

Reduction Strategies to Maintain a 2.6 percent Tax Increase (\$000s)

Attachment 3

Following the release of the Provincial Budget on October 24, 2019 and determining the impact on the Operating Budget, Administration has identified an additional \$16.5 million of savings or reductions required to maintain the approved 2.6% tax increase in 2020. The following list provides details on the reduction strategies that have been applied throughout the organization and incorporated in the approved budget.

#	Description of Recoverable Savings		2020 Net Savings	2021 Net Savings	2022 Net Savings	
A	Community Standards & Neighbourhoods	Parking Enforcement Contract Reduction				
		Reduce contract costs from renegotiation of the current parking enforcement contract with improvements to resource deployment, movement to electronic ticket issuance (vehicle plate recognition cameras).	Savings	300	-	-
			FTEs	-	-	-
B	Fire Rescue Services	Delay Southside HazMat Service				
		Defer the staffing for the HazMat unit for the south side for 2 years. The truck will be in service in Q1 2021 and will be operated by the current firefighter complement.	Savings	240	3,388	259
			FTEs	-	25.0	-
C	Fire Rescue Services	Personnel Discounting				
		Reduction through discounting of personnel dollars.	Savings	1,000	-	-
			FTEs	-	-	-
D	Fire Rescue Services	Contract / consulting budget savings				
		Continue to utilize more internal resources where possible rather than external resources.	Savings	380	-	-
			FTEs	-	-	-
		Fire hydrant protection water services have been revised, resulting in cost savings.				
E	Community & Recreation Facilities	Minor Reduction to Operating Hours at Recreation Facilities (Program and Service Review Recommendation)				
		Hours of operation to be reviewed and reduced during low utilization times at community recreation centres and at leisure centres, effective Feb 1, 2020.	Savings	400	-	-
			FTEs	-	-	-
F	Edmonton Transit Services	Waste Container Consolidation (Program and Service Review Recommendation)				
		Program and Service Review recommendation to consolidate ETS and Waste litter bin collection, particularly in areas where multiple containers exist within Business Improvement Areas. Open Space and River Valley bins will also be considered.	Savings	200	600	-
			FTEs	-	-	-
G	Edmonton Transit Services	Security Service Efficiencies				
		Update the security guard deployment plan for ETS facilities (transit centres and LRT stations), to better align with hours of operation and areas of high need based on security incident data. Contracted security guards will be removed from three locations. Other layers of the security framework remain in place (Transit Inspectors; TPOs; surveillance cameras; help phones; etc.).	Savings	1,100	-	-
			FTEs	-	-	-
H	Edmonton Transit Services	LRT Maintenance Efficiencies				
		Process improvements in LRT operations and maintenance areas.	Savings	500	-	-
			FTEs	-	-	-

#		Description of Recoverable Savings		2020 Net Savings	2021 Net Savings	2022 Net Savings
I	Fleet & Facility Services and Fire Rescue Services	Operating Impacts of Capital - Facility Timing & Efficiencies				
		Reduction to operating impacts of capital due to delays in facility openings (CDEOC, Windermere Fire Station, Ambleside Office) and Kathleen Andrews Transit Garage maintenance efficiencies.	Savings	1,400	2,443	489
			FTEs	3.0	16.7	3.3
J	Fleet & Facility Services	Fleet & Facility Efficiencies				
		Changes in fuel reporting hardware (fuel modules on tank and gas pump), optimize Fire Rescue Services major apparatus replacement plan and preventative maintenance, and renegotiation of custodial and bulk fuel contracts.	Savings	800	-	-
			FTEs	-	-	-
K	Fleet & Facility Services	Fleet Asset Management Strategy				
		Fleet asset management, replacement and utilization efficiencies	Savings	1,000	-	-
			FTEs	-	-	-
L	Fleet & Facility Services	Parts Life Cycle Cost Adjustment				
		Revised cost projections for community bus parts due to better reliability from new community bus fleet.	Savings	800	-	-
			FTEs	-	-	-
M	Fleet & Facility Services	Aligning Bus Fleet Commitment Levels to Usage				
		Retire older 40' buses as part of fleet management plan, which will generate cost savings.	Savings	300	-	-
			FTEs	-	-	-
N	Fleet & Facility Services	Fleet Reserve Contribution Rate				
		Reduction in reserve contribution rates for replacement fleet purchases.	Savings	1,040	-	-
			FTEs	-	-	-
O	Parks & Roads Services	Lamba Facility Closure				
		Move Landscape Design & Construction and Forestry out of Lamba facility saving annual rental and utility costs when lease agreement ends in early 2020.	Savings	286	57	-
			FTEs	-	-	-
P	Parks & Roads Services	Increased Naturalized Areas and Adjustments to River Valley Trail Snow Clearing				
		Reduce mowing of some turf area using passive naturalization and transition snow clearing on river valley trails to internal existing resources, saving on contracted snow clearing.	Savings	256	-	-
			FTEs	2.5	-	-
Q	Parks & Roads Services	Vibration Assessments				
		Reduce external services funding for vibration assessments and repairs that do not have structural considerations.	Savings	140	-	-
			FTEs	-	-	-

#		Description of Recoverable Savings		2020 Net Savings	2021 Net Savings	2022 Net Savings
R	Parks & Roads Services	Green Shacks Left in Place & Playspace Inspections				
		Cease annual re-location of Green Shacks and align playground inspection frequency to industry standards.	Savings	110	-	-
			FTEs	1.3	-	-
S	Parks & Roads Services	Expanding EPark Zones & Charging for Curbside Parking				
		Increase parking revenue by expanding EPark Zones in Old Strathcona and identified required areas in accordance with occupancy requirements. Recover curbside parking revenue from Oilers Entertainment Group (OEG) lost during Rogers Place Events.	Savings	210	-	-
			FTEs	-	-	-
T	Parks & Roads Services	Landscape Design & Construction Re-organization & Site Servicing				
		Consolidate Landscape Design & Construction activities into Auxiliary and Playspace program field leaders. End work term for seasonal site servicing staff on October 1.	Savings	149	-	-
			FTEs	2.6	-	-
U	Parks & Roads Services	Reassigning City of Edmonton Parking				
		Reassign City of Edmonton parking from private to City-owned facilities.	Savings	750	150	-
			FTEs	-	-	-
V	Parks & Roads Services	Infrastructure Repair Service Efficiencies				
		Infrastructure repair efficiencies associated with the pothole and sidewalk trip hazard remediation.	Savings	522	-	-
			FTEs	-	-	-
W	Parks & Roads Services	Workforce Strategies & Staff Events				
		Internal realignment of staff and review of engagement activities to better align with branch needs.	Savings	127	-	-
			FTEs	-	-	-
X	Engagement	311 Service Level Reductions (Program and Service Review Recommendation)				
		Eliminate 311 service hours of operation on statutory holidays. Consistent with best practices, after-hours support will continue to be provided for urgent public safety-related items (eg. downed tree on roadway).	Savings	300	-	-
			FTEs	-	-	-
Y	Integrated Marketing Communications	Centralized Ad Buying				
		Centralization of corporate wide advertising budgets to allow for better strategic marketing decisions and negotiation of stronger advertising contracts.	Savings	450	-	-
			FTEs	-	-	-
Z	Workforce Safety and Employee Health	Decrease Trauma Support budget				
		Reduction to budget to align with actual costs of initiative.	Savings	100	-	-
			FTEs	-	-	-

#		Description of Recoverable Savings		2020 Net Savings	2021 Net Savings	2022 Net Savings
AA	Workforce Safety and Employee Health	Discontinuing the Flu Clinics starting in 2020				
		Discontinuing the Flu Clinics includes the cost of vaccines as well as temporary, part-time nurses to staff the immunization clinics. With free flu vaccines being available Province-wide, we've seen a decrease in this service over the years..	Savings	35	-	-
			FTEs	-	-	-
BB	Corporate Procurement & Supply Services	Digital Print Centre closure (Program and Service Review Recommendation)				
		Closure of the Digital Print Centre will result in net savings to the Corporation.	Savings	175	200	(50)
			FTEs	-	-	-
CC	Financial Services	Investment Management Fees				
		Increase in investment management fees received on internally managed investment portfolio.	Savings	400	-	-
			FTEs	-	-	-
DD	Office of the City Clerk	Census				
		Reliance on Federal Census will allow for removal of budget allocated for Municipal Census every 2 years. One-time budget to be held for Civic Election.	Savings	1,600	(1,600)	2,100
			FTEs	-	-	5.0
EE	City Planning	Prioritize Consulting Expenditures				
		Additional prioritization of the 2020 work plan to reduce consulting expenditures. Also reduction to budget tools in Monitoring & Geospatial Services.	Savings	825	-	-
			FTEs	-	-	-
FF	Economic & Environmental Sustainability	Program Efficiency: Rationalization of Business Planning & Support				
		With the consolidation of the former Regional & Economic Development Department into UFCSD, efficiencies were realized with the consolidation of Business Planning & Support functions into one group.	Savings	390	-	-
			FTEs	-	-	-
GG	Economic & Environmental Sustainability	Partnership Funding Reduction & Reduction to External Services				
		Reduce funding used to support programs and partnership development with downtown and outside CRLs. Also managing additional aspects of work with in-house resources.	Savings	237	-	-
			FTEs	-	-	-
Total Recoverable Savings			Savings	16,522	5,238	2,798
			FTEs	9.4	41.7	8.3