municipal Recoveries \$ (2)

Increases are related to inflation.

Full-time Equivalents - Changes

No changes.

Branch — Fire Rescue Services



Service Package - Traffic light pre-emption system

Funded

Description

The traffic light pre-emption system will provide Fire Rescue Services with automatic intersection signal control and the influencing of traffic flow, allowing for improved firefighter and citizen safety, while enabling quicker response times to emergency events. When responding to an emergency, transponder equipment mounted on fire vehicles will automate a green light traffic signal at an upcoming intersection, allowing traffic to clear the intersection while providing green lights for Fire Rescue units as they approach the intersection.

This service package will fund a pilot program to include traffic light intersection hardware kits and installation at 45 intersections in the City of Edmonton, and will fund fire vehicle hardware kits and installation into 45 Edmonton Fire Rescue Services front-line apparatus. If the initial testing and trialing phase is deemed to be successful, Fire Rescue Services will initiate a plan for program expansion to include additional hardware kits to be installed into further traffic light intersections and fire vehicle hardware kits to be installed in remaining front-line apparatus.

Justification

Community Services Department report 2011CSF001 'Reducing siren noise in residential neighbourhoods', received for information on February 7, 2011, included a commitment for Fire Rescue to work with Transportation Services in researching potential new technology solutions that would provide improvements to the existing Fire pre-empt systems. This technology has the potential to significantly reduce the use of air horns at intersections.

Funding this service package will allow for Edmonton Fire Rescue Services front-line fire trucks to deliver firefighters and equipment quicker and more safely to emergency incidents, while improving citizen safety. Other municipalities that use traffic light pre-emption systems have indicated benefits including:

- Improved intersection safety
- Reduced emergency vehicle response times
- Lessened environmental impact
- Reduced fuel consumption and vehicle maintenance
- Decreased liability due to motor vehicle collisions

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goals:

- The Way We Live - To improve Edmonton's livability
- The Way We Green - To preserve and sustain Edmonton's environment

Corporate Outcomes:

- Safe and clean city.
- The impact of City operations on air, land and water systems is minimized.

Departmental Outcomes:

- Citizens and their property are safe.
- Impact on the environment is minimized.

Performance Measures:

- Fire Rescue's goal is for Travel Time of the first unit arriving on scene to be under 4 minutes, 90% of the time.
- Fire Rescue's goal is to contain fires to the room of origin 75% of the time.

Impact on Other Departments

Fleet Services will install the hardware into fire trucks.
EPCOR will install the hardware at traffic light intersections.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 585	\$ -	\$ 585	-	\$ (585)	\$ -	\$ (585)	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 585	\$ -	\$ 585	-	\$ (585)	\$ -	\$ (585)	-	\$ -	\$ -	\$ -	-

Branch — Neighbourhood and Community Development

Introduction

We enrich community life by working in partnership with others to strengthen individuals and families, support neighbourhood aspirations, and engage people in the development of their communities.

The Neighbourhood and Community Development Branch facilitates the development of relationships between people, their neighbourhoods and the larger community and helps to ensure that citizens feel socially connected to the city in which they live, work and play.



The Office of Great Neighbourhoods is part of a corporate approach to coordinating City services and communicating with residents and includes the following initiatives:

- **Capital City Clean Up** focuses on keeping our city clean and safe year round. The 2011 Litter Audit results showed a 10% reduction in litter counts in Edmonton.
- **Walkable Edmonton** focuses on strengthening the fabric of community life through walkability. In 2011, Walkable Edmonton, in partnership with Community Leagues, produced six new community walking maps that cover 16 neighbourhoods.
- **Neighbourhood Revitalization** focuses on building community strengths and enhancing capacity. In 2011, more than \$297 in grant dollars were allocated to 62 community led projects through the program.
- **Corporate Coordination** focuses on integrating and coordinating city services, and identifying and addressing gaps and opportunities. In 2011, Great Neighbourhoods worked with 25 Branches, Edmonton Police Services and Edmonton Public Library on seven corporate priority projects.

Community Building shares in the responsibility for creating a strong, sustainable and caring community. In partnership with community, low cost and/or free recreation and social programs and services are offered to citizens. Building community capacity is a priority and is supported by providing board development, linking groups to achieve mutual goals and assisting groups to access resources. In 2011, Community Building worked with over 600 community groups, agencies, schools, multicultural groups, not-for-profit organizations and Aboriginal communities.

Social Development provides preventive social services directly and in collaboration with community organizations to increase the safety and wellbeing of individuals and families. Professional social workers provide assessment and short-term counselling to over 3000 citizens annually, work in partnership with police to provide interventions in high risk cases of intimate partner violence, and provide support to over 70 agencies and more than 100 community based programs to create a caring and inclusive community that responds to the needs of vulnerable people.

Community Investment provides investment in community through grant programs, development of community based recreation programs, and partnerships designed to strengthen communities. In 2011, 185 organizations were supported by \$2.5 million through a Community Investment Operating Grant. **Edmonton's Disaster Social Service Plan** meets the immediate survival and psychological needs of individuals impacted by a large-scale emergency, such

MAJOR SERVICES AND ACTIVITIES

Office of Great Neighbourhoods	Community Building	Social Development	Community Investment
Capital City Clean Up	Community Capacity Building	Family and Community Support Services Program	Partnership Liaison
Walkable Edmonton	Social and Recreational Programming	Assessment and Short-Term Counselling	Grant Administration
Neighbourhood Revitalization	Neighbourhood Empowerment Teams	Prevention of Family Violence	Community Recreation Program Team
Corporate Coordination		Domestic Violence Intervention Teams	Disaster Social Services

Branch — Neighbourhood and Community Development

Opportunities and Challenges

Municipal governments have a role to play in bringing people together to build a socially sustainable, civil society where citizens have the opportunity to thrive and realize their potential.

In collaboration with partners across the corporation and with residents, community leaders and other organizations, the Neighbourhood and Community Development Branch (NCD) is working to realize the City's vision of making Edmonton vibrant, socially connected, caring, sustainable, and one of the most livable places in Canada.

Initiatives such as Great Neighbourhoods, the Community Sustainability Taskforce, Violence Reduction Strategy and supports to multicultural groups advance the goal of improving Edmonton's livability, a 10-year strategic goal identified by Council.

Innovations, Creativity and Best Practices

Neighbourhood and Community Development has applied the following innovative strategies to address operational and service delivery efficiencies:

- Violence Reduction Strategy (The Social Development Rapid Response Team): Rapid Response Teams will address the immediate social development needs of vulnerable populations. This team has been formed to address and implement quick, responsive actions aimed at high priority social issues. It will respond immediately to these issues by working directly with affected communities.
- Community Sustainability Taskforce: Neighbourhoods, schools, the City, and the Province are all working together to sustain and reinvigorate core neighbourhoods. A number of inner city neighbourhoods are projected to decline in population due to shrinking household sizes as children mature and leave their parents' home and fewer families with children move in. This kind of change and others that occur over time in mature neighbourhoods can slowly lead to a loss of vibrancy and community 'wholeness'. The Community Sustainability Taskforce is looking for innovative ways partners can help communities be vibrant and sustainable.
- Funding Management Tool: This new database, once developed and complete, will allow all City departments to more efficiently and effectively manage grant programs and information for city-wide use. Externally, the system increases transparency, provides payment flexibility, and improves access through online applications for citizens.

Impact of Capital Projects

There were no operating impacts of capital identified for NCD during preparation of the 2012 Budget.

Funded Service Packages

There were no funded service packages identified for NCD during preparation of the 2012 Budget.

Service packages submitted as part of the 2012 operating budget that remain unfunded include the Violence Reduction Strategy (\$1 million) and Community Sustainability in Mature Neighbourhoods - Task Force (\$250).

Service and Budget Review

In addition to corporate reductions, as part of the service and budget review undertaken during the preparation of the 2012 budget, the Branch also made the following reductions:

Reductions in administration overhead (phones, computers and benefits) and support of community mapping partnerships. These will have minimal impact on service delivery.

Realignment of the Branch to achieve efficiencies. Any consolidation will affect service delivery and neighbourhoods in which the Office of Great Neighbourhoods operates into the future.

Reduction of City grants administered and distributed by the NCD branch.

- 4% reduction to Community Investment Grant
- 26% reduction to Neighbourhood Revitalization Grants
- 2.65% reduction to preserve other grant programs at 2011 funding levels

Other reduction includes a 41% reduction of external services provided by the Office of Great Neighbourhoods.

Significant adjustments to service include reduced opportunities to improve service delivery in neighbourhoods and significant impact on current funding allocated for the Community Sustainability Taskforce.

Branch — Neighbourhood and Community Development

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	1,499	1,121	\$ 146	\$ 1,267	13.0
Grants	<u>16,429</u>	<u>16,362</u>	<u>-</u>	<u>16,362</u>	-
Total Revenue & Transfers	<u>17,928</u>	<u>17,483</u>	<u>146</u>	<u>17,629</u>	0.8
Expenditure & Transfers					
Personnel	15,965	15,686	206	15,892	1.3
Materials, Goods & Supplies	892	614	(151)	463	(24.6)
External Services	3,995	3,016	(136)	2,880	(4.5)
Fleet Services	70	27	4	31	14.8
Intra-municipal Services	783	2,362	63	2,425	2.7
Utilities & Other Charges	489	374	(42)	332	(11.2)
Grants	<u>19,828</u>	<u>18,199</u>	<u>(151)</u>	<u>18,048</u>	(0.8)
Subtotal	42,022	40,278	(207)	40,071	(0.5)
Intra-municipal Recoveries	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	-
Total Expenditure & Transfers	<u>42,022</u>	<u>40,278</u>	<u>(207)</u>	<u>40,071</u>	(0.5)
Net Operating Requirement	\$ 24,094	\$ 22,795	\$ (353)	\$ 22,442	(1.5)
Full-time Equivalents	228.9	223.9	0.9	224.8	0.4

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$146

Increase reflects \$90 in additional historical recovery from the Community Recreation Program 124th Street Partnership and is fully offset by matching increased personnel and expenditures. The Service & Budget review contributes \$50 in additional sponsorship from Capital City Clean-up to offset existing promotional expenditures.

Branch — Neighbourhood and Community Development

Expenditures & Transfers - Changes

Personnel \$206

Movement within the salary ranges, changes in benefits, the last year of a 3 year 1% LAPP contribution, and a historical adjustment for the 124th Street Partnership staffing increase account for \$488. The Service & Budget Review reductions account for \$282 from the review of organizational efficiency and deferral of a historical benefits adjustments.

Material, Goods & Supplies (\$151)

The Service & Budget Review accounts for \$166 in reductions of partnership support on a one-time basis and efficiencies in computers and telecommunications costs. Inflation accounts for the increase of \$15.

External Services (\$136)

The Service & Budget Review reductions account for \$220 from decreasing partnership support on a one time basis and reduction of external consultants in Great Neighbourhoods. An increase of \$84 is attributed to inflation and historical adjustment for 124th Street Partnership program expenditures.

Fleet Services \$4

An increase of \$4 in Fleet Services is attributed to fuel cost increase and rate changes.

Intra-municipal Services \$63

Inflation accounts for the \$63 increase in this budget.

Utilities & Other Charges (\$42)

The Service & Budget Review reductions account for \$49 telecommunications. Inflation accounts for the \$7 increase.

Grants Expenditures (\$151)

The Service & Budget Review reductions account for \$326 in service level reductions for Community Investment Operating Grant \$140, Neighbourhood Revitalization Grants \$100, and maintaining all other grants at the 2011 levels of \$86. Inflation accounts for \$175.

Full-time Equivalents - Changes

The Service & Budget Review resulted in a reduction of 2 permanent FTEs from review of the Great Neighbourhoods and other areas to better integrate operations within the City. The historical adjustment to reflect the operations of the Community Recreation Program 124th Street Partnership resulted in the addition of 2.9 temporary FTEs.

Branch — Parks

Introduction

Healthy by nature, parks breathe life into a vibrant Edmonton

The river valley and our extensive system of parks and natural areas are tremendous assets to the citizens of Edmonton. Parks and open spaces offer an incredibly diverse range of recreational opportunities, from playgrounds and sports fields to ornamental parks and trails. Parks bring beauty, grace and tranquility to our busy lives and urban areas. Parks offer the young and old alike opportunities to exercise, relax, play or just enjoy being outside and communing with nature. Contributions to the health and wellness of both the natural environment and Edmonton’s communities are significant. Creating and maintaining parks as vital places to meet, walk, sit, play and enjoy is made possible through a comprehensive stewardship and management program to maintain these valued assets in a safe, aesthetically pleasing and functional manner.

Parks Branch’s mission is to manage and preserve parks. The scale and scope of this mandate is considerable and includes: a large seasonal staff complement; specialized vehicles and equipment; as well as a focus on partnerships, community relations and neighbourhood connections.



The inventory maintained by parks includes:

Hectares of Managed Natural Areas	2,120
Ornamental Trees	289,000
Kilometres of Maintained Trails and Walkways	231
Hectares of Turf	4,208
Square Metres of Shrub and Flower Beds	1,373,683
Sports Fields	1,669
Playspaces and water features	370
Kilometres of Spring Roadway Sweeping	1,425
Square Metres of Outdoor Ice	111,700

MAJOR SERVICES AND ACTIVITIES

Park Servicing	Park Access & Circulation	Turf Management	Horticulture	Sport Field Maintenance
Site Servicing, Garbage Collection, Amenity Building Caretaking, Fence, Bollard, Furniture and Stair Repairs, Toboggan Hill and Outdoor Ice Maintenance, Ranger Services	Winter and Summer Parking Lots, Roadways, Trails and Walkways Maintenance	Mowing and Trimming, Minor Turf Rehabilitation, Spring Sweeping, Major Sanitation	Shrub Bed Maintenance, Naturalization, Annual Flower Maintenance	Field Lining and Marking, Fixture Repairs, Track, Tennis Court and Diamond Maintenance

Vegetation Management	Playspace Maintenance	Pest Management	Forestry/Nursery	Community Project Planning
Chemical Trimming, Mechanical Weed Control, Herbiciding, Weed Control	Inspections, Minor Servicing, Program Support	Roadside and Aerial Mosquito Larviciding, Tree Pest Monitoring, Structural Pest Control, Technical Laboratory Services	Tree Maintenance, Planting, Pruning, Removal, Watering, Development Inspection	Support Community Development Projects on Parkland, Planning and Project coordination

Branch — Parks

Branch Opportunities and Challenges

Parks play a prominent role in City Council's vision for Edmonton. The City's parks, trails, river valley and natural areas connect Edmontonians to their communities, to the environment and to each other. The overall mission is to develop, manage and preserve parks and open space. The program balances efforts regarding sustainable parks maintenance and operations, environmental integrity and the creation of an attractive city for residents and visitors.

The city's parks and natural areas offer many benefits to our community. From a livability perspective, a well planned, well-maintained park system provides places to play; to exercise; to relax and unwind; to learn about and enjoy nature; and ultimately to build a strong and vibrant community. From an environmental perspective, green infrastructure provides a range of ecological services (production of energy and water); regulatory services (control of climate and waste); supporting services (nutrient cycles and crop pollination); cultural services (research, education, recreation and spiritual); and preserving services (guarding against uncertainty), all of which improve the health of the community and mitigate the affects of climate change. From an economic perspective, parks contribute to economic sustainability through higher property values (5%-15%) proximate to parks.

By performing regular maintenance of turf, trees, flowers and shrubs (horticulture), sports fields, playgrounds and the urban forest, Parks Branch provides functional, safe and aesthetically pleasing parks and facilities year-round. Maintenance is performed on all civic parks, boulevards, school sites, natural areas, roadway landscapes and utility corridors. Winter maintenance activities include snow removal in parking lots and on river valley trails, grooming ski trails, outdoor ice maintenance and inspection of tobogganing hills.

Innovation, Creativity and Best Practices

Parks is implementing the following innovations to address operational and service delivery efficiencies:

- Implementation of audit recommendations – Reallocation of Forestry resources to pruning tasks from watering to maintain tree health. Change tendering practices to allow for better pricing on capital development and tree planting contracts. Improve key reporting for projects out of SAP Project Systems.
- Task Standards Review – reduce and streamline the number and complexity of operational tasks to reduce data entry requirements, improve reporting and develop better performance measures.

Impact of Capital Projects

Continued physical growth of the city leads to increased parks inventory that must be maintained. The total impact of capital on the operating budget is derived from two sources: Parks' own capital projects, and parks inventory assets contributed by developers, other departments, and partnership projects. Capital impacts are focused primarily in the areas of turf, horticulture, trees, playgrounds, parks servicing, sports fields and traffic systems. In addition, the package includes funding for the RVA Project Office to address Council approved RVA Projects. The operating impact of capital for 2012 is \$1,554.

Funded Service Packages

Parks only has one package funded, that pertaining to the Operating Impacts of Capital. Service packages submitted as part of the 2012 operating budget that remain unfunded include:

- Mosquito Abatement Program— (2012-\$850) (2013-\$1,200)
- Communities in Bloom 2012 Symposium—\$150 (2012, one-time)

Service and Budget Review

To meet the City's 2012 tax levy target, the Parks Branch looked at which areas of service would minimize citizen impacts while remaining on course to achieve the long term goals of the Corporation. In addition, consideration needed to be given to addressing and mitigating the impacts of the challenges facing the Branch. The branch has identified the following:

- Increased revenues from picnic sites and sports fields (rate increases) and reductions in the Tree Lighting Program in low profile areas.
- Opportunities for reduction are primarily focused in the areas of Parks Servicing (less caretaking), less major sanitation (litter) clean up, reduced maintenance on park furniture and fencing and reduced winter maintenance on trails and in parks.
- The bulk of the impacts will be seen with the elimination of all annual flowers and shrub replacements, elimination of the remaining Tree Lighting Program and reducing the Park Ranger staff complement to support events and festivals.

Branch — Parks

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 1,424	\$ 990	\$ 151	\$ 1,141	15.2
Grants	194	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	1,618	990	151	1,141	15.2
Expenditure & Transfers					
Personnel	24,691	27,234	764	27,998	2.8
Materials, Goods & Supplies	4,730	4,933	(702)	4,231	(14.2)
External Services	1,954	2,064	42	2,106	2.0
Fleet Services	6,049	6,184	654	6,838	10.6
Intra-municipal Services	216	367	(21)	346	(5.7)
Utilities & Other Charges	1,598	2,114	(154)	1,960	(7.3)
Transfer to Reserves	2,529	-	-	-	-
Subtotal	41,767	42,896	583	43,479	1.4
Intra-municipal Recoveries	(2,030)	(1,545)	(85)	(1,630)	5.5
Total Expenditure & Transfers	39,737	41,351	498	41,849	1.2
Net Operating Requirement	\$ 38,119	\$ 40,361	\$ 347	\$ 40,708	0.9
Full-time Equivalents	432.6	460.3	(1.5)	458.8	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$151

Picnic and sports field rentals are increasing in volume \$100 as part of the Service & Budget Review and rates are increasing \$24. Forestry revenues are increasing \$24 as part of the CPP Impact of Operating service package.

Branch — Parks

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Personnel \$764

An increase of \$1,086 in personnel is as a result of operating impacts of capital. The rest of the increase \$301 is a result of movement within salary ranges, changes in benefits and the last year of a 3-year 1% LAPP contribution. The Service & Budget Review reductions account for (\$623).

Material, Goods & Supplies (\$702)

Materials, goods & supplies are being reduced (\$964) for the Service & Budget Review, as well as (\$206) for vehicle lease buy backs. These reductions are offset by general inflation of \$151 along with \$317 for operating impacts of capital.

External Services \$42

The Service & Budget Review reductions account for (\$91). Offsetting the reductions are increases related to inflation of \$54 along with \$79 for operating impacts of capital.

Fleet Services \$654

An increase of \$245 in Fleet Services is attributed to fuel cost increases. An increase of \$481 is attributed to rate increases and changes in volume is \$198 due to greater number of kilometers driven. Increases as a result of operating impacts of capital are \$139. The Service & Budget Review reductions account for (\$409).

Intra-municipal Services (\$21)

Reduction is related to adjustments

Utilities & Other Charges (\$154)

The Service & Budget Review reductions account for (\$167). Offsetting the reductions are increases related to inflation of \$13.

Intra-Municipal Recoveries (\$85)

Recoveries are increasing by general inflation \$42 and CPP Impacts of operating \$43.

Full-time Equivalents - Changes

The Service & Budget Review reductions account for (19.5) temporary FTE's. FTE's are increasing by 18.0 as a result of CPP Impacts of Capital of which 6.0 are permanent and 12.0 are temporary positions.

Branch — Parks

Service Package - Impact of Capital

Funded

Description

The impact of capital on the operating budget is derived from two sources: Parks capital projects and parks inventory contributed by developers, other departments and partnership projects. The cost impacts are focussed primarily in the areas of turf, horticulture, trees, playgrounds, parks servicing, sports fields and traffic systems. The corporate capital operating impacts are identified on the capital project profiles for Parks projects. The difference between total impacts and the impacts from the capital budget are contributed assets (i.e. from developers or community partners).

Adding incremental inventory requires additional operations and technical support staff to address both the growth in inventory and the growth in capital projects to be planned and managed. The volume and cost of the maintenance activities is based on costing provided through the Plant Maintenance module of SAP.

The requested 14.0 FTE's consist of 2 permanent and 12 temporary positions.

River Valley Capital Development Program Office - This request is to create a new Project Development office specifically to provide enhanced focus and priority for capital development associated with the River Valley Alliance (RVA) plan. A partnership has been established with the RVA, City of Edmonton and the Federal Government to construct approximately \$72 million worth of projects within the river valley by 2014. Building on a project management model developed specifically for this purpose, resourcing would include a Program Manager, Planner II, Landscape Architect and a Planning Technician in 2012. The following year a Community Liason position and a Project Support Administrator would be added. Their priority will be to build the detailed capital plan of Council approved projects complete with land acquisition, program development/refinement, river valley planning approvals, concept and detailed design, and construction completion.

The requested 4.0 FTE's consists of 4 permanent positions.

Justification

Funding Parks inventory growth will:

- Avoid the erosion of existing park maintenance cycles and ensure park infrastructure is maintained to acceptable levels.
- Ensure timely park development to meet public expectations, ensure existing systems and processes are kept up to date and allow for continued and improved stewardship of the parks system in an efficient and effective manner.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Preserve & Sustain Edmonton's Environment - Corporate Outcome 1.2 & 1.3

Improve Edmonton's Livability - Corporate Outcome 2.1, 2.2, 2.3 & 2.4

Transform Edmonton's Urban Form - 3.1 & 3.2

Impact on Other Departments

Fleet Services may be impacted.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,578	\$ 24	\$ 1,554	18.0	\$ 1,240	\$ -	\$ 1,240	15.0	\$ 955	\$ -	\$ 955	11.2
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,578	\$ 24	\$ 1,554	18.0	\$ 1,240	\$ -	\$ 1,240	15.0	\$ 955	\$ -	\$ 955	11.2

Corporate Programs

Overview

Corporate Programs contains revenues and expenditures of a nature which are not tied to a specific service delivery program but do accrue to the entire Corporation. The six corporate program areas are:

- **Capital Project Financing.** This program allocates funding for capital projects on a pay-as-you-go (PAYG) basis and provides for repayment of outstanding tax-supported debt. The 2012 Budget includes debt servicing for additional tax-supported borrowing relating to Neighbourhood Renewal. It also includes expenses and recoveries relating to local improvements.
- **Corporate Expenditures.** This program includes expenses pertaining to Council and corporate contingencies, risk management insurance claims/recoveries, and support for city activities and partnerships.
- **Corporate Revenues.** This program includes revenues of a corporate nature used to partially offset the corporate tax levy requirements. The revenues are from sources such as EPCOR dividends and franchise fees, gas franchise fees, investment earnings and other dividends/contributions.
- **Taxation Expenditures.** This program includes expenses related to property tax levies such as appeals, bad debts and loss on the sale of tax properties sold. The expenses are partially offset by supplementary taxes levied during the year.
- **Traffic Safety.** This program identifies the revenues from Photo Enforcement and the expenses to administer the activity. Revenues are used to fund the Integrated Speed Equipment capital requirements as well as traffic safety expenses incurred by Transportation.
- **Community Revitalization Levy.** This program includes the revenues from The Quarters Downtown Community Revitalization Levy Bylaw. The levy is equal to the incremental assessed value of property in the community revitalization area. The Quarters area plan has been approved with a baseline date of December 31, 2011. The revenue raised is used for the payment of infrastructure and other costs associated with the redevelopment of property in the revitalization area.



Program—Capital Project Financing

Proposed 2012 Budget Summary

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Local Improvement Revenues	\$ 8,584	\$ 9,005	\$ 269	\$ 9,274	3.0
SLRT Grant Revenues	44,121	43,605	-	43,605	-
Transfer from Reserves/Surplus	70	-	-	-	-
Total Revenue & Transfers	<u>52,775</u>	<u>52,610</u>	<u>269</u>	<u>52,879</u>	0.5
Expenditure & Transfers					
Transfer to Capital:					
PAYG Capital Funding	80,611	80,780	(19,102)	61,678	(23.6)
Tax-supported Debt Charges	36,300	58,154	907	59,061	1.6
SLRT Debt Charges	44,121	44,965	(118)	44,847	(0.3)
Local Improvements	8,147	8,910	(95)	8,815	(1.1)
Net Transfer to Reserves - LRT Reserve	<u>7,697</u>	<u>3,750</u>	<u>118</u>	<u>3,868</u>	3.1
Subtotal	176,876	196,559	(18,290)	178,269	(9.3)
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	<u>176,876</u>	<u>196,559</u>	<u>(18,290)</u>	<u>178,269</u>	(9.3)
Net Operating Requirement	\$ 124,101	\$ 143,949	\$ (18,559)	\$ 125,390	(12.9)
Full-time Equivalents	-	-	-	-	-

Supplementary Information

Local Improvements

Timing differences exist within any year between the local improvement revenues coming from the local improvement tax and the related debt servicing expenditures. However, over time these revenues and expenditures generally offset each other.

SLRT Grant Revenues and SLRT Debt Charges

The Federal gas tax rebates (NDCC - New Deal for Cities and Communities) are directed to fund the SLRT debt charges, with any shortfall funded from the LRT Reserve.

SLRT Grant Revenues and Debt Charges Reconciliation

\$ 43,605	SLRT Grant Revenues
(44,847)	SLRT Debt Charges
5,110	Tax allocation for LRT (annual strategy initiated in 2006)
(3,868)	Net transfer to LRT Reserve
<u>\$ -</u>	Net Operating Requirement

Program—Capital Project Financing

Supplementary Information

PAYG Capital Financing

In June 2009 Council approved a strategy to redirect more volatile revenue streams of investment earnings, Gold Bar transfer fees and certain dividends to capital. These revenues arising within the Corporate Programs are used to fund capital on a pay as you go basis and are included within Corporate Revenues.

PAYG Capital Funding Source Details

\$	25,523	Investment Earnings
	(385)	Investment Earnings expenses and interest allocation to reserves
	12,250	EPCOR Gold Bar Transfer Fees
	27,712	Ed Tel Endowment Fund Dividend
	6,004	Tax-supported debt funding strategy allocation for general financing
	(9,426)	Adjustment to PAYG funding*
\$	61,678	Earnings Available

*The adjustment to PAYG funding includes budget amounts that have been transferred from capital to operating.

Tax-supported Debt Charges

The 2012 Budget includes debt servicing for existing tax-supported debt as well as new debt borrowed in the year to fund approved capital expenditures for Great Neighborhoods, Multi-Purpose Recreation Centre's and the Valley Zoo. If any additional capital projects are approved with financing from tax-supported debt, additional debt servicing charges would be required.

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Pay As You Go Funding \$(19,102)

The 2011 budget included \$16,554 from additional tax growth revenues and the education tax room vacated by the Province, which was directed to capital. The 2012 recommended budget redirects this funding back to operating. Investment earnings are expected to be lower by \$2,424 from the prior year due to less revenue from capital gains and a smaller investment base to generate earnings.

Tax-supported Debt Charges \$907

The increase is due to additional capital spending in 2012 and an expected interest rate increase on debt. New borrowing for ongoing approved projects including Multi-Purpose Recreation Centre's and the Valley Zoo.

Program—Corporate Expenditures

Proposed 2012 Budget Summary

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Risk Management	\$ 321	\$ 263	\$ 7	\$ 270	2.7
External Debt Recovery	781	768	-	768	-
Transfer from Reserves - Northlands Capital Reserve (2011)	388	500	(500)	-	(100.0)
Total Revenue & Transfers	1,490	1,531	(493)	1,038	(32.2)
Expenditure & Transfers					
Financial strategies	461	16,028	35,697	51,725	222.7
Northlands Subsidy for Rexall Place	2,451	2,500	45	2,545	1.8
Risk Management	5,936	7,760	(254)	7,506	(3.3)
Management Initiatives & Organizational Change	463	704	-	704	-
Sundry	654	400	-	400	-
Council Contingency	227	700	-	700	-
Income Replacement & Supplementary Management Pension	(78)	570	(15)	555	(2.6)
TEC Edmonton	93	41	(41)	-	(100.0)
Space Science Foundation	200	-	-	-	-
Art Gallery	1,000	-	-	-	-
Edmonton Indy Car Race	3,205	-	1,833	1,833	-
Senior Homeowners Grant	183	1,200	60	1,260	5.0
Go Centre	9,000	-	-	-	-
External Debt	780	780	(1)	779	(0.1)
Operating grant for Rexall Rehabilitation	-	500	(500)	-	(100.0)
Transfer to Reserves	388	-	-	-	-
Subtotal	24,963	31,183	36,824	68,007	118.1
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	24,963	31,183	36,824	68,007	118.1
Net Operating Requirement	\$ 23,473	\$ 29,652	\$ 37,317	\$ 66,969	125.8
Full-time Equivalents	-	-	-	-	-

Supplementary Information

Risk Management

Revenues include payments received from other external Boards and Authorities for insurance premiums. Expenditures are for claim payments and insurance premiums.

Program—Corporate Expenditures

Supplementary Information

External Debt Recovery and External Debt

Includes payments made and funds received for loans issued to external parties (Edmonton Soccer Centre). Net operating requirement of \$11 thousand is the result of an agreement to allow the repayment of the loan over a longer time frame than the debt servicing requirement.

Financial Strategies

The 2012 Budget for financial strategies provides flexibility for unknown amounts. This budget will be redistributed to the appropriate programs as factors become known.

Edmonton Indy Car Race

In 2011 the City entered into a three year agreement with Octane Motorsports Events Inc. to sponsor the Edmonton Indy.

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Financial Strategies \$35,697

The 2012 Budget for financial strategies increased from the prior year due to an increase in the provision for contingent tax-supported amounts. The amounts will be allocated to the appropriate programs as they become known.

Edmonton Indy Car Race \$1,833

In January of 2011, the City of Edmonton entered into a new three year agreement for sponsorship of the race. Due to the date of the agreement the first year of funding was paid from Financial Strategies, in 2012 the amount of the funding has been added to the Corporate Expenditures budget.

Program—Corporate Revenues

Proposed 2012 Budget Summary

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
EPCOR Dividends	\$ 135,786	\$ 138,502	\$ 3,670	\$ 142,172	2.6
Gold Bar Transfer Fees	15,250	14,500	(2,250)	12,250	(15.5)
EPCOR Franchise Fees	55,444	64,190	3,970	68,160	6.2
EdTel Endowment Fund	24,698	26,085	1,627	27,712	6.2
Investment Earnings	45,671	27,662	(2,139)	25,523	(7.7)
Gas Franchise Fees	47,823	48,906	5,435	54,341	11.1
Business Licencing	8,669	8,706	935	9,641	-
Tag/Fine Revenue	7,720	6,800	1,100	7,900	16.2
Contribution from Corporate Entities	8,415	8,879	679	9,558	7.6
Other Revenues	10,557	9,094	1,672	10,766	18.4
Ambulance Dispatch Fees	3,238	-	-	-	-
Transfer from Reserves/Surplus					
Drainage Dividends	5,173	2,579	(439)	2,140	(17.0)
Land Enterprise Dividends	922	1,914	(314)	1,600	(16.4)
Reserves & Surplus	32,780	750	(750)	-	-
Total Revenue & Transfers	402,146	358,567	13,196	371,763	3.7
Expenditure & Transfers					
Investment Related Expenses	204	100	-	100	-
Transfer to Reserves					
- Interest allocation	301	285	-	285	-
Subtotal	505	385	-	385	-
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	505	385	-	385	-
Net Operating Requirement	\$ (401,641)	\$ (358,182)	\$ (13,196)	\$ (371,378)	3.7
Full-time Equivalents	-	-	-	-	-

Supplementary Information

EPCOR Dividends

EPCOR Dividends are calculated using the 2005 base of \$122,669 indexed annually for the CPI of 5 major Canadian banks as at October 1. The EPCOR dividend calculation is determined corporately for all operations including the Gold Bar Wastewater Treatment operations.

Program—Corporate Revenues

Supplementary Information

Gold Bar Transfer Fees

As per the Master Agreement the transfer fee of \$75 million is to be paid over 7 years as follows:

\$ 16,500	2009
15,250	2010
14,500	2011
12,250	2012
10,000	2013
6,400	2014
100	2015
\$ 75,000	Gold Bar Transfer Fees

EPCOR Franchise Fees

The 2012 Budget includes franchise fees received from EPCOR for power, water and wastewater treatment.

EPCOR Franchise Fees Distribution by Source

\$ 50,920	Power
12,450	Water
4,790	Treatment
\$ 68,160	EPCOR Franchise Fees

Investment Earnings

Investment earnings are expected to generate \$53.2 million in 2012, including the investment income distribution from the Ed Tel Endowment Fund. The Budget is based on a longer term expectation for rates which are subject to ongoing market influences. Investment earnings are redirected to capital as displayed within the Capital Project Financing program, consistent with the budget strategy to shift the volatility of certain revenue streams to capital.

Contribution from Corporate Entities

Includes the franchise fee contribution from Sanitary Drainage of \$7.4 million and central management fees of \$2.1 million.

Other Revenues

The 2012 Budget includes revenue from tax penalties of \$9.9 million, tax certificates \$1.2 million and loan administration fees of \$0.2 million.

Drainage and Land Enterprise Dividends

The Drainage Services and Land Enterprise dividend amounts will be determined based on the 2011 year-end position.

Business Licencing

Business Licencing Revenues were moved to Corporate Revenues in September 2011 from Sustainable Development and include revenues from the issuance of business licenses by the city.

Program—Corporate Revenues

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

EPCOR Dividends \$3,670

Dividends are calculated by indexing the prior year dividend by the CPI, the increase is equal to the forecast CPI index for 2012, as at September 30, 2011.

Gold Bar Transfer Fees \$(2,250)

Gold Bar Transfer fees are set by the master agreement with EPCOR. In accordance with the agreement, the 2012 fee is lower by \$2,250 to \$12,250.

EPCOR Franchise Fees \$3,970

Increase is due to volume changes from the prior year. The increase in franchise fees is comprised of \$2,857 for Power, \$842 for Water and \$271 for Wastewater Treatment.

EdTel Endowment Fund \$1,627

The EdTel Endowment Fund dividend payout is determined by the Fund Bylaw. The dividend rate is 5% and is determined in conjunction with the investment policy of the fund as well as with capital market expectations going forward.

Investment Earnings \$(2,139)

Decrease in earnings is due to a lower fund balance in 2012, resulting in reduced earnings.

Gas Franchise Fees \$5,435

Increase in Gas franchise fees is due to projected volume and growth increases for 2012.

Business Licencing \$935

Increased enforcement is expected to increase business licencing revenue for 2012.

Tag/Fine Revenue \$1,100

Increased enforcement is expected to increase Tag and Fine revenue in 2012.

Contribution from Corporate Entities \$679

Increase of \$1,622 from Sanitary Drainage franchise fees off-set by a decrease of \$(943) in Central Management Charges.

Other Revenues \$1,672

Increase is due to an increase in Tax Penalties for 2012. Tax Penalty rates are being increased 2012 along with a change in the method of the application of penalties. This change is more consistent with the practice of other jurisdictions.

Program—Taxation

Proposed 2012 Budget Summary

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Supplementary Tax	\$ 2,767	\$ 2,800	\$ (500)	\$ 2,300	(17.9)
Total Revenue & Transfers	<u>2,767</u>	<u>2,800</u>	<u>(500)</u>	<u>2,300</u>	(17.9)
Expenditure & Transfers					
Realty tax appeals & adjustments	6,583	5,600	1,200	6,800	21.4
Business tax appeals & adjustments	273	200	-	200	-
Business tax bad debt provision	37	200	-	200	-
Loss on tax sale	86	500	-	500	-
Subtotal	6,979	6,500	1,200	7,700	18.5
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	<u>6,979</u>	<u>6,500</u>	<u>1,200</u>	<u>7,700</u>	18.5
Net Operating Requirement	\$ 4,212	\$ 3,700	\$ 1,700	\$ 5,400	45.9
Full-time Equivalents	-	-	-	-	-

Supplementary Information

Supplementary Tax

Supplementary tax is municipal tax revenue resulting from improvements completed and/or occupied during the taxation year, that were not previously assessed or taxed.

Realty Tax Appeals & Adjustments

Realty tax appeals and adjustments are municipal tax adjustments for the current year resulting from court decisions, assessor corrections and exempt status changes.

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Realty Tax Appeals & Adjustments \$1,200

The 2012 amount has been increased to reflect the lower success rates experienced in 2011 by the city for defending appeals by property owners.

Program—Traffic Safety

Proposed 2012 Budget Summary

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Photo Enforcement	\$ 22,043	\$ 33,817	\$ (1,417)	\$ 32,400	(4.2)
Total Revenue & Transfers	<u>22,043</u>	<u>33,817</u>	<u>(1,417)</u>	<u>32,400</u>	(4.2)
Expenditure & Transfers					
Photo Enforcement (PE) Expenditures - direct					
Ticket Processing	739	1,404	46	1,450	3.3
IT costs	106	108	9	117	8.3
PE operations	11,569	10,379	(812)	9,567	(7.8)
Traffic Safety - Transportation		5,026	40	5,066	0.8
Capital Funding					
Integrated Speed Equipment	-	4,200	(700)	3,500	(16.7)
Subtotal	12,414	21,117	(1,417)	19,700	(6.7)
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	<u>12,414</u>	<u>21,117</u>	<u>(1,417)</u>	<u>19,700</u>	(6.7)
¹Net Operating Requirement	\$ (9,629)	\$ (12,700)	\$ -	\$ (12,700)	-
Full-time Equivalents	-	-	-	-	-

Supplementary Information

Traffic Safety

The net operating requirement has remained unchanged from 2011 of \$12.7 million. This is a \$2.1 million increase from the tax levy amount of \$10.6 million transferred to Edmonton Police Services when Photo Radar transferred to Corporate Programs in 2009.

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

Photo Enforcement (\$1,417)

Revenue decrease is due to an expected reduction in the volume of tickets to be issued in 2012.

Program—Traffic Safety

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Photo Enforcement Operations (\$812)

Expenditures for Photo Enforcement Operations are reduced due to the savings expected to be realized by the City of Edmonton taking over the ticket processing process from a third party.

Integrated Speed Equipment (\$700)

City Council has directed that equipment for the photo enforcement program be funded from photo enforcement revenues. Capital expenditures to support the Traffic Safety Program are expected to be lower in 2012 due to less camera and vehicle purchases than in 2011.

Program—Community Revitalization Levy—The Quarters

Proposed 2012 Budget Summary

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Community Revitalization Revenue	-	-	620	620	-
Total Revenue & Transfers	-	-	620	620	-
Expenditure & Transfers					
Intra-municipal Services	-	-	620	620	-
Total Expenditure & Transfers	-	-	620	620	-
Net Operating Requirement	\$ -	\$ -	\$ -	\$ -	-
Full-time Equivalents	-	-	-	-	-

Supplementary Information

Community Revitalization Levy

Budget is for The Quarters Downtown Community Revitalization Levy Bylaw which has been approved with a baseline date of December 31, 2011. The budget includes the incremental revenue from the Revitalization zone. Revenue is intended to fund capital debt servicing and direct operating costs consistent with the Quarters Community Revitalization Levy plan. Expenditures are incurred in the Housing and Economic Sustainability Program.

Department — Corporate Services

Introduction

The Corporate Services department delivers effective and efficient service to the organization. Every day, employees in Corporate Services support the mission to provide expert knowledge and innovative business solutions that support client business outcomes and responsive services for citizens. The values of collaboration, honesty, integrity, respect, and safety provide guidance as we work to *CREATE SUCCESS* for the City of Edmonton.

We Partner.

With expertise in seven service areas, Corporate Services allows other City departments to focus on their core business as we partner with them to assist with their administrative needs. Fleet Services works closely with branches such as Parks and Fire Rescue



Services to ensure they have the transportation resources required to deliver frontline services to citizens.

We Innovate.

The City of Edmonton is adaptable and responsive to the needs of its citizens. Corporate Services brings together innovative client solutions in the areas of technology, process, and people to support our clients. The City is a leader in the use of cloud computing technology and open solutions that enable employees to provide better services to citizens in a more useful, accessible and cost-effective way.



We Lead.

With a culture of constant improvement, Corporate Services has become a leader in the provision of client services. The continued roll-out of the Sustainable Purchasing Program establishes the City of Edmonton as a leader in corporate social responsibility.



We Excel.

Corporate Services works closely with clients and business partners to meet and anticipate the need for people, information, and equipment. In 2011, Materials Management was the only government agency in Canada to receive the National Purchasing Institute's *Achievement of Excellence in Procurement Award*.

BRANCHES						
Customer Information Services (CIS)	Human Resources (HR)	Information Technology (IT)	Law	Materials Management (MM)	Office of the City Clerk (OCC)	Fleet Services
311 Inside Information Web Office	Labour Relations and Compensation Occupational Health and Wellness Payroll, Benefits, and Pension Administration Recruitment and Staff Support Services HR Strategy and Program Development	Partner Management and Infrastructure Solutions Strategy and Innovation Enterprise Solutions Enterprise Architecture Implementation	Legal Advice and Representation Risk Management Corporate Security	Procurement Supply Chain Management Corporate Mail Processing Digital Print Services	Census and Election Services Corporate Records Tribunal Management Civic Agencies Information Services and FOIP Council Services and Administration Governance and Legislative Services Corporate Memberships and Initiatives	Fleet Procurement Strategy and Advice Fleet Maintenance and Repair Fleet Administration Fleet Engineering Services Fleet Safety Fuel Management

Department — Corporate Services

STRATEGIC ROADMAP

10-YEAR GOAL



CORPORATE OUTCOMES


- The City of Edmonton delivers valued quality, cost-effective services to its citizens
- Diverse, engaged and innovative employees involved in service delivery contribute to achieving goals and outcomes
- The City of Edmonton embraces its relationship with people and partners to deliver services to its citizens

DEPARTMENT OUTCOMES

- Excellence – Corporate Services delivers valued services in an efficient manner to enhance the capacity of the organization
- Leadership – Individuals and the collective organization recognize and take advantage of opportunities that add value to the delivery of services to its citizens
- Partnerships – Corporate Services participates and is engaged as a valued partner in the delivery of services to its citizens
- Innovation – The City leverages the diverse experience and skill sets across multiple stakeholders to bring forward innovative solutions for the organization

Department — Corporate Services

DEPARTMENT SCORECARD

10-YEAR GOAL	DEPARTMENT MEASURES	STATUS	TREND	3-YEAR TARGET	2010 ACTUAL	2011 FORECAST
	Days to fill permanent positions	■	▼	<52	50	49
	% of tendered purchases by number			TBD	31%	31%
	% of tendered purchases by value			TBD	75%	92%
	% of fleet availability needs are met	■	▼	84%	89%	85%
	Ability to participate in or find information concerning City Council activities			TBD	n/a	73%
	Customer Information Services citizen utilization levels	■	▲	13,900,000	9,358,000	11,800,000
	% of client satisfaction with IT Services	■		76%	69%	72%
	Corporate insurance premium to asset ratio	■	▼	< 0.50%	0.47%	0.41%
	% amount paid to resolve legal action compared to amount claimed	■	▼	< 10.0%	6.3%	0.6%
	% of IT growth projects that were delivered time and on-budget and meet business requirements/objectives			TBD	n/a	n/a

LEGEND

STATUS	DESCRIPTION	TREND	DESCRIPTION
■	Measure is meeting or exceeding established target	▲	Measure is trending favourably up over last reporting period
■	Measure is moderately off of established target	▲	Measure is trending unfavourably up over last reporting period
■	Measure is not meeting established target	■	Measure has not changed over last reporting period
		▼	Measure is trending unfavourably down over last reporting period
	TBD - In development	▼	Measure is trending favourably down over last reporting period
	n/a - Currently not available		

Customer Information Services citizen utilization levels are the total of web access and phone calls to 311. Current trends project that the 3-year target will be achieved by 2013.

Department — Corporate Services

Summary and Highlights of 2012 Budget

Through the strategic use of technology, people, and processes, Corporate Services has demonstrated innovative service provision to a growing corporation for many years.

Overall, Corporate Services has a net operating increase of 1.4%. This increase includes new funding related to the biennial municipal census, implementation costs related to Workspace Edmonton, increased costs for annual software maintenance, additional resources for security monitoring and funding for *Edmonton Salutes*.

The costs of these new programs and services have been offset by implementing service reductions to meet corporate targets. The timeliness and quality of supporting services are expected to be impacted based on the proposed budget, as the continued implementation of innovations and efficiencies can no longer maintain current service levels.

Service Reductions & Eliminations

With 311 call volumes estimated to be over two million in 2012, and no budget for additional staff, average wait times for citizens to speak with an agent will increase to at least 60 seconds from the current standard of less than 25 seconds. While 311 has implemented improved call routing and training resulting in efficiencies, these gains have not been able to offset the growing demand for service.

Changes to Human Resources as a result of this budget will be reflected in a variety of service reductions, including workforce planning, employee engagement, and corporate culture support initiatives. The elimination of three FTEs will result in a decrease in service and require client areas to assume certain responsibilities.

The Law branch provides security services to City facilities throughout Edmonton including Chancery Hall and Century Place. In 2012, 24/7 security guards will be replaced with remote monitoring and on-demand response. Security guards are used by Corporate Properties to handle many aspects of building operations - general inquiries, elevator incidents, water leaks, key control, etc. The guards also monitor and are first responders to fire and access control alarms, monitor parking between the buildings, patrol the Century Place parkade, and act as Chief Evacuation Officers for fire alarms. In 2012, these responsibilities will need to be assumed by other areas.

In 2012, Materials Management will decentralize the provision of hired equipment dispatch and payment administration responsibilities to other areas of the corporation. Within the overall scope of services provided by the Materials Management branch, this reduction was put forward as it has the least impact on the core services that Materials Management provides to the corporation. The impact of this change will be a shifting of responsibility to client areas from the current centralized dispatch model which will result in additional work within departments to dispatch and process payments for hired equipment.

With an increased reliance on technology throughout the corporation, the Information Technology branch faces the challenge of maintaining appropriate support levels for clients as well as moving forward with the corporate IT strategy. The IT branch has eliminated four management FTEs in 2011 with an additional seven staff FTEs planned for elimination in 2012. The seven staff positions are supervisory positions responsible for service delivery staff. The CIO and IT Directors will continue to review the structure of the IT branch in 2012 ensuring that we maintain or even enhance service delivery by leveraging innovation, process streamlining, and a greater focus on service priorities.

The Office of the City Clerk has eliminated two supervisory positions (one in Assessment Review Board and one in Elections and Census) and has cut costs on a one-time basis for the Assessment Review Board. These cuts will reduce the Office's ability to respond to new and emerging issues, but service to the public is not expected to be affected.

Recent years have seen the City of Edmonton undergo significant transformational changes including the adoption of *The Ways* and a significant increase in capital investment and service growth. Corporate Services has adapted to these transformational changes with an attitude towards constant improvement and responsible, strategic fiscal management approaches. While this culture will encourage the development of new and innovative approaches to client services, the 2012 budget does not provide the resources necessary to maintain the standard of quality and service that is expected by both internal and external clients.

Department — Corporate Services

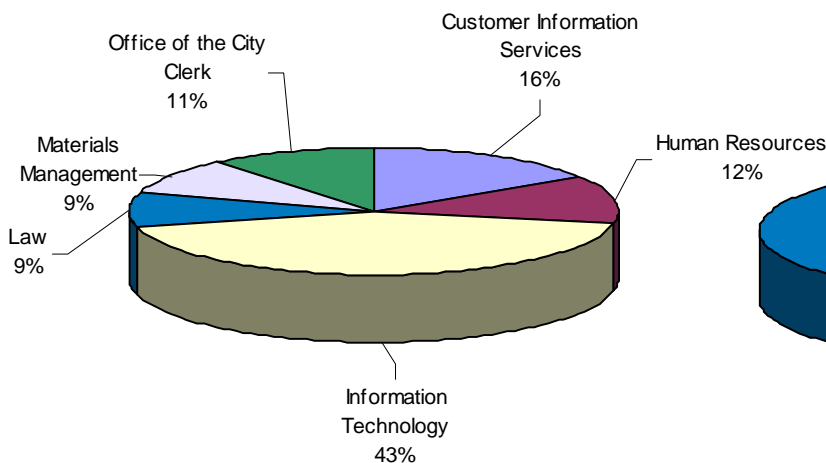
Proposed 2012 Budget – Department Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 4,331	\$ 1,568	\$ 69	\$ 1,637	4.4
Grants	21	-	-	-	-
Transfer from Reserves	(6)	-	-	-	-
Total Revenue & Transfers	4,346	1,568	69	1,637	4.4
Expenditure & Transfers					
Customer Information Services	12,210	14,370	(360)	14,010	(2.5)
Human Resources	12,827	11,589	(954)	10,635	(8.2)
Information Technology	37,360	36,239	1,799	38,038	5.0
Law	9,552	8,464	(458)	8,006	(5.4)
Materials Management	8,712	8,441	(597)	7,844	(7.1)
Office of the City Clerk	10,266	7,907	1,831	9,738	23.2
Total Expenditure & Transfers	90,927	87,010	1,261	88,271	1.4
Net Operating Requirement	\$ 86,581	\$ 85,442	\$ 1,192	\$ 86,634	1.4
Full-time Equivalents	975.0	1,000.0	(12.0)	988.0	

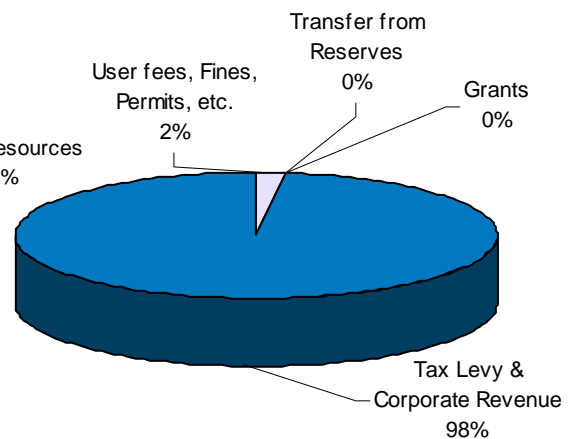
Budget details are provided at the branch level

Fleet Services is presented as a separate budget

Where the Budget will be spent



Funding by source



Branch — Customer Information Services

Introduction

Customer Information Services (CIS) manages the 311 contact centre, corporate web office, and Inside Information. Both 311 and the City's website provide citizens with 24-hour access to information relating to all City departments, programs, and services. 311 agents offer personalized services for citizens including program registration, transit trip planning, and inspection bookings.

2011 saw unprecedented growth in call volumes of almost 20% and this trend is expected to continue in 2012. The addition of new call centre technology in the spring of 2011 has resulted in efficiencies that partially offset the impacts of the volume increase. Other strategies, including overtime and temporary staff, were required to maintain service standards and minimize impacts.

A conservative projection of growth suggests that there will be more than two million calls to 311 in 2012. This budget provides the resources necessary to respond to 1.83 million calls within the current service standard of 25 seconds or less. As a result, citizens can expect an average wait time of over one minute for service. This is likely to result in an increased number of abandoned calls. An increased wait time to access 311 is expected to negatively impact satisfaction with this service and with the City's reputation for responsiveness.

The City's website features convenient online self-service options including program registration, individualized transit trip planning, bylaw ticket payment, and license renewals. Continual improvements to the site have led to a significant increase in web visits over the previous year. CIS expects the edmonton.ca website to reach 10 million visits in 2011. This represents a 30% increase over 2010.

"The staff that work in the contact centre are truly ambassadors for the City. These are the people that make it possible for our citizens to move around, find events, learn about facilities...really take advantage of all of the services our tax dollars pay for. When Edmontonians call in and have a chance to talk to our Customer Service agents, they know that we can not only answer their immediate question, but provide information that shows them what a great city this is to live, work, and play in."

*-Rob Klatchuk, Manager,
Customer Information Services*

In 2011 ...

- In 2011, 311 is projected to have answered almost two million calls for a wide variety of city programs and services
- 311 responded to over 300,000 calls for program registrations and for information on city attractions and recreation facilities
- Citizens called 311 for transit information over 800,000 times
- The Web Office updated the city's web pages over 20,000 times this year to ensure the visitors to the site got the most updated information
- Citizens also accessed edmonton.ca to use Trip Planner over 2.9 million times
- Inside Information helped over 10,000 employees get the services they needed for their job



CIS places an emphasis on delivering efficient and cost-effective services with a focus on customer service and satisfaction.

Inside Information and the *ecity internal website* continues to provide employees with information and services needed to carry out their job requirements.

Branch — Customer Information Services

Opportunities and Challenges

Calls volumes to 311 continue to grow year over year. 2011 is trending to 20% above 2010 call volumes. Increased citizen use of the 311 channel and unpredictable events led to the large increase. 311 has been able to meet its services goals through operational efficiencies, overtime and additional temporary agent positions. The additional overtime and temporary positions will not be available in the 2012 budget to meet the expected volumes.

311 will continue to look for efficiencies within the operation. Reducing call handle times and promoting self service channels will be the key focus. Trending data does show a risk of continued increases in call volumes which will result in a reduction in our current service standards for 2012 (i.e. long wait times for citizens).

Customer Information Services is committed to provide efficient, cost effective services for the citizens of Edmonton and to connect citizens with the services that they require. The goal is to provide increased access to programs and services, through self service options, while reducing overall costs to support the outcome of having citizens leverage Customer Information Services channels to access municipal information and services.

Customer Information Services will continue to evaluate and work with client areas to develop self service options for citizens requesting City of Edmonton information, programs, and services.

Customer Information Services is challenged to maintain service standards. City programs and services are constantly changing to meet the requirements of business, citizens and other levels of government.

Customer Information Services will continue its work with its client departments on the development of collaborative solutions for the introduction of new services and in the handling of services changes.

Adapting to continuous changes in technology is an ongoing challenge for Customer Information Services. Technology and computer applications are constantly changing and need to keep pace with business demands.

Customer Information Services will continue its work with IT and the client departments in coordinating the introduction of new technology and application systems to ensure minimal impact

while maintaining service standards. This helps to ensure that Customer Information Services is a valued partner in enabling employees in the delivery of municipal programs and services.

Service and Budget Review

The reduction of 12.3 FTEs from the adjusted base is expected to result in an average wait time of at least 60 seconds and an increase in abandoned calls.

The resources proposed in this budget are not sufficient to maintain the service targets (average wait time of 25 seconds or less) that are in place.

The introduction of new call centre technology into Customer Information Services has enabled a reduction of \$96 in vendor support costs producing an operating budget reduction.

Branch — Customer Information Services

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ -	\$ -	\$ -	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	-
Expenditure & Transfers					
Personnel	11,849	13,631	361	13,992	2.6
Materials, Goods & Supplies	293	608	(88)	520	(14.5)
External Services	303	771	12	783	1.6
Fleet Services	-	-	-	-	-
Intra-municipal Services	45	594	15	609	2.4
Utilities & Other Charges	380	331	(13)	318	(3.9)
Transfer to Reserves	-	-	-	-	-
Subtotal	12,870	15,935	287	16,222	1.8
Intra-municipal Recoveries	(661)	(1,565)	(647)	(2,212)	-
Total Expenditure & Transfers	<u>12,209</u>	<u>14,370</u>	<u>(360)</u>	<u>14,010</u>	<u>(2.5)</u>
Net Operating Requirement	\$ 12,209	\$ 14,370	\$ (360)	\$ 14,010	(2.5)
Full-time Equivalents	202.1	202.1	(1.0)	201.1	

Office of the General Manager is included for budgeting purposes.

Branch — Customer Information Services

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Personnel \$361

Movement within the salary ranges, changes in benefits, and the last year of a 3-year 1% LAAP contribution increase account for \$534. There is also an additional \$652 in historical adjustments for additional support for the Transportation department. This is offset with a \$175 reduction in personnel costs identified in the Service and Budget Review for organizational realignment savings. The additional reduction in the Service and Budget Review is \$652 to reduce 311 service levels.

Material, Goods & Supplies (\$88)

Identified inflationary measures of 2.65% account for \$16 increase, which is offset by a \$96 Service and Budget Review reduction for telephones and an \$8 reduction in corporate opportunities savings for computer equipment.

External Services \$12

Inflationary increases account for a \$12 increase for contract, consulting, and general services.

Intra-municipal Services (\$632)

There is a \$15 inflationary increase to intra-municipal charges for parking, printing and on-demand building maintenance costs. This is offset with a \$647 increase from intra-municipal services to Drainage, Waste, Current Planning, and Fleet Services.

Utilities & Other Charges (\$13)

Inflationary measures increased training, general and utility costs by \$8. This is offset with a \$21 identified telephone savings through the corporate opportunity exercise.

Full-time Equivalent - Changes

There is a decrease of 1 FTE for organizational efficiencies identified in the Service and Budget Review. The 12.3 FTEs required to maintain an average wait time of 25 seconds or less have been eliminated as part of the service and budget review. Average wait time is expected to increase to over 60 seconds.

Branch — Human Resources

Introduction

The various sections within the branch work together to provide quality Human Resources services and expertise to the City, support the Corporate HR Leadership Team in establishing the strategic direction of the corporation, and ensure that the City's workforce is able to meet current and future requirements. The Human Resources branch serves the City of Edmonton organization with the objective to develop and implement HR strategies that will attract, develop and retain a diverse, engaged, productive, and talented workforce.

"Staff are the City's most valuable resources. As labour market conditions tighten and demographic changes result in a greater number of retirements the City's ability to attract and retain the required workforce will be challenging. To meet these challenges we focus our programs and services on the outcomes of talent, leadership and performance."

*-Jeff MacPherson, Branch Manager
Human Resources Services*

The Human Resources branch is comprised of six sections that focus on talent, leadership, performance, and providing quality services.

- Recruitment creates and implements strategies for attracting and hiring a diverse, skilled, and engaged workforce and provides short-term clerical support to departments.
- HR Strategy and Program Development research and develop best practice HR programs to support implementation of a comprehensive talent management framework. This section develops and provides reports to managers and supervisors to assist them with management oversight.
- Compensation and Classification develops and manages compensation and classification strategies to ensure the City is competitive in the labour market.
- Labour Relations negotiates collective agreements, provides advice to management on the wide range of employee issues and areas of performance management. Also included are Investigations, discipline, alternative dispute resolution and attendance management.
- Payroll, benefits, and pension administration are provided to the City
- Employee Health and Wellness develops and delivers strategies, programs and services targeted at preventing employee injury and illness, supporting employees through periods of disability, and providing expertise in occupational illness and injury prevention.



The mission of Human Resources is to provide quality, best value Human Resources services and expertise to customers, to support the Corporate Leadership Team in establishing the strategic direction of the corporation, and to ensure the organization has a talented, diverse, productive and engaged workforce to meet current and future requirements.

Branch — Human Resources

Opportunities and Challenges

Economic conditions are a challenge for the Human Resources branch because they have a direct impact on the external labour market. The Leadership Effectiveness Initiative is committed to attracting, developing, and retaining a diverse, productive, engaged, and skilled workforce in a tightening labour market. Retaining critical talent and building leadership capacity are priorities as the economy continues to grow.

The Leadership Effectiveness Initiative includes a leadership development program that supports organizational culture, strategic direction, and the vision of being a world-class employer. This program supports the City of Edmonton to improve and sustain performance oriented leadership today and into the future.

Recruitment continues to hire the highest quality candidates through performance based hiring and certification of hiring managers. The section works to enhance outreach and recruitment campaigns to attract, develop, and retain a diverse, productive, engaged, and skilled workforce to achieve business outcomes;

The changing external demographic of Edmonton offers unique opportunities for employers who can attract the increasingly diverse labour force. The 2009 and 2010 economic slowdown and the instability of the investment markets dramatically reduced employee retirements. This means that larger numbers of employees are likely to exit the workforce through retirement and turnover at the same time in the future.

Through the implementation of the Leadership Effectiveness Initiative, HR will engage and grow supervisors and leaders within the organization. HR will develop and implement corporate recognition and mentoring programs as well as continue to develop and support best practices in the areas of diversity and inclusion, succession planning, knowledge transfer, and employee engagement.

The Human Resources branch will implement an upgraded version Human Resources Information System (HRIS) in the fall of 2011. This will allow for enhanced reports to support oversight in areas such as compensation, overtime, attendance, excess vacation, and safety with the purpose of improving performance at the individual, team, and organizational level. This will also address the audit reports that continue to indicate the need for increased management oversight.

Service and Budget Review

HR will reduce two FTE positions that provide senior leaders support for the development of department workforce plans, succession planning and employee engagement strategies. A reduction of two FTE will mean remaining resources will be required to cover a greater number of clients and less proactive workforce planning work will be supported. This will shift the organization to a more reactive mode when faced with changes in labour markets and the internal workforce.

The reduction of one consultant equates to a 20% reduction in resource support for corporate HR program development. This means work in the area of performance management and supervisory training will be delayed. In the absence of corporate program development, departments may develop one-off programs that may not align to the corporate direction.

To meet the 2012 tax target, the Human Resources branch will continue to streamline current services and well as reduce costs associated with external consulting and professional services.

Branch — Human Resources

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 13	\$ -	\$ -	\$ -	-
Grants	14	-	-	-	-
Transfer from Reserves	(6)	-	-	-	-
Total Revenue & Transfers	<u>21</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditure & Transfers					
Personnel	13,469	13,446	157	13,603	1.2
Materials, Goods & Supplies	881	790	12	802	1.5
External Services	1,268	1,247	(47)	1,200	(3.8)
Fleet Services	-	-	-	-	-
Intra-municipal Services	251	217	6	223	3.1
Utilities & Other Charges	390	509	(31)	478	(6.1)
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>16,259</u>	<u>16,209</u>	<u>97</u>	<u>16,306</u>	<u>0.6</u>
Intra-municipal Recoveries	<u>(3,433)</u>	<u>(4,620)</u>	<u>(1,051)</u>	<u>(5,671)</u>	<u>-</u>
Total Expenditure & Transfers	<u>12,826</u>	<u>11,589</u>	<u>(954)</u>	<u>10,635</u>	<u>(8.2)</u>
Net Operating Requirement	\$ 12,805	\$ 11,589	\$ (954)	\$ 10,635	(8.2)
Full-time Equivalents	165.5	166.5	(3.0)	163.5	

Branch — Human Resources

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Personnel \$157

Movement within the salary ranges, changes in benefits, and the last year of a 3-year 1% LAAP contribution increase account for \$517. This is offset with Service and Budget Review reductions of \$360 for Strategic Advisors as well as corporate workforce and project staffing.

Material, Goods & Supplies \$12

Identified inflationary measures of 2.65% account for \$21, which is offset by \$9 in corporate opportunities savings for telephones and equipment.

External Services (\$47)

Inflationary increases account for a \$33 increase for contract, consulting, and general services. This is offset with a reduction of \$80 for Human Resources consulting and professional services identified in the Service and Budget Review.

Intra-municipal Services (\$1,045)

There is a \$6 inflationary increase to intra-municipal charges for parking, printing and on-demand building maintenance costs. This is offset with an \$995 increase from intra-municipal services to Drainage, Waste, Current Planning, and Fleet Services, and inflationary increases for service billings to capital and disability management activities of \$56.

Utilities & Other Charges (\$31)

Inflationary measures increased training and utility costs by \$14. This was offset with \$45 in telephone savings identified through the corporate opportunity exercise.

Full-time Equivalent - Changes

Human Resources has a 3 FTE reduction in the 2012 Budget: 2 FTEs for strategic services provided to clients and 1 FTE for corporate workforce and change projects.

Branch — Information Technology

Introduction

As the City of Edmonton grows and changes, the Information and Technology (IT) branch provides leading, innovative and cost effective technology solutions to the corporation. The diverse needs and ongoing growth of the corporation create challenges for IT to develop and manage new solutions while continuing to provide support for ongoing operational needs.

"When you look at the impact of IT on the City's overall business success, we play a strategic role in all areas."

*-Chris Moore,
Chief Information Officer*

With direction provided by the Corporate IT Strategy, IT will continue to solve problems by working in partnership with lines of business to identify needs, and assemble the operational plans to deliver solutions that meet the needs of the business. Through innovative programs like Workspace Edmonton and Open Government IT is enhancing the way that employees work and provide services to citizens.

The IT branch manages over 100 applications, many critical to the provision of services to citizens. These include Disabled Adult Transportation Services (DATS), Recreation Facility Booking Services, Emergency Response Dispatch (CAD), and many more.

IT meets the needs of business by supporting over 1,100 desktop applications, seven enterprise applications and over 130 line-of-business applications running on a complex network of servers. In addition, we service over 8,000 computer users and over 12,000 telecommunications devices with more than 250 networks.

In addition to initiatives that continue to propel the City forward, IT provides ongoing support to the corporation through Enterprise-wide Business Applications, Business Unit Specific Applications, Technology Infrastructure, Corporate IT Services, IT Consulting and Planning Services.

Information Technology branch partnerships made it possible ...

- To grow and expand the Open Government initiative by continuing to partner with business areas throughout the City and community.
- To development an Information and Technology Strategy to ensure the City's IT needs are met in a holistic and cost-effective manner.
- To launch *Workspace Edmonton*, a city-wide program that ensures City business units have sustainable office technology and productivity tools to meet their future directions and needs.
- To implement a new data center
- To start the conversion of contractors from capital to operating
- To implement a 311 Unified Call Centre Telecom Solution



Making Information Technology work for you.

Branch — Information Technology

Opportunities and Challenges

Technology is changing at an increasing pace. In order to leverage these new opportunities, there is a need to implement the Corporate IT Strategy -- a single road map for the IT direction at the City including direction on software applications, technology systems and management of information.

Developed in collaboration with City leaders, the IT Strategy takes into account the needs of all business areas and is tested against industry standards. Implementation to commence in early 2012. The outcome of this initiative is to ensure a Sustainable IT Business model.



The IT branch serves a diverse and mobile workforce. It is important that all employees have access to information and solutions that will enable them to do their job anywhere, anytime, with any device.

Workspace Edmonton is a three-year initiative led by the Information Technology branch, to partner with the City of Edmonton's businesses to ensure they have the right office technology and productivity tools to meet their future directions and needs. The technology and tools selected will determine how the City engages with its citizens and many different stakeholders. The financial model projects cost avoidance in the order of \$1 million in the first three years, \$9 million over five years and \$36 million over ten years.

Service and Budget Review

As a part of 2012-2014 Services and Budget review, the IT branch integrated four programs into other operations resulting in a \$600 reduction in operating budget by reducing four program manager positions.

The IT branch has also identified an additional 7 positions to be eliminated. These are supervisory positions responsible for service delivery staff. This will result in a reduction of \$237 in the 2012 operating budget (with an ongoing annual savings of \$875), streamlined operations and the removal of a "layer" of management.

In 2007, the City initiated a program to begin converting our Centrex phones to Voice Over Internet Protocol (VOIP) phones. The program was self-funded, with the IT branch recovering the centrex monthly rental amounts from the departments until such time that a proper financial analysis could be performed. The conversion of Centrex phones to VOIP phones will be completed in 2011 and a complete financial analysis carried out by Information Technology and Finance and Treasury has identified \$600 in corporate savings.

In 2011, the City's contract for cellular service was changed resulting in a \$200 corporate savings. The changes include an increase in the number of free minutes as well as introducing the concept of 'pooling'. Pooling allows unused minutes of one user to be used by another user who had overused. These two changes along with others brought about with the renegotiated contract provide significant savings to the corporation.

Branch — Information Technology

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 1,447	\$ 249	\$ 6	\$ 255	2.6
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	<u>1,447</u>	<u>249</u>	<u>6</u>	<u>255</u>	2.6
Expenditure & Transfers					
Personnel	30,490	34,730	197	34,927	0.6
Materials, Goods & Supplies	8,475	9,920	1,938	11,858	19.5
External Services	9,751	2,154	2,267	4,421	105.2
Fleet Services	-	-	-	-	-
Intra-municipal Services	64	206	5	211	2.2
Utilities & Other Charges	2,462	3,105	(24)	3,081	(0.8)
Transfer to Reserves	432	-	-	-	-
Subtotal	51,674	50,115	4,383	54,498	8.7
Intra-municipal Recoveries	(14,315)	(13,876)	(2,584)	(16,460)	18.6
Total Expenditure & Transfers	<u>37,359</u>	<u>36,239</u>	<u>1,799</u>	<u>38,038</u>	5.0
Net Operating Requirement	\$ 35,912	\$ 35,990	\$ 1,793	\$ 37,783	5.0
Full-time Equivalents	304.0	342.0	(8.0)	334.0	

Branch — Information Technology

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$6

The Information Technology branch revenues are primarily GEO Edmonton (geo-spatial data) billings to outside agencies. The \$6 increase is inflation.

Expenditures & Transfers - Changes

Personnel \$197

Movement within the salary ranges, changes in benefits, and the last year of a 3-year 1% LAAP contribution increase account for \$677. An additional \$157 increase for Corporate Performance Management is identified in a funded service package. This is offset with a \$637 reduction in salaries identified in the Service and Budget Review for IT organizational efficiencies.

Material, Goods & Supplies \$1,938

Identified inflationary measures of 2.65% account for a \$263 increase. There is also a historical adjustment of \$515 for SAP and web equipment and an \$1,053 increase for operating impacts from capital which are primarily computer hardware and software increases. An additional \$130 of computer hardware is required to support the Corporate Performance Management service package. These increases are offset with a \$23 reduction in corporate opportunities savings for computer equipment.

External Services \$2,267

Inflationary increases and budget reallocation accounted for a \$57 increase for contract, consulting, and general services and a \$2,210 operating impact from capital, primarily for Workspace Edmonton.

Intra-municipal Services (\$2,579)

There is a \$5 inflationary increase to intra-municipal charges for parking, printing and on-demand building maintenance costs. This is offset with a \$2,345 increase for intra-municipal services to Drainage, Waste, Current Planning and Fleet Services, and inflationary increases for service billings to capital and on-demand services of \$239.

Utilities & Other Charges (\$24)

Inflationary measures increased training, general, and utility costs by \$82. This was offset with a \$125 reduction of telephone savings through the corporate opportunity exercise. There is also a \$19 increase for training for the Corporate Performance Measures system.

Full-time Equivalent - Changes

Overall, Information Technology decreased FTEs by 8. There is a reduction of 11 FTEs for IT organizational efficiencies identified in the Service and Budget Review, an increase of 2 FTEs for Voice Over IP work, and 1 additional FTE for Corporate Performance Management system work.

Branch — Information Technology

Service Package

Operating Impacts of Capital

Funded

Description

Approximately half of these funds represent the temporary operating costs increase related to the implementation of *Workspace Edmonton* desktop productivity tools. The remaining funds are for software licensing costs related to vendor price increases for software licensing and maintenance costs; additional software licenses related to expanding the software use into other business functions; and \$500 for conceptual phase planning for IT projects.

There are two categories included: Historical Adjustments and Operating Impacts of Capital. Historical Adjustments are vendor price increases for SAP software licensing and the additional website support service and additional websites supported. Operating Impacts of Capital are for expansion of software into other business functions, increases in vendor prices for software licensing, and additional hardware required to support the software functionality expansion.

Justification

The operating costs related to *Workspace Edmonton* project are required to fund the operating activities for the *Workspace Edmonton* capital project.

It is a software contract compliance requirement to purchase the required amount of software licensing for the functions and amount that the City is using. Maintaining software maintenance agreements with vendors provide the City access to vendor support for complex issues, software patches, and software upgrades.

The increases are large in 2012 as most software vendors have now moved from a 17% charge for licensing up to a 22% charge for annual software maintenance. This has become the new industry standard. The SAP contract cost increase was negotiated to reflect the price increase over a 5 year period. The City is in the second year of a five year price increase. 2016 will see the final increase related to this change.

Service expansion for 2012 includes the following: 3 additional city websites supported, additional data analytical capability associated with spatial analysis, mobile device access for 311 functionality for plant maintenance and outside workers, and additional SAP functionality.

If funding is not provided, the City will not be able to pay software vendors and will need to decrease software functionality and decrease number of software users to be compliant with existing signed software contracts.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s)

The Way We Finance: sustainable assets and services

The Way We Work: part of a well managed city.

Impact on Other Departments

Other departments will have access to the software that they need to support business functions and deliver to citizens.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 3,263	\$ -	\$ 3,263	-	\$ 497	\$ -	\$ 497	-	\$ 260	\$ -	\$ 260	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 3,263	\$ -	\$ 3,263	-	\$ 497	\$ -	\$ 497	-	\$ 260	\$ -	\$ 260	-

Branch — Information Technology

Service Package

Corporate Performance Management

Funded

Description

This package will provide the funding required for the support and maintenance of the Corporate Performance Measurement (CPM) reporting system. This reporting system contains the CPM Scorecard and associated toolsets which demonstrate performance against targets set by Council. Council has worked diligently with administration to define corporate goals, outcomes and measures; the resulting work from their efforts is contained within the CPM reporting system. The annual maintenance cost for 100 Cognos user licenses will cost \$130 per annum, personnel costs \$157 and \$19 for annual training costs.

Justification

This project very specifically manages risk to the organization. It will report deviations from targets set for the achievement of corporate outcomes which will realize Council's vision for the City. It will also allow Council and Corporate Leadership Team to see the impacts of making adjustments to strategies, and will identify the potential impacts of competing strategies. Monitoring and reporting of alignment of city services to the strategic goals and outcomes will help to ensure that services achieve established outcomes that will in turn impact achievement of the strategic goals and by extension Council's vision. Not funding this will impact the organizations ability to report on corporate and departmental performance measures and affects the ability of administration to identify areas of risk and opportunity in achieving Council vision.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s) - Transforming Edmonton through organizational excellence

Departmental Outcome(s) - A strategic organization with a culture that is responsive, innovative and adaptive, advancing corporate-wide programs to achieve the City vision

Performance Measure(s) - % department performance measures meeting or exceeding established targets (Corporate)

Impact on Other Departments

This service package will allow administration to continue to support and develop the Corporate Performance Measurement reporting system. Resources have been identified within Financial Services and IT to administer the system. The system will report on the performance of the departments using performance statistics approved by the departments. It will assist departments by collecting performance information from multiple sources and present it within the new CPM framework. The only anticipated impact is that departments will be required to submit and approve information for reporting in reporting cycles determined by Council and the City Manager.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 306	\$ -	\$ 306	1.0		\$ -	\$ -	-		\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 306	\$ -	\$ 306	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Branch — Law

Introduction

The Law branch partners with City departments to ensure that the City's interests are protected and that employees and citizens are safe as they access municipal infrastructure and services.

The Law branch provides legal advice and support for projects that include:

- the City Centre Airport redevelopment
- the proposed Downtown Arena project
- LRT expansion

The Law branch also provides legal defence against claims, challenges and lawsuits, including relocation campaigns related to Lucy the elephant, and the prosecution of bylaw infractions.

Enjoying the safety and security of person, place, and community is an objective identified in *The Way We Live*. Security Advisors carry out security design assessments on all new public facilities, including the new Clareview Recreation Centre, while performing facility security audits on the City's existing amenities.

Through ongoing assessments of facilities and projects, the Risk Management team works with front-line services to take appropriate measures to protect City assets and reduce the cost of insurance for the corporation.

The Law branch also supports the Office of the City Auditor in investigations ranging from the sale of counterfeit transit passes to work place violence.

The core services of the Law branch include:

- providing legal opinions and risk assessments
- reviewing and drafting contracts and bylaws
- representing the City's legal position before the courts, boards and other tribunals
- prosecuting bylaws
- adjusting claims and purchasing insurance
- tracking bonds and letters of credit
- investigating employee misconduct
- providing personal security awareness programs to employees
- conducting security and risk control inspections of City facilities and consulting on security improvements
- monitoring alarms and providing uniformed security guards as required

The 2011 *Shared Services Client Satisfaction Survey* demonstrated that the Law branch is a valued partner in service delivery, as management across the organization responded with an 82.8% satisfaction rate.

"The Law Branch service delivery is without question, A+. Their work has saved the city millions of dollars - the return on investment is huge!"

-Rod Risling, Assessment and Taxation Branch



To facilitate client success by providing valued legal, risk management, claims and security advice and service in a cost effective manner through satisfied and qualified staff. This will advance and protect the City's interests and minimize financial loss to the City.

Branch — Law

Opportunities and Challenges

The project risk associated with City construction projects is typically transferred to an insurer in the form of construction insurance. The contractor typically provides this insurance and depending on the size of the project the cost to the City could be considerable. Contractors as a general rule surcharge their insurance premium costs when providing construction insurance to an owner such as the City. Significant savings can be made if the Risk Management section of the Law branch purchases project specific insurance for City construction projects. Premium savings in the magnitude of 50% to 100% could be realized. This process was initiated in 2011 and will continue during the 2012 budget period.

Service and Budget Review

Law will eliminate the security guard contract (with Paladin Security) for Chancery Hall and Century Place. The elimination of the security guards may result in trespassing issues in these buildings. Staff and the public are likely to feel less secure. The time to respond to alarms will increase.

Based on a review of actual costs over the past couple years, the legal section of the Law Branch was able to reduce the budget for salaries and outside counsel. The Law Branch eliminated a director position and filled it with a junior solicitor. Several lawyers have opted to work on a part-time basis.



Branch — Law

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 4	\$ -	\$ -	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	<u>4</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditure & Transfers					
Personnel	8,816	8,100	148	8,248	1.8
Materials, Goods & Supplies	260	278	(31)	247	(11.1)
External Services	1,878	1,479	(11)	1,468	(0.7)
Fleet Services	-	-	-	-	-
Intra-municipal Services	154	144	4	148	2.6
Utilities & Other Charges	245	174	(19)	155	(10.8)
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>11,353</u>	<u>10,175</u>	<u>91</u>	<u>10,266</u>	<u>0.9</u>
Intra-municipal Recoveries	<u>(1,798)</u>	<u>(1,711)</u>	<u>(549)</u>	<u>(2,260)</u>	<u>-</u>
Total Expenditure & Transfers	<u>9,555</u>	<u>8,464</u>	<u>(458)</u>	<u>8,006</u>	<u>(5.4)</u>
Net Operating Requirement	\$ 9,551	\$ 8,464	\$ (458)	\$ 8,006	(5.4)
Full-time Equivalents	92.3	74.3	-	74.3	

Branch — Law

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Personnel \$148

Movement within the salary ranges, changes in benefits, and the last year of a 3-year 1% LAAP contribution increase account for \$263. This is offset with a one time \$115 reduction for alternative work programs.

Material, Goods & Supplies (\$31)

Identified inflationary measures of 2.65% account for \$7 increase, which is offset by a \$35 budget reallocation reduction and a \$3 reduction as a corporate opportunities savings for computer equipment.

External Services (\$11)

Inflationary increases and budget reallocation accounted for an \$89 increase for contract, consulting and general services. This was offset with a reduction of \$100 for external legal services identified in the Service and Budget Review. There is also offsetting amounts of \$200 with the addition of monitor room security and reduction of guard services in Century Place and Chancery Hall.

Intra-municipal Services (\$545)

There is a \$4 inflationary increase to intra-municipal charges for parking, printing and on-demand building maintenance costs. There is a \$528 increase from intra-municipal services to Drainage, Waste, Current Planning, and Fleet Services and inflationary increases for service billings for on demand legal services of \$21.

Utilities & Other Charges (\$19)

Inflationary measures increased training and utility costs by \$4. This is offset with \$23 in telephone savings through the corporate opportunity exercise.

Full-time Equivalent - Changes

There are no changes to the FTEs in the Law branch.

Branch — Law

Service Package

Monitor Room Coverage

Funded

Description

This service package is for additional coverage in the Corporate Security Monitoring and Dispatch Centre (CSMDC). The current level is two contract security employees, twenty four hours a day, three hundred sixty five days a year. This staffing level has not changed since implementation of the security and access control system in 1989. The CSMDC Officers are responsible for alarm monitoring via the CCure system of over 300 COE sites, including note and report writing, telephone and radio communication and CCTV (closed circuit television) surveillance. Other duties include City Hall functions such as lost and found, key control, contractor access and patrols. This service package will provide one additional Security Officer in the CSMDC, twenty four hours a day, three hundred sixty five days a year to accommodate the increased and projected workload.

The CCure (Computer Coordinated Universal Retrieval Entry) system is based on "inputs". Inputs are put in place to represent a device that allows monitoring. Examples of inputs are door contacts, card readers, glass break sensors, panic alarms, heat sensors, chlorine sensors and power sensors. In 1999 the CSMDC was monitoring 3000 inputs. By the beginning of 2011 the number of inputs had increased to 11,209. This increase equates to a 373% increase over 12 years at an average of 24% per year.

The CSMDC monitors and acknowledges security and building maintenance alarms for COE sites and facilities. These alarms are a result of an input being activated. Any alarm that requires action such as a verbal (telephone call) or security mobile response must be responded to by the officers on duty.

Justification

The demand on the current team of the CSMDC has significantly increased. The number of sites that have been added to the facility inventory has increased by 60% since 2005 and the trend continues with 61 new facilities planned over the next 10 years. With new facilities, more inputs (alarms) will be added to the CCure system which will require an increase in monitoring and action by the CSMDC.

The majority of new facilities will have CCTV included as part of the overall security design. As part of the Banks Group CCTV Consultant recommendations regarding the future of COE-CCTV systems, alarm verification with CCure will become a critical component for monitoring sites. The COE has currently 548 cameras in its inventory. Out of those 548, the CSMDC currently monitors 100 cameras (7 sites) to verify alarms. The potential to monitor the remaining cameras (448) is identified in the Banks Group report as a priority moving forward. It is also identified that more COE facilities are requesting this CCTV monitoring from the CSMDC. CCTV alarm verification results in mitigating risk to COE staff and facilities, as well as offering appropriate deployment of resources (i.e. Fire, Police, Security responses).

With the current staffing in the CSMDC and the significant increase in alarm monitoring with CCTV functions, the potential risk of missing critical alarms will increase. This will put City of Edmonton assets and staff at risk.

The unmanageable work load on the staff in the CSMDC has resulted in an average of 8 Officers resigning per year since 2008. Over the last 2 years 34 officers have been trained and worked within the CSMDC. Out of the 34 officers 22 have left the CSMDC. The primary reason is burnout (stressful position). With this lack of continuity, there is a decline in service and reaction to emergency situations.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

The goal of CSMDC is to mitigate risks by appropriately responding to potential emergencies to minimize risk to corporate assets and staff. Appropriately trained and staffed officers within the CSMDC will contribute to the improved livability of employees and the citizens of Edmonton.

Impact on Other Departments

All City facilities are directly impacted by the level of service provided from the CSMDC. Impacts include safety, security and financial risk.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 200	\$ -	\$ 200	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 200	\$ -	\$ 200	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Branch — Materials Management

Introduction

Materials Management is the supply chain management and tendering authority for the City of Edmonton. This branch ensures the responsible and efficient procurement of goods, services, and construction supporting all City departments and the Edmonton Police Service. In addition, Materials Management provides a full range of services including inventory management and distribution, mail processing and full service corporate printing services.

By working closely with industry and with all departments, Materials Management is helping to position the City as a customer of choice in order to increase competition, build capacity and obtain best value from the expenditure of tax dollars. The Materials Management branch is developing and promoting new approaches that enable greater access and opportunities for smaller local companies to do business with the City, while ensuring that the City's procurement processes remain fair, open and transparent, and in alignment with the relevant trade agreements and legal standards for public procurement.

"Given the significance of its spend, the City has considerable influence to drive change and increase the competitiveness of our supplier marketplace. We are taking a leadership position in working with industry to pursue areas of strategic importance to our organization, and are catalysts for greater supplier innovation, value and sustainability. These efforts are directly contributing to achieving The Way Ahead."

*- Dan Lajeunesse, Manager,
Materials Management Branch*

Materials Management continues to work at the corporate level and with departments to drive down costs by taking a strategic procurement approach to a growing number of product and service categories. There is also an emphasis on embedding sustainable purchasing practices and delivering inventory management and distribution improvements throughout the organization. The branch is also focusing on continuous improvement



of our business processes and information systems to become more efficient and effective in the delivery of services.

The City of Edmonton was one of only 57 North American cities and the only government agency in Canada to receive the National Purchasing Institute's *Achievement of Excellence in Procurement Award* in 2011. This award recognizes excellence in a number of areas including innovation, professionalism, e-procurement, productivity and leadership attributes of the procurement function. Given that the award criteria and evaluation process changes annually to reflect evolving best practices in procurement, this award demonstrates Materials Management branch is at the forefront of public procurement organizations. This is the 12th consecutive year that the City has won this award.

In 2011, Materials Management ...

- Managed many significant procurement projects including the North LRT expansion, Meadows and Clareview recreation centres, and the City Centre Airport Redevelopment Master Plan competition
- Implemented changes to the consultant engagement process and delivered corporate training to ensure that the City receives value from the use of consultants
- Continued to roll-out the Sustainable Purchasing Policy by embedding sustainability criteria into additional product and service categories and providing advice and training to departments on how to build sustainability into purchasing decisions
- Implemented a future state parts strategy across all fleet maintenance facilities that incorporates best practice fleet parts inventory management processes to improve Fleet Services maintenance service efficiency

Materials Management ensures the responsible and efficient procurement and distribution of goods and services for the City of Edmonton in support of Corporate Services Vision, Mission, Values and leadership principles.

Branch — Materials Management

Opportunities and Challenges

Materials Management is committed to procurement innovations and is seeking opportunities in a number of areas including:

- Increase tendering in order to drive competition, analyze spend and increase competition
- Develop or look for opportunities to promote local business
- Continue to invest in technology improvements in order to reduce cost and increase efficiency of procurement processes
- Reduce the distribution of paper based tender documents

Materials Management is reviewing a number of processes and practices to seek opportunities for improvement and efficiencies. Any improvements would be funded out of the existing Materials Management budget.



With a focus on supply chain improvements, Materials Management will continue implementation of best practice tools and processes to optimize its use and minimize expenditures on parts and goods inventories that support operational needs. Materials Management will roll out inventory improvements to other inventory operations beyond Fleet Services.

Service and Budget Review

In 2012, Materials Management will be reducing three FTEs by eliminating the hired equipment dispatch function. This function has been in place for many years and provides a centralized, full-service contracting, fulfillment and administration service to all Departments covering a wide range of short and longer term equipment (with and without operator) and vehicle rentals. With this change, Materials Management would continue to manage the tendering and contracting for common corporate and departmental hired equipment requirements. Department staff would be required to make their own arrangements directly with the various vendors and would also be responsible for all related administration necessary to ensure timely payments to vendors and to maintain proper documentation of transactions.

In 2012, Materials Management will be reducing its inventory write-down budget by \$225 (62.5%). Reducing the inventory adjustment account would reduce our ability to write-down slow-moving inventory and get it off the City's balance sheet. With less budget funding, we would rely on Branch, Department or corporate surplus budget funds from time to time to write down inventories in a timely fashion

Materials Management is implementing expenditure restraints in a variety of cost elements where surpluses exist or where strategies can be employed to manage expenditures to reduce overall budget levels. This includes an increase in revenue as a result of surplus sales based on increased sales in recent years.

Branch — Materials Management

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 540	\$ 258	\$ 35	\$ 293	13.6
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	<u>540</u>	<u>258</u>	<u>35</u>	<u>293</u>	13.6
Expenditure & Transfers					
Personnel	9,983	10,997	(23)	10,974	(0.2)
Materials, Goods & Supplies	1,228	1,210	(238)	972	(19.7)
External Services	1,570	524	4	528	0.7
Fleet Services	134	156	(27)	129	(17.3)
Intra-municipal Services	20	13	14	27	107.3
Utilities & Other Charges	266	332	(10)	322	(3.2)
Transfer to Reserves	-	-	-	-	-
Subtotal	13,201	13,232	(280)	12,952	(2.1)
Intra-municipal Recoveries	(4,489)	(4,791)	(317)	(5,108)	-
Total Expenditure & Transfers	<u>8,712</u>	<u>8,441</u>	<u>(597)</u>	<u>7,844</u>	(7.1)
Net Operating Requirement	\$ 8,172	\$ 8,183	\$ (632)	\$ 7,551	(7.7)
Full-time Equivalents	146.0	149.0	(3.0)	146.0	

Branch — Materials Management

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$35

Materials Management revenues primarily consist of surplus sales and services provided to outside agencies such as EPCOR and other municipalities. Inflation for 2012 was \$5, with a \$100 increase for surplus sales revenues identified in the Service and Budget Review. This was offset with a revenue reduction of \$70 due to a cancelled contract for services from EPCOR.

Expenditures & Transfers - Changes

Personnel (\$23)

Movement within the salary ranges, changes in benefits, and the last year of a 3-year 1% LAAP contribution increase account for \$272. This is offset with a \$295 reduction for equipment dispatch positions identified in the Service and Budget Review.

Material, Goods & Supplies (\$238)

Identified inflationary measures of 2.65% account for a \$32 increase, which is offset by a \$40 Service and Budget Review reduction, a Service and Budget Review decrease of \$225 for inventory costs, and a \$5 reduction identified in the corporate opportunities savings for computer equipment.

External Services \$4

Inflationary increases and budget reallocation accounted for a \$14 increase for contract, consulting, and general services. This was offset with a reduction of \$10 identified in the Service and Budget Review.

Fleet Services (\$27)

There was an overall decrease to Fleet Services costs to align with reductions in Fleet Services' rates.

Intra-municipal Services (\$303)

There is a \$2 inflationary increase to intra-municipal charges for parking, printing and on-demand building maintenance costs. This is offset with \$277 in increased intra-municipal services to Drainage, Waste, Current Planning, and Fleet Services and \$28 inflationary increases for service billings to other departments for on-demand work, such as digital printing.

Utilities & Other Charges (\$10)

Inflationary measures increased training and utility costs by \$10. This was offset with a \$11 Service and Budget Review reduction and \$9 in telephone savings through the corporate opportunity exercise.

Full-time Equivalents - Changes

The 3 FTEs reduced in Materials Management are for hired equipment dispatch identified in the Service and Budget Review.

Branch — Office of the City Clerk

Introduction

The Office of the City Clerk (OCC) is the primary contact regarding City Council business. OCC manages Council and Committee meetings, quasi-judicial boards, municipal elections, the municipal census and appointments to civic agencies. OCC is responsible for ensuring Council meetings are conducted legally and provides procedural advice during meetings. The City Clerk is the Returning Officer for municipal elections.

The Office of the City Clerk manages corporate records and oversees Freedom of Information and Protection of Privacy inquiries for the organization. OCC also provides leadership and direction in the planning, development, organization and control of the administrative and financial functions of the Office of the Councillors.

Citizens are able to connect to their city through the Office of the City Clerk.

- Citizens can appeal a property assessment or development that impacts them
- Attend a City Council meeting
- Start a petition
- Arrange to speak before Council
- Access Council decisions

“Democracy isn’t just an election. It’s making sure that government is open and transparent and that citizens understand that this is THEIR city...they have a voice. Everyday we make sure that citizens can have their voices heard. It’s at the heart of everything we do.”

*Alayne Sinclair
City Clerk*

In 2011 the Office of the City Clerk...

- Developed a biennial census policy, which Council approved
- Piloted the corporate records management revitalization
- Relocated quasi-judicial boards and services to a new building to gain efficiencies
- Established and managed a new Committee of Council – Utility Committee



Also...

- Launched the Opening the Potential mentorship program for women interested in municipal politics
- Administered more than 200 appointments to Civic Agencies, Boards and Commissions
- Analyzed and processed close to 150 Freedom of Information and Protection of Privacy requests for the corporation

The Mission of the Office of the City Clerk is to support and administer the process of democratic governance in the City of Edmonton.

Branch — Office of the City Clerk

Opportunities and Challenges

On July 20, 2011 City Council approved the *Census Policy C520B*. This amended policy directs that a census be conducted biennially (every two years) beginning April 1, 2012. The municipal census is the official count of population living in dwelling units in the City of Edmonton. The funding for the census will remain in the Office of the City Clerk on an ongoing basis. In years where a census is not provided, the budget will be used to help fund the triennial election or election planning. Five FTEs are required to conduct a census. For 2012, the Census has a budget of \$1,875. The OCC budget reflects an overall reduction of 1.1% in Net Operating requirements for all other operating costs.

Updated census information is beneficial to various departments, the library, police, businesses, schools, and community organizations for planning purposes. Various groups internal and external to the City use the census information to demonstrate needs based on population and demographic results within different areas of the city. The census activity starts full time November 1, 2011, and ends July 31, 2012.

The Office of the City Clerk is undertaking a review of the Council report generation process. Work is underway with the Executive Assistants for each of the departments to develop a common workflow for the generation of Council reports. The expected outcome is to have the report generation and workflow integrated with the SIRE system that generates the agendas and minutes of Council. The review and report integration into a common SIRE workflow process will take place between September 2011 and mid-2012.

The City endeavors to manage all the information received and generated during its business operations in an efficient and effective manner. The Corporate Records Management Program revitalization is a multi-year project with specific deliverables each year. Two specific deliverables will be achieved in 2012: 1) enhanced training of City staff responsible for records management and general education on corporate records for City staff and 2) the current retention schedule program will be reviewed, processes established and training completed on the new processes for City records management staff.

Ongoing activities include implementation of Cite-File Classification system in the City and corporate records advisory services. Revitalization of the

records management program will take place from January to December 2012.

Service and Budget Review

An opportunity exists for the Assessment Review Board to contribute to a one-time reduction in the tax levy by eliminating funding for two vacant FTEs.

In 2009, the Province changed the legislation for the operations of the Assessment Review Board. In anticipation of the new workload, a new organizational structure was defined. After 17 months operating under the new regulations, it is recognized that the Office of the City Clerk does not need to fill all of the positions permanently. In years where more complaints are received, temporary staff can be hired using the additional fees collected from the increased complaints. This is not a reduction in FTEs, but rather a cut in the funding for the FTEs of \$249. The vacant positions would be utilized when fees are received.

In the past few years, legislative and organizational changes have created additional pressures and workloads in the Office of the City Clerk. Management and supervisory positions were increased to meet those challenges. The branch has developed processes to better manage change and, after reviewing the scope and authority of its management and supervisory group, can rationalize the reduction of two FTEs for a savings of \$245.

Branch — Office of the City Clerk

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 2,327	\$ 1,061	\$ 28	\$ 1,089	2.7
Grants	7	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	2,334	1,061	28	1,089	2.7
Expenditure & Transfers					
Personnel	5,911	5,700	782	6,482	13.7
Materials, Goods & Supplies	547	364	177	541	48.5
External Services	2,611	889	651	1,540	73.2
Fleet Services	-	13	-	13	-
Intra-municipal Services	376	166	56	222	34.1
Utilities & Other Charges	821	775	165	940	21.4
Transfer to Reserves	-	-	-	-	-
Subtotal	10,266	7,907	1,831	9,738	23.2
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	10,266	7,907	1,831	9,738	23.2
Net Operating Requirement	\$ 7,932	\$ 6,846	\$ 1,803	\$ 8,649	26.3
Full-time Equivalents	65.1	66.1	3.0	69.1	

Branch — Office of the City Clerk

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$28

The Office of the City Clerk revenues primarily consist of Assessment Review Board/Subdivision Appeal Board and sundry revenues. Inflation for 2012 is \$28.

Expenditures & Transfers - Changes

Personnel \$782

Movement within the salary ranges, changes in benefits, and the last year of a 3-year 1% LAAP contribution increase account for \$190. There is also an additional \$1,086 for the census with a \$494 reduction in salaries identified in the Service and Budget Review for Assessment Review Board function reductions.

Material, Goods & Supplies \$177

Identified inflationary measures of 2.65% account for a \$11 increase. There is also an additional \$24 for the Biennial Census service package and a \$146 operating impact from capital for the election and census system offset with a \$4 reduction identified as corporate opportunities savings for computer equipment.

External Services \$651

Inflationary increases and a budget reallocation accounted for a \$43 increase for contract, consulting and general services and an additional \$548 for the Biennial Census service package. There is also an additional \$60 in costs for the *Edmonton Salutes* service package.

Intra-municipal Services \$56

Inflationary increases and a budget reallocation accounted for an \$3 increase for parking, printing and on-demand building maintenance services and an additional \$53 for the Biennial Census service package.

Utilities & Other Charges \$165

Inflationary increases and a budget reallocation accounted for a \$20 increase for utility and training costs and an additional \$164 for the Biennial Census service package for telephone charges, offset with \$19 in corporate opportunity reductions.

Full-time Equivalents - Changes

The Office of the City Clerk has added an additional 5 FTEs to accommodate the census and reduced 2 FTEs for work in the Assessment Review Board for a net increase of 3 FTEs.

Branch — Office of the City Clerk

Service Package

2012 Biennial Census

Funded

Description

This package provides for a biennial census beginning in 2012. The census is the door-to-door collection of basic household information. The municipal census is the official count of population living in dwelling units in the City of Edmonton. The Office of the City Clerk, in consultation with other City departments and/or government agencies, may collect other survey data required for city purposes. The funding for the census will remain in the Office of the City Clerk's base on an ongoing basis. In years where a census is not provided the budget will be used to help fund the triennial election or election planning.

This service package requires 5 FTEs.

Justification

Updated census information is beneficial to various departments, library, police, businesses, schools, and community organizations for planning purposes. Various groups internal and external to the City use the census information to demonstrate needs based on population and demographic results within different areas of the city.

On July 20, 2011 City Council approved *Census Policy C520B*. This amended policy directs that a census be conducted biennially (every two years) beginning April 1, 2012.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s)

Improve Edmonton's Livability
Ensure Edmonton's Financial Sustainability

Departmental Outcome(s)

Citizens use City infrastructure and participate in services and programs that provide employment and personal health benefits.

Performance Measure(s)

Citizens have confidence in the City's governance structure.

Impact on Other Departments

Other departments use the census data for future planning and reporting trends analysis. Without the 2012 census results, departments will have to use outdated information or find other statistics to support their analysis.

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 1,875	\$ -	\$ 1,875	5.0	\$ 84	\$ -	\$ 84	-	\$ 80	\$ -	\$ 80	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,875	\$ -	\$ 1,875	5.0	\$ 84	\$ -	\$ 84	-	\$ 80	\$ -	\$ 80	-

Branch — Office of the City Clerk

Service Package

Operating Impacts of Capital

Funded

Description

The service package provides the ongoing requirements associated with the purchase of the election and census administration software application. The ongoing costs include \$100 for IT support and a \$46 annual maintenance fee.

Justification

These are contractual agreements for the annual maintenance fees for the election administration database system. As well, Information Technology personnel is required to manage the ongoing maintenance of the system and ensuring compatibility with City's IT environment.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s)

Sustain infrastructure

Departmental Outcome(s)

Sound management practices and processes

Performance Measure(s)

Continuous Improvement Project

Impact on Other Departments

IT resources will be allocated to support the continued operation of the election and census administration software application.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 146	\$ -	\$ 146	-	\$ 4	\$ -	\$ 4	-	\$ 4	\$ -	\$ 4	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 146	\$ -	\$ 146	-	\$ 4	\$ -	\$ 4	-	\$ 4	\$ -	\$ 4	-

Branch — Office of the City Clerk

Service Package

Edmonton Salutes

Funded

Description

Edmonton Salutes promotes and recognizes our local military's community contributions, both at home and abroad, toward world peace, security, and stability. This additional funding would allow the *Edmonton Salutes* committee to assist with more public military parades, assume a larger role in Remembrance Day ceremonies, develop and maintain a website, create promotional materials, assist with military functions such as fundraising galas, family events for deployed soldiers and development of commemorative symbols such as an Art/Military Memorial Trail/Walk. A training handbook will also be developed. The committee would also continue to provide (although on a reduced scale) support to troop returns.

Justification

The *Edmonton Salutes* committee is governed by Bylaw 13900 and is a committee of Council. The economic impact of having military personnel in the Capital region is significant. *Edmonton Salutes* has worked diligently to make "Edmonton the Best Garrison Town in Canada" in the opinion of Canadian soldiers. Over the years we have seen many members retire from the Armed Forces and make Edmonton their permanent home. Increasing the base budget from \$60 to \$120 would allow the committee to plan their activities and conduct themselves responsibly while meeting the needs of the military community.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s)

Improve Edmonton's Livability

Departmental Outcome(s)

Citizens are connected to their diverse communities and have pride in their city.

Impact on Other Departments

No financial impact to other departments as all costs are charged to the *Edmonton Salutes* budget.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 60	\$ -	\$ 60	-	\$ 2	\$ -	\$ 2	-	\$ 1	\$ -	\$ 1	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 60	\$ -	\$ 60	-	\$ 2	\$ -	\$ 2	-	\$ 1	\$ -	\$ 1	-

Branch — Fleet Services

Introduction

Fleet Services is an important partner to City of Edmonton departments that deliver public programs and services to citizens. The branch ensures that vehicles and equipment are meeting client needs by being well maintained, equipped, and available for use on a daily basis. Fleet Services bases its ability to maintain effective relationships with clients through collaboration and two-way service level agreements.

Managing a fleet and associated infrastructure valued in excess of \$560 million, branch personnel are the City's experts in vehicle and equipment procurement, vehicle and equipment maintenance, fleet engineering, fabrication services, fuel management, and fleet administration.

Staff are very knowledgeable, proficient, and proud of the work they do. They develop innovative solutions to complex mechanical, fabrication, and engineering challenges, which helped Fleet Services be recognized as one of North America's 100 Best Fleet in 2011.

In 2011 Fleet Services...

- Replaced 1,000 tires on Edmonton Police Service cars, making them ready for service
- Serviced 100 mowing equipment units so the grass in parks like Hawrelak Park were ready for events like the Heritage Festival
- Maintained 120 snow plows that were used to clear the streets during a week when we received record snowfall last winter
- Purchased the first all-electric vehicle in Alberta with a commitment to research other potential uses of the technology in the City

And...

- Kept 956 buses in service and on the road
- As part of our sustainable fleet plan, increased the number of Hybrids in our fleet to improve fuel economy and reduce greenhouse gas emissions
- Was recognized for having the first large scale implementation of a comprehensive Fleet Management Information system in all of Canada
- Met fall bus book-out so buses are available for students going back to school and increased ridership
- Provided Fleet Safety and driver training programs for City employees, increasing safety and updating drivers on how to reduce fuel consumption



Our mission is to operate a comprehensive fleet management organization with a focus on client satisfaction, operational excellence and value to the City of Edmonton and its citizens.

Branch — Fleet Services

Opportunities and Challenges

The following are significant immediate and medium-term opportunities and challenges facing Fleet Services.

Fleet Services is committed to providing the most cost effective maintenance to a growing and increasingly technically sophisticated fleet. The citizens of Edmonton expect to have services that they can rely on and client departments require an increasingly sophisticated fleet to provide first class services.

As part of the overall transformation, Fleet Services has invested in its staff, leadership and a fleet based management information system as an ongoing commitment to meet or exceed client expectations. This supports the outcome of having the corporate fleet managed in an efficient and sustainable manner.

Fleet Services and Materials Management are working in partnership to improve the parts management process. This initiative will ensure that the right part is available when needed and at the best possible price.

This ongoing collaborative approach will ensure proactive management of resources to ensure that fleet management processes and services are delivered efficiently and effectively.

In 2010, Fleet Services introduced a multi-faceted approach to reducing green house gas emissions through a Sustainable Fleet Management Action Plan (2011-2018). Fleet Services is investigating the use of alternative fuels and hybrid electric technology in the fleet. This is also in part as a result of forecasted potential budgetary implications of ever increasing fuel prices to look for ways to reduce costs.

In 2011, Fleet Services scheduled the purchase of hybrid vehicles for various partner departments, which will include the first all-electric Ford Transit Connect cargo van in Alberta, and hybrid electric vehicles for the Edmonton Police Service.

Based on the Fleet Services 2007 Audit Recommendation #5, Fleet Services continues to work with client departments to redefine service level targets such as equipment service turnaround times, service overdue rates, and spare inventory ratios.

Fleet Services has recently implemented a new fleet management information system. Using this management information system, the branch

continues to engage in two way service level discussions as Fleet Services updates and improves processes to meet or exceed client expectations.

Service and Budget Review

In ongoing efforts to maximize fleet optimization, a Vehicle Acquisition Analysis was performed to identify whether current acquisition practices are efficient and cost effective. The analysis identified improvement opportunities could yield \$6.1 million in savings over eight years. This initiative will require a capital investment of \$1.4 million.

The analysis provided two major recommendations: improved life cycle management, and the creation of a motor pool. The improved life cycle management will maximize costs by ensuring that appropriate units are retained longer while other units are replaced sooner. Secondly, to reduce the City's dependence on rental vehicles, the creation of an internal motor pool to centrally manage low usage City-owned vehicles was recommended. This in turn ensures that the City has the fleet it requires to deliver approved programs and services.

Branch — Fleet Services

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
External Maintenance Revenue	\$ 8,087	\$ 10,379	\$ (3,176)	\$ 7,203	(30.6)
External Fuel Revenue	2,409	2,460	726	3,186	29.5
Grants	250	-	-	-	-
Fleet Services Fuel Recoveries	28,132	30,791	6,921	37,712	22.5
Fleet Services Maintenance Recoveries	102,797	106,616	17,793	124,409	16.7
Transfer from Reserves	-	-	-	-	0.0
Total Revenue & Transfers	<u>141,676</u>	<u>150,246</u>	<u>22,264</u>	<u>172,510</u>	14.8
Expenditure & Transfers					
Personnel	54,370	57,841	4,509	62,350	7.8
Materials, Goods & Supplies	22,715	19,565	4,632	24,197	23.7
Fuel	30,541	33,251	7,647	40,898	23.0
External Services	25,207	26,002	747	26,749	2.9
Intra-municipal Services	7,219	7,226	1,516	8,742	21.0
Utilities & Other Charges	2,634	5,794	302	6,096	5.2
Transfer to Reserves/Amortization	2,172	670	2,808	3,478	419.1
Total Expenditure & Transfers	<u>144,858</u>	<u>150,349</u>	<u>22,161</u>	<u>172,510</u>	14.7
Net Income (Loss)	<u>\$ (3,182)</u>	<u>\$ (103)</u>	<u>\$ 103</u>	<u>\$ -</u>	<u>(100.0)</u>
Full-time Equivalents	641.0	672.0	26.0	698.0	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

External Revenue (\$3,176)

The decrease of \$2,450 is attributed to the removal of leasing revenue which was a result of selling the City owned units to AHS (\$2,300) and EPCOR (\$150). Remainder is due to a EPCOR usage reduction.

External Fuel Revenue \$726

Price and volume difference for EPCOR and AHS

Fleet Services Fuel Recoveries \$6,921

Increases in fuel projected prices and municipal fuel volume accounted for \$6,921 of the recovery change (\$944 volume, \$5,329 price, \$648 Transit annualization and adjustments).

Fleet Services Recoveries \$17,793

City fleet parts cost increased the recovery by \$1,635. Annualization and adjustments of Transit service increase recoveries by \$1,110. Operating impacts of Transit capital projects, Municipal vehicle growth and the addition of snow removal units increased recoveries by \$8,525. The Shared Service Allocation increased recoveries by \$1,516. The remainder of the recovery increase was related to inflationary increases.

Branch — Fleet Services

Expenditures & Transfers - Changes

Personnel \$4,509

Movement within the salary ranges, changes in benefits, and the last year of a 3-year LAPP contribution increase account for a change of \$701. Annualization and adjustments of Transit service increased costs by \$1,135. Operating impacts of Transit capital and Municipal vehicle growth increased costs by \$2,311. The deferral of bus replacement and refurbishment capital programs increased the recoveries by \$800. The balancing decrease in personnel was related to the Service and Budget Review service reductions of Parks Operations and Transportation.

Material, Goods & Supplies \$4,632

Inflation and aging of the City fleet increased parts cost by \$1,635. Annualization and adjustments of Transit service increase costs by \$623. Operating impacts of Municipal vehicle growth and the addition of snow removal units increased costs by \$2,933. The deferral of bus replacement and refurbishment capital programs increased the material costs by \$200. The balancing decrease in material costs were related to the Service and Budget Review service reductions of Parks Operations and Transportation.

Fuel \$7,647

Increases in fuel projected prices and municipal fuel volume accounted for \$7,647 of the recovery change (\$944 volume, \$5,329 price, \$648 Transit annualization, adjustments and \$726 for AHS and EPCOR)

External Services \$747

An increase of \$350 was added for hazard disposal budget shortfall to align with historical actual costs. Operating impacts of Municipal vehicle growth increased external vendor work costs by \$201. The remainder is primarily due to additional debt financing costs.

Intra-municipal Services \$1,516

The increase is due to a Shared Service and Interdepartmental billing allocation adjustment

Utilities & Other Charges \$302

The increase is primarily due to inflation on Power and Natural gas.

Transfer to Reserves \$2,808

The increase is due to growth and new replacement which has increased replacement fund contributions.

Full-time Equivalents - Changes 26

The increase of 26.0 FTEs are mechanic and serviceman positions required to maintain service levels related to increase requirements in Transit capital and Municipal vehicle growth.

Department — Financial Services

Introduction

Financial Services plays a key strategic role as an enabler of complex undertakings. Excellence in financial management through the development of analytical capabilities is a core deliverable, but so is the provision of strategically focused information and advice.

Financial Services is focused on providing technical and strategic financial advice and direct financial services to other City departments and works closely with City authorities, boards and commissions. Financial Services supports effective stewardship of the City's financial resources and the provision of financial controls and processes. Working with other City departments, the department is moving forward on implementation of integrated corporate performance management with incorporation of performance measurement in budget.

Changing economic circumstances challenge the City of Edmonton in planning effectively to fund needed programs and infrastructure. Financial Services is taking a lead role in developing *The Way We Finance* focused on the City's goal of ensuring Edmonton's Financial Sustainability. *The Way We Finance* will provide guidance for resource planning and financial decision-making on an on-going basis and will support the implementation of Council's ten-year strategic priorities.



BRANCHES		
Assessment and Taxation Branch	Client Financial Services Branch	Corporate Accounting & Treasury
<ul style="list-style-type: none"> • Provide accurate and fair valuations for property and business owners with Business Revitalization Zones (BRZs) • Manage and collect property and business taxes • Responsible for accounting, collection, and distribution of the Alberta Education Tax • Provide technical analysis and advice on forecasting and review of property taxation. 	<ul style="list-style-type: none"> • Provide technical and strategic financial advice and direct financial services (budget, accounting, reporting and process improvement) to client departments. • Responsible for Capital and Operating budgets, long range financial planning, and development of infrastructure resource strategy for the City • Responsible for managing the City's investment portfolio • Coordinate strategic planning services including corporate performance measurement 	<ul style="list-style-type: none"> • Develop financial policies and directives, maintain internal controls and prepare financial reporting in compliance with legislated and professional standards • Accountable for billing and collection of City revenues and payment of City's bills

Department — Financial Services

STRATEGIC ROADMAP

10-YEAR GOAL



CORPORATE OUTCOMES

- The City has well managed and sustainable assets and services
- The City has a resilient financial position
- The City has balanced revenue streams that are sustainable



- The City of Edmonton delivers valued, quality, cost-effective services to its citizens

DEPARTMENT OUTCOMES

- Funds are available to support approved programs and services when required
- The collection of property and BRZ budgeted tax requirements are in compliance with municipal bylaws, provincial legislation, and Council priorities
- Financial Services provides an oversight function of the City's financial regulatory responsibilities
- The City understands its financial obligations, risks, and opportunities and manages them effectively
- Financial Services provides advice and services that contribute to the client's success
- Fair property and business (BRZ) assessments which meet legislative and statutory requirements, and business requirements
- Financial Services provides advice and services that support to the diversification of the City's revenue streams
- A strategic organization with a culture that is responsive, innovative and adaptive, advancing corporate-wide programs to achieve the City Vision

Department — Financial Services

DEPARTMENT SCORECARD

10-YEAR GOAL



DEPARTMENT MEASURES

STATUS TREND 3-YEAR TARGET 2010 ACTUAL 2011 FORECAST

DEPARTMENT MEASURES	STATUS	TREND	3-YEAR TARGET	2010 ACTUAL	2011 FORECAST
% of time the cash balance falls outside +/- 5% of the forecasted position	■	■	+/- 5%	2.5%	Midpoint of +/- 5%
Maintaining a low bad debt status %			TBD	n/a	0.02%
% of investments in compliance with legislative and City policy requirements	■	■	100%	100%	100%
% of clients satisfied overall with Financial Services			TBD	73%	66.7%
% of assessments compliant with Provincial standards by legislated date	■	■	100%	100%	100%
% of unqualified audit opinions City receives on annual consolidated financial statements and financial information returns	■	■	100%	100%	100%
% of borrowing bylaws advanced to City Council for first reading within 90 days of budget approval (excluding local improvements)			TBD	n/a	n/a
% level of financial resources set aside for emergent events (Financial Stabilization Reserve) is within the range set out in the policy	■	■	100%	100%	100%
% of City's performance reporting has been completed on a quarterly basis	■	■	100%	100%	100%
% of audit findings with financial implications that have action plans addressed within 18 months of report completion	■	■	100%	100%	100%

% of performance measures (corporate and department) with valid data and information reported			TBD	n/a	n/a
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LEGEND

STATUS DESCRIPTION

- Measure is meeting or exceeding established target
- Measure is moderately off of established target
- Measure is not meeting established target

TBD - In development | n/a - Currently not available

TREND DESCRIPTION

- ▲ Measure is trending favourably up over last reporting period
- ▲ Measure is trending unfavourably up over last reporting period
- Measure has not changed over last reporting period
- ▼ Measure is trending unfavourably down over last reporting period
- ▼ Measure is trending favourably down over last reporting period

Summary and Highlights of 2012 Budget

The City's long range strategic plan, *The Way Ahead*, contains six, ten-year priority goals, one of which is to "Ensure Edmonton's Financial Sustainability." To support this goal, Financial Services is responsible for development and implementation of financial strategies that support the delivery of the Council's strategic outcomes; and for provision of technical and strategic advice to City departments to promote consideration of immediate and longer term implications, opportunities and risks and alignment with the City's financial strategies.

The following outlines the priorities that will enable Financial Services to support the organization in achievement of the City's strategic plan.

The Way We Finance

Financial Services is taking a lead role in developing *The Way We Finance*, which will provide a decision making framework for identifying and analyzing the resource requirements associated with the implementation of the other "Ways" strategic plans and for prioritizing implementation plans within available means.

The *Way We Finance* will examine the financial impacts of the economic environment and strategic priorities of the City and provide guidance for resource planning and financial decision making on an ongoing basis. The potential effectiveness of any proposed financial strategies in addressing challenges and capitalizing on opportunities will also be examined. The financial analysis framework will continue to be updated and used for corporate analytical and decision making purposes on an ongoing basis. *The Way We Finance* will consist of three major components: the financial governance framework, financial policies and strategies, and a ten-year long range financial plan (LRFP).

The project deliverables have been under development. It is expected that the first draft for *The Way We Finance* will be presented to Council at the end of the second quarter in 2012.

Renewing and Optimizing Enterprise Financial Systems—SAP

Effective oversight and management of financial information enables Financial Services to provide strategic advice to the corporation. The renewal and optimization of the enterprise financial management information system (SAP) will improve how financial data is collected, analyzed and presented. This will improve the accuracy and relevance of information supporting Council decision-

making and accountability to the citizens.

Continuous Improvement of Capital and Operating Budgeting Processes and Software

Financial Services will be reviewing the current capital and operating budgeting processes in 2012 to ensure that transparency and accountability are appropriately reflected. This effort will not only consider process streamlining, but also move forward Financial Services' ability to provide advice and services that contribute to the client's success. Appropriate business cases will be developed that propose technology changes or improvements to enhance the transparency and efficiency of the processes.

In addition, the Department will need to ensure that the Tax Assessment and Collection System (TACS) continues to provide accurate and fair assessments. This system is used for corporate analytical and decision making purposes, therefore, it is crucial that the system provides added value in facilitating Council's budget decisions.

Increasing Department's Long Range Financial Planning Capabilities

A crucial output of *The Way We Finance* is the long range financial plan. It will make Edmonton's financial situation clear and accessible to citizens, businesses and Council. It will provide Council with essential information for making decisions that are both financially responsible and responsive to community needs. It will provide a comprehensive review of the City's financial conditions that will also help frame discussions with other levels of government and the community. It will also focus on challenges to the City's financial sustainability and identify strategies to promote long-term financial sustainability.

Financial Services is leading the preparation of the City's long range financial plan—in conjunction with *The Way We Finance* initiative. This requires resources to develop an in-depth understanding of the issues facing the organization and to engage stakeholders from within and outside of the organization.

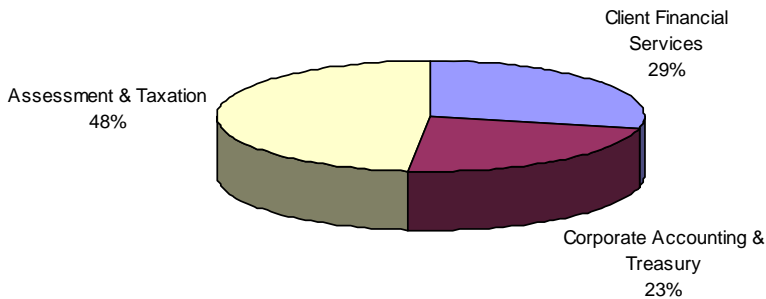
Department — Financial Services

Proposed 2012 Budget – Department Summary (\$000)

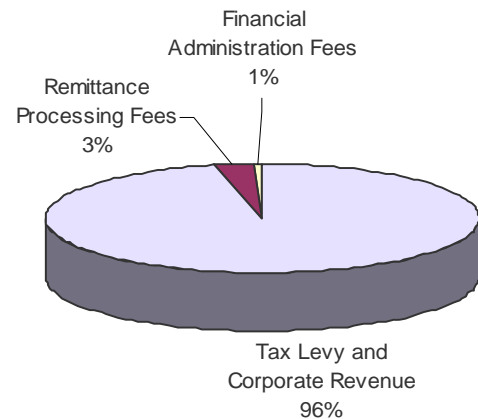
	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Remittance Processing Fees	\$ 1,116	\$ 1,097	\$ 19	\$ 1,116	1.7
Financial Administration Fees	244	249	7	256	2.8
Debenture Administration	75	91	(46)	45	(50.5)
Grants	27	-	-	-	-
Various Revenues	24	8	-	8	-
Total Revenue & Transfers	1,486	1,445	(20)	1,425	(1.4)
Expenditure & Transfers					
Client Financial Services	12,914	10,987	191	11,178	1.7
Corporate Accounting & Treasury	7,697	8,545	501	9,046	5.9
Assessment & Taxation	18,520	18,780	163	18,943	0.9
Total Expenditure & Transfers	39,131	38,312	855	39,167	2.2
Net Operating Requirement	\$ 37,645	\$ 36,867	\$ 875	\$ 37,742	2.4
Full-time Equivalent	476.6	465.1	6.0	471.1	

Budget details are provided at the Branch level

Where the Budget will be spent



Funding by source



Branch — Assessment and Taxation

Introduction

The objective of the Assessment and Taxation Branch is to ensure fair and transparent application of provincially legislated assessment and taxation functions critical to meeting the approved taxation requirements to fund City programs and services and the provincial education requisition.

Assessment and Taxation prepares annual market value assessments for all properties, including amended and supplementary assessments, and defends assessment complaints/appeals. It is responsible for taxation billing and collection for municipal and provincial education taxes, including administration of the Monthly Payment Program.

Commencing in 2012, the branch will administer the assessment and tax requirements for Community Revitalization Zones. In addition, the branch is responsible for the assessment and taxation requirements for Business Revitalization Zones (BRZs).

MAJOR SERVICES & ACTIVITIES		
Assessment Operations	Reporting, Audit and Program Support	Taxation
<ul style="list-style-type: none"> • Provide accurate and fair valuations for property and business owners with Business Revitalization Zones (BRZs) • Represent the City's defense of assessment complaints at the Assessment Review Board and appeals through the provincial court system (with Law Branch) • Provide accurate and timely, annual, amended and supplemental assessment notices • Respond to inquiries related to assessment 	<ul style="list-style-type: none"> • Provide program support to the branch • Review the assessment role to ensure the values meet provincial valuation standards • Report assessment information to the Province for preparation of equalized assessment for education tax and other purposes • Assist in the preparation of the City's Long Range Financial Plan 	<ul style="list-style-type: none"> • Maintain accurate property information and ownership records • Provide accurate and timely annual, amended and supplementary tax notices • Manage the collection of property and BRZ taxes according to legislative provisions, including Community Revitalization Levies • Assist in the preparation of the City's Long Range Financial Plan • Administer the Monthly Tax Payment Program and other Council approved programs • Respond to inquiries related to taxation

Branch — Assessment and Taxation

Opportunities and Challenges

The Assessment and Taxation Branch interacts with citizens and local businesses on an ongoing basis and the following are significant opportunities and challenges that may impact the Branch's relationship with them in the immediate and medium term. These opportunities and challenges are identified through internal and external environmental scans, often have impacts beyond one year, and may or may not have budget implications for 2012.

1) Machinery and Equipment

Linkage to Department Outcome: The collection of property and business revitalization zone budgeted tax requirements in compliance with municipal bylaws, provincial legislation, and Council priorities.

Opportunity: With the elimination of business taxes in the City of Edmonton, City Council may rescind the bylaw exempting machinery and equipment from property tax. Administration committed to City Council to undertake a review of this opportunity once municipal business tax was phased out in 2011. This is an opportunity that will be explored in *The Way We Finance*.

Action and Timeframe: Further discussions will occur during *The Way We Finance* approval process (2012) in conjunction with the development of a broad based tax strategy.

2) Provincial Legislation Review

Linkage to Department Outcome: Fair property and business assessments which meet legislative and statutory requirements, and business requirements.

Opportunity: Edmonton and Calgary administrations have collaboratively researched legislated dates associated with the assessment valuation cycle. The focus is on the condition date for the assessment of property from the current December 31st date to coincide with the valuation date which is currently July 1st. This change would not only improve the transparency of the system for citizens, it would greatly improve the administrative process and lessen the municipal revenue risk for municipalities.

Business Revitalization Zone taxes are currently based upon assessments completed for Business Tax. With the abolishment of the business tax in the City of Edmonton, in 2011, City Council requested the Province for a change in legislation to allow BRZ taxes to be collected as part of the property assessment and taxation process. The province has indicated this request will be considered during the next Municipal Government (MGA) review.

Administration is currently working through the changes in the assessment complaint processes as a result of Bill 23 (introduction of the one-level assessment complaint process). Although it appears that the changes have improved the assessment complaint process, there is a need for some amendments to further improve the system. One of the most significant issues is the number of Assessment Review Board decisions being appealed to Court of Queen's Bench due to lack of clarity and intent of the legislation.

Action and Timeframe: There is no incremental increase required in the 2012 budget to address this challenge. The timeframe for completion of this legislation review is expected to be as follows:

1. Legislative Dates - Province has indicated that this request will be considered in the next MGA review (approximately 2015 commencement date).
2. BRZ levy distribution methodology – Province has indicated that this request will be considered in the next MGA review (approximately 2015 commencement date).
3. Assessment complaint appeal process – Changes occurred in the 2010 tax year with a verbal commitment to address any shortcomings of the assessment process in 2011/2012. This commitment has yet to materialize.

Service and Budget Review

In preparation of the 2012 Budget, the Assessment and Taxation Branch reduced the amount budgeted for computer hardware and telephone/cell phone purchases.

In addition, it is expected that the Branch will generate an extra \$1,750,000 in revenues as a result of the Branch's request for hiring an additional FTE to manage collections on late payments on property taxes.

Branch — Assessment and Taxation

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Grants	\$ 27	\$ -	\$ -	\$ -	-
Various Revenues	15	-	-	-	-
Total Revenue & Transfers	<u>42</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditure & Transfers					
Personnel	15,742	15,518	419	15,937	2.7
Materials, Goods & Supplies	657	805	(163)	642	(20.2)
External Services	741	1,510	(13)	1,497	(0.9)
Intra-municipal Services	1,008	499	(28)	471	(5.6)
Utilities & Other Charges	372	448	(52)	396	(11.6)
Transfer to Reserves	-	-	-	-	-
Subtotal	18,520	18,780	163	18,943	0.9
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	<u>18,520</u>	<u>18,780</u>	<u>163</u>	<u>18,943</u>	<u>0.9</u>
Net Operating Requirement	\$ 18,478	\$ 18,780	\$ 163	\$ 18,943	0.9
Full-time Equivalents	194.7	186.2	1.0	187.2	

Branch — Assessment and Taxation

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Personnel \$419

Movement within the salary ranges, changes in benefits, and the last year of a 3-year 1% LAPP contribution increase account by \$344. The remaining \$75 is for an additional 1.0 FTE to manage collections on late payments on property taxes.

Materials, Goods & Supplies (\$163)

This net decrease results from an inflationary impact of \$37 offset by a \$200 reduction in computer hardware purchases.

External Services (\$13)

A \$52 reduction in expense partly offset by \$39 in inflation results in a net \$13 reduction to external expenditures.

Intra-municipal Services (\$28)

A detailed review of intramunicipal services resulted in a \$28 reduction in parking charges to reflect actual requirements.

Utilities & Other Charges (\$52)

Decreases due to implementation of more efficient use of telephones.

Full-time Equivalents - Changes

Service and Budget Review increase of 1.0 FTE to help administer collections on late payments on property taxes. The late payment interest amount is being increased and is anticipated to provide an additional \$1,750,000 in revenue.

Branch — Client Financial Services

Introduction

This section includes budget information for the Office of the CFO. The Office of the CFO is responsible for the leadership and oversight of the Financial Services Department.

The Client Financial Services Branch provides strategic and technical advice and direct financial services to all City departments. Teams of staff are located within client departments to provide a single point of access for financial services. These client teams support the business planning, budgeting, reporting, and accounting processes of City departments. This Branch is also responsible for the Capital and Operating budget process, managing the City's investment portfolio, making recommendations to funding strategies and policies to address infrastructure needs and priorities, and coordinating strategic planning services including corporate performance measurement.

MAJOR SERVICES & ACTIVITIES				
Client Based Services	Infrastructure Funding Strategies	Business Planning, Measurement & Projects	Financial Strategies & Budget Planning	Investment Management
<ul style="list-style-type: none"> • Provide clients with a single point of access for financial services • Support departments' budgeting, reporting, and accounting processes 	<ul style="list-style-type: none"> • Responsible for researching and recommending strategies and policies to optimize investments in addressing infrastructure needs and priorities 	<ul style="list-style-type: none"> • Provide strategic advice and business planning support to the City • Coordinate the City's strategic planning and performance management processes 	<ul style="list-style-type: none"> • Responsible for supporting the City's Operating and Capital Budgeting processes 	<ul style="list-style-type: none"> • Oversee the City's \$2.4 billion investment portfolio

Branch — Client Financial Services

Opportunities and Challenges

For the purposes of presenting this budget, The Office of the CFO is included in this branch summary. Client Financial Services Branch primarily provide services to its internal customers. These services support the organization in achieving the City's strategic goals. The following are significant opportunities and challenges facing the Office of the CFO and Client Financial Services in the immediate and medium term. Opportunities and challenges are identified through internal and external environmental scans, often have impacts beyond one year, and may or may not have budget implications for 2012.

1) Continuous Improvement to Capital and Operating Budgeting Processes

Linkage to Department Outcome: Integrated capital and operating budgeting processes will serve to move forward Financial Services' ability to provide advice and services that contribute to the City's success.

Opportunity: The City's capital and operating budgeting processes are used by administration in preparing budgets that Council can use to determine how best the City can put its resources to use in order to provide the achieve Council vision and provide services to its citizens. As a result, transparency and accountability are critical success factors in these budgeting processes. The City's current capital and operating budgeting processes will be reviewed in 2012 to ensure that transparency and accountability are appropriately reflected in the processes. In exploring continuous improvement opportunities on the City's budgeting processes, the branch will review existing process deficiencies identified in recent audits and through review of the 2011 budget process for both operating and capital to determine appropriate changes. Appropriate business cases will be developed that propose technology changes or improvements to enhance the transparency and efficiency of the processes.

Action and Timeframe: The effort towards continuous improvement will be pursued during the next three to five years.

2) Infrastructure Strategy

Linkage to Department Outcome: The Infrastructure Strategy helps the City understand its financial obligations, risks, and opportunities and manage them effectively.

Opportunity: The branch will continue its ongoing work as part of The Way We Finance initiative in both determining and planning for the City's infrastructure needs. This will inform Council's decision making process on determining the funding strategies and policies for infrastructure needs

and priorities. Work includes the development of decision tools that forecast the effect of growth in suburban areas on capital and operating budgets, integrating renewal requirements into a long term capital plan that satisfies the expectations of the citizens of Edmonton, and both exploring new, and leveraging existing, methods of funding for capital projects.

Action and Timeframe: This will be pursued within the next three to five years.

2) Continuous Improvement of Business Planning and Project Management

Linkage to Department Outcome: Effective business planning and project management will contribute to a strategic organization with a culture that is responsive, innovative and adaptive which enable the corporate-wide programs to achieve the City Vision.

Opportunity: Corporate business planning and project management are key activities by which administration ensures that the day to day operations of the City are directed at achieving Council's Strategic vision for the city as defined in "The Way Ahead." There are opportunities to increase the efficiency and effectiveness of these activities by building on the current alignment of corporate and departmental outcomes and measures outlined in the vision. The significance of this work is to build the necessary connections and accountability between departments in support of collaborative activities, with all departments contributing to the common strategic vision and goals.

The branch will continue to develop the process and framework of integrating and aligning the goals, outcomes, performance measures and target setting with the planning and budgeting processes. In addition work will continue to refine and populate the performance measurement reporting tool currently under development. Access to the information provided by this system will illustrate the progress being made in achieving the strategic vision and goals.

Action and Timeframe: This will be pursued on an ongoing basis throughout 2012.

Service and Budget Review

In preparation of the 2012 Budget, the Office of the CFO and Client Financial Services Branch reduced the amount budgeted for telephone/cell phone expenses.

Branch — Client Financial Services

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Debenture Administration	\$ 75	\$ 91	\$ (46)	\$ 45	(50.5)
Various Revenues	8	8	-	8	-
Total Revenue & Transfers	<u>83</u>	<u>99</u>	<u>(46)</u>	<u>53</u>	<u>(46.5)</u>
Expenditure & Transfers					
Personnel	16,640	17,021	413	17,434	2.4
Materials, Goods & Supplies	260	449	(15)	434	(3.3)
External Services	5,142	4,300	77	4,377	1.8
Intra-municipal Services	222	179	48	227	26.8
Utilities & Other Charges	445	474	(8)	466	(1.7)
Transfer to Reserves	199	-	-	-	-
Subtotal	22,908	22,423	515	22,938	2.3
Intra-municipal Recoveries	(9,994)	(11,436)	(324)	(11,760)	-
Total Expenditure & Transfers	<u>12,914</u>	<u>10,987</u>	<u>191</u>	<u>11,178</u>	<u>1.7</u>
Net Operating Requirement	\$ 12,831	\$ 10,888	\$ 237	\$ 11,125	2.2
Full-time Equivalents	168.9	169.9	2.0	171.9	

Branch — Client Financial Services

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

Debenture Administration (\$46)

Debenture administration fees from EPCOR will decrease in 2012.

Expenditures & Transfers - Changes

Personnel \$413

Movement within the salary ranges, changes in benefits, and the last year of a 3-year 1% LAPP contribution increase account by \$379. In addition 1.0 FTE for \$34 is added as impact of capital.

Materials, Goods & Supplies (\$15)

Inflation of \$10 offset by reduction in Acrodex contract pricing of \$10 and a reduction in furniture of \$15.

External Services \$77

Increase relates to inflation of \$77.

Intra-municipal Services \$48

A detailed review of intramunicipal services resulted in a \$48 increase in parking charges to reflect actual requirements.

Utilities & Other Charges (\$8)

Decreases of \$40 due to implementation of more efficient use of telephones, offset by an increase of \$6 for extra training requirements, an increase of \$14 for extra professional fee costs, and an inflation increase of \$12.

Intra-municipal Recoveries (\$324)

This amount is mainly increased recoveries from Current Planning due to acceleration of the implementation of the Current Planning Enterprise Model.

Full-time Equivalents - Changes

Historical 1.0 FTE adjustment for an Investment Analyst. In addition, 1.0 FTE is added to Client Financial Services to reflect impact of capital in Community Services Department. Specifically, the completion of two new recreation centers has increased demand for financial services.

Branch — Client Financial Services

Service Package

Service Package - Cash Control

Funded

Description

This service package would provide for one additional FTE in Finance for cash/payment control functions. With addition this year of Terwillegar recreation center and Queen Elizabeth Pool cash control functions were pushed beyond capacity. With Commonwealth coming on line in early 2012 and Meadows and Clareview coming on stream in the future an additional permanent FTE is required to handle the additional work load.

Justification

This year two new facilities came on stream (Terwillegar and Queen Elizabeth Pool) and the volume of work has increased to the point where it can no longer be absorbed. In 2012 Commonwealth Community Recreation centre will come on line and Clareview and Meadows will follow in early 2014. This area is chronically behind and uses excess amounts of overtime. The package would eliminate the need to hire temporary staff during the summer months when more facilities are open and reduce the need for overtime. There is also no backup for the two positions which leaves us vulnerable. Not funding this position would mean in 2012 we would fall further behind which impacts cash controls, our ability to meet year-end deadlines and will burn out existing staff.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s)

This service package supports the strategic goal to "Improve Edmonton's Livability."

Departmental Outcome(s)

- 5.1.1 Funds are available to support approved programs and services when required

Impact on Other Departments

This will impact Community Services cash operations as they rely upon Finance to balance cash and other forms of payments and provide feed back and monitoring of their cash handling.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 34	\$ -	\$ 34	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	11	-	11	-	-	-	-	-	-	-	-	-
Total	\$ 45	\$ -	\$ 45	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Branch — Corporate Accounting and Treasury

Introduction

The Corporate Accounting and Treasury Branch provides strategic and technical advice related to the development of or refinement of financial policy/directives in the areas of performance reporting, the City's annual report and accounts payable/receivable. The Branch is also responsible to ensure effective and efficient use of the financial components/modules within the City's Enterprise system SAP. The Branch provides oversight and transactional assurances with respect to ticket administration, cash operations and coin processing. The Branch is also responsible for compliance with changes to Public Sector accounting standards through its involvement with the City's external audit process.

MAJOR SERVICES & ACTIVITIES	
Corporate Accounting	Treasury
<ul style="list-style-type: none">• Responsible for annual financial reports and compiling inputs for the City's annual budgets and reports according to legislated requirements.• Facilitates external audit process.	<ul style="list-style-type: none">• Responsible for oversight/control and transactional assurance for the City's various cash handling/processing operations.• Responsible for efficient and effective processing of accounts payable and receivable including collections.• Responsible for ensuring compliance with existing City policy/directives as well as providing advice on amendments related to cash operations.

Opportunities and Challenges

The Corporate Accounting & Treasury Branch provides services to its internal customers. These services support the organization in achieving the City's strategic goals. The following are opportunities and challenges facing the Corporate Accounting & Treasury Branch in the immediate and medium term. Opportunities and challenges are identified through internal and external environmental scans, often have impacts beyond one year, and may or may not have budget implications for 2012.

1) Enhance Management Reporting Process

Linkage to Department Outcome: Enhanced management reporting will serve to move forward the Branch's ability to provide advice and services that contribute to the client's success

Opportunity: Contributing to the City's fiscal sustainability starts with ensuring the City has the management reporting framework in place to help Council make effective decisions for the citizens of Edmonton. Establishing a framework around management reporting will ensure a focused approach to developing the reports that achieve maximum value for decision makers. Through enhancing management reporting the City can ensure decisions are made that return the maximum value to the City.

Action and Timeframe: The effort towards enhancing management reporting will be pursued over the next 18 months.

2) Continuous Improvement to the City's Treasury Processes

Linkage to Department Outcome: Continuous improvement in relation to transactional efficiencies serves to move forward the Branch's ability to ensure funds are available to support approved programs and services when required.

Opportunity: Administration is committed to continuous improvement of various functional areas. The City's treasury function is one that is highly transactional and voluminous. There will be a review of treasury functions to identify where opportunities exist for efficiency.

Action and Timeframe: The effort towards continuous improvement will be pursued during the one to three years.

3) Continuous Improvement to Enterprise Financial Systems—SAP

Linkage to Department Outcome: Managing the financial information system will serve to move forward all of the department outcomes.

Opportunity: Currently the City uses a number of different tools and multiple databases for financial management and reporting. The degree of integration between these tools and databases varies widely. This presents an opportunity to improve governance by integrating core financial management functions. In emphasizing the reduction in duplicate data entry; implementation of internal controls for transactions, reporting and information entry; and standardization of data classifications for financial events, the branch will be able to provide improved financial information for budgeting and financial performance measurement.

The branch will partner with the Client Financial Services branch in continuing to explore the opportunity to fully integrate and improve functionality of financial systems and databases. In doing so, it will leverage what is already in place and identifying potential improvement to ensure that financial decision-making is supported by up-to-date, consistent, supportable information that is easily accessed and distributed

Action and Timeframe:

The review of the current gap analysis and implementing the next steps for an improved information management system will continue over the next three to five years.

Service and Budget Review

In preparation of the 2012 Budget, the Corporate Accounting and Treasury Branch reduced the amount budgeted for telephones and cell phones.

Branch — Corporate Accounting and Treasury

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Remittance Processing Fees	\$ 1,116	\$ 1,097	\$ 19	\$ 1,116	1.7
Financial Administration Fees	244	249	7	256	2.8
Various Revenues	1	-	-	-	-
Total Revenue & Transfers	1,361	1,346	26	1,372	1.9
Expenditure & Transfers					
Personnel	6,639	8,039	409	8,448	5.1
Materials, Goods & Supplies	285	648	6	654	0.9
External Services	512	779	14	793	1.8
Intra-municipal Services	115	323	43	366	13.3
Utilities & Other Charges	146	174	29	203	16.7
Transfer to Reserves	-	-	-	-	-
Subtotal	7,697	9,963	501	10,464	5.0
Intra-municipal Recoveries	-	(1,418)	-	(1,418)	-
Total Expenditure & Transfers	7,697	8,545	501	9,046	5.9
Net Operating Requirement	\$ 6,336	\$ 7,199	\$ 475	\$ 7,674	6.6
Full-time Equivalent	113.0	109.0	3.0	112.0	

Branch — Corporate Accounting and Treasury

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

Remittance Processing Fees \$19

Remittance processing fees are increasing by \$29 due to inflation partly offset by \$10 reduction in expected revenue.

Financial Administration Fees \$7

Financial Administration Fees are increasing by \$7 due to inflation.

Expenditures & Transfers - Changes

Personnel \$409

An increase of \$368 results from 3.0 FTEs being added for two service packages; two consultants for SAP and budget process improvements, and one training coordinator for SAP and financial systems training. Movement within the salary ranges, changes in benefits, and the last year of a 3-year 1% LAPP contribution increase account for the remaining \$41.

Materials, Goods & Supplies \$6

Materials, Goods, and Supplies are increasing due to inflation.

External Services \$14

External Services are increasing due to inflation.

Intra-municipal Services \$43

Intramunicipal Services increase by \$29 for parking charges, \$10 for IT consulting, and \$4 for inflation.

Utilities & Other Charges \$29

Increases to financial costs of \$10 (Traffic Tags credit card processing fees), and training costs of \$19.

Full-time Equivalents - Changes

The SAP and Budget Processes service package requires two full time FTEs and the SAP and Financial Systems Training service package requires one full time FTE.

Branch — Corporate Accounting and Treasury

Service Package

Service Package - SAP & Budget Processes

Funded

Description

This service package would provide for two permanent, full-time Business Analyst positions. These positions would be tasked with the review, analysis, recommendation, facilitation and/or implementation of improvements to reduce or eliminate the existing gap between SAP and other financial systems current state vs. current and future requirements. Areas of focus would include financial and management reporting, departmental process improvements including operating and capital budget processes, as well as project delivery for SAP and other financial systems.

Justification

A large gap has emerged between SAP's capabilities and the City's current use of SAP. Major issues have been identified around financial and management reporting, operating and capital budget processes (including system requirements), Project Systems, as well as a lack of consistent policies, guidelines and standards for various financial processes.

Enhancements to the operating and capital budget systems were recommended in the Capital Construction Audit - Roads Design and Construction 2011OCA010. Management's response included a planned implementation of mid-2014 for the enhancements or new system.

If this service package is not funded the necessary improvements to processes, reporting, and the operating and capital budget systems (as recommended by the Capital Construction Audit) would be delayed or not achieved.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): This service package supports the City's strategic goal to "Ensure Edmonton's Financial Sustainability."

Department Outcome(s):

5.2.1 The City understands its financial obligations, risks, and opportunities and manages them effectively

5.2.2 Financial Services provides advice and services that contribute to the client's success.

Performance Measure(s):

% of City's performance reporting that has been completed on a quarterly basis

% of clients satisfied overall with Financial Services

Impact on Other Departments

This service package will enable Financial Services to better serve its own staff as well as provide more relevant, timely and accurate information to all departments of the City.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 266	\$ -	\$ 266	2.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 266	\$ -	\$ 266	2.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Branch — Corporate Accounting and Treasury

Service Package

Service Package - SAP and Financial Systems Training

Funded

Description

This service package would provide for one permanent, full-time SAP and Financial Systems Training Coordinator position. Focused on SAP and other financial systems including the budget systems, this position will firstly coordinate and conduct a training needs assessment. Based on the completed assessment they will then, in conjunction with users and other departments, design & implement a training program to meet the training needs for all financial staff and end users including managers across the organization. Training would include classroom, online, and one-on-one training including the establishment of "super-users" for SAP and other financial systems.

Justification

A large gap has emerged between SAP's capabilities and the City's current use of SAP. Major issues have been identified around financial and management reporting, operating and capital budget processes (including system requirements), Project Systems, as well as a lack of consistent policies, guidelines and standards for various financial processes. A major part of closing this gap and providing better and more consistent service to clients, as well as internally, is the knowledge of and consistency of practices and processes within financial systems. By ensuring that a complete training program is implemented for financial system, tailored to the needs of each user group, this position will ensure that staff have access to the knowledge required to do their jobs and for consistent procedures to be followed throughout financial services.

Without funding there will be no focused training for financial services staff in the use of financial systems. The use of inconsistent processes will continue, and the benefits of consistent, well trained staff, and the efficiencies and the related improvements in service to other departments will be lost.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s): This service package supports the City's strategic goal to "Ensure Edmonton's Financial Sustainability."

Department Outcome(s):

5.2.1 The City understands its financial obligations, risks, and opportunities and manages them effectively

5.2.2 Financial Services provides advice and services that contribute to the client's success.

Performance Measure(s):

% of City's performance reporting that has been completed on a quarterly basis

% of clients satisfied overall with Financial Services

Impact on Other Departments

This service package will allow Financial Services to improve its service to all departments through a consistent approach, and through more accurate, timely information.

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 135	\$ -	\$ 135	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 135	\$ -	\$ 135	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Department — Infrastructure Services

Introduction

Infrastructure Services Department manages much of the City's infrastructure above and below ground. This includes the integrated, lifecycle management of the City's buildings and facilities and the City's three public utilities: Sanitary Drainage, Stormwater Drainage and Waste Management Services.

Infrastructure Services Department brings together the City's capital project expertise with private sector partners, consultants, and contractors to deliver design, construction and project management services for building, facility, landscape, sanitary and stormwater drainage system and other tunnelling capital construction projects.



Citizens see the Department's work when they visit a City office or drop off their household hazardous materials at an Eco Station. Less viable but equally important is the Department's management of the City's complex underground sewer system, stormwater management facilities, integrated waste management processing system and buildings and facilities maintenance efforts.

The Department's role in managing the City's diverse mix of assets ensures that Edmonton is a safe, clean, environmentally sustainable City that supports civic and community needs.

BRANCHES		
Buildings and Landscape Services	Drainage Services	Waste Management Services
Buildings Design and Construction Landscape Design and Construction Facility Maintenance Services	Sanitary Drainage Utility* Stormwater Drainage Utility* Design and Construction	Waste Management Utility*

* The proposed budgets for the three utilities are presented in a separate Utility Budget binder.

STRATEGIC ROADMAP

10-YEAR GOAL



CORPORATE OUTCOMES





- Edmonton has sustainable infrastructure that fosters and supports civic and community needs
- Safe and clean city
- Partnerships with citizens, communities and organizations are leveraged to improve Edmonton's environmental health
- The impact of City operations on air, land and water systems is minimized
- Edmonton strives to be a leader in environmental advocacy, stewardship, preservation, and conservation
- The City has well managed and sustainable assets and services
- The City of Edmonton delivers valued, quality, cost-effective services to its citizens

DEPARTMENT OUTCOMES


- Assets are managed to optimize benefits over their life cycle
- Public health is maintained
- Programs are supported by citizen participation and research partnerships
- The impact of operations on air, land and water systems is minimized
- Leadership is demonstrated in reducing impacts on the environment
- Operations are well managed and sustainable
- Cost effective services are provided to meet the needs of internal clients

Department — Infrastructure Services

DEPARTMENT SCORECARD

10-YEAR GOAL	DEPARTMENT MEASURES	STATUS	TREND	3-YEAR TARGET	2010 ACTUAL	2011 FORECAST
 <p>TRANSFORM EDMONTON'S URBAN FORM</p>	Actual expenditures as a percentage of the approved capital budget (non-contributed) for drainage services		▼	TBD	81%	85%
	Length of sewer renewed (per year)		▼	TBD	53	67
	Maintenance funding as a percentage of replacement value of buildings		▼	TBD	1.09	1.03
	Average asset condition as measured by the Facility Condition Index (FCI)		■	TBD	0.88	0.88
 <p>IMPROVE EDMONTON'S LIVABILITY</p>	Number of wastewater main line blockages (per 100 km of sewers)		▼	TBD	2.14	2.60
	% of neighbourhoods completed as part of the flood prevention program (cumulative total)		▲	TBD	39%	39%
	Number of missed collection stops per 10,000		■	TBD	4	4
 <p>PRESERVE & SUSTAIN EDMONTON'S ENVIRONMENT</p>	% of homeowners recycling		■	TBD	89%	90%
	Number of users of Eco Stations and Big Bin events		▲	TBD	220,000	231,000
	% of generated biosolids disposed of		▼	TBD	85%	87%
	% of building construction waste diverted from landfill			TBD	92%	75%
	Park and open space construction waste diverted from landfill			TBD	n/a	n/a
	Edmonton watershed contamination reduction Index	■	▼	7.6	7.3	7.6
	Number of new developments utilizing drainage low impact development principles (per year)		▲	TBD	1	4
	Proportion of residential waste diverted from landfill	■	▲	70%	44%	60%
	Proportion of non-residential waste diverted from landfill			TBD	47,000	54,000
 <p>ENSURE EDMONTON'S FINANCIAL SUSTAINABILITY</p>	Cost per tonne for curbside collection of refuse and recyclables		■	TBD	\$111	\$116
	Cost per tonne of material processed at Edmonton Waste Management Centre		▲	TBD	\$74	\$65

Department — Infrastructure Services

10-YEAR GOAL	DEPARTMENT MEASURES	STATUS	TREND	3-YEAR TARGET	2010 ACTUAL	2011 FORECAST
	City buildings and facilities built on-time			TBD	75%	80%
	City buildings and facilities built on-budget			TBD	99%	90%
	City parks and open spaces built on-time and on-budget			TBD	n/a	n/a
	Client satisfaction and project management effectiveness for building projects			TBD	n/a	n/a
	Client satisfaction and project management effectiveness for parks and open space projects			TBD	n/a	n/a
	Project Management Office engagement			TBD	46.7%	50.0%
	Project Management Training program participation		▲	TBD	162	212
	Planned buildings and facility maintenance as a percentage of total spending		●	TBD	30.9%	30.0%

LEGEND

STATUS DESCRIPTION

- Measure is meeting or exceeding established target
- Measure is moderately off of established target
- Measure is not meeting established target

TBD - In development | n/a - Currently not available

TREND DESCRIPTION

- ▲ Measure is trending favourably up over last reporting period
- ▲ Measure is trending unfavourably up over last reporting period
- Measure has not changed over last reporting period
- ▼ Measure is trending unfavourably down over last reporting period
- ▼ Measure is trending favourably down over last reporting period

Department — Infrastructure Services

Summary and Highlights of 2012 Budget

In 2011, the City of Edmonton underwent a corporate reorganization. The General Manager's Offices for Asset Management and Public Works and Capital Construction were consolidated under Infrastructure Services. This resulted in an overall budget reduction of \$797,000.

The reorganization also consolidated the Buildings Design and Construction, Buildings and Facilities Maintenance, and Parks Design and Construction Sections into an integrated Buildings and Landscape Services Branch. The amalgamation has created the opportunity to integrate upfront design decisions with the ongoing and eventual lifecycle management requirements of the City's buildings and facilities. This is expected to balance the aesthetic, functional, and maintenance requirements of City's owned and operated buildings and facilities.



During 2012, the Buildings and Landscape Services Branch will also continue to analyze the data collected from the Buildings Condition Audit. This will enable the Branch to develop a long-term maintenance plan prioritizing building rehabilitation requirements in order to optimize maintenance investment and make progress toward the estimated \$504 million deferred maintenance building rehabilitation backlog.

Drainage Design & Construction is being presented as part of the City's Operating Budget Discussion for the first time in 2012. Historically, the Section has been treated as part of Sanitary Drainage and its financial results incorporated into the Sanitary Utility Rate Model. However, in 2010 City Council approved the financial separation of Drainage Design and Construction from the Drainage Services Utility because the Section's activities are non-regulated and carry significant fluctuations in volume, business risks and net income depending on the local economy. The proposed 2012 Budget marks the first year of full separation from the Drainage Sanitary Utility Budget.

Drainage Design & Construction will develop business and financial plans in 2012 to ensure the long term financial viability of the operations, establish policies that reflect Council's goals, and strive to increase penetration into the niche market of tunnelling service. Drainage Design & Construction will also focus on working with the Project Management Office to develop a framework, processes and tools that will ensure that projects are delivered in a consistent and accountable manner that meets its customer's requirements.



The work that has been undertaken by Utility Committee and Administration in 2011 has been vital to setting the strategic direction for the City's Utilities in the upcoming year.

Council's adoption of the Utility Fiscal Policies (C304C and C558) set out key financial indicators and targets for the Utilities to ensure their long-term financial sustainability. In addition, all three Utilities also underwent Cost of Service studies in 2011 to analyze cost of service and recovery for different Commission customer classes. The year also saw a full operational audit of the Waste Management Utility by the Office of the City Auditor.

Consistent with the approach of past years, the 2012 proposed Operating and Capital Budgets for the Utilities are provided in a separate Utility Budget document binder and will be discussed by the Utility Committee on November 3, 2011. Please refer to the binder for full details relating to the Utilities.

Branch — Buildings and Landscape Services

Introduction

The 2011 Corporate reorganization consolidated the Buildings Design and Construction, Buildings and Facilities Maintenance, and Parks Design and Construction Sections into an integrated Buildings and Landscape Services Branch within the Infrastructure Services Department. The Buildings and Landscape Services Branch is positioned to provide lifecycle management for the City's buildings and facilities through effective design, construction, maintenance and rehabilitation services.

Buildings and Landscape Services offers the following key activities under three sections:

Buildings Design and Construction

- Acts as the City's Project Manager during the rehabilitation of existing facilities and the design and construction of new City facilities, including multi-purpose recreation centres
- Administers design and construction contracts to ensure that the end product meets the stakeholder needs, the project is within budget and on-schedule, and that the process is performed within all required regulations, policies and procedures
- Provides architectural technical support for City facilities, conceptual project planning services, financial and project support
- Provides engineering technical support for City facilities, conducts energy assessments and upgrades and is responsible for implementing best practices in project management.

Landscape Design and Construction

- Acts as the City's representative during the design and construction of City parks and public green spaces
- Designs, constructs and manages contracts to build new parks, playgrounds and sports fields, and to perform upgrades to existing parks, sports fields and landscapes.

Facility Maintenance Services

- Operates the infrastructure component of buildings and facilities
- Plans routine maintenance, preventative maintenance, and capital renewal
- Performs smaller rehabilitation and renovation projects
- Manages buildings and facilities energy program
- Provides custodial services for civic buildings and facilities

Buildings and Landscape Services is a key contributor to Transforming Edmonton's Urban Form through its construction and rehabilitation of city buildings and facilities. The Branch also supports Transforming Edmonton through Organizational Excellence by providing excellent service to its City of Edmonton clients and preserves Edmonton's environment by recycling construction and demolition waste from City buildings projects.



Branch — Buildings and Landscape Services

Opportunities and Challenges

2012 will be a transition year for the Buildings and Landscape Services Branch. The corporate reorganization in 2011 consolidated the buildings design and construction, buildings and facilities maintenance, and parks design and construction sections. This provides the opportunity to improve the lifecycle management of the City's buildings and facilities through better integration of design decisions and maintenance requirements. In addition, this will enable the complete development of a facility, including the associated outdoor spaces, within one branch. This will enable the branch to deliver projects more effectively for client departments and the public.

In 2012, the Buildings and Landscape Services Branch will continue to work on capital funded projects that began in the 2009-11 budget cycle and refocus on rehabilitation capital projects over 2012-14. The branch is working with the Project Management Office to develop a framework, processes and tools that will increase the accountability of the branch. This will ensure that buildings and landscape projects are delivered in a consistent and accountable manner that meets the legal, audit, and most importantly, citizen requirements.

Concurrently, Buildings and Landscape Services is developing a system to share innovation and best practice knowledge in maintenance management across the City. The goal is to develop cost effective alternate strategies for addressing building and facilities maintenance management. This is crucial, given that the proposed 2012-2014 Capital budget will fund only a portion of the estimated \$504 million deferred maintenance building rehabilitation backlog.

In 2012 Buildings and Landscape Services will also work with the Waste Management Utility to examine options for recycling more construction and demolition waste from City buildings projects. Buildings and Landscape Services currently require all LEED buildings and major renovation projects to recycle a minimum of 75% of all waste material. The work in 2012 will examine the possibility of diverting more waste materials from City buildings projects through the Commingled Construction and Demolition Waste Facility.

Service and Budget Review

The Branch's opportunities are focused on process improvements in building and facility maintenance through more effective maintenance planning and scheduling. This will allow resources to be assigned to the most appropriate areas to extend the service life of the City's assets. The recently completed building condition asset audits have allowed the capital rehabilitation funds to be focused on those facilities with the greatest demonstrated need. The proposed 2012 reduction in the Facility Maintenance Services operating budget will help achieve the overall corporate budget target, but this does not allow for reinvestment in addressing the deferred maintenance backlog in City facilities.

There is an expected increase in allowable recoveries from capital projects by the Landscape Design and Construction section. The expected level of activity will allow for this.



Branch — Buildings and Landscape Services

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
External Revenue	\$ 540	\$ 338	\$ 8	\$ 346	2.4
Grants	13	-	-	-	-
Total Revenue & Transfers	553	338	8	346	2.4
Expenditure & Transfers					
Personnel	34,350	40,623	446	41,069	1.1
Materials, Goods & Supplies	5,095	7,972	(97)	7,875	(1.2)
External Services	25,690	20,283	1,513	21,796	7.5
Fleet Services	1,831	1,806	605	2,411	33.5
Intra-municipal Services	3,972	5,413	(131)	5,282	(2.4)
Utilities & Other Charges	1,201	950	(94)	856	(9.9)
Transfer to Reserves	468	-	-	-	-
Subtotal	72,606	77,047	2,242	79,289	2.9
Intra-municipal Recoveries	(36,142)	(36,840)	(1,556)	(38,396)	4.2
Total Expenditure & Transfers	36,464	40,207	686	40,893	1.7
Net Operating Requirement	\$ 35,911	\$ 39,869	\$ 678	\$ 40,547	1.7
Full-time Equivalents	447.5	468.5	25.0	493.5	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

External Revenue \$8

The City provides facility maintenance to Alberta Health Services for it's Ambulance Facilities. The increase represents service requests by the client.

Branch — Buildings and Landscape Services

Expenditures & Transfers - Changes

Personnel \$446

Movement within the salary ranges, changes in benefits and the last year of a 3-year 1% LAPP contribution increase account for \$219. Life cycle facility maintenance on new facilities scheduled to be in service in 2012 requires an increase in 20.0 FTE \$799 comprising tradesmen, custodial and administrative staff. Landscape Design and Construction (LDC) support to development of parkland and public green space, requires an increase of 5.0 FTE \$360 project management and technical staff. The increases are offset by a reduction of (\$381) due to consolidation of 2 General Manager offices and (\$551) due to reconciliation of personnel requirements.

Material, Goods & Supplies (\$97)

Decrease due to consolidation of GM Offices of (\$44). Service and Budget Review reductions account for the balance.

External Services \$1,514

Increase due to inflation on contracted facility maintenance \$528 and for life cycle facility maintenance on new facilities (operating impact of capital) \$986.

Fleet Services \$605

Increase in Fleet Services of \$464 due to acquisition of vehicles for Facility Maintenance Services (previously met through lease arrangements). Additional increase of \$91 is attributable to fuel cost increases and \$50 for variable Fleet Services charges.

Intra-municipal Services (\$131)

Net decrease in Intra-Municipal Services reflects the impact of the City of Edmonton reorganization.

Utilities & Other Charges (\$94)

Reduction in Utility and Other Charges is the result of the Service and Budget Review.

Intra-municipal Recoveries (\$1,556)

Increase in Intra-municipal Recoveries \$(946) due to life cycle facility maintenance on new facilities scheduled to be in service 2012. Cost of maintenance for EPL, Transit, EPS and Waste Management are recoverable. The balance is due to City of Edmonton reorganization.

Full-time Equivalents - Changes

The operating impact of capital requires an increase of 25.0 FTE for facility maintenance and landscape design and construction.

Branch — Buildings and Landscape Services

Service Package

Operating Impacts of Approved Capital Projects

Funded

Description

This service package provides for life cycle facility maintenance calculated at 2% of the building value as well as custodial services on new facilities scheduled to be in service 2012-2014. New facilities in 2012 include:

North Central Recreational Facility	\$1,670
Transportation Office and Lab Facility	426
Other Community Services facilities	844

EPL, Transit, EPS and Waste Management \$450
with costs recovered from the client. (450)

New facilities are under warranty, but routine maintenance and mandated inspections are still required as well as custodial services. 20.0 FTE's, comprising tradesmen, custodial and administrative staff are required.

This package also provides for required coordination and management of projects and to provide expertise by Landscape Design and Construction (LDC) to support all client departments for parks and public green spaces. Department clients include Community Services, Transportation, Drainage, Sustainable Development, Developers and other Partnership projects. 5.0 FTE project management staff are required.

Total expenditures \$440
with recoveries from capital projects (180)

Justification

The provision of ongoing facility maintenance will contribute to maximizing the service life of City Buildings and facilities. It will also allow for the planning of facility rehabilitation and reinvestment in a cost and operationally efficient manner.

The Landscape Design & Construction operating impacts will ensure timely park development to meet public expectations and continue stewardship of the parks system.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Ten-year strategic goal: Improve Edmonton's Livability

Citizens use city infrastructure and participate in services and programs that provide enjoyment and personal health benefits. Complete collaborative communities that are accessible, strong, and inclusive, with access to a full range of activities.

Departmental Outcome: Assets are maximized to optimize benefits over their life cycle.
Services are safe and accessible to all citizens.

Ten-year strategic goal: Transform Edmonton's Urban Form

Attractive and compact physical design with diverse neighbourhoods, amenities and public open spaces.

Departmental Outcome: Healthy living is promoted through (well utilized) passive and active use spaces.

Impact on Other Departments

There are no impacts on other departments.

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$2,200	\$ -	\$2,200	25.0	\$2,409	\$ -	\$2,409	19.0	\$1,896	\$ -	\$1,896	10.0
Annualization	1,000	-	1,000	-	-	-	-	-	-	-	-	-
Total	\$3,200	\$ -	\$3,200	25.0	\$2,409	\$ -	\$2,409	19.0	\$1,896	\$ -	\$1,896	10.0

Drainage Design and Construction

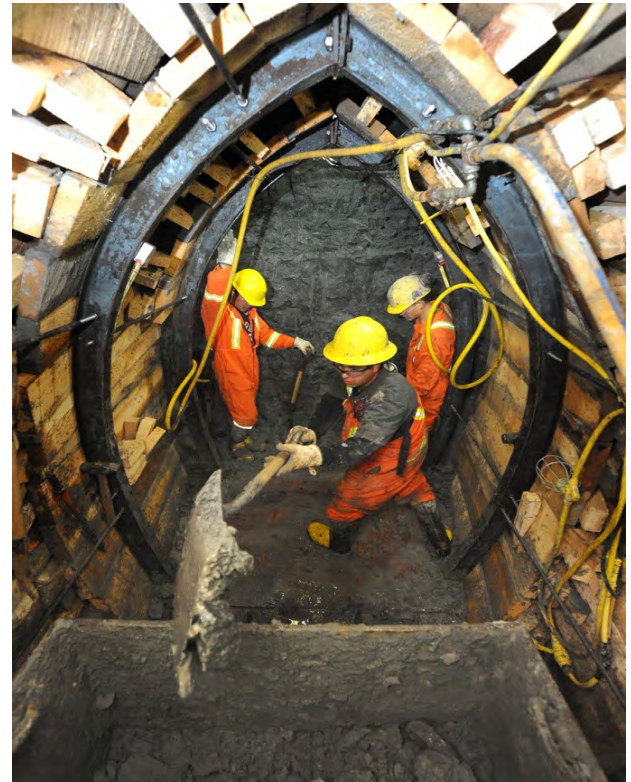
Introduction

Drainage Design and Construction provides sanitary and stormwater drainage system design, construction and project management services through the use of open cut and tunneling construction methods and is the contractor of choice for the Drainage Services Utility.

Drainage Design and Construction's competitive advantage is its 100 years of tunnelling experience, specifically in hand tunnelling and tunnel boring machine operations.

Vision: becoming Western Canada's recognized leader in underground infrastructure design and construction.

Mission: help build great communities by providing safe, sustainable underground infrastructure.



Historically, Drainage Design and Construction has been treated as a part of Sanitary Drainage and its financial results incorporated into the Sanitary Rate Model. However, in 2010 City Council approved the financial separation of Drainage Design and Construction from the Drainage Services Utility because the Section's activities are non-regulated and carry significant fluctuations in volume, business risks and net income depending on the local economy. At that time, a three-year phase out program was approved and the proposed 2012 Budget marks the first year of full separation from the Drainage Sanitary Utility Budget. 2012 is also the first year that Drainage Design and Construction will pay the full cost of its Shared Services and corporate charges.

Drainage Design and Construction

Opportunities and Challenges

In order to become financially sustainable, Drainage Design and Construction will seek to secure more work from external clients, as well as become the provider of choice for all City departments.

To accomplish this Drainage Design and Construction must increase awareness and recognition of its specialized tunnelling equipment and expertise through developing relationships in the private sector.

Increasing market penetration will require the Section to grow its reputation as a quality supplier providing well-designed, well-managed, and well-constructed tunnelling projects. In transitioning from a predominantly internal-focused to a business-focused operation, Drainage Design and Construction will develop systems for managing customer communications to enhance customer care and ensure project risks and liabilities are mitigated.

Drainage Design and Construction will work with the Project Management Office to develop a framework, processes and tools that will ensure that projects are delivered in a consistent and accountable manner that meets its customer's requirements. The Section will also develop service level agreements including reporting procedures for both internal stakeholders and external customers for implementation in 2012.

Protecting the Section's competitive advantage is also critical to Drainage Design and Construction's sustainability. Currently, the Section has a virtual monopoly in some of its product categories; however, new techniques and equipment are available to new entrants to the industry. As a result, the Section must continue to secure and master new trenchless technologies that improve project time and cost efficiency.

Service and Budget Review

The Proposed 2012 Budget reflects the start of an annual dividend payment to the City of Edmonton. The dividend is based upon an amount equal to 25% of actual Net Income Before Dividends and Transfers, payable in the first quarter of the following year.

The appropriateness of the dividend level will need to be confirmed as part of the development of the Financial Plan for the operations, expected during 2012.

Drainage Design and Construction will engage in dialogue with City Council during 2012 to develop a financial plan that will enable the Section to invest strategically in research and development of new construction technologies, capital needs, and intellectual assets to protect its competitive advantage and expand its market position with acceptable risks.

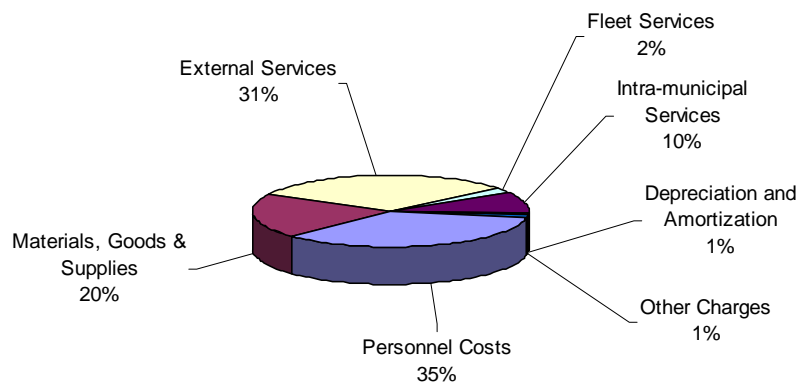


Drainage Design and Construction

Proposed 2012 Budget (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenues					
Total Revenues	122,153	147,049	(36,390)	110,659	(24.7)
Expenses					
Personnel Costs	29,842	37,278	(506)	36,772	(1.4)
Materials, Goods & Supplies	19,609	34,987	(14,007)	20,980	(40.0)
External Services	39,963	48,477	(15,489)	32,988	(32.0)
Fleet Services	2,188	2,415	(219)	2,196	(9.1)
Intra-municipal Services	21,767	12,880	(2,787)	10,093	(21.6)
Depreciation and Amortization	1,270	808	192	1,000	23.8
Other Charges	1,202	1,202	(131)	1,071	(10.9)
Total Expenses	115,841	138,047	(32,947)	105,100	(23.9)
Net Income Before Other	6,312	9,002	(3,443)	5,559	(38.2)
Other					
Provision for Capital Reserve	3,840	3,840	-	3,840	-
Net Income before dividends and transfers	2,472	5,162	(3,443)	1,719	(66.7)
Dividends and Transfers					
Transfer to the Sanitary Utility	1,500	1,250	(1,250)	-	(100.0)
Dividend to City of Edmonton	-	-	430	430	-
Total Dividends and Transfers	1,500	1,250	(820)	430	(100.0)
Net Income	972	3,912	(2,623)	1,289	(67.1)
Full-time Equivalents	339.0	360.0	5.0	365.0	

Where the Budget will be spent



Drainage Design and Construction

Budget Changes for 2012

Revenues - Changes

Revenues (\$36,390)

The decrease reflects the general expectation of a slower economic market in 2012. It also reflects the projects included in the Proposed 2012 Drainage Services Utility Capital Budgets.

Expenses - Changes

Personnel Costs (\$506)

The decrease reflects lower project volume.

Materials, Goods & Supplies (\$14,007)

The decrease reflects lower project volume.

External Services (\$15,489)

The decrease reflects lower project volume.

Fleet Services (\$219)

The decrease in fleet services is due to Drainage Design and Construction moving towards a new fleet strategy whereby new vehicles will be purchased internally as leased vehicles are replaced or new vehicles are needed. The previous strategy involved leasing vehicles through the City of Edmonton's Fleet Services.

Intra-municipal Services (\$2,787)

The decrease reflects lower project volume.

Depreciation and Amortization \$192

2011 Budget did not include depreciation for purchased equipment.

Other Charges (\$131)

The decrease reflects lower project volume.

Transfer to Sanitary Utility (\$1,250)

2011 is the final year in which Council directed the transfer of Net Income to offset Sanitary Drainage's revenue requirement.

Dividend to City of Edmonton \$430

The Proposed 2012 Budget includes a 25% dividend payment calculated based upon budgeted net income before dividends and transfer. The actual dividend is proposed to be calculated using actual net income, subject to Council review of the financial policy in 2012.

Full-time Equivalents - Changes

The 2012 FTE change reflects previously funded positions being converted from temporary to permanent in order to retain staff. This results in a total of 5.0 permanent FTE's.

Drainage Design and Construction

Pro-Forma Statements (\$000)

	2009 Actual	2010 Actual	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast
Revenues								
Total Revenues	138,840	122,153	147,049	110,659	110,791	107,215	127,373	114,470
Expenses								
Personnel Costs	27,995	29,842	37,278	36,772	37,507	38,257	39,022	39,803
Materials, Goods & Supplies	36,012	19,609	34,987	20,980	21,820	21,069	25,697	22,826
External Services	54,006	39,963	48,477	32,988	34,147	32,976	39,678	35,401
Fleet Services	2,560	2,188	2,415	2,196	2,240	2,284	2,330	2,377
Intra-municipal Services	11,358	21,767	12,880	10,093	8,519	6,075	13,829	7,316
Depreciation and Amortization	854	1,270	808	1,000	1,014	1,028	1,043	1,058
Other Charges	828	1,202	1,202	1,071	1,097	1,098	1,185	1,153
Total Expenses	133,613	115,841	138,047	105,100	106,344	102,787	122,784	109,934
Net Income before other	5,227	6,312	9,002	5,559	4,447	4,428	4,589	4,536
Other								
Provision for Capital Reserve	-	3,840	3,840	3,840	2,500	2,500	2,500	2,500
Net Income before dividends and transfers	5,227	2,472	5,162	1,719	1,947	1,928	2,089	2,036
Dividends and Transfers								
Transfer to the Sanitary Utility	3,000	1,500	1,250	-	-	-	-	-
Dividend to City of Edmonton ¹	-	-	-	430	487	482	522	509
Total Dividends and Transfers	3,000	1,500	1,250	430	487	482	522	509
Net Income	2,227	972	3,912	1,289	1,460	1,446	1,567	1,527

¹ Based on 25% of Net Income pending the development of the Fiscal Policy.

Department — Mayor and Councillor Offices

Introduction

The Municipal Government Act gives Council the responsibility for developing and evaluating the policies and programs of the municipality and for making sure that the powers, duties and functions of the municipality are appropriately carried out.

The purposes of the municipality are to provide good government, facilities and other services that in the opinion of Council are necessary or desirable for all or part of the municipality; and to develop and maintain safe and viable communities.



Proposed 2012 Budget – Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 7	\$ -	\$ -	\$ -	
Grants	3	-	-	-	
Transfer from Reserves	-	-	-	-	
Total Revenue & Transfers	<u>10</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Expenditure & Transfers					
Office of the Councillors	2,962	3,311	32	3,343	1.0
Office of the Mayor	<u>1,227</u>	<u>1,326</u>	<u>13</u>	<u>1,339</u>	1.0
Total Expenditure & Transfers	4,189	4,637	45	4,682	1.0
Net Operating Requirement	\$ 4,179	\$ 4,637	\$ 45	\$ 4,682	1.0
Full-time Equivalents	21.0	45.0	-	45.0	

Department—Mayor and Councillor Offices

Proposed 2012 Budget – Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 7	\$ -	\$ -	\$ -	
Grants	3	-	-	-	
Transfer from Reserves	-	-	-	-	
Total Revenue & Transfers	10	-	-	-	
Expenditure & Transfers					
Personnel	1,927	3,889	21	3,910	0.5
Materials, Goods & Supplies	73	69	-	69	-
External Services	466	273	12	285	4.4
Fleet Services			-		
Intra-municipal Services	1,461	104	2	106	1.9
Utilities & Other Charges	262	302	10	312	3.3
Transfer to Reserves	-	-	-	-	
Subtotal	4,189	4,637	45	4,682	1.0
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	4,189	4,637	45	4,682	1.0
Net Operating Requirement	\$ 4,179	\$ 4,637	\$ 45	\$ 4,682	1.0
Full-time Equivalents	21.0	45.0	-	45.0	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$0

There are no revenues in the Mayor & Councillor Offices budget.

Transfer from Reserves \$0

There are no Transfer from Reserves in the Mayor & Councillor Offices.

Department — Mayor and Councillor Offices

Expenditures & Transfers - Changes

Personnel \$21

Changes in benefits and this years annual increase to LAPP account for the change.

Material, Goods & Supplies \$0

No change to the budget for Material, Goods, and Supplies

External Services \$12

The increase relates to inflation.

Fleet Services \$0

There is no requirement for Fleet Services.

Intra-municipal Services \$2

The increase relates to inflation.

Utilities & Other Charges \$10

The increase relates to inflation.

Transfer to Reserves \$0

There are no Transfer to Reserves in the Mayor & Councillor Offices.

Full-time Equivalents - Changes

There is no change to Full-time Equivalents.

Service & Budget Review (\$0)

There is no impact to the Mayor & Councillor Offices due to the Service & Budget Review.

Introduction

The Office of the City Auditor (OCA) is independent from the Administration, reporting directly to City Council through the Audit Committee. In accordance with Bylaw 12424, City Auditor Bylaw, the City Auditor is responsible for all internal auditing activities within City Programs and City Agencies. This office provides independent and objective review and consulting services to improve the City's programs by applying a systematic, disciplined approach to evaluate and improve the City's risk management, control and governance processes. This office also administers the City of Edmonton's Fraud and Misconduct Hotline and coordinates fraud investigation activities within City Programs or City Agencies.

The OCA submits an Annual Work Plan to City Council for approval. The Approved Annual Work Plan defines the volume of internal audits to be completed throughout the year. The OCA identifies City activities for review or consultation by utilizing a risk based evaluation methodology, thereby focusing its efforts in the areas deemed significant to the City achieving its objectives. This office's activities may result in proactive control design or corrective action recommendations to the Administration. The results of this office's activities are formally reported in audit reports distributed to each member of Council and then publicly disclosed on the City of Edmonton website. Reports containing significant issues are brought forward for discussion at Audit Committee.



Major Service Description

All projects completed by the OCA must follow generally accepted standards for the professional practice of audits. The OCA is accredited as complying with the Institute of Internal Auditors International Standards for the Professional Practice of Internal Auditing.

The OCA performs several types of audits to review City Operations:

- Value-for-money audits determine whether a department, service or program operates efficiently, effectively and economically and whether controls systems are adequate.
- Proactive projects allow the OCA to provide proactive, strategic, risk and control-related advice prior to the development and implementation of programs and systems.
- Investigations are designed to prove or refute alleged fraudulent behaviour or misconduct by a City employee.
- OCA governance and leadership activities allows the OCA to participate in a number of initiatives that support City Council and Audit Committee's governance responsibilities.
- Emerging issues are audits identified by the OCA during a scheduled audit, by City Council, by the Administration or by a member of the public. These projects are conducted at the discretion of the City Auditor.
- Follow-up reviews allow the OCA to determine the adequacy, effectiveness and timeliness of actions taken by management on the recommendations made in audit reports.

Summary and Highlights of 2012 Budget

In 2012, we again submit a cost containment budget. As an independent audit office reporting on the efficiency, effectiveness and economy of City operations, we must operate in a cost effective and clearly accountable manner.

OUR VISION

Committed to adding value



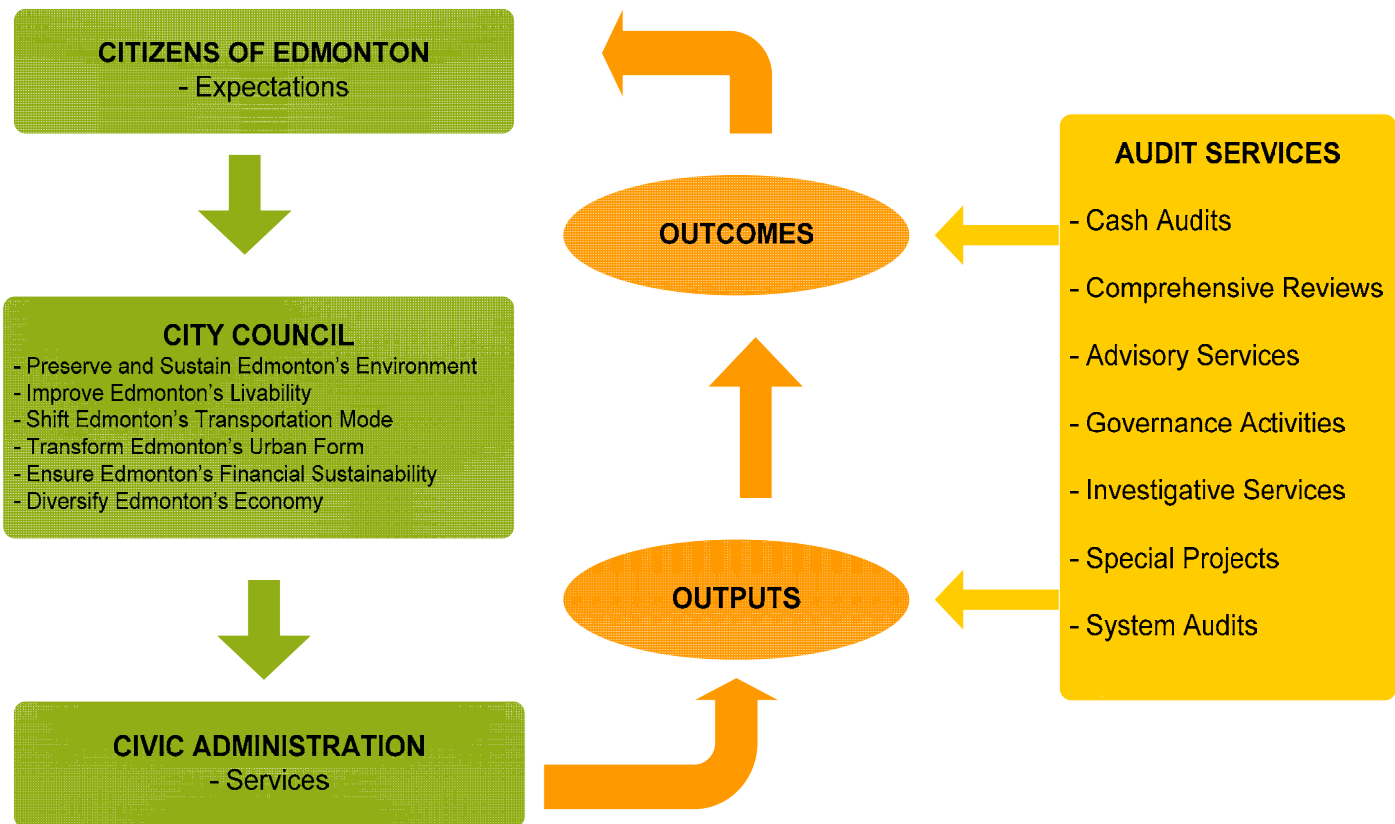
OUR MISSION

We strive to add value to the City of Edmonton by promoting accountability, cost-effective municipal services and ethical practices.

OUR GOALS

- Working with Council and Management to improve the effectiveness of the City's risk management, control and governance processes.
- Providing independent, objective assurance and advisory services to promote efficient, effective and economical City operations.
- Promoting an ethical public service environment.
- Delivering high quality, innovative and cost-effective audit services.
- Communicating significant observations and information to Council, Management and the public in a timely manner.
- Maintaining a respectful, team-oriented workplace that helps individuals reach their career potential and achieve personal growth goals.

STRATEGIC ROADMAP



Opportunities and Challenges

In 2012, we again submit a cost containment budget. As an independent audit office reporting on the efficiency, effectiveness and economy of City operations, we must operate in a cost effective and clearly accountable manner.

In 2011, we attained the highest available rating for compliance to the International Standards for the Professional Practice of Internal Auditing from an independent external quality assessment consultant.

We will need to continue to pursue the highest quality standards of audit services in order to ensure that we can deliver on our 2012 Annual Plan commitment as well as assisting Audit Committee in meeting their enhanced roles and responsibilities as defined in Bylaw 15310, *Audit Committee Bylaw*.

Office of the City Auditor

Performance Measures

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011 Budget</u>	<u>2012 Approved</u>	<u>Industry Benchmark</u>
Customer Performance Measures						
Customer relationships (out of 5)	4.5	4.5	4.5	4.5	4.5	4.3
Internal Performance Measures						
Recommendations accepted	100%	100%	100%	95%	95%	96%
Chargeable time	75%	82%	80%	80%	80%	75%
Completed engagements to number scheduled	90%	95%	94%	95%	95%	91%
Financial Performance Measures						
Actual vs. budgeted expenditures	90%	84%	97%	100%	100%	90 to 110%
Learning and Growth						
Days of training and development per employee	9.9	7.2	8.5	10.0	10.0	8 - 12
Percent staff certified or advanced designations	92%	93%	92%	93%	95%	83%

Performance Measures Explanations

The Office of the City Auditor reports the above performance measures in its Annual Report. The performance measures are designed to monitor key aspects of the office's activities as follows:

Effectiveness – Most of the measures focus on assessing whether the office is fulfilling its role. These measures include completion of the annual plan, client feedback, and the percentage of accepted and implemented recommendations.

Experienced and competent staff are required for the office to be effective. The level of professional certification and ongoing training are also monitored to ensure the office is staffed appropriately to fulfill its mandate.

Efficiency – The office monitors the percentage of “chargeable hours” staff dedicate to audit projects. Careful management of office overhead time versus direct audit time provides information regarding the efficient use of staff resources.

Economical – The office believes in strong fiscal management and strives to manage its actual expenditures to within +/- 5% of budget.

Office of the City Auditor

Proposed 2012 Budget (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
	\$ -	\$ -	\$ -	\$ -	-
Total Revenue & Transfers	-	-	-	-	-
Expenditure & Transfers					
Personnel	1,786	1,852	9	1,861	0.5
Materials, Goods & Supplies	37	37	1	38	2.7
External Services	36	43	1	44	2.3
Intra-municipal Services	44	48	2	50	4.2
Utilities & Other Charges	62	62	2	64	3.2
Total Expenditure & Transfers	<u>1,965</u>	<u>2,042</u>	<u>15</u>	<u>2,057</u>	<u>0.7</u>
Net Operating Requirement	\$ 1,965	\$ 2,042	\$ 15	\$ 2,057	0.7
Full-time Equivalents	15.0	14.0	-	14.0	

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Personnel \$9

Movement within the salary ranges, changes in benefits and the last year of a 3-year LAPP contribution increase account for \$9.

Material, Goods & Supplies \$1

This increase relates to inflation at \$1.

External Services \$1

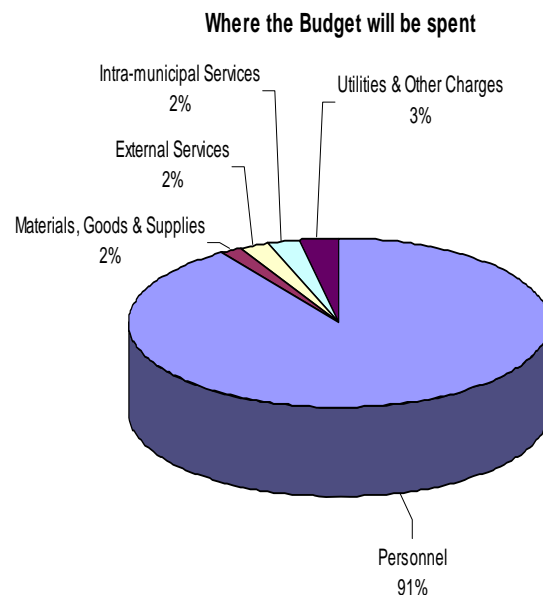
This increase relates to inflation at \$1.

Intra-municipal Services \$2

This increase relates to inflation at \$2.

Utilities & Other Charges \$2

This increase relates to inflation at \$2.



Department — The Office of the City Manager

Introduction

The City Manager is the Chief Administration Officer for the City of Edmonton as defined by the Government of Alberta Municipal Government Act and the City Administration Bylaw.

The Office of the City Manager provides overall corporate and strategic managerial direction to the Corporation of the City of Edmonton. Its two branches, Corporate Communications and Intergovernmental and External Affairs were added to the Office in late 2010 when the organizational structure was reduced from eight departments to six.

Corporate Communications Branch is responsible for ensuring the City of Edmonton image, reputation and brand are maintained and enhanced. The two-way communications between Edmontonians and City staff who deliver services is strategically planned and supported by Corporate Communications. The branch is responsible for media relations, on-line communications planning, public involvement, crisis management, advertising and publications.

Intergovernmental and External Affairs' Branch develops and implements strategies and initiatives to assist the City of Edmonton in fostering relationships with and influencing other orders of government and external stakeholders. This branch communicates the City's positions on key policy issues, articulating its priorities and ensuring understanding of the City's vision and priorities. The Branch also has responsibility for attracting major events to Edmonton.

Increasing the City of Edmonton workforce capacity continues to be a priority of the City Manager. A well-managed city includes:

- working as a corporation by acting as “one city”;
- having clear roles and responsibilities;
- strengthening accountability by increasing transparency and oversight in our operations;
- setting and monitoring performance measures that measure progress on implementing the six Ways plans;
- engaging employees in the goal of fostering innovation to deliver more responsive, cost-effective services, and enhancing the confidence and trust of Edmontonians.



BRANCHES

Corporate Communications	Intergovernmental and External Affairs	City Manager's Office
Communications Planning & Strategic Advice Public relations supporting Departments and Branches Media Relations Corporate brand/image/reputation management Advertising and Creative Services Crisis and Issues Management Public Involvement	Advocacy and Coordination Relationship Support and Development Research and Analysis Event Attraction	Promote strategic alignment within City Administration Establish and implement administrative policies Advise and inform Council on the operation and affairs of the municipality Work with the Office of the City Auditor to ensure audit recommendations are implemented Provide leadership in program delivery and steward effective and efficient organizational capacity Work with stakeholders and partners to advance city-transforming initiatives

Department — The Office of the City Manager

STRATEGIC ROADMAP

10-YEAR GOAL



CORPORATE OUTCOMES




- Citizens are connected to their diverse communities and have pride in their city
- City attracts talent and investment making it nationally and internationally competitive
- Diverse, engaged and innovative employees involved in service delivery contribute to achieving the City's vision, goals and outcomes
- The City of Edmonton embraces its relationship with people and partners to deliver services to its citizens

DEPARTMENT OUTCOMES

- Awareness of Edmonton is enhanced (nationally and internationally), local pride is abundant, City business objectives are supported
- Awareness of Edmonton is enhanced (nationally and internationally), local pride is abundant, City business objectives are supported
- Intergovernmental and External Affairs assists the Corporation in building relationships and developing contacts to improve the channeling of information in achieving business objectives
- Intergovernmental and External Affairs supports City representatives in their engagement and advocacy roles with key external and intergovernmental organizations
- Tools and resources are available for Councillors and departments to deliver the vision
- Citizens, organizations and businesses are aware of and engaged in discussions and decisions that impact them
- A strategic organization with a culture that is responsive, innovative and adaptive, advancing corporate-wide programs to achieve the City Vision
- Relationships with staff, Council and external parties are strong.
- Tools and resources are available for departments to deliver the vision.
- Employees have processes in place that support their health and well-being

Department — The Office of the City Manager

DEPARTMENT SCORECARD

10-YEAR GOAL	DEPARTMENT MEASURES	STATUS	TREND	3-YEAR TARGET	2010 ACTUAL	2011 FORECAST
 IMPROVE EDMONTON'S LIVABILITY	% of Edmontonians who recommend Edmonton as a good place to live, work, and play			TBD	76%	n/a
	% of Edmontonians who recommend Edmonton as a good place to visit			TBD	72%	n/a
 DIVERSIFY EDMONTON'S ECONOMY	National media stories conveying positive image of Edmonton			TBD	223	n/a
 TRANSFORMING EDMONTON THROUGH ORGANIZATIONAL EXCELLENCE	Number of staff aware of Employee Family Assistance services			TBD	n/a	n/a
	Number of staff attending annual Employee Health Fair			TBD	800	1,200
	% satisfaction with the resources in the tool kit gathered through the employee engagement survey			TBD	n/a	n/a
	% increase in Council and key external partners satisfaction with relationship with City Manager			TBD	n/a	n/a
	Satisfaction with level of support provided by IEA to City departments on formal consultations launched by other orders of government			TBD	n/a	n/a
	% of Board and committee meetings of the AUMA, FCM and CRB that Administration provides advice, commentary or background materials for City representatives			TBD	n/a	n/a
	% of City stakeholders that say Corporate Communications is integral to their success in achieving Council and Corporate Leadership Team (CLT) directions			TBD	n/a	n/a
	Increased resident awareness of the public involvement process	■	▲	24%	44%	n/a
	Increased resident participation in the public involvement process	■	▲	14%	17%	n/a
	Satisfaction with public involvement processes			TBD	n/a	n/a

LEGEND

STATUS DESCRIPTION

- Measure is meeting or exceeding established target
- Measure is moderately off of established target
- Measure is not meeting established target

TBD - In development | n/a - Currently not available

TREND DESCRIPTION

- ▲ Measure is trending favourably up over last reporting period
- ▲ Measure is trending unfavourably up over last reporting period
- Measure has not changed over last reporting period
- ▼ Measure is trending unfavourably down over last reporting period
- ▼ Measure is trending favourably down over last reporting period

Department — The Office of the City Manager

Summary and Highlights of 2012 Budget

In 2011, changes were made to the organizational structure to consolidate internal resources and build organizational capacity. This included finalizing a new structure that is better aligned with the services we provide to the public and council, while advancing the corporate culture work by establishing clear lines of accountability and modeling collaboration and integration.

Internal resources formerly provided by three departments were consolidated and two branches of the former Deputy City Manager's Office were added to the Office of the City Manager. These two branches, Corporate Communications and Intergovernmental Affairs, fit well with the Office of the City Manager as Corporate Communications is elevating its role supporting leadership in enhancing a unified "voice" for the organization and Intergovernmental provides the leadership for our external strategies.

Intergovernmental Affairs' mandate and work with key partners expanded during the transition as regional initiatives, external affairs and event attraction were added. The branch name was changed to Intergovernmental and External Affairs.



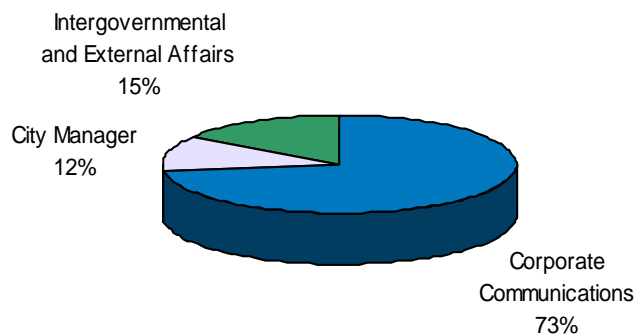
Department — The Office of the City Manager

Proposed 2012 Budget – Department Summary (\$000)

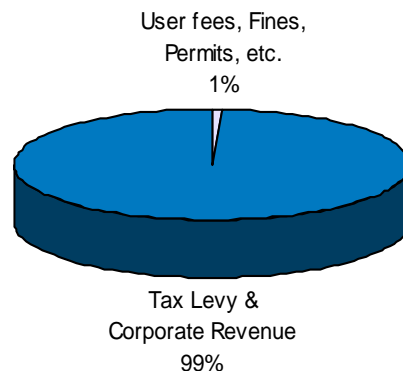
	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 15	\$ 75	\$ -	\$ 75	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	15	75	-	75	-
Expenditure & Transfers					
City Manager	1,299	1,104	(59)	1,045	(5.3)
Corporate Communications	7,003	6,859	(212)	6,647	(3.1)
Intergovernmental and External Affairs	972	1,451	(60)	1,391	(4.1)
Total Expenditure & Transfers	9,274	9,414	(331)	9,083	(3.5)
Net Operating Requirement	\$ 9,259	\$ 9,339	\$ (331)	\$ 9,008	(3.5)
Full-time Equivalents	78.3	75.8	1.0	76.8	

Budget details are provided at the Branch level

Where the Budget will be spent



Funding by source



Branch — City Manager's Office

Introduction

The City Manager's Office comprises the City Manager, four Administrative staff and the Executive Director. The primary objective is to ensure administration operates efficiently, cost effectively and in accordance with City Council policy.

As part of the leadership direction, the City Manager is advancing five areas of Well-Managed City: strategic direction, corporate culture, organizational framework, continuous improvement and communication (internal and external communication). Working with his team of six general managers and the chief communications officer, eight strategic focus areas have been identified to achieve the following corporate outcomes:

- Delivery of valued, quality, cost-effective services to citizens;
- Diverse, engaged, and innovative employees involved in service delivery contributing to achieving the City's vision, goals and outcomes;
- Well-managed and sustainable assets and services—ensuring a resilient financial position and balanced revenue streams;
- Attracting talent and investment to make Edmonton nationally and internationally competitive; and
- Embracing the City's relationships with people and partners to deliver services to its citizens.

In working towards achieving the corporate outcomes, the Corporate Leadership Team also launched the Leadership Principles to staff. It is believed that regardless of the position that staff hold within the City, a leader with the City of Edmonton is a visionary, credible and trusted role model who inspires and challenges others to achieve their full potential. The following five Leadership Principles were developed to help achieve this expectation:

- We are one city: As employees we have a shared vision and work in a collaborative and integrated manner to ensure that many voices make the whole.
- We are proud to serve the public: We serve citizens and businesses in our community with honour and we are a foundation for a broader accomplishment, by treating people with respect and professionalism.
- As stewards we lead: We are in a position of trust and take responsibility for the future, not through ownership but by stewardship.

- We do as we say: As employees we lead by example, we are accountable, honest and trustworthy.
- I make a difference every day: Leadership begins with each and every employee of the City of Edmonton, so this principles encourages employees to be engaged, have a positive attitude and be effective, because what we do as an individuals makes a difference for the whole.

Service and Budget Review

For the 2012 Service and Budget Review, the City Manager's Office reduced its program funds by \$75,000 which were accepted as Corporate Opportunities. This reduction impacts car allowance, recruiting, and small program expenses.

Branch — City Manager's Office

Proposed 2012 Budget - Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ -	\$ -	\$ -	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditure & Transfers					
Personnel	1,062	887	11	898	1.2
Materials, Goods & Supplies	49	29	(10)	19	(34.5)
External Services	46	102	(63)	39	(61.8)
Fleet Services	-	-	-	-	-
Intra-municipal Services	15	15	1	16	6.7
Utilities & Other Charges	127	71	2	73	2.8
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>1,299</u>	<u>1,104</u>	<u>(59)</u>	<u>1,045</u>	<u>(5.3)</u>
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	<u>1,299</u>	<u>1,104</u>	<u>(59)</u>	<u>1,045</u>	<u>(5.3)</u>
Net Operating Requirement	\$ 1,299	\$ 1,104	\$ (59)	\$ 1,045	(5.3)
Full-time Equivalents	7.0	6.0	-	6.0	

Branch — City Manager's Office

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Personnel \$11

Movement within the salary ranges, changes in benefits and the last year of a 3 year 1% contribution increase to LAPP account for \$21. The Corporate Opportunities reduction account for \$10.

Material, Goods & Supplies (\$10)

The increase relates to inflation at \$1K. The Service and Budget Review reductions account for \$11.

External Services (\$63)

Inflationary costs account for \$2. The reduction of \$65 relate to Corporate Opportunities.

Intra-municipal Services \$1

The increase relates to inflation.

Utilities & Other Charges \$2

The increase relates to inflation.

Full-time Equivalents - Changes

There is no change to Full-time Equivalents.

Branch — Corporate Communications

Introduction

Corporate Communications is responsible for managing the image, brand and reputation of the City of Edmonton with all its audiences.

The Branch exists to help City business units inform and engage Edmontonians in municipal matters and civic services. Effective communication services helps ensure citizens are aware of what is available to them, and supports informed decision-making around the choices available to our community.

In developing proactive and strategic messages, Corporate Communications helps the organization speak with a unified voice and with a citizen-perspective about the long-term vision of the City, our objectives and goals, and more immediately, the portfolio of City programs and services available to Edmontonians.

Outcomes Corporate Communications aims to achieve:

- Edmonton and the City of Edmonton have a positive image, brand and reputation, locally and nationally
- Edmontonians are proud of their city
- Citizens, Councillors and employees believe they receive timely, accurate and complete information regarding emergent issues, city services and activities that are important to them
- Citizens value the information services from the City and two-way communications and connections with the City of Edmonton
- City employees, contractors and citizens understand, support and work toward common goals

Whether it's online, in print, in social media or mainstream media, the branch helps citizens find information on public



involvement opportunities, policy decisions, taxation, road upgrades, transit schedules, attractions, events ... everything the City does and more.

Working with community partners, Corporate Communications also helps build local pride and enhance awareness of Edmonton to attract people, investment and visitors.

The branch coordinates a range of activities to showcase Edmonton to the world, including Edmontonstories.ca – a multiyear campaign based on sharing the experiences of our city to support visitor and newcomer attraction efforts; international, national and local media relations; and coordination of public consultations on major projects and proposals such as the Downtown Arena, LRT expansion and Rosedale redevelopment.

Every day, our public information officers who work with news media or direct-to-citizen communications help deliver information on issues important to Edmontonians, while building confidence in the responsiveness, effectiveness and accountability of local government.



Branch — Corporate Communications

Corporate Communications is responsible for helping departments, branches and project teams connect with Edmontonians, by providing the information needed to understand issues and initiatives, and by providing opportunities for two-way communications between staff and citizens that enables public inquiry and feedback.

Media relations and public relations based on strategic planning helps the City more effectively advance business objectives and provide services that respond to citizens' needs and expectations.

Through advertisements, publications, promotions and events, Corporate Communications helps build awareness for activities and opportunities for Edmontonians to be engaged in their community. Crisis and issues management helps provide effective resolution for the benefit of all residents.

Activities in 2011, up to September 30, include:

- 63 proactive message management issue briefings for City Council and City Managers
- 1,013 City Hall events hosted
- 645 Council briefs for public events
- 121 Mayor's proclamations and 142 messages from the Mayor in welcome letters and program guides
- 418 Certificates for Edmontonians from Council
- 161 Speeches for Councillors at civic events
- 598 news releases, media advisories and PSAs
- 4,488 media stories in local print, TV and radio

In 2010, the latest year for complete results, the city had 223 national news stories with positive coverage of Edmonton, with an estimated reach of 134,780,500 people.

Opportunities and Challenges

Corporate Communications managed the creation of an internal blog for the City Manager and an Inside Edmonton blog for use by Transforming Edmonton and Me (TEAM) and any other city-wide initiative that involves change. The new communications vehicles are the first to offer two-way discussions between managers and all employees through comment areas. This new multi-directional format, with video capability, aims to reduce one-to-one email messages about new initiatives; helps share important corporate information with "one voice"; and empowers staff to seek clarification on what an initiative means to them - a critical ingredient for learning in times of change.

Corporate Communications has a small team that manages and nurtures the City's social media activity to strengthen direct connections to Edmontonians in a very cost-effective manner. With thousands of followers on Twitter and

Facebook, and expanded reach through effective search word strategies, the City is capitalizing on this growing method to disseminate breaking news and alerts, promote city activities, and engage Edmontonians in conversations with City subject matter experts. Combined with comments to the City blog and YouTube posts, we are connecting with more Edmontonians each day, with minimal investment.

Service and Budget Review

A funded service package proposed for 2012 is an "Internal Communications program" to increase city-wide coordination on shared goals, mobilize employees as ambassadors, and strengthen the unified voice for the organization with the creation of a dedicated function for internal communications.

An unfunded service package to provide "Communications for Roadway Maintenance, Community Standards and City Hall programming" was considered for enhancing communications on snow clearing/pothole maintenance; bylaw services; buildings and landscape services in infrastructure services; and City Hall programming.

Corporate Communications has enhanced the reach and frequency of the City Link internal employees newsletter by adding enhanced online distribution. The online distribution is able to address more timely issues than the monthly print edition. The print distribution has been reduced in the past year, maintaining distribution to centres where staff do not have desktop or email access. With the move to the Google cloud platform and the affordable ability to provide all employees with email access, print production will be further cut. The cost savings has been significant and will continue in 2012 as \$60,000 will be saved as we move entirely to online distribution.

Communications has reduced use of consultants and reallocated a position to a digital communications specialist to retain knowledge and expertise in the organization, while enhancing exposure of an online multimedia newsroom. The shift will reduce expenditure by more than \$20,000, and create an internal capacity to connect directly with Edmontonians and national media through photography, video and other online media.

In 2012, Corporate Communications will reduce its overall budget by 3.1%, which includes \$568,000 in service and budget review reductions. These reductions include reduced printing for City Link; reductions in general contractors and corporate promotions; fewer productions of Edmonton This Week radio show; decreased national media pitching and hosting; reduced marketing for EdmontonStories.ca; discontinuing the corporate retirement event; eliminating the High Level Bridge Great Divide Waterfall budget; and deferring a three-year funding agreement for a joint venture with the University of Alberta for the Centre for Public Involvement.

Branch — Corporate Communications

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 15	\$ 75	\$ -	\$ 75	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	<u>15</u>	<u>75</u>	<u>-</u>	<u>75</u>	-
Expenditure & Transfers					
Personnel	5,200	5,560	450	6,010	8.1
Materials, Goods & Supplies	162	141	(35)	106	(24.8)
External Services	1,771	1,700	(485)	1,215	(28.5)
Fleet Services	-	-	-	-	-
Intra-municipal Services	196	42	20	62	47.6
Utilities & Other Charges	129	129	5	134	3.9
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>7,458</u>	<u>7,572</u>	<u>(45)</u>	<u>7,527</u>	<u>(0.6)</u>
Intra-municipal Recoveries	<u>(455)</u>	<u>(713)</u>	<u>(167)</u>	<u>(880)</u>	<u>23.4</u>
Total Expenditure & Transfers	<u>7,003</u>	<u>6,859</u>	<u>(212)</u>	<u>6,647</u>	<u>(3.1)</u>
Net Operating Requirement	\$ 6,988	\$ 6,784	\$ (212)	\$ 6,572	(3.1)
Full-time Equivalents	64.3	61.8	2.0	63.8	

Branch — Corporate Communications

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$0

Revenues remain consistent in 2012.

Expenditures & Transfers - Changes

Personnel \$450

Movement within the salary ranges, changes in benefits and the last year of a 3 year 1% LAPP contribution increase account for \$134. Increases to support communications functions within the City account for \$316 including dedicated internal communications resources.

Material, Goods & Supplies (\$35)

The increase relates to inflation at \$4. The Service and Budget Review reductions account for \$20. The remainder is reclassification between materials and intra-municipal services.

External Services (\$485)

Inflationary costs account for \$45. The funded service package adds \$20 for a campaign launch and communications network tools. The reduction of \$550 relates to the Service and Budget Review.

Intra-municipal Services \$20

The increase relates to a reclassification between intra-municipal services and materials.

Utilities & Other Charges \$5

The increase relates to inflation of \$3. The remainder due to an adjustment to telephone equipment.

Full-time Equivalents - Changes

Supporting all departments with a new strategic application for internal multi-way communications across the City adds 2.0 permanent FTE's.

Branch — Corporate Communications

Service Package

Internal Communications for City of Edmonton

Funded

Description

This package would create a dedicated internal communications function for the City of Edmonton.

Two positions and a new strategic application of tools and activities would support all departments in the coordination of internal multi-way communications across the City, and foundational integration for external communications.

The budget identifies salary and benefits for 2.0 permanent full-time FTE: Business Partner (\$131,000) & PIO III (\$106,000).

In 2012, the budget identifies a campaign launch and communications network tools (\$20,000), and 2014 includes internal communications audit and campaign renewal (\$23,000).

Justification

This new function responds to the need for enhanced internal communications identified in the 2008 Internal Communications Audit, the 2010 Engagement Survey, and the special management committee review of the Communications Strategy (2009-11). The new team would help align employees' activities with the organization's strategic goals and enhance knowledge management by fostering broader awareness about key issues, goals and opportunities, and by maximizing staff input in coordinated response to issues. The team would enable the "One Voice" concept for external City Communications, empower staff to be better ambassadors for the City, and create better responsiveness to citizens' needs. Continuing without this dedicated function will allow contradictory messages delivered to citizens, which damages the City reputation and lowers confidence in programs; ineffective coordination across areas on shared goals; less-engaged employees, greater attrition rates and less productive staff.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

10-year Goal: the Communications "pillar" in Transforming Edmonton And Me (TEAM) framework for Organizational Excellence.

This team would also create the conduit to ensure engagement and alignment of all staff on ALL of the 10-year strategic Goals.

Corporate Outcomes: "City delivers valued, quality, cost-effective services to its citizens" measured by a) citizen satisfaction and b) perception of employees that the work they do contribute to the City's vision (Transforming Edmonton); "Citizens are connected to their communities and have pride in their city" supported through facilitation of responses and creation of corporate ambassadors (Improve Livability); "Safe and clean city" through emergency response coordination (Improve Livability); "The Corporation supports a competitive business climate and delivers business friendly services" through internal coordination, measured by businesses satisfaction with COE services (Economic Diversification)

Impact on Other Departments

This team would create the conduit to ensure engagement and alignment of all staff on ALL of the 10-year strategic Goals, to help avoid a fragmented and "siloed" approach to advancing the Ways.

Other departments will be able to save costs due to leveraging shared internal communications resources and consolidated contracts.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 257	\$ -	\$ 257	2.0	\$ -	\$ -	\$ -	-	\$ 23	\$ -	\$ 23	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 257	\$ -	\$ 257	2.0	\$ -	\$ -	\$ -	-	\$ 23	\$ -	\$ 23	-

The increase in expenditures will be applied to personnel and materials and supply costs.

Branch — Intergovernmental and External Affairs

Introduction

Intergovernmental and External Affairs advances the City's vision and priorities in four key areas.

Advocacy and Coordination

- Provide corporate support, leadership and focus for intergovernmental and external relations issues and opportunities.
- Support the City's advocacy efforts aimed at governments (federal, provincial and municipal), other municipal and regional partners and key external stakeholders.
- Participate on committees, working groups, and other related forums mandated to address intergovernmental, regional, inter-municipal and key community/institutional stakeholder priorities and issues.
- Undertake initiatives that support the advancement of the broader municipal agenda, including: long-term sustainable funding and infrastructure deficit, and multi-jurisdictional priorities such as affordable housing, urban Aboriginal, immigration, events attraction and the environment.

Relationship Support and Development

- Coordinate and facilitate relationships and partnerships with other orders of government, municipalities and municipal organizations, and key external stakeholders.
- Support efforts to address intergovernmental, regional, inter-municipal and other external stakeholder priorities and issues.



Research and Analysis

- Monitor and analyze trends and issues that are intergovernmental or inter-municipal in nature and are of interest to the City, the Capital Region, municipalities and municipal organizations, or the City's key external stakeholders such as post-secondary institutions, school boards and the health sector.
- Review federal and provincial policy, and legislative and program changes as they relate to the City, region, municipalities in general or other key external stakeholders.
- Communicate and foster an understanding of intergovernmental and inter-municipal issues and trends (including major policy changes and milestones) across the corporation.

Event Attraction

- Work with civic agencies and local, provincial, national and international stakeholders to facilitate the attraction and hosting of world-class events such as trade shows, conventions, sports, arts and entertainment to raise Edmonton's international profile, support economic development, achieve Edmonton's long term strategic goals and build residents' pride in their community.

Branch — Intergovernmental and External Affairs

Branch Opportunities and Challenges

The following are significant opportunities and challenges facing Intergovernmental and External Affairs in the immediate and medium term. Opportunities and challenges are identified through internal and external environmental scans, often have impacts beyond one year, and may or may not have budget implications for 2012.

Managing the City's reputation and intergovernmental and external relationships are very high profile activities that require constant care.

Intergovernmental and External Affairs works to foster understanding and alignment of priorities and positions while ensuring the interests of Edmontonians are protected during decision-making by other orders of government and major external organizations. This requires sustained relationship-building, effective negotiation and communication, and a strong awareness of local, provincial, national and international issues, events and trends.

The Branch communicates regularly, proactively and positively with decision-makers and policy-makers in other orders of government so that the objectives, responsibilities and positions on issues, policy and service delivery among all orders of government are clearly understood and can be effectively coordinated.

Strategic engagement with external and municipal organizations (i.e. Capital Region Board, Alberta Urban Municipalities Association, Federation of Canadian Municipalities, Big City Mayors Caucus and Canadian Capital Cities Organization) requires ongoing coordination and issues management.

Intergovernmental priorities—particularly those related to advancing and—building momentum on the broad municipal agenda take time and are subject to multiple variables outside of municipal control.

A number of external factors may impact the City's ability to achieve its objectives, including:

- The shifting and sometimes conflicting priorities of other orders of government, including changes in leadership (i.e. October's PC Alberta election of Premier Alison Redford); the status of governing parties (i.e. the 2011 federal election that resulted in the federal Conservative minority government becoming a majority government); and future elections (the expected 2012 provincial election).
- Governance issues are complex given that they are

often multi-jurisdictional; roles and responsibilities are often blurred among different orders of government with respect to program and service delivery to meet the needs of citizens.

- The Municipal Government Act places constraints on the authority of municipalities and limits municipal access to new sources of revenue needed to address big city issues.
- The lack of constitutional authority for municipalities creates challenges for effective municipal partnership with other orders of government.

Corporate reorganization brought together a number of City functions that were formerly housed in other areas of the corporation.

The 2011 corporate reorganization brought responsibility for intergovernmental affairs, regional initiatives, major external relationships and events attraction into a single branch.

The reorganization represents an opportunity to better coordinate work with a wider-range of major external organizations and decision-makers; however, the alignment of functions, roles and resources will be ongoing in 2012.

Service and Budget Review

To meet the direction set by Council for a 3 per cent tax increase plus 1.5 per cent increase for neighbourhood renewal, Intergovernmental and External Affairs would need to reduce its staffing component by 1 FTE (\$89,000). This will impact the ability to proactively maintain and build new relationships and advance funding and policy decisions with key stakeholders.

Two unfunded service packages have been submitted as part of the budget process— one for the Events Strategy and the other for the Northern and Circumpolar Initiative. Intergovernmental and External Affairs' capacity to advance these priorities will be affected if these service packages do not advance.

Branch — Intergovernmental and External Affairs

Proposed 2012 Budget - Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ -	\$ -	\$ -	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	-	-	-	-	-
Expenditure & Transfers					
Personnel	877	1,190	(64)	1,126	(5.4)
Materials, Goods & Supplies	24	40	(1)	39	(2.5)
External Services	4	86	2	88	2.3
Fleet Services	-	-	-	-	-
Intra-municipal Services	32	15	-	15	-
Utilities & Other Charges	35	120	3	123	2.5
Transfer to Reserves	-	-	-	-	-
Subtotal	972	1,451	(60)	1,391	(4.1)
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	972	1,451	(60)	1,391	(4.1)
Net Operating Requirement	\$ 972	\$ 1,451	\$ (60)	\$ 1,391	(4.1)
Full-time Equivalents	7.0	8.0	(1.0)	7.0	

Branch — Intergovernmental and External Affairs

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Personnel (\$64)

Movement within the salary ranges, changes in benefits and the last year of a 3 year 1% increase to LAPP contribution account for \$25. The Service and Budget Review reduction accounts for \$89.

Material, Goods & Supplies (\$1)

The increase relates to inflation at \$1. The Service and Budget Review reductions account for \$2.

External Services \$2

Inflationary costs account for \$2.

Intra-municipal Services \$0

No change to Intra-municipal Services.

Utilities & Other Charges \$3

The increase relates to inflation.

Full-time Equivalents - Changes

There is a reduction of 1.0 Full-time Equivalents as part of the Service and Budget review.

Department - Sustainable Development

Introduction

The City of Edmonton Vision is one of vibrant, well designed, safe and inclusive communities where Edmonton’s quality of life is sustained and enhanced. The vision is based on community values that require sustainability in how we grow, live and work. The effective implementation of this Vision requires the collective effort of Sustainable Development branches to develop the policies, strategies, implementation processes and compliance tools in an efficient approach that has long range views and effective public involvement. Our Vision relies on the

underlying need for a strong, diverse economy to attract and grow the businesses and people that will prosper and strengthen our economic foundations.

The work that this forward looking department completes impacts all seven of the City’s Strategic goals. Our departments leads the development of The Way We Prosper – the long term plan to ensure the diversification and sustainability of the Edmonton economy – and leads on the implementation on Transforming Edmonton’s Urban Form (The Way We Grow) and ensuring our city is ecologically and environmentally sustainable (The Way We Green).



BRANCHES				
Current Planning	Urban Planning and Environment	Housing and Economic Sustainability	Corporate Properties	Land Enterprise
Branch Strategy	Corporate Policy	Housing Policy	Leasing and Property Management	Land Sales and Acquisitions
Development Services and Engineering	Urban Design	Housing Implementation	Municipal Real Estate	Land Development
Applications and Plans	Area Planning	Economic Sustainability		
Safety Codes Administration	Parks Planning and Biodiversity	Urban Renewal		
Licencing				
Compliance				
Customer Information and Support Services				

Sustainable Development is also responsible for Transformational Projects which involves the successful initiation, execution and delivery of major projects that will have a significant ongoing and transformative impact on the City.

Department - Sustainable Development

STRATEGIC ROADMAP

10-YEAR GOAL



CORPORATE OUTCOMES

- Attractive and compact physical design with diverse neighbourhoods, amenities and public open spaces
- Edmonton has sustainable infrastructure that fosters and supports civic and community needs

DEPARTMENT OUTCOMES

- Planned and actual residential densities exceed the regional growth target minimums in suburban areas while intensification in mature areas and downtown increases residential density
- Co-ordinated growth of new residential neighbourhoods and reinvestment in existing neighbourhoods to meet targets
- City partners with public and private agencies to increase the supply of affordable housing
- Planning approvals support complete communities that are diverse, compact and sustainable
- Planning, development and building decisions reflect corporate policies, goals and Provincial legislation in contributing to good urban design and architecture
- Policy and plans facilitate greater infill development and population growth in mature areas downtown and adjacent to LRT stations and transit centres
- New residential units within easy walking distance of LRT resulting from plans and actions involving Transit Oriented Development
- Plans, policies and projects foster development of commercial, institutional and industrial space within an easy walking distance of LRT stations and transit centres
- Efficient suburban residential development accommodates housing market requirements





- Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services
- Safe and clean city

- Co-ordinated development of new land uses within developed residential neighbourhoods
- Not-for-profit space requirements are managed
- Preservation and/or upgrading of housing stock ensures health and safety for homeowners and tenants

Department - Sustainable Development

DEPARTMENT SCORECARD

10-YEAR GOAL	DEPARTMENT MEASURES	STATUS	TREND	3-YEAR TARGET	2010 ACTUAL	2011 FORECAST
 <p>TRANSFORM EDMONTON'S URBAN FORM</p>	Residential dwelling units per net hectare of residential land	■	■	28.0	27.4	27.4
	Number of housing unit commitments compared to Cornerstone target	■	▲	6,200	2,518	2,500
	% of new neighbourhoods that are complete in having appropriate services			TBD	n/a	n/a
	% of citizens who agree Edmonton is a well designed attractive city based on an annual survey of citizen opinions	■		50%	42%	45%
	Amount of land in urban use (urban footprint) and % zoned for residential, commercial, industrial, institutional, parks and open space		■	TBD	432.2	442
	Ratios of housing type constructed relative to housing types specified in approved plans			TBD	n/a	n/a
	% of total city new dwellings in mature areas, downtown and adjacent to LRT stations and transit centres	■	■	20%	17%	18%
	Number of dwelling units within 400 meters of existing LRT stations and transit centres			TBD	n/a	n/a
	Number of suburban neighbourhoods with active single family housing development	■	■	30-35	40	40
	Commercial and Institutional floor area within 400 metres of existing LRT station and transit centres		▲	TBD	n/a	n/a
 <p>IMPROVE EDMONTON'S LIVABILITY</p>	Guidelines for provision of leased space to not-for profit groups in alignment with Council's priorities and plans			\$16 million	n/a	\$15.7 million
	Number of first time home buyers assisted through the Council-approved First Place Program	■	■	136	21	0
	Number of dwellings upgraded to Residential Rehabilitation Assistance Program	■	▼	TBD	104	0
	Number of inspections of existing buildings	■	▲	15,000	5,116	5,230

Department - Sustainable Development

10-YEAR GOAL



CORPORATE OUTCOMES

- Partnerships with citizens, communities and organizations are leveraged to improve Edmonton's environmental health
- The impact of City operations on air, land and water systems is minimized
- Edmonton Strives to be a leader in environmental advocacy, stewardship, preservation and conservation

- The City has balanced revenue streams that are sustainable

- The Corporation supports a competitive business climate and delivers business friendly services
- The City attracts talent and investment making it nationally and internationally competitive
- The City is an effective participant in regional partnerships and collaborations

- The City of Edmonton delivers valued, quality, cost-effective services to its citizens
- Diverse, engaged and innovative employees involved in service delivery contribute to achieving the City's vision, goals and outcomes

DEPARTMENT OUTCOMES




- Reduced greenhouse gas emissions as a result of CO2RE initiatives
- Partnerships are generated and maintained between City operations and external parties to support environmental practices
- GHG emissions from City operations are reduced
- Energy consumption for City operations decreases and the use of renewable energy increases
- Natural areas are preserved and protected
- Ambient air quality will improve
- Greenhouse gas emissions from the Edmonton community are reduced

- Operations provide a positive contribution to the City's economic sustainability

- Efficient rezoning application processing for council decision
- Edmonton is a cost effective location for business
- Edmonton is an attractive and competitive location for business
- The City provides foundational support to attract and develop new startup companies in the high potential sector

- Efficient development and building application processing for residential development
- Efficient customer service timelines for walk-in clientele
- Efficient business license application decisions
- Efficient development coordination for residential, commercial, and industrial development
- Safety codes are maintained for all new developments
- Cost effective services are provided to meet the needs of internal clients

Department - Sustainable Development

10-YEAR GOAL	DEPARTMENT MEASURES	STATUS	TREND	3-YEAR TARGET	2010 ACTUAL	2011 FORECAST
 <p>PRESERVE & SUSTAIN EDMONTON'S ENVIRONMENT</p>	Tonnes of greenhouse gas emissions reduced as a direct result of CO2RE rebate and incentive initiatives for citizens and businesses		▲	TBD	499	6,000
	Number of partnerships recorded annually to determine success at meeting goal			TBD	n/a	n/a
	Reduction in number of units of energy consumed as a direct result of initiatives under taken		▲	TBD	211,000,000 1,300,000 1,700	214,000,000 1,330,000 15,000,000
	Tonnes of greenhouse emissions (City Operations) MTCO2e		▲	TBD	335	328
	Hectares of priority natural areas secured per year	■	■	82	110	70
	Ambient Air Quality Index (AQI)			TBD	89.0%	new index in development
	Number of tonnes of greenhouse gas emissions emitted from the Edmonton Community (MMTCO2e)		▲	TBD	18.5	19
 <p>ENSURE EDMONTON'S FINANCIAL SUSTAINABILITY</p>	Dividend from Land Enterprise operations	■	▲	\$2.79 million/year	\$1.641 million	\$2.355 million
	Rezoning application volume and completion time	■	▼	145	145	145
	Cost of doing business index ranking relative to Midwest US and Western Canada		▲	TBD	7	remain in top 10
	% total industrial tax assessment that is new			TBD	2.8%	3.0%
	% of the anticipated \$500 million capital investment in high potential regional companies			50%	program to be established in 2011/12	program to be established in 2011/12
 <p>TRANSFORMING EDMONTON THROUGH ORGANIZATIONAL EXCELLENCE</p>	Front counter service timelines by application type			TBD	n/a	n/a
	House combo permit application volume and completion time (in days)	■	▼	22	22	22
	General Business Licensing Timelines by Intake method			TBD	n/a	n/a
	Servicing agreement time frames by stakeholder			TBD	n/a	n/a
	Office space utilization compared to industry average (per workstation/ in usable square meters per person)	■	■	220	226	220
	Number of safety code inspections completed per year	■	▲	100,000	100,000	100,000

LEGEND

STATUS	DESCRIPTION	TREND	DESCRIPTION
■	Measure is meeting or exceeding established target	▲	Measure is trending favourably up over last reporting period
■	Measure is moderately off of established target	▲	Measure is trending unfavourably up over last reporting period
■	Measure is not meeting established target	■	Measure has not changed over last reporting period
		▼	Measure is trending unfavourably down over last reporting period
	TBD - In development	▼	Measure is trending favourably down over last reporting period
	n/a - Currently not available		

Department - Sustainable Development

Summary and Highlights of 2012 Budget

Sustainable Development is committed to ensuring the collective efforts of our branches and resources are focused on supporting The Ways. This focus will be achieved through the following initiatives:

Planning Edmonton's built form by creating and implementing New Neighbourhood Design Guidelines, Advancing Transit Oriented Development and Area Plans, and aligning and proactively protecting Edmonton's interests in regional initiatives brought forth through the Capital Region Growth Plan.

Creating strong communities by working to increase the supply of affordable housing, continuing policy development for inclusive and diverse housing, enforcing housing rehabilitation and standards, by continuing Responsibility Edmonton's focus of managing the effects of the nighttime entertainment industry, and through continuing support of not-for-profit groups through non-profit facility leases.

Advancing Edmonton's environmental sustainability by advancing The Way We Green plan, completion of the Green Building Plan initiative, working to reduce the impact of City operations on the environment, and through advancing a Food and Urban Agriculture strategy and a Food Policy Council.

Growing Edmonton's prosperity will progress through developing The Way We Prosper, the economic development strategic plan for Edmonton, created with input from Edmonton businesses and business associations. Prosperity will be actioned with foundational support for the high performance sector, by advancing the Industrial Development Strategy and by managing Transformational Projects.

Providing valued customer service through enhancing the services offered by our Current Planning department, continuing to develop a residential compliance team, and accelerating the implementation of the Current Planning approved business model to achieve cost recovery in 2012.



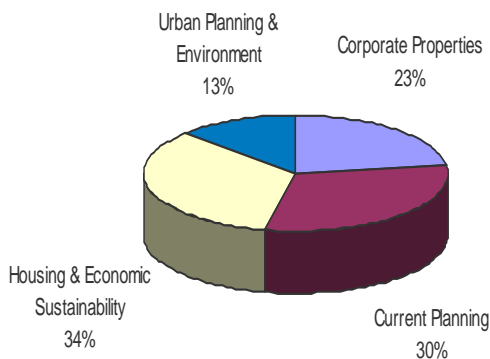
Department - Sustainable Development

Proposed 2012 Budget – Department Summary (\$000)

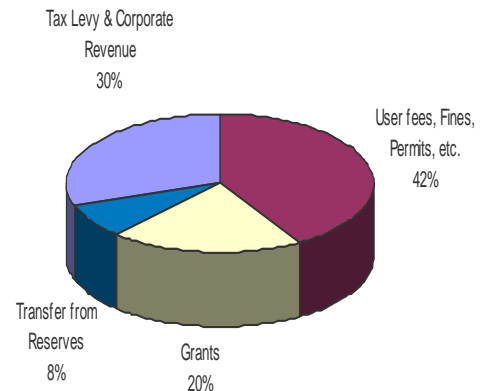
	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 41,943	\$ 43,095	\$ 9,115	\$ 52,210	21.2
Grants	25,470	25,672	(253)	25,419	(1.0)
Transfer from Reserves	8,193	10,273	(85)	10,188	(0.8)
Total Revenue & Transfers	<u>75,606</u>	<u>79,040</u>	<u>8,777</u>	<u>87,817</u>	11.1
Expenditure & Transfers					
Corporate Properties	27,824	27,520	1,226	28,746	4.5
Current Planning	28,039	29,337	8,993	38,330	30.7
Housing and Economic Sustainability	47,534	42,530	(286)	42,244	(0.7)
Urban Planning and Environment	23,830	16,570	(8)	16,562	(0.0)
Total Expenditure & Transfers	<u>127,227</u>	<u>115,957</u>	<u>9,925</u>	<u>125,882</u>	8.6
Net Operating Requirement	\$ 51,621	\$ 36,917	\$ 1,148	\$ 38,065	3.1
Full-time Equivalents	402.5	421.5	43.5	465.0	

Budget details are provided at the Branch level

Where the Budget will be spent



Funding by source



Branch - Corporate Properties

Introduction

Corporate Properties primary responsibilities include securing property needed for municipal projects in a timely and cost-effective manner and managing City's land and building inventory to maximize use.

The branch manages surplus land holdings to create opportunities for residential, commercial and industrial development, as well as supports communities through non-profit leasing. It also supports the City's financial sustainability through land management operations, leasing and parking operations.

The branch also has corporate responsibility to manage civic staff accommodation needs. Following the May 2011 corporate reorganization, the services and associated budgets for Building and Facilities Maintenance and for Custodial Services have moved from Corporate Properties to the Infrastructure Services Department.

Our **Mission** - Exemplary Stewardship of the City's Land and Building Assets through innovation, leadership and service.



Opportunities and Challenges

The diverse businesses within Corporate Properties present a number of opportunities and challenges in creating a world leading municipality. The key focus for 2012 is to realign existing resources to optimize the results identified in the City's Corporate Outcomes. This includes:

1. Improving civic use space utilization, resulting in a reduction of space costs per person.
2. Identifying, prioritizing and securing the land needed for capital projects and municipal operations to enable more efficient planning and design.
3. Optimizing surplus land opportunities.

The opportunities and challenges outlined below are identified through internal and external environmental scans and often have impacts beyond one year, and may or may not have budget implications for 2012.

A) Improving Civic Use Space Utilization

The branch leases City owned residential, commercial and industrial properties to the public and the non-profit community. This includes the provision of property management service for over 1,000 leased properties.

The branch also leases space from the private sector to accommodate staff.

Efforts to consolidate space are being undertaken. This will increase efficiency and reduce space costs. The branch is taking advantage of market opportunities to pursue leasing large floor plate buildings as they become available. A Corporate Facility Strategy will enable the City to implement a more integrated planning approach for facilities.

MAJOR SERVICES & ACTIVITIES

Leasing & Property Management

Property Management

Parking Operations

Civic Accommodation Planning

Municipal Real Estate

Land Acquisition and Inventory Management

Surplus Schools

Branch - Corporate Properties

Opportunities and Challenges (cont.)

In 2012, the branch is evaluating innovative office wall systems designed to lower costs associated with future accommodation changes. This is part of our efforts to improve overall space utilization to achieve industry benchmarks.

B) Securing Land for Civic Needs

Consistent with the recommendation of the 2009 Branch Operation Audit, the Branch has increased efforts to secure land for future municipal projects further in advance of construction timing. The Branch conducts annual reviews of land requirements associated with the Capital Priorities Plan and identifies future needs from longer term project planning efforts. This process has identified important opportunity purchases. Also, the economic slowdown has led to increased interest by private land owners in selling their property at fair market prices.

When opportunity purchases arise, Administration will consider the over all cash flow implications on the City's financial position relative to the lower costs for un-serviced land and the savings that can be realized by avoiding an unwilling seller at a future date. A capital budget profile of \$10 million has been used by Administration to manage this process through the Land Enterprise.

Administration will review the overall cash flow implications and recommendations regarding carrying costs associated with land purchased in advance of need, which may be brought forward for Council's consideration at a later time.

The Opportunity Purchase Program developed in 2011 for the LRT will continue in 2012. This program supports a more timely acquisition of land required for civic needs.

C) Optimizing Surplus Land

In 2011, a pilot project to develop secondary residential suites on surplus school land met with considerable success and achieved new standards for sustainable development through their BuiltGreen certification. Development of additional secondary residential suites sites is being considered in 2012.

Local school boards are scheduled to review the inventory of vacant school sites to confirm sites still required for future schools and sites which may be declared surplus in 2012. Surplus sites create opportunities to transform vacant land consistent with City strategic direction and require new use recommendations to be developed for Council consideration.

Recommendations for 23 current surplus school sites are under development for Council consideration in 2012. There are also another 27 closed school buildings. Some of these sites may be declared surplus by School Boards and offered to the City for purchase in 2012. It is possible that proceeds from the sale of some of the vacant sites may be used to purchase these building sites that are market value transactions.

Service and Budget Review

The Corporate Properties Branch has identified over \$1 million in ongoing tax levy relief commencing in 2012 by implementing a number of changes.

Through the relocation of staff parking from privately owned facilities to City owned parkades, the corporation will save \$200. The closure of the Argyll School will save \$45 annually in operating and maintenance costs.

The Current Planning branch is moving to full cost recovery in 2012. Corporate Properties will be charging them 100% of their space costs. As space for Current Planning was previous funded through the tax levy, the change to a cost recovery model funded fully from user fees will result in \$763 of tax levy savings.

Branch - Corporate Properties

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Parking & Rental	\$ 13,191	\$ 13,273	\$ 114	\$ 13,387	0.9
Total Revenue & Transfers	<u>13,191</u>	<u>13,273</u>	<u>114</u>	<u>13,387</u>	0.9
Expenditure & Transfers					
Personnel	8,260	7,631	65	7,696	0.9
Materials, Goods & Supplies	677	397	60	457	15.1
External Services	4,530	4,614	1,563	6,177	33.9
Fleet Services	-	37	1	38	2.7
Intra-municipal Services	1,964	1,927	(588)	1,339	(30.5)
External Leased Costs	20,840	21,888	1,803	23,691	8.2
Utilities & Other Charges	<u>5,701</u>	<u>4,827</u>	<u>(200)</u>	<u>4,627</u>	<u>(4.1)</u>
Subtotal	41,972	41,321	2,704	44,025	6.5
Intra-municipal Recoveries	<u>(14,148)</u>	<u>(13,801)</u>	<u>(1,478)</u>	<u>(15,279)</u>	10.7
Total Expenditure & Transfers	<u>27,824</u>	<u>27,520</u>	<u>1,226</u>	<u>28,746</u>	4.5
Net Operating Requirement	\$ 14,633	\$ 14,247	\$ 1,112	\$ 15,359	7.8
Full-time Equivalents	69.2	69.2	1.5	70.7	



Branch - Corporate Properties

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

Parking & Rental \$114

Increase in revenue due to acquisition of two commercial properties in 2011.

Expenditures & Transfers - Changes

Personnel \$65

Movement within the salary ranges, changes in benefits and the last year of a 3-year 1% LAPP contribution increase account for \$90. The addition of one (1) FTE accounts for \$68. A review of the benefit rates results in a savings of \$(93).

Material, Goods & Supplies \$60

This increase relates to inflation and additional costs to manage accommodation growth and space changes.

External Services \$1,563

This increase reflects inflation, space fit up costs and the addition of funding to manage accommodation growth and space changes.

Fleet Services \$1

This increase relates to inflation.

Intra-municipal Services \$(588)

After re-organization of Corporate Properties, a review of costs results in a reduction of \$(588).

External Lease Costs \$1,803

Increase in lease agreements for space requirements of the corporation.

Utilities & Other Charges \$(200)

Reduction of finance charges for 2012, as Poundmaker loan was paid out.

Intra-municipal Recoveries \$(1,478)

Increased recoveries from user departments.

Full-time Equivalents - Changes

A Planning Technician is required to undertake minor space plan changes, update organizational data, building stacking plan, and coordinate moves to enable internal costing of space for both actual and virtual space costs. This will result in a increase of one (1) FTE.

Branch - Corporate Properties

Service Package - Managing Accommodation Space and Growth Changes

Description

This service package provides funding to enhance the managing of the City's accommodation growth and space changes. The annual projected growth in department space requirement is 1.5% which includes space rental and fit up costs for new space and space changes and moves due to organizational change, growth, emerging projects and service delivery improvements. Space requirements are based upon approval standards and accommodation plans which are developed and updated on an ongoing basis to gain efficiencies through re-stacking of existing facilities.

A Planning Technician is required to undertake minor space plan changes, update organizational data, build a stacking plan, and coordinate moves to enable internal costing of space for both actual and virtual space costs. This will enable the space planner to focus on more strategic and efficient planning rather than inventory operation and management.

Justification

Service delivery to the public (businesses and citizens) will be improved by consolidating and strategically locating departments to provide better accessibility (centralized and decentralized as required). This service package will improve space utilization which result in lower cost per person to deliver civic services by planning space to current and future Industry Standards. Techniques to improve staff productivity (i.e. Work space Edmonton Initiative) will ensure that sufficient space is provided for future growth and flexibility, while minimizing surplus / excess space.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s) - The Way We Grow - transform Edmonton by strategically investing in select infrastructure. Diversify Edmonton's economy by continually improving the capacity and capability of the civic organization in the delivery of services to businesses and citizens.

Departmental Outcome(s) - Enables sustainable growth based upon departments' demonstrated needs.

Performance Measure(s) - Enables the City to achieve improved Space Utilization in line with Industry Standard (170 Useable Square Feet per person / work station) thus reducing overall cost per person for space occupied.

Impact on Other Departments

Enhances synergies between departments by re-aligning staff based upon the 2011 corporate reorganization. Enables departments to grow to meet service delivery requirements.

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$2,000	\$ -	\$2,000	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$2,000	\$ -	\$2,000	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Branch - Current Planning

Introduction

Current Planning meets the challenge of facilitating the corporate vision for Edmonton's tomorrow. The Branch helps navigate through complex regulations to achieve fair and positive outcomes that satisfy both the needs of clients and the city's overall vision for a quality urban environment. Branch staff provide expert guidance and advice in the development, inspection and licencing application and approval processes making the experience simple and transparent for all clients. The result, Current Planning contributes to Edmonton's quality of life through the development of safe, vibrant and immediate economy-inspired development needs with the need for stable, multi-year planning and consistent customer service. The mission is to advance Edmonton's social and economic growth through the coordination of planning, development and building application approvals.



MAJOR SERVICES & ACTIVITIES

Branch Strategy	Development Servicing and Engineering	Applications and Plans
<ul style="list-style-type: none"> • Branch oversight and leadership • Business model implementation • Business system development and service enhancement • Current Planning future state project • Expand performance measures 	<ul style="list-style-type: none"> • Negotiate and administer servicing agreements • Engineering drawing review • Supplementary agreements • Development charges and levies 	<ul style="list-style-type: none"> • Coordinate the review and approval of concept (ASP, NSP) plans and subdivision • Maintain zoning bylaw and review associated applications • Administer Edmonton Design Committee and Subdivision Authority
Safety Codes Administration	Licencing	Compliance
Administer the Alberta Safety Codes Act: <ul style="list-style-type: none"> • Building permits • Plumbing and gas permits • Heating and ventilation permits • Electrical permits 	<ul style="list-style-type: none"> • Coordinate the timely review and approval of business and personal licence applications • Licencing Bylaw maintenance and compliance 	<ul style="list-style-type: none"> • Monitor and implement compliance for development, business licences and safety codes
Customer Information and Support Services		
<ul style="list-style-type: none"> • Assist customers to obtain licences, permits and pay municipal services • Process permits, file searches, licences and parking passes • Provide 311 support 		

Branch - Current Planning

Opportunities and Challenges

The following are significant opportunities and challenges facing Current Planning in the immediate and medium term. Opportunities and challenges often have impacts beyond one year, and may or may not have budget implications for 2012.

A) Branch-wide Issues

Current Planning is continuing to implement the adopted Branch business model (approved by City Council in June 2010). This will improve accountability to stakeholders, achieve full cost recovery, invest in the reserve and invest in enhanced services. This will be completed in consideration of the economic volatility and highly seasonal levels of construction activity. Moreover, the transformative *Current Planning Future State* project will reengineer the processes and tool sets to ensure that the services are efficiently and effectively delivered in line with *The Ways*.

B) Service Area Issues

Development Servicing and Engineering

The Development Servicing and Engineering teams must strive to meet the infrastructure needs for service development. This includes developing industrial expertise and continuing to demonstrate understanding of complex infrastructure needs and to improve the associated coordination.

Applications and Plans

The Land Development Applications and Plans must advance the principles outlined in the Municipal Development Plan - *The Way We Grow*. *The Ways* must also be considered and implemented as applicable to area and neighbourhood development

Safety Codes Administration

The Safety Codes team is working to address a backlog of safety inspections. Additional opportunity lies in promoting awareness and actions related to sustainable building practices as well as increasing overall public awareness regarding safety codes and enhancing construction quality.

Compliance

The Residential Compliance Team continues to develop. As a result of the reorganization, the team will now coordinate both the zoning and licence bylaws

enforcement.

Customer Information and Support Services

The team will continue to enhance service delivery for application intake and processing with a focus on improved customer service and process improvements.

C) Linkage to Department Outcomes

Current Planning will address these opportunities and challenges as follows:

Accountability

The Branch has is developing clear performance reports related to service volumes, timelines, quality, costs and customer satisfaction. These are incorporated into enhanced communications to internal and external stakeholders, improved business processes and tracking systems - all of which are under development.

Cost Recovery

The Branch will achieve full cost recovery in 2012. This results in adjusted fee schedules and services to ensure service sustainability while maintaining the long-term direction of *The Ways*.

Reserve

The Branch will reinvest in operational needs to ensure appropriate service levels are maintained, council direction is carried out and *The Ways* are supported. The Branch will also reinvest in strategic capital needs for long-term effectiveness in support *Great Outcomes*. This will be coupled with investments into the reserve to ensure financial sustainability, scalability and flexibility.

Service Enhancement

The Branch will execute the transformative *Current Planning Future State* project. This project will review services, identify business process improvements and implement system enhancements for delivery across all service lines.

Resource Levels

The staffing levels will be augmented in response to service demands and associated revenues. This includes alignment of staffing levels with activity needs and system enhancements. Options to Outsource specialized skills may be investigated as required.

Branch - Current Planning

Branch Performance Measures

The Current Planning Branch is further implementing council's direction and agreement with industry to establish a revised business approach which offers accountable, transparent and sustainable services, incorporates full cost recovery and utilized a reserve fund. This includes reinvestment in the services to ensure long-term sustainability, predictable service levels through system/process enhancements and appropriate staffing levels.

Three key themes contribute to the outward expression of this renewed organization:



Service and Budget Review Challenges

Current Planning has accelerated the implementation of the approved business model and will achieve full cost recovery in 2012. Originally, implementation of full cost recovery was scheduled over three years and to be completed in 2013. By moving to full cost recovery in 2012, Current Planning is picking up 100% of its corporate support costs. This translates into a reduction of over \$3.0 million in tax levy in other departments in 2012.

The associated 4% overall fee increases are coupled with increased service expectations by the industry. The Branch is committed to offering higher, more reliable and scalable services through targeted investments in personnel, business process improvements and performance reporting. The accelerated model will have a very positive impact on the corporation in support of the Strategic Goal to Ensure Edmonton's Financial Sustainability by reducing the burden on the tax levy.

Branch - Current Planning

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 28,030	\$ 29,087	\$ 8,993	\$ 38,080	30.9
Grants	9	-	-	-	-
Transfer from Reserves	-	250	-	250	-
Total Revenue & Transfers	<u>28,039</u>	<u>29,337</u>	<u>8,993</u>	<u>38,330</u>	30.7
Expenditure & Transfers					
Personnel	16,623	19,580	4,011	23,591	20.5
Materials, Goods & Supplies	833	798	49	847	6.1
External Services	2,465	3,078	(919)	2,159	(29.9)
Fleet Services	16	20	(8)	12	(40.0)
Intra-municipal Services	2,699	4,165	3,128	7,293	75.1
Utilities & Other Charges	757	800	94	894	11.8
Transfer to Reserves	6,314	1,250	2,641	3,891	211.3
Subtotal	29,707	29,691	8,996	38,687	30.3
Intra-municipal Recoveries	(1,668)	(354)	(3)	(357)	0.8
Total Expenditure & Transfers	<u>28,039</u>	<u>29,337</u>	<u>8,993</u>	<u>38,330</u>	30.7
Net Operating Requirement	\$ -	\$ -	\$ -	\$ -	-
Full-time Equivalent	196.3	215.3	36.0	251.3	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$8,993

An overall 4% rate increase accounts for \$1,163. Volume increases account for \$7,830. The volume increase is composed of \$6,000 related to the further implementation of the Current Planning Business Model, \$600 in additional Business Licencing revenue and a general increase of \$1,230 based on current trending information.

Branch - Current Planning

Expenditures & Transfers - Changes

Personnel \$4,011

Movement within the salary ranges, changes in benefits and the last year of a 3-year LAPP contribution increase account for \$555. Further implementation of the Current Planning Business Model includes 30.0 new FTEs which accounts for \$2,880, and the Business Licencing Program Development and Enforcement service package includes 6.0 new FTEs which accounts for \$576.

Material, Goods & Supplies \$49

This increase relates to inflation at \$21. Further implementation of the Current Planning Business Model accounts for \$60 and the Business Licencing Program Development and Enforcement service package accounts for \$12. Service and Budget Review reductions include \$11 in Historical Adjustments and \$33 in Corporate Opportunities.

External Services (\$919)

A historical adjustment of \$(1,000) to the electrical inspection contract is slightly offset by an increase related to inflation of \$81.

Fleet Services (\$8)

A reduction of \$8 in Fleet Services is attributed to a review of rates and usage.

Intra-municipal Services \$3,128

This increase relates to inflation at \$4 and an increase to Corporate Support Costs of \$3,124.

Utilities & Other Charges \$94

This increase relates to inflation at \$22. Further implementation of the Current Planning Business Model accounts for \$60 and the Business Licencing Program Development and Enforcement service package accounts for \$12.

Transfer to Reserves \$2,641

This increase relates to an increased transfer to the Current Planning Reserve based on the accelerated implementation of the Current Planning Business Model.

Intra-municipal Recoveries (\$3)

This increase relates to inflation of (\$3).

Full-time Equivalents - Changes

Further implementation of the Current Planning Business Model accounts for 30.0 FTEs and the Business Licencing Program Development and Enforcement service package accounts for 6.0 FTEs.

Branch - Current Planning

Service Package - Business Licencing Program Development and Enforcement

Description

Current Planning will be presenting Bylaw 15848 to Council on September 21, 2011 which outlined amendments to the Business Licence Bylaw 13138. Changes associated by the acceptance of this bylaw impact the procedures for issuing licences and necessitate Service Level Agreements between the Sustainable Development Department and referral agencies effective January 1, 2012. These changes require the addition of two (2) permanent FTEs funded from Licencing fees. Changes include:

Consultations - Licencing will consult with the Edmonton Police Service and Fire Rescue Services to gather their input on the appropriateness of issuing a licence.

New Categories - The creation of new categories will address referrals and regulations relating to specific business types.

Regulations - Regulations for certain types of businesses will be implemented to enhance best safety practices.

Exemptions - Certain businesses may qualify for a licence fee reduction or exemption.

Additionally, the organizational changes effective June 1, 2011 resulted in Business Licencing joining the Current Planning Branch. The licencing enforcement activities are to be added to the Development Compliance team. Four (4) permanent FTEs are required to enable efficient enforcement in line with development compliance activity.

Justification

The Services will streamline the business licence process, incorporate multi-stakeholder input into the issuance of a licence, and to increase regulations to address issues of public interest. The addition of business licence enforcement to the Development Compliance team offers streamlined compliance enforcement for business licencing and development activities. This enhancement of the compliance services will reinforce Bylaw 15848 and enable teams to concurrently address development issues. Not funding these additional FTEs will result in an incomplete implementation of Bylaw 15848 and a decrease of compliance enforcement.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal(s)	Improve Edmonton's Livability
Performance Measure(s)	Residents' perceptions that the city supports arts and multicultural communities 3-Year Priority Goal - Preserve, celebrate and support Edmonton's heritage, arts and culture
Strategic Goal(s)	Diversify Edmonton's Economy
Performance Measure(s)	3-Year Priority Goal - Improve, continuously, the capacity and capability of the organization in the delivery of services to business and citizens
Strategic Goal(s)	Ensure Edmonton's Financial Sustainability
Performance Measure(s)	Increase revenue sources and reduce reliance on residential property tax to meet strategic infrastructure and service needs

Impact on Other Departments

The implementation of the proposed service changes will result in increased consultation with Edmonton Police Service and Fire Rescue Services.

The business licence enforcement services traditionally completed by Community Standards, Community Services will now be completed by Current Planning, Sustainable Development.

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 600	\$ 600	\$ -	6.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Total	\$ 600	\$ 600	\$ -	6.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Branch - Current Planning

Bylaws Requiring Approval (fee increases)

In order to generate the revenues in the proposed 2012 budget, City Council must approve the Bylaw Amendments and fee changes contained in the following bylaws:

- Bylaw 8664 - The Edmonton Building Permit Bylaw
- Bylaw 11004 - The Mechanical Permit Bylaw
- Bylaw 12513 - City Streets Development Control Bylaw

Proposed 2012 Budget - User Fee Information

- The 2012 fee schedule will include an overall increase of 4%.
- Selected fees have been targeted for additional increases in line with the cost recovery model and enhanced service.
- Attached is a list of all fees being proposed for 2012.

Development Application and Compliance Certificate Fees

1. Residential and Residential Related Use Classes

Description	2011 Fees	Proposed 2012 Fees
a) Accessory Buildings, Swimming Pools, Uncovered Decks, Hot Tubs	\$114	\$114
b) Additions to Single Detached Housing – increase in floor area	\$400	\$400
c) Exterior Alterations, Additions to Single Detached Housing – no increase in floor area	\$260	\$270
d) Single Detached Housing outside of the house combo permit application, Duplex, Semi-detached, Residential Sales Centres	\$400	\$416
e) Mobile Home Move On and Additions	\$143	\$149
f) Garage Suites and Secondary Suites	\$260	\$270
g) Overheight Fences, Recreational Vehicles Parking	\$143	\$149
h) Apartment and Row Housing, and all Other Housing not listed above up to four dwelling units	\$683	\$710
Plus, for each additional dwelling unit	\$60	\$62
i) Satellite Signal Receiving Antennae, Amateur Radio Antennae and support structures	\$150	\$156
j) Minor Home Occupation	\$104	\$108
k) Major Home Occupation	\$260	\$270
l) Group Homes	\$400; \$143	\$300

Branch - Current Planning

Proposed 2012 Budget - User Fee Information

2. Commercial; Mixed Use; Industrial; Basic Service; Community, Educational, Recreational, Cultural Services; Agricultural and Natural Resources Use Classes

Description	2011 Fees	Proposed 2012 Fees
a) For new buildings or additions to existing buildings with a gross floor area up to 500 m ² (5,381.95 sq. ft.)	\$683	\$750
Plus, for each additional 100 m ² (1,076.39 sq. ft.) of gross floor area or part there of	\$75	\$82
b) For new mixed use buildings with gross floor area up to 500 m ² (5,381.95 sq. ft.) in commercial portion and up to four dwelling units in residential portion	\$1,366	\$1,460
Plus, for each additional 100 m ² (1,076.39 sq. ft.) of gross floor area or part there of in commercial portion	\$75	\$82
Plus, for each additional dwelling unit in residential portion	\$60	\$62
c) Exterior alterations or renovations to existing buildings, Temporary Event Tents, Temporary Garden Greenhouse and Garden Centre	\$284	\$310

3. Other

Description	2011 Fees	Proposed 2012 Fees
a) Change of Use: Permitted Use, Continuation of use, or uses in Direct Control Districts	\$214	\$235
Discretionary Use	\$350	\$385
Child Care Services	\$350	\$350
b) Demolitions	\$71	\$74
c) Vehicular Parking Lots	\$683	\$710
d) Cell Towers: 1. Rooftop	\$2,240	\$1,200
2. Freestanding	\$2,240	\$3,000

4. Sign Developments

Description	2011 Fees	Proposed 2012 Fees
a) Temporary Signs: • Permit valid for up to 90 days	\$71	\$74
• Permit valid for over 90 days	\$71	\$222
b) Fascia Signs	\$71	\$74
c) Freestanding, Projecting or Roof Signs	\$178	\$222
d) Digital Signs	-	\$385

Branch - Current Planning

Proposed 2012 Budget - User Fee Information

5. Developments Existing Without Permits - Double the regular development application fee

6. Compliance Certificates/Zoning Confirmation

Description	2011 Fees	Proposed 2012 Fees
a) Single Detached, Semi-detached or Duplex – Regular Service	\$106	\$110
Express Service	\$212	\$220
b) Others – Regular Service	\$219	\$228
Express Service	\$439	\$457
c) Compliance Certificate Restamp	\$100	\$104
d) Written Confirmation of Zoning (per site)	\$100	\$104
e) Search of Files for Outstanding orders (per site)	\$100	\$104

7. Leave as Built (structures constructed not in accordance to approved plan)

Description	2011 Fees	Proposed 2012 Fees
a) Single Detached House, Semi-detached House, Duplex	\$284	\$150
b) Accessory building for house	\$229	\$100
c) Other than above (Multi-Family, Commercial, Industrial, Institutional)	\$710	\$350

8. Additional Fees

Description	2011 Fees	Proposed 2012 Fees
a) Notification fee (applies to all discretionary use or variance applications, excluding Major Home Occupation and Discretionary Change of Use): Accessory building for house	-	\$40
All other applications		\$100
b) Re-circulation (3 rd and subsequent recirculation)		50% of original permit fee
c) Minor Amendment to Development Permit Application: Single Detached House, Semi-detached House, Duplex	-	\$150
Accessory building for house		\$100
Other than above (Multi-Family, Commercial, Industrial, Institutional)		\$350

Branch - Current Planning

Proposed 2012 Budget - User Fee Information

Zoning Amendment Fees

2011 Fees		TO PROPOSED ZONE							
		1	2	3	4	5	6	7	8
FROM EXISTING ZONE	1	1,062	1,274	1,898	2,468	2,606	1,274	2,195	958
	2	1,274	958	1,898	1,898	2,606	1,274	3,090	1,590
	3	1,274	1,274	1,274	1,274	2,606	1,274	3,090	1,590
	4	1,274	1,274	1,274	1,274	1,898	1,590	3,511	1,590
	5	1,274	1,274	1,274	1,274	1,590	1,898	3,511	1,274
	6	1,274	1,274	1,590	1,590	2,606	2,606	3,090	1,274
	7	1,274	1,274	1,898	1,898	2,606	1,274	2,195	1,274
	8	1,274	1,274	1,898	1,898	2,606	1,274	2,195	958
2012 Proposed Fees		TO PROPOSED ZONE							
		1	2	3	4	5	6	7	8
FROM EXISTING ZONE	1	1,104	1,911	2,847	3,702	3,909	1,911	3,293	1,437
	2	1,325	996	1,974	2,847	3,909	1,325	3,214	2,385
	3	1,325	1,325	1,325	1,325	3,909	1,325	3,214	2,385
	4	1,325	1,325	1,325	1,325	2,847	1,654	3,651	2,385
	5	1,325	1,325	1,325	1,325	1,654	1,974	3,651	1,911
	6	1,325	1,325	1,654	1,654	2,710	3,909	4,635	1,911
	7	1,325	1,325	1,974	1,974	2,710	1,325	2,283	1,911
	8	1,325	1,325	1,974	1,974	2,710	1,911	3,293	1,437

CATEGORY Land Use Zone/Provision

- 1 A, AG, AGI, AGU, AP, CS, NA, RR, US
- 2 GLD, RF1, RF2, RF3, RF4, RMH, RPL, RSL, TSDR, TSLR
- 3 CCLD, CCSF, GLG, RF5, RF6, UCRH
- 4 CCMD, RA7, RA8,
- 5 CCHD, HDR, RA9
- 6 CCNC, CNC, CSC, UVCa
- 7 AJ, AN, CB1, CB2, CB3, CCA, CHY, CMU, CO, EZ, GVC, HA, MSC, TMU
- 8 EIB, EIM, IB, IL, IM, IH, MA, PU

Note: The applicant shall pay the difference in fees, prior to third reading of the amending Bylaw, for any application resulting in a Zone in a higher fee category than that initially applied for, whether the application was amended by the applicant, the Planning and Development Department, or City Council. If the resulting Zone is in a lower fee category, no refund shall be made.

2011 Advertising Fee is \$1143.00 + GST
 Proposed 2012 Advertising Fee is \$1189.00 + GST

2011 Text Amendment to the Zoning Bylaw Fee is \$1,062.00
 Proposed 2012 Text Amendment to the Zoning Bylaw Fee is minimum \$1,593.00

2011 Renotification Fee \$0.50/label
 Proposed 2012 Renotification Fee \$0.52/label

Branch - Current Planning

Proposed 2012 Budget - User Fee Information

Direct Control Rezoning and Special Area Zones

1. *ADMINISTRATIVE (Standard Zone → DC or DC → DC)*

Description: To be used where a standard zone is being converted to a DC for a minor technical reason or an approved DC zone requires an amendment to deal with a change to a minor design detail.

(i.e. moving (not adding or deleting) landscaping elements, moving waste facilities)

- Changes to a site plan where the main structure(s)/character are not changing;
- Removal of uses from Standard Zone;
- Minor numerical change to regulation(s) from Standard Zone;
- Removal of regulation(s) from Standard Zone;
- Minor amendments to previously approved DC.

2011 Base fee of \$4,567.00

Proposed 2012 Base fee of \$5,709

2. *MINOR (Standard Zone → DC or DC → DC)*

Description: Changes to the character of the site that do not significantly change the intensity of the use.

(i.e. suburban townhouse development with higher level architecture or landscaping than the standard zone, addition of uses to standard zone or approved DC)

- Resembles a standard zone with minor changes to uses that change the character of the zone;
- Addition or changes to regulation(s) from Standard Zone;
- No increase to FAR from existing zoning;
- Only "architectural" changes to height that do not result in additional floor area.

2011 Base fee of \$4567.00 + \$0.50 / m² (buildable floor area = site size * FAR)

Proposed 2012 Base fee of \$5,709 + \$0.50 / m² (buildable floor area = site size * FAR)

3. *MAJOR (Standard Zone → DC or DC → DC)*

Description: Significant changes to the character and intensity of uses.

(i.e. commercial, residential and mixed use towers, adding residential uses to commercial site or non-residential uses to residential site, large-site rezonings, most infill projects)

- Increase two or more of FAR / height / density;
- Major additions of uses from previous standard zone or DC;
- Major changes or additions of regulations from standard zone or DC;
- Application requires comprehensive site planning supported by technical studies;
- Any application that meets the criteria of the Large Site Rezoning Process.

2011 Base fee of \$9,133.+ \$1.00 / m² (buildable floor area = site size * FAR)

Proposed 2012 Base fee of \$11,416 + \$1.00 / m² (buildable floor area = site size * FAR)

2011 DC2 Notification Fee minimum = \$26 (each label = \$1)

Proposed 2012 DC2 Notification Fee minimum = \$27 (each label = \$1)

Branch - Current Planning

Proposed 2012 Budget - User Fee Information

Subdivision, Bare Land Condominium, Strata Space Plan Condominium, Area Structure Plan (ASP), Neighbourhood Structure Plan (NSP), ASP Amendment, NSP Amendment, Road Closure, and Addressing Fees Schedule C

A.	Subdivision Fees	2011 Fees	Proposed 2012 Fees
1.	<i>The following fees shall be charged upon submission of a Subdivision Application:</i>		
	a) for each lot designated for single detached or semi-detached dwelling	\$230	\$239
	b) for each lot designated for multiple residential development	\$2,123	\$2,208
	c) for each lot designated for commercial development	\$1,392	\$1,448
	d) for each lot designated for industrial development with the following lot size:		
	i. 0.5 ha or less	\$575	\$598
	ii. greater than 0.5 ha but not exceeding 1 ha	\$1,149	\$1,195
	iii. greater than 1 ha but not exceeding 1.5 ha	\$1,730	\$1,799
	iv. greater than 1.5 ha	\$2,310	\$2,402
	e) for each lot designated but not covered by the above categories, except reserve lot or public utility lot	\$230	\$239
2.	<i>The following fees shall be charged upon submission of a plan of subdivision or instrument for endorsement:</i>		
	a) for each lot designated for single or semi-detached dwelling	\$554	\$576
	b) for each lot designated for multiple residential development	\$2,450	\$2,548
	c) for each lot designated for commercial development	\$1,719	\$1,788
	d) for each lot designated for industrial development with the following lot size:		
	i. 0.5 ha or less	\$903	\$939
	ii. greater than 0.5 ha but not exceeding 1 ha	\$1,472	\$1,531
	iii. greater than 1 ha but not exceeding 1.5 ha	\$2,057	\$2,139
	iv. greater than 1.5 ha	\$2,672	\$2,779
	e) for each lot proposed but not covered by the above categories, except reserve lot or public utility lot	\$554	\$576

Branch - Current Planning

Proposed 2012 Budget - User Fee Information

B.	Bare Land Condominium Fees	2011 Fees	Proposed 2012 Fees
1.	Application fee for a Bare Land Condominium is based on the fees charged upon submission of a Subdivision Application as per each bare land unit to be created and its intended use.	Refer to Section A	Refer to Section A
2.	Endorsement fee for a Bare Land Condominium Plan is based upon the fees charged upon the submission of plan of subdivision for endorsement as per each bare land unit to be registered and its intended use.	Refer to Section A	Refer to Section A
3.	Flat fee for parking stalls converted to a bare land unit (per stall)	\$130	\$135

C.	Strata Space Plan Fees	2011 Fees	Proposed 2012 Fees
1.	Application fee for a Strata Space Plan is based on the fees charged for an application for subdivision and its intended use.	Refer to Section A	Refer to Section A
2.	Endorsement fee for a Strata Space Plan is based on the fees charged for the endorsement of a plan of subdivision and its intended use.	Refer to Section A	Refer to Section A

D.	Condominium Fees	2011 Fees	Proposed 2012 Fees
1.	Application fee per unit excluding common property pursuant to the Condominium Property Regulation.	\$40	\$42
2.	Flat Fee for parking stalls converted to condominium units (per stall)	\$21	\$22

E.	Area Structure Plan, Neighbourhood Structure Plan, Servicing Design Concept Briefs, and Outline Plan Fees	2011 Fees	Proposed 2012 Fees
	Application fee is \$2,130 or \$231/gross ha included in the proposed plan (excluding environmental reserve), whichever is the greater	\$222/ha	\$2,130 or \$231/ha, whichever is the greater

F.	Area Structure Plan Amendment Fees	2011 Fees	Proposed 2012 Fees
	Application fee is \$2,130 or \$231/gross ha included in the proposed amendment (excluding environmental reserve) whichever is the greater, excluding those amendments necessitated by an amendment to the Neighbourhood Structure Plan	\$1,065 or \$222/ha whichever is the greater	\$2,130 or \$231/ha whichever is the greater

Branch - Current Planning

Proposed 2012 Budget - User Fee Information

G.	Neighbourhood Structure Plan Amendment and Area Redevelopment Plan Amendment Fees	2011 Fees	Proposed 2012 Fees
	Application fee is \$2,130 or \$231/gross ha included in the proposed amendment (excluding environmental reserve), whichever is the greater	\$1,065 or \$222/ha whichever is the greater	\$2,130 or \$231/ha whichever is the greater
H.	Road Closure Fees	2011 Fees	Proposed 2012 Fees
	Road Closure application fee	\$1,000	\$1,040
I.	Addressing Fees	2011 Fees	Proposed 2012 Fees
	Change of Address (per address)	\$300	\$312
J.	Additional Fees	2011 Fees	Proposed 2012 Fees
1.	Recirculation (3 rd and subsequent recirculation)	\$1,000	\$1,000
2.	Authorization Fee	\$1,000	\$1,000
3.	Pre-Application Meeting	\$500	\$500
4.	Advertising Fee	\$1,143	\$1,189

Branch - Current Planning

Proposed 2012 Budget - User Fee Information

Electrical Permit Fees

1. New Residential Housing Fees

a) New Single Detached Houses

	2011 Fees	Proposed 2012 Fees
Dwelling Wiring Permit	\$205	[see chart]
Underground (meter) Permit	\$61	\$75
Total Fee	\$266	[see chart]

FLOOR AREA (Applies to main and second floors only. Developed basements not included in floor area)	HOUSE WIRING PERMIT FEE	UNDERGROUND (METER) PERMIT FEE	TOTAL ELECTRICAL PERMIT FEE
951 – 1050 sq. ft.	\$213	\$75	\$288
1051 – 1150 sq. ft.	\$222	\$75	\$297
1151 – 1250 sq. ft.	\$231	\$75	\$306
1251 – 1450 sq. ft.	\$240	\$75	\$315
1451 – 1650 sq. ft.	\$249	\$75	\$324
1651 – 1850 sq. ft.	\$259	\$75	\$334
1851 – 2050 sq. ft.	\$270	\$75	\$345
2051 – 2250 sq. ft.	\$281	\$75	\$356
2251 – 2500 sq. ft.	\$292	\$75	\$367
2501 – 3000 sq. ft.	\$303	\$75	\$378
3001 – 3500 sq. ft.	\$316	\$75	\$391
3500 – 4000 sq. ft.	\$328	\$75	\$403
4001 – 4500 sq.ft.	\$341	\$75	\$416
4501 – 5000 sq. ft.	\$355	\$75	\$430
5001 – 5500 sq. ft.	\$369	\$75	\$444
5501 – 6000 sq. ft.	\$384	\$75	\$459
Over 6000 sq. ft.	\$399	\$75	\$474

b) New Semi-Detached and Row Housing (per unit)

	2011 Fees	Proposed 2012 Fees
Dwelling Wiring Permit	\$192	\$200
Underground (meter) Permit	\$60	\$75
Total Fee	\$243	\$275

c) New Apartment Units (per unit)

	2011 Fees	Proposed 2012 Fees
Dwelling Wiring Permit	\$101	\$105
Underground (meter) Permit	\$156	\$162
Total Fee	\$257	\$267

Branch - Current Planning

Proposed 2012 Budget - User Fee Information

2. Homeowners Fees

	2011 Fees	Proposed 2012 Fees
a) Service Changes	\$178	\$185
b) Minimum fee (Garages, Basements, etc.)	\$109	\$135

3. Annual Electrical Permits

Total Cost of Installations	2011 Fees	Proposed 2012 Fees
\$2,000 or less	\$300 (maximum 2 hours inspection time; thereafter \$105 per hour or portion thereof)	\$312 (maximum 2 hours inspection time and report; thereafter \$105 per hour or portion thereof)
\$2,001 - \$5,000	\$300, plus \$3.25 each \$100 cost or fraction of \$100 over \$2,000	\$312 (maximum 2 hours inspection time and report; thereafter \$105 per hour or portion thereof)
\$5,001 - \$50,000	\$400, plus \$1.60 each \$100 cost or fraction of \$100 over \$5,000	\$480, plus \$1.60 each \$100 cost or fraction of \$100 over \$5,000
\$50,001 - \$1,000,000	\$1,160, plus \$1.10 each \$100 cost or fraction of \$100 over \$50,000	\$1,206, plus \$1.10 each \$100 cost or fraction of \$100 over \$50,000
\$1,000,001 - \$3,000,000	\$12,130, plus \$0.75 each \$100 cost or fraction of \$100 over \$1,000,000	\$12,615, plus \$0.75 each \$100 cost or fraction of \$100 over \$1,000,000
Over \$3,000,000	\$27,880, plus \$0.25 each \$100 cost or fraction of \$100 over \$3,000,000	\$28,995, plus \$0.25 each \$100 cost or fraction of \$100 over \$3,000,000

4. Temporary Event Permits

	2011 Fees	Proposed 2012 Fees
For first hour of inspection and report		\$135
Plus, for each hour or portion thereafter of additional inspection time	-	\$105

Branch - Current Planning

Proposed 2012 Budget - User Fee Information

5. Contractor Fees

- a) New buildings and other major construction in which the electrical permit is obtained and paid for with all required building and mechanical permits (not including those permits covered in section 1)
- Electrical permit fees will be calculated based on total Construction Value of the project
 - Construction value is the value of the proposed construction of the building, which includes the following:
 - Building components (all materials used in the construction of the building including all building services),
 - Electrical components (including fire alarm and detection system and fire protection equipment),
 - Plumbing components (fixtures, drainage system, venting systems and water systems or part thereof),
 - Heating components (systems and equipment for heating, ventilating and air-conditioning services).

Total Construction Value	Proposed 2012 Electrical Permit Fee
\$0 - \$24,000	Minimum fee of \$135
\$24,001 - \$80,000	(Construction Value)*0.31% + \$61
\$80,001 - \$400,000	(Construction Value)*0.08% + \$250
\$400,001 - \$2,000,000	(Construction Value)*0.061% + \$303
Over \$2,000,000	(Construction Value)*0.027% + \$1,034

- b) Stand-Alone Electrical Permits
- Electrical permit fees will be calculated based on Electrical Installation Cost of the project
 - The Electrical Installation Cost is equal to the total amount of material, labour, and profit

Electrical Installation Cost	Proposed 2012 Electrical Permit Fee
\$0 - \$3,000	Minimum fee of \$135
\$3,001 - \$10,000	(Installation Cost)*2.47% + \$61
\$10,001 - \$50,000	(Installation Cost)*0.61% + \$250
\$50,001 - \$250,000	(Installation Cost)*0.47% + \$303
Over \$250,000	(Installation Cost)*0.21% + \$1,034

NOTE: Proposed 2012 fee structure for contractors represents an approximate 4% increase from 2011

6. Additional Fees

	2011 Fees	Proposed 2012 Fees
a) Re-inspection	\$208	\$216

Branch - Housing and Economic Sustainability

Introduction

The Housing and Economic Sustainability Branch is a strong advocate for the development of safe and affordable housing, and communities, for Edmontonians both today and tomorrow. The Branch also advances economic development strategies and urban renewal initiatives to support Council's Vision for a vibrant and inclusive city that attracts investment, ensuring ongoing sustainability and success.



MAJOR SERVICES & ACTIVITIES

Housing Policy	Housing Implementation	Economic Sustainability	Urban Renewal
Housing policy and program development	Cornerstones program	The Way We Prosper	The Quarters Downtown Community Revitalization Levy
Advocacy and education	Secondary suites program	Economic strategies to achieve Council directed outcomes	Boyle Renaissance
Liaison with partners, stakeholders and the region	Federal and provincial cost sharing agreements for social housing programs	Industrial services program	Capital City Downtown Plan
Landlord and Tenant Advisory Services	Safe and derelict housing	META Enterprise and Flightpath Accelerator	West Rosedale / North Edge
	Façade program		Responsible Hospitality Edmonton
	Business Revitalization Zones		
	Rehabilitation of Edmonton's existing housing stock		

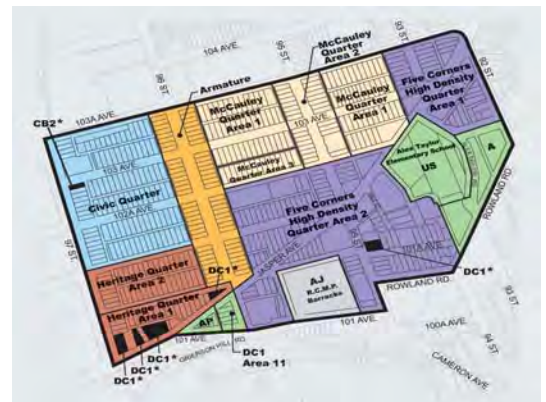
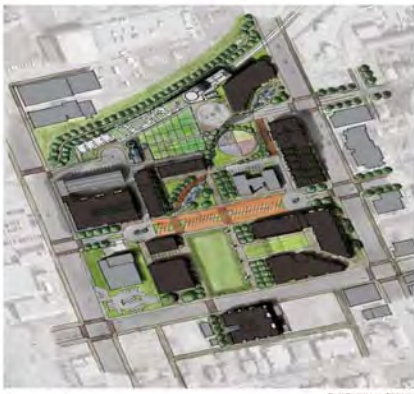
Branch - Housing & Economic Sustainability

Branch Opportunities and Challenges

- Policy and program development for inclusive and diverse housing
- Advocate, educate and raise awareness to align strategic planning initiatives between partners and stakeholders
- Leverage use of City-owned/controlled lands, Cornerstones funds, City land use planning policy and regulation to increase City-wide supply of affordable housing and promote inclusive market housing developments
- Promote and implement secondary suite program
- Provide support for City agreements under federal and provincial cost-shared social housing programs and land lease agreements with social housing management bodies
- Ensure compliance with safe and derelict housing standards
- Provide information and advice to landlords and tenants; engage in dispute prevention and resolution; and provide public education
- Build and enhance community capacity to respond to low-income housing challenges
- Promote and implement Façade Program and facilitate Business Revitalization Zone strategic initiatives
- Lead the development of The Way We Prosper
- Implement economic strategies to achieve Council directed outcomes
- Lead the industrial services program
- Implement the City's urban renewal initiatives: The Quarters Downtown, Boyle Renaissance, Capital City Downtown Plan and West Rosedale
- Provide a Responsible Hospitality program that promotes patron responsibility, manages Whyte Avenue and Jasper Avenue as a venue, and ensures licenced venues know and comply with rules and standards to keep people safe

Service and Budget Review

The 2012 budget for support costs is reduced by \$120. Branch service levels will be maintained however, this reduction will result in less administrative support for key projects.



Branch - Housing & Economic Sustainability

Proposed 2012 Budget - Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees	\$ 456	\$ 434	\$ -	\$ 434	-
Grants	25,337	25,672	(253)	25,419	(1.0)
Transfer from Reserves	7,998	9,023	(85)	8,938	(0.9)
Total Revenue & Transfers	<u>33,791</u>	<u>35,129</u>	<u>(338)</u>	<u>34,791</u>	(1.0)
Expenditure & Transfers					
Personnel	3,788	4,267	632	4,899	14.8
Materials, Goods & Supplies	62	139	22	161	15.8
External Services	(70)	329	50	379	15.2
Intra-municipal Services	939	495	(53)	442	(10.7)
Grants	33,327	34,752	(338)	34,414	(1.0)
Utilities & Other Charges	1,397	1,433	-	1,433	-
Transfer to Reserves	9,528	2,515	21	2,536	0.8
Subtotal	48,971	43,930	334	44,264	0.8
Intra-municipal Recoveries	(1,437)	(1,400)	(620)	(2,020)	44.3
Total Expenditure & Transfers	<u>47,534</u>	<u>42,530</u>	<u>(286)</u>	<u>42,244</u>	(0.7)
Net Operating Requirement	\$ 13,743	\$ 7,401	\$ 52	\$ 7,453	0.7
Full-time Equivalent	45.0	45.0	5.0	50.0	

Branch - Housing & Economic Sustainability

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

Grants (\$253)

Reduction of \$(253) relating to the provincial portion of Cornerstone grant payments.

Transfer from Reserves (\$85)

Reduction of \$(85) relating to the City portion of Cornerstone grant payments.

Expenditures & Transfers - Changes

Personnel \$632

Movement within the salary ranges, changes in benefits and the last of a 3-year LAPP contribution increase account for \$115. An additional 5.0 FTEs with costs of \$517 to administer the Quarters Downtown CRL project.

Material, Goods & Supplies \$22

Reduction of \$(2) for Corporate Strategies and the balance relates to inflation at \$3. Additional \$21 for the Quarters Downtown CRL project.

External Services \$50

Reduction of \$(33) for Service and Budget Review and the balance is inflation of \$11. Increase of \$72 for the Quarters Downtown CRL project.

Intra-municipal Services (\$53)

Reduction of \$(87) for Service and Budget Review and the balance is inflation of \$34.

Grants (\$338)

Reduction in Cornerstone grant payments of \$(338).

Utilities & Other Charges \$0

Reduction of \$(13) for Corporate Strategies and the balance is inflation of \$3. Increase \$10 for the Quarters Downtown CRL project.

Transfer to Reserves \$21

Increase relates to inflation at \$21.

Intra-municipal Recoveries (\$620)

Increase of \$620 to reflect recovery of the Quarters Downtown CRL project expenditures from Corporate Programs Community Revitalization revenues.

Full-time Equivalents - Changes

Additional 5.0 FTEs for the administration of the Quarters Downtown CRL program.

Branch - Housing & Economic Sustainability

Funded

Service Package - The Quarters Downtown Community Revitalization Levy Plan

Description

This service package consists of the ongoing operating costs related to implementation of The Quarters Downtown Community Revitalization Levy (CRL) Plan. The \$620K provides funding for 5.0 FTEs and other project office costs as approved by City Council in The Quarters CRL Bylaw.

Justification

This service package is based on the City Council approved Bylaw 15800, Schedule "A" - The Quarters Downtown Community Revitalization Levy Area Plan on June 20, 2011. **The costs identified in this service package will be funded by projected 2012 community revitalization revenues.** These revenues will be show in the Corporate Revenue/Expenditure Program.

The impact of not approving the service package will jeopardize the implementation of current and future projects in The Quarters and Boyle Renaissance. Existing Quarters staff will have no available funding.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goals: Transform Edmonton's Urban Form; Improve Edmonton's Livability; Shift Edmonton's Transportation Mode; and Ensure Edmonton's Financial Sustainability

Corporate Outcomes: 1) Attractive and compact physical design with diverse neighbourhoods; 2) Complete collaborative communities that are accessible, strong and inclusive with access to a full range of services; 3) Citizens use public transit and active modes of transportation; and 4) The City has balanced revenue streams that are sustainable.

Impact on Other Departments

Impact on other departments such as Police, Fire Rescue, Roads, Transit, Recreation and Libraries is minimal since these services are already in place.

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 620	\$ -	\$ 620	5.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Recoveries	(620)	-	(620)	-	-	-	-	-	-	-	-	-
Annualization	-	-	-	-	1,765	872	893	-	1,952	930	1,022	-
Total	\$ -	\$ -	\$ -	5.0	\$ 1,765	\$ 872	\$ 893	-	\$ 1,952	\$ 930	\$ 1,022	-

The amounts shown as annualization in 2013 and 2014 reflect debt servicing costs and % for art. Revenues in 2013 and 2014 reflect incremental community revitalization levy revenues.

Branch - Urban Planning and Environment

Introduction

The Urban Planning and Environment Branch delivers land use policy, plans, guidelines and programs to support Council's goals. While the work of the Branch addresses all seven City goals, it is the Department Lead on Transform Edmonton's Urban Form and Preserve and Sustain Edmonton's Environment.

The Branch develops corporate land use and environmental policy, area plans, city wide and area specific guidelines and programs, undertakes urban design

projects and reviews, evaluates and develops plans for parkland and is responsible for the integration of biodiversity throughout the City.

The Branch works to shape the appearance and function of the City in the short to long term by promoting best practice land use and environmental planning and urban design, in the Edmonton region through the Capital Region Board, in mature and suburban areas, and in residential and industrial areas, to establish a more compact, sustainable and livable city, comprised of complete, strong and vibrant neighbourhoods.

MAJOR SERVICES & ACTIVITIES

Corporate Policy	Urban Design	Area Planning	Parks Planning and Biodiversity
Municipal Development Plan and Environmental Strategic Plan development and coordination	Land Use Guidelines and Planning Studies development and implementation	Transit Oriented Development Planning	Parks and Open Space policy Development and Planning
Regional and inter-municipal land use planning	City Wide and Neighbourhood Level Urban Design Projects	Mature Area Planning	Corporate Environment support
Forecasting, growth coordination, and land use decision support	Heritage Building Program	Industrial Area Planning and Implementation	Biodiversity Management
Oil and Gas Policy Support		Land Use Studies, policies and guidelines development	Support to River Valley Alliance and Edmonton Land Trust
Business Development Facilitation		Planning Academy support	

Branch Opportunities and Challenges

The Municipal Development Plan (The Way We Grow, approved in May 2010) and the Environmental Strategic Plan (The Way We Green, approved in July 2011) direct that a number of major policies and program initiatives be undertaken within 10 years to transform Edmonton's urban form and preserve and sustain Edmonton's environment over a 30 year timeframe. To maintain the implementation schedule several new initiatives related to each plan should be undertaken each year. The following are descriptions of the challenges and opportunities related to the Municipal Development Plan and the Environmental Strategic Plan:

Advancing The Way We Grow and The Way We Green: A one time / one year campaign to promote public awareness on the benefits of Edmonton becoming a compact, sustainable and resilient city. This will provide a greater understanding among citizens of the challenges and opportunities related to transforming Edmonton's urban form. This campaign will facilitate sustained consultation with business interests and the public, deliver information and education and include high profile events.

Branch - Urban Planning and Environment

Branch Opportunities and Challenges (cont.)

New Neighbourhood Design Guidelines: Design guidelines for new suburban neighbourhoods were last updated in 1996, and comprehensive subdivision guidelines for new neighbourhoods do not currently exist. Consistent with the Municipal Development Plan the design of new neighbourhoods must be reviewed to ensure they are well designed, complete, and contain a pattern and mix of land uses, densities and built forms in appropriate balances. The new Neighbourhood Design Guidelines will require one year to complete and will promote the development of complete communities.

Area Redevelopment Plans: An ongoing program to maintain and establish new Area Redevelopment Plans will review the efficacy of existing plans and validate the need for additional plans in other areas, and ensure existing and new plans reflect the policy direction of The Ways, and provide appropriate guidance for future land use, density, built forms, urban design and amenities.

Food and Urban Agriculture: A City-Wide Food and Agriculture Strategy and the formation of a Food Policy Council is underway and scheduled to be complete by Q4 2012. Completion of this strategy must be approved prior to any new additional Area Structure Plans being adopted. When completed this will place Edmonton as a leader among Canadian cities that are addressing the food and urban agriculture agenda.

Regional Initiatives: The approval of the Capital Region Growth Plan and its implementation generates considerable review and analysis of development applications from partner municipalities. It creates additional demand to enter into joint planning exercises with adjacent municipalities to ensure that the City's interests are effectively and proactively protected in matters of regional planning, development and related economic development and growth opportunities.

Green Building Plan: The Green Building Plan directive came from an Executive Committee direction in July 2009, and is currently underway. The focus is to promote an energy efficient building stock and a City operation greenhouse gas management plan to significantly reduce the impact of operations on greenhouse gas emissions.

Carbon Neutral City Operations: City Operations, as directed by the Environmental Strategic Plan, are to become carbon neutral, causing no net increase to greenhouse gas concentrations in the atmosphere.

Public Spaces Review: The Public Spaces Review will deliver a Public Spaces Strategy and a Dog Off-Leash Program over a two year period.

Service and Budget Review

The operating budget for the Heritage Program was decreased by \$100. The Heritage Program funds the restoration and maintenance of designated structures and related projects. The 10% reduction of program and budget funding will impact the number of structures that can be designated each year and/or delay the time required to support designation for larger buildings. The program has brought significant recognition to the City, and this reduction could potentially diminish the City's reputation as a leader in heritage preservation. The funding for Consulting Services for the General Managers Office and Project Office was reduced by \$100. The consulting budget has been utilized for the Northeast Industrial Development program to prepare the Edmonton Energy and Technology Park Area Structure Plan, special area zoning, eco-industrial development guidelines, engineering studies, risk management study, planning studies and economic development studies/proposals to initiate industrial development in northeast Edmonton. The reduction of consultant funding will impact the ten year strategic goal to Diversify Edmonton's Economy, particularly the three year priority goal to attract talent and investment to the City, making it nationally and internationally competitive.

Two reductions were made to grant and funding levels to the CO2RE program for citizens and businesses that support changes to homes and businesses to reduce energy consumption and greenhouse gas emissions. This is a 30% reduction of program and \$240 of funding. This reduction will not change Council Policy, but will provide reduced service for a program that Council endorsed. The Office of Environment will continue to look at incentive opportunities that provide good leverage by program participants while also targeting greenhouse gas emissions and contributing to market transformation; however this reduction in budget will have a negative impact on the ability to partner with citizens and businesses as it reduces the ability to leverage sustainability actions. A \$100 funding decrease was made to Policy Development, a 21% funding decrease. This program was established to implement initiatives related to the Way We Grow and includes the development of city-wide land use policies, responding to Council's emerging priorities and working with mature neighbourhoods.

Branch - Urban Planning and Environment

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 266	\$ 301	\$ 8	\$ 309	2.7
Grants	124	-	-	-	-
Transfer from Reserves	195	1,000	-	1,000	-
Total Revenue & Transfers	585	1,301	8	1,309	0.6
Expenditure & Transfers					
Personnel	10,070	10,047	295	10,342	2.9
Materials, Goods & Supplies	104	262	(8)	254	(3.1)
External Services	4,228	2,911	53	2,964	1.8
Fleet Services	10	5	3	8	60.0
Intra-municipal Services	833	171	4	175	2.3
Utilities & Other Charges	5,123	3,214	(318)	2,896	(9.9)
Transfer to Reserves	4,074	1,000	-	1,000	-
Subtotal	24,442	17,610	29	17,639	0.2
Intra-municipal Recoveries	(612)	(1,040)	(37)	(1,077)	3.6
Total Expenditure & Transfers	23,830	16,570	(8)	16,562	(0.0)
Net Operating Requirement	\$ 23,245	\$ 15,269	\$ (16)	\$ 15,253	(0.1)
Full-time Equivalents	92.0	92.0	1.0	93.0	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$8

A rate increase of 2.65% (CPI) accounts for all \$8 of this increase.

Branch - Urban Planning and Environment

Expenditures & Transfers - Changes

Personnel \$295

Movement within the salary ranges, changes in benefits and the last year of a 3-year LAPP contribution increase account for \$174. The New Neighbourhoods Design Guidelines service package account for \$121.

Material, Goods & Supplies (\$8)

This increase relates to inflation at \$7. The New Neighbourhoods Design Guidelines service package accounts for \$2. Service and Budget Review reductions include \$4 in Historical Adjustments and \$13 in Corporate Opportunities.

External Services \$53

This increase relates to inflation at \$78. The New Neighbourhoods Design Guidelines service package accounts for \$175. Service and Budget Review reductions include \$200 in reduced consulting services.

Fleet Services \$3

An increase of \$3 in Fleet Services is attributed to inflation and rate increases.

Intra-municipal Services \$4

This increase relates to inflation at \$4.

Utilities & Other Charges (\$318)

This increase relates to inflation at \$86. The New Neighbourhoods Design Guidelines service package accounts for \$2. Service and Budget Review reductions include \$66 in Corporate Opportunities and \$340 in reduced grant payments.

Intra-municipal Recoveries (\$37)

This increase relates to inflation at (\$13). An increased recovery from Current Planning accounts for (\$24).

Full-time Equivalents - Changes

The New Neighbourhoods Design Guidelines services package accounts for 1.0 FTE (one-time).

Branch - Urban Planning and Environment

Service Package - New Neighbourhoods Design Guidelines

Description

This service package will develop strategies for new neighbourhoods that will provide for the development of complete communities; provide clear requirements with regard to density and mixed land use; reduce the per capita consumption of land; and reduce infrastructure and servicing costs. This will align with or integrate with work underway in other departments on best management practices for low impact development, complete streets and achieving a balance between sustainable growth and development. The project will build on earlier work done on conceptual neighbourhood design, with focus on scoping, project design and providing guidelines. This proposed service package would provide new service regarding the planning and design of new neighbourhoods. Funds will be required for 1 FTE and significant consulting services (due to the technical aspects involved in new neighbourhood design) for one year. **Sustainable Development will consider a 2013 request for further work on this initiative.**

Justification

This service is required to ensure that new suburban neighbourhoods, where a significant amount of Edmonton's growth will continue to be accommodated, are planned and developed in a fashion that aligns with the City's strategic goals. This service package would improve service to the public by applying the latest city planning and urban design ideas to the design of neighbourhoods that will ultimately be home to thousands of people and businesses. Not funding the service package would result in continued uncertainty, debate, approval delays and lack of necessary amenities and services, which come in the absence of clear planning direction for new neighbourhoods. The Council-approved Municipal Development Plan calls for the preparation of new neighbourhood design guidelines (Policy 5.5.1.1).

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Improve Edmonton's Livability
Departmental Outcome	Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services.
Performance Measure	% Households that are in complete communities
Strategic Goal	Transform Edmonton's Urban Form
Corporate Outcome	Attractive and compact physical design with diverse neighbourhoods, amenities and public open spaces
Performance Measure	Net residential density – dwelling units per net hectare of residential land % of Edmonton communities within (distance/time) of a park, library, major transit center, commercial centre, and/or recreational facility % of citizens that think Edmonton is a well-designed, attractive city City area by all land use zones
Corporate Outcome	Edmonton has sustainable infrastructure that fosters and supports civic and community needs
Performance Measure	Amount of outstanding civic/community infrastructure required to support newly developing areas
Strategic Goal	Shift Edmonton's Transportation Mode
Corporate Outcome	Citizens use public transit and active modes of transportation
Strategic Goal	Ensure Edmonton's Financial Sustainability
Corporate Outcome	The City has well managed and sustainable assets and services

Impact on Other Departments

Staff in other City Departments would be required to provide input into the analysis of problems with the existing neighbourhood design; to assist in the establishment of objectives for a new neighbourhood design and align their projects with these guidelines.

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 300	\$ -	\$ 300	1.0	\$ (300)	\$ -	\$ (300)	(1.0)	\$ -	\$ -	\$ -	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 300	\$ -	\$ 300	1.0	\$ (300)	\$ -	\$ (300)	(1.0)	\$ -	\$ -	\$ -	-

Branch - Land Enterprise

Introduction

City Council established the Land Enterprise in the 1970s as a land development and sales operation to maintain presence in the industry (supplying affordable serviced lots for housing and industrial development). By maintaining an expertise in land development, greater flexibility is available to the City in the management and disposition of the lands bought by the City for capital projects. This land development activity provides an annual dividend to the corporation of 25% of the net income generated the previous year.

The activities of Land Enterprise are guided by Policy C511 Land Development Policy (2005), Policy C516B Land Enterprise Dividend Policy (2008) and the Industrial Land Strategy (2002).

Land Enterprise operates on a continuous cycle with respect to its land development activities. Land for development is acquired, it is serviced and sold in a manner consistent with private sector land development processes and with the objectives outlined in the “Ways”. Retained profits fund ongoing servicing and acquisition of

land for further development, when justified. When a new development project is considered, a business plan is developed which addresses, among other things, a staging plan and schedule, sustainability, servicing, financing requirements and marketability.

The Land Development Policy limits the City's activity in the residential land development sector to no more than 10% of the total number of lots produced in the Edmonton area and towards lower priced lots. The City's existing Industrial Land Strategy strives to provide a 3 year inventory of serviced industrial land within City boundaries. The Strategy is currently under review.

Activities within the Land Enterprise operation include reviews of all properties within the municipal operations portfolio which have been deemed surplus to Civic requirements in order to maximize value or benefit to the City through sale, long term lease or exchange.

Highlights for 2012 include planning and stakeholder consultation activities for the City Centre Airport lands, servicing of residential lands in Oxford, Schonsee and Goodridge Corner, and on-going industrial land development in Rampart and Pylypow.



MAJOR SERVICES & ACTIVITIES

Lands Sales and Acquisitions

Sale of Industrial and Residential Development Properties

Sale of Surplus City Properties

Opportunities / Strategic Land Acquisitions

Land Development

Land Planning and Servicing

Airport Redevelopment

Branch - Land Enterprise

Opportunities and Challenges

Development Focus

Through its residential land development activities and policy, the City focuses on the lower 10% of the market range and the target market is towards smaller builders and members of the general public who wish to build their own homes. Edmonton's residential land development activities are of a modest scale, on average reflecting less than 5% of the residential market and restricted by Policy to no more than 10% of this market. Development has been further reduced over the past 3 years due to the slower market and oversupply of inventory in the marketplace. The historic inventory has been largely absorbed and City lots will again be introduced into the market in 2012 in Oxford.

The objective of the developments is to transform Edmonton by developing attractive and compact physical design with diverse neighbourhoods, amenities and public open space, which shows leadership in reducing impacts on the environment.

Land development activities within the Land Enterprise are established through the Capital Priorities Plan and reflect the current market conditions relative to the objectives of the planned development. For projection purposes, the basic assumption is for 10% of new inventory to be sold the year of servicing (as lots are generally not available for sale until late fall), 60% the following year, and the final 30% the year after. The Annual Capital Program is reviewed and adjusted annually to reflect prevailing market conditions (including overall lot supply and demand).

Greening the Land Development Focus

Consistent with the City's Land Development Policy, the City's land development activities are evolving with an even greater emphasis on sustainability, while still recognizing the necessity for each project to be financially viable and affordable to the buyer. The challenge is that pursuit of being "greener or more sustainable" can take more time, may increase the costs and can potentially reduce net returns on the sale of a property. Although initial focus on these goals may lead to lower net incomes on a specific project basis, the long term goal of increased sustainability and affordability will ultimately benefit all Edmontonians.

Existing projects with a sustainability focus include: Station Pointe, Rampart Industrial and the La Perle Secondary Suites/Built Green Pilot. Incorporating more sustainable principles in new developments and planning for even greater sustainability opportunities on projects like the City Center Redevelopment and Goodridge Corner and Oxford will produce more measurable and longer term social, environmental, economic and community gains.

Edmonton City Centre Airport

In July of 2009, City Council approved the phased closure of the City Centre Airport. The Corporate Properties Branch, through the Land Enterprise is responsible for the development of the plan and implementation of this long term project. A project development office has been established under the Land Enterprise. In addition to these elements the project office is also responsible for the acquisition of leasehold interests, and in conjunction with Law Branch addressing any lawsuits. This package would be funded from the retained earnings of Land Enterprise, and as such is not tax levy supported.

This Project Office is responsible for the day-to-day project management and administration of the project, coordination and direction of consultants and city staff, and stakeholder relations. In 2011, City Council approved Perkins + Will (P+W), from the international Request for Proposals design competition. The Project Office has executed an agreement with P+W to complete the Master Plan, and its associated comprehensive public involvement plan, for an environmentally sustainable, transit-oriented development for the City Centre site. The Master Plan is to be completed in the fall of 2012.

Detailed Design of phase I, as identified in the Master Plan NASP, will occur in 2013, with shovel in the ground projected for 2014.

Branch - Land Enterprise

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Land Sales	\$ 18,816	\$ 28,439	\$ 11,185	\$ 39,624	39.3
Other Revenue	1,389	3,800	(200)	3,600	(5.3)
Total Revenue & Transfers	<u>20,205</u>	<u>32,239</u>	<u>10,985</u>	<u>43,224</u>	34.1
Expenditure & Transfers					
Cost of Land Sold	9,154	14,220	5,988	20,208	42.1
Personnel	83	1,765	100	1,865	5.7
Materials, Goods & Supplies	1	47	1	48	2.1
External Services	1,186	4,635	8	4,643	0.2
Intra-municipal Services	2,705	2,554	110	2,664	4.3
Utilities & Other Charges	53	29	-	29	-
Transfer to Reserves	600	-	-	-	-
Subtotal	13,782	23,250	6,207	29,457	26.7
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	<u>13,782</u>	<u>23,250</u>	<u>6,207</u>	<u>29,457</u>	26.7
Net Income	\$ 6,423	\$ 8,989	\$ 4,778	\$ 13,767	53.2
Full-time Equivalents	21.0	21.0	-	21.0	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

Land Sales \$11,185

Land sales revenue is expected to increase based on projections of more land being available and some sales being deferred from 2011.

Other Revenue \$ (200)

Other revenue was reduced due to reduction in interest revenue \$(100) and reduced income from City Centre Land leases \$(100).

Expenditures & Transfers - Changes

Cost of Land Sold \$5,988

The increase in cost of land sales is due to higher land sales projections in 2012.

Personnel \$100

Movement within the salary ranges, changes in benefits and the last year of a 3-year contribution increase account for increase of \$100.

Material, Goods & Supplies \$1

Increase relates to inflation at \$1.

External Services \$8

Increase relates to inflation at \$8.

Intra-municipal Services \$110

The increase of \$110 is due to inflation and increased charges for space rent.

Branch - Land Enterprise

Pro-Forma Income Statement - Resale Land (\$000)

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenues					
Land sales - external	\$ 39,624	\$ 49,003	\$ 73,919	\$ 97,054	\$ 113,833
Cost of land sold	20,208	25,482	39,177	52,409	62,608
Gross Margin	<u>\$ 19,416</u>	<u>\$ 23,521</u>	<u>\$ 34,742</u>	<u>\$ 44,645</u>	<u>\$ 51,225</u>
1 Gross Margin %	49%	48%	47%	46%	45%
Other revenues:					
Interest income	100	103	106	106	106
Airport revenues	3,500	3,500	3,500	3,500	3,500
Total Revenue	23,016	27,124	38,348	48,251	54,831
Expenditures					
Personnel	1,865	1,901	1,939	1,978	2,017
Material & Equipment	48	50	51	52	53
External Services	4,643	4,768	4,896	4,994	5,094
Interdepartmental	2,664	2,726	2,790	2,846	2,903
Utilities	16	17	17	18	18
Travel & Training	13	13	14	14	14
Debt interest - Fort Road	502	483	453	442	420
Debt interest capitalized	(502)	(483)	(453)	(442)	(420)
	<u>9,249</u>	<u>9,475</u>	<u>9,707</u>	<u>9,902</u>	<u>10,099</u>
Net income	13,767	17,649	28,641	38,349	44,732
Retained earnings, beginning of year	129,429	140,649	154,856	179,084	210,273
2 Dividends paid to General Government	(2,547)	(3,442)	(4,412)	(7,160)	(9,587)
Retained earnings, end of year	\$ 140,649	\$ 154,856	\$ 179,084	\$ 210,273	\$ 245,418

1. The gross margin percentage for external land sales is expected to gradually decline starting in 2012 over a number of years as the Land Enterprise's existing undeveloped land inventory is exhausted. The anticipated gross margin percentage is expected to be in the range of 40% - 45% from 2015 onward.

2. Dividend paid to the City of Edmonton is based on 25% of the Net Income in the preceding year. The dividend of \$2.55 M budgeted for 2012 is based on the projected Net Income of \$9.0 M in 2011 and a special dividend of \$0.3 M.

Additional Notes

City Council voted in July 2009 to have a phased in closure of the Edmonton City Centre Airport. To facilitate Council's decision, the City Centre Lands activity was established within Land Enterprise to oversee the development of the Airport land in anticipation of the phased in closure.

In July 2010, the City of Edmonton signed an agreement with Edmonton Regional Airports Authority for a partial surrender of the airport lease. As a result of this agreement, the City of Edmonton has assumed some of the lease agreements and will be responsible for the City Centre Airport operating revenues and expenses. The anticipated lease revenues and user fees and the operating expenses are included in the budget figures.

Project costs for Station Pointe will be financed by Community Revitalization Levy. Debenture debt has been issued as interim financing.

The amount of station Pointe CRL revenues are anticipated to increase as the redevelopment is completed, generating new tax revenues which are redirected to repay the City's specific project investment for 20 years. After this time, the increased tax base benefits the City general revenue at large.

Branch - Land Enterprise

Pro-Forma Balance Sheet - Resale Operation(\$000)

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Assets					
Financial Assets:					
Accounts receivable	\$ 1,982	\$ 2,450	\$ 3,696	\$ 4,853	\$ 5,692
1 Land for resale	172,610	194,417	178,372	173,235	141,529
2 Due from (to) the City of Edmonton	(21,120)	(29,135)	11,438	49,554	113,900
	153,472	167,732	193,506	227,642	261,121
Total Assets	\$ 153,472	\$ 167,732	\$ 193,506	\$ 227,642	\$ 261,121
Liabilities					
Accounts payable and accrued liabilities	\$ 801	\$ 794	\$ 1,523	\$ 3,762	\$ 1,731
Deposits	1,981	2,450	3,696	4,853	5,691
3 Long-term debt - Station Pointe	10,041	9,632	9,203	8,753	8,281
Total Liabilities	12,823	12,876	14,422	17,368	15,703
Equity					
4 Retained earnings	140,649	154,856	179,084	210,273	245,418
Total Liabilities and equity	\$ 153,472	\$ 167,732	\$ 193,506	\$ 227,641	\$ 261,121

1. Land for resale consists of the original acquisition costs of undeveloped land, plus any servicing costs that are incurred. Through the Capital Budget, City Council approves funding for servicing of residential and industrial lands. These costs are captured until the land is sold. When sold, the total costs incurred to bring the land to market are included in the Cost of Land Sold on the Income Statement. Examples of significant land parcels in inventory are Oxford, Schonsee, Goodridge Corner for residential lands and Pylypow, Ellerslie, Rampart for industrial lands. We expect more residential and industrial land will be serviced and available for the market in the next few years.

2. Due from (to) the City of Edmonton reflects a cash surplus or shortfall position for the operations. Land Enterprise is projected to remain in a negative cash position for 2012 and 2013. The cash shortfall is mainly due to the long lead time between investments in land acquisition, developing and servicing costs to the time the land parcels are sold. The budget assumes that no net additional land will be acquired for this purpose for 2012 to 2016.

3. Long term debt related to the Station Pointe Redevelopment Project is based upon the amount borrowed to-date under Borrowing Bylaw #14833. Depending on the net proceeds from land sales, the amount of actual borrowing may be increased.

4. Retained Earnings represent the accumulated profits from the operations of Land Enterprise. The majority of the Retained Earnings is invested in land inventory.

Department — Transportation Services

Introduction

Transportation is more than moving people, goods and services on Edmonton roads, bridges, rails, buses, sidewalks and light rail transit. It is essential infrastructure that shapes our urban form, impacts our economic well being and is a primary determinant of our city’s environmental, financial and social sustainability. Transportation Services manages the planning, design, construction, operation, and maintenance of the transportation system, including vital support functions that make up the comprehensive city-wide transportation network. The Department affects every citizen through its responsible stewardship of these valuable assets.

The Way We Move, the City of Edmonton’s Transportation Master Plan, provides the strategic framework to guide Transportation Services as it develops a system in line with Council’s vision for a 21st century city that meets the demands of its growing and diverse population. This includes building on the successes of the current system and ensuring well maintained infrastructure is available to provide for citizen’s daily transportation needs.

Transportation Services represents a significant proportion of the City’s resources. Approximately one quarter of the City’s workforce is in the five Branches that make up Transportation Services. Annual operating costs of the transportation system represent approximately one third of the City’s operating budget. Capital budgets for the roadway and transit systems accounts for approximately 60% of the total renewal budget and approximately 10% of the total growth budget.



These resources are leveraged to deliver services for residents in line with the Department’s mission: *“To provide a safe, effective, efficient, reliable and integrated transportation system for the citizens of Edmonton.”*

BRANCHES				
Edmonton Transit	Transportation Operations	Transportation Planning	Roads Design and Construction	LRT Design and Construction
Bus Operations LRT Operations DATS Safety and Security Service Development and Fleet Community Relations Business Development and Facilities	Roadway Maintenance Engineering Services Traffic Engineering Office of Traffic Safety Signals, Street Lighting and Infrastructure Traffic Control	Development Planning and Engineering Facility and Capital Planning Policy Implementation and Evaluation Sustainable Transportation	Arterial Roads Neighborhood Renewal Special Projects	LRT Design and Construction

Department — Transportation Services

STRATEGIC ROADMAP

10-YEAR GOAL

CORPORATE OUTCOMES

DEPARTMENT OUTCOMES



- Edmonton has sustainable infrastructure that fosters and supports civic and community needs

- The transportation system is in a good state of repair



- Citizens use public transit and active modes of transportation
- Goods and services move efficiently through the City
- The transportation system is integrated, safe and gives citizens choice to their mode of movement

- The City has an efficient and effective transit system that serves Edmonton and connects the region
- The City optimizes the efficiency of the existing road network
- The City has a transit system that is safe



- Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services
- Safe and clean city

- Transportation options are available to Edmontonians with a full range of abilities
- The City's roadway network is cleared of snow and debris



- The impact of City operations on air, land, and water systems is minimized

- The impact of the City's transportation services operations on air, land, and water systems is minimized



- The City has well managed and sustainable assets and services

- Transit is provided in a cost effective manner
- Transportation operations are provided in a cost effective manner









- The City of Edmonton delivers valued, quality, cost effective services to its citizens

- Transportation Services delivers value, quality and cost effective services when building and operating infrastructure

Department — Transportation Services

DEPARTMENT SCORECARD

10-YEAR GOAL	DEPARTMENT MEASURES	STATUS	TREND	3-YEAR TARGET	2010 ACTUAL	2011 FORECAST
 <p>TRANSFORM EDMONTON'S URBAN FORM</p>	Condition rating distribution for arterial roads (%Poor/% Very Poor)		▲	TBD	11.7%/0.8%	n/a
	Condition rating distribution for bridges (%Poor/% Very Poor)		▼	TBD	16.9%/0%	n/a
	Average age of transit fleet			TBD	6.9 years	n/a
 <p>SHIFT EDMONTON'S TRANSPORTATION MODE</p>	Kilometres of LRT designed or planned, built and running	■	▲	24.3	21	21
	Transit Ridership per Total Vehicle KMs		■	TBD	1.67	n/a
	Average period between signal retimes				in development	
	Number of traffic counts completed				797	n/a
	Customer satisfaction with safety and security on ETS		▼	TBD	79	n/a
 <p>IMPROVE EDMONTON'S LIVABILITY</p>	Condition rating for neighborhood roads (%Poor/% Very Poor)				biannually collected	n/a
	Seniors mobility measure				in development	
	Proportion of instances of snow ploughing from major roads within 48 hours of snowfall	■	▼	100%	1/7*	100%
 <p>PRESERVE & SUSTAIN EDMONTON'S ENVIRONMENT</p>	Transportation Services operations greenhouse gas emissions per \$1,000 operating budget		▲	TBD	0.30	n/a
	Tonnes of aggregate recycled		▼	TBD	204,000 tonnes	n/a
	Energy usage associated with street lights		▲	TBD	74,086,662 kWh	n/a
 <p>ENSURE EDMONTON'S FINANCIAL SUSTAINABILITY</p>	ETS cost recovery ratio		■	TBD	44%	n/a
	Total ETS revenue - fare and non-fare		▲	TBD	\$102,136,177	n/a
	Operations branch revenue generated		▲	TBD	\$16,151,967	n/a
 <p>TRANSFORMING EDMONTON THROUGH ORGANIZATIONAL EXCELLENCE</p>	Proportion of single year roadway design and construction projects that are delivered within the year	■	▼	80%	72.6%	n/a
	Project financial target distribution	■		80%	33%	n/a
	Project schedule target distribution				in development	
	Percentage of change orders during construction				in development	
	Actual capital expenditures compared to budget				in development	
	Street cleaning cost - contractor vs. City service (per km)				in development	

LEGEND

STATUS	DESCRIPTION	TREND	DESCRIPTION
■	Measure is meeting or exceeding established target	▲	Measure is trending favourably up over last reporting period
■	Measure is moderately off of established target	▲	Measure is trending unfavourably up over last reporting period
■	Measure is not meeting established target	■	Measure has not changed over last reporting period
		▼	Measure is trending unfavourably down over last reporting period
		▼	Measure is trending favourably down over last reporting period

TBD - In development | n/a - Currently not available

* Measure covers the 2010/2011 winter season

Department — Transportation Services

Summary and Highlights of 2012 Budget

In the proposed operating budget for 2012, Transportation Services has striven to balance opportunities for service efficiencies with needs to respond to emerging priorities. Overall the budget is growing slightly more than estimated inflation. Increased services to citizens include enhanced snow and ice control and preparation for additional transit service related NAIT LRT extension. In the past year, department reorganization resulted in consolidation of services and further operating efficiencies were identified through service and budget review.

Department identified innovations include:

- LED Streetlights reduce operating costs. Conversion from the conventional street lighting to LED technology will result in power consumption reductions between 40 percent and 60 percent per light.
- The organizational realignment that combined the LRT Expansion and Design and Construction Branches has created a reduction in discretionary item budgets and reduction of 2 FTEs. In addition, a position was able to be capitalized in the consolidated Branch.
- Snow clearing equipment is optimized for year round utilization. This results in fewer purchases of specialized snow clearing equipment that would be idle for significant portions of the year.



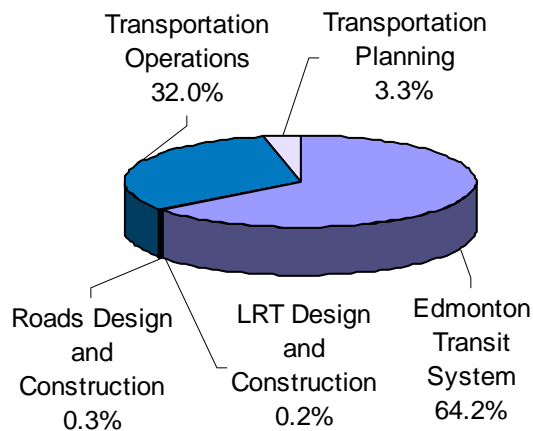
Photo by Gordon Michon

Department — Transportation Services

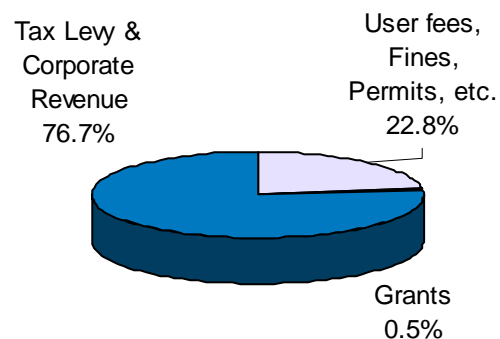
Proposed 2012 Budget – Department Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 118,355	\$ 129,671	\$ 3,565	\$ 133,236	2.7
Provincial Grant (MSI)	3,226	3,100	-	3,100	-
Total Revenue & Transfers	<u>121,581</u>	<u>132,771</u>	<u>3,565</u>	<u>136,336</u>	2.7
Expenditure & Transfers					
Edmonton Transit System	255,452	276,424	11,839	288,263	4.3
LRT Design and Construction	1,132	1,284	(594)	690	(46.3)
Roads Design and Construction	1,601	1,581	(182)	1,399	(11.5)
Transportation Operations	125,422	135,480	7,994	143,474	5.9
Transportation Planning	17,360	14,428	488	14,916	3.4
Total Expenditure & Transfers	<u>400,967</u>	<u>429,197</u>	<u>19,545</u>	<u>448,742</u>	4.6
Net Operating Requirement	\$ 279,386	\$ 296,426	\$ 15,980	\$ 312,406	5.4
Full-time Equivalents	3,151.9	3,211.1	52.2	3,263.3	

Where the Budget will be spent



Funding by source



Branch — Edmonton Transit

Introduction

Edmonton Transit System (ETS) plays a critical role in connecting people, businesses and citizens within Edmonton and the Capital Region. ETS is wholly owned and operated by the City of Edmonton and is a branch of the Transportation Services Department. Edmonton Transit offers a customer-focused, affordable, safe, reliable service to all Edmontonians.

Edmonton Transit ridership has grown steadily for several years and is expected to continue to grow. It is a trend that confirms Transit's success in achieving one of the primary goals as outlined in the Transportation Master Plan (The Way We Move) to provide "a comprehensive public transportation system that supports a sustainable, livable city where more people use transit as a preferred transportation choice". Ridership reached 76.3 million in 2010 and is estimated to grow to 80.7 million in 2011 - a greater rate of increase than the population growth.

To meet growing ridership demands, ETS employs over 2,100 employees, provides over 2.0 million service hours annually. The bus operations uses 953 buses operating on 189 different bus routes, going to 26 Transit Centres. LRT operations have 74 Light Rail Vehicles (LRVs) that ride between 15 LRT stations. ETS also operates the Disabled Adult Transit Service (DATS), which delivers approximately 925,000 trips annually using 172 DATS vehicles (City owned and contracted).

Over the past few years, Edmonton Transit continues to expand its service with the extension of the LRT system, increased bus service to new and growing areas of the city, and new service to commercial areas. ETS plans bus routes and schedules, employs operators who operate buses and LRT equipment, provides transit security, builds and maintains amenities, maintains LRT facilities and equipment, and provides ongoing customer service support.



ETS recognizes the importance of maintaining a public transit system that is fully accessible by all Edmontonians. In addition to low floor buses and community buses, and accessible LRT, public transit services are complemented by DATS that offers door-to-door service for adults who cannot use conventional service for trips due to physical or cognitive disability. Wheelchair lift equipped vans, mini vans and passenger vans are used to provide DATS service to over 10,000 registrants.

Opportunities and Challenges

Edmonton Transit plays a critical role in connecting people, businesses and citizens within the city of Edmonton and the Capital Region. Edmonton Transit moves people using buses, LRVs and paratransit vehicles. A recent study by ETS showed that 64% of Edmontonians have used the public system in the past year.

Impact of Capital Projects

Ongoing pressures to expand and enhance transit service are expected to continue in upcoming years, particularly with the accelerated economic activity in northern Alberta and the Edmonton area.

City Council approved the extension of the LRT line to NAIT. Service on this line is expected to commence in April 2014, operating from Health Sciences to NAIT over 8.5 km of line. The new construction includes 20 vehicles and 3 stations. Six, 3 - car trains, operating on 5 minute headways in peak service hours will provide a total of 33,904 service hours annually. This service package includes services required to support the extension.

A service package is required to fund the maintenance and repair of additional communications systems going into service. This includes Close Circuit Television (CCTV) coverage at transit terminals and on retrofitted LRVs as well as Transit's share of the new Enhanced Digital Access Communication (EDAC) base radio system.

Opportunities and Challenges

Benefits of Transit Service

There is considerable evidence proving the benefits to a municipality that provides quality transit service to the community. The vast majority of Edmontonians (94%) feel that ETS is valuable to the city of Edmonton. In addition, almost two-thirds (64%) said that ETS is valuable to them personally. Not surprisingly, that figure was significantly higher for users of ETS (81%). In addition, the annual ETS Customer Satisfaction Survey showed that overall satisfaction with ETS is extraordinarily high at 90%. Every day there are approximately 300,000 trips taken using ETS to get to and from work, school, appointments and social activities. In addition to routine daily trips, there are also numerous community and sporting events that occur in the city throughout the year for which ETS provides mass transportation services.

The benefits of public transit are far-reaching and can be summarized as economic, environmental and social benefits to the city, local businesses and citizens. The benefits are as follows:

Economic Benefits

- Public transit reduces road congestion and commuting times for riders and non-riders as well as reducing impact on roadway infrastructure.
- Traveling with transit is significantly safer than traveling in a standard automobile. Transit riders have one-tenth the fatality rate compared to car riders.
- Public transit offers an affordable way of getting citizens to their destinations. Accordingly to Statistics Canada, in 2007, 15% of Edmontonians' overall expenditures were spent on costs related to transportation.
- Public transit plays a critical role in expanding the mobility of Edmonton citizens, and contributes to the growth of the local Edmonton economy.

Environmental Benefits

Public transit is an excellent travel option that can help reduce overall greenhouse gas emissions. The average transit rider emits approximately 25% fewer carbon dioxide emissions per trip than the average private motor vehicle.

Community / Social benefits

The benefits of public transit are significant for individuals who face the greatest mobility constraints, such as students, individuals in low-income households, and disabled users. Students at all levels of education, from grade school to post-secondary, rely heavily on transit to get to and from school. Transit services provide low-income earners, seniors and persons with disabilities with affordable transportation alternatives to access

employment and educational opportunities, government programs as well as medical services. Lastly, ETS serves the community by providing access to many community events and festivals such as Edmonton Eskimo football games, the Heritage Festival and the Edmonton Indy.

Transit Service Innovations

Edmonton Transit operates in an environment characterized by considerable economic, social, technological and environmental change. With ongoing pressures to expand and enhance transit service, Edmonton Transit looks for industry best practices and new ideas to improve operational efficiency / effectiveness and generate additional revenues. In 2011, the annual review of service performance was completed and 18,500 hours of service were reduced from lower ridership bus routes and were re-allocated to higher passenger demand routes and corridors (estimate \$1.5 million). This reallocation of service hours enables ETS to deliver services more efficiently.

Ongoing cost savings were realized with the introduction of new technologies such as Trapeze software that has improved trip scheduling at DATS. The new scheduling has reduced overtime and wages (estimate \$1.7 million) while increasing trip delivery by 9,000 trips. ETS recognized further cost savings through the introduction of Dispatch Optimization Overtime Bookout and Bid Web software programs. The ETS Security Daily Crime Forecast software reallocates resources to "at risk" hot spots and potentially prevents or reduces crime. Additional revenue through Liquor advertising and Paid Park and Ride is estimated to generate \$1.65 million.

Service and Budget Review

To meet the 2012 budget target, the Branch examined and evaluated proposed changes to the 2012 budget:

One opportunity is to reduce 20,000 transit service hours in 2012. The reductions would commence in March and would target low ridership community buses and off peak service. This reduction represents 1.0% of 2012 Transit service hours.

Opportunities considered include removal of non-personnel inflation, refinement of the leap year service package, scheduling efficiencies and applied various corporate opportunity savings. These opportunities will have minimal impact to service delivery and citizens while realizing savings of 0.8% of the entire 2012 Transit budget. Another opportunity identified was an increase to fares resulting in a net decrease of 1.5% to the 2012 Transit budget. The cash fare portion of the fare increase will require amendment to the ETS Fare Policy C451F. Some ridership loss is assumed whenever fares increase, which is expected to be offset by the projected growth in ridership.

Branch — Edmonton Transit

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 104,247	\$ 117,056	\$ 2,340	\$ 119,396	2.0
Grants	9	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	104,256	117,056	2,340	119,396	2.0
Expenditure & Transfers					
Personnel	156,113	167,668	1,764	169,432	1.1
Materials, Goods & Supplies	5,446	6,211	106	6,317	1.7
External Services	21,294	21,548	648	22,196	3.0
Fleet Services	64,157	68,373	9,887	78,260	14.5
Intra-municipal Services	5,363	5,759	(490)	5,269	(8.5)
Utilities & Other Charges	6,715	7,747	237	7,984	3.1
Transfer to Reserves	-	-	-	-	-
Subtotal	259,088	277,306	12,152	289,458	4.4
Intra-municipal Recoveries	(3,636)	(882)	(313)	(1,195)	35.5
Total Expenditure & Transfers	255,452	276,424	11,839	288,263	4.3
Net Operating Requirement	\$ 151,196	\$ 159,368	\$ 9,499	\$ 168,867	6.0
Full-time Equivalents	2,205.0	2,225.0	19.0	2,244.0	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$2,340

This increase relates to increases to cash, U-Pass, AISH, Senior Adult, DATS and charter fares for \$2,838. Service cuts resulted in a reduction of fare revenue of \$697. The balance comes from various other adjustments.

Expenditures & Transfers - Changes

Personnel \$1,764

Movement within the salary ranges, changes in benefits and the last year of a 3-year 1% LAPP contribution increase account for a reduction of \$539. Annualization of increased service resulted in an additional cost of \$799. The North LRT Extension Impact of Capital Service has resulted in an additional \$1,540. The remainder are from other cost impacts.

Branch — Edmonton Transit

Material, Goods & Supplies \$106

\$90 increase resulting from Impact of Capital service packages for the LRT Communications and the NLRT Extension. The remainder is for inflation adjustments.

External Services \$648

An increase of \$600 results from managing the LRT elevator and escalator maintenance within the department. This is offset by a decrease in intra-municipal services as shown below. An additional \$179 in bank servicing charges is due to an increased vendor base selling transit fare products. The majority of the savings arises from the trolley decommissioning somewhat offset by additional costs to generate advertising revenue and the LRT communication impact of capital service package.

Fleet Services \$9,887

The increase of \$9,887 of Fleet Services includes two categories - fuel and maintenance.

Fuel - Increase of \$5,682; An increase of \$4,092 in Fleet Services is attributed to inflation and rate increases. The volume change of \$660 is attributed to annualization of 2011 service packages, service adjustments and fuel consumption changes. The remainder is from the fuel hedge add back partly offset by savings from service reduction.

Maintenance - \$4,205; An increase of \$2,513 in Fleet Services is attributed to inflation and rate increases. There is a cost impact increase of \$505 for materials and parts due to regular usage of the older model 40 ft Low Floor buses. Annualization for new service mentioned in the fuel section accounts for \$782. \$1,000 increase accounts for the operating impact on capital renewal program deferral (which is related to the fleet replacement and refurbishment). The balance arises from savings from service reductions and changed DATS processes partly offset by increased costs for contingency service and leap year service.

Intra-municipal Services (\$490)

The decrease of (\$662) in interdepartmental charges is due to the change in the services provided by another department regarding LRT elevator and escalator maintenance, as some of these services will be managed within the department. An increase of \$135 arises from an additional service day for the 2012 leap year.

Relocation of internal to external space rent accounts for \$105. The remaining changes are due to inflation.

Utilities & Other Charges \$237

Additional leap year service adds \$114, increased shared radio costs with Police adds \$150 with the remaining decrease arising from Corporate savings for telephone and cell phone charges.

Intra-municipal Recoveries (\$313)

An increase of \$272 accounts for the reallocation of recoveries from external revenues to internal revenues. The remaining difference results from inflation and cost & revenue impacts.

Full-time Equivalents - Changes

The addition of 10.8 FTEs is to support the annualization of the 2011 service packages. Contingency Service adds 2.9 FTEs. The ETS Unified Control and Service Disruption Awareness Program adds 4 FTEs. An additional 1 FTE is required to maintain advertising shelters. The Northeast LRT Extension adds 14 FTEs. As a result of the reduction in transit service hours, 13.7 FTEs will be removed. All additions and removals of FTEs are permanent.

Branch — Edmonton Transit

Service Package - LRT Communication Impacts

Funded

Description

This service package provides funds for the maintenance and repair of additional communication systems going into service. It includes CCTV coverage at transit terminals and on retrofitted LRVs, and Transit's share of maintenance for the new EDAC (Enhanced Digital Access Communication) base radio system.

Justification

This service package will provide for the routine inspections, repairs, and licensing of various CCTV systems and the voice radio system being installed to serve Transit. The budget will ensure these key safety and security systems are fully operational to provide for monitoring and responding to operational issues.

Links to Strategic Goals & Departmental Outcomes

Strategic Goal	Transform Edmonton's Urban Form
Corporate Outcome	Edmonton has sustainable infrastructure that fosters and supports civic/community needs
Strategic Goal	Improve Edmonton's Livability
Corporate Outcome	Safe and clean city

Impact on Other Departments

There is no impact on other departments.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 86	\$ -	\$ 86	-	\$ 49	\$ -	\$ 49	-	\$ 52	\$ -	\$ 52	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 86	\$ -	\$ 86	-	\$ 49	\$ -	\$ 49	-	\$ 52	\$ -	\$ 52	-

Branch — Edmonton Transit

Service Package - NLRT Extension - LRT Costs & Revenue

Funded

Description

This service package provides the budget to operate and maintain the NAIT LRT extension with service commencing in April 2014. The line will operate from Health Sciences to NAIT over 8.5 km of line. The new construction includes 20 vehicles, 3 stations, 3.5 km of new double track from Churchill Station to NAIT, 3 traction power substations, train control signal system, overhead catenary power system and communications systems (CCTV, radio, train arrival & message signs, building alarms, fare collection system). Service will provide 6 3-car trains operating on 5 minute headways in peak service, 4 3-car trains in mid-day and on weekend service on 10 minute headways and 3 3-car trains on 15 minute headways in the evening. It will provide a total of 33,904 service hours annually and vehicles will operate 1.3 million km annually serving the Health Sciences Station (HSS) to NAIT line.

Engineering, operations inspectors and support staff are required to assist with installation of the signal system on the LRT vehicles and overlay the wayside system, install electrical and power systems to support the extension, provide operations and maintenance reviews of designs and plans, develop operating standards and training packages, and schedule construction and commissioning work on the existing LRT line. ElectroVehicle Mechanics are required to be hired and trained in 2012 to perform LRV maintenance in 2014. Additional staff are required to operate the trains; provide field and control room coverage for train operations; maintain track and facilities; maintain, repair and clean the LRVs; maintain the fare collection system; train additional motormen, maintenance staff and contractors.

Justification

Council approved the extension of the LRT line to NAIT. The budget request is required to perform the maintenance and operational functions to make the line work. The line is designed to replace express bus service from/to the NAIT area, improve service to Grant McEwan University, serve the new entertainment district, and the Royal Alex Hospital and Kingsway Garden Mall. It is the first phase of a line that will extend to St. Albert and serve the Airport Land Redevelopment TOD project. The line will provide direct service between hospitals, key commercial and educational institutions, and improve accessibility with more frequent service in the downtown core.

If the budget is not provided, there will not be enough trained staff to operate and maintain the line. Service reliability and safety will be compromised. Assets will not be maintained.

Links to Strategic Goals & Departmental Outcomes

Strategic Goal	Shift Edmonton's Transportation Mode
Corporate Outcome	Citizens use public transit and active modes of transportation The transportation System is integrated, safe and gives citizens choice
Strategic Goal	Improve Edmonton's Livability
Corporate Outcome	Complete collaborative communities that are accessible; Safe and clean city Safe and clean city Citizens are connected to their diverse communities and have pride in their city

Impact on Other Departments

There is no impact on other departments.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$1,590	\$ -	\$1,590	14.0	\$1,587	\$ -	\$1,587	9.0	\$8,542	\$ -	\$8,542	48.5
Annualization	106	-	106	1.0	-	-	-	-	-	-	-	-
Total	\$1,696	\$ -	\$1,696	15.0	\$1,587	\$ -	\$1,587	9.0	\$8,542	\$ -	\$8,542	48.5

Branch — Edmonton Transit

Proposed 2012 Budget—User Fee Information

	2011 Fee	\$ Increase	% Increase	Proposed 2012 Fee
ETS FARES				
Cash Fare	\$2.85	\$0.15	5.3%	\$3.00
Tickets (ten)				
Adult	\$22.80	\$0.00	0.0%	\$22.80
Youth/Senior	\$19.95	\$0.00	0.0%	\$19.95
Monthly Passes				
Adult	\$84.65	\$0.00	0.0%	\$84.65
AISH	\$33.00	\$1.00	3.0%	\$34.00
DATS	\$84.65	\$0.00	0.0%	\$84.65
Senior	\$13.00	\$0.50	3.8%	\$13.50
Student Passes				
Post Secondary	\$76.95	\$0.00	0.0%	\$76.95
Youth/Student Monthly	\$65.55	\$0.00	0.0%	\$65.55
U-Pass - Winter Semester	\$92.40	\$12.60	13.6%	\$105.00
U-Pass - Summer Semester	\$92.40	\$12.60	13.6%	\$105.00
U-Pass - Fall Semester	\$105.00	\$12.60	12.0%	\$117.60
Senior Annual Passes				
Regular	\$118.00	\$3.50	3.0%	\$121.50
Low Income	\$51.00	\$1.50	2.9%	\$52.50
Day Pass	\$8.55	\$0.00	0.0%	\$8.55
Charter Rates	\$111.00	\$7.00	6.3%	\$118.00

Note: Fare Policy C451F does not include a planned increase to the 2012 Cash Fares. Any revision to this policy will require City Council resolution.

ETS receives 84% of the U-Pass fees, with the remainder split between St. Albert and Strathcona. The proposed 2012 fee reflects what Edmonton Transit will collect.

Branch — LRT Design and Construction

Introduction

The LRT Design and Construction Branch is responsible for efficiently and effectively delivering LRT capital projects. The work of this branch is guided by Transportation Planning initiatives including LRT expansion plans as outlined in *The Way We Move*. In keeping with the LRT Network plan and various corridor concept plans, LRT Design and construction makes LRT expansion in the City of Edmonton a reality through the delivery of world class project management and technical services. Efficient administration of these projects is key to ensuring funding agreements with other levels of government can be reached and honored.



The following lines are at various stages of planning, design and construction within the City of Edmonton:

- North LRT to NAIT
- Northwest LRT extension from NAIT to Northwest city limits
- Southeast and West LRT, including the Downtown Connector



The branch provides the following services for all future extensions of the LRT system:

- Managing the preliminary and detail design process; including track, roadway, structure and station plans, electrical traction power, roadway traffic and train control systems, environmental, geotechnical, drainage, and utility coordination.
- Review of delivery method for a given project; from traditional design, bid, build to alternative procurement and delivery methods to achieve the maximum value for the City of Edmonton.
- Oversight of project management services; including, preparing detailed cost estimates, on-location resident engineering and inspection services for construction project controls and performance tracking.
- System commissioning and coordination of testing procedures that are performed prior to revenue service.
- Leading public consultation for the expansion of the LRT system and ongoing project communications with stakeholders on behalf of Transportation Services.



Branch — LRT Design and Construction

Opportunities and Challenges

LRT Design and Construction manages the design and construction of the LRT system. The LRT Network Plan describes expansion of the current system to all sectors of the city, which combined is the largest construction program in the history of the city. Consistently managing projects that are on-time, on-budget and on-scope is crucial to enable funding readiness and leverage the significant investment made by other levels of government.

Project Management

In projects that contribute to the renewal and expansion of the city's LRT system, the branch sets a standard of excellence that is recognized internationally. On the project management side, a project control system has been implemented that monitors performance of each contract month by month and has resulted in large project cost savings. The team proactively assesses which elements are not on schedule or budget and adjusts the project accordingly.

Construction Coordination

The LRT Design and Construction team does extensive coordination of other projects to achieve the best value for tax dollars. *The Way We Move* describes the desired future Edmonton as a walkable, cycle-friendly city that supports healthy, active lifestyles, in a barrier free, age-friendly environment. LRT Design and Construction coordinates and implements active modes facilities with LRT projects. In addition, extensive consultation has been done with utilities early in the project to minimize overlap while on site and with Edmonton Transit to ensure any LRT upgrades are done at the same time. Significant construction cost savings were realized by tunneling under the EPCOR Tower prior to the construction of the office tower.

Implementation of Environmentally Sustainable Features

Implementation of features such as bioswales will reduce the impacts of construction. Bioswales are landscape elements that are designed to remove silt and pollution from surface runoff water and have the ability to reduce the impact on the environment.

Service and Budget Review

To meet the 2012 budget target, the Branch examined and evaluated the proposed changes to the 2012 budget. With limited impact to citizens or delivery of service, the budgets for LRT Expansion consulting and discretionary items were eliminated. This was achieved through the organizational realignment that combined the LRT Expansion and Design and Construction Branches. A Branch Manager and an Administrative Assistant position were also eliminated, reducing 2 FTEs in the consolidated Branch. In addition, an existing FTE position in LRT Design and Construction will be charged to the Capital Budget Program for LRT expansion projects.

Branch — LRT Design and Construction

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 240	\$ 221	\$ (191)	\$ 30	(86.4)
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	<u>240</u>	<u>221</u>	<u>(191)</u>	<u>30</u>	<u>(86.4)</u>
Expenditure & Transfers					
Personnel	1,869	2,103	(211)	1,892	(10.0)
Materials, Goods & Supplies	53	113	2	115	1.8
External Services	55	200	(95)	105	(47.5)
Fleet Services	-	-	-	-	-
Intra-municipal Services	1,010	764	72	836	9.4
Utilities & Other Charges	74	155	(50)	105	(32.3)
Transfer to Reserves	151	-	-	-	-
Subtotal	3,212	3,335	(282)	3,053	(8.5)
Intra-municipal Recoveries	(2,080)	(2,051)	(312)	(2,363)	15.2
Total Expenditure & Transfers	<u>1,132</u>	<u>1,284</u>	<u>(594)</u>	<u>690</u>	<u>(46.3)</u>
Net Operating Requirement	\$ 892	\$ 1,063	\$ (403)	\$ 660	(37.9)
Full-time Equivalents	19.0	18.0	(2.0)	16.0	

Branch — LRT Design and Construction

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. (\$191)

Revenue is expected to decrease significantly in 2012. As the NLRT expands, \$191 in revenues will no longer be collected from temporary rental properties.

Expenditures & Transfers - Changes

Personnel (\$211)

Movement within the salary ranges, changes in benefits and the last year of a 3-year 1% LAPP contribution increase account for \$16. Due to the reorganization, there is a reduction in personnel of \$227.

Material, Goods & Supplies \$2

The increase is attributed to inflation.

External Services (\$95)

The amalgamation of the LRT Design and Construction and LRT Expansion branches has resulted in the opportunity to leverage collective resources and reduce consulting for LRT Expansion from the Service & Budget Review \$100. The \$5 increase is attributed to inflation.

Intra-municipal Services \$72

Charges for space rent, Project Management Office, building maintenance, custodial, Corporate Services and Finance increased by \$72 to align the budget with the service provider.

Utilities & Other Charges (\$50)

Corporate strategy reductions have led to a \$17 decrease in telephones and cellular phones. As well, the elimination of LRT Expansion discretionary items from the Service & Budget review further reduced the budget by \$37. There is a \$4 increase due to inflation.

Intra-municipal recoveries (\$312)

Intra-municipal recoveries to capital have correspondingly increased by \$162 due to reduced reliance on temporary revenue, slightly offset by the decrease in other operating costs. The Service & Budget Review also capitalized one LRT Expansion position due to the approval of preliminary SE/West LRT construction engineering, thereby increasing recoveries by \$122. The remaining \$28 increase is attributed to inflation.

Full-time Equivalents - Changes

2.0 FTEs for permanent full-time positions were reduced due to the reorganization.

Branch — Roads Design and Construction

Introduction

The Roads Design and Construction branch provides engineering and project management services to maintain the fundamental roadway system within the City of Edmonton. The department is accountable for delivering the appropriate quality and scope of capital projects on time and on budget. The department leverages significant technical and management expertise to implement industry best practices and lead project excellence.



The branch coordinates and administers the roadway related improvements for the City of Edmonton. Public involvement and ongoing project communications with stakeholders on behalf of the Transportation Services Department are coordinated by the Branch as construction activities proceed. Typical roadway projects include:

- Freeway interchanges
- Bridge rehabilitation and reconstruction
- Neighbourhood renewal
- Active transportation facility construction
- Street lighting and alley projects
- Major roadway corridor rehabilitation and reconstruction
- Streetscape projects



Branch activities for these projects include:

- Design services ranging from preliminary designs to detailed “for construction” drawings that contractors use to build the necessary infrastructure.
- Project management services consisting of leading the project from cost estimates to construction.
- On-location resident engineering and inspection services for project control and comparing costs with budgeted amounts in order to track contractor performance.
- Review of delivery method for a given project; from traditional design, bid, build to alternative procurement and delivery methods to achieve the maximum value for the City of Edmonton.
- Contract administration involving preparation of contract documents, public tendering, quality monitoring and warranty tracking / resolution.



Branch — Roads Design and Construction

Opportunities and Challenges

Roads Design and Construction are good stewards of public dollars for the citizens of Edmonton by consistently delivering on-time, on-budget, on-scope projects within a rapidly fluctuating construction market due to large scale expansion in the Northern Alberta economy. The department maintains top performance for a wide variety of technical and management staff.

Neighbourhood Renewal

The Neighbourhood Renewal Program outlines a cost effective, long-term plan to address the needs of Edmonton's neighbourhood roads. The program involves the renewal and rebuilding of roads, sidewalks and streetlights in existing neighbourhoods and collector roadways. This program has many benefits for the citizens of Edmonton:

- By combining reconstruction, overlay, and preventative maintenance, citizens will benefit from faster construction at a lower cost than a reconstruction only program.
- Replacement of sidewalks where cracking, grass protruding, and trip hazards exist.
- Replacement of uneven curb and gutters.
- Repaving roadways to remove potholes, cracks and broken up asphalt.
- Replacement of rusting and tilted light stands.
- Construction of curb ramps and other intersection improvements.
- Addressing missing links in sidewalks and bike system as per the Active Transportation Policy.
- The option for decorative streetlights.

The program is carried out with an innovative approach that combines programs and expertise across the City with groups such as Transportation Operations, Drainage Services and The Office of Great Neighbourhoods.

Implementation of Environmentally Sustainable Roadway Features

Implementation of roadway features, such as bioswales, will reduce the impacts of roadway construction. Bioswales are landscape elements that are designed to remove silt and pollution from surface runoff water and have the ability to reduce the impact of roadways on the environment.

Implementation of Active Transportation Facilities

The Way We Move describes the desired future Edmonton as a walkable, cycle-friendly city that supports healthy, active lifestyles, in a barrier free, age-friendly environment. Roads Design and Construction implements active modes facilities and looks for ways to coordinate these projects with other roadway projects to achieve the best value for tax dollars.

Impact of Capital Projects

Implementation of new technologies and innovative approaches to construction sometimes require an initial capital component. The City will have to continue to seek new sources of funding beyond 2012 for these programs. The reduced funding for the arterial renewal program in the capital budget will have an impact on the operating budget. In the future, additional funding will be required as the reduction in rehabilitation will lead to increased requirements for filling potholes and patch paving. The lack of funding for active modes transportation facilities will also result in lost opportunity for coordination of these projects.

Service and Budget Review

There were no measures identified as a part of the service and budget review.

Branch — Roads Design and Construction

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ -	\$ -	\$ -	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditure & Transfers					
Personnel	8,385	11,067	222	11,289	2.0
Materials, Goods & Supplies	225	412	7	419	1.7
External Services	189	136	3	139	2.2
Fleet Services	18	12	1	13	8.3
Intra-municipal Services	1,339	1,937	(523)	1,414	(27.0)
Utilities & Other Charges	484	1,520	(18)	1,502	(1.2)
Transfer to Reserves	-	-	-	-	-
Subtotal	<u>10,640</u>	<u>15,084</u>	<u>(308)</u>	<u>14,776</u>	<u>(2.0)</u>
Intra-municipal Recoveries	<u>(9,039)</u>	<u>(13,503)</u>	<u>126</u>	<u>(13,377)</u>	<u>(0.9)</u>
Total Expenditure & Transfers	<u>1,601</u>	<u>1,581</u>	<u>(182)</u>	<u>1,399</u>	<u>(11.5)</u>
Net Operating Requirement	\$ 1,601	\$ 1,581	\$ (182)	\$ 1,399	(11.5)
Full-time Equivalents	79.0	105.0	-	105.0	

Branch — Roads Design and Construction

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Personnel \$222

Movement within the salary ranges, changes in benefits and the last year of a 3-year 1% LAPP contribution increase account for \$222.

Material, Goods & Supplies \$7

The increase is attributed to inflation.

External Services \$3

The increase is attributed to inflation.

Fleet Services \$1

The increase is attributed to inflation.

Intra-municipal Services (\$523)

Charges for space rent, Project Management Office, building maintenance, custodial, Corporate Services and Finance decreased by \$97 to align budget with the service provider charges. \$432 for a one-time renovation charge was removed from the 2012 budget. There was a \$6 increase attributed to inflation.

Utilities & Other Charges (\$18)

An increase of \$16K is attributed to inflation. Corporate strategy reductions have led to a \$34 decrease in telephones and cellular phones.

Intra-municipal recoveries \$126

Intra-municipal recoveries have correspondingly decreased \$254 to the lower expenses for 2012. This is slightly offset by inflation, which accounts for a \$128 increase.

Full-time Equivalents - Changes

There are no FTE changes for the 2012 proposed budget.

Branch — Transportation Operations

Introduction

Transportation Operations enables the smooth operation of the existing transportation network. Branch activities include a wide range of services that affect all citizens, including operating the traffic signal network, snow and ice control, maintaining street lighting and performing roadway maintenance including neighborhoods. Transportation Operations has six sections with responsibilities for various functional areas:

Roadway Maintenance

- Performs winter and summer road maintenance, including snow and ice control, spring clean-up, pothole filling, patch paving, sidewalk repair, street cleaning and bridge maintenance.
- Monitors and evaluates pavement and bridge condition.
- Manages five district yards, as well as facilities for snow storage and sand recycling.



Engineering Services

- Performs materials research and testing, quality assurance, and structural design and analysis of pavements. Coordinates aggregate recycling program.
- Provides construction surveying, geotechnical engineering, and noise and vibration monitoring services.
- Monitors and repairs landslides and erosion control.
- Supports other departments including expertise in geotechnical engineering, site remediation and material testing

Traffic Engineering

- Designs traffic signal systems and networks.
- Upgrades traffic controls to improve safety.

Office of Traffic Safety

- Collaborates with Edmonton Police Services to address

traffic safety through education, engineering and enforcement. Oversees automated enforcement.

- Performs traffic safety reviews and collision data analysis.
- Reviews and recommends speed management initiatives and community safety programs.



Signals, Street Lighting and Infrastructure

- Manages inventory and agreements with EPCOR for signals and street lighting.
- Operates the traffic management centre and traffic cameras.
- Develops programs for rehabilitation of arterial and neighbourhood roadways.
- Provides base mapping services.

Traffic Control

- Manages road rights of way for traffic control.
- Negotiates access agreements, as well as permit approvals for utility installations and private use of municipal right of way.
- Manages traffic signing, detours, on-street construction permits and on-street parking.
- Coordinates traffic and speed bylaws.



Branch — Transportation Operations

Opportunities and Challenges

Maintaining a safe, efficient and well functioning transportation system is a key service provided to citizens by Transportation Services. Edmonton's northern climate is a challenge for the department and the expectation for snow and ice control activities was reviewed over the past year which resulted in increased expenditures. User expectations must be balanced with funding and operational realities. Ongoing communication with stakeholders is required to leverage community knowledge and deliver effective services.

Office of Traffic Safety

The Office of Traffic Safety collaborates with Edmonton Police Services, internally and with the University of Alberta to address traffic safety through education, engineering and enforcement. This office was the first of its kind in Canada and focuses on evidence based approach for improving safety.

Snow and Ice Control

Evaluation of the response to the major snow events in the past winter season has revealed that funding for snow and ice control activities and resources was insufficient to meet public expectations of a sufficient response to a severe snowfall event. Equipment resources and support facilities, such as snow storage sites and operating yards are critical to timely delivery of expected levels of service to citizens. Perception of response can be localized and requires city-wide performance measures for effective evaluation.

Optimizing the Efficiency of the Existing Road Network

Edmonton is partnering with German traffic logistics company PTV and car manufacturer BMW and several other companies to test the optimization of traffic operation along Yellowhead Trail. This implementation will be the first of its kind in North America.

Conversion to LED Street Lights

Replacement of the existing High Pressure Sodium Street Lights with LED Street Lights has started in residential areas in 2011, and will be done in conjunction with future neighbourhood rehabilitation programs. LED street lights have many benefits: they are more energy efficient, provide energy savings, reduce CO2 emissions and have increased longevity.

Impact of Capital Projects

Transportation Operations has service packages which are an impact from capital projects. Operating costs will increase due to the additional equipment required to meet the service levels as set out in the Snow and Ice Control policy C409G. The service packages are related to inventory growth in sidewalks, roadways, streetlights and traffic control devices.

Service and Budget Review

To meet the 2012 budget target, the Branch examined and evaluated proposed changes to the 2012 budget.

To increase revenue or decrease costs, three ideas were explored. First, increased parking meter revenue is expected with new parking meter technology that offers new payment methods. The new technology requires a change in the Downtown Parking Policy. Second, new Right of Way Management License Fees for portable sign permits and permanent waste bins is being proposed. Third, the cost of City provided survey services will be recovered from capital projects or other City Departments. These measures would not have a significant impact on citizens.

Several options were identified that will moderately decrease service levels. Reducing the service levels outlined in the Street Cleaning Policy would involve reduction of street cleaning on roadways and elimination of alley cleaning. These changes would impact residents as debris will accumulate that could impact drainage in alleys and on major roadways. In addition, eliminating the litter removal program will reduce significantly the portion of work done by City forces towards Capital City Clean Up. It is expected that litter will accumulate on major roadways. Reducing streetscape maintenance will impact Business Redevelopment Zones because this will eliminate the washing and the ongoing painting of street furniture. Reducing concrete sidewalk and curb repairs and completing more repairs with asphalt will increase the number of trip hazards, possibly creating additional liability issues.

Service of random street light bulb outages in residential areas will be eliminated and bulbs would only be replaced through regularly scheduled maintenance once every five years. This would significantly reduce service to citizens in areas where bulbs need to be replaced and may create roadway safety hazards.

Branch — Transportation Operations

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 6,776	\$ 5,732	\$ 640	\$ 6,372	11.2
Provincial Grants ^{1,2}	3,200	3,100	-	3,100	-
Parking Meters	6,176	6,234	500	6,734	8.0
Total Revenue & Transfers	16,152	15,066	1,140	16,206	7.6
Expenditure & Transfers					
Personnel	61,314	65,356	2,854	68,210	4.4
Materials, Goods & Supplies	26,906	37,951	1,744	39,695	4.6
External Services	38,290	29,275	776	30,051	2.7
Fleet Services	20,710	22,264	4,195	26,459	18.8
Intra-municipal Services	3,150	3,949	437	4,386	11.1
Utilities & Other Charges	10,383	10,366	436	10,802	4.2
Transfer to Reserves	612	536	14	550	2.6
Subtotal	161,365	169,697	10,456	180,153	6.2
Intra-municipal Recoveries ³	(35,943)	(34,217)	(2,462)	(36,679)	7.2
Total Expenditure & Transfers	125,422	135,480	7,994	143,474	5.9
Net Operating Requirement	\$ 109,270	\$ 120,414	\$ 6,854	\$ 127,268	5.7
Full-time Equivalents	740.9	751.1	35.5	786.6	

NOTE 1) 2010 Actual: \$3,200 one-time expenditure is offset by \$3,200 MSI grant as a result of an agreement signed with the Provincial Government of Alberta to assist in the funding of Rabbit Hill Road Interchange over the Anthony Henday Highway.

NOTE 2) 2011 & 2012 Budget: \$3,100 Microsurfacing, a road sealant application, is eligible for funding through provincial grant Municipal Sustainability Initiative (MSI).

NOTE 3) Includes 2012 Proposed Budget recovery of \$14,633 for Photo Enforcement operations and Traffic Safety - Transportation, a decrease of \$772 from 2011. Refer to Traffic Safety Summary within the Corporate Programs.

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$1,140

Increase in revenue of \$1,000 is due to service and budget review for new right-of-way management license fees. As part of service and budget review, parking meter revenue will increase by \$500 contingent on capital investment into new parking meter technology and asset purchases and expanding existing parking meter service in identified locations. The capital profile 12-66-1230 Parking Control Technology is currently unfunded. A decrease of \$360 asphalt milling sales to get the budget in line with historical actuals.

Expenditures & Transfers - Changes

Personnel \$2,854

Movement within the salary ranges, changes in benefits and the last year of a 3-year 1% LAPP contribution increase account for \$171. Snow Removal Strategies account for \$2,326 increase. Operating Impact of Capital to Roadway Maintenance results in \$383 increase and to Traffic Control \$200 increase.

Branch — Transportation Operations

Other personnel increases include \$467 for Office of Traffic Safety Violation Review & Technical Team, \$276 for Geotechnical & Environmental Testing. \$100 increase is required to administer new right-of-way management license fees. A total reduction of \$1,069 is the result of the Service and Budget Review to reduce street cleaning in summer months; eliminate alley cleaning; reduce litter removal, streetscape, sidewalk, curb and gutter maintenance.

Material, Goods & Supplies \$1,744

An increase of \$1,615 is attributed to inflation. Snow Removal Strategies account for \$400 increase. Operating Impact of Capital to Roadway Maintenance, Traffic Control, Signals and Streetlight Infrastructure result in increases of \$200, \$53 and \$2 respectively. Remaining balance is attributed to SBR reduction of \$526.

External Services \$776

Spring Sweeping makes up \$1,200 of the increase. Operating Impact of Capital to Signals and Streetlight Infrastructure results in an increase of \$473 and to Traffic Control an increase of \$125. LED Streetlight Conversion results in \$100 reduction. Further reductions of \$500 in random bulb replacement, \$159 to eliminate alley cleaning, \$86 to reduce litter removal and \$75 for streetscape, sidewalk, curb and gutter maintenance. A decrease of \$102 to external services slightly absorbs the increase in intra-municipal services.

Fleet Services \$4,195

An increase of \$526 in Fleet Services is attributed to fuel cost increase. An increase of \$1,756 is attributed to rate increase. Changes in volume result in \$2,336 increase due to Snow Removal Strategies and \$82 increase due to Operating Impact of Capital to Traffic Control. The Service & Budget Review reductions accounted for \$505.

Intra-municipal Services \$437

Charges for special event policing, shared radio cost, space rent, security, custodial are increasing \$351 to get the budget in line with department service provider while the remaining \$86 is for Snow Removal Strategies.

Utilities & Other Charges \$436

\$131 is the cost impact for Streetlight Signals & Infrastructure, while Signals & Streetlight Infrastructure Growth, Snow Removal Strategies and inflation totaled \$225, \$29 and \$100 respectively. This was lowered by Corporate Strategy Reductions of \$49 in telephones and cellular phones.

Transfer to Reserves \$14

An inflationary increase of \$14 is for the aggregate site reserve.

Intra-municipal recoveries (\$2,462)

Recoveries from Capital will be increased as follows: Snow Removal Strategies resources of \$1,611 will be utilized in the summer for the neighbourhood overlay program; Traffic Control resources of \$40 will be utilized in implementing seasonal parking ban and reserved bike lane routes. Further \$476 recoveries for engineering services to provide construction monitoring of erosion, landslide repair projects and for environmental testing. \$900 increase is to align the budget with historical actual for the in-house grind and overlay Capital program. Photo Enforcement operations and Traffic Safety - Transportation have decreased by \$772. The remaining increase of \$207 is for inflation.

Full-time Equivalents - Changes

9 permanent positions added mid-year in 2011 requires full year budget as follows: 0.5 FTE for right-of-way management license fee, 0.5 FTE for Geotechnical Engineer, 3 FTEs for the Office of Traffic Safety's Violation and Review Team and 0.5 FTE for Senior Traffic Engineer's SE & W LRT microsimulation modeling. A reduction of 0.3 FTE is a historical adjustment for a position previously transferred from Street Lighting to Development Services. A reduction of 14.7 FTEs is the result of the Service and Budget Review. 2 FTEs for permanent Environmental Testing positions are required to review the increasing volume of environmental reports and Contaminated Sites Inventory Project. Funding for 35 FTEs for permanent operators is required to meet the Snow and Ice Control policy C409G. The Operating Impact of Capital to Roadway Inventory results in an addition of 6 FTEs and to Traffic Control an addition of 3 FTEs, resulting in permanent positions.

Branch — Transportation Operations

Service Package - Snow Removal Strategies

Funded

Description

This service package includes all operating costs for the additional 20 truck sander/plow units approved by Council at the March 16, 2011 meeting. The additional equipment is required to meet the service level for plowing of roadways and residential blading as set out in the Snow and Ice Control policy C409G, as approved by Council on September 27, 2011. Included in the operating costs is all the costs for equipment, fixed, variable and fuel; as well as personnel costs for operators. This is an increased service level from the previous policy. This package includes funding for 35 FTEs (permanent), these operators and the trucks will be utilized in summer for neighbourhood overlay program. One permanent FTE is needed for a web coordinator to support the snow clearing and neighborhood renewal programs by ensuring timely and accurate information is available through the public engagement group.

Justification

This funding is required to meet the new service levels set out in policy C409G. This policy included enhanced service levels for residential blading and snow removal/hauling on collector roadways and bus routes. Not funding this service package would mean that the enhanced service levels cannot be implemented.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Preserve and Sustain Edmonton's Environment
Corporate Outcome	The impact of City operations on air, land and waters is minimized
Strategic Goal	Improve Edmonton's Livability
Corporate Outcome	Complete collaborative communities that are accessible, strong and inclusive Safe and clean city
Strategic Goal	Diversify Edmonton's Economy
Corporate Outcome	The Corporation supports a competitive business climate and delivers business friendly service

Impact on Other Departments

Additional equipment maintenance for Fleet Services (\$2.3M):
\$1.1M is expected in Fixed Costs, \$1.0M in Variable and \$0.2M in Fuel.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 3,566	\$ -	\$3,566	36.0	\$ 95	\$ -	\$ 95	-	\$ 98	\$ -	\$ 98	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 3,566	\$ -	\$3,566	36.0	\$ 95	\$ -	\$ 95	-	\$ 98	\$ -	\$ 98	-

Branch — Transportation Operations

Service Package - Roadway Maintenance - Inventory Growth

Funded

Description

This service package identifies the funding required to maintain inventory increases in the roadway network, estimated at 1%. This package includes funding for sidewalk maintenance, asphalt road maintenance, snow and ice control and street cleaning to maintain current service levels. This package includes 6 FTEs (permanent positions).

Justification

Funding will provide current service levels for increased inventory, not funding service for increased inventory would result in decreased level of service.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal **Preserve and Sustain Edmonton's Environment**
Corporate Outcome Edmonton strives to be a leader in environmental advocacy and stewardship

Strategic Goal **Transform Edmonton's Urban Form**
Corporate Outcome Edmonton has sustainable infrastructure that fosters and supports community needs
Complete collaborative communities that are accessible and strong
Safe and clean city

Strategic Goal **Diversify Edmonton's Economy**
Corporate Outcome The City attracts talent and investment making it nationally competitive

Impact on Other Departments

There is no impact on other departments.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 600	\$ -	\$ 600	6.0	\$ 216	\$ -	\$ 216	1.0	\$ 216	\$ -	\$ 216	1.0
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 600	\$ -	\$ 600	6.0	\$ 216	\$ -	\$ 216	1.0	\$ 216	\$ -	\$ 216	1.0

Branch — Transportation Operations

Service Package - Traffic Control Inventory Growth

Funded

Description

This service package is for the Traffic Control services requesting net funding of \$420,000 (3 FTEs). Traffic Control requires additional permanent positions to support the increase in service levels resulting from roads capital investment. 3 FTEs are made up of Pavement Marking Crew (2), and a Equipment Operator II. These positions require accompanying vehicles and equipment.

Justification

Traffic Control section requires additional resources to keep up with the services required of the Capital investment of MMA Pavement Marking application. A new Pavement Marking Crew, and Equipment Operator II are critical towards ensuring that road safety is maintained through timely pavement markings, while assisting in the adherence to construction schedules set forth in the Capital programs. Traffic Control must be equipped with adequate resources to ensure that the Pavement Markings and Shifting Edmonton's Transportation Mode can be executed effectively and efficiently, to maintain road safety.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Improve Edmonton's Livability
Corporate Outcome	Complete collaborative communities that are accessible and strong Safe and Clean City
Strategic Goal	Diversify Edmonton's Economy
Corporate Outcome	The City attracts talent and investment making it nationally competitive

Impact on Other Departments

There is no impact on other departments.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 420	-	\$ 420	3.0	\$ 12	-	\$ 12	-	\$ 12	-	\$ 12	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 420	\$ -	\$ 420	3.0	\$ 12	\$ -	\$ 12	-	\$ 12	\$ -	\$ 12	-

Branch — Transportation Operations

Service Package - Traffic Engineering, Signals, Streetlighting & Infrastructure Inventory Growth

Funded

Description

The Signal Streetlighting & Infrastructure section requires additional budget to support the Electrical Services Agreement with EPCOR, growth in streetlight inventory resulting from aggressive residential development, and increase in various capital programs. There is a fast growing inventory of streetlights and signals that require sufficient resources to meet the demands of daily operations.

Specifically, new neighborhood reconstruction projects will increase from 2 in 2011, to 6 starting in 2012, and each neighborhood requires more frequent community consultation meetings to be held which has an impact on resources to meet these additional requests. Also, the traffic controller rehabilitation program has an aggressive schedule planned for the 2012-2014 cycle as many traffic controllers are becoming incompatible with current technology. Lastly, this section has started implementing LED lights in neighbourhoods, and is responding to many Citizen inquiries as a result. Technicians are required to execute the additional commitments of the capital programs on schedule and on budget.

In 2013, a Senior Traffic Analysis Engineer and a General Supervisor of Traffic Control Engineering are requested for the Traffic Engineering section to support and maintain services levels resulting from LRT Expansion and growing roads networks. These positions are necessary to analyze and maximize efficiency of traffic flow and capacity of key goods movement along primary traffic and LRT corridors, by creating an optimal mix of traffic control and signal timings towards promoting *The Way We Move*.

Justification

This service package is to maintain service levels to the public by acquiring additional resources in response to additional demands of various capital programs and meet the increasing costs of doing business. The City's growing inventory increases the funding needed for supportive maintenance and operational programs. Traffic and pedestrian safety can be maintained, and risks of failure mitigated, by providing sufficient dollars for the timely operation and preventative maintenance of the City's growing streetlight and signals inventory.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal **Improve Edmonton's Livability**
Corporate Outcome Complete collaborative communities that are accessible and strong
Safe and Clean City

Strategic Goal **Diversify Edmonton's Economy**
Corporate Outcome The City attracts talent and investment making it nationally competitive

Impact on Other Departments

There is no impact on other departments.

incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 700	-	\$ 700	-	\$ 245	-	\$ 245	2.0	\$ 25	-	\$ 25	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 700	\$ -	\$ 700	-	\$ 245	\$ -	\$ 245	2.0	\$ 25	\$ -	\$ 25	-

Branch — Transportation Planning

Introduction

Transportation Planning includes both long-term and short-term planning activities for all modes of transportation in Edmonton. The development and implementation of strategic plans and policies guides department actions in order to achieve the overall vision as described in *The Way We Move*. The branch also performs on-going reviews of infrastructure that is being put in place by the City and developers to ensure that well planned projects are being implemented on a day-to-day basis. Public consultation and engagement is another key aspect of all transportation planning initiatives.



Development Planning and Engineering

- Reviews transportation components of development projects.
- Administers and applies conditions related to the Arterial Roadway Assessment Bylaw.
- Inspects recently constructed developments for compliance with City standards.



Sustainable Transportation

- Promotes and supports sustainable transportation options such as walking, cycling, and carpooling, including developing concept plans for walking and cycling infrastructure.
- Reviews transportation components of development projects within the central area of the city.
- Manages and implements programs that address the transportation system's impact on the community, such as traffic shortcutting and traffic noise.

Facility and Capital Planning

- Develops strategic initiatives and conceptual engineering for roadway and major transit infrastructure.
- Coordinates development of the 3-year and 10-year Capital Priority Plan for Transportation Services

Policy Implementation and Evaluation

- Develops and implements strategic policy, such as the Transportation Master Plan and its supporting policies.
- Employs transportation forecasting models to project future scenarios for transportation planning, including vehicle emissions forecasting and traffic microsimulation modeling.
- Collects and maintains traffic and public transit data for Edmonton and external agencies.



Branch — Transportation Planning

Opportunities and Challenges

As the City of Edmonton continues to grow and expand at one of the fastest rates in Canada, Transportation Planning seeks to balance the long term strategic needs of the City with the immediate concerns of residents and business owners. The strategic objectives for the transportation system as outlined in *The Way We Move* are part of a bold vision that will require consistent action to achieve, both in terms of policy development and project implementation.

The Transportation Planning Branch provides key services to the public. To protect the safety and integrity of the road network on behalf of the public, transportation components of all new developments are reviewed. All private roadway construction on public right-of-way is inspected to ensure City standards are met.

Planning cost-effective transportation facilities for both the short term and long term is a major function of the Branch that ultimately serves citizens. Transportation planning recognizes the critical links between transportation needs and social, economic and environmental factors by creating plans that strive to improve citizen's quality of life, the economic vitality of the city and accommodating a growing population. Best practices are applied through the range of planning activities from the encouragement of active modes to the development of a modern, urban LRT network. Throughout the planning process, the Branch endeavors to provide opportunity for all voices to be heard through a transparent and inclusive consultation process; a process that is critical to the success of the Department's initiatives.

Funded Service Package

A funded Service Package to develop a Complete Streets Guide is a key development document for implementation of both *The Way We Move* and *The Way We Grow*. Complete Streets integrate transportation and land use and encourage active transportation while providing an appropriate urban design aesthetic. A Complete Streets guideline aims to increase the attractiveness, convenience and safety of all modes of transportation by emphasizing design elements that are appropriate for each roadway context. Not limited to denser urban neighbourhoods, Complete Street principles are also appropriate for rural, suburban and industrial areas, including the adequate provision of features to accommodate trucks and other heavy vehicles. An important outcome from a Complete Streets guideline is to ensure that roadway, pedestrian, bicycle and transit elements are planned and developed in a cost effective manner.

Service and Budget Review

To meet the 2012 budget target the Branch examined and evaluated proposed changes to the 2012 budget. As a means to cover a greater proportion of City costs to administer the Arterial Roads for Development Bylaw or Arterial Roadway Assessment (ARA), there is an opportunity to increase the fee charged per servicing agreement for new roadways in developing areas. The fee would be increased from \$1,000 to \$2,000 per servicing agreement, which would require an amendment to the ARA Schedule of Fees. This measure would not have a significant impact on citizens or the development industry.

To meet budget targets, the service and budget review has also advanced a service reduction of 2.0 FTEs by ceasing work on developing comprehensive community traffic plans, allowing all complaints to be handled on a localized basis. In addition, reductions are proposed to the processing of traffic noise complaints. Currently, responses to traffic noise complaints are provided on an as-needed basis which varies depending on issues and political interest. The measure would have a moderate impact on citizens who have community traffic or noise concerns. It is noted that there is no associated capital budget to address concerns with noise attenuation or comprehensive community traffic calming plans. Ceasing responses to traffic noise complaints would likely reduce the need to complete the update of the Urban Traffic Noise Policy currently underway.

Branch — Transportation Planning

Proposed 2012 Budget – Branch Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 916	\$ 428	\$ 276	\$ 704	64.5
Grants	17	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	<u>933</u>	<u>428</u>	<u>276</u>	<u>704</u>	64.5
Expenditure & Transfers					
Personnel	9,711	11,238	71	11,309	0.6
Materials, Goods & Supplies	517	555	9	564	1.6
External Services	6,955	2,678	371	3,049	13.9
Fleet Services	88	125	(22)	103	(17.6)
Intra-municipal Services	217	128	92	220	71.9
Utilities & Other Charges	224	197	7	204	3.6
Transfer to Reserves	12	-	-	-	-
Subtotal	17,724	14,921	528	15,449	3.5
Intra-municipal Recoveries	(364)	(493)	(40)	(533)	8.1
Total Expenditure & Transfers	<u>17,360</u>	<u>14,428</u>	<u>488</u>	<u>14,916</u>	3.4
Net Operating Requirement	\$ 16,427	\$ 14,000	\$ 212	\$ 14,212	1.5
Full-time Equivalents	108.0	112.0	(0.3)	111.7	

Branch — Transportation Planning

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$276

Service and Budget Review of Arterial Roadway Assessment (ARA) Fee identifies \$150 increase in fees payable for Servicing Agreements. A further \$126 increase for inspection fees is to align budget with historical actual.

Expenditures & Transfers - Changes

Personnel \$71

Movement within the salary ranges, changes in benefits and the last year of a 3-year 1% LAPP contribution increase account for \$145. Other factors include a \$40 increase relating to Development Service Inspection Fee, \$66 increase in web/communication support for Snow Removal Strategies. Service and Budget Review to reduce support for Community Traffic Plans & Noise Studies results in \$180 reduction.

Material, Goods & Supplies \$9

A \$14 increase in materials, goods and supplies is due to inflation offset by a \$5 corporate strategies reduction on computer hardware purchase.

External Services \$371

The \$300 one-time funding is for the Advancing the Ways Funded Service Package to develop guidelines and an implementation plan for Complete Streets. The \$71 increase is attributed to inflation.

Fleet Services \$(22)

A decrease of \$22 in Fleet Services is attributed to changes in utilization of lease vehicles for development inspection

Intra-municipal Services \$92

An increase of \$92 for corporate communications, training and printing is required to get the budget in line with service provider charges.

Utilities & Other Charges \$7

Corporate strategy reductions have led to a \$27 decrease in telephones and cellular phones, offset by \$34 inflation for other charges.

Intra-municipal recoveries (\$40)

Position relating to Snow Removal Strategies is recoverable from Roadway Maintenance for \$66. A decrease of \$26 is required to get the budget in line with historical actuals.

Full-time Equivalents - Changes

Snow Removal Strategies require an increase of 1 FTE for 1 permanent Web Content Coordinator and is recoverable from Transportation Operations Branch, Roadway Maintenance. A reduction of 2 FTEs to reduce support for Community Traffic Plans & Noise Studies through Service and Budget Review. 0.3 FTE historical adjustment for an Engineering Technologist position previously transferred from Transportation Operations Branch, Street Lighting to Transportation Planning Branch, Development Services. 0.4 FTE increase for an existing Transportation Technician II position relating to increased budget in land development permit revenue Development Planning and Engineering.

Branch — Transportation Planning

Service Package - Complete Streets Guidelines

Funded

Description

This is a one-time budget request to retain a consultant to develop guidelines and an implementation plan for Complete Streets. A Complete Streets guideline aims to increase the attractiveness, convenience and safety of all modes of transportation by emphasizing walking, cycling and transit and incorporating elements of green infrastructure. Not limited to denser urban neighbourhoods, Complete Street principles are appropriate for rural, suburban and industrial areas, including the adequate provision of features to accommodate trucks and other heavy vehicles. A Complete Streets implementation plan would outline action items to ensure success of the guidelines such as public consultation, training needs, funding opportunities and legislative gaps. The Complete Streets Guidelines will apply to both new neighbourhoods as well as neighbourhood renewal. This package will integrate with work on New Neighbourhood Design Guidelines and is a key element in achieving transportation and land use integration. This plan is key to the implementation of *The Way We Move, Grow, Live and Green*.

Justification

A Complete Streets guide is a key development document for integrating transportation and land use and encouraging active transportation while providing an appropriate urban design aesthetic. Benefits are

Increase Transportation Capacity: Providing citizens with increased travel choices can give people the option to avoid traffic congestion and increase the overall capacity of the transportation network

Support Economic Growth: Complete streets can reduce transportation costs and travel time while promoting private investment, increased property values and support job growth

Improved Safety: Designing for bicyclists and pedestrians reduces the severity and likelihood of collisions

Improved Public Health: Encouraging walking and bicycling has multiple health benefits, especially to reduce childhood obesity and support healthy active senior lifestyles

Increase return on Infrastructure Investments: Integrating sidewalks, bike lanes, transit amenities, and safe crossings into the early phases of project can avoid expensive retrofits later

Encouraging Urban Aesthetics: Appropriate emphasis of urban design promotes cultural and social development and improves quality of life.

Links to Strategic Goals, Departmental Outcomes & Performance Measures

Strategic Goal	Transform Edmonton's Urban Form
Corporate Outcome	Attractive and compact physical design with diverse neighbourhoods, amenities Edmonton has sustainable infrastructure that fosters and supports civic/community needs
Strategic Goal	Shift Edmonton's Transportation Mode
Corporate Outcome	Citizens use public transit and active modes of transportation The transportation System is integrated, safe and gives citizens choice
Strategic Goal	Improve Edmonton's Livability
Corporate Outcome	Complete collaborative communities that are accessible; Safe and clean city
Strategic Goal	Preserve and Sustain Edmonton's Environment
Corporate Outcome	Partnerships with citizens, communities are leveraged to improve environment Edmonton strives to be a leader in environmental advocacy, stewardship and preservation
Strategic Goal	Diversify Edmonton's Economy
Corporate Outcome	The City attracts talent and investment making it nationally and internationally competitive
Strategic Goal	Transforming Edmonton Through Organizational Excellence
Corporate Outcome	The City delivers valued, quality, cost-effective services to its citizens

Impact on Other Departments

Staff in other departments would be required to provide input into the analysis.

Incremental (\$000)	2012				2013				2014			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 300	\$ -	\$ 300	-	\$ (300)	\$ -	\$ (300)	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 300	\$ -	\$ 300	-	\$ (300)	\$ -	\$ (300)	-	\$ -	\$ -	\$ -	-

Edmonton Economic Development Corporation

Introduction

Edmonton Economic Development Corporation (EEDC) was established in 1993, as an independent not-for-profit corporate entity by the City of Edmonton to manage the following functional areas:

- Promotion of economic development
- Promotion of tourism development
- Management and development of the Shaw Conference Centre (SCC)
- Management and development of the Edmonton Research Park (ERP)



In establishing EEDC, it was the intention of the City to create an organization that could capitalize on the natural synergies that exist between these functional areas. EEDC is also responsible, on behalf of the City, for TEC Edmonton. TEC Edmonton is the joint venture entity created by the University of Alberta and EEDC for the purposes of commercializing research and development.

EEDC's mission is "To promote the sustainable economic growth and development of Edmonton."

Sustainable economic growth is realized through an enhanced standard of living for the Edmonton region. Standard of living is a combination of quality of life and income growth. Also it is still critical to EEDC's role, is to ensure Edmonton is recognized globally.

Within the world of economic development, Edmonton and Alberta face a relatively unique set of opportunities and challenges. For the vast majority of communities in the western world, the number one economic development priority is finding jobs for people. Given the strength of our economies, many believe that over the next decade the number one economic development priority for Edmonton and Alberta will be finding people for jobs.

With this background, EEDC has four priority areas for its efforts:

- Supporting current industries
- Developing the foundations for future industries
- Building Edmonton's global presence
- Creating a better place to work, live and visit

OPERATING DIVISIONS			
Economic Development	Edmonton Tourism	Shaw Conference Centre	Edmonton Research Park
Drives long-term sustainable income growth and quality of life Improvements for Edmonton through industry development, innovation / entrepreneurship and quality of life initiatives	Attracts tourism from business, leisure and events. In addition, Tourism is responsible for partner and support services for the industry, as well as the Visitor Information Centres	Generates economic impact by selling and hosting conventions and events, and contributes social value for the City	Manages the research park lots and three Incubator buildings, including special use lease space and support services to Edmonton-based technology companies

Edmonton Economic Development Corporation

STRATEGIC ROADMAP

10-YEAR GOAL

CORPORATE OUTCOMES

DEPARTMENT OUTCOMES



- Edmonton has sustainable infrastructure that fosters and supports civic and community needs
- Attractive and compact physical design with diverse neighbourhoods, amenities and public open spaces

- The Edmonton Research Park and Shaw Convention Centre are developed and sustained to meet community and business needs



- Citizens are connected to their diverse communities and have pride in their city
- Safe and clean city

- Citizens are connected, active and attached to their communities
- Edmonton has a vibrant urban core
- Value of immigration is understood and new immigrants are able to contribute value to their full potential



- The impact of City operations on air, land and water systems is minimized
- Edmonton strives to be a leader in environmental advocacy, stewardship, preservations and conservation

- Impact on the environment is minimized
- Partnerships are generated and maintained between EEDC and external parties to support environmental practices



- The City has well managed and sustainable assets and services

- EEDC operations and programs are efficient and sustainable



- The Corporation supports a competitive business climate and delivers business friendly services
- The City facilitates the development of established businesses and sectors
- The City supports the development of high potential sectors
- The City attracts talent and investment making it nationally and internationally competitive
- The City is an effective participant in regional partnerships and collaborations

- Edmonton develops, utilizes and sustains an appropriate workforce
- Edmonton's businesses are increasingly productive, profitable and diversified, leveraging upon local research and innovation strengths
- High potential sectors and commercialization are supported through strong alliances and communities
- New foundational assets are established that facilitate the development of future industries
- Increased local film production drives sustained employment and increased external visibility
- Edmonton hosts and leverages global events to drive increased economic activity and positive profile
- The local tourism marketplace has the capability to capitalize on opportunities
- Attraction activities draw increasing business, convention and tourism visitors



- The City delivers valued, quality, cost effective services to its citizens

- EEDC is well managed

Edmonton Economic Development Corporation

DEPARTMENT SCORECARD

10-YEAR GOAL	DEPARTMENT MEASURES	STATUS	TREND	3-YEAR TARGET	2010 ACTUAL	2011 FORECAST
 <p>TRANSFORM EDMONTON'S URBAN FORM</p>	Number of vacant lots (within Edmonton Research Park) committed in year		■	TBD	1	1
	Number of patrons ("attendee days") for the Shaw Conference Centre		▲	TBD	304,000	TBD
 <p>IMPROVE EDMONTON'S LIVABILITY</p>	Number of "Homeless Connect" volunteers		■	TBD	800	800
	Number of new immigrants participating EEDC activities		▲	TBD	n/a	1,700
 <p>PRESERVE & SUSTAIN EDMONTON'S ENVIRONMENT</p>	Number of clients of the Shaw Conference Centre adopting elements of FRESH (environmentally green) programming		▲	TBD	n/a	TBD
	% of Shaw Conference Centre waste diverted from landfill		▲	TBD	TBD	65%
 <p>ENSURE EDMONTON'S FINANCIAL SUSTAINABILITY</p>	Annual Edmonton Research Park incubator percent occupancy (average)		▲	TBD	78%	80%
	Total number of events at the Shaw Conference Centre		▲	TBD	649	TBD
 <p>DIVERSIFY EDMONTON'S ECONOMY</p>	Shaw Conference Centre economic impact (GDP)		▼	TBD	48 million	44 million
	Number of companies testing or assessing local technologies		▲	TBD	n/a	4
	Number of collaborations within the Greater Edmonton Technology Alliance		▲	TBD	15	TBD
	Number of tourism partner businesses participating in EEDC training programs		▲	TBD	30	TBD
	Number of companies participating in EEDC productivity programs		▲	TBD	n/a	TBD
	Convention and meetings hotel room nights committed to (2012 and beyond)		■	TBD	50,000	50,000
	% increase in value of "earned media"		■	TBD	TBD	TBD
 <p>TRANSFORMING EDMONTON THROUGH ORGANIZATIONAL EXCELLENCE</p>	Budget variance (surplus/ total funding)		▼	TBD	4%	0%

LEGEND

STATUS DESCRIPTION

- Measure is meeting or exceeding established target
- Measure is moderately off of established target
- Measure is not meeting established target

TBD - In development | n/a - Currently not available

TREND DESCRIPTION

- ▲ Measure is trending favourably up over last reporting period
- ▲ Measure is trending unfavourably up over last reporting period
- Measure has not changed over last reporting period
- ▼ Measure is trending unfavourably down over last reporting period
- ▼ Measure is trending favourably down over last reporting period

Summary and Highlights of 2012 Budget

EEDC's 2012 budget is essentially a status quo budget (meaning no new resources are being sought), and will execute on the following:

Priority: Support Current Industries

EEDC is implementing a suite of activities and initiatives that are designed to help Edmonton's existing businesses and industries become more productive and more competitive. This will also provide them with the services and infrastructure they require to remain a strong and growing part of our economy. The initiatives are designed to help resolve bottlenecks and create new opportunities, with a particular focus on key globally competitive sectors such as energy, health sciences, education, advanced technology and tourism. In 2012 EEDC will focus this support through four initiatives:

- Tourism destination capabilities
- Film production activity
- Labour attraction missions targeting specific labour needs
- Leveraging local technology to the benefit of Industry

Priority: Developing Foundations for Future Industry

Depending upon which futurist you talk to, in 20 years from now half of all businesses and half of all jobs will be in sectors or technologies that do not even exist today (where were MP3 players, iPads, internet search engines, high speed trains, and flat screen TV's 20 years ago?). EEDC is implementing a range of activities and initiatives that are focused on supporting Edmonton's future economy, elements of which may not even exist today or which may be in the earliest stages of development (i.e. infant sectors). In 2012 EEDC will focus on the foundational elements through four initiatives:

- Alliances and communities to drive increased commercialization of technology and support start-ups with profitable growth
- Grow key foundational assets that can create a sustainable competitive advantage for existing and emerging industries
- Immigration as a key source of talent, innovation and vibrancy
- Government Relations

Priority: Building Edmonton's Global Presence

Virtually all advanced economies are becoming globally focused, and it is becoming critical that they are able to market their products and services and compete in a global market place. If Edmonton's companies and institutions are going to successfully compete in this global market place, it will be absolutely critical that we grow the positive recognition and awareness of

Edmonton on the global stage. Much of the messaging incorporated will focus on creating the recognition of Edmonton as a great place to work, invest and conduct business. In 2012 EEDC will focus on three initiatives:

- Hosting global events and leveraging the national and global attention they generate
- Increased marketing and communications to raise the awareness and profile of Greater Edmonton
- Visitor attraction to draw business, convention, and tourism visitation

Priority: A Better Place to Live, Work and Visit

EEDC's efforts to help to improve the quality of life in Edmonton serve two inter-related purposes: first, the efforts directly support one of our core long term goals, which is to improve the quality of life for all Edmontonians (and thereby support a higher standard of living); and second, these efforts are critical to our ability to attract and retain the individuals and companies that will be the lifeblood of our economy in the future. In 2012 EEDC will focus on three initiatives:

- Promote environmental leadership in the local industry, including "Fresh" programming
- A proactive focus on community "attachment"
- Development of a vibrant urban core



Overall EEDC's revenues from operations are higher than 2011, returning to 2010 levels. This is primarily due to an expected increase in revenues at the SCC which can be attributed to the cyclical nature of the convention business. The increase is further assisted by the gradual rebound from the economic downturn. To further support growth, the 2012 budget review identified opportunities to increase revenue for EEDC overall. Strategies in this category include initiatives to increase the use of our networks and partners.

Operating expenses will be managed through strategies focused on operational cost savings and internal efficiencies.

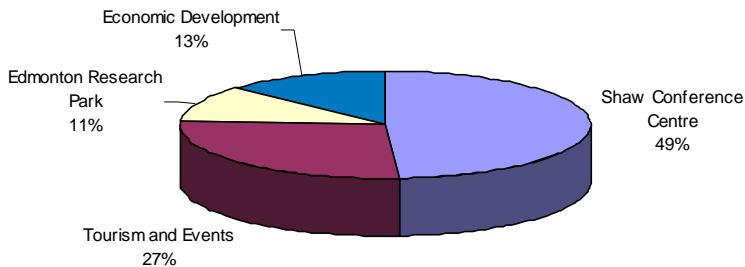
Edmonton Economic Development Corporation

Proposed 2012 Budget – Department Summary (\$000)

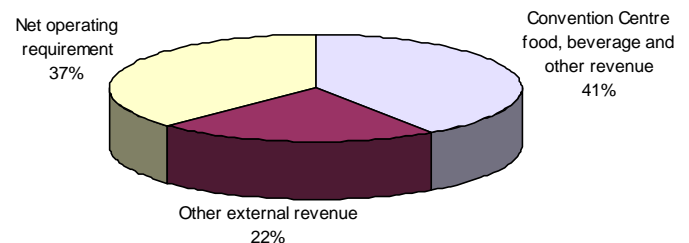
	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Convention Centre food, beverage and rental revenue	\$ 14,798	\$ 13,541	\$ 959	\$ 14,500	7.1
Other external revenue	7,678	6,975	1,015	7,990	14.6
Transfer from Reserves	-	-	-	-	
Total Revenue & Transfers	22,476	20,516	1,974	22,490	9.6
Expenditure & Transfers					
Shaw Conference Centre	17,182	16,475	1,015	17,490	6.2
Tourism and Events	9,414	8,288	1,328	9,616	16.0
Edmonton Research Park	4,078	4,247	(266)	3,981	(6.3)
Economic Development	3,756	4,592	147	4,739	3.2
Subtotal	34,430	33,602	2,224	35,826	19
Transfer to net assets	751	-	-	-	
Total Expenditure & Transfers	35,181	33,602	2,224	35,826	6.6
Net Operating Requirement	\$ 12,705	\$ 13,086	\$ 250	\$ 13,336	1.9
Full-time Equivalents	302.0	272.0	-	272.0	

Budget details are provided at the Branch level

Where the Budget will be spent



Funding by source



Economic Development

Introduction

The Economic Development group is primarily responsible for driving long term sustainable income growth for Edmonton, as well as the more contemporary focus on improving the region's Quality of Life. The group is aligned into three operating divisions to allow specialization, stronger focus and simplicity, based upon activities. These divisions are Innovation/Entrepreneurship, Economic Strategy and Quality of Life.



Branch Opportunities and Challenges

Labour Attraction

Outcome: Execute multiple missions to grow the workforce (permanent or temporary) in key areas that are inhibiting short term growth.

Challenge: Economic recovery and higher average oil prices are beginning to increase the pace of progress in several sectors. Several industries are starting to be challenged in finding appropriate labour, resulting in constrained growth and the potential for salary inflation. Heavy duty mechanics is an example of one category facing shortages.

Action and Timeframe: Conduct labour recruitment missions in 2012, in partnership with NAIT and redevelop the Move-to-Edmonton website.

Industry Pain Identification Program

Outcome: Win-win relationships created with industry by match-making their needs to 'home grown' innovators and technology-based solution providers.

Opportunity: Edmonton has strength in local research and innovation, from groups like the University of Alberta, the National Institute for Nano technology and numerous smaller start-ups. Many of the larger established industries have technology challenges in need of innovative solutions.

Actions and Timeframe: Creation of a "pain identification program" to engage industry partners to identify challenges, hosting pain communication sessions and presenting to appropriate problem solvers. This "market pull" innovation process will identify markets for technologies.

Service and Budget Review

In 2012, Economic Development will support the organization's key priority areas by focusing on the following items:

Supporting Current Industry: Through labour attraction, workforce development and facilitating the application of local technologies and innovation out into local industry.

Developing Foundations for Future Industry: Supporting alliance and communities, immigration, government relations and building key future assets.

Building Edmonton's Global Presence: Creating global awareness of local industry and opportunities.

Creating a Better Place to Work, Live and Visit: Developing tools to measure quality of life attributes that are determined to be relevant to Edmontonians and developing programs to drive local attachment to Edmonton and its downtown core.

Economic Development

Proposed 2012 Budget – Branch Summary (\$000)

Edmonton Economic Development - Economic Development

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
External revenues	\$ 357	\$ 460	\$ (102)	\$ 358	(22.2)
Grants	-	-	-	-	
Transfer from Reserves	-	-	-	-	
Total Revenue & Transfers	<u>357</u>	<u>460</u>	<u>(102)</u>	<u>358</u>	(22.2)
Expenditure & Transfers					
Personnel	1,820	1,859	418	2,277	22.5
Operating and program costs	1,936	2,733	(271)	2,462	(9.9)
Transfer to Net Assets	778	-	-	-	
Subtotal	<u>4,534</u>	<u>4,592</u>	<u>147</u>	<u>4,739</u>	3.2
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	<u>4,534</u>	<u>4,592</u>	<u>147</u>	<u>4,739</u>	3.2
Net Operating Requirement	\$ 4,177	\$ 4,132	\$ 249	\$ 4,381	6.0
Full-time Equivalents	19.0	16.0	3.0	19.0	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

External revenues. \$(131)

The ending of the externally funded Productivity program reduces funding by \$201 and the transfer of Port Alberta to an incorporated body gives a further decrease of \$50. Offsetting general increases in other programs make up the remainder.

Expenditures & Transfers - Changes

Personnel \$417

A transfer from an internal reorganization results in an increase of \$374 and the remainder is made up of minor increases.

Operating and program costs \$(301)

The decrease is largely due to the ending of two externally funded programs and a shift in focus of several internal programs.

Full-time Equivalents - Changes

Internal realignment from Edmonton Research Park division, resulting in a net increase of staff.

Edmonton Tourism

Introduction

The focus of Edmonton Tourism has traditionally been on the attraction of visitors, and the strengthening of local tourism industry. Tourism attraction activities are designed to establish Edmonton as a must see destination, drive tourism visitation and enhance the local economy. Attraction focuses on the four key areas of

- Meeting & Business Travel
- Event Attraction
- Leisure Travel
- Film Attraction

The tourism partnership focus is on supporting the industry with training, tools, facilitation and business generation (including operation of the Visitor Information Centres). The tourism industry in Edmonton is recognized as a leader provincially and nationally for its co-operation and cohesion, and will continue to build on this. Tourism works closely with the funding support from Edmonton's Destination Marketing Fund to benefit the Edmonton marketplace. Going forward Edmonton will need to be equipped to serve a changing clientele and demand. An evolving focus of Tourism Development is to ensure that the local events and services align with changing demand expectations. This occurs through communication, training and advocacy.

Branch Opportunities and Challenges

Convention Delegate Value

Outcome: Convention delegates get an increased exposure to local amenities and opportunity for a customized experience – leading to longer stays, greater spending and a positive experience

Opportunity: Edmonton currently hosts out of town delegates at the Shaw Convention Centre, local hotels and several additional venues. With these delegates comes the opportunity for deriving greater economic value through longer stays and increased spending

Action and Timeframe: An increase in economic contribution from convention delegates will be achieved in 2012 through a 15 point delegate's program (ranging from increased destination presence at conventions site to pre and post convention packages and spousal programs)

Film Production

Outcome: Consistent and coordinated approach to selling the local film production industry and targeting opportunities, increasing total production days, industry strength, economic value and growing our reputation

Opportunity: Edmonton has a historic strength in filmed media productions, including a skilled base of local technicians and training institutes. The development of the Edmonton Film Fund and potential changes to the provincial support, creates new opportunities for the local industry.

Actions and Timeframe: Attracting film productions to Edmonton, and communicate an Edmonton film niche appropriate for existing strengths (horror, winter, Edmonton Film Fund)



Service and Budget Review

In 2012, Tourism will support the organization's key priority areas by focusing on the following items:

Supporting Current Industry: Support though building Edmonton's capabilities as a tourism destination, increasing economic contribution from convention delegates and increasing the local film production activity.

Building Edmonton's Global Presence: Focusing on global events attraction, meeting and convention sales, leisure travel marketing and a China tourism strategy.

Creating a better place to work, live and visit: Demonstrating and promoting environmental leadership within the hospitality industry.

Edmonton Tourism

Proposed 2012 Budget – Branch Summary (\$000)

Edmonton Economic Development - Edmonton Tourism

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
External revenues	\$ 5,407	\$ 4,333	\$ 1,200	\$ 5,533	27.7
Grants	-	-	-	-	
Transfer from Reserves	-	-	-	-	
Total Revenue & Transfers	5,407	4,333	1,200	5,533	27.7
Expenditure & Transfers					
Personnel	1,834	2,010	197	2,207	9.8
Operating and program costs	7,580	6,278	1,131	7,409	18.0
Transfer to Net Assets	8	-	-	-	
Subtotal	9,422	8,288	1,328	9,616	16.0
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	9,422	8,288	1,328	9,616	16.0
Net Operating Requirement	\$ 4,015	\$ 3,955	\$ 128	\$ 4,083	3.2
Full-time Equivalents	54.0	57.0	-	57.0	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

External revenues \$1,246

A reporting change of \$1,229 results from better incorporating the flow through Destination Marketing Fund (DMF) into EEDC reporting. The anticipated end to a program sponsorship agreement accounts for a reduction of \$200. The remainder represents modest increases overall.

Expenditures & Transfers - Changes

Personnel \$197

The increase results from an internal reorganisation and general increases.

Operating and program costs \$1,177

Revised reporting of the DMF, as above, accounts for an increase of \$1,229 and the remainder of \$52 is in response to reduced funding levels.

Full-time Equivalents - Changes

No changes in staffing are planned.

Edmonton Research Park

Introduction

The Edmonton Research Park (ERP) provides special-use lease space and entrepreneurial support services to Edmonton based 'start-up' technology companies. Covering 245 Acres, the ERP is currently home to 68 technology focused businesses. This includes 33 start-up and early growth companies currently housed in three incubators or multi-tenant buildings owned by EEDC (Research Centre 1, Advanced Technology Centre and Biotechnology Business Development Centre). The focus of the ERP is on maximizing the potential success of businesses involved in technology commercialization – specifically in the areas of health and wellness, clean technology, nanotechnology and energy extraction and process support services.



Branch Opportunities and Challenges

Greater Edmonton Technology Alliance

Outcome: Growth in the number and quality of Greater Edmonton Technology Alliance (Regional Alliance) collaboration projects creating more commercialization with higher chances of success.

Opportunity: The Regional Alliance is a collaborative group of nine key technology commercialization service providers working together to offer up their combined areas of expertise to help start-up companies grow and prosper.

Action and Timeframe: As continuing Chairman, as well as a partner, EEDC can influence the direction and leverage the capabilities of the Regional Alliance to support commercialization and start-up growth.

Service and Budget Review

In 2012, ERP will support the organization's key priority areas by focusing on the following items:

Supporting Current Industry: Effective ERP management and operation of three incubator buildings and support services.

Developing Foundations for Future Industry: Continued success of the Greater Edmonton Technology Alliance and potential research park expansion into the "Southlands".

Edmonton Research Park

Proposed 2012 Budget – Branch Summary (\$000)

Edmonton Economic Development - Edmonton Research Park

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
External revenues	\$ 1,914	\$ 2,182	\$ (83)	\$ 2,099	(3.8)
Grants	-	-	-	-	
Transfer from Reserves	-	-	-	-	
Total Revenue & Transfers	<u>1,914</u>	<u>2,182</u>	<u>(83)</u>	<u>2,099</u>	(3.8)
Expenditure & Transfers					
Personnel	613	650	(367)	283	(56.5)
Operating and program costs	2,465	2,597	101	2,698	3.9
TEC Edmonton	1,000	1,000	-	1,000	-
Transfer to Net Assets	(325)	-	-	-	
Subtotal	3,753	4,247	(266)	3,981	(6.3)
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	<u>3,753</u>	<u>4,247</u>	<u>(266)</u>	<u>3,981</u>	(6.3)
Net Operating Requirement	\$ 1,839	\$ 2,065	\$ (183)	\$ 1,882	(8.9)
Full-time Equivalents	7.0	7.0	(3.0)	4.0	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

External revenues \$(83)

2011 budget anticipated tenants and rates that were not realized. 2012 represents higher occupancy at prevailing rates.

Expenditures & Transfers - Changes

Personnel \$(366)

An internal reorganization of \$374 is offset by a minor position increase.

Operating and program costs \$101

General increases in repair and maintenance costs occur in all areas of the Research Park.

Full-time Equivalents - Changes

An internal reorganization results in the transfer of 3.0 FTE from the Research Park.

Shaw Conference Centre

Introduction

The Shaw Conference Centre (SCC) is a City owned asset managed by EEDC for the purpose of generating economic and social value. The SCC is one of the leading convention centres in Canada. In 2010, the SCC hosted 649 events and had in excess of 304,000 people pass through the building. Of these events, 41 were conventions that generated more than 43,000 room nights from out-of-town convention attendees. Convention attendees are the primary driver of economic impact for the SCC.

The social value the SCC contributes includes being a venue for local events, driving green initiatives and supporting local arts and culture. This role provides leadership in our community, and is also a differentiator in the market place.



Branch Opportunities and Challenges

Maximizing SCC Economic Impact

Outcome: A growing roster of strategic partnerships with local ambassadors, increasing the number of high-value national convention bookings that support local industry and business sectors.

Opportunity: High value conventions are defined as multi-day events requiring large room blocks of hotel space for national or international delegates. Local university faculty, with membership in local Association chapters, have proven to be valuable connectors in attracting their national and international Association conventions to Edmonton.

Action and Timeframe: Under the umbrella of the "Bring Them Home" campaign, SCC will utilize it's newly completed target market database to connect with specific university faculty Chairs and assist them in the bidding process to bring these conventions to Edmonton.

Service and Budget Review

In 2012, the SCC will support the organization's key priority areas by focusing on the following items:

Supporting Current Industry: Focusing on new revenue opportunities and increased profitability, to contribute maximum economic impact to the Edmonton region, and continuing to advance the proposed expansion.

Creating a Better Place to Work, Live and Visit: Focusing on new revenue opportunities and increased profitability to contribute maximum economic impact to the Edmonton region.

Shaw Conference Centre

Proposed 2012 Budget – Branch Summary (\$000)

Edmonton Economic Development - Shaw Conference Centre

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Convention Centre food, beverage and rental revenues	\$ 14,798	\$ 13,541	\$ 959	\$ 14,500	7.1
Transfer from Reserves	-	-	-	-	
Total Revenue & Transfers	14,798	13,541	959	14,500	7.1
Expenditure & Transfers					
Personnel	9,309	8,882	353	9,235	4.0
Operating and program costs	7,609	7,593	362	7,955	4.8
Property and equipment	264	-	300	300	
Transfer to Reserves	290	-	-	-	
Subtotal	17,472	16,475	1,015	17,490	6.2
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	17,472	16,475	1,015	17,490	6.2
Net Operating Requirement	\$ 2,674	\$ 2,934	\$ 56	\$ 2,990	1.9
Full-time Equivalents	222.0	192.0	2.0	194.0	

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

Convention Centre food, beverage and rental revenues \$959

Cyclical increase in business volume

Expenditures & Transfers - Changes

Personnel \$353

Movement within the salary ranges and related costs, and the final year of the CBA account for the change.

Operating and program costs \$362

Increased costs of goods sold driven by revenue increases account for \$135. The remainder consists of incremental increases in goods and services.

Property and equipment \$300

Major repairs and upgrades to operating equipment have been deferred in prior years, and are planned for 2012.

Full-time Equivalents - Changes

The forecast increase in revenue will require additional part time staff hours.



Edmonton Police Service

2012 PROPOSED OPERATING BUDGET



Dedicated to Protect, Proud to Serve.

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Introduction

“Edmontonians view their personal and collective safety as fundamental to the livability of their city¹.”

This statement, taken from the City of Edmonton’s “The Way We Live” strategic planning document, sets the stage for the 2012 Edmonton Police Service (EPS) Operating Budget. Organizationally, EPS has three primary objectives:

- Reduced crime and victimization
- A citizen-centered Police Service
- A model of efficiency and effectiveness

The proposed operating budget provides the resources necessary to achieve these objectives in 2012.

The investments that City Council has made in policing over the past several years continue to yield positive benefits for the citizens of Edmonton. Overall crime in the eight crime indicators has dropped significantly, clearance rates have increased, injury collisions are down, and response times continue to meet established targets.

EPS has been successful at driving down property crime at impressive rates, especially when compared to other Canadian jurisdictions. Violent crime has also been reduced, but not at the same rate. As of mid-September, crime in the overall eight crime indicators had declined by 19.1%; in comparison, violence related crime (homicide, robbery, sexual assault and assault) had only declined by 5.1%.

Despite this gradual reduction in the volume of crimes, Edmonton continues to experience a marked increase in the severity of violence, as evidenced by the current homicide rate. The record number of cases in 2011 has stretched the financial and personnel resources of the EPS to the limit. To cope, experienced investigators were shifted into the Homicide unit from other work areas, resulting in delays and staff shortages elsewhere in the organization. In addition to the homicides, the city experienced an increase in the number of sexual assaults and personal robberies.

As a consequence, violence reduction emerged as a critical priority of the Edmonton Police Commission (EPC), the EPS, the City of Edmonton and other stakeholders. A collective challenge was set: to protect our community and maintain the confidence of Edmontonians while detecting, investigating and preventing these very serious crimes of violence.

In August, City Council was presented with the details of a joint Violence Reduction Strategy. It featured three very specific objectives:

- Reduce the severity of violence
- Reduce the frequency of violence
- Reduce the fear and perception of violence

To launch this initiative, resources were temporarily shifted from other important operational areas within EPS. When combined with the resources that were moved earlier to support the Homicide unit, one thing became clear: sustaining the Violence Reduction Strategy in any meaningful way without additional resources would not be possible.

As a result, the 2012 Operating Budget identifies the resources required to address violence on a long-term and sustained basis.

¹ The Way We Live – Edmonton’s People Plan

Specifically, three major initiatives are seeking support:

- Traffic Enforcement Units
- one additional Surveillance Team
- additional Entertainment District beat officers.

Traffic Enforcement Units

Operating on a 24 hour/7 day basis, 42 members in high visibility vehicles (four units of ten members plus two support staff) will detect criminals where they are at their most vulnerable – in vehicles. By identifying suspect vehicles, lawfully stopping them and taking the time to thoroughly examine the contents of the vehicle, a significant proportion of the guns and drugs that are circulating in this city will be eliminated. Citizens will see these teams at work, as they will operate on public roadways, at all hours, across the entire city.

Two of these units were discussed with City Council earlier this year, as part of the Office of Traffic Safety's Joint Traffic Safety Plan. This budget seeks to fund those two units, along with two additional units.

Surveillance Team

The work that a surveillance unit does to identify and intercept elements associated with violence (mostly weapons and drugs) cannot be underestimated. Surveillance units spend time watching criminals and collecting information on a covert basis, and only call for intervention when the chances of an arrest are favourable. Their work allows other, higher profile units to be used efficiently and effectively: their work also forms the foundation upon which most of the EPS major crime investigations are based.

Beat Officers – Downtown Entertainment Zone

Beat officers continue to be an effective means of curbing crime in Edmonton neighbourhoods. The addition of 2 beat teams with a specific focus on the downtown entertainment zone will allow officers to identify and mitigate emerging problems in this area before situations escalate.

Reallocation

EPS has thoroughly reviewed its current budget to identify funds for reallocation, cost reductions and other efficiencies. Ten sworn and two non-sworn members and \$1.7 million of non-personnel/revenue budgets will be reallocated to address emergent needs.

These reallocations will not be easy for EPS. Contracts and materials budgets will be reduced, along with community station hours and the number of employees working in certain areas. While care was exercised to minimize the impact on the public, the organization will need to adjust to fewer employees in several operational areas.

These actions were in addition to the \$2.2 million of reductions required to meet the 2012 budget guidelines and the \$6 million of budget reductions taken in the 2010 and 2011 budget processes.

Conclusion

The 2012 EPS Operating Budget balances several competing priorities; the needs of citizens and stakeholders for a safe community, legislated operational requirements, and ever-growing and evolving demands for service. It also provides resources to effectively address emerging issues, like the increasing severity of violent crime.

2012 TOTAL RESOURCE REQUIREMENTS

68 POSITIONS (65 sworn and 3 non-sworn)

Area Requesting Positions	Number of Positions Requested	Description of Positions Requested	
Traffic Enforcement Units	42	4 teams of 1 Sergeant and 9 Constables to each team 2 clerical and administrative support staff	
Beat Officers – Downtown Entertainment Zone	15	2 teams of 1 Sergeant and 6 Constables to each team 1 clerical and administrative support staff	
Surveillance Team	7	1 Sergeant and 6 Constables to form an additional surveillance team	
Neighborhood Empowerment Teams	2	2 Constables (1 per team)	
Public Safety Compliance Teams	2	2 Constables (1 per team)	
TOTAL	68 Positions	65 Sworn	3 Non-Sworn

Violence Reduction Strategy- an overview

A contributing factor to a city's livability is that its citizens feel safe from harm in their homes, their communities and their city. While there are many measures of crime and safety available, equally important is how citizens perceive crime and safety. Any initiative that addresses violence through increased enforcement and suppression activities must also address the perception of violence, typically through information and education.

As a result, the Violence Reduction Strategy has a multitude of elements; some are designed to reduce crime and violence, while others are designed to reduce the perception of violence.

As mentioned earlier, the objectives of the Violence Reduction Strategy are as follows:

- to reduce the severity of violence,
- to reduce the frequency of violence, and
- to reduce the fear and perception of violence.

Four areas of focus have been identified:

1. Alcohol and drugs
2. Weapons
3. Distressed Communities
4. Social Disorder

Through reallocation, EPS has been able to support some elements identified in the Violence Reduction Strategy such as the 5x5x5 initiative and the Community Crime Updates. The following pages outline the areas where new funds are required to move the Strategy forward.

- Traffic Enforcement Units
- Surveillance Team
- Beat Officers – Downtown Entertainment Zone
- Neighbourhood Empowerment Teams (in partnership with Community Services)
- Public Safety Compliance Teams (in partnership with Community Services)

Traffic Enforcement Units

Goal:

To enhance EPS capacities in the areas of enforcement and crime prevention, through the introduction of "Traffic Enforcement Units" - highly visible, traffic-based officers in high visibility vehicles.

Commentary:

Traffic has been, and continues to be, the top policing concern of citizens. This budget introduces specialized "Traffic Enforcement Units" to Edmonton for the first time. Through targeted traffic enforcement, these units detect and identify individuals who transport and distribute various forms of contraband in our community, including drugs, stolen property and weapons. Criminals are identified and apprehended while at their most vulnerable, while operating a motor vehicle.

These units concentrate their efforts on specific transportation corridors and watch for traffic violations, along with vehicle patterns that are unusual for a district or community. The unit stops a motorist for a traffic violation, then screens for indicators of criminal activity. The objective is simple; disrupt a criminal before an offense occurs.

Citizens will see these units at work in traffic on a daily basis, and will quickly recognize that there are, in fact, more police officers at work on the streets of Edmonton.

Two of these units were discussed with City Council earlier this year, as part of the Office of Traffic Safety/EPS 2011-2015 Joint Traffic Safety Plan. Subsequent to the formulation of that original plan, the EPS has identified the need to augment the roles of these Traffic Enforcement Units with additional responsibilities in the area of violence interdiction.

Initiatives:

Support the Violence Reduction Strategy through four new specially trained units that will enhance traffic enforcement and violence prevention.

Resource Requirements (42 FTE's):

40 – Sworn members (4 teams of 1 Sergeant and 9 Constables to each team)
2 – Non-sworn members (clerical and administrative support staff)

Outcomes:

- Enhanced traffic enforcement activities on the streets of Edmonton
- Increased visibility of police in high traffic locations, and in the community in general
- Enhanced identification of prolific offenders, with the higher likelihood of successful prosecution
- Reduction in violence

Beat Officers – Downtown Entertainment Zone

Goal:

Conduct additional beat policing activities in targeted geographical areas of the city, to reduce crime, violence, and social disorder

Commentary:

“Beat officers” (foot patrols) are an effective means of curbing crime in neighbourhoods, enhancing community partnerships, and keeping officers in touch with local activity. They are a highly visible and approachable form of community policing, and are especially useful in situations where crowds of people are spread out in multiple locations, over a period of time. We have had beat officers in the Whyte Avenue and West Edmonton Mall entertainment zones for a number of years and, to a certain extent, throughout the downtown core.

Currently, officers from the Patrol division are called to the downtown entertainment zone on a regular basis to address unruly patrons, overcrowding, liquor offenses, and traffic control. The result is that adjacent areas of the city are left with a reduced level of policing, as so many resources are drawn to the entertainment area at peak times.

With the continuing growth in licensed establishments and the number of patrons attracted to them, this situation will continue to impact upon the livability of downtown Edmonton. Beat officers working in these environments can identify and mitigate these dangers before situations further escalate.

Initiatives:

Support the Violence Reduction Strategy through two additional Beat teams who will assist in reducing violence and social disorder in designated entertainment zones.

Resource Requirements (15 FTE’s):

14 – Sworn members (2 teams of 1 Sergeant and 6 Constables to each team)

1 – Non-sworn member (clerical and administrative support staff)

Outcomes:

- Increased visibility of police in higher risk areas
- Prevention of potentially dangerous situations in the entertainment districts
- Identification and the successful prosecution of prolific offenders
- Improvement in the perception of safety and security
- Decreased response times to localized incidents
- Reduction in violence

2013 Resource Ask

In 2013, we anticipate requesting a further increase in capacity of six Constables to augment these two teams.

Surveillance Team

Goal:

To significantly increase the amount of specialized surveillance support provided to ongoing police investigations.

Commentary:

Surveillance teams provide an array of specialized assistance to the investigators that are dealing with criminals. This assistance takes several forms – observation, tracking, identifying contacts, monitoring activities, and establishing patterns of behavior. This information is subsequently used to determine when the criminal is preparing to commit another crime, and often forms part of the evidence submitted in court.

A significant portion of surveillance time is in the area of “covert collection of evidence” – in essence, collecting evidence in such a way that the target does not realize that it is being collected. It can take weeks of constant observation of a subject before an appropriate opportunity presents itself. This evidence is often the foundation upon which major crime investigations are built and prosecuted.

With the recent increase in violent crimes, additional surveillance is seen as a critical tool to identify criminals, and monitor their activities and their organized crime links.

Initiatives:

The third team will assist the other two teams in providing support to gang and drug investigators, and serious criminal investigations such as homicides, sexual assaults, and robberies.

Resource Requirements (7 FTE's):

7 – Sworn members (1 Sergeant / 6 Constables)

Outcomes:

- More assistance to Patrol divisions, freeing officers up to respond to other calls for service
- Increased capacity and availability of experienced surveillance teams for serious crime investigations
- A third team would also allow for the units to work on multiple investigations at one time

Neighborhood Empowerment Teams

Goal:

Reduced calls for service relating to disorder, crime and victimization, resulting in enhanced quality of life in identified distressed communities.

Commentary:

Neighbourhood Empowerment Teams (NET) use community-specific interdisciplinary approaches to reduce and prevent crime. NET also develops community action plans and builds community capacity.

In collaboration with the Community Services Department, the NET program will be expanded with the deployment of two new Rapid Response teams. Their mandate will be to reduce the severity and frequency of violence within identified distressed communities. These positions are a direct response to the City of Edmonton's plans to introduce additional NET teams into the city over the next few years.

Initiatives:

Augment the current and existing NET teams with two additional teams that will be designed to be rapidly deployed in distressed communities.

Resource Requirements (2 FTE's):

2 – Sworn members (2 Constables)

Outcomes:

- Reduction in overall crime in an specific and identified neighborhood
- Build capacity within the community to address their own safety needs
- Community re-engagement is established and in place following the departure of the NET team

2013 Resource Ask

In 2013, we anticipate requesting an additional two constables in collaboration with the Community Services Department to establish an additional two NET teams.

Public Safety Compliance Teams

Goal:

Improve Edmonton's liveability by preventing crime and reducing victimization through enhanced security, patron management, and noise control in licensed establishments.

Commentary:

The Public Safety Compliance Team (PSCT) was established under Responsible Hospitality Edmonton (RHE) to collaborate and partner to ensure a safe environment for patrons and staff of all licensed facilities and events in an effort to build quality communities within the City of Edmonton. The PSCT consists of support and participation by the EPS, Edmonton Fire Safety, City of Edmonton Development Compliance Branch, and the Alberta Gaming and Liquor Commission (AGLC). These positions are a direct response to the Community Service Department plans to increase the depth and breadth of the PSCT program.

Initiatives:

Two positions will replace current resources that are being used in part time capacity for this function. This will allow for increased inspections of establishments thereby reducing the risk associated to disorder offences and potential violations.

Resource Requirements (2 FTE's):

2 – Sworn members (2 Constables)

Outcomes:

- Additional capacity to review and interpret data provided by bar owners on their patrons frequenting their establishments
- Increased gathering of intelligence to augment investigations and suppression strategies
- Increased inspections of establishments thereby reducing the risk associate to disorder and potential violations
- Potential increase in restrictions or removal of licenses

2013 Resource Ask

In 2013, we anticipate a request for three resources (three Constables) to form three additional Public Safety Compliance Teams (PSCT).

2012 Proposed Operating Budget Summary

The proposed 2012 operating budget is \$251.1 million plus annualization costs of \$2.3 million in 2013. This is an increase in 2012 of \$8.8 million over the 2011 budget. \$4.0 million is required to cover inflationary costs and the operating impact of capital and is within the budget guidelines. An additional \$4.8 million is being requested to specifically support the Violence Reduction Strategy. The 2012 budget is prepared in accordance with the City of Edmonton budget guidelines, which exclude economic increases for unsettled collective agreements. For 2012, all EPS collective agreements are expired, so the assumption for personnel increases is 0.0%.

Proposed 2012 Budget – EPS Summary

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Target Budget	2012 Growth Funding	2012 Growth Budget	% Change '11-'12	2013 Annuali- zation	2013 Growth Budget	% Change '12-'13
Revenue & Transfers										
Municipal Policing Assistance Grant	\$ 12,519	\$ 12,694	\$ 298	\$ 12,992	\$ -	\$ 12,992	2.3%	\$ -	\$ 12,992	0.0%
Premier Initiative Grant (2008 - 2010)	9,637	10,500	-	10,500	-	10,500	0.0%	-	10,500	0.0%
Traffic Safety Act	11,392	12,158	750	12,908	750	13,658	12.3%	2,250	15,908	16.5%
Tow Lot	5,229	5,918	(295)	5,623	-	5,623	-5.0%	-	5,623	0.0%
Special Event Policing	2,052	2,000	50	2,050	-	2,050	2.5%	-	2,050	0.0%
Secondments	8,620	10,212	(1,294)	8,918	-	8,918	-12.7%	-	8,918	0.0%
Other	9,270	7,592	680	8,272	-	8,272	9.0%	-	8,272	0.0%
Total Revenue & Transfers	58,719	61,074	189	61,263	750	62,013	1.5%	2,250	64,263	3.6%
Expenditure & Transfers										
Personnel	233,835	243,205	3,907	247,112	4,030	251,142	3.3%	4,030	255,172	1.6%
Materials, Goods & Supplies	10,447	11,205	(377)	10,828	583	11,411	1.8%	-	11,411	0.0%
Facility & Contracted Services	24,923	29,901	244	30,145	-	30,145	0.8%	-	30,145	0.0%
Vehicle Services	976	1,159	283	1,442	-	1,442	24.4%	-	1,442	0.0%
Intra-municipal Services	14,645	14,410	403	14,813	-	14,813	2.8%	-	14,813	0.0%
Transfer to/from Capital	8,620	3,950	110	4,060	935	4,995	26.5%	495	5,490	9.9%
Other	3,348	3,815	(147)	3,668	-	3,668	-3.9%	-	3,668	0.0%
Subtotal	296,794	307,645	4,423	312,068	5,548	317,616	3.2%	4,525	322,141	1.4%
Intra-municipal Recoveries	(4,488)	(4,279)	(206)	(4,485)	-	(4,485)	4.8%	-	(4,485)	0.0%
Total Expenditure & Transfers	292,306	303,366	4,217	307,583	5,548	313,131	3.2%	4,525	317,656	1.4%
Net Operating Requirement	\$ 233,587	\$ 242,292	\$ 4,028	\$ 246,320	\$ 4,798	\$ 251,118	3.6%	\$ 2,275	\$ 253,393	0.9%

Note: The cost of the Violence Reduction Strategy initiatives in 2012 is estimated at **\$4.798 million**. This is based on 25% of the revenue increase being achieved during 2012 and 50% of the increased personnel costs being incurred.

The annualization impact in 2013 is **\$2.275 million**.

The full cost of the proposed Violence Reduction Strategy initiatives is **\$7.073 million** over the two years.

Budget Changes for 2012 (\$000)

Revenues

Municipal Policing Assistance Grant

In accordance with the City of Edmonton budget guidelines the Municipal Policing Assistance Grant increase is a result of a population projection increase (from 793,375 to 812,000) in 2012.

Traffic Safety Act

The Traffic Safety Act increase is the result of current higher volumes in fine revenue, as well as an anticipated increase in revenue relating to the proposed Traffic Enforcement teams.

Tow Lot Revenues

The tow lot decrease is a result of lower anticipated tow volumes partially offset by a two dollar increase in storage rates implemented in May 2011 (from \$26 per day to \$28 per day). The decrease is offset by related expenses.

Special Event Policing

The special event policing increase results from an increased number of officers providing services to external customers. The increase is offset by related expenses.

Secondments

The decrease in secondment revenue includes the elimination of seven secondment positions. The secondments provide services to the Alberta Law Enforcement Response Team (55 positions), Alberta Serious Incident Response Team (2 positions) and other externally funded secondments (10 positions). This revenue is offset by related expenses.

Other

This increase is a result of anticipated higher levels of income from police information checks, recoveries for school resource officers and the sale of abandoned property.

Expenditure and Transfers

Personnel Costs

The personnel increase is a result of the movement within salary ranges, changes in benefits and the last of a three year one per cent LAPP contribution increase. The increase also includes the impact of new positions.

Materials, Goods & Supplies / Facility and Contracted Services / Vehicle Services / Other

The proposed budget reflects the additional non-personnel costs associated with the requested additional personnel. Other changes in the non-personnel costs reflect a number of minor budget reallocations.

Transfer to/from Capital

The proposed additional personnel will require vehicles and other equipment.

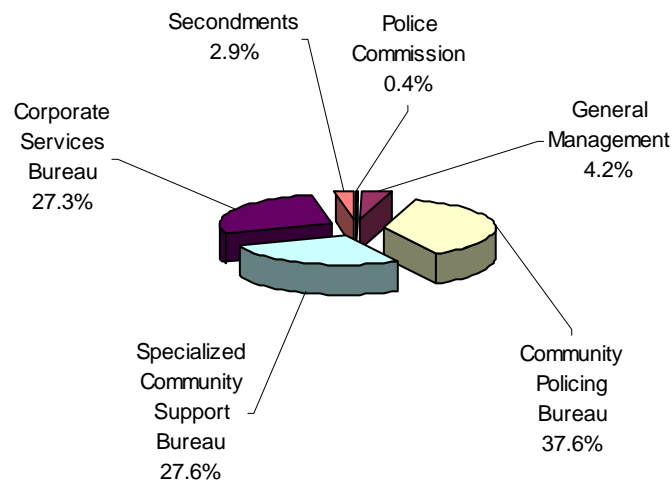
Intra-Municipal Charges and Recoveries

The intra-municipal charges and recoveries increase is a result of higher charges for building maintenance and fleet services offset by increased recoveries for special event policing and mobile radio costs.

Operating Budget by Bureau (000's)

			\$		%
	2010 Actual	2011 Budget	Change '11-'12	2012 Budget	Change '11-'12
Revenues					
Fines	\$ 12,947	\$ 13,498	\$ 1,500	\$ 14,998	11.1%
Municipal Policing Assistance Grant	12,519	12,694	298	12,992	2.3%
Premiers Initiative Grant (2008 - 2010)	9,637	10,500	-	10,500	0.0%
Secondments	8,620	10,212	(1,294)	8,918	-12.7%
User fees, permits, etc.	14,996	14,170	435	14,605	3.1%
	58,719	61,074	939	62,013	1.5%
Expenditures					
Police Commission	1,223	1,280	10	1,290	0.8%
General Management	13,152	12,882	245	13,127	1.9%
Community Policing Bureau	118,534	114,313	3,349	117,662	2.9%
Specialized Community Support Bureau	75,527	82,049	4,469	86,518	5.4%
Corporate Services Bureau	75,121	82,569	2,985	85,554	3.6%
Secondments	8,749	10,273	(1,293)	8,980	-12.6%
Total Expenditures	292,306	303,366	9,765	313,131	3.2%
Net Operating Requirement	\$ 233,587	\$ 242,292	\$ 8,826	\$ 251,118	3.6%

Where the Budget will be Spent



Impacts of Capital (000's)

Project Description	Operating Costs				
	2012	2013	2014	2015	2016
2009 - 2011 Approved Projects					
Southwest Division Station (07-60-1356)	150	600	-	-	-
Northwest Division Station (07-60-1375)	-	-	-	-	-
Police IT Systems - Infrastructure (07-60-1433)	550	-	-	-	-
Police IT Systems - Projects (07-60-1460)	560	-	-	-	-
	\$ 1,260	\$ 600	\$ -	\$ -	\$ -

In 2012, the operating impacts of capital projects are for the following projects:

- Southwest Division Station will incur some utility costs later in the year.
- Information technology projects that result in additional personnel, licensing and maintenance and support agreements.

The 2013 – 2016 operating costs are based on 2010 price levels.

EPS Position versus FTE Reconciliation

The change in EPS personnel result from:

- Impacts of Capital (5)
- Secondments - Drug Recognition Expert (-1), Alberta Police Information Strategy Liaison (-1), Alberta Serious Incident Response Team (-1), Corrections Liaison (-1), Canadian Police College (-1), Alberta Law Enforcement Response Team (-2)
- Increased police information check revenue (10)
- Budget reallocations and revenue increases (12)
- Additional Funding (68) (34.0 FTE in 2012; 34.0 FTE annualized in 2013)

	Total Positions	Permanent FTE	Temporary FTE	Total FTE
2011 Approved Budget	2,127.0	2,127.0	38.5	2,165.5
Revenue and Cost Impacts				
Impacts of Capital	5.0	5.0	-	5.0
Secondments	(7.0)	(7.0)	-	(7.0)
Police Information Check	10.0	10.0	-	10.0
Budget Reallocations and Revenue Increases	12.0	12.0	-	12.0
Total 2012 Proposed Budget	2,147.0	2,147.0	38.5	2,185.5
Additional Funding	68.0	34.0	-	34.0
Total 2012 Proposed Budget	2,215.0	2,181.0	38.5	2,219.5
Annualization	-	34.0	-	34.0
Total 2013 Proposed Budget	2,215.0	2,215.0	38.5	2,253.5

Edmonton Police Service Strategic Roadmap



Introduction

For almost a century, the Edmonton Public Library (EPL) has provided customers with access to information, programs and services. Through the direction provided by the Library Board's vision, mission and strategic plans, EPL has been successful in meeting the needs of its customers and contributing to making Edmonton's reputation as one of Canada's most livable cities. This has resulted in increased use of services and local, national, and international recognition for creative programming and innovative use of technology. EPL has attained a significant place within the Canadian urban libraries landscape.

MISSION: We Share.

VISION: We are experts in providing access to the world's information, ideas and entertainment—enabling a lifetime of learning, engagement and possibility for every Edmontonian.

Quick Facts About EPL:

- Over 14 million items borrowed by customers in 2010 — third highest in Canada.
- Over 13 million in-person and website visits to EPL.
- Two new libraries planned for Clareview and Meadows to add to the 17 branch locations throughout the City.
- Over 1.2 million questions answered in 2010.
- Over 211,000 individuals enrolled in library programs.
- National and international recognition of the Community-Led Service Philosophy.
- International and industry recognition and awards for EPL's branding and marketing of services.



Rendering of the new Jasper Place Branch .

Edmonton Public Library

Major Services — Library Materials, Programs and Services

EPL serves a diverse population of all ages, economic and social backgrounds through a network of 17 service points located throughout the City. EPL owns nine facilities, leases seven and has a partnership with the University of Alberta Library to provide services on campus at the eplGO location. Resources include 432.4 full-time equivalent employees, five vehicles and access to approximately 3,000,000 physical and online library items.

Major Services and Activities

Library Materials	
EPL provides access to: <ul style="list-style-type: none">• Over 3 million items in its collection including books, CDs, DVDs, video games and digital downloadable content.• Over 800 newspapers from 80 countries in 38 languages.• Over 100 subject databases.• Aboriginal collections.• Materials in 20 world languages.	EPL staff: <ul style="list-style-type: none">• Facilitate the selection, purchase, labeling and cataloguing of materials used by customers along with the maintenance of item records in the library computer system.• Coordinate access to physical materials including items from other libraries in Alberta, Canada and the United States.
Services	
<i>Reference: Answering Questions and Supporting Research</i>	<i>Internet and Computer Access</i>
EPL provides: <ul style="list-style-type: none">• Professionally-trained staff to help customers find answers to questions. In 2010, employees answered over 1.3 million customer questions and are currently poised to reach 2 million in 2011.• Innovative approaches to reference services including instant messaging and chat, mobile texting, email, telephone and in person.	EPL provides: <ul style="list-style-type: none">• Approximately 500 computer stations across the library system for customers to access Internet, email and word-processing services as well as Early Literacy Stations for preschoolers.• Support and training for computer basics and orientation to the library website, library catalogue and online resources.
<i>Assistive Services</i>	<i>Meeting Rooms and Reading Space</i>
EPL responds to: <ul style="list-style-type: none">• The diverse needs of persons with disabilities, home bound individuals and older adults through home delivery service, large print books, DAISY books, assistive technologies, descriptive videos and DVDs.	EPL provides: <ul style="list-style-type: none">• Meeting rooms and reading space for Edmontonians and local community groups through its 17 service points.• Tours for all ages to orient customers to the resources in its buildings and virtual spaces.
Programs	
EPL provides: <ul style="list-style-type: none">• EPL's Community-Led Service Philosophy ensures library services meet needs by taking services beyond the library walls into the community through 19 community librarians and other library staff. In 2010, community librarians dedicated over 4,600 hours working with over 300 Edmonton community organizations to build connections and meet needs..• Over 6,800 programs for all ages and interests (baby laptime, preschool storytime, book club discussions, computer training and more).	EPL provides: <ul style="list-style-type: none">• Numerous community partnerships offering joint programs such as English Language Conversation Circles and Financial Literacy workshops.• Settlement services through a partnership with Edmonton Immigrant Services Association (EISA).

Strategic Roadmap

Through the Board's 2011-2013 Strategic Plan, "The Way We Share", Trustees set the future direction for EPL. The Board's plan is aligned with the strategic goals set out in the City of Edmonton's "The Way Ahead". As EPL approaches the 2013 centenary, recognition has been given to the need to be flexible and innovative in the way EPL approaches services and operations, growth of internal capacity and the prioritization of existing resources.

Over the next 3 years, EPL's focus will be on:

- Obtaining a deeper understanding of customers and communities.
- Expanding digital literacy services and collections to meet growing customer demand.
- Enhancing delivery of early literacy services through collaboration and partnerships.
- Understanding how customers use library spaces and enhancing customer service excellence.

In 2011, EPL developed a 2011-2013 EPL business plan which provides a road map for implementing the strategic goals of the Board. EPL has identified over 100 action items and outcomes for each of the strategic goals, and will provide an update on successes in future budget submissions.

EPL Long Term Planning Framework:



Strategic Alignment

City Council

Goals



EPL Board Strategic Goals

OUR COMMUNITY

We strengthen neighbourhoods and communities by creating connections and understanding needs. We go beyond traditional boundaries, fostering collaborative relationships to build relevant and responsive library services.

OUR CUSTOMERS

We are an integral part of the daily lives of all Edmontonians – at every stage of their lives. We know and listen to Edmontonians. Everyone feels comfortable and welcome.

EVOLVING TECHNOLOGIES

We leverage evolving technologies to help Edmontonians connect locally and globally with ideas, information, entertainment and each other – when, where and how they choose.

OPEN SPACES

We create open, safe and inspiring physical and virtual spaces.

A LEARNING CULTURE

We are passionate, engaged and confident in our work. We learn and share knowledge and skills to achieve our potential and beyond. We build our capacity for change by working together.

SERVICE EXCELLENCE

We deliver efficient and effective services with creative, sustainable, diverse and eco-friendly resources and practices.

Opportunities and Challenges

In the development of the strategic and business plans, EPL explored trends, opportunities and challenges it will face in delivering service to customers in future years. Flexibility and innovation will be required. Looking internally to manage growth and prioritize existing resources will also be critical.

TECHNOLOGY CHANGES

Growth in digital on-demand content and access to both electronic online services and digital work-spaces are key drivers of service demand. EPL will further streamline current business processes and improve efficiency and effectiveness in service delivery by integrating current and emerging technology tools. Key to meeting these challenges will be maintaining sufficient technological capacity to support digital services and efficient processes.

ENHANCE UNDERSTANDING OF CUSTOMER NEEDS

Understanding the composition of Edmonton's communities will allow EPL to deliver relevant and responsive services. Through its Community-Led Service Philosophy, EPL will address barriers to underserved communities, expand service delivery models and increase understanding of and engagement with customers.

FUNDING FOR LIBRARIES

A recent survey undertaken by Ledger Marketing found an overwhelming majority of Canadians

ranked Public Libraries as their number one service that should be kept publically funded. A majority of the library's funding is provided by the City and a membership fee is charged to customers to support service delivery. One theme of the Board's strategic plan is the reduction of barriers to accessing library services. A key goal for 2013 is the elimination of the membership fee.

ON-GOING SUPPORT FOR FACILITY UPGRADES AND RENEWAL

EPL has received support from City Council in renewing and growing library facilities in Edmonton. As a part of the 2012-2014 Capital budget submission, EPL will be seeking Council support in replacing and/or renewing three key facilities: Calder Branch, Stanley A. Milner Library and Capilano Branch. These three priorities have been identified by the Board as important initiatives in the continuing efforts to improve service delivery in Edmonton.

Service and Budget Review

On June 22, 2011, City Council approved the 2012 Operating funding guidelines with an overall tax increase target of 3.0%. The individual target set for EPL required a \$0.8 million or 2% reduction in funding from the preliminary 2012 cost estimates provided to City Administration. EPL has carefully reviewed 2012 revenues and expenses and has met this target which will allow EPL to maintain current services provided to customers. This was accomplished by deferring operational expenses to future years and making adjustments to personnel costs (i.e. personnel discounting).



In 2012, EPL will continue looking for operational efficiencies to either reduce costs or reallocate resources to more value added customer service related activities. Some key initiatives that EPL will undertake in 2012 include bottom up approach to budget development for 2013 (zero based budgeting), improve customer payment processes, and business processes for the purchase and cataloguing of library collections. The redeployment of resources to other library activities will be the result.

Rendering of the new The Meadows Community Recreation Centre and The Meadows Library in south east Mill Woods

Performance Measures (2010)

EPL currently assesses its performance based on three key categories: Output, Process and Input Measures. EPL compares its performance against other large Canadian urban libraries, through the Canadian Urban Libraries Council (CULC).

The Output Measures show that EPL is extremely **well used** and that it uses resources and services in managing high volumes of activity.

Output Measures	EPL	CULC	% Difference
Materials borrowed per capita	17.3	11.6	+49%
Library material turnover (items borrowed compared to total library collection)	6.9	4.8	+44%
In-person visits per capita	7.2	5.9	+22%
Questions answered per capita	1.6	0.8	+100%

The Process Measures show that EPL is **efficient** and reveals how well it uses resources to deliver services.

Process Measures	EPL	CULC	% Difference
Cost per item borrowed	\$3.28	\$4.53	-28%
Staff costs for items borrowed	\$2.08	\$2.96	-30%

The Input Measures show that EPL is **effective** in the allocation of resources to provide service to customers .

Input Measures	EPL	CULC	% Difference
Municipal revenue per capita	\$46.24	\$43.55	+6%
Staff costs as a percentage of operating expenditures	63%	65%	-3%
Internet workstations per 1,000 citizens	0.54	0.20	+170%

Edmonton Public Library

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Provincial Grants	\$ 4,375	\$ 4,225	\$ 201	\$ 4,426	4.8
General Revenue	3,328	2,418	138	2,556	5.7
Total Revenue & Transfers	<u>7,703</u>	<u>6,643</u>	<u>339</u>	<u>6,982</u>	5.1
Expenditure & Transfers					
Personnel	25,976	26,951	186	27,137	0.7
Library subscriptions	1,065	963	25	988	2.6
Materials and equipment	1,655	1,576	26	1,602	1.6
Services	1,011	988	250	1,238	25.3
Building operations and maintenance	2,385	2,390	37	2,427	1.5
Utilities and other charges	2,602	2,759	56	2,815	2.0
Transfer to reserves	(60)	-	100	100	100.0
Subtotal	34,634	35,627	680	36,307	1.9
Capital project financing	9,102	7,923	285	8,208	3.6
Total Expenditure & Transfers	<u>43,736</u>	<u>43,550</u>	<u>965</u>	<u>44,515</u>	2.2
Net Operating Requirement	\$ 36,033	\$ 36,907	\$ 626	\$ 37,533	1.7
Full-time Equivalents	425.5	432.4	1.5	433.9	0.3

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

Provincial Grants \$201

Includes \$197 for Safe Communities Innovation Fund grant. EPL received a 3 year Safe Communities Grant in 2011 from Alberta Justice and Attorney General in the amount of \$605 for outreach workers, programming and administrative support. The outreach workers will connect with high and at risk individuals who frequent the downtown library and who are present within a two block radius, in an attempt to link them with services provided by Boyle Street Community Services and other agencies to assist them with immediate and longer term services.

General Revenues \$138

Key changes include \$100 in booksale revenues from the disposal of library collections (historically not included in the budget) with an offsetting transfer to reserves and \$67 in fine revenue increases for new library materials recovery service fee offset by lower membership revenues (\$46).

2012 Recommended Budget

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Personnel \$186

Includes \$122 in new expenses for Safe Communities Innovation Fund grant program personnel costs for 1.5 FTE's and adjustments for salary, wage and benefits based on City Administration cost assumptions.

Library subscriptions \$25

Inflation for periodical and database subscriptions.

Material and equipment \$26

Primarily for new expenses related to Safe Communities Innovation Fund grant program.

Services \$250

Primarily due to new expenses for Safe Communities Innovation Fund grant program, library materials recovery service costs (offset by revenues), and cost increases for recruitment / payroll / records management systems.

Building operations and maintenance \$37

Primarily due to new expenses for Safe Communities Innovation Fund grant program and contractual or negotiated costs for library facilities.

Utilities and other charges \$56

Primarily due to new expenses related to Safe Communities Innovation Fund grant program and utility and lease cost increases.

Transfer to reserves \$100

Transfer of booksale revenues from the disposal of library collections (historical adjustment) to EPL accumulated surplus for funding commitment on an approved capital building project.

Capital project financing \$285

Represents cost increases for expenditures related to library collections, furniture and equipment, and information technology.

Full-time Equivalents - Changes

The new Safe Communities Innovation Fund grant program will require 1.5 FTE's or 3 positions to carry out the work related to the program and meet the commitments under the Provincial grant agreement.

Edmonton Arts Council

Introduction

The Edmonton Arts Council (EAC) exists to support and promote the arts community in Edmonton. It is supported in this by the City of Edmonton through a service agreement. That service agreement was renewed in 2011 for a five-year term.

The EAC works with the City, its agencies, and the arts community in Edmonton for the benefit of all citizens. The EAC was founded in 1995 and has over 400 members including artists, arts and festival organizations, arts patrons and community leaders.



MAJOR SERVICES AND ACTIVITIES

- City grant support to qualified not-for-profit arts and festival organizations and individuals
- Development of arts and cultural policies for the City of Edmonton
- Implementation of programs identified in the City's 10-year cultural plan (2008-2018), the *Art of Living*
- Implementation of the City's percent for art program and public art master plan including conservation of the civic art collection
- Initiate and maintain programs that benefit a wide range of citizens and arts activities such as the community box office, TIX on the Square, the city store, Churchill Square programming
- Support and production, on request by the City, of special projects involving the arts and culture
- Participation in civic forums and committees

Opportunities and Challenges

- Implementation of recommendations in the Art of Living including artist residencies and support for the development of cultural industries in the city.
- Opportunity for effective civic investment for arts and festivals supporting sustained and planned growth in the sector overall.
- Opportunity to create and develop alternative ways to support artists and arts activities especially for youth, culturally diverse, and senior artists.
- Opportunity to support emerging opportunities for development of space for arts and culture in the city—EAC and Arts Habitat Association work in developing these opportunities must be maintained.
- Arts and culture are activities that are fundamental in meeting many of the goals in the City's *Way We Live* plan.

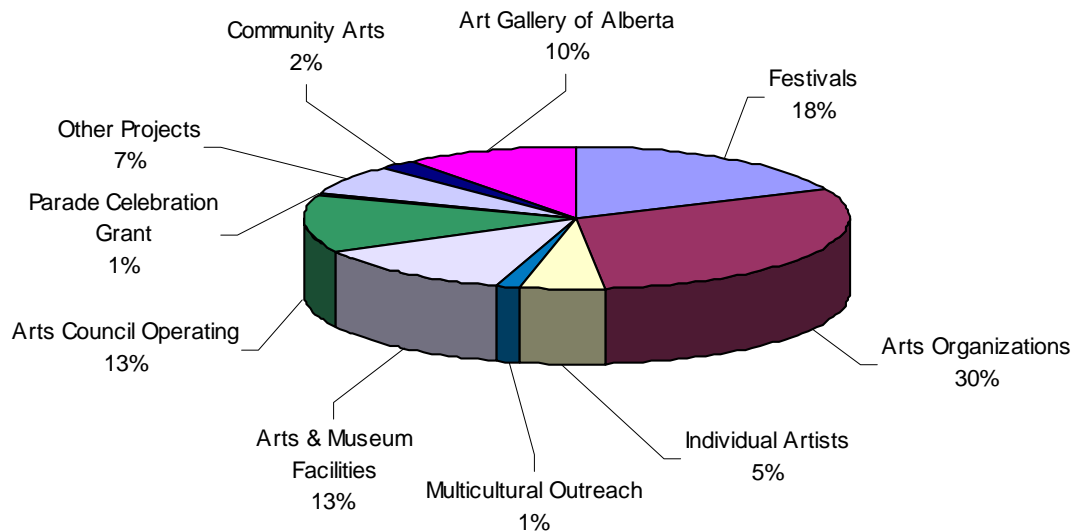


Edmonton Arts Council

Proposed 2012 Budget (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Expenditure & Transfers					
Festivals	1,203	1,526	40	1,566	2.6
Arts Organizations	1,980	2,488	66	2,554	2.7
Individual Artists	226	430	11	441	2.6
Multicultural Outreach	104	106	3	109	2.8
Arts & Museum Facilities	1,035	1,056	28	1,084	2.7
Arts Council Operating	646	1,075	28	1,103	2.6
Parade Celebration Grant	56	57	2	59	3.5
Other Projects	825	553	15	568	2.7
Community Arts	112	178	5	183	2.8
Art Gallery of Alberta	-	855	23	878	2.7
Total Expenditure & Transfers	6,187	8,324	221	8,545	2.7
Net Operating Requirement	\$ 6,187	\$ 8,324	\$ 221	\$ 8,545	2.7
Full-time Equivalents	-	-	-	-	-

Where the Budget will be spent



Major Service Description

Current Service Level

City Grants—35 established Festival Organizations funded; 9 new/emerging Festival Organizations funded - this funding supports the operations of eligible festivals within the corporate limits of the City of Edmonton.

101 Arts Organizations funded – this funding supports the operations of eligible arts organizations whose activities take place within the corporate limits of the City of Edmonton.

123 Individual Artists supported – this funding supports the creation, development, curation, exhibition or production of work in any art form by qualified individual artists resident in the City of Edmonton. The funding includes dedicated support to artists from cultural diverse backgrounds. The funding also supports travel by eligible applicants for qualified purposes.

21 Arts and Museum Facilities funded - this funding supports a portion (up to 25%) of annual expenses associated with maintaining clean, well-lighted, heated and secure facilities with significant public access.

2 Major Parades and 2 One Day Celebrations funded – this funding supports the operations of eligible organizations that produce major parades or one-day cultural celebrations within the corporate limits of the City of Edmonton.

5 Community Arts projects funded – these projects combine professional artists with a distinct community in the city to produce an artwork reflective of the interests of that community.

Public Art

15 public art projects from the Percent for Art began; 7 were completed; 15 are ongoing and began prior to 2011 to be completed in 2012 or later.

Conservation work was done on 12 artworks in the civic collection and 1 artwork owned by a community group in a prominent location in the city. A conservation assessment of the entire collection is underway.

A database of the civic art collection is near completion.

Operations for Arts Habitat Association of Edmonton

Arts Habitat Association worked on the development and management of 2 artist live/work buildings (26 housing units and 3 studios).



Edmonton Combative Sports Commission

Introduction

The Edmonton Combative Sports Commission (ECSC) has been in place since 1920. The Commission is responsible for the regulation of professional combative sports in the City of Edmonton. In a typical year, the ECSC regulates approximately twenty (20) professional mixed martial arts events, five (5) professional boxing events and thirty (30) professional wrestling events, all staged by promoters.

The ECSC has been in transition for the past five years. The final piece of the transition is the formal separation of the governance of the ECSC from the event and event licensing activities. Over the past year the ECSC has rewritten their Bylaw (#14308) dividing it into a separate “governance” Bylaw (#15638) and “operations” Bylaw (#15594).

Administration provides support services to the ECSC and ensures application of the Bylaw, and compliance to the rules, regulations and operating procedures for professional combative sports in Edmonton.



EDMONTON COMBATIVE SPORTS COMMISSION

Quick Facts

- 10 promoters
- 55 combative sports event licenses
- 800 competitor licenses
- 50 officials' licenses

MAJOR SERVICES AND ACTIVITIES

Governance

- Council advisory services
- Develop rules and regulations
- Policy development, governance
- Industry stakeholder engagement
- Collaboration with sanctioning bodies

Operations

- Implement and enforce licensing procedures
- Enforce the rules and regulations
- Service licensed events by providing officials
- Create operational synergies with industry
- Training and management of officials, undertakes research

Edmonton Combative Sports Commission

Opportunities and Challenges

1) Challenges - ECSC requires bridge financing in 2012 to continue industry oversight and stewardship and put in place City Auditor financial recommendations.

Linkage to Department Outcomes: The Way Ahead — Improve Edmonton's Livability. Safety.

Action and Timeframe: Being the most active combative sports commission in Canada; bylaws, rules, regulations and operating procedure revisions are still required. One time funding support in 2012 is needed to complete this work. Also, the Office of the City Auditor recommended in its report to Council that the ECSC have a separation of financial duties. This requires bridge financing of \$150 for 2012 as the ECSC investigates a cost recovery model for 2013.

2) Opportunity - To attract more international events to Edmonton.

Linkage to Department Outcomes: Enhancing the reputation of Edmonton as a world class destination for sports events is difficult without industry-leading standards in professionalism, safety and compliance. The running of high quality well organized events with well trained promoters will support greater national and international interest.

Action and Timeframe: Continued industry support so Edmonton promoters can compete against other municipalities in Alberta, in Canada and in North America.

3) Opportunity - To conduct research to improve contestant safety.

Linkage to Department Outcomes: A safe city is one in which combative sports events are regulated in as safe a manner as possible.

Action and Timeframe: Capturing fighter statistics for research purposes will contribute to Edmonton's reputation as an industry leader. Such groundbreaking work will help develop better fighter safety standards and awareness of athlete pre and post fight condition.

4) Opportunity - To recommend changes to the Criminal Code (85-3).

Linkage to Department Outcomes: A safe city is one where professional combative sports events are held in accordance with the Criminal Code.

Action and Timeframe: The Code needs clarification on combative sports (it is out of date). We can recommend wording based on ECSC legal minds to the Justice Committee of the federal government as soon as possible.



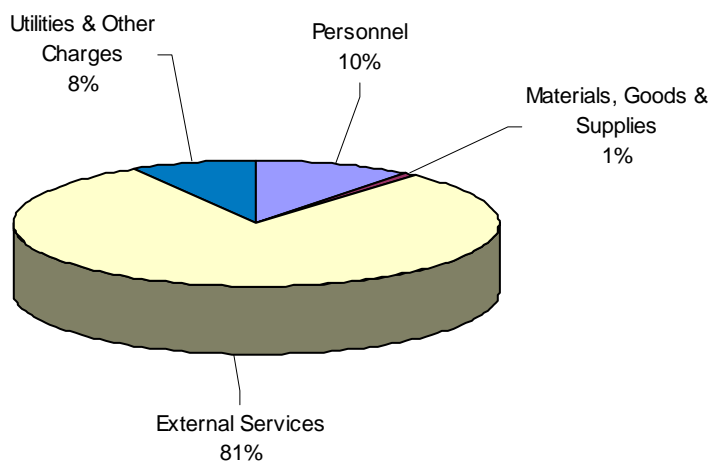
"ECSC referee informs combatants of the rules."

Edmonton Combative Sports Commission

Proposed 2012 Budget Summary (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 713	\$ 469	\$ 11	\$ 480	2.3
Total Revenue & Transfers	713	469	11	480	2.3
Expenditure & Transfers					
Personnel	1	114	(64)	50	(56.1)
Materials, Goods & Supplies	9	1	3	4	300.0
External Services	663	309	77	386	24.9
Intra-municipal Services	-	3	(3)	-	(100.0)
Utilities & Other Charges	9	42	(2)	40	(4.8)
Total Expenditure & Transfers	682	469	11	480	2.3
Net Operating Requirement	\$ (31)	\$ -	\$ -	\$ -	-
Full-time Equivalents		1.0	-	1.0	-

Where the Budget will be spent



Edmonton Combative Sports Commission

Benchmark Comparison of Canada's Most Active Commissions

	Edmonton	Ontario	Quebec	Manitoba	Calgary	River Cree
No. of event licenses*	55	20	35	8	8	6
No. of individual licenses**	800	390	550	125	125	95
No. of staff	1 1/2	4	4	2 1/2	1	2

*event license figures are estimates that depend on promoters.

**license figures are estimates that vary with the number of bouts.

Performance Measures

- Increase in the number of certified officials with the ECSC from 2011.
- Increase in the number and quality of combative sports events in Edmonton from 2011.
- Reduce the number of complaints from industry promoters from 2011.



"ECSC timer signals the end of the round"

Edmonton Federation of Community Leagues

Introduction

- The Edmonton Federation of Community Leagues' mandate is to foster healthy neighborhoods by supporting, promoting and coordinating the programs, projects and services of our 154 member community leagues.
- The federation provides services directly to its member leagues and also acts as the representative of the leagues when dealing with government, agencies and businesses.
- Just completing its 90th year in operation, the federation is governed by a board of 12 directors, who are elected by the leagues contained in each of 12 districts.
- The board is responsible for hiring the executive director, who in turn hires the rest of the staff. Other positions at the EFCL are the Communications Director, Marketing Director (part-time), Financial Officer (Part-Time), Community Planner, Community Development Officer and Receptionist.
- Approximately 60% of the federation's funding is provided by the City of Edmonton, with the rest coming from membership fees, provincial grants, sponsorships and a bi-yearly casino.
- City of Edmonton Funding to the federation comes in five streams. Three streams - the Community League Operating Grant, Community League Infrastructure Grant and Land Drainage Rebate - go directly to the leagues. One stream – the emerging community league grant—is provided to groups of residents wanting to start a new league. The final Stream - the EFCL Operating Grant, is provided to the EFCL to help cover the cost of its operations. (Note: One stream, the infrastructure assessment grant, completed its five-year term in 2011 and has been discontinued).



EFCL Volunteers march in the Capital Ex parade to celebrate EFCL's 90th Anniversary

Edmonton Federation of Community Leagues

Programs and Major Services

To the 154 Community Leagues

- The EFCL provides information and advice to the league executives on a daily basis, helps with their board operations, planning and development matters, book-keeping, accounting, grant applications and communications, including website development.
- The EFCL also helps the leagues expand their membership base by providing workshops and programs that reach out to under-represented sectors, such as young adults without children, artists and people from different cultural backgrounds.
- The EFCL runs a number of promotions to help raise public awareness about community leagues and their programs and activities. In 2011 this included our Sept. 17 Community League Day promotion, an entry in the Capital Ex Parade, an exhibit at Heritage Days and attendance at various community festival events.
- The federation helps connect community leagues with advertisers and suppliers, through our annual EFCL trade show and direct referrals to individual leagues.
- The federation also helps the leagues recognize their volunteers, through appreciation events like this year's Community League Showcase.
- The federation also provides all of the leagues with their membership cards, skate tags, promotional brochures and posters.

To the General Public

- The EFCL helps the general public connect with Edmonton's community leagues via our website, multi-language brochures and regular features on Shaw TV, as well as e-mail and in-person contacts at the office.
- This year the federation teamed up with the Edmonton Examiner to produce a 12-page insert on Community League day, which was distributed to 153,000 households.
- The EFCL also handles the sale of community league memberships, either on line or in person at the office.
- Planning has started on a 100th Anniversary Project, where the federation would like to engage its members on a significant upgrade to a city park. The upgrade would be designed to increase the utilization of the park and contain a feature that recognizes the contributions community leagues have made to the City of Edmonton.

To the City of Edmonton

- In consultation with the leagues, the EFCL prepares and presents policy positions to the City of Edmonton on a wide variety of planning, recreation, social service and crime-prevention issues. It should be noted that the majority of these submissions are in response to a request for input from the City of Edmonton.
- The EFCL represents the leagues in negotiations with the city on funding matters and how the leagues use the land they are given. This year, the federation successfully worked with the city to renew the Tripartite License Agreement, which will determine the manner in which leagues will use their land for the next ten years.
- The EFCL works with the city and the leagues to coordinate the rental of city pools and arenas.
- The EFCL also helps coordinate major city projects, such as the six-neighborhood traffic speed reduction project that was recently implemented and the first-time homebuyer program which will be ramped up shortly.

Edmonton Federation of Community Leagues

Opportunities and Challenges

The EFCL sees many opportunities to grow the community league movement. For example, we are working on a number of fronts to help the leagues “look in new places for new faces.”

Chief among these is our Cultural Inclusion project, which is designed to reach out to recent immigrants and aboriginal Edmontonians. We have hired seven part-time outreach workers and have lined up a number of volunteers to help us engage people from Africa, Russia, Eastern Europe and Southeast Asia, along with Metis and First Nation members.

This fall the federation is teaming up with the Edmonton Arts Council and the Edmonton Heritage Council on a project that will link community leagues with local artists. Interested leagues can triple their money (up to \$30,000) on arts and heritage projects that showcase an element of the neighborhood and/or the talents of the local residents. This could be a history book, a painting, a sculpture, a mural or live performance, to name a few. We hope this initiative will lead to strengthened relationships between local artists and their host community league, which in turn will foster many more projects and programs.

Planning is underway on the federation’s third community league challenge, which is designed to attract young adults without children. Working with the city’s Next Gen committee, the Challenge features a series of activities and events that are of interest to young people.

The EFCL is also working on a plan to enhance its Green Challenge program, by encouraging leagues to get involved in renewable energy, along with energy conservation measures. It is thought that this initiative will

help leagues reach out to people who have not previously been involved with their organization.

In October, the federation is teaming up with the City of Edmonton to co-sponsor a conference on Living Local. Invitations have been sent to a wide variety of organizations to help us find ways for people to do more activities closer to home. One of the objectives of this program is to help people find more time to volunteer, which is not only critical to our member leagues but to the quality of life of all Edmontonians.

The federation is also working with the Mayor’s Task Force on Community Sustainability to find ways to rejuvenate Edmonton’s older neighborhoods. We see this effort as hugely important to our older leagues, many of which have struggled as their population aged and dwindled in number.

In addition, the EFCL is in the midst of setting up a sister organization that would have charitable status. It is felt that this will give us another avenue to raise funds for federation and league initiatives.

Last but not least, work is beginning on a training program for league executives to help them grow the operation of their league. It is widely recognized that many of the board volunteers could use some assistance – particularly when they start – in understanding and performing their tasks efficiently. Community league boards could also use help with strategic planning and board governance in general. The federation has a motion before the membership at its Oct. 4 general meeting to finance a portion of this program through an increase in league membership fees. The federation has asked the city for help in this budget exercise and believes it can find some cost savings and additional revenue to pay the rest.



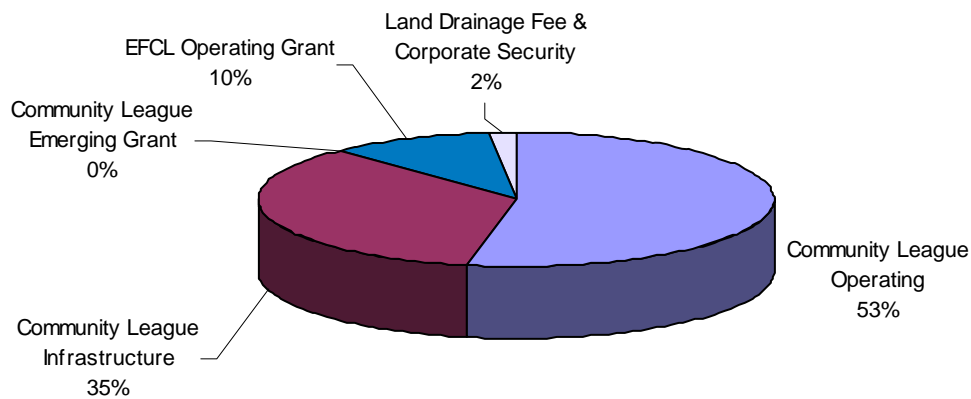
Our World’s Largest Croquet Media Event was good fun and a very successful launch of Community League Day. EFCL President David Dodge leads the way followed by Mayor Mandel and close behind is Councillor Iveson.

Edmonton Federation of Community Leagues

Proposed 2012 Budget (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Expenditure & Transfers					
Community League Operating	1,664	2,362	64	2,426	2.7
Community League Infrastructure	79	1,549	47	1,596	3.0
Community League Emerging Grant	4	4	-	4	-
EFCL Operating Grant	447	456	14	470	3.1
Land Drainage Fee & Corporate Security	75	74	2	76	2.7
Infrastructure Assessment	64	65	(65)	-	(100.0)
Total Expenditure & Transfers	2,333	4,510	62	4,572	1.4
Net Operating Requirement	\$ 2,333	\$ 4,510	\$ 62	\$ 4,572	1.4
Full-time Equivalents	-	-	-	-	-

Where the Budget will be spent



Introduction

Greater Edmonton Foundation (GEF) is a leading provider of quality affordable housing and services for seniors who live in Edmonton and the surrounding area. The Foundation was created in 1959 and was recognized as a management body by Ministerial Order in 1996. GEF's governing Ministerial Order has established the City's obligation to fund its requisitions for annual deficits arising from the lodge housing and supportive living operations.

The Foundation works hard to ensure quality affordable housing is provided to senior citizens and currently serves approximately 2,500 individuals. The Foundation manages nine lodges, 19 apartment buildings and 37 duplex-homes found throughout Edmonton.

We are currently in the process of completing a 50 unit apartment complex within our Rosslyn property to help house Seniors through the affordable housing program. We have already filled the entire building, and the tenants are waiting patiently for the March 2012 grand opening.

During the 2011 year, we were once again recognized as one of Canada's Best 50 Small & Medium Employers which continues to demonstrate the amazing employees we have working for this Organization.

Our Vision - Positively influencing seniors' quality of life

Our Mission - Leaders in friendly, affordable, secure housing services for seniors

Our Values

- **Respect:** We show empathy, appreciation and regard for the dignity, uniqueness and worth of everyone
- **Integrity:** We aspire to the highest professional standard of ethical and professional conduct
- **Life Enrichment:** We actively engage the mind, body and spirit to promote well being
- **Accountability:** We have high standards; we are responsible for the results achieved

Major Services & Activities

Supportive Living Services

Currently our residences are fully occupied with 883 units at our nine lodges throughout the City. Supportive living services include three meals a day plus snacks, weekly housekeeping and recreational activities in a communal living environment. Rent is charged at 30% of a seniors income.

Low income Housing

Currently our 1,600 self-contained apartment units are fully occupied with a waiting list of approximately 220 seniors. Rent is charged at 30% of a seniors income.

Affordable Housing

In April 2012, we are going to be opening our first affordable housing building, Rosslyn Terrace. We have a waitlist of over 100 seniors anxiously awaiting our next affordable housing project. Rent will be charged at 15% below market rent.



Strategic Roadmap

The Greater Edmonton Foundation (GEF) has successfully provided housing and services to low income seniors in Edmonton for over 50 years. With over 400 seniors waiting for a place at GEF, the demand for affordable seniors' housing is at an all-time high and continues to grow.

GEF's Strategic Business Plan focuses on the following strategic priorities:

1. Funding received from Alberta Housing & Urban Affairs for the construction of a new 54 unit affordable apartment complex in Ottewell has provided GEF with a new opportunity in 2012. The unique layout of the building provides room for a day care facility within the apartment and allows the generations to experience each other. Construction for the new building will begin in the spring of 2012.
2. Enhance resident quality of life and ensure that GEF remains a leading provider of affordable residences for seniors through excellence in operations and service.
3. Continue to secure funding for more affordable housing and supportive living facilities for seniors and address the growing demand for affordable housing.
4. Remain an Employer of Choice in a strong labour market to deliver the services to our residents. Queen's School of Business ranked GEF 22 out of 50 as a Best Small and Medium Employer in 2011. This marks our 3rd year in the top 50.
5. Expand the Building for Life campaign to raise money to support the construction of more affordable seniors housing units in Edmonton.
6. Manage our own financial resources by maintaining a high occupancy level in our buildings and pay down mortgages as they come due.
7. Implement a communication strategy to engage the Edmonton community with GEF, thereby offering opportunity to develop relationships that support the foundation in both awareness and fund development.

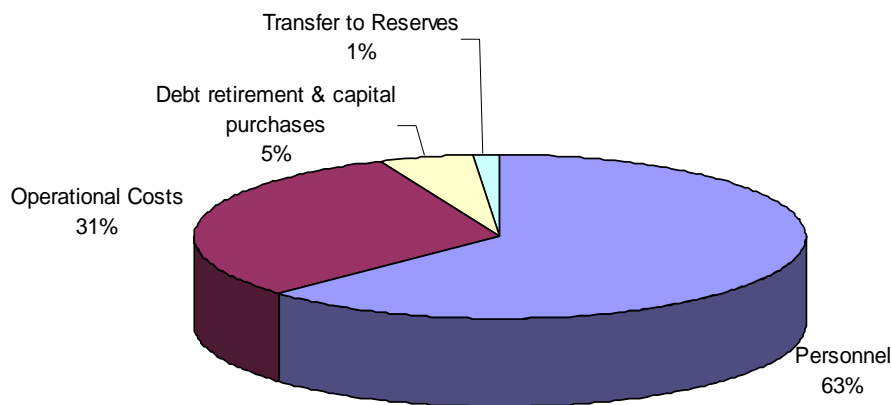


Greater Edmonton Foundation

Proposed 2012 Budget (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 14,654	\$ 14,698	\$ 1,335	\$ 16,033	9.1
Grants	2,793	2,800	100	2,900	3.6
Transfer from Reserves	-	3,866	(3,866)	-	(100.0)
Total Revenue & Transfers	17,447	21,364	(2,431)	18,933	(11.4)
Expenditure & Transfers					
Personnel	12,462	12,936	1,168	14,104	9.0
Operational Costs	5,818	6,854	44	6,898	0.6
Debt retirement & capital purchases	2,367	4,774	(3,643)	1,131	(76.3)
Transfer to Reserves	300	300	-	300	-
Subtotal	20,947	24,864	(2,431)	22,433	(9.8)
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	20,947	24,864	(2,431)	22,433	(9.8)
Net Operating Requirement	\$ 3,500	\$ 3,500	\$ -	\$ 3,500	-
Full-time Equivalent	300.0	300.0	15.0	315.0	

Where the Budget will be spent



Greater Edmonton Foundation

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

User Fees, Fines, Permits, etc. \$1,335

Two new additional facilities opening in April 2012 providing approximately \$910 additional revenue to GEF (costs for the new operations are equivalent to additional revenue). Remaining increase relating to increased senior income levels and annual service rate increase.

Grants \$100

Increased rates provided by Lodge Assistant Program to assist with daily recoveries of meals and housekeeping to our seniors.

Transfer from Reserves \$(3,866)

During 2011, GEF was able to pay off our mortgage from Ottewell Place with funds from our debt retirement fund.

Expenditures & Transfers - Changes

Personnel \$1,168

Increase in personnel costs relate to \$628 additional salaries required to operate the two new facilities (approximately 15 additional FTEs) as well as LAPP and benefits increase of \$258 due to increased contributions required and new FTEs. Remaining increase of \$282 relates to performance increases for remaining 300 FTEs.

Operational Costs \$44

Increase in operating costs of \$482 for two new facilities (Rosslyn Terrace and Ottewell manor) starting April 2012 and inflationary increases of \$52 offset by operational savings in current lodges of \$(490).

Debt retirement & Capital purchases \$(3,643)

Reduced debt payments as a result of the Ottewell Place mortgage being paid off in 2011..

Full-time Equivalents - Changes

Increased amount in full-time equivalents relates to new operations at Ottewell Manor and Rosslyn Terrace.

Edmonton Homeless Commission

Introduction

The **mission** of the Homeless Commission is to end chronic homelessness in Edmonton by 2018.

The Homeless Commission, a Committee of Council, is the champion of *A Place to Call Home* – Edmonton's 10 Year Plan to End Homelessness and is responsible for overseeing the implementation of the Plan.

The **mandate** of the Commission is to:

- Promote the development of permanent housing options for all individuals experiencing homelessness;
- Promote the development of appropriate emergency and transitional/interim housing options;
- Promote programs that endeavor to prevent homelessness;
- Facilitate collaboration on homelessness between all orders of government, the community and non-profit organizations;
- Facilitate collaboration between community and non-profit groups providing outreach assistance to individuals experiencing homelessness;
- Support organizations that provide ancillary and necessary support for permanent housing;
- Promote a respectful, client-centered approach to ending homelessness; and
- Identify the systemic issues/barriers underlying homelessness and propose solutions to end homelessness.



Quick Facts

In the first two years of the Plan:

- 956 permanent homes have been secured for 1,352 people who had been homeless.
- 83% of people who have been housed have kept their housing.
- Housing First clients live in 400 different buildings run by 160 different landlords.
- The October 2010 Homeless Count found 2,421 homeless Edmontonians, 21% fewer than counted two year earlier. This is the first reduction in the number of homeless since the counts began in 1999.
- In the past two years, the number of Edmontonians staying in homeless shelters has dropped by 23% from an average of 1,244 per night in October 2008 to 939 per night in October 2010.



Summary and Highlights of 2012 Budget

The proposed 2012 budget for the Edmonton Homeless Commission is the same as 2011, plus inflation. The programs and deliverables will also be similar to 2011. They include:

- Phase II of the Social Marketing Strategy - The 'no longer with us' campaign was launched in 2011. The purpose of the campaign is to raise awareness about homelessness and our efforts to end chronic homelessness.
- Launch of Welcome Home - Welcome Home is a partnership with the United Way and the Faith Community. It will match volunteers with the recently housed to provide companionship and thereby improve housing retention and build inclusive communities.
- Community Engagement - Over 800 people were consulted in the preparation of the 10 Year Plan. In 2012, we will build on the Capital Region Interfaith Housing Initiative that saw over 20 faith groups pledge their support to the 10 Year Plan.
- An update and report to the community - 2012 will mark the third year of our 10 Year Plan. A thorough evaluation of work done to date and needed changes in direction will be completed.
- Addressing systemic barriers - An ID bank was launched in 2011 and will continue in 2012. In conjunction with the Panhandling Advisory Committee and as part of the Violence Reduction Strategy, the Commission will be modeling relentless, assertive outreach to the homeless.

Opportunities and Challenges

Sustainability of the program and individuals housed will be the major challenge in 2012 and beyond. On a program basis there is the risk that we may be victims of our own success. To date, we are well ahead of the ambitious targets outlined in *A Place to Call Home*. As a result the public and government funders may assume the job is done. However, we must remember that the most recent count of homeless persons still found 2,421 people without a home. Unless Provincial funding is increased, the ability of the housing first programs to accept new clients will be constrained. People already housed through the program may require rental subsidies and supports beyond the forecasted period.

Prevention is a key pillar of *A Place to Call Home*. While there are some promising initiatives (e.g Divercity), we are not doing enough to "close the door" into homelessness. There is also the potential that with an economic downturn, we may witness an increase of people experiencing homelessness due to economic circumstances.

The **housing first philosophy** is still valid for the sub-set of the homeless with intensive, complex needs. However, our **practice** of placing them in independent, scattered apartments with supports is not suitable for this clientele. Permanent Supportive Housing, including tolerant housing will be required. To date there have been inadequate capital, operating and support dollars to enable the construction and operation of this housing. As a result they remain homeless and make extensive and costly use of our criminal justice and health care systems.

Community inclusion remains a challenge and an opportunity. The Welcome Home program will be operational in 2012. In essence, it will match volunteers from the faith community with people recently housed to provide companionship and counteract loneliness. Hopefully this program will also help build inclusive, welcoming communities. However, the location of Permanent Supportive Housing will likely be a challenge.



I was tired of being alone. I lived in a field by the airport. Slept in the middle of the field. It was a bad place because it was really windy there and I got buried by the snow.

Kelly Ridsdale

Edmonton Homeless Commission

Proposed 2012 Budget (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 123	\$ -	\$ -	\$ -	-
Total Revenue & Transfers	<u>123</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditure & Transfers					
Personnel	-	218	37	255	17.0
Materials, Goods & Supplies	3	-	-	-	-
External Services	109	345	(26)	319	(7.5)
Travel, Training & Other Charges	11	15	-	15	-
Subtotal	123	578	11	589	1.9
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	<u>123</u>	<u>578</u>	<u>11</u>	<u>589</u>	<u>1.9</u>
Net Operating Requirement	\$ -	\$ 578	\$ 11	\$ 589	1.9
Full-time Equivalents	-	2.0	-	2.0	

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

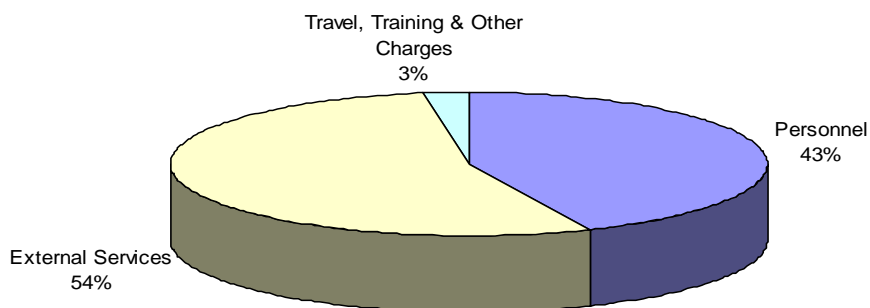
Personnel \$37

Movement within salary ranges, changes in benefits, and the last year of a 3-year LAPP contribution increase account for increase of \$37.

External Services (\$26)

A reduction in General Professional Services by (\$36) partially offset by inflationary increases that account for an additional \$10.

Where the Budget will be spent



Introduction

REACH Edmonton is a community based, not for profit organization that emerged out of the Mayor's Taskforce on Community Safety. Its goal is to make Edmonton a safer community in one generation by focusing on crime prevention programs and initiatives. It is doing so by implementing the nine recommendations in the REACH Report.

Founded in June 2010, REACH is membership driven, coordinated by a Board of Directors, and has a total of over 200 members, encompassing 83 organizations and over 120 citizens. City Advisors appointed to the Board of Directors are Councilor Amarjeet Sohi and Kathy Barnhart.



Vision

A city in which every Edmontonian contributes to a community where everyone is safe and feels safe.

Mission and Principles

To be a centre of excellence that inspires citizen engagement and coordinated agency action to strengthen and sustain community safety in Edmonton.

REACH Edmonton Council has identified that it will be:

- Nimble and flexible
- Focused on root causes and prevention
- Reflective of our richly diverse community
- Action-oriented
- Results-based



MAJOR SERVICES AND ACTIVITIES

- Implement the 9 innovative REACH recommendations identified in the 2009 REACH Report.
- Create, implement and sustain a long term preventative community safety strategy.
- Enhance citizen leadership capacity by engaging diverse voices and sectors in crime prevention and by facilitating communication and partnership opportunities among community agencies.
- Develop and share community safety information, resource tools and learning opportunities.
- Research, evaluate and share promising practices in crime prevention and safety.
- Advise and inform Edmonton City Council, Senior Administration and civic agencies on matters related to community safety, such as the Violence Reduction Plan (August 2011).

Opportunities and Challenges

The following are current significant factors that pose both opportunities and challenges to the efforts of REACH Edmonton to effectively achieve its outcomes:

1) A Targeted Violence Reduction Plan

This targeted plan approved by City Council in August 2011 is a collaborative effort of three key partners - REACH, the City of Edmonton and the Edmonton Police Service. The plan was created in response to community concerns about Edmonton's rising homicide rate. The opportunity and challenge to REACH is to meet its three commitments in the Plan:

- seek funding to fully implement the innovative 24/7 Model in downtown Edmonton;
- continue to support, and seek sustainable funding for, the Injera Coalition Initiative that seeks to build trust between inner city immigrant and refugee communities and police;
- lead a community engagement process to seek citizen input to the Violence Reduction Plan.

Critical success factors will rely on an annual REACH baseline citizen safety perception survey as well as ongoing opportunities to engage Edmontonians in the solutions. Finding funds to implement 24-7 has been identified as a key component of the Violence Reduction Plan by the City, Police and REACH, in order to enhance round the clock access to services, streamline efforts, provide safe spaces for those in need and make our community safer.

2) Addressing Youth Violence with a Turn Away from Gangs Initiative

In the past year REACH has seeded several unique and successful youth oriented crime prevention initiatives. Our challenge is to seek resource support to sustain and grow these promising pilots which offer at risk youth positive opportunities and a safe future. We know that investing in prevention now saves lives and money.

3) Alignment with City Plans and Provincial Strategies

REACH's crime prevention and safety initiatives clearly align with the 10 year strategic goal of the City, Improving Edmonton's Livability, and with the The Way We Live: Edmonton's People Plan, (Goals 3 and 4 - Edmonton is a caring, inclusive society and Edmonton is a safe city.) The REACH initiatives reflect the REACH Strategic Plan and REACH report, while also aligning closely with Alberta's provincial Long Term Strategy for Crime Prevention.

4) Safety is a Community Issue

The changing face of Edmonton demographics offers great opportunity to engage all citizens in preventing crime. Our diversity is our strength. It also brings the challenge of reaching, engaging and sustaining the involvement of a broad cross section of citizens and organizations around a common vision. Ultimately, REACH believes that innovative, lasting solutions are those which are community driven and owned.

REACH Business Drivers

REACH Edmonton seeks out best ideas and practices, nurtures new ideas and approaches to prevention. Our work is guided by 4 key business drivers reflected in our budget headings:

Creating - Leading a cultural shift to crime prevention that is innovative and evidence based

Connecting - Building alliances and aligning our work for collective impact

Communicating – Mobilizing citizens and sharing information on crime prevention

Catalyzing - Injecting inspiration, resources and effort to advance the REACH recommendations



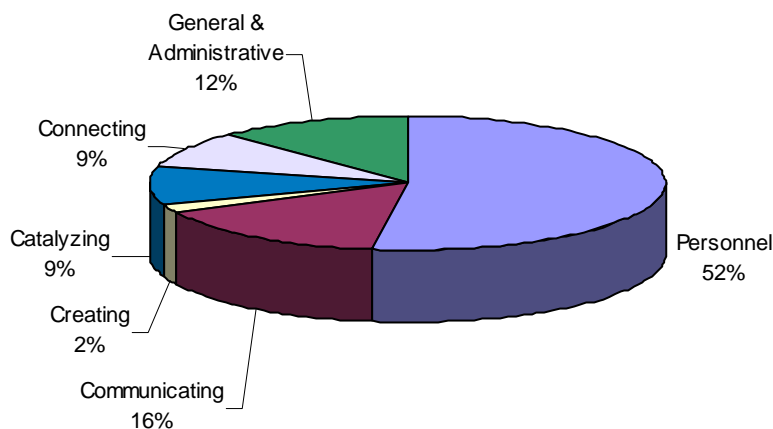
"REACH Edmonton has been a great way for me to do something positive, through being involved with REACH Action on Addiction...we're working to raise awareness ...and getting the message out. I've already helped one friend get off marijuana and cigarettes." – Matthew Schmitt, age 15

REACH Edmonton

Proposed 2012 Budget (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 10	\$ -	\$ -	\$ -	-
Grants	865	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	875	-	-	-	-
Expenditure & Transfers					
Personnel	524	830	-	830	-
Communicating	230	250	-	250	-
Creating	20	40	(10)	30	(25.0)
Catalyzing	66	140	10	150	7.1
Connecting	125	125	11	136	8.8
General & Administrative	63	176	20	196	11.4
Health Canada Drug Strategy	101	-	-	-	-
Safe Community Innovation Funds	796	-	-	-	-
Total Expenditure & Transfers	1,925	1,561	31	1,592	2.0
Net Operating Requirement	\$ 1,050	\$ 1,561	\$ 31	\$ 1,592	2.0
Full-time Equivalents	-	-	-	-	-

Where the Budget will be spent



REACH Edmonton

Key strategic accomplishments in our first year of operation, as outlined in REACH's 2010-11 Implementation Plan, include:

1) Implementing the REACH Recommendations

REACH initiatives focus on the root causes of crime. This year we've advanced a variety of preventive and innovative REACH initiatives – including programs with Edmonton's Aboriginal Community, projects for youth at risk, and work with Edmonton's immigrant and refugee communities. These reflect action on 8 of the 9 REACH recommendations. Some significant highlights include:

- 24/7 Service Delivery Model Initiative - Work on an innovative model to provide at risk and vulnerable Edmontonians with streamlined, round the clock access to the help they require.
- Schools as Community Hubs - REACH and its partners have launched 3 schools as community hubs, with a fourth in November 2011, which provide support before a crisis hits.
- Step Up Step In - This youth driven campaign to end violence sees at risk youth aiming to solve social issues before they lead to crime.
- Engaging Citizens in New Neighbourhood Safety Models - REACH has worked with community partners to support a number of community driven responses to crime prevention at the neighbourhood level, including the Injera initiative.

2) Responding to Emerging Issues

In response to community concerns around homicide rates, REACH developed the new Violence Reduction Plan in August 2011 with partners the City of Edmonton and Edmonton Police Services. REACH commitment is to several specific crime prevention and citizen engagement actions.

3) Supporting Community Led Crime Prevention

REACH partnered with various funders to help identify and direct seed funds to 18 innovative, grassroots crime prevention initiatives that advance the REACH recommendations.

4) Building a New Organization

Year One saw REACH Edmonton emerge as a new leadership organization with a solid membership base of over 200, with an elected Board of Directors. In addition,

- Four REACH membership events were held in year one and over 6200 Edmontonians were engaged in outreach events.
- Board governance infrastructure, a new staff organizational model, rigorous accountability processes and an initial evaluation framework were established.

5) Seeking Multi Sourced Funding

REACH successfully sought multi-partner funding and resources from all three orders of government and continues to build a diverse and sustainable strategy to support its work.



"This is helping me see what I really want in life. I want to be a positive role model. I want to work with the community and with young people." Kaitlin Littlejohn, student, REACH Aboriginal Leadership Circle Leadership Program

Edmonton Space & Science Foundation - Overview

Introduction

The Edmonton Space & Science Foundation is a non-profit organization which operates TELUS World of Science – Edmonton, a broad-based and interactive science centre.

Mission

To create a positive science and technology culture in our region that inspires and motivates people to learn about, and contribute to science and technology advances that strengthen themselves, their families, and their community.

In delivery of this mission, our priorities are:

- To make opportunities to learn about science and technology accessible to everyone.
- To inspire people to embrace science and technology as a vital component of their education and personal development.
- To be a catalyst for partnerships and alliances that promotes science and technology in our community.
- To position the Edmonton Space & Science Foundation and TELUS World of Science-Edmonton as the primary external science and technology resource to the formal education system.

Our Position

The Edmonton Space & Science Foundation delivers programs and services that reflect the diverse and evolving interests of our community. Particular emphasis is given to making a positive difference in the lives of children, students, families, teachers, as well as employers and their employees. The Foundation strives for results that strengthen our community now and position it for future success. The major community outcomes we wish to contribute to are:

- Increasing science and technology literacy (awareness) throughout the community.
- Increasing support for science and technology education.
- Increasing students' academic performance in the science curriculum.
- Increasing the number of individuals who pursue post-secondary education in science and technology related disciplines.

Vision

To inspire voyages of life-long discovery.



Major Services

Our facility offers five permanent exhibit galleries, one feature travelling exhibit gallery, and the following venues to our community and surrounding areas:

- Western Canada's first IMAX® Theatre
- Largest planetarium dome in Canada, the Margaret Zeidler Star Theatre
- Observatory
- Gift Shop
- Cafe
- Dow Computer Lab
- TELUS Robotics Lab
- Amateur Radio Station - one of the most sophisticated in North America
- Science demonstration stage

Edmonton Space & Science Foundation

Program Description

As one of Alberta's premiere visitor attractions and since opening our doors in 1984, TELUS World of Science has become a major landmark on our City's skyline.

TELUS World of Science has played a major role in bringing the wonders of science and technology to over 11 million people since opening in 1984. We are the fifth-largest science centre in Canada and the third most visited, the second most visited cultural facility in Alberta, and the seventh most visited attraction in the entire province.

Albert Einstein said, *"Imagination is everything. It is the preview of life's coming attractions."* As a Science Centre we have an obligation to spark imagination and to make connections to inspire people of all ages. Edmonton needs to continue to become an incubator for the next generation of thought leaders. It is this kind of creative scientific thinking that needs to be inspired and nurtured right here at home. Thought connects ideas, ideas become inspiration, and inspiration drives us to discover.

We want to connect and put the frontiers of science into the hands of every Albertan. We need to connect with our province of tomorrow and create a centre of knowledge that will inspire a new generation of thought leaders. We need to create a new society of Albertans in-touch with the latest advances in all areas of science, technology, engineering and mathematics (STEM). What we are talking about is a paradigm shift in the way we approach early childhood development, science education and citizen engagement.

We want to:

- Connect children of all ages with the wonders of science so that it spawns a lifetime of curiosity and continuous learning.

- Provide adults with a comfortable environment for evocative conversations on science and technology topics. Our new partnership with the University of Alberta will provide our community with an unprecedented opportunity to learn and understand some of the most pressing and complex concerns of our time and allow them a safe space to openly discuss and examine these complex issues, including the ethical and moral impacts on our society.

And, we want to:

- Attract and invite world-class experts in all STEM related fields to share their knowledge with fellow Albertans.
- Reconnect the symbiotic relationship between Science and the Arts, how the two can work together and learn from each other.
- Amalgamate the seemingly unrelated disciplines in science and demonstrate how they have broader applications when connected and collaborated (i.e. the traditional physical sciences connected and collaborated with the social sciences can all contribute to each other).
- Join all orders of government with all levels of education and other partner organizations to work together to foster an era of learning, innovation, knowledge, creation, and economic prosperity.

The Foundation is committed to volunteerism. It is governed by a volunteer Board of Directors who provide a broad community perspective, and is supported by volunteers who contribute time, talent and skills towards various activities of the organization.

	2009	2010	2011 Budget	2012 Proposed Budget
Volunteer Service Hours	15,308	17,740	21,500	21,500
Number of Volunteers	247	281	325	325

Edmonton Space & Science Foundation

Current Services

Measures of Efficiency and Effectiveness

	2009	2010	2011 Budget	2012 Proposed Budget
Financial Performance Measures	73%	73%	75%	75%

Customer Performance Measures—Attendance

	2009	2010	2011 Budget	2012 Proposed Budget
Attendance Statistics				
IMAX Theatre - Public	110,489	72,173	87,500	90,700
General Admissions	154,667	139,018	195,000	200,000
School Programs	178,552	166,375	179,000	169,900
Other	30,367	30,628	45,000	45,000
TOTAL	474,085	408,194	537,750	505,600
Membership Statistics				
Total Annual Members	14,254	16,000	16,500	16,750
Total Annual Member Threshold	4,746	5,150	5,300	5,470
Number of Communities Served	236	236	250	250



Edmonton Space & Science Foundation

Proposed 2012 Budget (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
IMAX Theatre - Public	\$ 554	\$ 700	\$ 44	\$ 744	6.3
General Facility & Membership	1,064	1,823	62	1,885	3.4
School & Community Programs	1018	1078	19	1097	1.8
Giftshop	333	404	5	409	1.2
Development/Fundraising	1,008	850	18	868	2.1
Food Svcs, Grants & Other Revenues	386	468	18	486	3.8
Transfer from Reserves	146	-	-	-	-
Total Revenue & Transfers	<u>4,509</u>	<u>5,323</u>	<u>166</u>	<u>5,489</u>	3.1
Expenditure & Transfers					
Salaries, Wages, Benefits	3,694	4,320	221	4,541	5.1
Program Costs (Exhibits, Programs, Royalties)	1,013	1,155	(23)	1,132	(2.0)
Marketing/Development	592	600	30	630	5.0
Building Operations	234	243	24	267	9.9
Office, Administration, Board, Contract	457	464	(31)	433	(6.7)
Utilities	308	366	(10)	356	(2.7)
Subtotal	6,298	7,148	211	7,359	3.0
Intra-municipal Recoveries	-	-	-	-	-
Total Expenditure & Transfers	<u>6,298</u>	<u>7,148</u>	<u>211</u>	<u>7,359</u>	3.0
Net Operating Requirement	\$ 1,789	\$ 1,825	\$ 45	\$ 1,870	2.5
Full-time Equivalents	75.5	75.5	1.0	76.5	

Edmonton Space & Science Foundation

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

Revenue \$166

Increase to attendance and revenue from Imax, General Admission, Schools and Community Programs. Development/Fundraising slight increase and a small increase to Ancillary Revenue.

Expenditures & Transfers - Changes

Personnel \$221

Includes union increase and one additional FTE.

Program Costs \$(23)

Reduced program cost - Imax print cost.

Marketing/Development \$30

Cost increase for services.

Building Operations, Office/Administration/Contract/Board \$(17)

Reduced contract services.

Utilities & Other Charges \$(10)

Natural Gas savings over 2011 Budget.

Full-time Equivalents - Changes

The operating budget includes one additional FTE as a result of increased service requirement for custodial and programming positions.

Vehicle For Hire Commission

Introduction

The Edmonton Vehicle for Hire Commission ensures the safe and orderly provision of vehicle for hire services in Edmonton by providing advisory and liaison services to Council, the industry and the public. Our **mission** is to govern the industry, including vehicles, drivers and business operations in a fair and equitable manner to promote a safe and respected industry.

Administration provides services to the industry through driver and vehicle licencing, driver screening, vehicle inspections and enforcement activities.

Public involvement engages industry stakeholders and the public to provide input on issues.



MAJOR SERVICES & ACTIVITIES

Vehicle For Hire Governance

Council advisory services

Industry stakeholder engagement

Vehicle For Hire Regulation

Driver, vehicle and broker licencing

Enforcement and other remedial activities

Summary and Highlights of 2012 Budget

The Vehicle for Hire Commission and City Administration pride themselves with staying current on best practice methods, procedures and technology from jurisdictions throughout North America. The Commission will continue to engage industry stakeholders in all matters that are aimed at maintaining a high standard of vehicle for hire service in Edmonton. Highlights of the 2012 budget include:

1. Changing taxi, limousine and shuttle driver licence terms from one year to two years. The benefits include reduced costs for drivers as they would only need to pay for a police security clearance and driver's abstract every two years. The benefit to the City is that between 2,000 and 2,500 visits to the licencing office would be eliminated. The driver licence fee could be doubled to ensure that revenues would not be lost.
2. Working in cooperation with the City of Calgary and Alberta Transportation to modify provincial and municipal regulation as required to enable the municipal regulation of shuttle bus services being provided by vehicles that have a seating capacity greater than ten (10) persons. This will result in a fairer environment between all vehicle formats within the vehicle for hire industry in Edmonton.
3. Creating a new process for the renewal of vehicle licences. All vehicle licences expire on April 30, thereby creating a rush of activity. The administrative burden can be reduced with new processes. This will also benefit the industry in creating an easier and more responsive way to renew the vehicle licences.

Vehicle For Hire Commission

Opportunities and Challenges

The following are significant opportunities and challenges facing the Vehicle for Hire Commission in the immediate and medium term. These opportunities and challenges are identified through internal and external environmental scans, often have impacts beyond one year and may or may not have direct budget implications for 2012.

- 1) Reduce carbon dioxide emissions by creating a maximum age limitation for all vehicles for hire. This is an ongoing initiative with a ten year window.
- 2) Define various types of limousines and re-examine a previous decision about the make, model and year requirements for sedan limousines. The review will continue and bylaw amendments may be required.
- 3) Review effectiveness of the mandatory safety shield and look at other forms of safety devices that may further protect drivers, such as security cameras. If required, a public involvement session will be planned upon completion of the review and other safety devices may also be pursued.
- 4) In the medium term, work with the Edmonton International Airport Authority (EIA) on common issues, such as rates between the airport and the City. Work is ongoing and will be critical after EIA awards their taxi service contract in 2012.

5) There is an increasing demand on the vehicle for hire enforcement officer's time. A significant portion of time was spent in the office on administrative matters rather than on road enforcement. The review and implementation of new processes that alleviate this administration burden will be completed in 2012.

Increasing driver and passenger safety remains a high priority for the Vehicle for Hire Commission in 2012. The Commission sets policies governing public and driver safety and administration works to introduce new processes and best practices to promote a safe environment for all. Public involvement engages the industry and the public to provide input into the issues.

The Vehicle for Hire Commission works with the City to achieve City wide goals, such as reducing carbon dioxide emissions. Working with regional entities and other municipalities fosters a collaborative solution to common issues, thereby creating win-win solutions for the industry, the City and the public.

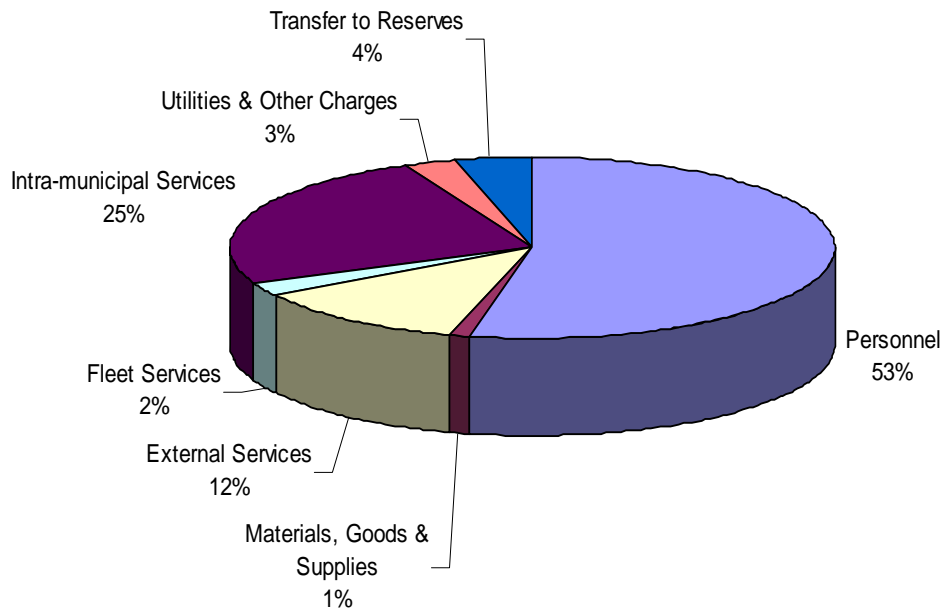


Vehicle For Hire Commission

Proposed 2012 Budget (\$000)

	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Licence Fees	\$ 725	\$ 766	\$ 38	\$ 804	5.0
Transfer from Reserves	30	-	-	-	-
Total Revenue & Transfers	755	766	38	804	5.0
Expenditure & Transfers					
Personnel	415	434	(6)	428	(1.4)
Materials, Goods & Supplies	6	10	-	10	-
External Services	75	90	4	94	4.4
Fleet Services	28	18	1	19	5.6
Intra-municipal Services	206	192	5	197	2.6
Utilities & Other Charges	18	22	-	22	-
Transfer to Reserves	7	-	34	34	-
Total Expenditure & Transfers	755	766	38	804	5.0
Net Operating Requirement	\$ -	\$ -	\$ -	\$ -	-
Full-time Equivalents	5.0	5.0	-	5.0	

Where the Budget will be spent



Vehicle For Hire Commission

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

Licence Fees \$38

Rate increases of 5% on all Vehicle for Hire Commission fees.

Expenditures & Transfers - Changes

Personnel (\$6)

Movement within the salary ranges to reflect salary requirements, changes in benefits and the last year of a 3-year LAPP contribution increase account for the decrease of \$(6).

External Services \$4

This increase relates to inflation at \$4.

Fleet Services \$1

An increase of \$1 in Fleet Services is attributed to inflation and rate increases.

Intra-municipal Services \$5

This increase relates to inflation at \$5.

Transfer to Reserves \$34

Transfer to Vehicle for Hire Commission Retained Earnings to compensate for 2010 deficit.

Proposed 2012 Budget - User Fee Information

The proposed 2012 budget includes a 5% increase on Vehicle For Hire licence fees. This increase is necessary to cover cost increases and the operating shortfall in 2010.

Bylaws Requiring Approval

Vehicle For Hire fees are contained in Schedule B of Bylaw 14700 - Vehicle for Hire Bylaw.

Edmonton Up Close

Canada's sixth largest census metropolitan area with over 1 million people, Edmonton is a magnetic capital offering an ideal balance of lifestyle and opportunity.

Working

There are few better places to build a career or launch a business than at the centre of energy-rich Alberta. Having weathered the recession, Edmonton is now well into a solid, sustainable recovery. Advantaged with an excellent school system and home to 10 post-secondary institutions – including internationally recognized research facilities at the University of Alberta and the nation's largest trainer of skilled trades at NAIT – Edmonton offers a broad, diverse talent pool. Creative, entrepreneurial and well educated, the regional workforce spurs advances in such fields as technology, health care and finance.



Living

One of Canada's highest per capita income levels, low taxes, moderate inflation and short commutes make enjoying life more affordable here. The North Saskatchewan River Valley system comprises the largest urban park in North America, excellent for biking, hiking, downhill and cross-country skiing, skating, soccer, paddling and exploring Edmonton's cherished natural environment. The city's boutique shops, local markets, a vast culinary array of restaurants and diverse family attractions enrich the community experience. Edmontonian's strong commitment to volunteering has made it possible to attract events on a global scale and cultivated an enviable list of year-round festivals.

Services

Edmonton's civic leadership provides residents with high value for tax dollars, and enables programs that become the model for communities around the world. From leading-edge environmental management – ISO 14001 certification, city-wide recycling and composting programs, a Waste Management Centre of Excellence – to a growing public transportation system and essential safety services, the City is responsive to citizen demands, promoting a green, safe and friendly atmosphere.

Scene

Over 35 annual festivals, more than 60 art galleries, dozens of performing arts companies and a regular slate of international events nurture a lively local scene. Along with the newly redesigned Art Gallery of Alberta (re-opened January 2010), the acoustically magnificent Winspear Centre and renowned Citadel Theatre anchor a thriving downtown cultural district. Over 50 distinct cultures contribute to a rich multicultural tapestry that adds beauty and character to the community.



Economic Climate

Like the rest of the world, Edmonton has been challenged to make the necessary adjustments to remain prosperous and competitive in the current economic environment. The on going European sovereign debt crisis and issues and the US fiscal situation have acted to dampen global prospects for growth. Consequently while Edmonton's business fundamentals remain strong there is risk that external factors could negatively impact the outlook.

The Conference Board of Canada sees Edmonton's growth ranking among major Canadian urban centres rising from last place in 2009 to 2nd place by 2011. Edmonton's census recorded confidence in our city. Census results as of April 1, 2009 showed the city continued to be a choice destination for newcomers, with Edmonton's population increasing by 30,000 between April 1, 2008 and the same time the following year. Many were 25 to 34 year olds, drawn to the opportunities of Edmonton's diverse economy and quality of life. In 2009, per capita personal income was 20 per cent higher than the Canadian average. The Real Estate Investment Network affirmed Edmonton's potential, proclaiming it the "best place to invest in real estate" in North America.

After a nearly decade-long boom that strained local labour capacity and inflated costs, the recent recession allowed the regional economy to refuel, refocus and get a grip on price escalation. With the region's GDP predicted to grow at a very healthy and moderate rate of 3.8 per cent in 2011, development will proceed at a sustainable pace as major investment projects are stretched over a longer time horizon.

The regional economy remains a driving force internation-

ally, with over \$20 billion being invested in major projects planned, underway or scheduled for completion in greater Edmonton. With oil prices stabilized in the \$80 per barrel range, the energy sector is now moving ahead at a measured pace. Strengths in other key sectors including financial services, health care, technology and education will help maintain economic growth at levels above the na-



tional average in the coming years. This robust employment picture will boost demand for residential, commercial and industrial real estate helping to grow to the City's assessment base.

With responsible fiscal policy, innovative management and a business-friendly ethic, the City of Edmonton remains on firm footing with an AA (high) credit rating. This is higher than any other similar-sized city in Canada and matched only by Calgary. Wise investments in major infrastructure projects such as LRT extension, bridge redevelopment and multi-purpose recreation centres are enhancing the region's already high standard of living.

In an increasingly competitive, interconnected and often volatile global market, sound fiscal and regulatory practices have shown Canada to be a model to the world. This robust national frame work has served Edmonton's entrepreneurs and established businesses well. Further, as part of a wealthy western province with abundant resources and low taxes, Edmonton is embedded in the geographic core of Canada's economic future. Combine these advantages with an increasingly diverse, knowledge based economy and a young, highly skilled population, means Edmonton can claim an enviably strong position as one of the world's great emerging urban centres.



Governance Structure

City Council

Edmonton is governed by an elected City Council comprised of a Mayor and 12 Councillors. Together they provide leadership and direction to the City Manager and City Administration. Elections are held every three years.

On July 22, 2009 City Council adopted revisions to the electoral system. The revisions moved from having six wards, each represented by two City Councillors to divide Edmonton into 12 wards, each represented by a single City Councillor. This system came into effect with the municipal election held on October 18, 2010.

City Council meetings are held two to three times a month. City Council has a number of standing committees that meet regularly. Meetings are open to the public.

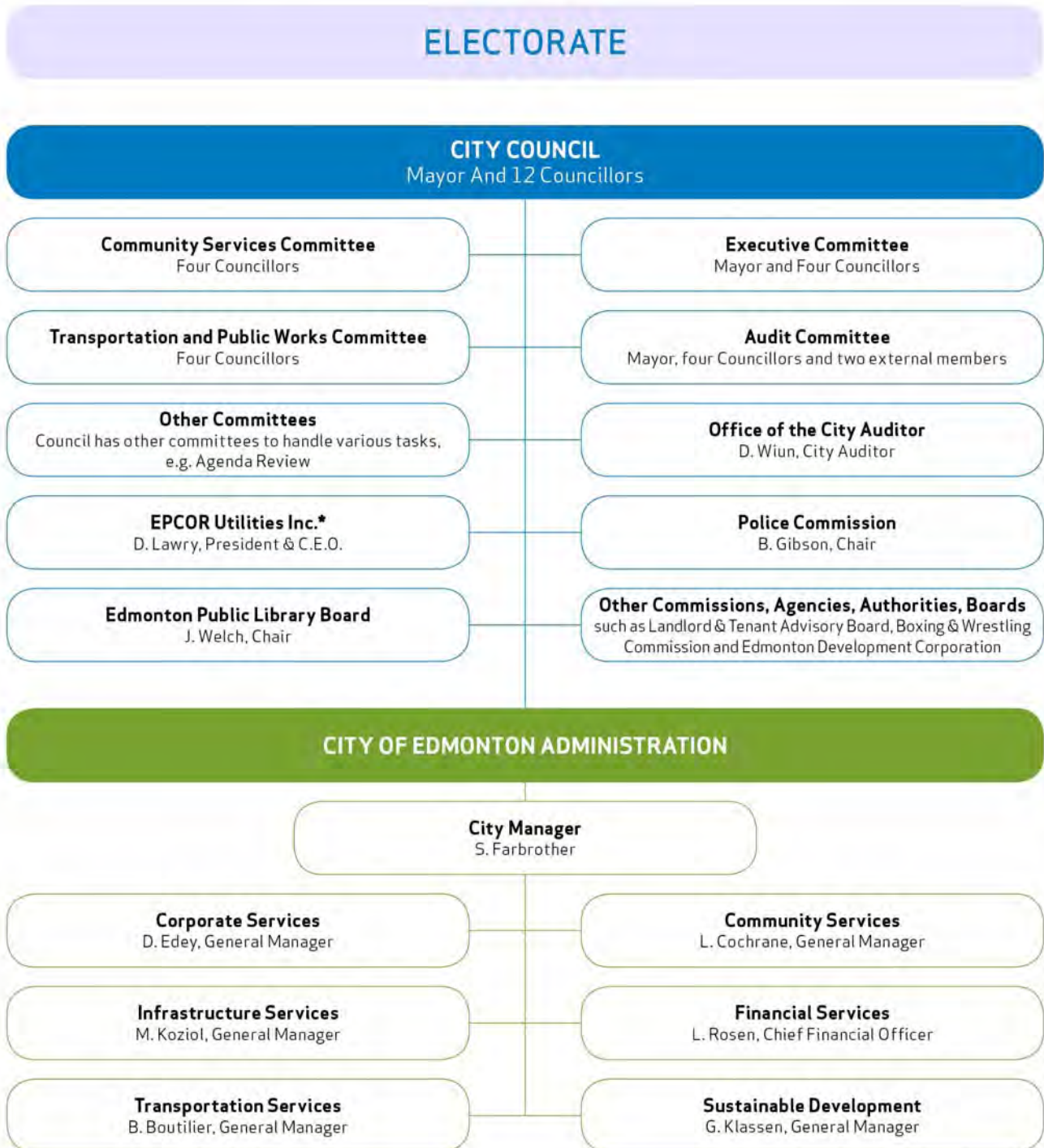


Mayor Stephen Mandel



Governance Structure

In order to deliver services to the citizens of Edmonton, the City of Edmonton is organized into the legislative and administrative structure shown below:



*EPCOR Utilities Inc. is wholly owned subsidiary of the City of Edmonton.

Basis of Budgeting

OVERVIEW

The City of Edmonton has prepared the 2011 budget on a modified accrual basis however, it is funded on a tax levy basis. The major differences between the basis of budgeting and the basis of accounting are the treatment of amortization, contributed assets and the gain/loss on asset disposals. This means that:

- revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues
- government transfers are recognized as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made
- funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified
- expenses are recognized in the period the goods and services are acquired and a liability is incurred or transfers are due.

This is in accordance with Canadian generally accepted accounting principles for governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

The new financial statement presentation, effective for fiscal years beginning on or after January 1, 2009, requires municipalities to adopt the full accrual basis of accounting and record and amortize all tangible capital assets.

Non-cash budget for amortization and contributed assets is part of the 2011 budget and is presented under section called "Tables".

Tax Levy Supported Operations

Tax Supported Operations includes all operating activities provided through Civic Programs, Boards and Commissions, and Corporate Programs. These activities are primarily supported by a combination of property taxation, user fees, return on investment, and grants from other orders of government.

Land Enterprise

Land Enterprise is a self-sustaining operation and is not funded by Tax Supported Operations. The Fund is established for the purpose of managing the land requirements of the corporation and to position the City of Edmonton in a manner that can actively promote development from the perspectives of sustainability, revitalization, and urban form. The operations of the Land Enterprise is governed by City Policy C511- Land Development Policy. Annual surplus or deficits are added to or reduced from the Land Enterprise Fund Balance.

Fleet Services

Fleet Services (previously Mobile Equipment Services) also operates as a self-sustaining operation that is not funded directly by property taxes. Fleet Services consists of activities associated with integrated fleet management (acquisition, management, maintenance, and salvage) for all vehicles, equipment, transit buses, and emergency units (fire, and police) used by the City of Edmonton. In addition, the branch provides these services to external related parties such as EPCOR Utilities Inc.

Fleet Services generates revenues by charging fixed and variable rates to user departments, many which are tax-supported, for the services provided. The objective of the rates is to ultimately provide full life cycle costing of the City's fleet and equipment. Fixed fees are transferred to the Fleet Services Replacement Reserve, with any annual surplus remaining in the Fleet Services accumulated surplus.

Basis of Budgeting

Drainage Services

Drainage Services provides for the management of Sanitary Utility and Land Drainage Utility for the residential, commercial, industrial, and institutional customers of Edmonton. The program operates based upon the principles provided in the regulations of the Alberta Utilities Commission (AUC). Utility rates are established to provide for the operating and capital requirements of the drainage systems. Both Utilities are operated as public utilities under a full cost recovery model without subsidy from Property Taxes. The Sanitary Utility provides a dividend to the City of Edmonton based on its prior year's actual net income.

The operations of the Utility are governed by the City of Edmonton's Utility Fiscal Policy (C304B).

Waste Management Services

The Waste Management Utility was established under a public utility model in January 2009. Major services (collection, processing and disposal) are delivered as a fully integrated waste management system. Funding for the services are moving towards the principles provided in the regulations of the Alberta Utilities Commission (AUC). The recommended 2011 utility rates do not currently include a return on rate base, and the full Shared Services and Corporate Overhead costs are being phased-in over 2011-2014. Aside from Shared Services, the Waste Management Utility operates without subsidy from Property Tax.

The operations of Waste Management Utility are governed by the Waste Management Strategic Plan and the Waste Management Policy (C527).

Ed Tel Endowment Fund

The Ed Tel Endowment Fund was established to manage the proceeds from the sale of the municipal tele-

phone utility in 1995. Earnings from the Fund are applied to support municipal operations. The Fund is governed by City Bylaw #11713.

Reserves

The reserve balances give the City of Edmonton financial sustainability and the flexibility to address the emerging items. Reserve funds are governed by City Policy C217B which states that the establishment and transfers to and from these accounts require Council approval through the Budget. Accordingly, tables showing the approved transfers for each individual Reserve are provided following this section. Brief explanations of the purpose of the individual reserves are also included.

Debt

The MGA provides limits for debt and debt service costs within a Regulation under section 271. Within that legislative framework, the City further manages its debt under principles and more conservative limits established within the Debt Management Fiscal Policy (DMFP). The policy is intended to support the City's long-term capital plans and strategies, while maintaining long-term financial affordability, flexibility and sustainability. The policy also provides for approval of multi-year debt guidelines with a corresponding debt repayment funding strategy, and added flexibility for the use of freed up debt servicing funding once debt is retired.

Reporting Entity

The City of Edmonton is organized into various business areas, each responsible for managing the delivery of program services in accordance with the resources allocated to those programs. The City utilizes a shared services model for finance and treasury services. All business areas reporting to the City Manager share a common accounting and reporting system, and financial and accounting services are administered within Finance &

Basis of Budgeting

Treasury and delivered to each business area based on their needs.

The Edmonton Public Library Board, Edmonton Police Services, Non-Profit Housing, and Vehicle for Hire Commission utilize the common accounting system but report through their Board or Commission. EPCOR and Edmonton Economic Development Corporation each have independent accounting systems and report through their respective Boards.

FINANCIAL REPORTING

Accounting and Reporting Changes

Effective for fiscal years beginning on or after January 1, 2009, the City of Edmonton has implemented PSAB 1200 Financial Statement Presentation and 3150 Tangible Capital Assets. Section 1200 establishes general reporting principles and standards for the disclosure of information in government financial statements. PSAB 3150 requires governments to record and amortize their tangible capital assets in their financial statements.

This change has been applied retroactively and prior periods have been restated. The intention of the reporting changes is to provide a more complete view of the City's financial condition and support a more comprehensive set of financial indicators.

Differences between the basis used for budgetary purposes and financial reporting requirements are described below:

The Edmonton Police Commission

The Edmonton Police Commission is committed to making Edmonton a safe and vibrant city and includes seven citizens, appointed by City Council, and two City Councillors. The Police Commission oversees the Edmonton Police Service, including allocating funds provided in its annual operating budget to maximize the Police Service's

community-based approach to enhancing safety and combating crime.

For budget purposes, the Edmonton Police Service (EPS) operations are provided to Council for information with the amount requested from the City of Edmonton shown as net operating requirement. City Council approves the total EPS budget – expenses, revenues, and net operating requirement.

For financial reporting purposes, the EPS's revenues, expenses, assets and liabilities are consolidated with the City of Edmonton's financial statements consistent with any other tax-supported operation. Inter-organizational transactions are eliminated.

The Edmonton Public Library

The Edmonton Public Library operates under the authority of the Libraries Act of Alberta. The operations are administered by an independent board (The Edmonton Public Library Board) which reports to Edmonton City Council.

For budget purposes, the Library's operations are provided to Council for information, with the amount requested from the City of Edmonton shown as net operating requirement.

For financial reporting purposes, the Library's revenues, expenses, assets, liabilities, and accumulated surplus are consolidated with the City of Edmonton's financial statements. Inter-organizational transactions are eliminated.

The Edmonton Economic Development Corporation (EEDC)

EEDC is established under Part 9 of the Companies

Basis of Budgeting

Act (Alberta) to promote economic development and tourism in the City of Edmonton. In addition, EEDC operates and maintains the Shaw Conference Centre and the Edmonton Research Park. The corporation is wholly owned by the City of Edmonton and its funding, in part, is from an annual grant provided by the City of Edmonton.

For budget purposes, the EEDC's operations are provided to Council for information, with the amount requested from the City of Edmonton shown as tax levy requirement.

For financial reporting purposes, the EEDC's revenues, expenses assets, liabilities, and accumulated surplus are consolidated with the City of Edmonton's financial statements. Inter-organizational transactions are eliminated.

EPCOR Utilities Inc. (EPCOR)

EPCOR Utilities Inc. (EPCOR) is a wholly owned subsidiary governed by an independent Board of Directors. Headquartered in Edmonton, EPCOR builds, owns and operates electrical transmission and distribution networks, and water and wastewater treatment facilities and infrastructure in Canada. The Gold Bar Wastewater Treatment Facility operation was transferred from the City to EPCOR effective March 31, 2009.

The Board submits its budget directly to City Council and accordingly, its budget is not included in this document.

For budget purposes, only the amount paid by EPCOR to the City of Edmonton is shown.

For financial reporting purposes, the results of the subsidiary's operations are reported in the annual financial statements using the modified equity method of accounting.

The City of Edmonton Non-Profit Housing Corporation

The City of Edmonton Non-Profit Housing Corporation is a wholly owned subsidiary of the City of Edmonton. It was established for the purpose of providing non-profit housing for the citizens of Edmonton, with assistance from the Canadian Mortgage Housing Corporation (CMHC) and from the Provincial Ministry of Housing and Urban Affairs.

There is no budgetary impact of the corporation on the City of Edmonton. This is based upon the assumption that the corporation receives continued operating assistance from CMHC and Alberta Seniors to achieve a level of operations sufficient to fund future operations.

For financial reporting purposes, the results of the subsidiary's operations are reported in the annual financial statements.

Debt principal repayments are accounted for as expenditures for budgetary purposes and as reductions on long-term debt liability for financial reporting purposes.

Basis of Budgeting

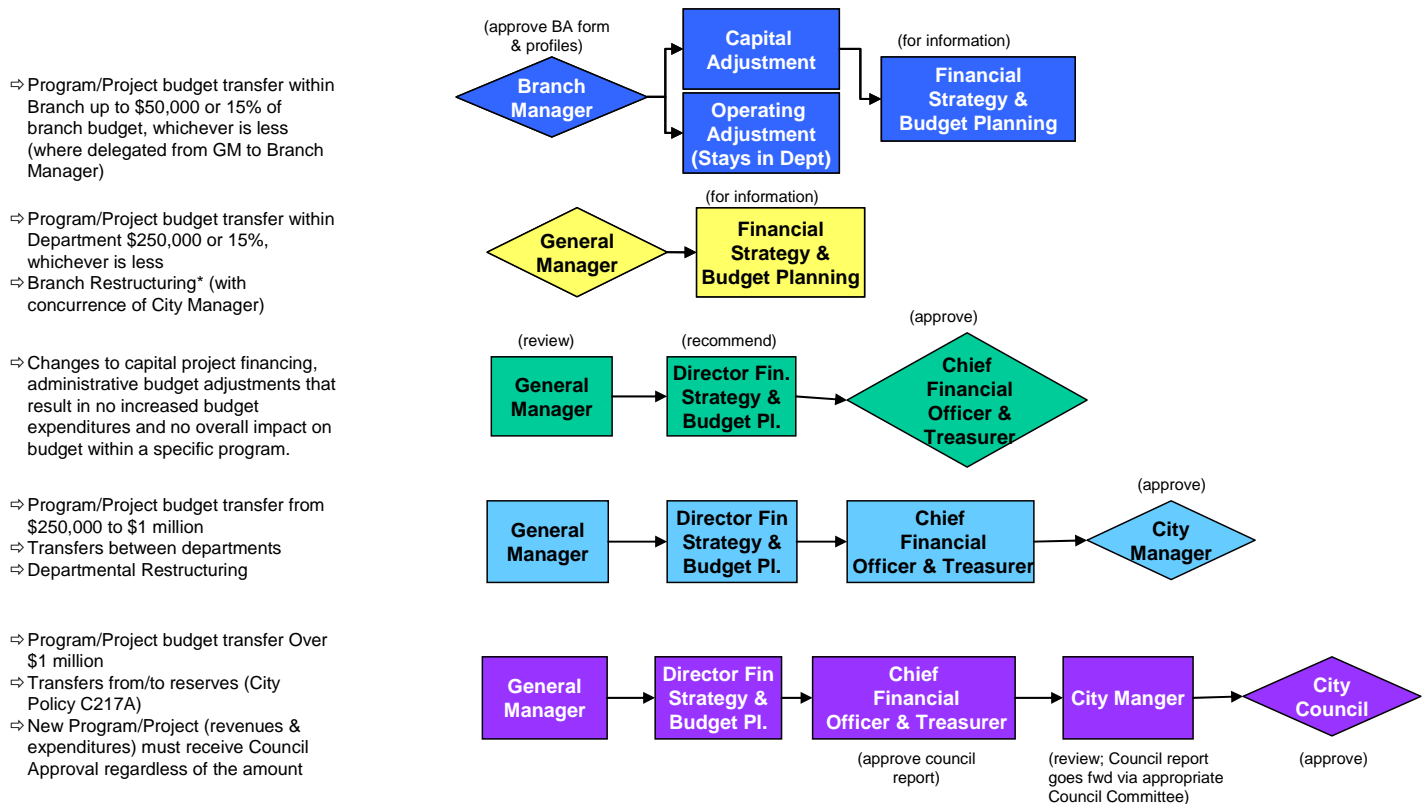
Process for Budget Amendments

After City Council adopts the budget, amendments are made through the budget adjustment process. The process outlines the procedures and defines the approval authority (dollar limits) of City Council, the City Manager and Department General Managers.

The City Manager can authorize budget adjustments of up to \$1 million from one budgeted program or project to another within civic departments. Departments' General Managers can authorize budget adjustments of up to \$250,000 or 15% of the departmental budget (whichever is less) from one budgeted program or project to another within the departmental budget.

Corporate reorganizations are within the approval authority of the City Manager. Department General Managers within their approved budgets can authorize department reorganizations within their approved budgets, with the concurrence of the City Manager. The following is a graphical summary of the budget adjustment process.

Budget Adjustment (BA) Authorization Chart (Program/Project as defined in the Budget)



* Option to not provide BA to Financial Strategy & Budget Planning until following year budget produced.

Special Notes:

⇒ The Library Board and Police Commission have the authority to make adjustments within their total approved budget. Budget adjustments outside this authority go to City Council.

Revised May 26, 2008

Reserve Funds

Proposed 2012 Reserves Budget—for Council Discussion

The City of Edmonton maintains reserves designated for specific purposes as approved by City Council and the Edmonton Public Library Board. Effective January 1, 2009, reserve funds will be reported as part of the accumulated surplus on the Statement of Financial Position. This change is in accordance with section PS-1200 of the CICA Public Sector Accounting Handbook. The following pages provide details on the proposed changes to each individual reserve. Reserves are listed in alphabetic order.

	2011 Projected	2012 Proposed
Opening balance, (\$000)	\$ 216,473	\$ 212,270
Transfer (to) operating budget	(42,659)	(10,430)
Transfer from operating budget	55,930	35,525
Transfer (to) from capital budget	(60,362)	(31,664)
Transfer (to)/from Other Reserve	-	-
Transfer from surplus	42,116	(26,200)
Interest	772	834
Net change in reserve balances	(4,203)	(31,935)
Projected ending balance	212,270	\$ 180,335

It is important to note that the projected 2012 opening balance is based upon the assumption that the 2011 additions and withdrawals from reserves occur as indicated in the 2011 Projected Column. The Actual opening balance of individual reserves may be different.

2% Neighbourhood Renewal

Approved at the March 11, 2009 City Council meeting, the Neighbourhood Renewal Reserve will contain the timing difference between the tax funding dedicated to the Neighbourhood Renewal Program (2% per year) as approved through the City Budget process and the amount spent on the program within the year.

	2011 Projected	2012 Proposed
Opening balance	\$ 2,586	\$ 4,297
Transfer (to) operating budget	-	-
Transfer from operating budget	4,297	-
Transfer (to) from capital budget	(2,586)	(4,297)
Interest	-	-
Ending balance	\$ 4,297	\$ -

Accumulated Surplus

Accumulated surplus consisting of unrestricted reserves for future expenditures. The funds are set aside to help in managing any risks associated with unforeseen revenue decreases and unexpected costs.

	2011 Projected	2012 Proposed
Opening balance	\$ 719	\$ 719
Transfer (to) operating budget	-	-
Transfer from operating budget	-	-
Transfer (to) from capital budget	-	-
Transfer from other reserve	-	-
Ending balance	\$ 719	\$ 719

Affordable Housing

The Housing Reserve was established to assist the Housing branch to deliver affordable housing units as outlined in the Council approved "Road Map" for Cornerstones Plan implementation. Any unspent City funding resulting from the staging of committed projects is transferred to the reserve annually and used to cover the City's portion of future obligations.

	2011 Projected	2012 Proposed
Opening balance	\$ 14,744	\$ 17,236
Transfer (to) operating budget	(9,023)	(7,948)
Transfer from operating budget	11,515	2,536
Transfer (to) from capital budget	-	-
Interest	-	-
Ending balance	\$ 17,236	\$ 11,824

Reserve Funds

Aggregate Site Development

The purpose of the reserve is to cover the costs associated with aggregate site preparation; gravel pit equipment replacement; reclaiming and maintaining lands presently used for material recycling; and to purchase land for future site locations. A surcharge may be assessed on recycled aggregates (gravel, concrete, asphalt, and sand from snow dumpsites) to cover expenditures for replacement of equipment and site preparation. A gravel production surcharge between \$3.00—\$3.50 per tonne is levied.

	2011 Projected	2012 Proposed
Opening balance	\$ 1,183	\$ 1,503
Transfer (to) operating budget	-	-
Transfer from operating budget	536	550
Transfer (to) from capital budget	(225)	(632)
Interest	9	16
Ending balance	\$ 1,503	\$ 1,437

City Fleet Replacement Fund

Approved at the October 14, 2009 City Council Meeting, the replacement fund was created to finance future vehicle and equipment replacement for various City departments.

	2011 Projected	2012 Proposed
Opening balance	\$ 953	\$ 2,375
Transfer (to) operating budget	-	-
Transfer from operating budget	20,899	23,122
Transfer (to) from capital budget	(19,477)	(21,735)
Interest	-	-
Ending balance	\$ 2,375	\$ 3,762

Commonwealth Stadium

The City of Edmonton and the Edmonton Eskimos Football Club entered into an agreement to operate the Commonwealth Stadium on an entrepreneurial basis which also established this reserve on May 15, 1995. \$750,000 was transferred from Mobile Equipment Services to establish this reserve. Expenditures from this reserve are dedicated to capital improvements and business development investments at Joe Clarke Athletic Grounds. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned.

	2011 Projected	2012 Proposed
Opening balance	\$ 1,605	\$ 1,461
Transfer (to) operating budget	(311)	(237)
Transfer from operating budget	346	301
Transfer (to) from capital budget	(232)	-
Transfer (to) from other reserve	40	-
Interest	13	16
Ending balance	\$ 1,461	\$ 1,541

Current Planning Enterprise Reserve

On June 23, 2010, City Council approved the Current Planning Branch - Revised Business Model Policy C557. This included the establishment of the Current Planning Enterprise Reserve. The new business model will provide enhanced accountability, full cost recovery and a financial reserve. The reserve will be used to provide revenue levelling, stabilize resources across extended periods of time and fund initiatives to enhance planning services.

	2011 Projected	2012 Proposed
Opening balance	\$ 6,314	\$ 12,314
Transfer (to) operating budget	-	(250)
Transfer from operating budget	6,000	3,891
Transfer (to) from capital budget	-	(2,000)
Interest	-	-
Ending balance	\$ 12,314	\$ 13,955

Reserve Funds

Development Incentive Reserve

The Development Fund Program provides a mechanism by which City Council, upon the recommendation of the Administration, may approve applications for funding in targeted areas (Enterprise Areas) within eligible Business Revitalization Zones. The purpose of the program is to support the revitalization of Main Street Commercial Areas in need of added support.

This policy is intended to encourage property owners in these areas to invest in higher density residential and / or retail and commercial development through financial incentives to assist in the revitalization of these areas. The program is structured in the form of grant payments to property owners that are paid once approved projects are completed. Any unspent operating budget funding will be transferred into this reserve until December 31, 2013.

	2011 Projected	2012 Proposed
Opening balance	\$ 1,941	\$ 1,816
Transfer (to) operating budget	(125)	(250)
Transfer from operating budget	-	-
Transfer (to) from capital budget	-	-
Interest	-	-
Ending balance	\$ 1,816	\$ 1,566

Enterprise Portfolio

City Council approved the establishment of the Enterprise Portfolio Reserve on July 21, 1998. On November 10, 2009 Council also approved changes to the operating model (Enterprise Portfolio) for municipal recreation facilities (29009CSR029 - 5-year Review/Update to the Recreation Facility Master Plan). The purpose of the Reserve is to deal with revenue fluctuation and business development

Annual Operating surpluses or deficits for the applicable facilities are dealt with from the Reserve. A number of prior capital funding commitments (e.g. John Janzen Nature Centre Improvement, Fort Edmonton Park Improvements) are projected to be completed in 2011-2012. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned.

	2011 Projected	2012 Proposed
Opening balance	\$ 3,988	\$ 2,077
Transfer (to) operating budget	(301)	-
Transfer from operating budget	164	152
Transfer (to) from capital budget	(1,755)	-
Transfer (to) from other reserve	(40)	-
Interest	21	24
Ending balance	\$ 2,077	\$ 2,253

Façade and Storefront Improvement Reserve

The Façade and Storefront Improvement Reserve was approved by City Council on November 30, 2004 to facilitate implementation of City Policy C216. It 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 ultimate goal is to increase inner-city commerce and urban tourism in approved areas. This reserve has been approved until December 31, 2015. Any remaining balance at that time will be transferred to surplus.

	2011 Projected	2012 Proposed
Opening balance	\$ 859	\$ 1,104
Transfer (to) operating budget	(740)	(740)
Transfer from operating budget	985	-
Transfer (to) from capital budget	-	-
Interest	-	-
Ending balance	\$ 1,104	\$ 364

Financial Stabilization Reserve - Appropriated

The Financial Stabilization Reserve tracks amounts that have been appropriated from the Financial Stabilization Reserve for specific purposes in current or future years.

	2011 Projected	2012 Proposed
Opening balance	\$ 31,614	\$ 9,000
Transfer (to) operating budget	(31,709)	-
Transfer from operating budget	-	-
Transfer (to) from capital budget	(20,417)	-
Transfer from other reserve	29,512	-
Interest	-	-
Ending balance	\$ 9,000	\$ 9,000

Reserve Funds

Financial Stabilization Reserve - Unappropriated

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 policy C217B - 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) has been established. The source of funding for the FSR has generally been tax-supported operating surplus. Therefore, it is primarily in positive economic times that the reserve has increased.

	2011 Projected	2012 Proposed
Opening balance	\$ 95,267	\$ 107,871
Transfer (to) operating budget	-	-
Transfer from operating budget	-	-
Transfer (to) from capital budget	-	-
Transfer (to) other reserve	(29,512)	-
Transfer from surplus	42,116	(26,200)*
Interest	-	-
Ending balance	\$ 107,871	\$ 81,671

* Projected deficit for 2011 based on the August 2011 Performance Report

Fort Edmonton Train Maintenance

This reserve was established August 14, 1992 as a condition of an ongoing agreement between the City of Edmonton and Fort Edmonton Historical Foundation. A maximum of \$5,000 annually from Fort Edmonton Park operations is contributed to this reserve to fund unusual, unexpected and necessary repairs of the steam railway system at the facility. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned.

	2011 Projected	2012 Proposed
Opening balance	\$ 169	\$ 130
Transfer (to) operating budget	-	(5)
Transfer from operating budget	5	5
Transfer (to) from capital budget	(45)	-
Transfer (to) other reserve	-	-
Interest	1	1
Ending balance	\$ 130	\$ 131

Funds in Lieu - Residential

Approved in 1985, with Council direction to separate the residential portion from the commercial/industrial portion in the Parkland Purchase Reserve. Funds received from developers and 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 10% parkland dedication required

	2011 Projected	2012 Proposed
Opening balance	\$ 11,420	\$ 14,868
Transfer (to) operating budget	-	-
Transfer from operating budget	5,651	-
Transfer (to) from capital budget	(2,365)	(1,000)
Interest	162	158
Ending balance	\$ 14,868	\$ 14,026

in accordance with the Municipal Government Act (MGA). The 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 are restricted by Council policy to usage within the same neighbourhood. There is no requirement under the MGA or through Council direction that interest earnings be accumulated by neighbourhood, but rather accrue to the reserve in total.

Reserve Funds

Heritage Conservation

The purpose of the Heritage Conservation Reserve is to implement City Policy C450B - Policy to Encourage the Designation and Rehabilitation of Municipal Historic Resources in Edmonton. This reserve will provide funding through 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 will also provide funding for maintenance grants, promoting heritage, and special heritage projects including limited demonstrative restoration projects. No interest earnings are applied to this reserve.

	2011 Projected	2012 Proposed
Opening balance	\$ 2,722	\$ 2,472
Transfer (to) operating budget	(250)	(1,000)
Transfer from operating budget	-	-
Transfer (to) from capital budget	-	-
Interest	-	-
Ending balance	\$ 2,472	\$ 1,472

LRT

Funding set up to mitigate the risks associated with the use of the Federal Fuel Tax program to fund the SLRT debenture borrowing. The federal program was approved for a five year period, with consideration for a five year extension. Council approved the strategy of placing in this reserve the accumulating annual tax levy increase of 0.25% per year for 3 years commencing in 2006.

	2011 Projected	2012 Proposed
Opening balance	\$ 10,035	\$ 3,785
Transfer (to) operating budget	-	-
Transfer from operating budget	3,750	3,868
Transfer (to) from capital budget	(10,000)	-
Interest	-	-
Ending balance	\$ 3,785	\$ 7,653

In April 2008 with the Federal Gas Tax program being made permanent, Council approved that the reserve be made available for city-wide LRT expansion.

Motor Vehicle Insurance

The City self-insures the first \$1.0 million of each automobile liability claim with any amount in excess of this self-insured retention 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.

	2011 Projected	2012 Proposed
Opening balance	\$ 2,500	\$ 2,500
Transfer (to) operating budget	-	-
Transfer from operating budget	-	-
Transfer (to) from capital budget	-	-
Interest	-	-
Ending balance	\$ 2,500	\$ 2,500

Reserve Funds

Natural Areas

Approved March 2, 1999, the Natural Area reserve was established to facilitate the acquisition and conservation of environmentally sensitive natural areas. Bylaw 15164, approved July 22, 2009, changes the purpose of the reserve to facilitate the repayment of debt incurred in the purchase of natural areas. The expected sources of financing are from general financing and \$1 million transferred annually from tax levy through the budget process. Interest earnings are applied to the reserve.

	2011 Projected	2012 Proposed
Opening balance	\$ 6,124	\$ 7,191
Transfer (to) operating budget	-	-
Transfer from operating budget	1,000	1,000
Transfer (to) from capital budget	-	-
Interest	67	85
Ending balance	\$ 7,191	\$ 8,276

Northlands Capital

As provided by the agreement (January 1, 2004 - December 31, 2013) between the City of Edmonton and Edmonton Northlands, the City is entitled to share in certain operating profits of Rexall Place, under a formula as outlined in the agreement. The profits are to be held in the reserve to assist in funding facility capital improvements as defined in the agreement.

	2011 Projected	2012 Proposed
Opening balance	\$ 1,078	\$ 1,090
Transfer (to) operating budget	-	-
Transfer from operating budget	-	-
Transfer (to) from capital budget	-	-
Transfer to reserve	-	-
Interest	12	12
Ending balance	\$ 1,090	\$ 1,102

Parkland Reserve

Starting in 1974, the reserve receives funds from developer levies, the sale of municipal reserve land in industrial and commercial areas, proceeds from the sale of municipal reserve land and in the river valley communities (where land was originally purchased with Parkland Reserve Funds) and the rental of City property on Parks 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.

	2011 Projected	2012 Proposed
Opening balance	\$ 12,069	\$ 9,274
Transfer (to) operating budget	-	-
Transfer from operating budget	19	-
Transfer (to) from capital budget	(2,915)	(2,000)
Interest	101	91
Ending balance	\$ 9,274	\$ 7,365

Perpetual Care

The Perpetual Care Reserve was established July 21, 1960 to comply with provincial legislation requiring a portion of funds received from sales of plots, crypts and niches to be saved for future site care. Later legislation rescinded the requirement for municipalities to maintain this reserve. City of Edmonton continued the practice to ensure funds will be available for the long term care of City owned Cemeteries. Interest is applied monthly to the cemetery operating program.

	2011 Projected	2012 Proposed
Opening balance	\$ 4,775	\$ 5,316
Transfer (to) operating budget	-	-
Transfer from operating budget	155	-
Transfer (to) from capital budget	-	-
Interest	386	429
Ending balance	\$ 5,316	\$ 5,745

Reserve Funds

Public Works Local Improvements

Based on policy C204 - Public Works Reserve and noted in policy C200B - Financing of Local Improvements, an accumulated reserve of \$250,000 will be maintained to provide for future losses on local improvement construction. Any accumulated excess over \$250,000 will be used to finance the City's share of local improvement costs. Should losses on local improvements exceed the reserve balance then they are to be

	2011 Projected	2012 Proposed
Opening balance	\$ 250	\$ 250
Transfer (to) operating budget	-	-
Transfer from operating budget	-	-
Transfer (to) from capital budget	-	-
Interest	-	-
Ending balance	\$ 250	\$ 250

Reserves For Future Expenditures

Reserves for future expenditures include amounts set aside by the Library Board for specific purposes. This will include amounts for Library facility projects, 2013 Library centennial projects and the Clareview Library Branch.

	2011 Projected	2012 Proposed
Opening balance	\$ 730	\$ 867
Transfer (to) operating budget	-	-
Transfer from operating budget	137	100
Transfer (to) from capital budget	-	-
Transfer from other reserve	-	-
Interest	-	-
Ending balance	\$ 867	\$ 967

St. Francis Xavier Reserve

The St. Francis Xavier Reserve was 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. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned.

	2011 Projected	2012 Proposed
Opening balance	\$ -	\$ 97
Transfer (to) operating budget	-	-
Transfer from operating budget	97	-
Transfer (to) from capital budget	-	-
Interest	-	2
Ending balance	\$ 97	\$ 99

Tax-Supported Debt

Approved October 29, 2002. Provides a clear segregation of tax revenues collected for tax-supported debt servicing requirements and accommodates the timing differences between receipt of taxes and debt servicing requirements. Any difference above the necessary committed debt servicing has been made available to fund certain capital projects.

	2011 Projected	2012 Proposed
Opening balance	\$ 1,691	\$ 1,379
Transfer (to) operating budget	-	-
Transfer from operating budget	33	-
Transfer (to) from capital budget	(345)	-
Transfer (to) other reserve	-	-
Interest	-	-
Ending balance	\$ 1,379	\$ 1,379

Reserve Funds

Telus Field Capital

As provided by the License Agreement (November 1, 2004 - October 31, 2009) between the City of Edmonton and the Katz Baseball Corporation, the rents and fees collected under the License Agreement are to be retained in a separate reserve account to be used for future structural repairs to Telus Field. It is expected that a new agreement will require continuation of the reserve.

	2011 Projected	2012 Proposed
Opening balance	\$ 217	\$ 272
Transfer (to) operating budget	-	-
Transfer from operating budget	55	-
Transfer (to) from capital budget	-	-
Interest	-	-
Ending balance	\$ 272	\$ 272

Agreement renewal in progress (Oct 2010)

Tree Management

Approved in 1990, the Tree Management Reserve supports Policy C456 - Corporate Trees Management Policy. When departments or other agencies remove trees and shrubbery in the course of construction or repairs on City-owned property, funds are placed in the reserve. Funds are transferred out of the reserve to cover the costs incurred to replace trees and shrubbery with a view to protect the urban forest. No interest is applied to this reserve.

	2011 Projected	2012 Proposed
Opening balance	\$ 920	\$ 1,006
Transfer (to) operating budget	(200)	-
Transfer from operating budget	286	-
Transfer (to) from capital budget	-	-
Interest	-	-
Ending balance	\$ 1,006	\$ 1,006

Terms and Definitions

Accrual Basis. Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues. Externally restricted earnings are accounted for as deferred revenue until used for the purpose specified. Expenditures are recognized in the period the goods and services are acquired and a liability is incurred or transfers are due.

Activity. A subdivision of an operating budget program, usually a major administrative or functional unit.

Alberta Municipal Infrastructure Program (AMIP). A grant from the Province of Alberta to assist municipalities in addressing their core infrastructure backlog and longer term infrastructure requirements. Core infrastructure is strictly defined as municipal roads, bridges, public transit vehicles and facilities, water and waste water systems and facilities, storm drainage systems and facilities, emergency service vehicles and facilities and infrastructure management systems. Funding is a per capita amount beginning in 2005 with funding over a five-year period, and project completion over a ten year period.

Annualization. Represents the financial impact of implementing an approved service package over the full fiscal year.

Appropriate. To approve funds for specific purpose or project.

Assessment. The valuation of a property for property taxation purposes. Property Taxes are calculated by multiplying the property assessment by the tax rate expressed in terms of mills (thousands).

Assessment Classes. All assessed property within the City of Edmonton is divided into the following assessment classes:

- Residential Property - single family and other residential
- Non-residential Property
- Farmland
- Machinery and Equipment

Authorities. Autonomous organizations with separate boards or commission, but related to the City of Edmonton through operating agreements, which usually include financial obligations.

Bond Rating. This is a measure of the City's capacity to repay debt.

Budget. A financial plan and a service delivery guide for a given period of time.

Budget Adjustment. Amendments to the approved operating and capital budgets are made through the budget adjustment process, which outlines the procedures and defines the approval authority of City Council, the City Manager, and General Managers.

Budget Guidelines. Overall parameters set by City Council that must be followed in the preparation of the budget.

Business Tax. Revenue generated through the collection of taxes levied on the net annual rental values of premises occupied or entered for the purpose of doing business. On May 8th, 2007, City Council passed a motion to shift business tax revenue to the non-residential property tax class over a four-year period (2008 - 2011).

Bylaws. Legislation enacted by City Council under the provisions of the Municipal Government Act.

Capital Budget. Provides the statutory approval to expend funds in the undertaking of specified capital improvements or developments and to appropriate the required financing. Approval is granted on a three-year basis for projects beginning the first year of the planned period.

Capital Financing. The funding provided to capital projects through operating budget contributions, reserves, debt, and grants from other orders of government or other sources.

Capital Priorities Plan Committee (CPPC). A team of Branch Managers assigned with the responsibilities of allocating financing to the Capital Priorities Plan, reviewing and approving capital projects and providing advice/direction for overall infrastructure requirements.

Terms and Definitions

Capital Priorities Plan (CPP). The CPP represents the City's five year plan for capital investment in existing infrastructure and new growth.

Capital Project. Expenditures relating to the acquisition, construction, upgrade or rehabilitation of a City's asset that is prioritized through the Capital Priorities Plan process.

Census. An official enumeration of a population.

Census Metropolitan Area (C.M.A.). The threshold as defined by Statistics Canada where census data is being gathered for an agglomeration that has an urban core of 100,000 people.

City Council. A group of elected representatives with powers given by the Provincial Government to provide good government to a community.

City Manager. An individual appointed by City Council to serve as the Chief Administrative Officer of the municipality.

Civic Program. Departments that directly report to the City Manager. Each Civic Department is comprised of one or more programs for budgetary purposes.

Committed. Committed fund balances and reserves designates funding that has been earmarked or set-aside for a specific project or operating program.

Committees. A group of individuals delegated to perform a specific function or functions.

Consumer Price Index (CPI). Reflects the impact of inflation on the purchasing power for goods and services.

Core Infrastructure. Refers to municipal roads, bridges, public transit vehicles and facilities, water and wastewater systems and facilities, emergency service vehicles and facilities, and infrastructure management systems.

Corporate Expenditures. Expenditures which cannot be directly associated with a specific program/department and therefore are budgeted under the Corporate Program.

Corporate Leadership Team (CLT). Refers to the working team consisting of the City Manager and the

eight General Managers.

Corporate Revenues. Revenues which cannot be directly associated with a specific program/department and therefore are budgeted under the Corporate Program.

Cost Impacts. Cost increases due to inflation, personnel contract settlements, annualization, and historical performance. It represents the re-costing of the current year's budget in terms of next year's dollars.

Debt. An obligation resulting from the borrowing of money. The City of Edmonton categorizes debt as follows:

- **Tax-supported debt** refers to debt issued to provide funding for capital expenditures, the retirement of which is being paid for using tax levy revenues.
- **Self-liquidating debt** refers to debt issued, generally for municipal enterprise operations that is repaid through the fees generated from the operations.

Debenture. The sale of a municipal bond to the Alberta Capital Financing Authority.

Debt Limit. The Provincially-legislated limit by which a municipality may incur debt. The debt limit is defined as two times revenue net of capital government transfers. Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

Debt Service Limit. The Provincially-legislated borrowing limit by which a municipality may incur. The debt service limit is calculated at 0.35 times of the revenue net of capital government transfers. Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

Demographics. Various statistics used to characterize human populations.

Duplex/Triplex. A house with two or three dwelling units sharing common walls or floors.

Expenditures. Costs associated with the provision of municipal services.

Terms and Definitions

Edmonton Socio-Economic Outlook. A report prepared by the Economic Trends and Research, produced twice a year, with forecasts of major economic and social indicators over the next five years. Civic departments use this forecast in preparing their capital priority plans and operating budgets. They also use it in their strategic and business planning.

Effectiveness. Is (1) the ratio of standard, estimated or budgeted performance to actual performance expressed as a percentage; (2) the outcome or output received from an approach or program. Ideally it is a quantitative measure which can be used to evaluate the level of performance in relation to some standard, set of criteria, or end objective; (3) the actual accomplishment of delivering acceptable outputs, on time, within the quality requirements specified. It is the ratio of Actual Output (A.O.) divided by Expected Output (E.O.). *Note: Effectiveness may be stated in terms of outcomes in place of outputs.*

Efficiency. Is the relationship between the planned resource requirements, such as labour or machine time, for task(s) and the actual resource time charged to the task (s). It is the ratio of the Resources Expected or forecasted to be Consumed (R.E.C.) divided by Resources Actually Consumed (R.A.C.).

EPCOR. Edmonton Power Corporation, a wholly owned subsidiary of the City of Edmonton.

Franchise Fees. Fees in lieu of taxes or compensation for exclusive rights, based on an agreement with the holder of a special franchise. e.g. ATCO Gas.

Full-Time Equivalent (FTEs). The hours and associated costs one full-time employee would work in a year.

General Financing. As approved by Council in June 2009, the funding source for Capital Budget general financing is changed from tax levy to investments earnings, the Ed Tel Endowment Fund dividends and the EPCOR Goldbar transfer fee/dividends.

General Managers. Department heads of civic programs.

Grants. Funding provided by a senior order of government.

Infrastructure. Facilities on which the continuance and growth of a community depends (e.g. roads, sewers, public buildings, parks, storm sewers, etc.).

Infrastructure Canada Alberta Program (ICAP). A body set up to administer the Federal Infrastructure Program (FIP) called Strengthening Federal, Provincial and Municipal infrastructure. Funding is shared 1/3 from each order of government: Canada, Alberta, and the City of Edmonton.

Infrastructure Gap. A term used to describe the funding shortfall between capital investment requirements and funding availability.

Local Improvements. The construction or replacement of roads, sidewalks, lanes and underground services for which a portion is paid by the abutting property owner.

Market Value Assessment. Provincial government legislation requires that properties must be assessed on an annual basis to reflect current market conditions. Starting in 1999, all properties were assessed at market or on the basis of provincial regulations and were taxed on this value by the City of Edmonton.

Municipal Enterprise Operations. Refers to those activities for which tax dollars are not anticipated to be required to fund the operations. They are financially self-funded operations established to provide management and control of major activities of the City. Land Enterprise and Mobile Equipment Services are Municipal Enterprises.

Municipal Equity. The amount calculated as the excess of Total Assets less Total Liabilities and any funding set aside for specific purposes in Reserves.

Municipal Government Act (MGA). Provincial legislation setting out the powers and responsibilities of Alberta municipalities.

Terms and Definitions

Municipal Sustainability Initiative (MSI). Grant funding from the Province of Alberta for capital projects, including municipal roads, bridges, public transit vehicles and facilities, water and waste water systems and facilities, storm drainage systems and facilities, emergency service vehicles and facilities, infrastructure management systems and solid-waste management systems and facilities. MSI grants end 2017.

Non-Residential Construction Price Index. Measures the cost of construction materials and labour used for commercial, industrial, and institutional development.

One-time Items. Expenditures associated with a limited term (typically one operating period) that will not become an ongoing part of the base budget in future years.

Operating Budget. Planned revenues and expenditures that are consumed in the delivery of services during an annual operating cycle (January through December).

Outcome. Outputs quantify the amount of work completed, while outcomes (or effectiveness) report the results achieved as expressed in the eyes of the customer, or in the case of the City of Edmonton, Citizens.

Output. Are goods or services created by inputs. Examples of Outputs are units produced and hours of service provided.

Payment-in-Lieu of Taxes. Payments equivalent to municipal property taxes, made by the federal and provincial governments for Crown-owned properties.

Performance Measures. Qualitative or quantitative measures or indicators of progress toward specified outcomes or goals. A means for determining how a program is accomplishing its mission through the delivery of products, services, or processes by measuring quantity, effectiveness, and/or efficiency.

Program. A program represents a group of like services or activities in delivering a service, with a definable client and a clear benefit or outcome.

Project. A single project is a non-routine capital work with a “singular” identity. The location, time and design of a single project are clearly identifiable. A composite project is the grouping of routine capital improvements.

Property Tax. Revenue generated through the collection of taxes levied on real property assessment, including realty and business tax.

Reserves. Represent amounts appropriated from surplus for designated requirements.

Retained Earnings. Equity accounts that represent the accumulated surpluses from operations, that are not for general distribution, but rather are used to fund capital projects, leverage debt, or are reinvested in service delivery.

Revenue. Funds the City receives and records as income. Revenue is broken down by major sources as follows: user fees, fines, permits, grants from other orders of government, utility dividends, franchise fees, Ed Tel Endowment fund, and investment earnings.

Self-liquidating Debentures. Debt issued by municipal enterprise operations that is repaid through the fees generated by operations.

Service Package. New service or service increased from growth that require funds are presented to Council for their approval through the annual budget process.

Sinking Fund. The City of Edmonton makes annual payments into the Sinking Fund as required by each debenture issue. These funds are invested by the Sinking Fund in securities as approved by existing legislation. The annual rate of return required by the issue is allocated to meet the future debt requirements. Earnings in excess of those requirements are maintained within the Fund as unappropriated surplus, which may be used as approved by Council.

Terms and Definitions

Tangible Capital Asset. Tangible capital assets are non-financial assets having physical substance that meet all of the following criteria:

- (a) are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- (b) have useful economic lives extending beyond an accounting period;
- (c) have been acquired to be used on a continuing basis; and
- (d) are not intended for sale in the ordinary course of business.

Tax Rate. Municipal property tax revenue is calculated by applying the tax rate to the projected assessment base. The tax rate is expressed in terms of mills. One mill is one thousandth of the assessment base. Additional property tax revenue is generated through an increase in the tax rate and/or growth in the assessment base.

Tax-Supported Operations. Civic Departments, Commissions, Boards, and Authorities are funded in whole or in part through revenue from property tax, business tax, and payment-in-lieu of taxes.

Uncommitted. Uncommitted Operating Fund balances and reserves designates funding that is not earmarked or set aside for a specific capital project or operating program initiative and is available for allocation.

Unconditional Operating Grants. An amount provided by other orders of government to municipalities for operating purposes, without any requirements as to the area in which the fund is used.

Utility Operations. Refers to Drainage Services (include Sanitary Utility and Land Drainage Utility) and Waste Management Services where tax dollars are not needed to support the operations. The operations of the Drainage services are governed by the City of Edmonton's Utility Fiscal Policy (C304B). The operations of

Waste Management Utility are governed by the Waste Management Strategic Plan and the Waste Management Policy (C527).