

A stylized, geometric illustration of various Edmonton city scenes, including a tractor, a stadium, a person on a fence, a cyclist, a golf course, a bridge, and houses, arranged in a collage-like fashion with overlapping shapes.

OPERATING BUDGET

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

November 16, 2020

Edmonton



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**City of Edmonton
Alberta**

For the Quadrennial Beginning

January 1, 2019

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Edmonton, Alberta for its annual budget for the fiscal years beginning January 1, 2019, January 1, 2020, January 1, 2021 and January 1, 2022.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of four years only.

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**Impact of the Proposed 2021-2022 municipal tax increase on a
Typical Homeowner (\$387,000 Assessed Value)**

	2020 Budget	2021 Budget	Annual Impact	2022 Budget	Annual Impact
Municipal Services ¹	1,663	1,633	(30)	1,656	23
Police Services ²	558	568	10	574	6
Alley Renewal ³	244	249	5	252	3
Valley Line LRT ⁴	73	88	15	97	9
Total Property Tax Bill	2,538	2,538	-	2,579	41

**Impact of the Proposed 2021-2022 municipal tax increase
per \$100,000 of assessment value, residential**

	2020 Budget	2021 Budget	Annual Impact	2022 Budget	Annual Impact
Municipal Services ¹	430	422	(8)	428	6
Police Services ²	144	147	3	148	1
Alley Renewal ³	63	64	1	65	1
Valley Line LRT ⁴	19	23	4	25	2
Per \$100K of assessment value, residential	656	656	-	666	10

1-Municipal Services is based on a proposed tax decrease of 1.5% in 2021 and increase of 0.2% in 2022.

This includes impacts of assessment growth.

2-Police Services is based on a proposed tax increase of 0.6% in 2021 and 0.7% in 2022.

3-Alley Renewal is based on a proposed tax increase of 0.3% in 2021 and 0.3% in 2022.

4-Valley Line LRT is based on a proposed tax increase of 0.6% in 2021 and 0.4% in 2022.

Impact of the Proposed Tax Increase		
	2021	2022
Municipal Services	(1.5)	0.2
Police Services	0.6	0.7
Alley Renewal	0.3	0.3
Valley Line LRT	0.6	0.4
	-	1.6

2019-2022 Budget - Tax-supported Operations by Category

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Taxation Revenues	1,650,574	1,696,003	1,785,960	(71,111)	1,714,849	1,777,649
User Fees, Fines, Permits, etc.	477,624	388,105	386,248	(1,172)	385,076	384,483
Franchise Fees	171,840	175,821	179,490	8,477	187,967	193,060
EPCOR Dividends	171,000	171,000	171,000	-	171,000	171,000
Transit Revenue	129,885	133,074	138,534	(2,058)	136,476	140,368
Transfer From Reserves	123,663	138,909	152,242	(32,585)	119,657	152,095
Other Revenue	105,175	120,081	119,481	4,510	123,991	119,507
Operating Grants	114,010	107,416	107,696	499	108,195	108,705
Investment Earnings & Dividends for Capital	92,368	78,266	81,168	(13,047)	68,121	69,789
One-time Items	-	(112,398)	-	-	-	-
Total Revenue & Transfers	\$3,036,139	\$2,896,277	\$3,121,819	(\$106,487)	\$3,015,332	\$3,116,656
Net Expenditure & Transfers						
Personnel	1,543,680	1,609,683	1,631,706	(38,306)	1,593,400	1,603,995
Materials, Goods, and Supplies	214,272	221,157	218,120	(4,895)	213,225	213,044
External Services	326,363	282,673	338,610	(27,326)	311,284	359,293
Fleet Services	163,777	(41,159)	(39,057)	(634)	(39,691)	(39,236)
Intra-municipal Charges	133,935	75,681	77,269	(443)	76,826	77,394
Debt	287,202	308,881	324,866	(12,513)	312,353	332,144
Utilities & Other Charges	386,238	427,395	446,716	(32,350)	414,366	436,140
Transfer to Reserves	348,864	320,912	325,664	9,980	335,644	337,092
Intra-municipal Recoveries	(453,958)	(200,150)	(202,075)	-	(202,075)	(203,210)
One-time Items	-	(108,796)	-	-	-	-
2019 Surplus/(Deficit)	85,766	-	-	-	-	-
Total Net Expenditure & Transfers	\$3,036,139	\$2,896,277	\$3,121,819	(\$106,487)	\$3,015,332	\$3,116,656
Total Net Operating Requirement	-	-	-	-	-	-
Full-time Equivalents						
Boards & Commissions						
Economic Development Corporation	586.0	586.0	586.0	-	586.0	586.0
Police Service	2,681.6	2,756.2	2,796.7	9.0	2,805.7	2,850.7
Public Library	524.9	525.3	525.3	-	525.3	525.3
Other Boards & Commissions	56.0	56.0	56.0	-	56.0	56.0
Civic Departments						
Citizen Services	2,847.5	2,875.8	2,871.8	(46.0)	2,825.8	2,832.0
City Operations	4,827.3	4,835.5	4,833.4	(149.1)	4,684.3	4,685.5
Communications & Engagement	385.4	403.8	403.8	(17.0)	386.8	386.8
Corporate Expenditures & Revenues	0.5	10.5	10.5	(40.5)	(30.0)	(30.0)
Employee Services	245.0	236.0	236.0	(12.0)	224.0	224.0
Financial & Corporate Services	1,055.9	1,035.8	1,020.4	(37.5)	982.9	970.9
Integrated Infrastructure Services	532.8	541.3	541.3	(9.0)	532.3	532.3
Mayor & Councillor Offices	50.0	50.0	50.0	-	50.0	50.0
Office of the City Auditor	16.0	16.0	16.0	-	16.0	16.0
Office of the City Manager	194.4	199.4	199.4	(8.5)	190.9	185.9
Urban Form & Corporate Strategic Development	719.0	681.0	676.9	(27.4)	649.5	642.9
One-time Items	-	(631.6)	-	-	-	-
Total Full-time Equivalents	14,722.3	14,177.0	14,823.5	(338.0)	14,485.5	14,514.3

2019-2022 Budget - Tax-supported Operations by Department

	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
((\$000))						
Revenue & Transfers						
Boards & Commissions						
Economic Development Corporation	47,963	44,382	45,038	-	45,038	46,857
Police Service	93,271	95,593	95,720	1,991	97,711	97,728
Public Library	62,474	8,978	9,128	-	9,128	9,474
Other Boards & Commissions	422	3,316	3,316	-	3,316	3,316
Total Boards & Commissions	\$204,130	\$152,269	\$153,202	\$1,991	\$155,193	\$157,375
Civic Departments						
Citizen Services	105,080	112,852	111,294	(110)	111,184	108,789
City Operations	205,524	208,299	233,489	(17,312)	216,177	235,874
Communications & Engagement	1,529	703	703	-	703	703
Employee Services	8	-	-	-	-	-
Financial & Corporate Services	22,668	14,661	14,248	(386)	13,862	11,634
Integrated Infrastructure Services	7,917	917	1,417	-	1,417	1,417
Mayor & Councillor Offices	33	-	-	-	-	-
Office of the City Manager	895	732	2,375	-	2,375	732
Urban Form & Corporate Strategic Development	115,949	113,152	119,912	(11,290)	108,622	128,725
Corporate Revenues	721,832	709,087	699,219	(8,269)	690,950	693,758
Total Taxation Revenue	1,650,574	1,696,003	1,785,960	(71,111)	1,714,849	1,777,649
One-time Items	-	(112,398)	-	-	-	-
Total Revenue & Transfers	\$3,036,139	\$2,896,277	\$3,121,819	(\$106,487)	\$3,015,332	\$3,116,656
Net Expenditure & Transfers						
Boards & Commissions						
Economic Development Corporation	68,006	63,925	53,581	-	53,581	55,400
Police Service	450,899	468,597	485,032	(3,509)	481,523	493,481
Public Library	62,760	63,508	63,660	-	63,660	64,004
Other Boards & Commissions	37,275	42,484	44,297	(500)	43,797	45,835
Total Boards & Commissions	\$618,940	\$638,514	\$646,570	(\$4,009)	\$642,561	\$658,720
Civic Departments						
Citizen Services	473,573	487,106	487,850	(13,341)	474,509	472,877
City Operations	698,973	703,834	739,898	(40,514)	699,384	714,440
Communications & Engagement	33,828	34,433	34,610	(1,864)	32,746	32,914
Employee Services	26,349	27,480	27,557	(1,287)	26,270	26,386
Financial & Corporate Services	152,059	149,588	146,758	(5,729)	141,029	138,834
Integrated Infrastructure Services	30,444	23,688	21,314	(1,263)	20,051	19,880
Mayor & Councillor Offices	6,056	6,938	7,012	7	7,019	7,117
Office of the City Auditor	2,534	2,661	2,688	-	2,688	2,713
Office of the City Manager	26,864	26,222	30,158	311	30,469	26,477
Urban Form & Corporate Strategic Development	171,605	167,445	176,582	(14,806)	161,776	184,442
Corporate Expenditures	553,202	581,218	639,496	(23,992)	615,504	665,230
Neighbourhood Renewal	155,946	155,946	161,326	-	161,326	166,626
One-time Items	-	(108,796)	-	-	-	-
2019 Surplus/(Deficit)	85,766	-	-	-	-	-
Total Net Expenditure & Transfers	\$3,036,139	\$2,896,277	\$3,121,819	(\$106,487)	\$3,015,332	\$3,116,656
Total Net Operating Requirement	-	-	-	-	-	-

2019-2022 Budget - Tax-supported Operations by Branch

Net Operating Requirement

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Boards & Commissions						
Economic Development Corporation	20,043	19,543	8,543	-	8,543	8,543
Police Service	357,628	373,004	389,312	(5,500)	383,812	395,753
Public Library	286	54,530	54,532	-	54,532	54,530
Other Boards & Commissions	36,853	39,168	40,981	(500)	40,481	42,519
Total Boards & Commissions	\$414,810	\$486,245	\$493,368	(\$6,000)	\$487,368	\$501,345
Civic Departments						
Citizen Services						
Community & Recreation Facilities	62,838	60,439	61,057	(3,027)	58,030	58,423
Community Standards & Neighbourhoods	44,545	44,673	44,136	(2,982)	41,154	41,241
Fire Rescue Services	221,287	225,793	228,263	(729)	227,534	229,272
Integrated Strategic Development	6,198	6,942	7,073	(417)	6,656	6,698
Social Development	33,625	36,407	36,027	(6,076)	29,951	28,454
City Operations						
41ST AVE SW QE2 HWY Interchange	-	-	-	-	-	-
Business Performance & Customer Experience	2,405	2,523	2,523	-	2,523	2,523
Edmonton Transit	229,897	228,783	242,959	(4,526)	238,433	241,083
Fleet & Facility Services	62,487	68,196	66,560	(7,365)	59,195	53,792
Parks & Roads Services	198,660	196,033	194,367	(11,311)	183,056	181,168
Communications & Engagement						
Engagement	17,276	19,050	18,868	(236)	18,632	18,705
External and Intergovernmental Relations	3,020	3,289	3,303	(275)	3,028	3,038
Integrated Marketing Communications	9,456	8,943	8,723	(907)	7,816	7,895
Reputation and Brand	2,547	2,448	3,013	(446)	2,567	2,573
Employee Services						
Employee Relations & Compensation	4,194	4,330	4,338	-	4,338	4,345
Organizational Design & Development	2,479	3,862	3,847	(230)	3,617	3,591
Talent Acquisition, Service & Solutions	12,688	12,870	13,056	(732)	12,324	12,481
Workforce Safety & Employee Health	6,980	6,418	6,316	(325)	5,991	5,969
Financial & Corporate Services						
Assessment & Taxation	20,382	20,947	20,331	(1,197)	19,134	19,134
Corporate Procurement & Supply Services	18,113	14,025	13,107	(500)	12,607	12,379
Financial Services	18,463	19,884	19,344	(1,139)	18,205	18,101
Open City & Technology	48,726	51,277	50,770	(1,735)	49,035	47,927
Real Estate	23,707	28,794	28,958	(772)	28,186	29,659
Integrated Infrastructure Services						
Building Great Neighbourhoods and Open Spaces	2,448	2,501	2,512	-	2,512	2,519
Business Planning & Support	5,493	8,252	7,547	(1,140)	6,407	6,324
Infrastructure Delivery	3,232	1,814	1,872	-	1,872	1,885
Infrastructure Planning & Design	10,112	9,491	7,241	(123)	7,118	7,006
LRT Expansion & Renewal	1,242	713	725	-	725	729
Mayor & Councillor Offices	6,023	6,938	7,012	7	7,019	7,117
Office of the City Auditor	2,534	2,661	2,688	-	2,688	2,713

2019-2022 Budget - Tax-supported Operations by Branch

Net Operating Requirement

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Office of the City Manager						
City Manager	2,304	2,026	2,026	(119)	1,907	1,906
Legal Services	11,990	11,970	12,068	(626)	11,442	10,764
Office of the City Clerk	11,675	11,494	13,689	1,056	14,745	13,075
Urban Form & Corporate Strategic Development						
City Planning	13,059	17,983	16,811	(580)	16,231	15,329
Corporate Strategy	5,628	5,328	5,335	(256)	5,079	5,079
Development Services	12,565	5,453	5,714	(850)	4,864	5,303
Economic & Environmental Sustainability	24,263	25,529	28,810	(1,830)	26,980	30,006
The Quarters Downtown CRL (prior to 2020)	141	-	-	-	-	-
Total Civic Departments	\$1,162,682	\$1,178,079	\$1,190,989	(\$49,388)	\$1,141,601	\$1,138,206
Corporate Expenditures & Revenues						
Automated Enforcement	-	-	-	-	-	-
Capital Project Financing	164,828	186,529	214,237	741	214,978	228,656
Corporate Expenditures	17,565	30,653	64,396	(8,698)	55,698	88,632
Corporate Revenues	(396,967)	(398,451)	(397,056)	(7,766)	(404,822)	(409,916)
Taxation Expenditures	10,144	7,300	7,300	-	7,300	7,000
Valley Line LRT	35,800	46,100	51,400	-	51,400	57,100
Total Corporate Expenditures & Revenues	(\$168,630)	(\$127,869)	(\$59,723)	(\$15,723)	(\$75,446)	(\$28,528)
Neighbourhood Renewal						
Neighbourhood Renewal	155,946	162,949	168,326	-	168,326	173,626
Less: Microsurfacing - Parks & Roads Services	-	7,003	7,000	-	7,000	7,000
Transfer to Capital - Corporate Programs	\$155,946	\$155,946	\$161,326	-	\$161,326	\$166,626
Total Taxation Revenue	(1,650,574)	(1,696,003)	(1,785,960)	71,111	(1,714,849)	(1,777,649)
One-time Items	-	3,602	-	-	-	-
2019 Surplus/(Deficit)	85,766	-	-	-	-	-
Total Net Operating Requirement	-	-	-	-	-	-

2019-2022 Budget - Tax-supported Operations by Branch

Expenditure Summary

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Boards & Commissions						
Economic Development Corporation	68,006	63,925	53,581	-	53,581	55,400
Police Service	450,899	468,597	485,032	(3,509)	481,523	493,481
Public Library	62,760	63,508	63,660	-	63,660	64,004
Other Boards & Commissions	37,275	42,484	44,297	(500)	43,797	45,835
Total Boards & Commissions	\$618,940	\$638,514	\$646,570	(\$4,009)	\$642,561	\$658,720
Civic Departments						
Citizen Services						
Community & Recreation Facilities	126,048	128,382	128,570	(3,387)	125,183	125,388
Community Standards & Neighbourhoods	49,647	50,729	50,231	(2,882)	47,349	47,442
Fire Rescue Services	223,762	227,160	229,630	(579)	229,051	230,789
Integrated Strategic Development	6,244	6,988	7,119	(417)	6,702	6,744
Social Development	67,872	73,847	72,300	(6,076)	66,224	62,514
City Operations						
41ST AVE SW QE2 HWY Interchange	602	-	-	-	-	-
Business Performance & Customer Experience	2,405	2,523	2,523	-	2,523	2,523
Edmonton Transit	365,122	368,720	409,067	(22,438)	386,629	410,176
Fleet & Facility Services	79,834	85,338	83,740	(7,365)	76,375	71,016
Parks & Roads Services	251,010	247,253	244,568	(10,711)	233,857	230,725
Communications & Engagement						
Engagement	17,733	19,050	18,868	(236)	18,632	18,705
External and Intergovernmental Relations	3,020	3,289	3,303	(275)	3,028	3,038
Integrated Marketing Communications	10,331	9,646	9,426	(907)	8,519	8,598
Reputation and Brand	2,744	2,448	3,013	(446)	2,567	2,573
Employee Services						
Employee Relations & Compensation	4,198	4,330	4,338	-	4,338	4,345
Organizational Design & Development	2,480	3,862	3,847	(230)	3,617	3,591
Talent Acquisition, Service & Solutions	12,691	12,870	13,056	(732)	12,324	12,481
Workforce Safety & Employee Health	6,980	6,418	6,316	(325)	5,991	5,969
Financial & Corporate Services						
Assessment & Taxation	20,393	20,947	20,331	(1,197)	19,134	19,134
Corporate Procurement & Supply Services	18,781	14,405	13,487	(500)	12,987	12,759
Financial Services	20,345	21,606	21,579	(1,139)	20,440	20,364
Open City & Technology	49,410	51,671	51,164	(1,735)	49,429	48,321
Real Estate	43,130	40,959	40,197	(1,158)	39,039	38,256
Integrated Infrastructure Services						
Building Great Neighbourhoods and Open Spaces	2,907	2,501	2,512	-	2,512	2,519
Business Planning & Support	6,286	8,714	8,509	(1,140)	7,369	7,286
Infrastructure Delivery	5,752	1,814	1,872	-	1,872	1,885
Infrastructure Planning & Design	12,901	9,491	7,241	(123)	7,118	7,006
LRT Expansion & Renewal	2,598	1,168	1,180	-	1,180	1,184
Mayor & Councillor Offices	6,056	6,938	7,012	7	7,019	7,117
Office of the City Auditor	2,534	2,661	2,688	-	2,688	2,713

2019-2022 Budget - Tax-supported Operations by Branch Expenditure Summary

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Office of the City Manager						
City Manager	2,304	2,026	2,026	(119)	1,907	1,906
Legal Services	11,993	11,970	12,068	(626)	11,442	10,764
Office of the City Clerk	12,567	12,226	16,064	1,056	17,120	13,807
Urban Form & Corporate Strategic Development						
City Planning	52,566	63,451	68,774	(11,870)	56,904	76,528
Corporate Strategy	5,628	5,328	5,335	(256)	5,079	5,079
Development Services	77,920	71,637	72,177	(850)	71,327	71,378
Economic & Environmental Sustainability	30,585	27,029	30,296	(1,830)	28,466	31,457
The Quarters Downtown CRL (prior to 2020)	4,906	-	-	-	-	-
Total Civic Departments	\$1,622,285	\$1,629,395	\$1,674,427	(\$78,486)	\$1,595,941	\$1,626,080
Corporate Expenditures						
Automated Enforcement	52,851	45,690	40,880	-	40,880	38,290
Capital Project Financing	428,236	445,549	467,367	(15,294)	452,073	467,948
Corporate Expenditures	18,625	31,490	65,249	(8,698)	56,551	89,501
Corporate Revenues	1,812	89	2,300	-	2,300	91
Taxation Expenditures	15,878	12,300	12,300	-	12,300	12,300
Valley Line LRT	35,800	46,100	51,400	-	51,400	57,100
Total Corporate Expenditures	\$553,202	\$581,218	\$639,496	(\$23,992)	\$615,504	\$665,230
Neighbourhood Renewal						
Neighbourhood Renewal	155,946	162,949	168,326	-	168,326	173,626
Less: Microsurfacing - Parks & Roads Services	-	7,003	7,000	-	7,000	7,000
Transfer to Capital - Corporate Programs	\$155,946	\$155,946	\$161,326	-	\$161,326	\$166,626
One-time Items	-	(108,796)	-	-	-	-
2019 Surplus/(Deficit)	85,766	-	-	-	-	-
Total Net Expenditure & Transfers	\$3,036,139	\$2,896,277	\$3,121,819	(\$106,487)	\$3,015,332	\$3,116,656

2019-2022 Budget - Tax-supported Operations by Branch

Revenue Summary

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Boards & Commissions						
Economic Development Corporation	47,963	44,382	45,038	-	45,038	46,857
Police Service	93,271	95,593	95,720	1,991	97,711	97,728
Public Library	62,474	8,978	9,128	-	9,128	9,474
Other Boards & Commissions	422	3,316	3,316	-	3,316	3,316
Total Boards & Commissions	\$204,130	\$152,269	\$153,202	\$1,991	\$155,193	\$157,375
Civic Departments						
Citizen Services						
Community & Recreation Facilities	63,210	67,943	67,513	(360)	67,153	66,965
Community Standards & Neighbourhoods	5,102	6,056	6,095	100	6,195	6,201
Fire Rescue Services	2,475	1,367	1,367	150	1,517	1,517
Integrated Strategic Development	46	46	46	-	46	46
Social Development	34,247	37,440	36,273	-	36,273	34,060
City Operations						
41ST AVE SW QE2 HWY Interchange	602	-	-	-	-	-
Edmonton Transit	135,225	139,937	166,108	(17,912)	148,196	169,093
Fleet & Facility Services	17,347	17,142	17,180	-	17,180	17,224
Parks & Roads Services	52,350	51,220	50,201	600	50,801	49,557
Communications & Engagement						
Engagement	457	-	-	-	-	-
Integrated Marketing Communications	875	703	703	-	703	703
Reputation and Brand	197	-	-	-	-	-
Employee Services						
Employee Relations & Compensation	4	-	-	-	-	-
Organizational Design & Development	1	-	-	-	-	-
Talent Acquisition, Service & Solutions	3	-	-	-	-	-
Financial & Corporate Services						
Assessment & Taxation	11	-	-	-	-	-
Corporate Procurement & Supply Services	668	380	380	-	380	380
Financial Services	1,882	1,722	2,235	-	2,235	2,263
Open City & Technology	684	394	394	-	394	394
Real Estate	19,423	12,165	11,239	(386)	10,853	8,597
Integrated Infrastructure Services						
Building Great Neighbourhoods and Open Spaces	459	-	-	-	-	-
Business Planning & Support	793	462	962	-	962	962
Infrastructure Delivery	2,520	-	-	-	-	-
Infrastructure Planning & Design	2,789	-	-	-	-	-
LRT Expansion & Renewal	1,356	455	455	-	455	455
Mayor & Councillor Offices	33	-	-	-	-	-
Office of the City Manager						
Legal Services	3	-	-	-	-	-
Office of the City Clerk	892	732	2,375	-	2,375	732

2019-2022 Budget - Tax-supported Operations by Branch Revenue Summary

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Urban Form & Corporate Strategic Development						
City Planning	39,507	45,468	51,963	(11,290)	40,673	61,199
Corporate Strategy	-	-	-	-	-	-
Development Services	65,355	66,184	66,463	-	66,463	66,075
Economic & Environmental Sustainability	6,322	1,500	1,486	-	1,486	1,451
The Quarters Downtown CRL (prior to 2020)	4,765	-	-	-	-	-
Total Civic Departments	\$459,603	\$451,316	\$483,438	(\$29,098)	\$454,340	\$487,874
Corporate Expenditures & Revenues						
Automated Enforcement	52,851	45,690	40,880	-	40,880	38,290
Capital Project Financing	263,408	259,020	253,130	(16,035)	237,095	239,292
Corporate Expenditures	1,060	837	853	-	853	869
Corporate Revenues	398,779	398,540	399,356	7,766	407,122	410,007
Taxation Expenditures	5,734	5,000	5,000	-	5,000	5,300
Total Corporate Expenditures & Revenues	\$721,832	\$709,087	\$699,219	(\$8,269)	\$690,950	\$693,758
Total Taxation Revenue	1,650,574	1,696,003	1,785,960	(71,111)	1,714,849	1,777,649
One-time Items	-	(112,398)	-	-	-	-
Total Revenue & Transfers	\$3,036,139	\$2,896,277	\$3,121,819	(\$106,487)	\$3,015,332	\$3,116,656

2019-2022 Budget - Municipal Enterprises

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Blatchford Redevelopment Project						
Revenues & Transfers	6,008	16,525	22,304	-	22,304	28,785
Less: Expenditure & Transfers	8,803	18,392	15,884	-	15,884	30,787
Net Income/(Loss)	(\$2,795)	(\$1,867)	\$6,420	-	\$6,420	(\$2,002)
Land Development						
Revenues & Transfers	23,160	21,284	17,894	-	17,894	28,597
Less: Expenditure & Transfers	12,449	18,249	15,718	-	15,718	26,746
Net Income/(Loss)	\$10,711	\$3,035	\$2,176	-	\$2,176	\$1,851
Land for Municipal Purposes						
Revenues & Transfers	314	14,881	5,256	-	5,256	11,313
Less: Expenditure & Transfers	2,519	10,740	5,431	-	5,431	9,524
Net Income/(Loss)	(\$2,205)	\$4,141	(\$175)	-	(\$175)	\$1,789

2019-2022 Budget - Community Revitalization Levies

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Belvedere CRL						
Revenues & Transfers	1,997	3,886	4,573	-	4,573	7,265
Less: Expenditure & Transfers	1,997	3,886	4,573	-	4,573	7,265
Net Income/(Loss)	-	-	-	-	-	-
Capital City Downtown CRL						
Revenues & Transfers	27,349	32,365	35,134	-	35,134	37,786
Less: Expenditure & Transfers	27,349	32,365	35,134	-	35,134	37,786
Net Income/(Loss)	-	-	-	-	-	-
The Quarters Downtown CRL						
Revenues & Transfers	-	6,890	7,985	-	7,985	9,096
Less: Expenditure & Transfers	-	6,890	7,985	-	7,985	9,096
Net Income/(Loss)	-	-	-	-	-	-

2019-2022 Budget - Tax-supported Operations

Other Boards & Commissions

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Combative Sports Commission	109	45	45	-	45	45
Fort Edmonton Park	75	3,271	3,271	-	3,271	3,271
Heritage Council	238	-	-	-	-	-
Total Revenue & Transfers	\$422	\$3,316	\$3,316	-	\$3,316	\$3,316

Net Expenditure & Transfers						
Arts Council	13,755	14,917	16,305	-	16,305	17,805
Combative Sports Commission	19	45	45	-	45	45
Federation of Community Leagues	6,031	6,238	6,238	(500)	5,738	5,738
Fort Edmonton Park	4,235	7,455	7,476	-	7,476	7,492
Greater Edmonton Foundation	4,400	4,600	4,600	-	4,600	4,900
Heritage Council	1,347	1,359	1,559	-	1,559	1,709
Reach Edmonton	5,183	5,371	5,575	-	5,575	5,647
TELUS World of Science	2,305	2,499	2,499	-	2,499	2,499
Total Net Expenditure & Transfers	\$37,275	\$42,484	\$44,297	(\$500)	\$43,797	\$45,835

Net Operating Requirement						
Arts Council	13,755	14,917	16,305	-	16,305	17,805
Combative Sports Commission	(90)	-	-	-	-	-
Federation of Community Leagues	6,031	6,238	6,238	(500)	5,738	5,738
Fort Edmonton Park	4,160	4,184	4,205	-	4,205	4,221
Greater Edmonton Foundation	4,400	4,600	4,600	-	4,600	4,900
Heritage Council	1,109	1,359	1,559	-	1,559	1,709
Reach Edmonton	5,183	5,371	5,575	-	5,575	5,647
TELUS World of Science	2,305	2,499	2,499	-	2,499	2,499
Total Net Operating Requirement	\$36,853	\$39,168	\$40,981	(\$500)	\$40,481	\$42,519

	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Full-time Equivalents						
Fort Edmonton Park	56.0	56.0	56.0	-	56.0	56.0
Total Full-time Equivalents	56.0	56.0	56.0	-	56.0	56.0



Budget Reduction Strategies

Budget Reduction Strategies Fall 2020 SOBA

The following is a list of reduction strategies that are included as recommendations in the Fall 2020 Supplemental Operating Budget Adjustment in order to achieve a zero percent tax increase in 2021. Additional details on each reduction strategy are provided in the Department & Branch Summary Tables section of this attachment.

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

# Strategy/Branch			Description of Change	2021			2022		
				Expense	Revenue	Net Impact	Expense	Revenue	Net Impact
Efficiencies									
1		Assessment & Taxation	Reduction in postage related to expected uptake in property owner subscription for electronic notices for tax assessments and tax notices. Savings of approximately \$2 per property registrant.	(70)	-	(70)	-	-	-
2		Community & Recreation Facilities	Reductions in FTEs through efficiencies and realignment of workforce.	(520)	-	(520)	-	-	-
3			Transitioning select on-site rental services. Centralized model of rental services	(156)	-	(156)	-	-	-
4			Optimizing and adjusting existing programming and scheduling to maximize participation. Programs adjusted will include group fitness, Kids Den scheduling, and equipment loan program.	(610)	(10)	(600)	-	-	-
5		Corporate Expenditures and Revenues	Claims process efficiencies	(115)	-	(115)	-	-	-
6		Fleet and Facility Services/Edmonton Transit Service	Complete a review of cleaning processes in Transit to identify efficiencies.	(1,223)	-	(1,223)	-	-	-
7		Fleet and Facility Services	Efficiencies related to fleet optimization, private-sector alternatives, and service level changes. <i>Reimagine Services</i>	(2,250)	-	(2,250)	(3,750)	-	(3,750)
8			Cost savings in municipal fleet maintenance through efficiencies in maintenance intervals and from sander dump box refurbishment.	(445)	-	(445)	(200)	-	(200)
9		Office of the City Clerk	<i>Program and Service Review - Tribunals</i>	(144)	-	(144)	-	-	-
10		Parks and Road Services	Optimal mix and amount of sand and salt to be put on the roads has been identified, resulting in less material needing to be picked up in the summer.	(1,740)	-	(1,740)	-	-	-
11			Cost savings in parks, roads and sidewalks operations through optimization of fleet usage and enhanced shift scheduling.	(500)	-	(500)	-	-	-
12			Increase use of chemical weed control in shrub beds to target regulated weeds, and use chemical control in exempt areas (e.g. City wide high profile parks). Both are permitted within the current herbicide exemption. Efficiencies from reduced mechanical control (i.e. hand pulling of weeds) in shrub beds.	(1,143)	-	(1,143)	-	-	-
13			Efficiencies through outsourcing, service level changes, and inter-departmental efficiencies. <i>Reimagine Services</i>	(200)	200	(400)	(600)	-	(600)
14			Power consumption savings due to conversion from high pressure sodium bulbs to LED lighting.	(400)	-	(400)	-	-	-
			Total Efficiencies	(9,516)	190	(9,706)	(4,550)	-	(4,550)

Budget Reduction Strategies Fall 2020 SOBA

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

# Strategy/Branch			Description of Change	2021			2022		
				Expense	Revenue	Net Impact	Expense	Revenue	Net Impact
Expense Reduction									
15		Communications and Engagement - All branches	Reduction in external services	(26)	-	(26)	(13)	-	(13)
16		Community Standards & Neighbourhoods	Reduction in contractor and training budgets	(200)	-	(200)	-	-	-
17		Corporate Expenditures and Revenues	Reduction in training	(520)	-	(520)	-	-	-
18			Reduction in hosting	(443)	-	(443)	-	-	-
19		Economic & Environmental Sustainability	Funding adjustment from tax levy to Downtown CRL. There are no service level impacts and no anticipated impacts to current projected milestones for the Downtown CRL.	(453)	-	(453)	5	-	5
20			Reduction to Renewable Energy Certificates (REC), which equates to a 5% reduction to the approved REC budget and will modestly impact environmental targets. Additional time will be required to progress towards 100% coverage of the green energy budget that is targeted for 2023.	(339)	-	(339)	-	-	-
21			Reduction in external services	(150)	-	(150)	-	-	-
22		Edmonton Transit Service	Cost reductions achieved through revised approach to employee recognition and ongoing savings from previous FTE reductions.	(344)	-	(344)	-	-	-
23		Financial Services	Reduction in budget available for external professional services	(433)	-	(433)	-	-	-
24		Fire Rescue Services	Reduced uniform and clothing allowance	(150)	-	(150)	-	-	-
25		Fleet and Facility Services	Cost reductions achieved through reductions to travel and training, savings from contract efficiencies, and heightened vacancy management.	(1,219)	-	(1,219)	-	-	-
26		Integrated Strategic Development	Reduction in contractor costs	(16)	-	(16)	-	-	-
27		Open City and Technology	Reduction of costs related to ESNA Cloudlink. Switch voicemail delivery to either Gmail or Cisco Unity for VoIP phone users. No service impact.	(90)	-	(90)	-	-	-
28		Parks and Road Services	Reductions to parks, roads & sidewalks, and bridge maintenance budgets to reflect efficiencies; no service impacts. Additionally a partial reduction in consulting and communication budget.	(479)	-	(479)	-	-	-
29		Real Estate	Reduced operating costs per square foot in Edmonton Tower	(750)	-	(750)	-	-	-
30			Reductions in rates associated with upcoming office space lease renewals	(403)	-	(403)	(203)	-	(203)
31			Reduced utility costs resulting from the move of the Technology Data Centre	(100)	-	(100)	-	-	-
32			Various other reduction strategies	(57)	-	(57)	-	-	-
33		Talent Acquisition, Service & Solutions	Reduction related to the Cultural Commitment Awards	(50)	-	(50)	-	-	-
34		Workplace Safety and Employee Health	Reduction in external services	(173)	-	(173)	-	-	-
			Total Expense Reduction	(6,395)	-	(6,395)	(211)	-	(211)

Budget Reduction Strategies Fall 2020 SOBA

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

			Description of Change	2021			2022		
#	Strategy/Branch			Expense	Revenue	Net Impact	Expense	Revenue	Net Impact
Facility closures									
35		Community & Recreation Facilities/Fleet and Facilities	Scona Pool <i>Reimagine Services, Program and Service Review Recommendation</i> Community Recreation Facilities (\$226) Fleet and Facilities (\$79)	(305)	-	(305)	-	-	-
36			Eastglen Pool <i>Reimagine Services, Program and Service Review Recommendation</i> Community Recreation Facilities (\$410) Fleet and Facilities (\$137)	(796)	(249)	(547)	(277)	-	(277)
37			Oliver Pool <i>Reimagine Services, Program and Service Review Recommendation</i> Community Recreation Facilities (\$131) Fleet and Facilities (\$60)	(253)	(62)	(191)	-	-	-
38			Oliver Arena <i>Reimagine Services, Program and Service Review Recommendation</i> Community Recreation Facilities (\$13) Fleet and Facilities (\$32)	(152)	(107)	(45)	(11)	-	(11)
39			Tipton Arena Community Recreation Facilities (\$45) Fleet and Facilities (\$39)	(216)	(132)	(84)	(13)	-	(13)
40		Parks and Road Services	Asphalt Plant <i>Reimagine Services, Program and Service Review Recommendation</i>	(231)	-	(231)	-	-	-
			Total Facility closures	(1,953)	(550)	(1,403)	(301)	-	(301)
Funding to partners									
41		Edmonton Federation of Community Leagues	Reduction in funding to Edmonton Federation of Community Leagues for 2021 & 2022.	(500)	-	(500)	-	-	-
42		Social Development	This reduction eliminates the Community Investment Grant (CIG) program and is responsive to audit recommendations from November 2020 that concluded this grant has a low impact towards Social Development branch outcomes. This grant provides operating assistance to non-profit organizations whose activities benefit citizens, assists with the costs of travel to sporting championships, and supports organizations with costs associated with the hosting of recreational, amateur sport, and/or multicultural events within Edmonton.	(3,751)	-	(3,751)	-	-	-
43			The reduction eliminates the Community Facility Partner Capital Grant (CFPCG) program, which supports partnerships that enhance public use facilities so Edmontonians can thrive in an active and attractive city. Reduced budget in this grant program (due to the previously approved removal of funding for CFPGC from the Traffic Safety & Automated Enforcement Reserve) significantly limits the City's ability to fund larger projects. The increased competition for grant funding and the difficulty with fundraising currently makes it difficult for groups to obtain their 66% of the matching funding requirement (the City provides 33% funding).	(1,859)	-	(1,859)	-	-	-
44			Elimination of support to Edmonton's NextGen Committee	(151)	-	(151)	-	-	-
45			Elimination of support to Clareview Multicultural Centre	(150)	-	(150)	-	-	-
			Total Funding to partners	(6,411)	-	(6,411)	-	-	

Budget Reduction Strategies
Fall 2020 SOBA

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

# Strategy/Branch			Description of Change	2021			2022		
				Expense	Revenue	Net Impact	Expense	Revenue	Net Impact
Increased revenue/recovery									
46		Community & Recreation Facilities	Growth in fees from cemeteries and increase in Muttart admission fees.	-	145	(145)	-	100	(100)
47		Community Standards & Neighbourhoods	Adjustment to snow/weed removal revenue budgets. No impacts to services or fees.	-	100	(100)	-	-	-
48		Corporate Expenditures and Revenues	Increased Land Enterprise dividend	-	400	(400)	-	-	-
49		Fire Rescue Services	Increase in storage tank registration certificate fees	-	150	(150)	-	-	-
50		Parks and Road Services	Pilot of Snow and Ice Control Snow Dump Site Cost Recovery with City of St. Albert. Initiative will be implemented in the fall of 2020 for the 2020/2021 snow season.	-	50	(50)	-	-	-
51			Permits issued for the temporary use of any public road right-of-way (Waste Bin/POD Permits). City Council approved amendments to Construction Hoarding Policy C580A, allowing Administration to charge fees for the use of public road right-of-way. Permit fees for use of public road right-of-way have been rolled out since Q1 2019 to allow for stakeholder engagement. Engagement for Waste Bins/PODs started late 2019 and into 2020 for fee implementation in 2021.	-	350	(350)	-	-	-
			Total Increased revenue/recovery	-	1,195	(1,195)	-	100	(100)

Budget Reduction Strategies Fall 2020 SOBA

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

# Strategy/Branch			Description of Change	2021			2022		
				Expense	Revenue	Net Impact	Expense	Revenue	Net Impact
Service level reductions									
52		Communications and Engagement - All branches	Reduction in internal service delivery. The impact on service levels will be mitigated through a reallocation of work.	(440)	-	(440)	(2)	-	(2)
53		Community & Recreation Facilities	Eliminate New Years Eve Program and only host fireworks show, eliminate Canada Day program and only host one firework show at Kinsmen, Eliminate Millwoods Canada Day Fireworks show, reduce budget for event attractions and Family Day Civic Precinct programming. Decrease Civic Precinct year round programming.	(196)	-	(196)	(50)	-	(50)
54			Discontinue program support for Central Lions Seniors Association. No longer staffing spray parks and skateboards parks from June - August. Eliminate fall/winter/spring Greenshock programming and YEG YOUTH Drop in Programs.	(530)	(20)	(510)	-	-	-
55			Closure of outdoor pools from May-June (Borden, Fred, Queen Elizabeth), free admission for 12 and under and reinstate admission fees for over 12. Reduced access to outdoor pools and the reinstatement of fees may impact customer satisfaction with available recreation opportunities.	(383)	(77)	(306)	-	-	-
56		Community Standards & Neighbourhoods	Elimination of Edmonton Police Services/Transit Peace Officer (TPO) Transit Safety Initiative. A 24/7/365 presence will remain on transit, at LRT stations, and on buses. The funding reduction proposed was set aside specifically for the pilot and does not impact personnel numbers or citizen experience. The current complement of TPOs will ensure safety on transit.	(400)	-	(400)	-	-	-
57			Adjustment of programs and services across a number of streams, including fewer peace officers working statutory holidays and reduction of community relations budgets.	(500)	-	(500)	-	-	-
58			Elimination of spay and neuter services	(100)	-	(100)	-	-	-
59			Decrease in graffiti program funding and services	(80)	-	(80)	30	-	30
60			Reductions in Transit Peace Officers. This reduction is not anticipated to impact patron safety on transit. Reduction in staff providing neighbourhood capacity and development services, professional standards oversight, municipal enforcement responsibilities, and administrative support services. These reductions may have some impact on citizens, including slower response times for enforcement issues.	(1,095)	-	(1,095)	-	-	-
61			Eliminate the aerial (helicopter) treatment of development sites both within the City of Edmonton and in areas beyond the city boundaries, in surrounding counties and jurisdictions. This accounts for 75-80% of habitat treated by the program, and may be accompanied by an increase in numbers of mosquitoes.	(507)	-	(507)	-	-	-
62		Development Services	Reduction in cannabis resources. Processing of cannabis applications will be absorbed within existing resources. Implications to service levels are to be determined, as cannabis application volumes are not as high as when cannabis was first legalized.	(236)	-	(236)	-	-	-
63		Edmonton Transit Service	Reduce service hours from peak and rapid frequency routes in the Bus Network Redesign (BNR) in April 2021. For some people, they will wait an additional 5 minutes for service. The annualized reductions equal 25,059 service hours and over the long term reduce 10 buses from the current fleet size.	(1,086)	(139)	(947)	(535)	(69)	(466)

Budget Reduction Strategies Fall 2020 SOBA

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

#	Strategy/Branch	Description of Change	2021			2022		
			Expense	Revenue	Net Impact	Expense	Revenue	Net Impact
64	Fleet and Facility Services	Reduction to City facility maintenance and renovation contracted services and using services in-house to carry out a lower level of base services potentially resulting in increased wait times for maintenance work to be completed.	(2,154)	-	(2,154)	-	-	-
65		Continue operating with current adjusted service levels of on-site day porters. This strategy maintains the existing frequency of entrance glass cleaning, spot mopping, and vacuuming. This impacts aesthetics with limited impact to facility cleanliness and safety as it relates to the COVID pandemic. However, this reduction may negatively impact the public perception of facility cleanliness and the optics of services at recreation centres during a pandemic. Impacted recreation centres include Terwilligar, Commonwealth, Clareview and Meadows.	(950)	-	(950)	-	-	-
66	Legal Services	Savings by reducing hours of security service at City Hall Control Centre and change in level of contractual legal review based on risk assessment.	(601)	-	(601)	(750)	-	(750)
67	Office of the City Clerk	Adjustment to align with service adjustments	(180)	-	(180)	(1)	-	(1)
68	Parks and Road Services	Modify the turf maintenance program through changes to timing, frequency and inventory. - Permanently naturalize over 150ha of the total 238ha of Stormwater Management Facilities (wet ponds and lakes); - Eliminate one full trimming cycle across all inventory; - Condense the turf season by starting mid-May (instead of mid-April) and close at the end of September (instead of end of October); - Condense annual flower watering season by starting first week of June and close at the end of September (instead of end of October).	(1,750)	-	(1,750)	-	-	-
69		Condense the splash park season to open mid-June and close mid-August. Will reduce water usage by 50%.	(221)	-	(221)	-	-	-
70		Reduce the previously approved Council service levels for the benchmark program. Critical (safety) repairs will continue to be addressed, however, planned maintenance will increase from 3-4 years to 6-7 years. There will be no impact on the number of new benches for commemoration as these are recoverable.	(224)	-	(224)	-	-	-
71		Reducing annual service levels with respect to alley pothole repairs, slab levelling, oil and gravel road maintenance and culvert repairs. The cracksealing program will be limited to only arterials and collector roads and dust abatement services will only be applied under extreme circumstances. Reductions will capitalize on potential efficiencies and will not result in breach of policy. All safety issues will continue to be addressed and changes will be implemented in an integrated approach with rehabilitation programs.	(1,768)	-	(1,768)	-	-	-
Total Service level reductions			(13,401)	(236)	(13,165)	(1,308)	(69)	(1,239)

Budget Reduction Strategies
Fall 2020 SOBA

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

# Strategy/Branch			Description of Change	2021			2022		
				Expense	Revenue	Net Impact	Expense	Revenue	Net Impact
Workforce Strategies									
72		Assessment & Taxation	Vacancy management and other strategies. In the event that assessment appeals do increase, reductions in staff resourcing could impact the City's capacity to adequately defend appeals resulting in tax revenue losses.	(1,127)	-	(1,127)	-	-	-
73		Business Planning & Support/Infrastructure Planning & Design	Vacancy management: Business Planning & Support (\$1,140) Infrastructure Planning & Design (\$123)	(1,263)	-	(1,263)	(6)	-	(6)
74		Communication and Engagement - All branches	Vacancy management: Engagement (\$229) External & Intergovernmental relations (\$269) Integrated Marketing Communications (\$900)	(1,398)	-	(1,398)	(6)	-	(6)
75		Corporate Expenditures and Revenues	Creation of Service Innovation and Performance Branch. Corporate strategy consolidation	(3,250)		(3,250)			-
76			Other workforce strategies	(650)		(650)			-
77			Vacancy management	(900)	-	(900)	(9)	-	(9)
78		Corporate Procurement & Supply Services	Vacancy management and other strategies. Risk of potential service reductions relating to procurement and supply chain support to business partners.	(500)	-	(500)	-	-	-
79		Financial Services	Vacancy management and other strategies	(706)	-	(706)	-	-	-
80		Fire Rescue Services	Reduction in overtime	(192)	-	(192)	-	-	-
81			Vacancy management	(237)	-	(237)	-	-	-
82		Integrated Strategic Development	Vacancy management	(401)	-	(401)	(2)	-	(2)
83		Office of the City Manager - All branches	Vacancy management: Office of the City Manager (\$119) Office of the City Clerk (\$108) Legal Services (\$25)	(252)	-	(252)	(2)	-	(2)
84		Open City and Technology	Reductions are anticipated to be achieved through workforce strategies and vacancy management. Service impact may be a loss of institutional knowledge.	(1,645)	-	(1,645)	-	-	-
85		Organizational Design & Development	The reduction in FTEs is due to the reduced need for in-person branch and training administrative support, and the fact that support services are being shared across the Employee Services Department. Position eliminations may result in minor changes to service response time, if/when demand for in-person administrative work resumes. There is a low and controllable risk.	(230)	-	(230)	(2)	-	(2)
86		Parks and Road Services	Cost reductions achieved through a variety of workforce strategies including reductions to travel and training, vacancy management and suspension of the review and implementation of organizational structure.	(2,055)	-	(2,055)	(5)	-	(5)
87		Real Estate	Vacancy management and other strategies	(100)	-	(100)	-	-	-
88		Social Development	Vacancy management	(163)	-	(163)	-	-	-
89		Talent Acquisition, Service & Solutions	Position eliminations may result in minor changes to service primarily in response times. The impact of the reductions will be minimized through more effective use of the workforce. As an example, teams in Talent Acquisition are being optimized by being cross trained to support other teams in the section during various peak workload times to provide additional support in the areas of outreach and sourcing.	(682)	-	(682)	(5)	-	(5)

Budget Reduction Strategies Fall 2020 SOBA

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

#	Strategy/Branch	Description of Change	2021			2022		
			Expense	Revenue	Net Impact	Expense	Revenue	Net Impact
90	City Planning	Vacancy management. Work will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to external facing service levels are anticipated.	(581)		(581)	(2)		(2)
91	Corporate Strategy	Elimination of vacant FTEs, which will be offset by efficiencies gained through the Corporate Strategy Transformation Project. No impacts to service levels are anticipated.	(256)		(256)	(2)		(2)
92	Development Services	Vacancy management. Work will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are anticipated.	(613)		(613)	(1)		(1)
93	Economic & Environmental Sustainability	Vacancy management. Work plans will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are anticipated. Includes (\$56) of overtime.	(888)	-	(888)	(6)	-	(6)
94	Workforce Safety & Employee Health	Position eliminations may result in minor changes to service response times. Efforts to minimize delays will include recalibrating client portfolios and implementing new efficiencies in our service delivery model.	(152)	-	(152)	(1)	-	(1)
Total Workforce strategies			(18,240)	-	(18,240)	(48)	-	(48)
Total Budget Reductions			(55,916)	599	(56,515)	(6,418)	31	(6,449)
			2021			2022		
		<u>Summary of Reduction Strategies</u>	Expense	Revenue	Net Impact	Expense	Revenue	Net Impact
		Efficiencies	(9,516)	190	(9,706)	(4,550)	-	(4,550)
		Expense Reduction	(6,395)	-	(6,395)	(211)	-	(211)
		Facility closures	(1,953)	(550)	(1,403)	(301)	-	(301)
		Funding to partners	(6,411)	-	(6,411)	-	-	-
		Increased revenue/ recovery	-	1,195	(1,195)	-	100	(100)
		Service level reductions	(13,401)	(236)	(13,165)	(1,308)	(69)	(1,239)
		Workforce strategies	(18,240)	-	(18,240)	(48)	-	(48)
		Total Budget Reductions	(55,916)	599	(56,515)	(6,418)	31	(6,449)



Summary of Service Packages – Funded

For Consideration

Summary of Service Packages - Funded Operating Impacts of Capital

Operating Impacts of Capital	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req
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Citizen Services - Community & Recreation Facilities

Dr. Anne Anderson High School Annual Impact to Operating Budget

The master agreement with Edmonton Public Schools speaks to a 10-20 year agreement for access. The overall term and use of facility by the City of Edmonton will be determined by expansion needs of Edmonton Public Schools in the school and/or the City of Edmonton's plan to build a separate Multi-purpose recreation centre on this Heritage Valley district park.

Annualization	-	-	-	5
New Budget	-	-	231	-
Total	-	-	231	5
FTEs	-	-	4.1	8.2

Total Operating Impacts of Capital	Total	-	-	\$231	\$5
	FTEs	-	-	4.1	8.2

Total Service Packages	Total	-	-	\$231	\$5
	FTEs	-	-	4.1	8.2

Branch - Community & Recreation Facilities

Program - Facility Operations
Title - Dr. Anne Anderson High
School Annual Impact to Operating
Budget

Operating Impacts of Capital
Funded
Ongoing

Results to be Achieved

Opening of the first new City of Edmonton public Recreation Centre since 2015. Being delivered via partnership based model with Edmonton Public Schools. This Community Centre facility was approved by Edmonton City Council, with a \$5.5 million capital contribution (over three years 19-21), on July 10/11, 2018. Facility to open September 2021.

Description

Establishing the Dr. Anne Anderson High School & Community Centre as a Community Hub in Heritage Valley, for this and surrounding neighborhoods. The School and Community Centre is being built by Edmonton Public Schools Board in partnership with City of Edmonton, where City of Edmonton contributes \$5.5 Million Capital budget to the project to incorporate a 3rd Gymnasium, Fitness Centre, Studio and Functional Training area into the school build. The City of Edmonton will have access to these spaces as well as others (e.g. Multi-Purpose Rooms) during agreed upon times and will be offering dryland Recreation Centre programs and services (including drop-in, spontaneous use and registered programs), rental opportunities, registered programs including Arts Outreach and Summer camps. The attached outlines the operating model, both expenses and revenue and reflects the yearly operating impacts.

Justification

Council-approved Capital project. It was shared operating costs would be brought forward at a later date via a supplemental operating budget process or other - around one year in advance of opening.

Incremental	2019				2020				2021				2022			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	\$767	762	\$5	8.2
New Budget	-	-	-	-	-	-	-	-	\$383	152	\$231	4.1	-	-	-	-
Total	-	-	-	-	-	-	-	-	\$383	152	\$231	4.1	\$767	762	\$5	8.2



Summary of Service Packages – Unfunded

For Consideration

Summary of Service Packages - Unfunded

Growth on Existing Services	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req
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City Operations - Edmonton Transit

Valley Line SE - Precursor Service

Due to the differences in timing of opening the Valley Line Southeast and implementing the new bus network, a precursor express bus route will be required to operate from late April 2021 until early December 2021. Service on the route will be very frequent (4-5 minutes in the peaks) and will utilize a significant component of Edmonton's articulated bus fleet.

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

Total Growth on Existing Services	Total	-	-	-	-
	FTEs	-	-	47.9	(47.9)

Total Service Packages	Total	-	-	-	-
	FTEs	-	-	47.9	(47.9)

Branch - Edmonton Transit

Program - Bus and LRT
Title - Valley Line SE - Precursor Service

Growth on Existing Services
Unfunded
One Time

Results to be Achieved

Maintain, on an uninterrupted basis, the capacity to connect the citizens in Southeast Edmonton with their destinations for the interim period between the implementation of the redesigned bus network and the start of service on the Valley Line SE LRT line. This will support the use of public transit and achieving ridership objectives.

This temporary bus service will operate at a similar frequency to the Valley Line SE LRT service between late April and early December 2021.

Description

Due to the differences in timing of opening the Valley Line Southeast and implementing the new bus network, a precursor express bus route will be required to operate from late April 2021 until late December 2021. The route will be very frequent (4-5 minutes in the peaks) and will use a significant component of Edmonton's articulated bus fleet.

Upon Valley Line Southeast service commencement, the route will be replaced by the LRT service. This transition may involve a short period of overlapping service, in which a modified precursor service would operate in parallel with the Valley Line operation, in order to support customers switching to the new LRT service.

The service will require incremental Transit Operators over the existing complement, as well as additional training resources. The personnel requirement is as follows:

- 53 Transit Operator positions (42 FTE in 2021);
- 9 Transit Fleet Maintenance positions (5.9 FTE in 2021).

Additional investment, on a one-time basis, in Transit Operator training and Transit Instructors will also be required in 2021.

Justification

The Valley Line South East LRT service is a centre piece in planning future transit service in Edmonton. As such, the operation of the Valley Line SE was a key assumption in optimizing planning of the new, redesigned bus network. With the redesigned bus network scheduled to launch in late April 2021, the precursor service will maintain the connection of citizens of Southeast Edmonton with their destinations until Valley Line SE LRT service begins. It is proposed to utilize funding from the LRT Reserve for this service starting in late April 2021 and for the duration of the precursor service during 2021.

incremental	2019				2020				2021				2022			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$4,760	4,760	-	47.9	(\$4,760)	(4,760)	-	(47.9)
Total	-	-	-	-	-	-	-	-	\$4,760	4,760	-	47.9	(\$4,760)	(4,760)	-	(47.9)



Summary of Service Packages – Unfunded Withdrawn or Deferred by Administration

For Information

Summary of Service Packages Withdrawn or Deferred by Administration

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

Community Facility Partner Capital Grant (CFPCG) Funding - WITHDRAWN BY ADMINISTRATION

The Community Facility Partner Capital Grant (CFPCG) program provides support to organizations for the planning, conservation, enhancement and development of public use facilities that benefit the community. This service package will replenish the loss of funding from the Traffic Safety and Automated Enforcement Reserve and maintain the CFPCG program with an annual budget of \$4.75 million.

Annualization	-	-	-	-
New Budget	-	-	1,067	1,833
Total	-	-	1,067	1,833
FTEs	-	-	-	-

City Operations - Edmonton Transit

Valley Line SE - Increased Service Level - DEFERRED TO SPRING 2021 SOBA

This service package will fund the higher capacity service needed to accommodate anticipated passenger demand, allowing for the use of two-car trains used in weekday service (Service Level 11 as defined in the Operating Agreement) from commencement of service in mid-2021. Frequency of weekday peak period service will be 5 minutes.

Annualization	-	-	-	-
New Budget	-	-	2,413	1,749
Total	-	-	2,413	1,749
FTEs	-	-	-	-

Total Growth on Existing Services	Total	-	-	\$3,480	\$3,582
	FTEs	-	-	-	-

New or Enhanced Service	(\$000)	2019 Net Req	2020 Net Req	2021 Net Req	2022 Net Req
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City Operations - Parks & Roads Services

Dogs in Open Spaces Implementation - WITHDRAWN BY ADMINISTRATION

Support of the Dogs in Open Spaces Strategy and Implementation Plan including program coordinator, bylaw and etiquette enforcement, and education and communications. This package addresses the recommendations of the Dogs in Open Spaces reports CR_3560 and CR_6763.

Annualization	-	-	-	-
New Budget	-	281	133	206
Total	-	281	133	206
FTEs	-	1.0	1.0	2.0

Urban Form & Corporate Strategic Development - City Planning

City Planning and OCT Data Requests - WITHDRAWN BY ADMINISTRATION

This request is for data purchases and development of the modeling platforms that are critical for planning, development and performance monitoring across the organization. The request includes:

1. GIS data (LIDAR, 3D Data, Building outlines)
2. Employment/business listings related data (InfoCanada data)
3. Vegetation/natural area related data
4. Ongoing Development of the Modeling Platform (e.g RTM)

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

Total New or Enhanced Service	Total	-	\$351	\$333	\$256
	FTEs	-	1.0	1.0	2.0

Total Service Packages Withdrawn or Deferred	Total	-	\$351	\$3,813	\$3,838
	FTEs	-	1.0	1.0	2.0



Summary of Service Packages – Funded

Previously Approved

For Information

Previously Approved Service Packages

During the 2019-2022 operating budget discussions as well as the subsequent 2019 Fall, 2019 Spring and 2020 Spring SOBAs, Council approved the following service packages with an overall net incremental increase of \$34.3 million in 2019, \$24.4 million in 2020, \$12.9 million in 2021 and \$1.8 million in 2022.

Operating Impacts of Capital		incremental (\$000)	2019	2020	2021	2022
Fire Rescue Services						
South Edmonton Hazardous Materials Unit		2019 - 2022 Original				
HazMat response in Edmonton is currently being provided from one station on the north side. The average HazMat response time in the north side has been significantly better than that of the south side. With proposed annexation and increased local petrochemical processing and transportation activities, the need to boost Fire Rescue Service's HazMat response capacity is accentuated.	Expense	\$	-	\$ 240	\$ 3,388	\$ 259
	Revenue	\$	-	\$ -	\$ -	\$ -
	Net	\$	-	\$ 240	\$ 3,388	\$ 259
	FTEs		-	-	25.0	-
Annexation South Edmonton Tanker Unit		2019 - 2022 Original				
The annexation of Leduc County land has increased urgency for tanker apparatus due to the land being annexed not having fire hydrants. Therefore a tanker response is required for structure and wildland fires, vehicle fires and hazardous materials incidents. The tanker truck was approved in the 2017 fall SCBA and will arrive in 2019.	Expense	\$	1,636	\$ 111	\$ 84	\$ 89
	Revenue	\$	-	\$ -	\$ -	\$ -
	Net	\$	1,636	\$ 111	\$ 84	\$ 89
	FTEs		12.0	-	-	-
Fleet Growth 2016-2018		2019 - 2022 Original				
Resources are required to meet the maintenance schedules for City municipal vehicles. Preventative maintenance programs ensure that vehicles are safe, reliable and available for programs and services provided to citizens.	Expense	\$	1,442	\$ -	\$ -	\$ -
	Revenue	\$	-	\$ -	\$ -	\$ -
	Net	\$	1,442	\$ -	\$ -	\$ -
	FTEs		2.0	-	-	-
Edmonton Transit						
Heritage Valley Park and Ride - Operating Impacts of Capital		2019 - 2022 Original				
Shuttle service linking the Heritage Valley park and ride and the Century Park LRT station beginning February 2020. Service will be delivered by 8 new 60' articulated buses (weekday peak) and existing 40' buses (off peak, evenings and weekends). The increased service hours for the shuttle service and fleet expansion require increases to the Transit Operator complement and well as Fleet Service personnel.	Expense	\$	-	\$ 2,968	\$ 98	\$ 63
	Revenue	\$	-	\$ -	\$ -	\$ -
	Net	\$	-	\$ 2,968	\$ 98	\$ 63
	FTEs		-	25.7	-	-
Regional Smart Fare System - Operating Impacts of Capital		2019 - 2022 Original				
Funding in this service package is incremental to the approved 2016 Smart Fare Service Package and contains updated assumptions on system operator fees, merchant fees as well as the operational savings to be realized by discontinuing the production and distribution of the existing transit passes and tickets.	Expense	\$	(4,792)	\$ 2,396	\$ 3,090	\$ 912
	Revenue	\$	-	\$ -	\$ -	\$ 881
	Net	\$	(4,792)	\$ 2,396	\$ 3,090	\$ 31
	FTEs		-	-	(2.0)	(5.0)
Valley Line SE In Service - Operating Impacts of Capital		2019 - 2022 Original				
The launch of the Valley Line South East (VLSE) LRT service in December of 2020 will result in operating impacts to several branches in the City. Some of these costs, particularly Transit Peace Officer security costs, will start to be incurred well in advance of the VLSE scheduled start date to allow sufficient time for recruitment, training and on-the-job experience prior to the start of service.	Expense	\$	682	\$ 3,206	\$ 23,053	\$ 1,235
	Revenue	\$	685	\$ 3,216	\$ 23,057	\$ 1,235
	Net	\$	(2)	\$ (10)	\$ (4)	\$ -
	FTEs		3.2	12.9	5.4	-
Valley Line SE In Service - Operating Impacts of Capital - Energy Charges		2019 - 2022 Original				
This service package covers the energy costs including electricity and natural gas associated with operating the system at the base level of service that was not included in the base level operations service package.	Expense	\$	-	\$ 87	\$ 2,050	\$ 177
	Revenue	\$	-	\$ -	\$ -	\$ -
	Net	\$	-	\$ 87	\$ 2,050	\$ 177
	FTEs		-	-	-	-
Fleet & Facility Services						
[FMS] Co-Located Emergency Dispatch Ops Centre (CEDOC)		2019 - 2022 Original				
Fleet and Facility Services, Facility Maintenance Services provides custodial services within City owned and operated facilities. This service package will fund custodial services at a new facility (Co-located Emergency Dispatch Operations Centre) planned to be in service by 2019. The cost for this service package is for contracted custodial services.	Expense	\$	120	\$ -	\$ -	\$ -
	Revenue	\$	-	\$ -	\$ -	\$ -
	Net	\$	120	\$ -	\$ -	\$ -
	FTEs		-	-	-	-

Development Services										
Operating Costs of Capital for IT Enhancement Project (19-17-2040)		2019 - 2022 Original								
The service package enables the continued use of technology that supports the following services: Servicing Agreements and Engineering Drawings Construction Completion and Final Acceptance Certificates for Municipal Improvements Development and Building Permits	Expense	\$	-	\$	-	\$	-			
	Revenue	\$	-	\$	-	\$	-			
	Net	\$	-	\$	-	\$	-			
	FTEs		-		-		-			
Total Operating Impacts of Capital		Total Net Budget	\$	(1,596)	\$	5,792	\$	8,706	\$	619
		Total FTEs		17.2		38.6		28.4		(5.0)
New or Enhanced Services		incremental (\$000)	2019	2020	2021	2022				
Community & Recreation Facilities										
Junos event attraction in 2022		2019 - 2022 Original								
This package is to support a bid to attract the JUNO Awards to Edmonton in 2022.	Expense	\$	-	\$	-	\$	550	\$	(550)	
	Revenue	\$	-	\$	-	\$	550	\$	(550)	
	Net	\$	-	\$	-	\$	-	\$	-	
	FTEs		-		-		-		-	
ITU World Triathlon Grand Final Edmonton		2019 - 2022 Original								
The COE has been awarded the 2020 International Triathlon Union (ITU) Grand Final. This package includes funding for the local organizing committee for the 2020 ITU Grand Final awarded to Edmonton, which includes costs associated with civic services. The COE contribution is contingent on the provincial and federal governments contributing funding for the event. CR 3795 - July 4, 2016.	Expense	\$	-	\$	2,800	\$	(2,800)	\$	-	
	Revenue	\$	-	\$	-	\$	-	\$	-	
	Net	\$	-	\$	2,800	\$	(2,800)	\$	-	
	FTEs		-		-		-		-	
Festival & Event Action Plan Implementation		2019 - 2022 Original								
This package would provide funding to implement three recommendations as outlined in the 2018 Festival & Event Strategy: - Safety & Security - Transit Services Increase - Civic Services Subsidy	Expense	\$	718	\$	-	\$	-	\$	-	
	Revenue	\$	-	\$	-	\$	-	\$	-	
	Net	\$	718	\$	-	\$	-	\$	-	
	FTEs		-		-		-		-	
Community Standards & Neighbourhoods										
Alberta Avenue and Jasper Place Revitalization Resource Continuation		2019 Spring								
The service package supports a four year transition strategy and sustainability plan for Alberta Avenue and Jasper Place for 'Revitalization 2.0'. The program goal is to continue and improve the livability, vibrancy, leadership, safety and development of these twelve transitioning neighbourhoods.	Expense	\$	297	\$	(73)	\$	(224)	\$	-	
	Revenue	\$	297	\$	(73)	\$	(224)	\$	-	
	Net	\$	-	\$	-	\$	-	\$	-	
	FTEs		-		-		-		-	
Animal Protection Act Enforcement Services		2019 Spring								
This service package supports a transition strategy of Animal Protection Act enforcement responsibilities from the Edmonton Humane Society to the City of Edmonton. The objective is to ensure no gap in service is experienced by citizens who register animal welfare or neglect concerns.	Expense	\$	230	\$	(230)	\$	-	\$	-	
	Revenue	\$	230	\$	(230)	\$	-	\$	-	
	Net	\$	-	\$	-	\$	-	\$	-	
	FTEs		-		-		-		-	
Integrated Strategic Development										
2019-2022 Cannabis Legalization Project Management		2019 - 2022 Original								
For cannabis legalization, the project management resource will continue to manage the impacts of legalization primarily in the areas of public consumption and prepare the City for legalization of edibles and lounges. They will also implement the statistical measures to track the impacts of cannabis legalization on the City.	Expense	\$	140	\$	(140)	\$	-	\$	-	
	Revenue	\$	-	\$	-	\$	-	\$	-	
	Net	\$	140	\$	(140)	\$	-	\$	-	
	FTEs		1.3		(1.3)		-		-	
Social Development										
Affordable Housing Investment Program		2019 - 2022 Original								
The 2018 Affordable Housing Investment Plan guides the delivery of City affordable housing programs. The plan's budget is based on a continuation of \$6 million in operating funding. Currently, \$3.5 million of this is requested annually from FSR. On November 8, 2016 (CR_3659) Council passed a motion requesting Administration to submit a service package to request ongoing funding through tax-levy.	Expense	\$	3,500	\$	-	\$	-	\$	-	
	Revenue	\$	-	\$	-	\$	-	\$	-	
	Net	\$	3,500	\$	-	\$	-	\$	-	
	FTEs		-		-		-		-	
Urban Wellness / Recover		2019 - 2022 Original								
On August 15, 2018 the Community and Public Services Committee approved a recommendation to prepare an unfunded service package for \$1.0 million over 4 years (2019-2022) with the understanding Administration will pursue a cost-sharing model. Administration requires a declining amount each year starting with \$400,000 for 2019, \$300,000 for 2020, \$200,000 for 2021 and \$100,000 for 2022. (CR 6236)	Expense	\$	400	\$	(100)	\$	(100)	\$	(100)	
	Revenue	\$	400	\$	(100)	\$	(100)	\$	(100)	
	Net	\$	-	\$	-	\$	-	\$	-	
	FTEs		-		-		-		-	

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

19-39 Exhibition Lands		2019 Spring					
Funding is needed to offset expenses associated with the final stage of site surrender (Northlands Park) to the City. This service package includes day-to-day operations, security, utilities and facilities and grounds maintenance for these additional lands and buildings. Revenues associated with utilities assignment and license agreements partially offset anticipated expense requirements.		Expense	\$ 1,622	\$ (1,622)	\$ -	\$ -	
		Revenue	\$ 1,622	\$ (1,622)	\$ -	\$ -	
		Net	\$ -	\$ -	\$ -	\$ -	
		FTEs	-	-	-	-	
Glenora Conservation Areas - Direct Control Zoning		2019 - 2022 Original					
The initiative will allow the development of special heritage character area zoning for portions of the Glenora community south of Stony Plain Road. A range of development regulations and guidelines will be prepared as a new Direct Development Control (DC1) Provision(s) that will aim at new development in keeping with the established historic character of these areas. Refer to UPC motion on Sep 11, 2018.		Expense	\$ 190	\$ (181)	\$ (9)	\$ -	
		Revenue	\$ 190	\$ (181)	\$ (9)	\$ -	
		Net	\$ -	\$ -	\$ -	\$ -	
		FTEs	0.5	(0.5)	-	-	
Development Services							
Planning & Development Business Model		2019 - 2022 Original					
As part of the Current Planning business model and reserve review, some services have been identified to change funding sources from Current Planning Reserve to tax levy. Refer to CR_5782 received by the Audit Committee on April 11, 2018.		Expense	\$ -	\$ -	\$ -	\$ -	
		Revenue	\$ (500)	\$ (1,000)	\$ (1,000)	\$ (500)	
		Net	\$ 500	\$ 1,000	\$ 1,000	\$ 500	
		FTEs	-	-	-	-	
2019-2022 Cannabis Legalization (DS)		2019 - 2022 Original					
Legalization of cannabis will affect virtually all sectors of the City. This service package is only looking after the funding requests for UF/Development Services.		Expense	\$ 465	\$ (105)	\$ -	\$ -	
		Revenue	\$ 128	\$ 56	\$ 1	\$ 1	
		Net	\$ 337	\$ (161)	\$ (1)	\$ (1)	
		FTEs	4.0	(1.0)	-	-	
Economic & Environmental Sustainability							
OP-46 Energy Transition Community Investment/Programming		2019 - 2022 Original					
Increasing resources as identified in this service package to meet the greenhouse gas reduction targets includes 3 FTEs for program development and ongoing administration around community energy efficiency and renewable energy programs. Additionally, this will provide support for civic operations in achievement of the Civic Operations Greenhouse Gas Management Plan and the Sustainable Building Policy (C532).		Expense	\$ 1,500	\$ 1,998	\$ 1,000	\$ 1,000	
		Revenue	\$ -	\$ -	\$ -	\$ -	
		Net	\$ 1,500	\$ 1,998	\$ 1,000	\$ 1,000	
		FTEs	1.0	2.0	-	-	
OP-5 Green Electricity		2019 - 2022 Original					
Green Electricity is a key component of the Civic Operations Greenhouse Gas Management Plan that was approved through a Council Motion on May 29, 2018 (CR_5175). The Plan identifies a target of 50% greenhouse gas emissions reduction by 2030. The Plan includes incremental increases over the next four years (2019 to 2022) to procure renewable electricity in alignment with Council endorsed principles.		Expense	\$ 500	\$ 1,000	\$ 1,500	\$ 2,000	
		Revenue	\$ -	\$ -	\$ -	\$ -	
		Net	\$ 500	\$ 1,000	\$ 1,500	\$ 2,000	
		FTEs	-	-	-	-	
OP-20.1 Climate Change Adaptation Strategy Team		2019 - 2022 Original					
FTEs to support the new regulatory requirement to develop and maintain a Climate Change Adaptation Plan and to support the calculation and reporting of a Climate Change Resilience corporate measure. The development and maintenance of a Climate Change Adaptation Plan is a mandatory requirement under the Charter Regulation.		Expense	\$ 500	\$ (3)	\$ -	\$ -	
		Revenue	\$ -	\$ -	\$ -	\$ -	
		Net	\$ 500	\$ (3)	\$ -	\$ -	
		FTEs	3.0	-	-	-	
OP-14 Chinatown Strategy Implementation		2019 - 2022 Original					
20/06/17 Executive Committee (Report CR_4290) directed Administration to prepare a 2019-2022 Operating Service package for the Chinatown Strategy. 30/04/18 - Executive Committee received an update on the Chinatown Strategy (Report CR_4983) and directed Administration to prepare a business case for 2019-2022 seed funding for a non-profit Society to implement the actions identified in the Chinatown Strategy.		Expense	\$ 170	\$ 35	\$ (14)	\$ (35)	
		Revenue	\$ 170	\$ 35	\$ (14)	\$ (35)	
		Net	\$ -	\$ -	\$ -	\$ -	
		FTEs	-	-	-	-	
OP-6 Edmonton Global		2019 - 2022 Original					
At the May 23, 2017 meeting, Council approved the subscription for a share in the "proposed regional economic development company" in the Edmonton metropolitan region (CR_4770). These funds are the City's annual shareholder contribution to Edmonton Global. The total requisition amount from shareholders has been approved for 2019 and 2020, which for the City of Edmonton is expected to be \$1.26 million annually.		Expense	\$ 592	\$ -	\$ -	\$ -	
		Revenue	\$ -	\$ -	\$ -	\$ -	
		Net	\$ 592	\$ -	\$ -	\$ -	
		FTEs	-	-	-	-	

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

Public Library						
Library Growth and New Services		2019 - 2022 Original				
EPL's Heritage Valley storefront has experienced the highest use of both children's materials and usage per square foot than any EPL branch. Program attendance averages 75 attendees. EPL is requesting funding for expanded hours of service to manage customer demand. While a full size branch is planned for the future, expanded hours in the interim will help address unmet customer needs.	Expense	\$	151	\$	-	\$ -
	Revenue	\$	-	\$	-	\$ -
	Net	\$	151	\$	-	\$ -
	FTEs		2.2		-	-
Reach Edmonton						
Countering Hate Motivated Violence		2019 - 2022 Original				
This funding will support the development, deployment and maintenance of a situational table focused on the early identification and prevention of hate-motivated violence (HMV), led by the Organization for the Prevention of Violence with the involvement of REACH Edmonton, the City of Edmonton, the Edmonton Police Service and the RCMP.	Expense	\$	119	\$	188	\$ 112 72
	Revenue	\$	-	\$	-	\$ -
	Net	\$	119	\$	188	\$ 112 72
	FTEs		-		-	-
Total New or Enhanced Services		Total Net Budget		\$ 27,659	\$ 14,122	\$ 8,706 1,532
		Total FTEs		69.4	9.0	(2.2) (2.3)

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

Fleet & Facility Services						
FFS Police Service Package Request		2019 - 2022 Original				
This package will allow Fleet and Facility Services to add additional maintenance and custodial personnel to meet service level requirements for the Edmonton Police Service. The package is fully recoverable through EPS; therefore the net dollar impact is zero.	Expense	\$	(4)	\$	(1)	\$ - \$ -
	Revenue	\$	-	\$	-	\$ - \$ -
	Net	\$	(4)	\$	(1)	\$ - \$ -
	FTEs		7.0		1.0	- -
Parks & Roads Services						
Annexation - Parks and Roads Services		2019 - 2022 Original				
This service package addresses the service requirements of additional road, bridge and green space inventory being annexed from the County of Leduc in 2019.	Expense	\$	2,000	\$	-	\$ - \$ -
	Revenue	\$	-	\$	-	\$ - \$ -
	Net	\$	2,000	\$	-	\$ - \$ -
	FTEs		-		-	- -
Infrastructure Planning & Design						
Westwood Tank Farm Decommissioning and Remediation		2019 - 2022 Original				
The City is responsible for the remediation of the underground storage tanks (UST) on the Westwood Tank Farm site legally described as Lot 3U, Block 6, Plan 5518NY along with the pipelines under 106A Street. The UST will need to be removed and remediated within 2 years of the City stopping usage, anticipated to be January 16, 2019 with the closure of the Westwood Transit Garage.	Expense	\$	350	\$	2,150	\$ (2,350) \$ (150)
	Revenue	\$	-	\$	-	\$ - \$ -
	Net	\$	350	\$	2,150	\$ (2,350) \$ (150)
	FTEs		-		-	- -
City Planning						
Urban Growth - Infrastructure Analysis		2019 - 2022 Original				
Funding is required to deliver on Council's Goal of Urban Places and the City Plan. This supports Evolving Infill (refer to CR_6223 to be presented to Council on Nov 6, 2018). The Growth Fiscal framework includes Impacts of Growth (refer to CR_3592 received by Exec. Comm. on Jul 4, 2017), Offsite Levies (refer to CR_5344 received by Exec. Comm. on Jan 15, 2018) and Integrated Infrastructure implementation.	Expense	\$	1,109	\$	(80)	\$ (480) \$ (549)
	Revenue	\$	-	\$	-	\$ - \$ -
	Net	\$	1,109	\$	(80)	\$ (480) \$ (549)
	FTEs		2.0		-	- (2.0)
Arts Council						
19-39 Art Gallery of Alberta - Access Initiatives		2019 Spring				
The AGA aims to engage communities and enhance the arts ecosystem of the City, and contribute to the realization of Connections & Exchanges: A 10-Year Plan To Transform Arts and Heritage In Edmonton. \$250,000 of funding from City Council in 2019 will support continued free admission opportunities for everyone, providing access to the AGA for a wide and diverse range of Edmonton audiences.	Expense	\$	250	\$	(250)	\$ - \$ -
	Revenue	\$	-	\$	-	\$ - \$ -
	Net	\$	250	\$	(250)	\$ - \$ -
	FTEs		-		-	- -
Greater Edmonton Foundation						
GEF Inflation		2019 - 2022 Original				
Due to legislation changes implemented by the Provincial Government for minimum wage, statutory holiday pay, carbon tax and inflation our costs are increasing. We are asking for these costs to be shared at both provincial and municipal levels. This \$400,000 increase equates to \$1.11 per day per senior and will allow these seniors to safely live in their community and enjoy a high quality of life.	Expense	\$	400	\$	200	\$ - \$ 300
	Revenue	\$	-	\$	-	\$ - \$ -
	Net	\$	400	\$	200	\$ - \$ 300
	FTEs		-		-	- -
Reach Edmonton						
REACH - YEG Ambassador		2019 - 2022 Original				
The YEG Ambassador program, a partnership with City of Edmonton, the North Edge Business Association and REACH Edmonton, responds to significant revitalization in Edmonton's city core. Ambassador teams connect people who live, work, operate businesses, study or visit these areas by sharing information to services/resources that align with hospitality, community connection, and business supports.	Expense	\$	349	\$	-	\$ - \$ -
	Revenue	\$	-	\$	-	\$ - \$ -
	Net	\$	349	\$	-	\$ - \$ -
	FTEs		-		-	- -
REACH - 24/7 Crisis Diversion		2019 - 2022 Original				
Additional resources to 24/7 Crisis Diversion will allow the maintenance of target for existing demands for service and allow for increased efficiency and resources to respond to calls overnight. Since April 2017 the program has been operating at or above the funded capacity of 950 calls per month. Data from 2018 reflects service demand at 26.5% over funded capacity.	Expense	\$	875	\$	-	\$ 92 \$ -
	Revenue	\$	-	\$	-	\$ - \$ -
	Net	\$	875	\$	-	\$ 92 \$ -
	FTEs		-		-	- -

TELUS World of Science
Provision for Appropriate Base Funding
2019 - 2022 Original

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

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

Total Growth on Existing Services

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

Total of Previously Approved Service Packages

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



Department & Branch Summary Tables



Citizen Services

Department - Citizen Services

2019-2022 Budget - Department Summary by Branch

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Community & Recreation Facilities	63,210	67,943	67,513	(360)	67,153	66,965
Community Standards & Neighbourhoods	5,102	6,056	6,095	100	6,195	6,201
Fire Rescue Services	2,475	1,367	1,367	150	1,517	1,517
Integrated Strategic Development	46	46	46	-	46	46
Social Development	34,247	37,440	36,273	-	36,273	34,060
Total Revenue & Transfers	\$105,080	\$112,852	\$111,294	(\$110)	\$111,184	\$108,789
Net Expenditure & Transfers						
Community & Recreation Facilities	126,048	128,382	128,570	(3,385)	125,185	125,388
Community Standards & Neighbourhoods	49,647	50,729	50,231	(2,882)	47,349	47,442
Fire Rescue Services	223,762	227,160	229,630	(579)	229,051	230,789
Integrated Strategic Development	6,244	6,988	7,119	(417)	6,702	6,744
Social Development	67,872	73,847	72,300	(6,076)	66,224	62,514
Total Net Expenditure & Transfers	\$473,573	\$487,106	\$487,850	(\$13,339)	\$474,511	\$472,877
Total Net Operating Requirement	\$368,493	\$374,254	\$376,556	(\$13,229)	\$363,327	\$364,088

Branch - Community & Recreation Facilities

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Civic Events and Partnerships	2,010	1,200	1,750	-	1,750	1,200
Facility Operations	60,904	66,505	65,525	(360)	65,165	65,527
River Valley Parks and Facilities	296	238	238	-	238	238
Total Revenue & Transfers	\$63,210	\$67,943	\$67,513	(\$360)	\$67,153	\$66,965
Net Expenditure & Transfers						
Civic Events and Partnerships	9,375	7,862	8,227	(196)	8,031	7,445
Facility Operations	111,930	115,267	115,082	(3,189)	111,893	112,670
River Valley Parks and Facilities	4,743	5,253	5,261	-	5,261	5,273
Total Net Expenditure & Transfers	\$126,048	\$128,382	\$128,570	(\$3,385)	\$125,185	\$125,388
Total Net Operating Requirement	\$62,838	\$60,439	\$61,057	(\$3,025)	\$58,032	\$58,423

Explanation of Changes:

Proposed Budget Increases:

Funded Service Package: Operating Impacts of Capital (\$233)

The operating impacts of a capital service package associated with the opening of the Dr. Anne Anderson High School & Community Centre.

Proposed Reduction Strategies:

#53 Service Level Reduction: Elimination of civic event programming and services (\$196)

The elimination of New Year's Eve and Canada Day programming (leading up to the Fireworks shows) and cancelling Family Day in the Civic Precinct. The Fireworks shows will continue for New Year's Eve and Canada Day, but City Hall and Square public programming will not. Program elimination includes: roving artists, crafts, face painting, musical performances, City Hall Sings, Holiday Magic, Movies on the Square, and some shoulder season programming on the new Plaza, etc. For Canada Day, other agencies provide public programming (i.e. Alberta Government on the Alberta Legislature Grounds and the Works on the Square). The Fountain is expected to be open and monitored for safety. The event attraction budget (to attract and/or sponsor large scale national and international events) and year round programming to animate the Civic Precinct will also be reduced.

Branch - Community & Recreation Facilities

2019-2022 Budget - Branch Summary by Program

Explanation of Changes, continued:

35-39 Facility Closure: Closure of Facilities (\$825)

FTE Impact (12.7)

Scona Pool (\$226)

Reimagine Services, Program and Service Review recommendation

Eastglen Pool (\$410)

Reimagine Services, Program and Service Review recommendation

Oliver Pool (\$131)

Reimagine Services, Program and Service Review recommendation

Oliver Arena (\$13)

Reimagine Services, Program and Service Review recommendation

Tipton Arena (\$45)

The closure of several facilities based on Program and Service Review recommendations: Eastglen Pool, Scona Pool, Oliver Outdoor Pool, Oliver Arena, and Tipton Arena. The reductions would close these lower attendance and aging facilities. FMS would continue legislative maintenance, essential maintenance and emergency response to sustain the facilities at a low level state. Some citizens will be impacted from the loss of these neighbourhood facilities. Remaining leisure and recreation facilities within the vicinity would meet the commitment to providing recreational opportunities with a 5 km radius as per the Approach to Community Recreation Planning. This is not the case for arenas, however, as they are already at capacity and, as such, this represents a reduction in service for citizens. FTEs reduced include lifeguards and rink attendants. These savings are exclusive to CRF; the FMS reductions associated with closures are in City Operations.

#46 Increased Revenue/Recovery: Cemeteries Revenue (\$145)

Additional revenue opportunities in Cemeteries through new inventory (indoor niches) and increased admission fees at Muttart Conservatory. Additional fees may impact customer satisfaction and attendance at Muttart Conservatory, though the increased pricing reflects the attraction's reopening, refreshed facility, and the introduction of new experiences. No service impacts are anticipated.

#2 Efficiencies: FTE Reductions (\$520)

Reduction in FTEs through efficiencies and other strategies. This reduction will impact multiple programs and services across the Branch, including marketing and sales, bookings, operations, analytics, youth programming, and summer playground programming. Some service impacts both within the Branch and to citizens may occur: reduced revenue opportunities through less marketing, fewer programs, and a reduced ability to provide analytics enhancing safety and security in operations, among others.

#3 Efficiencies: Transitioning Select On-Site Rental Services (\$156)

This reduction reflects a movement towards a centralized model of rental services, especially as it pertains to room rentals. Collaboration with onsite Admissions and Customer Service staff will ensure that customer service is maintained.

#54 Service Level Reduction: Reduced Programming and Staffing Support (\$510)

This reduction cuts across several areas:

- Elimination of spring, fall and winter Green Shack Programs (eg. firebuilding, bannock making, winter play activities, nature walks, learn to skate);
- YEG youth drop in programs: this reduction would end year round, direct programming for youth. The available amenity space would be offered to partners to deliver this kind of programming. CoE will continue to offer opportunities for youth to be physically active at CoE recreation centres through dedicated times for Basketball, Badminton, Table tennis and Indoor Soccer (at CCRC only), the Youth in Action course (a prerequisite for Youth aged 13-15 to then use the fitness centre on their own), access to all group fitness programs (youth aged 13 or older) and aquatics opportunities
- Discontinued program support for the Central Lions Seniors Association: FTE supporting seniors programming at this facility would be eliminated
- Elimination of staff oversight at 5 spray parks and 6 skateboard parks (June - August). Animation of these facilities will be impacted, as will the provision of miscellaneous first aid and other safety oversight services.

Branch - Community & Recreation Facilities

2019-2022 Budget - Branch Summary by Program

Explanation of Changes, continued:

#55 Service Level Reduction: Closure of Outdoor Pools and Fee Adjustments (\$306)

This reduction would keep outdoor pools closed from May to June at Borden, Fred Broadstock, Queen Elizabeth pools. In addition, admission fees for patrons over the age of 12 will be reinstated. Children 12 and under would remain free. The Leisure Access Pass ensures access for low income Edmontonians. Reduced access to outdoor pools and the reinstatement of fees may impact customer satisfaction with available recreation opportunities.

#4 Efficiencies: Programming Optimization (\$600)

Optimizing existing programming and scheduling to maximize participation, by adjusting program schedules to focus on bigger classes in bigger spaces and reduce programming hours during low peak times. These changes will impact citizens' programming time options and structures that they may prefer. Programs adjusted will include Group Fitness, Kids Den Scheduling, and the Equipment Loan Program.

Changes may include:

- Moving a high-intensity class into a gymnasium or a spin class onto a volleyball court to reach a larger audience;
- Possibly expanding Kids Den hours to Sun morning, but reducing during middle of the day hours during the week (or other low peak times);
- Aligning with outdoor opportunities especially around Recreation centres during summer months

The Equipment Loan Program has been transferred to the EFCL, our partner group supporting community leagues. The program will be available to other not for profits who offer programming to the public.

Branch - Community Standards & Neighbourhoods

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Animal Care and Pest Management	3,140	3,739	3,740	-	3,740	3,740
Enforcement and Program Services	1,661	2,316	2,354	100	2,454	2,460
Neighbourhoods Services	301	1	1	-	1	1
Total Revenue & Transfers	\$5,102	\$6,056	\$6,095	\$100	\$6,195	\$6,201
Net Expenditure & Transfers						
Animal Care and Pest Management	7,217	7,136	6,948	(1,162)	5,786	5,602
Enforcement and Program Services	34,761	36,088	35,747	(1,405)	34,342	34,591
Neighbourhoods Services	7,669	7,505	7,536	(315)	7,221	7,249
Total Net Expenditure & Transfers	\$49,647	\$50,729	\$50,231	(\$2,882)	\$47,349	\$47,442
Total Net Operating Requirement	\$44,545	\$44,673	\$44,136	(\$2,982)	\$41,154	\$41,241

Explanation of Changes:

Proposed Reduction Strategies:

#16A Expense Reduction: General Services (\$100)

Reduce historically underspent general services budget. No service, citizen or internal impact is anticipated.

#16B Expense Reduction: Training (\$100)

25% reduction in branch training budgets by eliminating discretionary training while maintaining mandatory training such as First Aid. No service or citizen impact anticipated. Internal impact to staff.

#47 Increased Revenue/Recovery: Historical Adjustment (\$100)

Align snow/weed removal revenue with historical trends and forward outlook. This reduction will not have a service impact on citizens.

#56 Service Level Reductions: EPS/TPO Transit Safety Initiative (\$400)

The pilot project between the Edmonton Police Service and Administration designed to enhance transit safety concluded in 2020 when EPS discontinued resourcing. Regular and special patrols of Transit Peace Officers (TPOs), and joint operations with the Edmonton Police Service, will ensure the line remains safe. A 24/7/365 presence will remain on transit, at LRT stations, and on buses. The funding reduction proposed was set aside specifically for the pilot and does not impact personnel numbers or citizen experience. The current complement of TPOs will ensure safety on transit.

#57 Service Level Reductions: Adjustment of programs and services (\$500)

This reduction spans two areas, and reflects an adjustment of programs and services including:

- fewer peace officers working stat holidays (excluding Canada Day and Heritage Day). Peace Officers working stat holidays currently receive double-time pay. Reducing the number of peace officers reduces this salary requirement. This reduction would have an impact across the city, as calls for service would be prioritized and officers deployed on a reactive, not proactive, basis. Safety related calls would become a priority. Additionally, any special events taking place at these times would be required to provide funding should they require dedicated resources, as this workload could not be absorbed into the new deployment.
- reducing the community relations budget for products like brochures and information pamphlets (e.g. addressing pet licensing, barking, graffiti, back to school parking, coyotes, etc.) and social marketing research (e.g. how to modify behaviours around snow removal, pet licensing, and others).

Branch - Community Standards & Neighbourhoods

2019-2022 Budget - Branch Summary by Program

Explanation of Changes, continued:

#58 Service Level Reductions: Spay and Neuter Service (\$100)

This reduction eliminates spay and neuter services performed by the City's Animal Care and Control Centre. The City provides this service for unclaimed animals that are ready for adoption. The service impacts rescue groups that accept these animals from the City for adoption. By not providing this service, the cost of spay and neuter is transferred to prospective owners or other agencies, thereby limiting their capacity to accept animals from the City. Pets that are already spayed/neutered are more likely to be adopted, though private veterinary clinics also provide spay and neuter services to the general public.

#59 Service Level Reductions: Decrease in graffiti program funding and services (\$80)

Decrease in graffiti program funding and services including contract spending and conducting the Graffiti Audit bi-annually instead of annually. This reduction will not impact the amount of graffiti cleaned and/or removed, meaning little to no impact on businesses and citizens.

#60 Service Level Reductions: Reduction in TPO's and other resources (\$1,095)

Reductions are as follows:

- Transit Peace Officers - arising from reduced frequency of service and ridership on transit resulting from COVID-19. This reduction is not anticipated to impact patron safety on transit. Ridership is anticipated to remain low over the next two years, and the Branch will continue to work with ETS to monitor patron safety and growth to normal ridership rates (pre-COVID). This reduction is supported by ETS.
- Resources providing neighbourhood capacity and development services, professional standards oversight, municipal enforcement responsibilities, and administrative support services. These reductions may have some impact on citizens, including slower response times for enforcement issues.

#61 Service Level Reductions: Aerial Mosquito Spraying (\$507)

This reduction would eliminate the aerial (helicopter) treatment of development sites both within the City of Edmonton and in areas beyond the city boundaries, in surrounding counties and jurisdictions. This accounts for 75-80% of habitat treated by the program, and may be accompanied by an increase in numbers of mosquitoes.

Branch - Fire Rescue Services

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Fire Rescue Operations	1,487	501	501	-	501	501
Public Safety	689	765	765	150	915	915
Training and Logistics	299	101	101	-	101	101
Total Revenue & Transfers	\$2,475	\$1,367	\$1,367	\$150	\$1,517	\$1,517
Net Expenditure & Transfers						
Fire Rescue Operations	163,546	164,230	165,729	(192)	165,537	166,843
Planning and Office of Emergency Management	1,348	1,367	1,370	-	1,370	1,374
Public Safety	21,436	22,476	22,942	(237)	22,705	22,736
Technical Services	10,023	10,617	10,683	-	10,683	10,743
Training and Logistics	27,409	28,470	28,906	(150)	28,756	29,093
Total Net Expenditure & Transfers	\$223,762	\$227,160	\$229,630	(\$579)	\$229,051	\$230,789
Total Net Operating Requirement	\$221,287	\$225,793	\$228,263	(\$729)	\$227,534	\$229,272

Explanation of Changes:

Proposed Reduction Strategies:

#24 Expense Reduction: Reduce uniform and clothing allowance (\$150)

Uniform and clothing allowance budget reduction: Little to no impact on service to citizens.

#49 Increased Revenue/Recovery: Storage Tank Registration Certificate Fees (\$150)

This is a new service and revenue opportunity. The program was previously administered by the Petroleum Tank Management Association of Alberta (PTMAA); as of August 31, 2020, they no longer provided the program, and it must now be managed by the Municipality. Anticipated net revenues of \$150K annually are based on a fee of \$75 per tank (the fee the Provincial Association previously charged for the storage tank certification process). Other impacted jurisdictions, including the City of Calgary, are proposing a similar fee. A service impact on citizens is not expected.

#80 Workforce Strategies: Overtime Budget Reduction (\$192)

This total reflects a 10% reduction in overtime across the branch.

#81 Workforce Strategies: Vacancy Management (\$237)

As social norms have shifted and acceptance of cannabis use has matured, resources are no longer required. Further, the bulk of the work arising initially from the legalization of cannabis has been completed and can be managed through existing resources. Tasks will be redistributed so service levels to citizens and businesses are not significantly impacted.

Branch - Integrated Strategic Development

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Business Performance Program	46	46	46	-	46	46
Total Revenue & Transfers	\$46	\$46	\$46	-	\$46	\$46
Net Expenditure & Transfers						
Business Performance Program	3,895	4,334	4,456	(417)	4,039	4,068
Partnership & Organizational Development	1,146	1,292	1,298	-	1,298	1,305
Strategic Design	1,203	1,362	1,365	-	1,365	1,371
Total Net Expenditure & Transfers	\$6,244	\$6,988	\$7,119	(\$417)	\$6,702	\$6,744
Total Net Operating Requirement	\$6,198	\$6,942	\$7,073	(\$417)	\$6,656	\$6,698

Explanation of Changes:

Proposed Reduction Strategies:

#82 Workforce Strategies: Vacancy Management - Reduction in Vacant Positions (\$401)

A reduction in vacant supervisory and non-supervisory FTEs. This reduction is not anticipated to impact citizen service delivery. The ability to conduct research, deliver policy and planning recommendations, and provide analytics to inform sound decision making in frontline service provision will be impacted.

#26 Expense Reduction: Reduction in Contracting (\$16)

A reduction in contracting dollars. This is not anticipated to impact service delivery.

Branch - Social Development

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Affordable Housing and Homelessness	6,320	11,915	11,915	-	11,915	11,635
Community Resources	25,235	23,635	22,568	-	22,568	20,735
Indigenous Relations	40	-	-	-	-	-
Safe & Healthy Communities	2,602	1,890	1,790	-	1,790	1,690
Social Identity & Social Inclusion	50	-	-	-	-	-
Total Revenue & Transfers	\$34,247	\$37,440	\$36,273	-	\$36,273	\$34,060
Net Expenditure & Transfers						
Affordable Housing and Homelessness	16,620	23,709	23,719	-	23,719	23,360
Community Resources	37,482	39,079	37,274	(5,773)	31,501	28,210
Indigenous Relations	1,529	1,744	1,741	-	1,741	1,747
Safe & Healthy Communities	7,747	6,373	6,314	-	6,314	6,241
Social Identity & Social Inclusion	4,494	2,942	3,252	(303)	2,949	2,956
Total Net Expenditure & Transfers	\$67,872	\$73,847	\$72,300	(\$6,076)	\$66,224	\$62,514
Total Net Operating Requirement	\$33,625	\$36,407	\$36,027	(\$6,076)	\$29,951	\$28,454

Explanation of Changes:

Proposed Reduction Strategies:

#42 Funding to Partners: Community Investment Grant (CIG) Program (\$3,751)

This reduction eliminates the Community Investment Grant (CIG) program and is responsive to audit recommendations from November 2020. This grant provides operating assistance to non-profit organizations whose activities benefit citizens, assists with the costs of travel to sporting championships, and supports organizations with costs associated with the hosting of recreational, amateur sport, and/or multicultural events within Edmonton.

This grant is provided to 300 of the approximately 6,000 non-profits in the City. 55.8% of applicants received the full maximum grant of \$16,500 however the Community Investment Operating Grant (CIOG) still represents less than 10% of revenue for just over 86% of the organizations. On average, the operating grant is approximately 5-6% of the organizations revenue. In 2019, the total grants awarded in this program were as follows: CIOG Multicultural (40), CIOG Sport & Recreation (143), CIOG Social Services (111), Travel Grants (67) and Hosting Grants (20). A City audit recommendation during 2020 suggested this grant has a low impact towards Social Development branch outcomes.

Branch - Social Development

2019-2022 Budget - Branch Summary by Program

Explanation of Changes, continued:

#43 Funding to Partners: Community Facility Partner Capital Grant (CFPCG) (\$1,859)

The reduction eliminates the Community Facility Partner Capital Grant (CFPCG) program, which supports partnerships that enhance public use facilities so Edmontonians can thrive in an active and attractive city. Funding is provided to groups whose objectives align with the City's goals and objectives and whose primary mandate is one of the following: Arts and heritage, Indigenous/Aboriginal, Multicultural, Recreation/amateur sport and Social services.

Reduced budget in this grant program (due to the removal of funding from the Traffic Safety & Automated Enforcement Reserve) significantly limits the City's ability to fund larger projects. The increased competition for grant funding and the difficulty with fundraising currently makes it difficult for groups to obtain their 66% of the matching funding requirement (the City provides 33% funding). Community groups also often depend on City financing to leverage funding from other levels of government. In 2019, 10 new projects were funded through this grant, with the City providing \$619K in funding (total), with a total project value in the community of \$4.7M.

#44 Funding to Partners: Edmonton's NextGen Committee (Operating Dollars & Admin Support) (\$151)

This reduction eliminates support to the NextGen Council Initiative. This Committee supports the work plan and hosts community-based activities designed to promote civic engagement and volunteerism among 18-40 year olds in Edmonton. It does not advise Administration or Council (like the other Council Advisory Committees within the corporation). This reduction is not anticipated to impact service levels to citizens given the passionate, independent nature of NextGen volunteers.

#45 Funding to Partners: Operational Funding for Clareview Multicultural Centre (\$150)

Reduction in operating funding supporting a non-profit to operate within the Clareview Multicultural Centre site. At this time, this space is vacant as the previous tenants have moved out of the location.

Currently, an impact to any particular group is not anticipated, as the space is vacant and there is no active tenant using the facility space. This will have an impact on the Community and Recreation Facilities budget, as the operating dollars that have been used for this space in the past (as a subsidy for the non-profit) will be unavailable until a new tenant rents the space.

#88 Vacancy Management Strategy: FTE Reduction (\$163)

There is no anticipated impact on service levels for the community, given Branch reorganization and transition of functions internally.



City Operations

Department - City Operations

2019-2022 Budget - Department Summary by Branch

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
41ST AVE SW QE2 HWY Interchange	602	-	-	-	-	-
Edmonton Transit	135,225	139,937	166,108	(17,912)	148,196	169,093
Fleet & Facility Services	17,347	17,142	17,180	-	17,180	17,224
Parks & Roads Services	52,350	51,220	50,201	600	50,801	49,557
Total Revenue & Transfers	\$205,524	\$208,299	\$233,489	(\$17,312)	\$216,177	\$235,874
41ST AVE SW QE2 HWY Interchange	602	-	-	-	-	-
Business Performance & Customer Experience	2,405	2,523	2,523	-	2,523	2,523
Edmonton Transit	365,122	368,720	409,067	(22,438)	386,629	410,176
Fleet & Facility Services	79,835	85,338	83,740	(7,365)	76,375	71,016
Parks & Roads Services	251,010	247,253	244,568	(10,711)	233,857	230,725
Total Net Expenditure & Transfers	\$698,974	\$703,834	\$739,898	(\$40,514)	\$699,384	\$714,440
Total Net Operating Requirement	\$493,450	\$495,535	\$506,409	(\$23,202)	\$483,207	\$478,566

Branch - 41ST AVE SW QE2 HWY Interchange

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
41st AVE SW QE2 HWY	602	-	-	-	-	-
Total Revenue & Transfers	\$602	-	-	-	-	-
Net Expenditure & Transfers						
41st AVE SW QE2 HWY	602	-	-	-	-	-
Total Net Expenditure & Transfers	\$602	-	-	-	-	-
Total Net Operating Requirement	-	-	-	-	-	-

Branch - Business Performance & Customer Experience

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Business Performance & Customer Experience	2,405	2,523	2,523	-	2,523	2,523
Total Net Expenditure & Transfers	\$2,405	\$2,523	\$2,523	-	\$2,523	\$2,523
Total Net Operating Requirement	\$2,405	\$2,523	\$2,523	-	\$2,523	\$2,523

Branch - Edmonton Transit Service

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Bus and LRT	134,683	138,902	165,073	(17,912)	147,161	168,058
DATS	542	1,035	1,035		1,035	1,035
Total Revenue & Transfers	\$135,225	\$139,937	\$166,108	(\$17,912)	\$148,196	\$169,093
Net Expenditure & Transfers						
Bus and LRT	334,846	337,209	377,304	(22,438)	354,866	378,013
DATS	30,276	31,511	31,763		31,763	32,163
Total Net Expenditure & Transfers	\$365,122	\$368,720	\$409,067	(\$22,438)	\$386,629	\$410,176
Total Net Operating Requirement	\$229,897	\$228,783	\$242,959	(\$4,526)	\$238,433	\$241,083

Explanation of Changes:

Proposed Budget Decreases:

Valley Line SE Operating Impacts of Capital (\$17.8M reduction to Revenue & Expenditures)

The expected launch of the Valley Line South East (VLSE) LRT service has been revised from 2020 to 2021. The transition from construction to ongoing operation of the VLSE results in operating impacts that were originally funded through the "Valley Line SE In Service - Operating Impacts of Capital" service package approved as part of the 2019-2022 budget. This adjustment will shift revenue and expense budgets to match the revised expected launch date and is funded from the LRT Reserve. The adjustment also includes updates to the inflation and non-fare revenue assumptions.

Regional Smart Fare System Operating Impacts of Capital (\$2.0M reduction to Expenditures)

Timing of the transition from procurement and implementation to ongoing operation of the Smart Fare system results in a change to the operating impacts that were funded through the "Smart Fare" Service Package approved as part of the 2019-2022 budget.

Proposed Reduction Strategies:

#22 Expense Reductions: Cost Reductions (\$0.3M)

Cost reductions achieved through revised approach to employee recognition and ongoing savings from previous FTE reductions.

#63 Service Level Reduction: ETS service reduction (\$1.0M)

Reduce service hours from peak and rapid frequency routes in the Bus Network Redesign (BNR) in April 2021. For some people, they will wait an additional 5 minutes for service. The annualized reductions equal 25,059 service hours and, over the long term, reduce 10 buses from the current fleet size.

#6 Efficiencies: Transit Cleaning Processes (\$1.2M)

Complete a review of cleaning processes in Transit to identify efficiencies.

Branch - Fleet & Facility Services

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Branch Operations	4,334	4,536	4,573	-	4,573	4,610
Facility Maintenance Services	839	619	619	-	619	619
Municipal Maintenance	11,627	11,794	11,794	-	11,794	11,801
Transit Maintenance	547	193	194	-	194	194
Total Revenue & Transfers	\$17,347	\$17,142	\$17,180	-	\$17,180	\$17,224
Net Expenditure & Transfers						
Branch Operations	15,601	15,308	15,464	(558)	14,906	14,961
Facility Maintenance Services	68,807	70,609	69,113	(4,705)	64,408	62,015
Municipal Maintenance	1,990	2,907	3,020	(1,254)	1,766	446
Transit Maintenance	(6,563)	(3,486)	(3,857)	(848)	(4,705)	(6,406)
Total Net Expenditure & Transfers	\$79,835	\$85,338	\$83,740	(\$7,365)	\$76,375	\$71,016
Total Net Operating Requirement	\$62,488	\$68,196	\$66,560	(\$7,365)	\$59,195	\$53,792

Explanation of Changes:

Proposed Reduction Strategies:
#6 Efficiencies: Transit Cleaning Processes
Complete a review of cleaning processes in Transit to identify efficiencies
#25 Expense Reductions: Branch Cost Reduction (\$1.2M)
Cost reductions achieved through reductions to travel and training, savings from contract efficiencies, and heightened vacancy management.
#35 Facility Closure: (\$0.4M)
Closure of the several underutilized facilities; some of these facilities have been identified through the Program Service Review (PSR) and will reduce overall maintenance costs. These facilities include: Scona Pool (\$79K), Eastglen Pool (\$137K), Oliver Pool (\$60K), Oliver Arena (\$32K), Tipton Arena (\$39K).
#7 Efficiencies: Reimagine Services Review (\$2.3M)
Reimagine services review that are intended to achieve efficiencies in both Facility and Fleet maintenance services. Some options for consideration include fleet optimization, private-sector alternatives, and service level changes.
#8 Efficiencies: Municipal Fleet Efficiencies & Savings (\$0.4M)
Cost savings in municipal fleet maintenance through efficiencies in maintenance intervals and from sander dump box refurbishment.
#64 Service Level Reduction: Facility Maintenance and Renovation Reductions (\$2.2M)
Reduction to City facility maintenance and renovation contracted services and using services in-house to carry out a lower level of base services potentially resulting in increased wait times for maintenance work to be completed.
#65 Service Level Reduction: Cleaning Reduction (\$0.9M)
Continue operating with current adjusted service levels of on-site day porters. This strategy maintains the existing frequency of entrance glass cleaning, spot mopping, and vacuuming. This impacts aesthetics with limited impact to facility cleanliness and safety as it relates to the COVID pandemic. However, this reduction may negatively impact the public perception of facility cleanliness and the optics of services at recreation centres during a pandemic. Impacted recreation centres include Terwilligar, Commonwealth, Clareview and Meadows.

Branch - Parks & Roads Services

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Infrastructure Maintenance	4,576	5,526	5,526	-	5,526	5,526
Infrastructure Operations	8,024	4,365	4,371	200	4,571	4,577
Network Operations	5,501	10,107	10,107	350	10,457	10,457
Parking Operations	17,694	15,976	16,051	-	16,051	16,051
Snow and Ice Control	26	13	13	50	63	63
Traffic Safety Section	16,529	15,233	14,133	-	14,133	12,883
Total Revenue & Transfers	\$52,350	\$51,220	\$50,201	\$600	\$50,801	\$49,557
Net Expenditure & Transfers						
Infrastructure Maintenance	41,895	56,425	54,348	(4,170)	50,178	49,754
Infrastructure Operations	111,712	80,796	82,236	(5,970)	76,266	75,813
Network Operations	22,719	29,145	28,679	(425)	28,254	27,755
Parking Operations	7,353	6,373	6,301	(146)	6,155	6,148
Snow and Ice Control	54,006	61,392	59,886	-	59,886	58,137
Traffic Safety Section	13,325	13,122	13,118	-	13,118	13,118
Total Net Expenditure & Transfers	\$251,010	\$247,253	\$244,568	(\$10,711)	\$233,857	\$230,725
Total Net Operating Requirement	\$198,660	\$196,033	\$194,367	(\$11,311)	\$183,056	\$181,168

Explanation of Changes:

Proposed Reduction Strategies:

#28 Expense Reduction: Branch Cost Reductions (\$0.5M)

Reductions to Parks, Roads & Sidewalks, and Bridge maintenance budgets to better align to business budgetary needs. Also includes reduction to automatic inclusion of communications and engineering budget for new project requests.

#40 Facility Closures: Asphalt Plant Closure (\$0.2M)

Operational savings from closure of the Asphalt Plant in alignment with Program & Service Review recommendation.

#50 Increased Revenue/Recovery: Snow and Ice Increased Revenue (Dump Site Cost Recovery): \$0.05M

Pilot of SNIC Snow Dump Site Cost Recovery with City of St. Albert. Initiative will be implemented in the fall of 2020 for the 2020/2021 snow season.

#10 Efficiencies: Snow and Ice Spring Cleaning Savings: (\$1.7M)

Optimal mix (and amount) of sand and salt to be put on the roads has been identified, resulting in less material needing to be picked up in the summer.

#51 Increased Revenue/Recovery: Waste Bin / POD Permits: \$0.35M

Permits issued for the temporary use of any public road right-of-way (Waste Bin/POD Permits). City Council approved amendments to Construction Hoarding Policy C580A, allowing Administration to charge fees for the use of public road right-of-way. Permit fees for use of public road right-of-way have been rolled out since Q1 2019 to allow for stakeholder engagement. Engagement for Waste Bins/PODs started late 2019 and into 2020 for fee implementation in 2021.

Branch - Parks & Roads Services

2019-2022 Budget - Branch Summary by Program

#11 Efficiencies: Parks and Roads Services Fleet Optimization: (\$0.5M)
Cost savings in parks, roads and sidewalks operations through optimization of fleet usage and enhanced shift scheduling.
#12 Efficiencies: Horticulture Shrub Bed Management: (\$1.1M)
Increase use of chemical weed control in shrub beds to target regulated weeds, and use chemical control in exempt areas (e.g. City wide high profile parks). Both are permitted within the current herbicide exemption. Efficiencies from reduced mechanical control (i.e. hand pulling of weeds) in shrub beds.
#13 Efficiencies: REIMAGINE Open Spaces: (\$0.4M)
Reimagine services review that could result in reductions through efficiencies. Possible areas for consideration include outsourcing; service level changes; and inter-departmental efficiencies.
#14 Efficiencies: LED Lighting Savings: (\$0.4M)
Power consumption savings due to conversion from high pressure sodium bulbs to LED lighting.
#68 Service Level Reductions: Turf and Horticulture (\$1.8M)
<p>Modify the turf maintenance program through changes to timing, frequency and inventory.</p> <ul style="list-style-type: none"> - Permanently naturalize over 150ha of the total 238ha of Stormwater Management Facilities (wet ponds and lakes); - Eliminate one full trimming cycle across all inventory; - Condense the turf season by starting mid-May (instead of mid-April) and close at the end of September (instead of end of October); - Condense annual flower watering season by starting first week of June and close at the end of September (instead of end of October).
#69 Service Level Reduction: Spray Parks Water: (\$0.22M)
Condense the splash park season to open mid-June and close mid-August. Will reduce water usage by 50%.
#70 Service Level Reduction: Site Furnishings (\$0.22M)
Reduce the previously approved Council service levels for the benchmark program. Critical (safety) repairs will continue to be addressed, however, planned maintenance will increase from 3-4 years to 6-7 years. There will be no impact on the number of new benches for commemoration as these are recoverable.
#71 Service Level Reductions: Road and Sidewalk Maintenance (\$1.77M)
Reducing annual service levels with respect to alley pothole repairs, slab levelling, oil and gravel road maintenance and culvert repairs. The crack sealing program will be limited to only arterials and collector roads and dust abatement services will only be applied under extreme circumstances. Reductions will capitalize on potential efficiencies and will not result in breach of policy. All safety issues will continue to be addressed and changes will be implemented in an integrated approach with rehabilitation programs.
#86 Workforce Strategies: Branch Workforce Strategies: (\$2.1M)
Cost reductions achieved through a variety of workforce strategies including reductions to travel and training, vacancy management and suspension of the review and implementation of organizational structure.



Communications & Engagement

Department - Communications & Engagement

2019-2022 Budget - Department Summary by Branch

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Engagement	457	-	-	-	-	-
Integrated Marketing Communications	875	703	703	-	703	703
Reputation and Brand	197	-	-	-	-	-
Total Revenue & Transfers	\$1,529	\$703	\$703	-	\$703	\$703
Net Expenditure & Transfers						
Engagement	17,733	19,050	18,868	(236)	18,632	18,705
External and Intergovernmental Relations	3,020	3,289	3,303	(275)	3,028	3,038
Integrated Marketing Communications	10,352	9,646	9,426	(907)	8,519	8,598
Reputation and Brand	2,722	2,448	3,013	(446)	2,567	2,573
Total Net Expenditure & Transfers	\$33,827	\$34,433	\$34,610	(\$1,864)	\$32,746	\$32,914
Total Net Operating Requirement	\$32,298	\$33,730	\$33,907	(\$1,864)	\$32,043	\$32,211

Branch - Engagement

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
311/Inside Information	409	-	-	-	-	-
Public Engagement	48	-	-	-	-	-
Total Revenue & Transfers	\$457	-	-	-	-	-
Net Expenditure & Transfers						
311/Inside Information	15,663	14,539	14,297	(106)	14,191	14,243
Public Engagement	2,070	1,959	1,994	(130)	1,864	1,873
Service Centre	-	2,552	2,577	-	2,577	2,589
Total Net Expenditure & Transfers	\$17,733	\$19,050	\$18,868	(\$236)	\$18,632	\$18,705
Total Net Operating Requirement	\$17,276	\$19,050	\$18,868	(\$236)	\$18,632	\$18,705

Explanation of Changes:

Proposed Reduction Strategies:

#15A Expense Reduction: Reduction of external services/consultants (\$7)

Reduction of external services/consultants as per vendor management reduction requirements of 4/3/2/1% (2019-2022).

#52A Service Level Reduction: Adjustment to Service Levels (\$106)

There is a potential reduction in internal service delivery. The impact on service levels will be mitigated through a reallocation of work.

#73A Workforce Strategies: Elimination of vacancy (\$123)

Ongoing cost savings through vacancy elimination. There is no impact on service levels as job responsibilities are reallocated.

Branch - External and Intergovernmental Relations

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Corporate Relationships	285	145	145	-	145	145
External Relations & Protocol	1,787	2,363	2,377	(275)	2,102	2,112
Intergovernmental Affairs	948	781	781	-	781	781
Total Net Expenditure & Transfers	\$3,020	\$3,289	\$3,303	(\$275)	\$3,028	\$3,038
Total Net Operating Requirement	\$3,020	\$3,289	\$3,303	(\$275)	\$3,028	\$3,038

Explanation of Changes:

Proposed Reduction Strategies:

#15B Expense Reduction: External Services (\$7)

Reduction of external services/consultants as per vendor management reduction requirements of 4/3/2/1% (2019-2022).

#52B Service Level Reduction: Adjustment to Service Levels (\$268)

There is a potential reduction in internal service delivery. The impact on service levels will be mitigated through a reallocation of work.

Branch - Integrated Marketing Communications

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Creative & Digital	4	-	-	-	-	-
IMC Support	871	703	703	-	703	703
Total Revenue & Transfers	\$875	\$703	\$703	-	\$703	\$703
Net Expenditure & Transfers						
Creative & Digital	3,009	2,759	2,771	(446)	2,325	2,336
IMC Support	7,343	6,887	6,655	(461)	6,194	6,262
Total Net Expenditure & Transfers	\$10,352	\$9,646	\$9,426	(\$907)	\$8,519	\$8,598
Total Net Operating Requirement	\$9,477	\$8,943	\$8,723	(\$907)	\$7,816	\$7,895

Explanation of Changes:

Proposed Reduction Strategies:

#15C Expense Reduction: External Services (\$7)

Reduction of external services/consultants as per vendor management reduction requirements of 4/3/2/1% (2019-2022).

#52C Service Level Reduction: Adjustment to Service Levels (\$778)

There is a potential reduction in internal service delivery. The impact of service levels will be mitigated through a reallocation of work and process efficiencies (supported by an external vendor).

#73B Workforce Strategies: Vacancy Management: (\$122)

Ongoing cost savings through vacancy elimination. There is no impact on service levels as job responsibilities are reallocated.

Branch - Reputation and Brand

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Reputation	174	-	-	-	-	-
Story & Brand	23	-	-	-	-	-
Total Revenue & Transfers	\$197	-	-	-	-	-
Net Expenditure & Transfers						
Reputation	1,575	1,559	1,572	(277)	1,295	1,302
Story & Brand	1,147	889	1,441	(169)	1,272	1,271
Total Net Expenditure & Transfers	\$2,722	\$2,448	\$3,013	(\$446)	\$2,567	\$2,573
Total Net Operating Requirement	\$2,525	\$2,448	\$3,013	(\$446)	\$2,567	\$2,573

Explanation of Changes:

Proposed Reduction Strategies:

#15D Expense Reduction: External Services (\$6)

Reduction of external services/consultants as per vendor management reduction requirements of 4/3/2/1% (2019-2022).

#52D Service Level Reduction: Adjustment to Service Levels (\$440)

There is a potential reduction in internal service delivery. The impact on service levels will be mitigated through a reallocation of work.



Employee Services

Department - Employee Services

2019-2022 Budget - Department Summary by Branch

((\$000))	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Employee Relations & Compensation	4	-	-	-	-	-
Organizational Design & Development	1	-	-	-	-	-
Talent Acquisition, Service & Solutions	3	-	-	-	-	-
Total Revenue & Transfers	\$8	-	-	-	-	-
Net Expenditure & Transfers						
Employee Relations & Compensation	4,198	4,330	4,338	-	4,338	4,345
Organizational Design & Development	2,480	3,862	3,847	(230)	3,617	3,591
Talent Acquisition, Service & Solutions	12,691	12,870	13,056	(732)	12,324	12,481
Workforce Safety & Employee Health	6,980	6,418	6,316	(325)	5,991	5,969
Total Net Expenditure & Transfers	\$26,349	\$27,480	\$27,557	(\$1,287)	\$26,270	\$26,386
Total Net Operating Requirement	\$26,341	\$27,480	\$27,557	(\$1,287)	\$26,270	\$26,386

Branch - Employee Relations & Compensation

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Labour Relations	4	-	-	-	-	-
Total Revenue & Transfers	\$4	-	-	-	-	-
Net Expenditure & Transfers						
Labour Relations	4,198	4,330	4,338	-	4,338	4,345
Total Net Expenditure & Transfers	\$4,198	\$4,330	\$4,338	-	\$4,338	\$4,345
Total Net Operating Requirement	\$4,194	\$4,330	\$4,338	-	\$4,338	\$4,345

Branch - Organizational Design & Development

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Organizational Design & Development	1	-	-	-	-	-
Total Revenue & Transfers	\$1	-	-	-	-	-
Net Expenditure & Transfers						
Organizational Design & Development	2,480	3,862	3,847	(230)	3,617	3,591
Total Net Expenditure & Transfers	\$2,480	\$3,862	\$3,847	(\$230)	\$3,617	\$3,591
Total Net Operating Requirement	\$2,479	\$3,862	\$3,847	(\$230)	\$3,617	\$3,591

Explanation of Changes:

Proposed Reduction Strategies:

#85 Workforce Strategies: Reduction in FTEs (\$230)

The reduction in FTEs is due to the reduced need for in-person branch and training administrative support, and the fact that support services are being shared across the Employee Services Department.

Position eliminations may result in minor changes to service response time, if/when demand for in-person administrative work resumes. There is a low and controllable risk.

Branch - Talent Acquisition, Service & Solutions

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Talent Acquisition	3	-	-	-	-	-
Total Revenue & Transfers	\$3	-	-	-	-	-
Net Expenditure & Transfers						
Corporate Culture	1,013	-	-	-	-	-
Employee Service Centre	2,941	2,744	2,762	(160)	2,602	2,621
HR Consulting and Systems	6,414	6,929	6,999	(164)	6,835	6,894
Talent Acquisition	2,323	3,197	3,295	(408)	2,887	2,966
Total Net Expenditure & Transfers	\$12,691	\$12,870	\$13,056	(\$732)	\$12,324	\$12,481
Total Net Operating Requirement	\$12,688	\$12,870	\$13,056	(\$732)	\$12,324	\$12,481

Explanation of Changes:

Proposed Reduction Strategies:

#89 Workforce Strategies: Reduction in FTEs (\$682)

Position eliminations may result in minor changes to service primarily in response times. The impact of the reductions will be minimized through more effective use of the workforce. As an example, teams in talent acquisition are being optimized by being cross trained to support other teams in the section during various peak workload times to provide additional support in the areas of outreach and sourcing.

#33 Expense Reduction: Reduction to Cultural Commitments Awards (\$50)

The Cultural Commitments Awards program will be delivered in a more efficient, reimagined way.

Branch - Workforce Safety & Employee Health

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Corporate Safety & Health Services	2,396	2,362	2,263	(105)	2,158	2,153
Disability Management, Wellness & Mental Health	1,913	1,827	1,814	(129)	1,685	1,659
Occupational Health, Safety & Environment	2,671	2,229	2,239	(91)	2,148	2,157
Total Net Expenditure & Transfers	\$6,980	\$6,418	\$6,316	(\$325)	\$5,991	\$5,969
Total Net Operating Requirement	\$6,980	\$6,418	\$6,316	(\$325)	\$5,991	\$5,969

Explanation of Changes:

Proposed Reduction Strategies:

#94 Workforce Strategies: Reduction in FTEs (\$152)

Position eliminations may result in minor changes to service response times. Efforts to minimize delays will include recalibrating client portfolios and implementing new efficiencies in our service delivery model.

#34 Expense Reduction: External Services (\$173)

This represents a reduction in general professional services, non-legislated external medical services, and reductions in general branch administration costs. No service impact is expected.



Financial & Corporate Services

Department - Financial & Corporate Services

2019-2022 Budget - Department Summary by Branch

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Assessment & Taxation	11	-	-	-	-	-
Corporate Procurement & Supply Services	668	380	380	-	380	380
Financial Services	1,882	1,722	2,235	-	2,235	2,263
Open City & Technology	684	394	394	-	394	394
Real Estate	19,423	12,165	11,239	(386)	10,853	8,597
Total Revenue & Transfers	\$22,668	\$14,661	\$14,248	(\$386)	\$13,862	\$11,634
Net Expenditure & Transfers						
Assessment & Taxation	20,393	20,947	20,331	(1,197)	19,134	19,134
Corporate Procurement & Supply Services	18,781	14,405	13,487	(500)	12,987	12,759
Financial Services	20,345	21,606	21,579	(1,139)	20,440	20,364
Open City & Technology	49,410	51,671	51,164	(1,735)	49,429	48,321
Real Estate	43,130	40,959	40,197	(1,158)	39,039	38,256
Total Net Expenditure & Transfers	\$152,059	\$149,588	\$146,758	(\$5,729)	\$141,029	\$138,834
Total Net Operating Requirement	\$129,391	\$134,927	\$132,510	(\$5,343)	\$127,167	\$127,200

Branch - Assessment & Taxation

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Taxation	11	-	-	-	-	-
Total Revenue & Transfers	\$11	-	-	-	-	-
Net Expenditure & Transfers						
Assessment	17,838	18,026	17,407	(1,197)	16,210	16,185
Taxation	2,555	2,921	2,924	-	2,924	2,949
Total Net Expenditure & Transfers	\$20,393	\$20,947	\$20,331	(\$1,197)	\$19,134	\$19,134
Total Net Operating Requirement	\$20,382	\$20,947	\$20,331	(\$1,197)	\$19,134	\$19,134

Explanation of Changes:

Proposed Reduction Strategies:

#1 Efficiencies: Property Assessment & Taxes E-Notices (\$70)

\$70 reduction in postage related to expected uptake in property owner subscription for electronic notices for tax assessments and tax notices. Savings of approximately \$2 per property registrant.

#72 Workforce Strategies: Vacancy Management and Other (\$1,127)

Through a vacancy management strategy the branch will eliminate vacant positions. The impact of service levels will be mitigated through a reallocation of work and a risk based approach to those reallocations.

A reduction through efficiencies due to various workforce strategies. The 2021 taxation year is extremely challenging due to real estate market volatility due to a depressed economy. In the event that assessment appeals do increase, reductions in staff resourcing could impact the City's capacity to adequately defend appeals and could result in tax revenue losses.

Branch - Corporate Procurement & Supply Services

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Corporate Print and Mail Services	51	-	-	-	-	-
Supply Chain Management	617	380	380	-	380	380
Total Revenue & Transfers	\$668	\$380	\$380	-	380	380
Net Expenditure & Transfers						
Corporate Contracts & Continuous Improvement	7,292	2,278	2,103	-	2,103	1,983
Corporate Print and Mail Services	603	1,083	915	-	915	921
Procurement	3,352	4,328	4,075	(500)	3,575	3,628
Supply Chain Management	7,534	6,716	6,394	-	6,394	6,227
Total Net Expenditure & Transfers	\$18,781	\$14,405	\$13,487	(\$500)	\$12,987	\$12,759
Total Net Operating Requirement	\$18,113	\$14,025	\$13,107	(\$500)	\$12,607	\$12,379

Explanation of Changes:

Proposed Reduction Strategies:

#78 Workforce Strategies: Vacancy Management and Other (\$500)

Reduction reflects the reduction of staff to optimize the staffing complement. The change may result in reductions in service levels to business partners relating to procurement and supply chain. The impact of service levels will be mitigated through a reallocation of work and a risk based approach to those reallocations. Reductions will be achieved by offering separation packages through the City's Workforce Transition Program.

Branch - Financial Services

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Corporate Accounting and Reporting	363	130	430	-	430	305
Investment Management	386	391	404	-	404	417
Treasury Management	1,133	1,201	1,401	-	1,401	1,541
Total Revenue & Transfers	\$1,882	\$1,722	\$2,235	-	\$2,235	\$2,263
Net Expenditure & Transfers						
Budget Planning & Development	2,982	2,884	2,907	(329)	2,578	2,592
Business Financial Analytics	7,686	7,887	7,460	(265)	7,195	7,237
Corporate Accounting and Reporting	5,931	6,097	6,614	(545)	6,069	5,957
Investment Management	(3,360)	(2,792)	(2,789)	-	(2,789)	(2,847)
Treasury Management	7,106	7,530	7,387	-	7,387	7,425
Total Net Expenditure & Transfers	\$20,345	\$21,606	\$21,579	(\$1,139)	\$20,440	\$20,364
Total Net Operating Requirement	\$18,463	\$19,884	\$19,344	(\$1,139)	\$18,205	\$18,101

Explanation of Changes:

Proposed Reduction Strategies:

#79 Workforce Strategies: Vacancy Management and Other (\$706)

A reduction in the personnel budget due to various workforce strategies. Service level reductions may occur and the branch may be required to prioritize work to respond to current initiative or emerging issues. The Branch has undertaken steps to distribute and reallocate the key responsibilities of each of the positions being eliminated.

#23 Expense Reduction: Reduction to External Services (\$433)

A reduction in the budget for external services for the Branch to match the historic spending trend. This reduces ability to contract for external financial review services which will be mitigated within current resources. No service level reduction is anticipated.

Branch - Open City & Technology

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Corporate Data & Analytics	4	-	-	-	-	-
Digital Enablement	152	-	-	-	-	-
Technology Strategy and Planning	525	394	394	-	394	394
Technology Transformation	3	-	-	-	-	-
Total Revenue & Transfers	\$684	\$394	\$394	-	394	394
Net Expenditure & Transfers						
Business Resilience	2,764	4,163	3,955	-	3,955	4,074
Corporate Data & Analytics	5,202	4,864	5,846	-	5,846	5,870
Digital Enablement	1,747	-	-	-	-	-
Technology Strategy and Planning	4,431	5,955	5,837	(580)	5,257	4,416
Technology Transformation	35,266	36,689	35,526	(1,155)	34,371	33,961
Total Net Expenditure & Transfers	\$49,410	\$51,671	\$51,164	(\$1,735)	\$49,429	\$48,321
Total Net Operating Requirement	\$48,726	\$51,277	\$50,770	(\$1,735)	\$49,035	\$47,927

Explanation of Changes:

Proposed Reduction Strategies:

#84A Workforce Strategies: Vacancy Management (\$1,065)

A vacancy management strategy will be utilized to reduce the personnel budget by not filling select vacancies as individuals retire or resign. Service impact may be a loss of institutional knowledge.

#84B Workforce Strategies: Workforce Transition Program (\$580)

Reductions are anticipated to be achieved through the voluntary workforce transition program for staff who are eligible to retire or are considering leaving the organization. Service impact may be a loss of institutional knowledge. There is also a risk of not delivering IT plans to meet current corporate plans and expectations. Prioritization of plans and resources to meet IT requirements will continue to occur.

#27 Cost Reduction: ESNA Cloudlink Removal (\$90)

A reduction of \$90 related to ESNA Cloudlink. This is a switch of voicemail delivery to either Gmail or Cisco Unity for VoIP phone users. No service impact.

Branch - Real Estate

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Land Development	7,200	3,940	3,075	-	3,075	2,217
Property Services	12,223	8,225	8,164	(386)	7,778	6,380
Total Revenue & Transfers	\$19,423	\$12,165	\$11,239	(\$386)	\$10,853	\$8,597
Net Expenditure & Transfers						
Land Development	8,421	5,224	3,754	(37)	3,717	3,588
Property Services	33,412	34,293	34,793	(1,111)	33,682	33,205
Property Transactions	1,297	1,442	1,650	(10)	1,640	1,463
Total Net Expenditure & Transfers	\$43,130	\$40,959	\$40,197	(\$1,158)	\$39,039	\$38,256
Total Net Operating Requirement	\$23,707	\$28,794	\$28,958	(\$772)	\$28,186	\$29,659

Explanation of Changes:

Proposed Budget Increases:

Increase in building operating expenditures of \$252 as a result of the surrender and transfer of the Advanced Technology Building in the Edmonton Research Park by EEDC.

Proposed Budget Decreases:

Decrease in lease revenues of \$386 as a result of the surrender and transfer of the Advanced Technology Building in Edmonton Research Park by EEDC.

Proposed Reduction Strategies:

#29,30,31,32 Expense Reduction: Various (\$1,310)

A reduction in leased building operating costs of \$750 related to reduced operating costs per square foot in Edmonton Tower as well as \$403 reduction in rent and leased building operating costs associated with upcoming office space lease renewals. A reduction in utility costs of \$100 after the move of the Technology Data Centre. A reduction of \$57 as a result of various other reduction strategies. There are minimal anticipated impacts to service delivery.

#87 Workforce Strategies: Workforce Transition Program (\$100)

Workforce Transition Program - minimal anticipated impacts to service delivery.



Integrated Infrastructure Services

Department - Integrated Infrastructure Services

2019-2022 Budget - Department Summary by Branch

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Building Great Neighbourhoods and Open Spaces	459	-	-	-	-	-
Business Planning & Support	793	462	962	-	962	962
Infrastructure Delivery	2,520	-	-	-	-	-
Infrastructure Planning & Design	2,789	-	-	-	-	-
LRT Expansion & Renewal	1,356	455	455	-	455	455
Total Revenue & Transfers	\$7,917	\$917	\$1,417	-	\$1,417	\$1,417
Net Expenditure & Transfers						
Building Great Neighbourhoods and Open Spaces	2,907	2,501	2,512	-	2,512	2,519
Business Planning & Support	6,286	8,449	8,509	(1,140)	7,369	7,285
Infrastructure Delivery	5,752	1,814	1,872	-	1,872	1,885
Infrastructure Planning & Design	12,901	9,491	7,241	(123)	7,118	7,006
LRT Expansion & Renewal	2,598	1,168	1,180	-	1,180	1,184
Total Net Expenditure & Transfers	\$30,444	\$23,423	\$21,314	(\$1,263)	\$20,051	\$19,879
Total Net Operating Requirement	\$22,527	\$22,506	\$19,897	(\$1,263)	\$18,634	\$18,462

Branch - Building Great Neighbourhoods and Open Spaces

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Building Great Neighbourhoods Planning and Design	1	-	-	-	-	-
Open Space Infrastructure Delivery	458	-	-	-	-	-
Total Revenue & Transfers	\$459	-	-	-	-	-
Net Expenditure & Transfers						
Building Great Neighbourhoods Infrastructure Delivery	620	1,354	1,357	-	1,357	1,361
Building Great Neighbourhoods Planning and Design	(355)	(1,584)	(1,602)	-	(1,602)	(1,581)
Open Space Infrastructure Delivery	1,104	1,001	1,021	-	1,021	1,032
Open Space Planning and Design	1,538	1,730	1,736	-	1,736	1,707
Total Net Expenditure & Transfers	\$2,907	\$2,501	\$2,512	-	\$2,512	\$2,519
Total Net Operating Requirement	\$2,448	\$2,501	\$2,512	-	\$2,512	\$2,519

Branch - Business Planning & Support

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Department and Business Management	243	-	500	-	500	500
Engineering Services	517	444	444	-	444	444
Workplace Systems	33	18	18	-	18	18
Total Revenue & Transfers	\$793	\$462	\$962	-	\$962	\$962
Net Expenditure & Transfers						
Department and Business Management	1,130	2,655	2,662	(807)	1,855	1,819
Engineering Services	1,627	3,140	3,170	-	3,170	3,116
Project Management Centre of Excellence	1,459	1,213	1,231	-	1,231	1,242
Workplace Systems	2,070	1,441	1,446	(333)	1,113	1,109
Total Net Expenditure & Transfers	\$6,286	\$8,449	\$8,509	(\$1,140)	\$7,369	\$7,285
Total Net Operating Requirement	\$5,493	\$7,987	\$7,547	(\$1,140)	\$6,407	\$6,323

Explanation of Changes:

Proposed Reduction Strategies:

#73A Workforce Strategies: Vacancy Management (\$1,140)

The positions listed in BPS and the DCMO are vacant. Some of those positions have been recently vacated, while others are due to the hiring pause or a small change in structure. There is a need to fill project-related resources when a capital project warrants a project manager or coordinator, however current levels of the capital program are being managed with the current staffing complement.

Other changes within the department's structure created two of these vacancies that will not be required moving forward.

Therefore, IIS does not anticipate a service impact with these reductions.

Branch - Infrastructure Delivery

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Department and Business Management	571	-	-	-	-	-
Engineering Services	1,945	-	-	-	-	-
Workplace Systems	4	-	-	-	-	-
Total Revenue & Transfers	\$2,520	-	-	-	-	-
Net Expenditure & Transfers						
Facilities Infrastructure Delivery	1,748	1,745	1,745	-	1,745	1,718
Renewable Energy Systems	2,568	170	172	-	172	173
Transportation Infrastructure Delivery	1,436	(381)	(332)	-	(332)	(301)
Workplace Systems	-	280	287	-	287	295
Total Net Expenditure & Transfers	\$5,752	\$1,814	\$1,872	-	\$1,872	\$1,885
Total Net Operating Requirement	\$3,232	\$1,814	\$1,872	-	\$1,872	\$1,885

Branch - Infrastructure Planning & Design

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Facility Planning and Design	2,767	-	-	-	-	-
Lifecycle Management	8	-	-	-	-	-
Transportation Planning and Design	14	-	-	-	-	-
Total Revenue & Transfers	\$2,789	-	-	-	-	-
Net Expenditure & Transfers						
<unassigned>	8	-	-	-	-	-
Facility Planning and Design	6,621	5,403	3,084	(123)	2,961	2,832
Lifecycle Management	4,942	2,445	2,485	-	2,485	2,541
Transportation Planning and Design	1,298	1,297	1,324	-	1,324	1,289
Yellowhead Trail Planning, Design and Delivery	32	346	348	-	348	344
Total Net Expenditure & Transfers	\$12,901	\$9,491	\$7,241	(\$123)	\$7,118	\$7,006
Total Net Operating Requirement	\$10,112	\$9,491	\$7,241	(\$123)	\$7,118	\$7,006

Explanation of Changes:

Proposed Reduction Strategies:

#73B Workforce Strategies: Vacancy Management (\$123)

There is a need to fill project-related resources when a capital project warrants a project manager or coordinator, however current levels of the capital program are being managed with the current staffing complement.

Branch - LRT Expansion & Renewal

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
LRT Expansion and Renewal	1,356	455	455	-	455	455
Total Revenue & Transfers	\$1,356	\$455	\$455	-	\$455	\$455
Net Expenditure & Transfers						
Open Space Planning and Design	2,598	1,168	1,180	-	1,180	1,184
Total Net Expenditure & Transfers	\$2,598	\$1,168	\$1,180	-	\$1,180	\$1,184
Total Net Operating Requirement	\$1,242	\$713	\$725	-	\$725	\$729



Mayor & Councillor Offices

Department - Mayor & Councillor Offices

2019-2022 Budget - Department Summary by Branch

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Mayor & Councillor Offices	33	-	-	-	-	-
Total Revenue & Transfers	\$33	-	-	-	-	-
Net Expenditure & Transfers						
Mayor & Councillor Offices	6,056	6,938	7,012	7	7,019	7,117
Total Net Expenditure & Transfers	\$6,056	\$6,938	\$7,012	\$7	\$7,019	\$7,117
Total Net Operating Requirement	\$6,023	\$6,938	\$7,012	\$7	\$7,019	\$7,117

Branch - Mayor & Councillor Offices

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Mayor	20					
Councillor Offices	13	-	-	-	-	-
Total Revenue & Transfers	\$33	-	-	-	-	-
Net Expenditure & Transfers						
Mayor	1,606	1,788	1,805		1,805	1,823
Councillor Offices	4,450	5,150	5,207	7	5,214	5,294
Total Net Expenditure & Transfers	\$6,056	\$6,938	\$7,012	\$7	\$7,019	\$7,117
Total Net Operating Requirement	\$6,023	\$6,938	\$7,012	\$7	\$7,019	\$7,117

Explanation of Changes:

Proposed Budget Increases:

Flexible Spending Account (in dollars)

On October 19, 2020, City Council approved an increase to the Mayor and Councillors' budget to fund Recommendation 4.1 of the Independent Council Compensation Committee to switch from a Health Spending Account in the amount of \$500 per Council Member annually to a Flexible Spending Account Health Plan in the amount of \$3,600 per Council Member annually, effective after the Edmonton general election in 2021. All of the Committee's recommendations were approved by Council.

This results in an annual budget increase of \$40,300, over 2021 and 2022.



Office of the City Auditor

Branch - Office of the City Auditor

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Office of the City Auditor	2,534	2,661	2,688	-	2,688	2,713
Total Net Expenditure & Transfers	\$2,534	\$2,661	\$2,688	-	\$2,688	\$2,713
Total Net Operating Requirement	\$2,534	\$2,661	\$2,688	-	\$2,688	\$2,713



Office of the City Manager

Department - Office of the City Manager

2019-2022 Budget - Department Summary by Branch

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Legal Services	3	-	-	-	-	-
Office of the City Clerk	892	732	2,375	-	2,375	732
Total Revenue & Transfers	\$895	\$732	\$2,375	-	\$2,375	\$732
Net Expenditure & Transfers						
City Manager	2,304	2,026	2,026	(119)	1,907	1,906
Legal Services	11,993	11,970	12,068	(626)	11,442	10,764
Office of the City Clerk	12,567	12,226	16,064	1,056	17,120	13,807
Total Net Expenditure & Transfers	\$26,864	\$26,222	\$30,158	\$311	\$30,469	\$26,477
Total Net Operating Requirement	\$25,969	\$25,490	\$27,783	\$311	\$28,094	\$25,745

Branch - City Manager

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
City Manager	2,304	2,026	2,026	(119)	1,907	1,906
Total Net Expenditure & Transfers	\$2,304	\$2,026	\$2,026	(\$119)	\$1,907	\$1,906
Total Net Operating Requirement	\$2,304	\$2,026	\$2,026	(\$119)	\$1,907	\$1,906

Explanation of Changes:

Proposed Reduction Strategies:

#83A Vacancy Management Strategy: Position Vacancy (\$119)

Ongoing cost savings through vacancy management.

Branch - Legal Services

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Corporate Security	3	-	-	-	-	-
Total Revenue & Transfers	\$3	-	-	-	-	-
Net Expenditure & Transfers						
Corporate Security	1,796	1,956	1,961	(140)	1,821	1,828
Legal Services	8,513	8,326	8,400	(486)	7,914	7,208
Risk Management	1,684	1,688	1,707	-	1,707	1,728
Total Net Expenditure & Transfers	\$11,993	\$11,970	\$12,068	(\$626)	\$11,442	\$10,764
Total Net Operating Requirement	\$11,990	\$11,970	\$12,068	(\$626)	\$11,442	\$10,764

Explanation of Changes:

Proposed Reduction Strategies:

#66 Service Level Reduction: (\$601)

This reduction is attributable to reducing resources. Savings by reducing hours of security service at City Hall Control Centre and change in level of contractual legal review based on risk assessment. This reduction has the following risks: potential increase in judicial reviews for procedural errors; decreased capacity to develop and manage template procurement documents, which could result in increased litigation; longer timelines for processing of insurance claims that have regulatory timelines; and longer timelines for processing security card access.

#83B Workforce Strategies: (\$25)

This reduction is the result of a reclassification of a position.

#66 Service Level Reduction: Resource efficiencies (\$750 - 2022)

This 2022 reduction relates to savings that can be realized as a result of a decrease in resource needs and other related expenses. Those savings are dependent on changes in legislation.

Branch - Office of the City Clerk

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Elections and Census	395	213	1,856	-	1,856	213
Governance, Tribunals, Corporate Information Governance and Administration	497	519	519	-	519	519
Total Revenue & Transfers	\$892	\$732	\$2,375	-	\$2,375	\$732
Net Expenditure & Transfers						
Elections and Census	2,691	1,172	5,016	-	5,016	643
Governance, Tribunals, Corporate Information Governance and Administration	9,750	10,904	10,898	1,056	11,954	13,014
Office of the Integrity Commissioner	126	150	150	-	150	150
Total Net Expenditure & Transfers	\$12,567	\$12,226	\$16,064	\$1,056	\$17,120	\$13,807
Total Net Operating Requirement	\$11,675	\$11,494	\$13,689	\$1,056	\$14,745	\$13,075

Explanation of Changes:

Proposed Budget Increases:

Memberships: \$470

This is a historical adjustment to fund Council-directed Memberships.

Shareholder Subsidy: 2021 \$1,017; 2022 \$1,023

At the Edmonton Global Extraordinary Shareholder meeting on October 22, 2020, a resolution was carried to increase shareholder contributions going forward. The impact to the City of Edmonton annual shareholder contribution equates to an increase from \$1,300 to \$3,300, over 2021 and 2022.

Proposed Reduction Strategies:

#67 Service Level Reduction: FTE Reduction (\$180)

Reduction of FTE count in line with service adjustment.

#99 Reduction Through Efficiencies: Tribunals Supervisor Consolidation (\$144)

Ongoing cost savings resulting from the Program and Service Review.

#83C Workforce Strategies: Vacancy Management (\$108)

Workforce Strategies - Ongoing cost savings through vacancy elimination.



Urban Form & Corporate Strategic Development

Department - Urban Form & Corporate Strategic Development

2019-2022 Budget - Department Summary by Branch

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
City Planning	39,507	45,468	51,963	(11,290)	40,673	61,199
Corporate Strategy	-	-	-	-	-	-
Development Services	65,355	66,184	66,463	-	66,463	66,075
Economic & Environmental Sustainability	6,322	1,500	1,486	-	1,486	1,451
Total Revenue & Transfers	\$111,184	\$113,152	\$119,912	(\$11,290)	\$108,622	\$128,725
Net Expenditure & Transfers						
City Planning	52,566	63,451	68,774	(11,870)	56,904	76,528
Corporate Strategy	5,628	5,328	5,335	(256)	5,079	5,079
Development Services	77,920	71,637	72,177	(850)	71,327	71,378
Economic & Environmental Sustainability	30,585	27,029	30,296	(1,830)	28,466	31,457
Total Net Expenditure & Transfers	\$166,699	\$167,445	\$176,582	(\$14,806)	\$161,776	\$184,442
Total Net Operating Requirement	\$55,515	\$54,293	\$56,670	(\$3,516)	\$53,154	\$55,717

Branch - City Planning

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Policy Development	2,081	10	10	-	10	10
Urban Analysis	16	-	-	-	-	-
Urban Growth and Open Space Strategy	37,410	45,458	51,953	(11,290)	40,663	61,189
Total Revenue & Transfers	\$39,507	\$45,468	\$51,963	(\$11,290)	\$40,673	\$61,199
Net Expenditure & Transfers						
Policy Development	8,865	7,269	7,135	(129)	7,006	6,642
Urban Analysis	4,616	2,347	2,225	(148)	2,077	1,819
Urban Growth and Open Space Strategy	39,085	53,835	59,414	(11,593)	47,821	68,067
Total Net Expenditure & Transfers	\$52,566	\$63,451	\$68,774	(\$11,870)	\$56,904	\$76,528
Total Net Operating Requirement	\$13,059	\$17,983	\$16,811	(\$580)	\$16,231	\$15,329

Explanation of Changes:

Proposed Budget Decreases:

There is an economic adjustment for the Sanitary Servicing Strategy Fund (SSSF) program of the Urban Growth and Open Space Strategy Section.

Due to a decline in development growth activity, the revenue and expenditure forecast need to be adjusted lower to align with the current economic condition. This adjustment reduces project expenditures funded through SSSF by (11,290) in 2021 on a one-time basis to recognize slower growth needs, offset by reduced revenue collection of (\$1,657) million (expansion assessments, trunk charges and utility contributions) and a reduced transfer from the SSS reserve of (\$9,633). This adjustment does not impact the net tax levy.

Proposed Reduction Strategies:

#90 Workforce Strategies: Vacancy Management (\$581)

Work will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to external facing service levels are anticipated.

Branch - Corporate Strategy

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Enterprise Performance Management	-	-	-	-	-	-
Strategic Design	-	-	-	-	-	-
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Business Performance	1,715	2,018	2,010	(256)	1,754	1,742
Enterprise Performance Management	869	-	-	-	-	-
Service Improvement	1,294	1,326	1,329	-	1,329	1,334
Strategic Design	1,750	1,984	1,996	-	1,996	2,003
Total Net Expenditure & Transfers	\$5,628	\$5,328	\$5,335	(\$256)	\$5,079	\$5,079
Total Net Operating Requirement	\$5,628	\$5,328	\$5,335	(\$256)	\$5,079	\$5,079

Explanation of Changes:

Proposed Reduction Strategies:

#91 Workforce Strategies: Vacancy Management (\$256)

Elimination of vacant FTEs, which will be offset by efficiencies gained through the Corporate Strategy Transformation Project. No impacts to service levels are anticipated.

Branch - Development Services

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Development & Zoning Services	5,670	4,383	4,272	-	4,272	4,136
Planning Coordination & Operations	55,535	58,442	57,713	-	57,713	57,482
Subdivision & Development Coordination	4,150	3,359	4,478	-	4,478	4,457
Total Revenue & Transfers	\$65,355	\$66,184	\$66,463	-	\$66,463	\$66,075
Net Expenditure & Transfers						
Development & Zoning Services	17,569	17,339	17,378	37	17,415	15,998
Planning Coordination & Operations	37,818	24,939	24,077	(329)	23,748	25,102
Safety Codes, Permits and Inspections	15,662	16,620	16,892	(117)	16,775	16,864
Subdivision & Development Coordination	6,871	12,739	13,830	(441)	13,389	13,414
Total Net Expenditure & Transfers	\$77,920	\$71,637	\$72,177	(\$850)	\$71,327	\$71,378
Total Net Operating Requirement	\$12,565	\$5,453	\$5,714	(\$850)	\$4,864	\$5,303

Explanation of Changes:

Proposed Reduction Strategies:

#92 Workforce Strategies: Vacancy Management (\$613)

Work will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are anticipated.

#62 Service Level Reduction: Eliminate Cannabis Positions (\$236)

Eliminate cannabis resources; processing of cannabis applications will be absorbed within existing resources and there will no longer be specific positions dedicated to cannabis applications. Implications to service levels are to be determined, as cannabis application volumes are not as high as when cannabis was first legalized.

Branch - Economic & Environmental Sustainability

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
City Environmental Strategies	264	854	854	-	854	854
Economic Investment and Development	347	-	-	-	-	-
Local & Emerging Economy	115	441	441	-	441	441
Regional Development	5,426	-	-	-	-	-
Urban Renewal	170	205	191	-	191	156
Total Revenue & Transfers	\$6,322	\$1,500	\$1,486	-	\$1,486	\$1,451
Net Expenditure & Transfers						
City Environmental Strategies	10,131	15,176	18,179	(494)	17,685	20,685
Economic Investment and Development	2,856	3,105	3,109	(657)	2,452	2,450
Local & Emerging Economy	4,642	5,674	5,963	-	5,963	5,994
Regional Development	12,298	2,350	2,341	(226)	2,115	2,112
Urban Renewal	658	724	704	(453)	251	216
Total Net Expenditure & Transfers	\$30,585	\$27,029	\$30,296	(\$1,830)	\$28,466	\$31,457
Total Net Operating Requirement	\$24,263	\$25,529	\$28,810	(\$1,830)	\$26,980	\$30,006

Explanation of Changes:

Proposed Reduction Strategies:

#93 Workforce Strategies: Vacancy Management (\$888)

Work plans will be reprioritized and reallocated within the branch to accommodate the removal of positions. Minimal impacts to service levels are anticipated. Includes (\$56) of overtime.

#19 Expense Reduction: Funding Adjustment (\$453)

Funding adjustment from tax levy to Downtown CRL in the Urban Renewal Section - includes 2 FTEs. There are no service level impacts and no anticipated impacts to current projected milestones for the Downtown CRL.

#20 Expense Reductions: Reduce Renewable Energy Certificate (REC) (\$339)

Equates to a 5% reduction to the approved REC budget and will modestly impact environmental targets. Additional time will be required to progress towards 100% coverage of the green energy budget that is targeted for 2023.

#21 Expense Reductions: Reduction in External Services (\$150)

Consulting reductions through efficiencies; reducing the external services budget through ongoing vendor management. No impacts to service levels are anticipated.



Corporate Expenditures & Revenues

Corporate Expenditures & Revenues

2019 - 2022 Budget - Department Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Automated Enforcement	52,851	45,690	40,880	-	40,880	38,290
Capital Project Financing	263,408	259,020	253,130	(16,035)	237,095	239,292
Corporate Expenditures	1,060	837	853	-	853	868
Corporate Revenues	398,779	398,540	399,356	7,766	407,122	410,008
Taxation Expenditures	5,734	5,000	5,000	-	5,000	5,300
Total Revenue & Transfers	\$721,832	\$709,087	\$699,219	(\$8,269)	\$690,950	\$693,758
Net Expenditure & Transfers						
Automated Enforcement	52,851	45,690	40,880	-	40,880	38,290
Capital Project Financing	428,236	445,549	467,367	(15,294)	452,073	467,948
Corporate Expenditures	104,391	31,490	65,249	(8,698)	56,551	89,501
Corporate Revenues	1,812	89	2,300	-	2,300	91
Neighbourhood Renewal	155,946	155,946	161,326	-	161,326	166,626
Taxation Expenditures	15,878	12,300	12,300	-	12,300	12,300
Valley Line LRT	35,800	46,100	51,400	-	51,400	57,100
Total Net Expenditure & Transfers	\$794,914	\$737,164	\$800,822	(\$23,992)	\$776,830	\$831,856
Total Net Operating Requirement	\$73,082	\$28,077	\$101,603	(\$15,723)	\$85,880	\$138,098

Explanation of Changes:

Proposed Net Operating Requirement Decrease:

Net Revenue & Transfers

Capital Project Financing - Revenues (\$16,035)

Lower investment earnings of (\$13,047) as a result of market conditions offset with a reduced transfer to capital (below). No net impact to the tax levy.

Lower transfer from the LRT Reserve of (\$7,684) as a result of lower budgeted financing costs for the Valley Line Southeast LRT to reflect revisions in the project schedule. No net impact to the tax levy.

Higher Local Improvement revenue of \$4,510 as a result of the anticipated completion of local improvement construction projects with an increased transfer to the Local Improvement Reserve (below). No net impact to the tax levy.

An increase in the transfer from the Interim Reserve of \$186 to offset an increase in non-CRL debt charges that will be incurred in relation to the Downtown Arena to true up to the budget to the actual debt servicing. No net impact to the tax levy.

Corporate Expenditures & Revenues

2019 - 2022 Budget - Department Summary by Program

Explanation of Changes, continued:

Corporate Revenues \$7,766
<p>Annual Adjustments \$7,366</p> <p>Increase in revenue related to ATCO Gas Franchise Fees \$11,016 reflecting an increase in delivery tariff rates on which the franchise fee calculation is based.</p> <p>Increased revenue for Business Licensing of \$89. Business Licensing is budgeted in the Development Services branch, within Urban Form and Corporate Strategic Development. The balance of the business licensing revenues in excess of related expenses each year is transferred to Corporate Revenues.</p> <p>A decrease in EPCOR Franchise Fees of (\$2,539) as a result of forecasted changes in volume and inflationary increases. Franchise fees received from EPCOR are related to power, water, wastewater treatment, and drainage and are calculated in accordance with corresponding agreements.</p> <p>A decrease in Tag/Fine Revenues (\$1,200) within the 2021 budget based on prior year trending of actual tag/fine revenues.</p>
#48 Increased Revenue/Recovery: Proposed Reduction Strategies \$400
<p>Increased Revenue/Recovery of \$400 for additional dividend received from Land Enterprise.</p>
Net Expenditure & Transfers
Capital Project Financing - Expenses (\$15,294)
<p>Lower transfer to capital of (\$13,047) as a result of lower investment earnings resulting from unfavourable market conditions in the year (above). No net impact to the tax levy.</p> <p>Lower budget required for financing costs for the Valley Line Southeast LRT of (\$7,684) to reflect revisions in the project schedule for the Valley Line Southeast LRT. Offset by a lower transfer from the LRT Reserve (above). No net impact to the tax levy.</p> <p>Higher transfer to the Local Improvement Reserve of \$4,510 as a result of anticipated completion of local improvement construction projects (above). No net impact to the tax levy.</p> <p>An increase in non-CRL debt charges of \$186 that will be incurred in relation to the Downtown Arena to true up to the budget to the actual debt servicing. This is offset by an increased transfer from the Interim Financing Reserve (above). No net impact to the tax levy.</p> <p>An increase to the net operating expense of \$741 to adjust the tax supported debt servicing budget to reflect the revised timing of borrowing for capital projects.</p>

Corporate Expenditures & Revenues

2019 - 2022 Budget - Department Summary by Program

Explanation of Changes, continued:

Corporate Expenditures (\$8,698)

Annual Adjustments (\$2,820)

Reduction in the Financial Strategies budget of (\$2,654). The Financial Strategies budget provides flexibility for unknown amounts. This budget will be redistributed to the appropriate programs as factors become known.

Reduced transfer to the Revolving Industrial Servicing Fund (RISF) Reserve (\$166). The transfer is equal to 50% of the incremental property tax revenue from the end-user developments. Further information on the RISF can be found in the Reserves Funds (Supplementary Information) section of the budget.

Proposed Reduction Strategies (\$5,878)

#75,76,77 Workforce Strategies - reductions of (\$4,915) including consolidation strategies, vacancy management and merit. Consolidation strategies includes a reduction for anticipated savings for the consolidation of the Corporate Strategy Function within the newly created Service Innovation and Performance Branch within Corporate and Financial Services. Reduction in the maximum allowable merit increase of 2.5%. Management employees eligible for merit adjustments will receive a maximum increase of 2.5% (down from a maximum increase of 5%), this is expected to impact a number of management employees.

#17 Expense Reduction - Reduction in training of (\$520) reflected within corporate expenditures. Training budgets in branches will be reduced to the corporate average per full time equivalent. Administrative budget adjustments will transfer these reductions to the applicable branches once the allocations are finalized. Budgets for mandatory, legislative and required safety training will be preserved. The impact to staff can be mitigated by shifting to internal training.

#18 Expense Reduction - Reduction of hosting in (\$443) is included within corporate expenditures to reflect the reduction of hosting across the corporation eliminating hosting for internal events. Administrative budget adjustments will transfer these reductions to the applicable branches once the allocations are finalized.



Boards and Commissions

Branch - Federation of Community Leagues

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Total Revenue & Transfers	-	-	-	-	-	-
Net Expenditure & Transfers						
Federation of Community Leagues	6,031	6,238	6,238	(500)	5,738	5,738
Total Net Expenditure & Transfers	\$6,031	\$6,238	\$6,238	(\$500)	\$5,738	\$5,738
Total Net Operating Requirement	\$6,031	\$6,238	\$6,238	(\$500)	\$5,738	\$5,738

Proposed Reduction Strategies:

#41 Funding to Partners: Reduced Grant Payment (\$500)

Since the inception of the CLIP program in 2011 there has been less than \$1,600 in small and intermediate grant requests annually. Each year there are two to three new, large projects (usually new halls) that utilize about \$1,000 of CLIP. All leagues currently proceeding with new halls have approved funding. When leagues decide to build a hall, it typically takes them at least two years to raise matching funds. Reducing CLIP by \$500 in each of 2021 and 2022 would still enable the City to fund necessary rehabilitation and renovation projects but would effectively pause investment in new halls and facilities until a review of the current approach can be completed.



Municipal Enterprises & Community Revitalization Levies

Branch - Blatchford Redevelopment Project

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Blatchford Redevelopment	6,008	16,525	22,304	-	22,304	28,785
Total Revenue & Transfers	\$6,008	\$16,525	\$22,304	-	\$22,304	\$28,785
Net Expenditure & Transfers						
Blatchford Redevelopment	8,803	18,392	15,884	-	15,884	30,787
Total Net Expenditure & Transfers	\$8,803	\$18,392	\$15,884	-	\$15,884	\$30,787
Net Income/(Loss)	(\$2,795)	(\$1,867)	\$6,420	-	\$6,420	(\$2,002)

Branch - Land Enterprise

2019-2022 Budget - Branch Summary by Program

((\$000))	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Land Development	23,160	21,284	17,894	-	17,894	28,597
Land for Future Municipal Purposes	314	14,881	5,256	-	5,256	11,313
Total Revenue & Transfers	\$23,474	\$36,165	\$23,150	-	\$23,150	\$39,910
Net Expenditure & Transfers						
Land Development	12,449	18,249	15,718	-	15,718	26,746
Land for Future Municipal Purposes	2,519	10,740	5,431	-	5,431	9,524
Total Net Expenditure & Transfers	\$14,968	\$28,989	\$21,149	-	\$21,149	\$36,270
Net Income/(Loss)	\$8,506	\$7,176	\$2,001	-	\$2,001	\$3,640

Department - Community Revitalization Levies

2019-2022 Budget - Department Summary by Branch

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Belvedere CRL	1,997	3,886	4,573	-	4,573	7,265
Capital City Downtown CRL	27,349	32,365	35,134	-	35,134	37,786
The Quarters Downtown CRL*	4,907	6,403	7,985	-	7,985	9,096
Total Revenue & Transfers	\$34,253	\$42,654	\$47,692	-	\$47,692	\$54,147
Net Expenditure & Transfers						
Belvedere CRL	1,997	3,886	4,573	-	4,573	7,265
Capital City Downtown CRL	27,349	32,365	35,134	-	35,134	37,786
The Quarters Downtown CRL*	4,765	6,403	7,985	-	7,985	9,096
Total Net Expenditure & Transfers	\$34,111	\$42,654	\$47,692	-	\$47,692	\$54,147
Total Net Operating Requirement	(\$142)	-	-	-	-	-

*2019 and prior year actuals are reflected in the Corporate Summary for tax supported departments. 100% reserve funding begins 2020.

Branch - Belvedere CRL

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Belvedere CRL	1,997	3,886	4,573	-	4,573	7,265
Total Revenue & Transfers	\$1,997	\$3,886	\$4,573	-	\$4,573	\$7,265
Net Expenditure & Transfers						
Belvedere CRL	1,997	3,886	4,573	-	4,573	7,265
Total Net Expenditure & Transfers	\$1,997	\$3,886	\$4,573	-	\$4,573	\$7,265
Net Income/(Loss)	-	-	-	-	-	-

Branch - Capital City Downtown CRL

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
Capital City Downtown CRL	27,349	32,365	35,134	-	35,134	37,786
Total Revenue & Transfers	\$27,349	\$32,365	\$35,134	-	\$35,134	\$37,786
Net Expenditure & Transfers						
Capital City Downtown CRL	27,349	32,365	35,134	-	35,134	37,786
Total Net Expenditure & Transfers	\$27,349	\$32,365	\$35,134	-	\$35,134	\$37,786
Net Income/(Loss)	-	-	-	-	-	-

Explanation of Changes:

Proposed Budget Increases:

\$319 Funding adjustment from Tax Levy to Reserve, for the personnel portion of the Urban Renewal section to better align funding with services. There are no service level impacts and no anticipated impacts to current projected milestones for the Downtown CRL. Offset with a reduction to transfer to reserve expense.

Proposed Budget Decreases:

(\$319) Reduction to transfer to reserve expense to offset the increase to the personnel for the funding transfer of FTEs from tax levy to reserve. No net impact to revenue or expenditures.

Branch - The Quarters Downtown CRL

2019-2022 Budget - Branch Summary by Program

(\$000)	2019 Actual*	2020 Adjusted Budget	2021 Approved Budget	2021 Proposed Budget Changes	2021 Proposed Budget	2022 Proposed Budget
Revenue & Transfers						
The Quarters Downtown CRL	4,907	6,403	7,985	-	7,985	9,096
Total Revenue & Transfers	\$4,907	\$6,403	\$7,985	-	\$7,985	\$9,096
Net Expenditure & Transfers						
The Quarters Downtown CRL	4,765	6,403	7,985	-	7,985	9,096
Total Net Expenditure & Transfers	\$4,765	\$6,403	\$7,985	-	\$7,985	\$9,096
Net Income/(Loss)	(\$142)	-	-	-	-	-

*2019 and prior year actuals are reflected in the Corporate Summary for tax supported departments. 100% reserve funding begins 2020.



Priority Based Budgeting

Priority-Based Budget for 2021- 2022 (Limited Scope) - Operating

Priority Based Budget Process

Priority Based Budget (PBB) provides a methodical process to establish a comprehensive multi-year budget centered around Council's strategic goals and priorities. The PBB approach generally involves the following main steps:

1. Determine services

The first step in the PBB process is determining the services to evaluate against priorities. This step is ever-evolving to determine the appropriate level of services that provides meaningful insight. As a modern municipal corporation, the City of Edmonton identified 73 different lines of service, many of which cross departments and branches within the organization. Administration considered the level of detail required for certain service lines to make well informed budget decisions. Administration identified sub-services for the purposes of PBB based on the services used for the original development of the 2019-2022 operating budget. As a result, a total of 182 distinct services were evaluated and prioritized for the Fall 2020 Supplemental Operating Budget Adjustment (SOBA).

2. Cost of services

Once the services are defined, the full cost of each is determined. The existing 2021 and 2022 operating budgets were allocated to the 182 services to analyze the City's operating budget through a service lens.

3. Identify priorities

Following best practice in PBB, each service is evaluated according to a consistent set of operating criteria known as "Basic Program Attributes":

Mandated to Provide Service - Degree to which the City is mandated or legislated to provide the service.

Reliance on City to Provide Service - Degree to which citizens and employees rely on the City to provide the service, regardless of *how* the City decides to best provide such service (e.g. internally or contracted).

Portion of Community or Organization Served - Portion of citizens or employees supported through the service provided. Services discretionary in nature are evaluated based on the utilization of the service. Non-discretionary services (e.g. emergency response) are assessed based on the availability to serve the community or organization.

Demand of Service - Degree to which the change in demand for the service has decreased or increased, both historically and anticipated in years ahead, prior to

impacts of the COVID-19 pandemic. At this time the long term impacts on service level demand as a result of COVID-19 are unknown. This will be assessed again through full scope Priority Based Budgeting for the 2023-2026 budget cycle once further information on the long term effects of the pandemic are better known.

Cost Recovery - Extent to which a service's costs are recovered from external resources. Cost recovery can be used to determine revenue generation opportunities through increased user fees where appropriate. Assessing user fees is important, and it will take time and consultation to implement meaningful changes. This work will be guided by Reimagine initiatives and based on City Policy *C624 Fiscal Policy for Revenue Generation* approved by Council on November 2, 2020. The evaluation of services' cost recovery levels in PBB will help determine revenue generation opportunities through the full scope PBB work plan for the 2023-2026 operating budget.

In addition to the operational criteria above, an organization must identify the priorities in which to base the budget upon. This process should align to the City's strategic plans. For the implementation of PBB in 2020's SOBA, Administration identified services as either public facing or support programs, and evaluated them against the Corporate Business Plans service or support objectives accordingly.

Identifying Priorities

OPERATIONAL CRITERIA

Mandated to Provide Service
Reliance on City to Provide Service
Portion of Community or Organization Served
Demand of Service
Cost Recovery of Service

STRATEGIC CRITERIA

Service Objectives	Support Objectives
<i>Public facing services</i>	<i>Internal support services</i>
Recreation & Culture	People, Relationships & Partnerships
Social Support	Project & Asset Management
Civic Services	Strategy & Business
Public Safety	Technology & Data
Community Development	Employee Experience & Safety
Movement of People & Goods	Environmental Stewardship
Land Development	Financial Management
Economic Development	
Environmental Protection	

4. Evaluate services against priorities

All services were scored against the five operational criteria on a scale of 0-4, based on specific definitions and underlying assumptions.

In addition, public facing services were scored against strategic criteria using the nine service objectives, and support services scored against the seven support objectives. Scoring considered if each service had a direct, indirect, or limited to no impact for each objective. Consideration was based on the degree of

influence and decision-making abilities the service has in contributing to each objective.

Each City department completed a self-score based on the background and expertise of their own services. All scores were then peer-reviewed through several cross-departmental groups to ensure consistency, transparency and accuracy in the final evaluation.

5. Analyze insights and provide recommendations

The final results of the evaluation process have been summarized and presented in four quadrants. The descriptions below generally describe the resulting reasons for a service being in each of the quadrants.

Quadrant 1 - identifies services that scored high on the operational criteria and were also highly aligned with the strategic criteria.

Quadrants 2 and 3 - indicates that services may have scored higher on a combination of either the operational or the strategic criteria.

Quadrant 4 - indicates services that may have scored higher on either the operational criteria or strategic criteria, but generally not both.

Lower quadrants (3 and 4) are not indicative of a service being less important or necessary to the organization and do not rationalize more reductions than services in higher quadrants (1 and 2). Often services provided in higher quadrants are critical for the organization and are allocated a larger portion of the overall budget. This also means that these services have a greater opportunity for cost savings and efficiencies.

The different quadrants provide insight on varying solutions to maximize effectiveness of the service's delivery including, but not limited to:

- partnership with other orders of government,
- efficiency opportunities, reallocation of resources,
- service increase, or
- service reductions depending on the aspects of where a service scored higher or lower.

These insights will be further assessed as a part of the implementation of full priority-based budgeting for the 2023-2026 development.

Limited Scope PBB and Full Scope PBB

A full PBB process can take several months to fully implement for the development of a multi-year budget. On May 25, 2020, City Council motioned "that the prioritized budgeting process be advanced to provide a prioritized list of programs and services"

and be brought back for the Fall 2020 Supplemental Operating Budget Adjustment. Considering the time available to advance the PBB process to assist with current budget challenges, Administration implemented the process on a limited scope basis. Some of the key differences between the limited scope and full scope PBB process are highlighted below.

Steps	PBB Limited Scope (2021-2022 Budget)	PBB Full Scope (2023-2026 Budget)
Determine Services	<ul style="list-style-type: none"> • Used existing budgeted services • Not consistent across the organization 	<ul style="list-style-type: none"> • Consistent definition of services • Similar level of services across the City
Costing of Services	<ul style="list-style-type: none"> • Partial costing of services • Indirect costs not fully allocated 	<ul style="list-style-type: none"> • Full costing of services
Identification of Priorities	<ul style="list-style-type: none"> • Used priorities from Corporate Business Plan and did not prioritize based on input from Council 	<ul style="list-style-type: none"> • Priorities discussed and prioritized with Council
Analyze findings and provide recommendations (Insights)	<ul style="list-style-type: none"> • Heavily focused on budget reductions <ul style="list-style-type: none"> ○ Efficiencies ○ Service level assessments ○ Cost reduction opportunities 	<ul style="list-style-type: none"> • Enterprise Performance Management used to determine effectiveness of service • Enterprise Risk Management used to determine risks to be addressed • Assessment of new services required • Reallocation of resources to meet needs of citizens • New revenue generation opportunities • Partnership, regionalization opportunities • Efficiency opportunities • Service level assessments • Cost reduction opportunities

PRIORITY BASED BUDGETING

QUADRANT SUMMARY

All City of Edmonton services were scored and evaluated against a defined set of operational and strategic criteria. The results are represented in four quadrants based on the degree of alignment to the criteria.

Additional details on reduction strategies and impacts are provided in the Department & Branch Summary Tables section of this attachment.

QUADRANT 1

⚙️ # Services	29
💰 Total Budget	\$548.3 M
▼ Total Reductions	\$22.8 M
▼ % of Budget Reduced	4.2%
▼ # Services impacted	19

QUADRANT 2

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

QUADRANT 3

⚙️ # Services	52
💰 Total Budget	\$92.4 M
▼ Total Reductions	\$4.5 M
▼ % of Budget Reduced	4.9%
▼ # Services Impacted	19

QUADRANT 4

⚙️ # Services	26
💰 Total Budget	\$66.8 M
▼ Total Reductions	\$3.8 M
▼ % of Budget Reduced	5.7%
▼ # Services Impacted	12

▼

▼

**Corporate wide budget reduction strategies within Corporate Expenditures and Revenues have not been allocated to specific services at this time. As a result the reduction strategies by quadrant do not include corporate wide budget strategies.*

Priority Based Budgeting Limited Scope

SERVICES BY QUADRANT

Edmonton

QUADRANT ONE

TOTAL BUDGET **\$548 M**

29 SERVICES

REDUCTIONS **\$23 M**

% OF BUDGET REDUCED **4.2%**

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

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

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

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

QUADRANT TWO

TOTAL BUDGET **\$450 M**

75 SERVICES

REDUCTIONS **\$19 M**

% OF BUDGET REDUCED **4.2%**

Accounts Payable
Accounts Receivable & Remittance
Processing
Affordable Housing Strategy
Animal Care
Assessment & Taxation Support
Assessment Valuation, inc. Support &
Systems Management
Building Great Neighbourhoods Planning
Design & Delivery
Business Solutions and Solution Delivery, inc.
Infrastructure Operations & Leadership
Business, Budget & Workforce Development
Services, inc. Project Management Support
Bylaw & Provincial Act Enforcement:
Safety Codes, Permits & Inspections
Bylaw Ticket Administration
Cemetery Operations & Sales
City Clerk's Office
Community & Cultural Grants

Corporate Data & Analytics
Corporate Security
Corporate Strategy: Strategic Design
Corporate Training
Creative & Digital
Department Financial Planning,
Analysis & Reporting
Development: Development & Zoning,
Subdivision & Development Coord
Development: Planning Coord & Operations
Diversity Advisory & Community Group
Capacity Building
Elections/Census/Ward Boundaries inc.
Annual Election Costs
Enforcement, inc. Animal Bylaw Enforcement
Environmental Strategies
Facilities & Transportation Delivery
Facility Infrastructure Planning & Design
Fire Investigations

Fire Rescue Recruitment, Training &
e-Learning
Fire Suppression, Medical, Rescue Emergency
Event Response & Emergency Response
Technology Management
Fire: Prevention, Safety Public Ed, Protection
Engineering
Inside Information
Integrated Service Center
Land Development
Land Use Planning: Planning Coord
Land Use Planning: Urban Growth &
Open Space Strategy
Leasing
LRT Infrastructure Delivery
Media Relations, Issues & Crisis
Open Space Infrastructure Planning,
Design & (Parks) Delivery
Organizational Design & Transformation
Paratransit

Park Ranger
Procurement, Corporate Contracts &
Continuous Improvement
Property Management Services
Public Engagement
Recruitment
Regional Development
Renewable Energy Systems
Respect in the Workplace
Safety Codes Plans Examination & Inspections
Tax Accounting & Collection
Transit Fleet Maintenance
Transportation Infrastructure Planning
& Design
Urban Renewal
Waste Management: Collection
Waste Management: Processing & Disposal
Yellowhead Trail Freeway Conversion
Zoo Operations & Programming

QUADRANT THREE

TOTAL BUDGET **\$92 M**

52 SERVICES

REDUCTIONS **\$5 M**

% OF BUDGET REDUCED **4.9%**

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

Contract & Inventory Management
Corporate Information Services
Corporate Memberships and Records
Corporate Strategy: Business Performance
and Enterprise Performance Management
Direct Special Event Delivery
Economic Development, inc. Local & Emerging
Economy
Enterprise Land Development
Event Attraction & Sponsorship
External Relations & Intergovernmental Coord
Fire Hydrant Maintenance & Repair Contract
Fire Rescue Facilities, Fleet & Equipment
Management

Front Counter Service, Revenue Strategy and
Marketing
Governance & Legislative Services & Council
Liaison Team
Individual & Family Well Being, Elder Abuse &
Spousal Violence Intervention
Industrial Investment
Inspection
Investment Management
Land Management
Land Use Planning: Urban Analysis
Mail Delivery
Office of the Integrity Commissioner
Other Events/Sponsorships

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

QUADRANT FOUR

TOTAL BUDGET **\$67 M**

26 SERVICES

REDUCTIONS **\$4 M**

% OF BUDGET REDUCED **5.7%**

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

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

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

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

QUADRANT ONE

DEPARTMENT		2021 Budget	Budget Reduction	
Branch	Service	Net Requirement	Net Reduction	% Reduced
CITIZEN SERVICES				
Fire Rescue Services	Emergency Management & Planning	\$1,370	\$0	0%
	Fire Rescue Emergency Response Communications	\$6,251	\$0	0%
		\$7,621	\$0	0%
CITY OPERATIONS				
Edmonton Transit	Bus & LRT	\$213,354	-\$2,514	-1%
Fleet & Facility Services	Facility Management	\$68,494	-\$4,705	-7%
	Fleet Procurement & Fuel	\$10,893	-\$607	-6%
	Municipal Fleet Maintenance	-\$8,841	-\$1,303	15%
Parks & Roads Services	Bridge & Structure Maintenance	\$11,534	-\$656	-6%
	Parks & Open Space Management	\$58,151	-\$3,446	-6%
	Road & Sidewalk Maintenance & Operations	\$57,069	-\$6,459	-11%
	Snow & Ice Control	\$59,873	\$0	0%
	Traffic Operations	\$18,572	-\$750	-4%
	Traffic Safety & Automated Enforcement	-\$1,014	\$0	0%
		\$488,086	-\$20,440	-4%
EMPLOYEE SERVICES				
Employee Relations & Compensation	Labour Relations	\$4,338	\$0	0%
Talent Acquisition, Service & Solutions	Payroll Services	\$2,761	-\$274	-10%
Workforce Safety & Employee Health	Corporate Safety & Health Services	\$1,727	-\$105	-6%
	Disability Management & Mental Health	\$1,765	-\$129	-7%
	Occupational Health & Safety Services	\$2,230	-\$91	-4%
		\$12,821	-\$599	-5%
FINANCIAL AND CORPORATE SERVICES				
Financial Services	Corporate Accounting & Reporting - Capital & Operating	\$6,365	-\$545	-9%
	Corporate Budget Planning & Consolidation	\$2,906	-\$329	-11%
Open City & Technology	Technology Planning	\$4,149	\$0	0%
		\$13,420	-\$874	-7%
INTEGRATED INFRASTRUCTURE SERVICES				
Business Planning & Support	Engineering Services	\$2,727	\$0	0%
Infrastructure Planning & Design	Lifecycle Management	\$4,131	\$0	0%
		\$6,858	\$0	0%
OFFICE OF THE CITY MANAGER				
City Manager	City Manager's Office	\$2,026	-\$119	-6%
Legal Services	Legal Services	\$8,400	-\$601	-7%
	Risk Management	\$1,707	\$0	0%
Office of the City Clerk	Civic Agencies	\$287	\$0	0%
		\$12,421	-\$720	-6%
URBAN FORM & CORPORATE STRATEGIC DEVELOPMENT				
City Planning	Land Use Planning Service - Policy Development	\$7,058	-\$129	-2%
		\$7,058	-\$129	-2%
QUADRANT ONE TOTAL		\$548,285	-\$22,762	-4.2%

QUADRANT TWO

DEPARTMENT		2021 Budget	Budget Reduction	
Branch	Service	Net Requirement	Net Reduction	% Reduced
CITIZEN SERVICES				
Community & Recreation Facilities	Cemetery Operations & Sales	\$1,411	-\$100	-7%
	Zoo Operations & Programming	\$4,384	\$0	0%
Community Standards & Neighbourhoods	Animal Care	-\$910	-\$690	76%
	Enforcement Services, including Animal Bylaw Enforcement	\$28,595	-\$1,305	-5%
	Park Ranger Service	\$1,318	\$0	0%
Fire Rescue Services	Fire Investigations	\$2,397	\$0	0%
	Fire Prevention, Fire Safety Public Education, Fire Protection Engineering	\$7,520	-\$579	-8%
	Fire Rescue Emergency Response Technology Management Service	\$3,769	\$0	0%
	Fire Rescue Recruitment, Training & e-Learning	\$4,895	\$0	0%
Social Development	Fire Suppression, Medical, Rescue Emergency Event Response	\$165,228	\$0	0%
	Affordable Housing Strategy	\$11,363	\$0	0%
	Community & Cultural Grants	\$10,345	-\$5,610	-54%
	Diversity Advisory & Community Group Capacity Building	\$7,883	-\$464	-6%
		\$248,199	-\$8,748	-4%
CITY OPERATIONS				
Edmonton Transit	Paratransit	\$30,728	\$0	0%
Fleet & Facility Services	Transit Fleet Maintenance	-\$5,174	-\$750	14%
Waste Management Services	Waste Management - Processing & Disposal Services	-\$76,976	\$0	0%
	Waste Management - Collection Services	\$66,894	\$0	0%
		\$15,472	-\$750	-5%
COMMUNICATIONS & ENGAGEMENT				
Engagement	Inside Information	\$1,252	\$0	0%
	Integrated Service Center	\$2,577	\$0	0%
	Public Engagement	\$1,994	-\$130	-7%
Integrated Marketing Communications	Creative & Digital	\$2,771	-\$446	-16%
Reputation & Brand	Media Relations, Issues & Crisis	\$756	-\$76	-10%
		\$9,349	-\$652	-7%
EMPLOYEE SERVICES				
Organizational Design & Development	Corporate Training	\$1,576	-\$62	-4%
	Organizational Design & Transformation	\$2,271	-\$168	-7%
Talent Acquisition, Service & Solutions	Recruitment	\$3,295	-\$408	-12%
	Respect in the Workplace	\$2,348	-\$50	-2%
		\$9,491	-\$688	-7%
INTEGRATED INFRASTRUCTURE SERVICES				
Building Great Neighbourhoods & Open Spaces	Building Great Neighbourhoods Delivery	\$1,357	\$0	0%
	Building Great Neighbourhoods Planning Design	\$1,404	\$0	0%
	Open Space (Parks) Delivery	\$1,022	\$0	0%
	Open Space Infrastructure Planning & Design	\$1,736	\$0	0%
Business Planning & Support	Business, Budget & Workforce Development Services	\$4,148	-\$122	-3%
	Project Management Support	\$1,231	-\$540	-44%
Infrastructure Delivery	Facilities (buildings & other) Delivery	\$1,745	\$0	0%
	Renewable Energy Systems	\$173	\$0	0%
	Transportation (Roads & Bridges) Delivery	\$1,174	\$0	0%
Infrastructure Planning & Design	Facility Infrastructure Planning & Design	\$3,085	-\$123	-4%
	Transportation Infrastructure Planning & Design	\$1,324	-\$145	-11%
	Yellowhead Trail Freeway Conversion	\$348	\$0	0%
LRT Expansion & Renewal	LRT Infrastructure Delivery	\$724	\$0	0%
		\$19,470	-\$929	-5%

QUADRANT TWO

DEPARTMENT		2021 Budget	Budget Reduction	
Branch	Service	Net Requirement	Net Reduction	% Reduced
FINANCIAL & CORPORATE SERVICES				
Assessment & Taxation	Assessment & Taxation Support	\$4,507	-\$1,197	-27%
	Assessment Valuation	\$9,854	\$0	0%
	Assessment Valuation Support & Systems Management	\$3,045	\$0	0%
	Tax Accounting & Collection	\$2,924	\$0	0%
Corporate Procurement & Supply Services	Corporate Contracts & Continuous Improvement	\$2,102	\$0	0%
	Procurement Services	\$4,075	-\$500	-12%
Financial Services	Accounts Payable	\$1,655	\$0	0%
	Accounts Receivable	\$2,020	\$0	0%
	Bylaw Ticket Administration	\$908	\$0	0%
	Department Financial Planning, Analysis & Reporting	\$7,460	-\$265	-4%
	Remittance Processing	\$110	\$0	0%
Open City & Technology	Business Solutions	\$14,538	-\$1,645	-11%
	Corporate Data & Analytics	\$5,605	\$0	0%
	Information Security	\$3,956	\$0	0%
	Infrastructure Operations	\$18,283	-\$90	0%
	Solutions Delivery	\$3,764	\$0	0%
Real Estate	Land Development Services	\$679	-\$37	-5%
	Leasing Services	\$688	\$0	0%
	Property Management Services	\$25,126	-\$1,363	-5%
		\$111,301	-\$5,097	-5%
OFFICE OF THE CITY MANAGER				
Legal Services	Corporate Security	\$1,960	-\$140	-7%
Office of the City Clerk	Annual Election Costs	\$430	\$0	0%
	City Clerk's Office	\$940	\$0	0%
	Elections/Census/Ward Boundaries	\$2,731	\$0	0%
		\$6,061	-\$140	-2%
URBAN FORM & CORPORATE STRATEGIC DEVELOPMENT				
Community Revitalization Levies	Urban Renewal	\$0	\$0	0%
City Planning	Land Use Planning Service - Urban Growth & Open Space Strategy	\$7,307	-\$303	-4%
Corporate Strategy	Corporate Strategy - Strategic Design	\$1,996	\$0	0%
Development Services	Bylaw & Provincial Act Enforcement - Safety Codes, Permits & Inspections	\$887	\$0	0%
	Development Service - Development & Zoning Services	\$10,123	-\$236	-2%
	Development Service - Planning Coordination & Operations	-\$40,886	\$0	0%
	Development Service - Subdivision & Development Coord	\$9,352	-\$343	-4%
	Land Use Planning Service - Planning Coordination	\$6,737	-\$143	-2%
Economic & Environmental Sustainability	Safety Codes Plans Examination & Inspections	\$16,006	\$0	0%
	Environmental Strategies	\$16,945	-\$494	-3%
	Regional Development	\$2,341	-\$226	-10%
		\$30,808	-\$1,745	-6%
QUADRANT TWO TOTAL		\$450,151	-\$18,749	-4.2%

QUADRANT THREE

DEPARTMENT		2021 Budget	Budget Reduction		
Branch	Service	Net Requirement	Net Reduction	% Reduced	
CITIZEN SERVICES					
Community & Recreation Facilities	City Archives & City Artifact Operations	1,347	\$0	0%	
	Direct Special Event Delivery	1,681	-\$146	-9%	
	Event Attraction & Sponsorship	1,507	-\$50	-3%	
	Front Counter Service, Revenue Strategy & Marketing	3,837	-\$314	-8%	
	Specialized Facility Operations & Programming	1,707	\$0	0%	
Community Standards & Neighbourhoods	Capital City Clean Up	3,135	-\$80	-3%	
	Community Relations	344	\$0	0%	
	Pest Management	2,473	-\$507	-21%	
Fire Rescue Services	Fire Hydrant Maintenance & Repair Contract	12,260	\$0	0%	
	Fire Rescue Facilities & Equipment Management Service	8,237	-\$150	-2%	
	Fire Rescue Fleet & Equipment Management Service	13,977	\$0	0%	
Social Development	Community Group Capacity Building	1,599	\$0	0%	
	Individual & Family Well Being, Elder Abuse & Spousal Violence Intervention	4,398	\$0	0%	
	Tenant Advisory Services	440	\$0	0%	
		56,942	-\$1,247	-2%	
CITY OPERATIONS					
Business Performance & Customer Experience	Strategic Initiative Management Service	2,523	\$0	0%	
Parks & Roads Services	Parking Services	(9,751)	\$0	0%	
		(7,228)	-	0%	
COMMUNICATIONS & ENGAGEMENT					
Engagement	311	11,036	-\$106	-1%	
External & Intergovernmental Relations	External Relations	558	-\$91	-16%	
	Intergovernmental Coordination	781	\$0	0%	
	Other Events/Sponsorships	51	\$0	0%	
	Protocol Services	851	-\$183	-22%	
Integrated Marketing Communications	Public Communications	6,430	-\$461	-7%	
		19,707	-\$842	-4%	
FINANCIAL & CORPORATE SERVICES					
Corporate Procurement & Supply Services	Contract & Inventory Management	471	\$0	0%	
	Mail Delivery Service	401	\$0	0%	
Financial Services	Cash Consulting	812	\$0	0%	
	Investment Management	(3,193)	\$0	0%	
Land Enterprise	Enterprise Land Development	(2,178)	\$0	0%	
	Land Management	175	\$0	0%	
Open City & Technology	Branch Operations	674	\$0	0%	
Real Estate	Appraisal Services	586	\$0	0%	
	Property Acquisitions	867	\$0	0%	
	Property Sales	96	-\$10	-10%	
		(1,288)	-\$10	1%	
INTEGRATED INFRASTRUCTURE SERVICES					
Blatchford Redevelopment	Blatchford Land Development	(6,419)	\$0	0%	
Business Planning & Support	Survey Services	124	1,428	-\$325	-23%

QUADRANT THREE

DEPARTMENT		2021 Budget	Budget Reduction	
Branch	Service	Net Requirement	Net Reduction	% Reduced
Infrastructure Delivery	Inspection Services	287	\$0	0%
Blatchford Renewable Energy Utility	Blatchford Renewable Energy Utility	2,229	\$0	0%
		(2,476)	-\$325	13%
OFFICE OF THE CITY CLERK				
Office of the City Clerk	Corporate Information Services	1,351	\$0	0%
	Corporate Memberships	2,617	\$0	0%
	Corporate Records	1,427	-\$109	-8%
	Council Liaison Team	460	\$0	0%
	Governance & Legislative Services	1,208	\$0	0%
	Office of the Integrity Commissioner	109	\$0	0%
	Tribunals	2,128	-\$322	-15%
		9,300	-\$431	-5%
URBAN FORM & CORPORATE STRATEGIC DEVELOPMENT				
City Planning	Land Use Planning Service - Urban Analysis	2,350	-\$148	-6%
Corporate Strategy	Corporate Strategy - Business Performance	2,011	-\$256	-13%
	Corporate Strategy - Enterprise Performance Management	-	\$0	0%
Development Services	Business Licensing Service	(172)	\$0	0%
	Bylaw & Provincial Act Enforcement - Development & Zoning Services	3,765	-\$128	-3%
Economic & Environmental Sustainability	Economic Development	500	\$0	0%
	Industrial Investment	2,989	-\$657	-22%
	Local & Emerging Economy	5,522	\$0	0%
	Urban Renewal	513	-\$453	-88%
		17,479	-\$1,642	-9%
QUADRANT THREE TOTAL		\$92,437	-\$4,496	-4.9%

QUADRANT FOUR

DEPARTMENT		2021 Budget	Budget Reduction	
Branch	Service	Net Requirement	Net Reduction	% Reduced
CITIZEN SERVICES				
Community & Recreation Facilities	Festival & Event Coordination Support	1,869	\$0	0%
	Golf Operations	(770)	\$0	0%
	Indoor Arena Operations & Programming	2,685	-\$58	-2%
	Indoor Pool & Fitness Centre Operations & Programming	19,740	-\$735	-4%
	Multipurpose Recreation & Sport Centre Operations & Programming	7,068	-\$768	-11%
	Muttart Operations & Programming	1,449	-\$45	-3%
	Orange Hub Operations	285	\$0	0%
	Outdoor Pool Operations & Programming	1,114	-\$437	-39%
	Partnership Development & Support	656	\$0	0%
	RV Park Operations & Programming	7,149	-\$555	-8%
	RV Rental Facility Operations & Programming	12	\$0	0%
	Seniors Centre Operations	876	-\$50	-6%
	Stadium & Sport Field Operations	(567)	\$0	0%
Community Standards & Neighbourhoods	Neighbourhood Capacity Building	7,536	-\$400	-5%
Fire Rescue Services	Fire Rescue Accreditation & Continuous Improvement Processes	661	\$0	0%
	Fire Rescue Employee Health & Wellness Programming	1,697	\$0	0%
Integrated Strategic Development	Financial Planning, Records & Contract Management	3,034	-\$401	-13%
	Partnership Strategy & Organizational Development	1,298	-\$16	-1%
	Strategic Foresight & Policy Development	1,365	\$0	0%
		57,158	-\$3,465	-6%
COMMUNICATIONS & ENGAGEMENT				
Reputation & Brand	Council Communications Support	365	-\$201	-55%
	Story & Brand	1,441	-\$169	-12%
		1,806	-\$370	-20%
FINANCIAL AND CORPORATE SERVICES				
Corporate Procurement & Supply Services	Printing Services	514	\$0	0%
	Warehousing & Logistics Service	5,542	\$0	0%
Financial Services	Coin Processing	481	\$0	0%
		6,537	\$0	0%
URBAN FORM & CORPORATE STRATEGIC DEVELOPMENT				
Corporate Strategy	Corporate Policy	1,329	\$0	0%
		1,329	\$0	0%
QUADRANT FOUR TOTAL		\$66,830	-\$3,835	-5.7%



Supplementary Schedules

User Fees, Fines, Permits

Citizen Services - Community and Recreation Facilities

Proposed Changes are highlighted in yellow

Program/Service	Approved			
	2019	2020	2021	2022
Facility - (fees and passes include access to Outdoor Pools. Outdoor pools free for children 12 and under.)				
Facility - Single Admission				
Child	\$5.50	\$5.75	\$6.00	\$6.25
Youth/Senior	\$7.00	\$7.25	\$7.50	\$7.75
Adult	\$8.25	\$8.50	\$8.75	\$9.00
Family	\$22.00	\$22.75	\$23.50	\$24.25
Facility - Multi Per Visit				
Child	\$4.95	\$5.20	\$5.40	\$5.65
Youth/Senior	\$6.30	\$6.55	\$6.75	\$7.00
Adult	\$7.45	\$7.70	\$7.90	\$8.10
Family	\$19.80	\$20.50	\$21.15	\$21.85
Facility - Regular 1 Month Pass				
Child	\$37.00	\$39.00	\$41.00	\$43.00
Youth/Senior	\$46.00	\$48.00	\$50.00	\$52.00
Adult	\$55.00	\$57.00	\$59.00	\$61.00
Family	\$150.00	\$156.00	\$162.00	\$168.00
Facility - Continuous Monthly				
Child	\$29.00	\$31.00	\$33.00	\$35.00
Youth/Senior	\$40.00	\$42.00	\$44.00	\$46.00
Adult	\$45.00	\$47.00	\$49.00	\$51.00
Family	\$123.00	\$128.00	\$133.00	\$138.00
Facility - Annual				
Child	\$312.00	\$330.00	\$348.00	\$372.00
Youth/Senior	\$408.00	\$432.00	\$456.00	\$480.00
Adult	\$480.00	\$504.00	\$528.00	\$552.00
Family	\$1,308.00	\$1,356.00	\$1,404.00	\$1,452.00
Facility Plus (fees and passes include access to Outdoor Pools. Outdoor pools free for children 12 and under.)				
Facility Plus- Single Admission				
Child	\$7.00	\$7.00	\$7.25	\$7.50
Youth/Senior	\$8.75	\$8.75	\$9.00	\$9.25
Adult	\$10.25	\$10.50	\$10.75	\$11.00
Family	\$27.00	\$27.75	\$28.50	\$29.25
Facility Plus - Multi Per Visit				
Child	\$6.30	\$6.30	\$6.50	\$6.75
Youth/Senior	\$7.90	\$7.90	\$8.10	\$8.35
Adult	\$9.25	\$9.45	\$9.70	\$9.90
Family	\$24.30	\$25.00	\$25.65	\$26.35
Facility Plus - Regular 1 Month Pass				
Child	\$46.00	\$46.00	\$48.00	\$50.00
Youth/Senior	\$59.00	\$59.00	\$61.00	\$62.00
Adult	\$70.00	\$72.00	\$74.00	\$76.00
Family	\$189.00	\$195.00	\$200.00	\$206.00
Facility Plus- Continuous Monthly				
Child	\$40.00	\$40.00	\$41.00	\$43.00
Youth/Senior	\$50.00	\$50.00	\$51.00	\$53.00
Adult	\$60.00	\$62.00	\$64.00	\$66.00
Family	\$161.00	\$166.00	\$171.00	\$176.00
Facility Plus- Annual				
Child	\$410.00	\$415.00	\$430.00	\$450.00
Youth/Senior	\$520.00	\$525.00	\$540.00	\$550.00
Adult	\$624.00	\$648.00	\$672.00	\$696.00
Family	\$1,716.00	\$1,764.00	\$1,812.00	\$1,860.00

User Fees, Fines, Permits

Citizen Services - Community and Recreation Facilities

Proposed Changes are highlighted in yellow

Program/Service	Approved			
	2019	2020	2021	2022
All Facility (fees and passes include access to Outdoor Pools. Outdoor pools free for children 12 and under.)				
All Facility - Single Admission				
Child	\$7.25	\$7.25	\$7.50	\$7.75
Youth/Senior	\$9.00	\$9.00	\$9.25	\$9.50
Adult	\$11.50	\$11.50	\$11.75	\$12.00
Family	\$31.50	\$31.50	\$32.25	\$33.00
All Facility - Multi Per Visit				
Child	\$6.55	\$6.55	\$6.75	\$7.00
Youth/Senior	\$8.10	\$8.10	\$8.30	\$8.55
Adult	\$10.35	\$10.35	\$10.60	\$10.80
Family	\$28.35	\$28.35	\$29.05	\$29.70
All Facility - Regular 1 Month Pass				
Child	\$48.00	\$48.00	\$50.00	\$52.00
Youth/Senior	\$61.00	\$61.00	\$63.00	\$65.00
Adult	\$74.00	\$74.00	\$76.00	\$78.00
Family	\$218.00	\$218.00	\$224.00	\$230.00
All Facility - Continuous Monthly				
Child	\$41.00	\$41.00	\$43.00	\$45.00
Youth/Senior	\$51.00	\$51.00	\$53.00	\$55.00
Adult	\$65.00	\$65.00	\$67.00	\$69.00
Family	\$188.00	\$188.00	\$193.00	\$198.00
All Facility - Annual				
Child	\$421.00	\$421.00	\$444.00	\$468.00
Youth/Senior	\$530.00	\$530.00	\$552.00	\$576.00
Adult	\$686.00	\$686.00	\$708.00	\$732.00
Family	\$1,928.00	\$1,928.00	\$1,980.00	\$2,028.00
Muttart Conservatory				
			New Fee	New Fee
Single Admission				
Child	\$6.50	\$6.50	\$7.75	\$7.75
Youth/Senior	\$10.50	\$10.50	\$12.95	\$12.95
Adult	\$12.50	\$12.50	\$14.95	\$14.95
Family	\$37.00	\$37.00	\$44.95	\$44.95
Annual Pass				
Child	\$23.00	\$23.00	\$29.95	\$29.95
Youth/Senior	\$37.00	\$37.00	\$44.95	\$44.95
Adult	\$45.00	\$45.00	\$54.95	\$54.95
Family	\$130.00	\$130.00	\$149.95	\$149.95
John Janzen Nature Centre				
Single Admission				
Child	\$8.00	\$8.00	\$8.00	\$8.00
Youth/Senior	\$8.00	\$8.00	\$8.00	\$8.00
Adult	\$8.00	\$8.00	\$8.00	\$8.00
Family	\$17.00	\$17.00	\$17.00	\$17.00
Annual Pass				
Child	\$30.00	\$30.00	\$30.00	\$30.00
Youth/Senior	\$30.00	\$30.00	\$30.00	\$30.00
Adult	\$30.00	\$30.00	\$30.00	\$30.00
Family	\$59.00	\$59.00	\$59.00	\$59.00

User Fees, Fines, Permits

Citizen Services - Community and Recreation Facilities

Proposed Changes are highlighted in yellow

Program/Service	Approved			
	2019	2020	2021	2022
Edmonton Valley Zoo				
Single Admission - High Season				
Child	\$10.00	\$10.50	\$11.00	\$11.50
Youth/Senior	\$12.50	\$13.00	\$13.50	\$14.00
Adult	\$15.00	\$15.50	\$16.00	\$16.50
Family	\$50.00	\$52.00	\$54.00	\$56.00
Single Admission - Low Season				
Child	\$7.50	\$8.00	\$8.25	\$8.75
Youth/Senior	\$9.50	\$9.75	\$10.25	\$10.50
Adult	\$11.25	\$11.75	\$12.00	\$12.50
Family	\$37.50	\$39.00	\$40.00	\$42.00
Annual Pass				
Child	\$29.00	\$29.00	\$29.00	\$29.00
Youth/Senior	\$30.00	\$30.00	\$30.00	\$30.00
Adult	\$46.00	\$46.00	\$46.00	\$46.00
Family	\$152.50	\$152.50	\$152.50	\$152.50
Arenas (per hour)				
Winter Ice Rental				
Good Time	\$296.00	\$302.00	\$309.00	\$316.00
Fair Time	\$236.00	\$241.00	\$246.00	\$251.00
Marginal Time	\$176.00	\$180.00	\$184.00	\$188.00
Minor Rates				
Good Time	\$148.00	\$151.00	\$155.00	\$159.00
Fair Time	\$118.00	\$121.00	\$124.00	\$126.00
Marginal Time	\$88.00	\$90.00	\$92.00	\$94.00
Summer Ice Rental - Ice Off Season				
High Priority	\$230.00	\$235.00	\$240.00	\$245.00
Low Priority	\$174.00	\$178.00	\$182.00	\$186.00
Summer Ice Rental - Concrete				
Adult	\$144.00	\$147.00	\$150.00	\$153.00
Minor	\$72.00	\$74.00	\$76.00	\$77.00
Athletic Fields (per hour)				
Premier Artificial Turf (Clarke)				
Field - Adult	\$138.00	\$141.00	\$144.00	\$147.00
Field - Minor	\$75.00	\$77.00	\$78.00	\$79.00
Standard Artificial Turf (Clareview, Jasper Place Bowl, Millwoods)				
Field - Adult	\$105.00	\$105.00	\$105.00	\$105.00
Field - Minor	\$75.00	\$77.00	\$78.00	\$79.00
Riverside and Victoria Golf Course				
Monday to Thursday				
9 Holes	\$33.00	\$34.00	\$35.00	\$36.00
18 Holes	\$49.00	\$50.00	\$51.00	\$52.00
Friday Saturday, Sunday and Holidays				
9 Holes	\$37.00	\$38.00	\$39.00	\$40.00
18 Holes	\$60.00	\$61.00	\$62.00	\$63.00
Rundle Park Golf Course				
Monday to Thursday				
9 Holes	\$20.00	\$20.00	\$20.00	\$20.00
18 Holes	\$28.00	\$28.00	\$28.00	\$28.00
Friday Saturday, Sunday and Holidays				
9 Holes	\$24.00	\$24.00	\$24.00	\$24.00
18 Holes	\$34.00	\$34.00	\$34.00	\$34.00

User Fees, Fines, Permits

Citizen Services / City Operations -

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

Program/Service	Approved			
	2019	2020	2021	2022
"Staffed" Diamonds/Rectangular Fields/Art.Tracks				
Adult	\$45.05	\$46.00	\$46.95	\$47.90
Minor	\$22.50	\$22.95	\$23.45	\$23.95
Diamonds/Rectangular Fields/Art.Tracks (Premier Fields)				
Adult	\$10.65	\$10.90	\$11.15	\$11.40
Minor	\$5.40	\$5.55	\$5.70	\$5.85
"Standard" Diamonds/Rectangular Fields (Standard fields)				
Adult	\$5.40	\$5.55	\$5.70	\$5.85
Minor	\$0.00	\$0.00	\$0.00	\$0.00
Jasper Place Bowl - Artificial Turf				
Field - Adult	\$105.00	\$105.00	\$105.00	\$105.00
Field - Minor	\$75.00	\$77.00	\$78.00	\$79.00
Millwoods - Artificial Turf				
Field - Adult	\$105.00	\$105.00	\$105.00	\$105.00
Field - Minor	\$75.00	\$77.00	\$78.00	\$79.00
Picnic Sites				
Canopied Sites (per hour)	\$38.95	\$38.95	\$38.95	\$38.95
Non - Canopied Sites (per hour)	\$29.85	\$29.85	\$29.85	\$29.85
Sites with Ball Diamonds (per hour)	\$38.95	\$38.95	\$38.95	\$38.95
Borden Park Pavillion (per hour)	\$49.20	\$49.20	\$49.20	\$49.20
Borden Park Pavillion - Full Day	\$408.50	\$408.50	\$408.50	\$408.50
Jackie Parker Pavillion (per hour)	\$49.20	\$49.20	\$49.20	\$49.20
Jackie Parker Pavillion - Full Day	\$408.50	\$408.50	\$408.50	\$408.50
Goldstick Park Meeting Room (per hour)	\$49.20	\$49.20	\$49.20	\$49.20
Goldstick Park Meeting Room - Full Day	\$408.50	\$408.50	\$408.50	\$408.50
Goldstick Park Meeting Room - Event	\$398.10	\$398.10	\$398.10	\$398.10
John Fry Park - Canopy Site	\$49.05	\$49.05	\$50.25	\$51.50
Picnic Extra Service Fees				
Power Access at selected sites	\$46.80	\$46.80	\$46.80	\$46.80
Vehicle Access at selected sites	\$46.80	\$46.80	\$46.80	\$46.80
Extra Picnic Tables	\$28.40	\$28.40	\$28.40	\$28.40
Gazebo Bookings (per hour)	\$38.75	\$38.75	\$38.75	\$38.75
Tennis Courts				
Outdoor Tennis Courts - Adult (per hour)	\$9.00	\$9.20	\$9.40	\$9.60
Outdoor Tennis Courts - Yth/Senior (per hour)	\$6.70	\$6.85	\$7.00	\$7.15
Outdoor Tennis Courts - Child (per hour)	\$4.60	\$4.70	\$4.80	\$4.90

User Fees, Fines, Permits

Fees are reviewed periodically with other municipalities. Generally revenue rates are increased annually by CPI and rounded to nearest dollar.

Citizen Services - Fire Rescue Services

Proposed Changes are highlighted in yellow

Program/Service	Approved			
	2019	2020	2021	2022
Fire Inspection Fees				
Inspection of Flammable/Combustible Fuel Tanks each hour	\$ 97	\$ 99	\$ 101	\$ 102
Plan Examination and Letter of Compliance	\$ 220	\$ 224	\$ 228	\$ 232
Occupancy Load Approval	\$ 135	\$ 137	\$ 140	\$ 143
Occupancy Load Certificate Replacement	\$ 70	\$ 71	\$ 73	\$ 74
Occupant Load Calculation	\$ 135	\$ 137	\$ 140	\$ 143
New Business License Approval - Low and Moderate Risk	\$ 70	\$ 71	\$ 73	\$ 74
New Business License Approval - High and Maximum Risk	\$ 210	\$ 213	\$ 218	\$ 222
Second Re-Inspection of Quality Management Plan occupancy or building	\$ 133	\$ 135	\$ 138	\$ 140
Requested Inspection	\$ 133	\$ 135	\$ 138	\$ 140
Special Event Floor Plan Review and Inspection (during the hours of 08:00-17:20, Monday to Friday)	\$ 133	\$ 135	\$ 138	\$ 140
Major Development/Construction Site Plan Review	\$ 133	\$ 135	\$ 138	\$ 140
Construction Site Fire Safety Plan Review	\$ 386	\$ 392	\$ 400	\$ 408
File Search/Summary Report of Fire Inspection History	\$ 134	\$ 136	\$ 139	\$ 142
Fire Permits				
Petroleum Tank Certificate			\$ 105	\$ 105
Hazardous Material Permit	\$ 85	\$ 86	\$ 88	\$ 90
Permit for the sale of fireworks and pyrotechnic devices	\$ 97	\$ 99	\$ 101	\$ 102
Permit for Professional display for Family/Consumer fireworks 7.2/1.4G	\$ 145	\$ 147	\$ 150	\$ 153
Permit for the Display fireworks 7.1/1.3G 9 (on-site Fire Inspection Required)	\$ 178	\$ 181	\$ 184	\$ 188
Permit for the use of pyrotechnic devices	\$ 97	\$ 99	\$ 101	\$ 102
Permit for indoor venues for fire performers up to one year	\$ 133	\$ 135	\$ 138	\$ 140
Permit for outdoor venues for fire performers per event	\$ 133	\$ 135	\$ 138	\$ 140
Permit for Special Event fire pits per event	\$ 133	\$ 135	\$ 138	\$ 140
Permit for open burning per municipal address up to one year	\$ 133	\$ 135	\$ 138	\$ 140
Fire Rescue Fees				
Hazardous Material Incident - One Single Pumper Apparatus	\$ 275	\$ 279	\$ 285	\$ 290
Fire Rescue Response to Residential False Alarm 2nd Response	\$ 85	\$ 86	\$ 88	\$ 90
Fire Rescue Response to Residential False Alarm 3rd Response	\$ 416	\$ 423	\$ 431	\$ 439
Fire Rescue Response to Residential False Alarm 4th Response or more	\$ 829	\$ 842	\$ 859	\$ 875
Fire Rescue Response to Commercial False Alarm 2nd Response	\$ 326	\$ 331	\$ 338	\$ 344
Fire Rescue Response to Commercial False Alarm 3rd Response	\$ 649	\$ 659	\$ 673	\$ 685
Fire Rescue Response to Commercial False Alarm 4th Response or more	\$ 1,295	\$ 1,316	\$ 1,342	\$ 1,368
Residential Security Alarms routed to Fire Rescue Services	\$ 829	\$ 842	\$ 859	\$ 875
Commercial Security Alarms routed to Fire Rescue Services	\$ 1,295	\$ 1,316	\$ 1,342	\$ 1,368
Pumpers, Pump tankers, rescue trucks, aerial trucks, jet boat, ambulance bus, air monitoring truck: per Apparatus, per half hour or portion thereof	\$ 415	\$ 422	\$ 430	\$ 438
Chiefs' vans/cars, salvage truck, hose tender, fan truck, water cannon, mobile command, bus, medical support units, Metzler boat, Zodiac, 4 x 4 mobile pumps, and any other unspecified Apparatus	\$ 209	\$ 212	\$ 217	\$ 221
Hazardous Material Apparatus for first 30 minutes	\$ 621	\$ 631	\$ 644	\$ 656
Hazardous Material Apparatus for subsequent 30 minutes or portion thereof	\$ 415	\$ 422	\$ 430	\$ 438
Costs related to overtime per Member, per half hour or portion thereof	\$ 66	\$ 67	\$ 68	\$ 70
Costs related to dispatch, monitoring and response management per Member, per half hour or portion thereof	\$ 66	\$ 67	\$ 68	\$ 70
Costs related to Fire Inspection, per half hour or portion thereof	\$ 66	\$ 67	\$ 68	\$ 70
Costs related to Fire Investigation per Member, per half hour or portion thereof	\$ 66	\$ 67	\$ 68	\$ 70
Costs related to K-9 search per team (includes a handler and a canine)	\$ 87	\$ 88	\$ 90	\$ 92

User Fees, Fines, Permits

A non-cash fare increase of 2% per year for 2021 and 2022 has been included to address increased service delivery costs for Edmonton Transit. Cash fare increases in each of 2019- 2021 has been included, to more closely align to the anticipated maximum fare payable in the Regional SMART Fare fare collection system. The fare rate increases for 2021 and 2022 have been put on hold, pending further review by Council.

City Operations - Edmonton Transit

Proposed Changes are highlighted in yellow

Program/Service	Approved		On Hold	
	2019	2020	2021	2022
Cash Fare	\$3.50	\$3.50	\$3.75	\$4.00
Tickets (ten)				
Adult	\$26.25	\$27.00	\$27.75	\$28.25
Youth/Senior	\$23.00	\$19.00	\$19.75	\$20.25
Monthly Passes				
Youth (6-24 years)	\$75.00	\$72.50*	\$73.00	\$74.00
Adult	\$97.00	\$97.00	\$100.00	\$102.00
Senior	\$15.50	\$34.00	\$35.00	\$35.75
Subsidized Passes				
Adult Subsidized Pass - Ride Base	\$35.00	\$34.00	\$35.00	\$35.75
Youth Subsidized Pass - Ride Base	\$35.00	\$34.00	\$35.00	\$35.75
Adult Subsidized Pass - Ride Tier 1	\$35.00	\$34.00	\$35.00	\$35.75
Youth Subsidized Pass - Ride Tier 1	\$35.00	\$34.00	\$35.00	\$35.75
Adult Subsidized Pass - Ride Tier 2	\$50.00	\$48.50	\$50.00	\$51.00
Youth Subsidized Pass - Ride Tier 2	\$50.00	\$48.50	\$50.00	\$51.00
Student Passes				
Post Secondary	\$88.50	N/A	N/A	N/A
UPASS - Winter Semester	\$141.44	\$145.60	\$149.76	TBD
UPASS - Summer Semester	\$141.44	\$145.60	\$149.76	TBD
UPASS - Fall Semester	\$145.60	\$149.76	TBD	TBD
Senior Annual Passes				
Regular	\$136.50	\$374.00	\$385.00	\$393.25
Low Income - Base and Tier 1	\$59.25	\$0.00	\$0.00	\$0.00
Low Income - Tier 2	N/A	\$136.50	\$139.00	\$141.75
Family Pass / Day Pass	\$9.75	\$10.00	\$10.25	\$10.50
Charter Rates	\$145.00	\$145.00	\$148.00	\$151.00
Airport Monthly Pass	\$90.00	\$90.00	\$90.00	\$90.00

* Effective September 1, 2020, the Youth Monthly Pass decreased from \$75.00 to \$72.50.

ETS receives 83.2% of the U-PASS fees, with the remainder split between City of St. Albert, Strathcona County, City of Spruce Grove, City of Fort Saskatchewan, and City of Leduc.

Current U-PASS agreements end in August 2021, with new rates to be negotiated.

Effective February 21 2020, Regular Senior Annual Passes were offered at \$136.50 to individuals who purchased a Regular Senior Annual Pass in 2019 to facilitate a one-year transition period.

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - City Planning

Proposed Changes are highlighted in yellow

Sanitary Servicing Strategy Fund (SSSF) Rates Expansion Assessment	Approved 2019	Approved 2020	Proposed 2021	Proposed 2022
North Edmonton Sanitary Trunk (NEST per hectare)	\$23,735	\$24,448	\$24,937	\$24,937
South Edmonton Sanitary Sewer (SESS per hectare)	\$23,735	\$24,448	\$24,937	\$24,937
West Edmonton Sanitary Sewer (WESS per hectare)	\$29,673	\$30,563	\$31,174	\$31,174
Sanitary Sewer Trunk Charges				
Single Family or Duplex (per dwelling)	\$1,662	\$1,712	\$1,746	\$1,746
Multi-Family (per dwelling)	\$1,186	\$1,222	\$1,246	\$1,246
Secondary Suite (per dwelling)	\$735	\$758	\$773	\$773
Commercial/Industrial/Institutional (per hectare)	\$8,311	\$8,560	\$8,731	\$8,731

As stated in the EPCOR Drainage Services Bylaw approved by Council on August 30th, commencing January 1, 2018 and for each subsequent year on that date the Sanitary Sewer Trunk Charge shall be adjusted in accordance with an adjustment notice provided by the City of Edmonton, as applicable.

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

Program/Service	Approved 2019	Approved 2020	Proposed 2021	Proposed 2022
Administrative Fees				
Non-refundable Administrative Fee (or 20%, whichever is greater)*	\$110	\$112	\$112	\$114
Recirculation Fee	50% of original permit fee	50% of original permit fee	50% of original permit fee	50% of original permit fee
Re-inspection Fee	\$259	\$264	\$264	\$269
Re-examination of Plans Fee	\$259	\$264	\$264	\$269
Search of Records/Outstanding Orders Search (per titled lot)	\$110	\$112	\$112	\$114
Reproduction Fee: 8" x 11" document over 20 pages (per page)	\$0.25	\$0.25	\$0.25	\$0.25
Reproduction Fee: for larger documents (fee charged per sq ft by vendor)	\$1	\$1	\$1	\$1
Development Permits				
Residential Applications				
Home Improvement				
Additions to:				
Mobile Home	\$174	\$176	\$176	\$180
Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height	\$173	\$176	\$176	\$180
Single Detached, Duplex, or Semi-Detached Housing with increase in floor area or height	\$425	\$433	\$433	\$442
Accessory Building	\$118	\$120	\$120	\$122
Driveway Extension	\$173	\$176	\$176	\$180
Fireplace	\$173	\$176	\$176	\$180
Overheight Fence	\$179	\$182	\$182	\$186
Secondary Suites	\$288	\$293	\$293	\$299
Solar Panels or Renewable Energy	\$118	\$120	\$120	\$122
Swimming Pool, Hot Tub, Pond	\$118	\$120	\$120	\$122
Uncovered Deck	\$118	\$120	\$120	\$122
Wheelchair Ramp	\$118	\$120	\$120	\$122
Exterior Alterations				

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

Program/Service	Approved 2019	Approved 2020	Proposed 2021	Proposed 2022
<u>Exterior Alterations</u>				
Exterior Alterations to Single Detached, Duplex, or Semi-Detached Housing with NO increase in floor area or height	\$173	\$176	\$176	\$180
Exterior Alterations to Existing Multi-dwelling Residential Building	\$368	\$375	\$375	\$383
<u>New Dwellings</u>				
Garden Suites	\$288	\$293	\$293	\$299
Single Detached Housing, Duplex, Semi-Detached, Residential Sales Centres	\$493	\$502	\$502	\$512
Apartment and Row Housing, an all other housing units (excluding Single Detached, Duplex, or Semi-Detached), up to 4 dwelling units	\$848	\$864	\$864	\$881
For each additional dwelling above 4	\$76	\$77	\$77	\$79
<u>Residential Related and Move On Applications</u>				
Group Homes, Limited Group Homes - (conversions of dwellings to)	\$344	\$351	\$351	\$358
Major Home Occupation	\$321	\$327	\$327	\$334
Minor Home Occupation	\$127	\$129	\$129	\$132
Mobile Home Move On	\$174	\$177	\$177	\$181
Residential Move On	\$344	\$351	\$351	\$358
Residential Demolition	\$87	\$89	\$89	\$91
Recreational Vehicle Parking	\$179	\$182	\$182	\$186
<u>Commercial, Industrial, Institutional, Mixed Use Applications</u>				
<u>New or Additions to Existing Buildings</u>				
Gross Floor Area up to 500 square meters (5,381.95 sq. ft.)	\$963	\$981	\$1,080	\$1,102
Each additional 100 square meters (1,076.39 sq. ft.) of Gross Floor Area or part thereof in commercial portion	\$98	\$100	\$110	\$112
Cannabis Retail Sales and Cannabis Production and Distribution as a General Industrial Building	\$5,600	\$5,600	\$5,600	\$5,600
<u>Mixed Use Buildings</u>				
Gross Floor Area up to 500 square meters (5,381.95 sq. ft.) in commercial portion and up to 4 dwelling units in residential portion	\$1,877	\$1,913	\$1,913	\$1,951
Each additional 100 square meters of Gross Floor Area or part thereof in commercial portion	\$98	\$100	\$110	\$112
Each additional dwelling unit in residential portion	\$76	\$77	\$77	\$79
<u>Change of Use</u>				
Child Care Services	\$331	\$337	\$375	\$383
Discretionary Use	\$518	\$528	\$528	\$539
Permitted Use or Uses in Direct Control Districts	\$281	\$286	\$375	\$383
Cannabis Retail sales or Cannabis Production and Distribution (including ones proposed as new construction)	\$5,600	\$5,600	\$5,600	\$5,600
Non-Accessory Parking	\$848	\$864	\$864	\$881
<u>General</u>				
Carnival	\$275	\$280	\$280	\$286
Christmas Tree Lot	\$275	\$280	\$280	\$286
Commercial Demolition	\$87	\$89	\$89	\$91
Commercial Move On	\$894	\$911	\$911	\$929
Exterior alterations or renovations to existing commercial buildings	\$368	\$375	\$375	\$383
Outdoor Patio, Special Events, Temporary Garden Greenhouse, Garden Centre, Solar Panels	\$368	\$375	\$375	\$383
Satellite Signal Receiving Antenna, Satellite Dish, Amateur Radio Antennae and Support Structures	\$191	\$195	\$195	\$199
Sidewalk Cafe (5 years)	\$518	\$528	\$528	\$539
<u>Cell Towers</u>				
Freestanding	\$3,568	\$3,636	\$3,636	\$3,709
Rooftop	\$2,665	\$2,716	\$2,716	\$2,770
<u>Other Development Permits & Supporting Services</u>				
<u>Encroachment Applications</u>				

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

Program/Service	Approved 2019	Approved 2020	Proposed 2021	Proposed 2022
<u>Application Fee</u>				
Encroachments under 0.05 meters	No charge	No charge	No charge	No charge
Applications that do not require circulation	\$300	\$300	\$300	\$300
Applications that require circulation	\$500	\$500	\$500	\$500
<u>Encroachment Fee</u>				
Encroachments onto easements; aerial, canopy or projecting signs encroachments	\$50	\$50	\$50	\$50
Encroachments under 0.05 meters	\$100	\$100	\$100	\$100
Encroachments under 0.3 meters and under 2 square meters in area	\$100	\$100	\$100	\$100
Encroachments under 0.3 meters and under 5 square meters in area	\$350	\$350	\$350	\$350
Encroachments over 0.3 meters and/or over 5 square meters in area	Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment	Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment	Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment	Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment
<u>Compliance Certificates and Zoning Confirmation</u>				
Compliance Certificate - Single Detached, Semi-Detached or Duplex (Regular Service)	\$133	\$136	\$136	\$139
Compliance Certificate - Single Detached, Semi-Detached or Duplex (Express Service)	\$264	\$269	\$269	\$274
Compliance Certificate - Multi-Family, Commercial, Industrial (Regular Service)	\$276	\$281	\$281	\$287
Compliance Certificate - Multi-Family, Commercial, Industrial (Express Service)	\$550	\$560	\$560	\$571
Compliance Certificate Revision	\$84	\$86	\$86	\$88
Zoning Confirmation of Letter (per site)	\$112	\$114	\$114	\$116
Pick-up/Mail Out of Compliance Certificates	\$25	\$25	\$25	\$26
<u>Lot Grading Fee</u>				
Single Detached Housing	\$145	\$148	\$148	\$151
Semi-Detached Housing (per dwelling unit)	\$145	\$148	\$148	\$151
Multi-Family housing ***	\$236	\$240	\$240	\$245
*** Additional fee for each dwelling unit on the first level that contains dwelling units	\$58	\$58	\$60	\$61
Any other land use - Minimum fee per hectare	\$236	\$240	\$240	\$245
Re-inspection	N/A	\$160	\$160	\$163
<u>Sign Developments</u>				
Digital Signs	\$458	\$467	\$900	\$918
Fascia Signs	\$94	\$96	\$120	\$122
Permanent, Freestanding, Projecting or Roof Signs	\$282	\$287	\$375	\$383
Temporary Signs - Valid for 90 days	\$94	\$96	\$96	\$98
Temporary Signs - Valid for 365 days	\$282	\$287	\$287	\$293
Comprehensive Sign Design	N/A	\$380	\$380	\$388
<u>Urban Agriculture</u>				
Urban Garden	\$55	\$56	\$56	\$57
Urban Hen Enclosure	\$55	\$56	\$56	\$57
Urban Indoor Farm	\$275	\$280	\$280	\$286
Urban Outdoor Farm	\$55	\$56	\$56	\$57
<u>Additional Fees</u>				
<u>Development Permit Inspections</u>				
Residential Development Permits (excluding Row Housing, Stacked Row Housing, and Apartment Housing) for the first two inspections	\$207	\$211	\$211	\$215
Other Development Permits for the first two inspections	\$518	\$528	\$528	\$539
<u>Leave as Built & Existing Without Permit</u>				

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

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

*The Development Officer may reduce or waive Development Permit Fees, including any additional fees, where payment of the fee will result in hardship or inequity

Sanitary Sewer Trunk Charge (SSTC)

New Residential - One or Two Dwellings (per dwelling)	\$1,662	\$1,712	\$1,746	\$1,746
New Residential - Secondary, Garage or Garden Suite (per dwelling)	\$735	\$758	\$773	\$773
New Residential - Three or More Dwellings (per dwelling)	\$1,186	\$1,222	\$1,246	\$1,246
New Industrial, Commercial, Institutional (per hectare)	\$8,311	\$8,560	\$8,731	\$8,731

Redevelopment/Expansion of Any Type of Development;
Where A = SSTC that should be paid by new development and B = charge paid, or would have been paid, by existing development on site

Safety Codes Building Permits

Calculated Construction Value per square foot of floor area

New semi-detached, duplex, row-housing or stacked row-housing (floor area of the basement and garage should be excluded)	\$115	\$120	\$120	\$120
New residential and mixed use residential projects, not more than 6 storeys in height	\$185	\$175	\$175	\$175
New residential and mixed use residential projects, not more than 12 storeys in height	\$200	\$180	\$180	\$180
New residential and mixed use residential projects, buildings not more than 39 storeys in height	\$215	\$190	\$190	\$190
New residential and mixed use residential projects, buildings 40 or more storeys in height	\$250	\$200	\$200	\$200
New hotels and motels	\$207	\$213	\$213	\$213
New parkade development	\$80	\$90	\$90	\$90

Combo Building Mechanical Permit Fee - Single Detached Housing

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

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

Program/Service	Approved 2019	Approved 2020	Proposed 2021	Proposed 2022
3001 - 3500 sq. ft.	\$2,253	\$2,296	\$2,296	\$2,342
3501 - 4000 sq. ft.	\$2,804	\$2,857	\$2,857	\$2,914
4001 - 4500 sq. ft.	\$3,462	\$3,528	\$3,528	\$3,599
4501 - 5000 sq. ft.	\$4,251	\$4,332	\$4,332	\$4,419
5001 - 5500 sq. ft.	\$5,200	\$5,299	\$5,299	\$5,405
5501 - 6000 sq. ft.	\$6,339	\$6,459	\$6,459	\$6,588
Over 6000 sq. ft.	\$7,699	\$7,845	\$7,845	\$8,002
Combo Building Mechanical Permit Fee - Garden Suites				
0 - 1050 sq. ft.	\$816	\$832	\$832	\$849
1051 - 1150 sq. ft.	\$955	\$973	\$973	\$992
1151 - 1250 sq. ft.	\$1,022	\$1,041	\$1,041	\$1,062
1251 - 1450 sq. ft.	\$1,179	\$1,201	\$1,201	\$1,225
1451 - 1650 sq. ft.	\$1,295	\$1,320	\$1,320	\$1,346
1651 - 1850 sq. ft.	\$1,415	\$1,442	\$1,442	\$1,471
1851 - 2050 sq. ft.	\$1,587	\$1,617	\$1,617	\$1,649
2051 - 2250 sq. ft.	\$1,704	\$1,736	\$1,736	\$1,771
2251 - 2500 sq. ft.	\$1,847	\$1,882	\$1,882	\$1,920
2501 - 3000 sq. ft.	\$2,152	\$2,193	\$2,193	\$2,237
3001 - 3500 sq. ft.	\$2,459	\$2,506	\$2,506	\$2,556
3501 - 4000 sq. ft.	\$3,009	\$3,066	\$3,066	\$3,127
4001 - 4500 sq. ft.	\$3,667	\$3,737	\$3,737	\$3,812
4501 - 5000 sq. ft.	\$4,456	\$4,541	\$4,541	\$4,632
5001 - 5500 sq. ft.	\$5,405	\$5,508	\$5,508	\$5,618
5501 - 6000 sq. ft.	\$6,544	\$6,668	\$6,668	\$6,801
Over 6000 sq. ft.	\$7,904	\$8,054	\$8,054	\$8,215
Building Permits				
<u>For Additions/Alterations to Single Detached Housing</u>				
For minor residential projects: accessory building, uncovered deck, hot tub, swimming pool, detached garage, single family house demolition, wheelchair ramp, or mobile home move on Construction value: \$0 - \$5,000	\$110	\$112	\$112	\$114
Construction value: \$5,001 - \$10,000	\$110	\$112	\$112	\$114
Construction value: \$10,001 - \$25,000	\$157	\$160	\$276	\$282
Construction value: \$25,001 - \$50,000	\$271	\$276	\$276	\$282
Construction value: \$50,001 - \$100,000	\$503	\$513	\$513	\$523
Construction value: \$100,001 - \$100,000	\$975	\$994	\$994	\$1,014
Construction value: \$100,000+	\$1,899	\$1,935	\$1,935	\$1,974
<u>For New Commercial, Industrial, Institutional or additions/alterations to Multi-Family Developments, Mixed Use Developments, Hotels and Motels, or Underground Parkades</u>				
For each Construction Value under \$1,000,000 - per \$1,000 of Construction Value	\$11	\$11	\$11	\$11
For each Construction Value over \$1,000,000 - per \$1,000 of Construction Value	\$9	\$10	\$10	\$10
Minimum Fee	\$158	\$161	\$264	\$269
Gas Permits				
<u>Commercial, Industrial, Institutional or Multi-Family Developments</u>				
Construction value: \$0 - \$15,000	\$169	\$172	\$172	\$175
Construction value: \$15,001 - \$500,000	\$246	\$251	\$251	\$256
Construction value: \$500,001 - \$1,000,000	\$330	\$336	\$336	\$343
Construction value: \$1,000,001 - \$5,000,000	\$494	\$503	\$503	\$513
Construction value: \$5,000,001+	\$818	\$834	\$834	\$851
Additional Meter Set	\$44	\$45	\$45	\$46
Single Detached Housing or Single Unit in a Residential Multi-Family Developments	\$110	\$112	\$112	\$114
Temporary Heat - Commercial Permits	\$169	\$172	\$172	\$175
Temporary Heat - Single Detached Housing or Single Unit in a Residential Multi-Family Development	\$110	\$112	\$112	\$114

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

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

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

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

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

Program/Service	Approved 2019	Approved 2020	Proposed 2021	Proposed 2022
Re-examination of Revised Plans	\$259	\$264	\$264	\$269
Sign Building Permit - per \$1,000 of Construction Value	\$11	\$11	\$11	\$11
Sign Building Permit - Minimum Fee	\$158	\$161	\$161	\$164
Unmetered Construction Water Fee - per \$1,000 of Construction Value	\$0.44	\$0.44	\$0.44	\$0.44
Unmetered Construction Water Fee - Maximum Per Project Fee	\$625	\$625	\$625	\$625
#REF!	\$110	\$112	\$112	\$114

*Only refundable if circulation has not commenced.

**per the Fire Rescue Services Bylaw 15309, fee amount may subject to change in early 2021.

Business Licences

Business Licences

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

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

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

Vehicle For Hire

Driver's Licence

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

Dispatch Licence

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

Vehicle Licence

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

*\$50 per vehicle Licence Fee Accessibility Surcharge

**\$0.30 per Trip Fee

Land Development Applications

Rezoning Applications

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

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

Program/Service	Approved 2019	Approved 2020	Proposed 2021	Proposed 2022
Rezoning - Zone Category 2 to 1,6; Zone Category 3 to 1,2,3,4,6; Zone Category 4 to 1,2,3,4; Zone Category 5 to 1,2,3,4; Zone Category 6 to 1,2; Zone Category 7 to 1,2; Zone Category 8 to 1,2	\$1,540	\$1,569	\$1,569	\$1,600
Rezoning - Zone Category 1 to 8; Zone Category 4 to 6; Zone Category 5 to 5; Zone Category 6 to 3,4; Zone Category 7 to 6	\$1,870	\$1,906	\$1,906	\$1,944
Rezoning - Zone Category 1 to 2,6; Zone Category 2 to 3; Zone Category 5 to 6,8; Zone Category 6 to 8; Zone Category 7 to 3,4,8; Zone Category 8 to 3,4,6	\$2,309	\$2,353	\$2,353	\$2,400
Rezoning - Zone Category 1 to 3; Zone Category 2 to 4; Zone Category 4 to 5; Zone Category 6 to 5; Zone Category 7 to 5,7; Zone Category 8 to 5	\$3,299	\$3,362	\$3,362	\$3,429
Rezoning - Zone Category 1 to 7; Zone Category 2 to 7; Zone Category 3 to 7; Zone Category 8 to 7;	\$3,849	\$3,922	\$3,922	\$4,000
Rezoning - Zone Category 1 to 4; Zone Category 4 to 7; Zone Category 5 to 7; Zone Category 6 to 6	\$4,398	\$4,482	\$4,482	\$4,572
Rezoning - Zone Category 1 to 5; Zone Category 2 to 5; Zone Category 3 to 5;	\$4,728	\$4,818	\$4,818	\$4,914
Rezoning - Zone Category 2 to 8; Zone Category 3 to 8; Zone Category 4 to 8	\$2,749	\$2,801	\$2,801	\$2,857
Rezoning - Zone Category 6 to 7	\$5,277	\$5,377	\$5,377	\$5,485
Rezoning - Zone Category 8 to 8	\$1,650	\$1,681	\$1,681	\$1,715
Direct Control - Administrative	\$6,658	\$6,785	\$6,785	\$6,921
Direct Control - Minor (Base Fee)	\$6,658	\$6,785	\$6,785	\$6,921
Direct Control - Minor (plus, per m ² of buildable floor area = site size * FAR)	\$0.53	\$0.54	\$0.54	\$0.55
Direct Control - Major (Base Fee)	\$13,314	\$13,567	\$13,567	\$13,838
Direct Control - Major (plus, per m ² of buildable floor area = site size * FAR)	\$0.89	\$0.91	\$0.91	\$0.93
Concept Plans and Plan Amendments				
Text Amendment to the Zoning Bylaw	\$10,363	\$10,560	\$10,560	\$10,771
Municipal Development Plan Amendment	\$8,972	\$9,142	\$9,142	\$9,325
Area Structure Plan, Neighbourhood Structure Plan, Servicing Design	\$304	\$310	\$310	\$316
Area Structure Plan, Neighbourhood Structure Plan, Servicing Design Concept Brief, Outline Plan (minimum fee)	\$2,748	\$2,800	\$2,800	\$2,856
Area Structure Plan Amendment (per gross ha)	\$304	\$310	\$310	\$316
Area Structure Plan Amendment (minimum fee)	\$2,748	\$2,800	\$2,800	\$2,856
Neighbourhood Structure Plan Amendment, Area Redevelopment Plan Amendment (per gross ha)	\$304	\$310	\$310	\$316
Neighbourhood Structure Plan Amendment, Area Redevelopment Plan Amendment (minimum fee)	\$2,748	\$2,800	\$2,800	\$2,856
Subdivisions and Condominium Applications				
Subdivision Application				
Each lot designated for single detached or semi-detached dwelling	\$281	\$286	\$286	\$292
Each lot designated for multi-unit housing development	\$2,576	\$2,625	\$2,625	\$2,678
Each lot designated for commercial development	\$1,690	\$1,722	\$1,722	\$1,756
Each lot designated for industrial development - 0.5 ha or less	\$699	\$712	\$712	\$726

User Fees, Fines, Permits

Urban Form & Corporate Strategic Development - Development Services

Proposed Changes are highlighted in yellow

Program/Service	Approved 2019	Approved 2020	Proposed 2021	Proposed 2022
Each lot designated for industrial development - 0.5 ha to 1 ha	\$1,395	\$1,422	\$1,422	\$1,450
Each lot designated for industrial development - 1 ha to 1.5 ha	\$2,099	\$2,139	\$2,139	\$2,182
Each lot designated for industrial development - over 1.5 ha	\$2,802	\$2,855	\$2,855	\$2,912
Each lot designated but not covered by the above categories, except reserve lot or public utility lot	\$281	\$286	\$650	\$663
Change request base fee	N/A	N/A	\$650	\$663
Plus re-phasing	\$433	\$441	\$650	\$663
Plus fee per each additional lot	N/A	N/A	Refer to Subdivision Application fees, above	Refer to Subdivision Application fees, above
<u>Subdivision Endorsement</u>				
Each lot designated for single detached or semi-detached dwelling	\$673	\$686	\$686	\$700
Each lot designated for multi-unit housing development	\$2,974	\$3,031	\$3,031	\$3,092
Each lot designated for commercial development	\$2,087	\$2,127	\$2,127	\$2,170
Each lot designated for industrial development - 0.5 ha or less	\$1,097	\$1,118	\$1,118	\$1,140
Each lot designated for industrial development - 0.5 ha to 1 ha	\$1,787	\$1,821	\$1,821	\$1,857
Each lot designated for industrial development - 1 ha to 1.5 ha	\$2,497	\$2,544	\$2,544	\$2,595
Each lot designated for industrial development - over 1.5 ha	\$3,243	\$3,305	\$3,305	\$3,371
Each lot designated but not covered by the above categories, except reserve lot or public utility lot	\$673	\$686	\$686	\$700
Time Extension for Endorsement	\$433	\$441	\$650	\$663
<u>Bare Land Condominium Fees</u>				
Bare Land Condominium Application Fee (per bare land unit to be created)	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees
Bare Land Condominium Endorsement Fee (per bare land unit to be created)	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees
Flat fee for parking stalls converted to a bare land unit (per stall)	\$158	\$161	\$161	\$164
<u>Strata Space Plan Fees</u>				
Strata Space Plan Application Fee	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees
Strata Space Plan Endorsement Fee	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees
<u>Condominium Fees</u>				
Application fee per unit excluding common property pursuant to the Condominium Property Regulation [1]	\$40	\$40	\$40	\$40
Flat fee for parking stalls converted to condominium units (per stall)	\$27	\$28	\$28	\$29
<u>Additional Land Development Application Fees</u>				
Re-circulation (3rd and subsequent recirculation)	\$1,079	\$1,100	\$1,100	\$1,122
Re-activation (on an existing file that has been on hold for 12 months or more)	N/A	N/A	\$1,100	\$1,122
Authorization Fee	\$2,748	\$2,800	\$2,800	\$2,856
Pre-Application Meeting	\$331	\$337	\$450	\$459
Advertising Fee	\$1,388	\$1,414	\$1,414	\$1,442
Re-notification Fee	\$3	\$3	\$3	\$3
DC2 Notification Fee (per label)	\$5	\$5	\$5	\$5
DC2 Notification Fee minimum	\$40	\$41	\$41	\$42
International Notification Fee (per label)	\$3	\$3	\$3	\$3
Arterial Roadway Administration Fee **	\$2,111	\$2,159	\$2,159	\$2,202
Road Closure Applications	\$1,540	\$1,569	\$1,569	\$1,600
Change of Address (per address)	\$365	\$372	\$372	\$379
Show Home Agreement Application **	\$1,079	\$1,104	\$1,104	\$1,126

* The Subdivision Officer and Director of Planning Coordination may reduce or waive Land Development Application Fees, including any additional fees, where payment of the fee will result in a hardship or an inequity.

** The fee will be finalized in February 2021.

2019-2022 Budget - Amortization

(\$000)	Amortization			
	2019 Actual	2020 Adjusted Budget	2021 Budget	2022 Budget
Boards & Commissions				
Economic Development Corporation	1,351	-	-	-
Police Service	24,115	31,800	33,400	34,800
Public Library	10,008	9,758	9,858	9,833
Civic Departments				
Citizen Services				
Community & Recreation Facilities	6,506	6,143	6,167	5,774
Fire Rescue Services	2,271	2,638	2,614	2,358
Social Development	795	804	469	135
City Operations				
Edmonton Transit	59,818	64,341	74,941	72,570
Fleet & Facility Services	149,389	178,255	189,780	191,854
Parks & Roads Services	255,285	266,578	280,327	291,834
Corporate Expenditures & Revenues				
Drainage Retained Assets	372	1,447	1,765	2,157
Employee Services				
Talent Acquisition, Service & Solutions	34	34	34	34
Financial & Corporate Services				
Corporate Procurement & Supply Services	4	4	4	4
Financial Services	189	189	189	189
Open City & Technology	22,612	27,138	28,223	29,100
Real Estate	1,038	1,253	1,234	1,111
Mayor & Councillor Offices	6	6	6	6
Office of the City Auditor	8	8	8	8
Office of the City Manager				
City Manager	10	10	10	10
Legal Services	61	61	61	61
Office of the City Clerk	147	170	170	170
Urban Form & Corporate Strategic Development				
City Planning	157	124	124	124
Development Services	-	1,439	1,439	1,439
Total	\$534,176	\$592,200	\$630,823	\$643,571

Outstanding Debt Summary as at Dec 31, 2019 (\$000s)

Debt and Debt Servicing	Debt Outstanding	Debt Servicing Requirements
Tax-Supported Debt		
Multi-Purpose Recreation Centres (Commonwealth, Meadows, Clareview)	237,838	17,563
Lewis Farms	4,400	249
Whitemud Drive/Quesnell Bridge	115,417	10,379
NLRT	101,491	8,191
Terwilliger Recreation Centre	79,799	7,373
Roadways	24,104	4,638
Yellowhead Trail	32,385	990
Valleyline South East LRT	420,370	7,491
Valleyline West LRT	70,727	4,212
Great Neighbourhoods	80,703	9,403
Other Recreation & Cultural Facilities	42,423	5,604
Transportation	176,345	9,686
Protective Services	100,881	7,035
Library	57,063	5,518
Corporate Land & Buildings	15,975	5,120
Walterdale Bridge	132,649	8,928
Fleet	31,385	3,716
Energy Greenhouse	3,370	546
Northlands	41,696	4,288
Total Tax-Supported Debt	1,769,023	120,930
Self-Supporting Tax Guaranteed		
SLRT	317,144	44,694
Other (Quarters, Land Fund, RISF, Downtown)	159,149	12,212
Arena	491,366	33,074
Total Self-Supporting Tax Guaranteed Debt	967,659	89,981
Self Liquidating Debt		
Waste	223,971	28,009
Blatchford Development	88,597	5,758
Local Improvements	128,044	13,886
Other (Housing, Soccer Centres, Research Park)	25,471	3,098
Total Self Liquidating Debt	466,083	50,751
Total Debt Outstanding and Debt Servicing	3,202,765	261,661

Debt Servicing Requirement at December 31, 2019 of \$261,661 includes a principal portion of \$156,202 and interest of \$105,459.

Reserve Funds - Definitions

Reserve Fund	Responsibility Area and Description
Affordable Housing	Social Development, Citizen Services
To assist the Social Development branch in delivering Affordable Housing units as outlined in the Council approved "Road Map" for Affordable Housing Investment Plan implementation. Due to the unpredictable spending pattern of expenditures and involvement of other orders of government, this reserve permits unexpended funds to be retained and applied to support future funding requirements. No interest earnings are applied to this reserve.	
Brownfield Redevelopment	Economic and Environmental Sustainability, Urban Form and Corporate Strategic Development
To facilitate implementation of City Policy C571 Brownfield Remediation and Redevelopment Support, the reserve supports Phase III Brownfield Redevelopment grant payments to qualified developers under the program to help finance developer costs related to environmental testing, remediation and/or exposure control in preparation for redevelopment. The reserve will accumulate timing differences between recognition of the City's liability (expense) to provide funds to the grant applicant for Phase III redevelopment work and receipt of future municipal tax uplift from the redevelopment. Upon approval of the Phase III Grant Funding Agreement by City Council a liability is recognized by the City. The liability and related expense will be up to the lesser of 100% of the total Phase III remediation costs or the projected net municipal tax uplift, as calculated by the City Assessor.	
City of Edmonton Library Board	Public Library, Boards and Authorities
Reserves for future expenditures relating to Library Operations include amounts set aside by the Library Board for specific purposes. This will include amounts for Library facility projects and other major projects. No interest is applied to this reserve.	
Commonwealth Stadium	Community and Recreation Facilities, Citizen Services
Approved in 1995 and established with \$750,000 from the original Vehicle Equipment Reserve as a result of the agreement between the City of Edmonton and the Edmonton Eskimo Football Club for the operation of the Commonwealth Stadium on an entrepreneurial basis. Annually \$200,000 of tax-levy funding is allocated to the reserve for development of new revenue, marketing strategies or capital programs. The City's portion of concession earnings are held in this reserve for capital concession capital projects. Effective January 1, 2007, 15% of net concession revenues from City events or co-sponsored events is contributed by the Eskimos annually to the reserve for replacement of concession equipment. Interest earnings are applied to this reserve.	
Community Revitalization Levy - Belvedere	Belvedere Community Revitalization Levy, Urban Form and Corporate Strategic Development
The purpose of the CRL reserves is to capture timing differences between program operating costs and incremental tax-levy increases and land sales. Belvedere CRL (Station Pointe) is financed through borrowing Bylaw 14883 which was passed in 2008 that enabled the City to undertake infrastructure improvements and land development along Fort Road. In January 2012, Bylaw 15932 was passed to allow for the Belvedere CRL to fund this project. The accumulated net deficit balance is due to timing difference between program operating costs (including debt servicing) and incremental tax-levy revenues and land sales. The deficit will be repaid from future CRL revenues and net proceeds from sale of land. The assessment baseline for the CRL is December 31, 2012. The CRL can remain in place for up to a maximum of 20 years from 2013 to 2032.	
Community Revitalization Levy - Downtown	Capital City Downtown Community Revitalization Levy, Urban Form and Corporate Strategic Development
The purpose of the CRL reserves is to capture timing differences between program operating costs and incremental tax-levy increases. Council approved a boundary for the Capital City Downtown CRL on March 5, 2013. The Province approved the CRL regulation on July 25, 2013, and Council approved the CRL Plan and Bylaw 16521 on September 17, 2013. The Province gave final approval of the CRL bylaw on April 16, 2014. The accumulated net deficit balance is due to timing difference between program operating costs (including debt servicing) and incremental tax-levy revenues. The deficit will be repaid from future CRL revenues. The assessment baseline for the CRL is December 31, 2014. The CRL can remain in place for up to a maximum of 20 years from 2015 to 2034.	

Reserve Funds - Definitions

Reserve Fund	Responsibility Area and Description
Community Revitalization Levy - Quarters	Quarters Community Revitalization Levy, Urban Form and Corporate Strategic Development
The purpose of the CRL reserves is to capture timing differences between program operating costs and incremental tax-levy increases. City Council approved Bylaw 15800, Schedule "A" - The Quarters Downtown CRL Plan on June 22, 2011. Quarters CRL is financed through borrowing Bylaw 15977 which was passed on January 18, 2012 that enabled the City to undertake infrastructure improvements and land development. The accumulated net deficit balance is due to timing difference between program operating costs (including debt servicing) and incremental tax-levy revenues. The deficit will be repaid from future CRL revenues. The assessment baseline for the CRL is December 31, 2011. The CRL can remain in place for up to a maximum of 20 years from 2012 to 2031.	
Developer Recoveries	Parks and Roads Services and Other Tax-Supported Branches, City Operations
Fees collected from external developers, for developments where the City was the initial developer, will be transferred to the reserve and withdrawals will be made to fund future ARA recoverable capital projects as approved by City Council through the capital budget process. Interest earnings would be applied to this reserve as it is intended to maintain future capital purchasing power.	
Development Incentive	Economic and Environmental Sustainability, Urban Form and Corporate Strategic Development
Approved during the 2010 budget deliberations to facilitate the implementation of City Policy C553C Development Fund Program. This reserve will be used to capture any unspent funding from the Development Incentive Program. The Development Incentive Program is designed to stimulate new infill development or redevelopment of existing buildings for mixed-use, commercial and/or multi-unit residential uses and fill vacant retail and commercial building storefronts with eligible commercial uses. In April 2014, City Council approved policy amendments to continue delivering the program and to expand it to be available to all Business Revitalization Zones and other City Council supported initiative areas. No interest earnings are applied to this reserve.	
Edmonton Police Service	Edmonton Police Service, Edmonton Police Service
Established June 26, 2018 and governed by City Policy C605 Edmonton Police Service Reserve. The reserve is established to manage operational surpluses and deficits of the Edmonton Police Service over time.	
Enterprise Portfolio	Community and Recreation Facilities, Citizen Services
To facilitate the implementation of City Policy C479 Fiscal Policy for the Enterprise Portfolio - Community Services by managing revenue fluctuations and fund business development opportunities for all facilities managed by the Community and Recreational Facilities branch. Interest earnings are applied to this reserve.	
Façade and Storefront Improvements	Economic and Environmental Sustainability, Urban Form and Corporate Strategic Development
This reserve facilitates implementation of City Policy C216C Retail and Commercial Façade and Storefront Improvement Program. This program provides matching grants to building owners who invest in approved projects to improve the appearance and function of street level retail and commercial buildings in targeted areas within eligible Business Revitalization Zones throughout the City. The program is funded through on-going annual tax levy funding and the net program timing difference for the year is applied to the reserve. No interest earnings are applied to this reserve.	
Financial Stabilization	Corporate Expenditures & Revenues, Corporate Expenditures & Revenues
The Financial Stabilization Reserve (FSR) was established in 1997 to provide flexibility in addressing financial risks associated with revenue instability and unforeseen costs on a transitional basis, and to ensure the orderly provision of services to citizens. As per City Policy C217D Reserve and Equity Accounts, a minimum balance of 5% with a target balance of 8.3% of current general government expenses (excluding non-cash amortization and gain or loss on disposal of capital assets) has been established. The source of funding for the FSR has generally been tax-supported operating surplus. No interest is applied to this reserve.	
Financial Stabilization - Appropriated	Corporate Expenditures & Revenues and Other Tax-Supported Branches, Corporate Expenditures & Revenues
The Financial Stabilization Reserve (FSR) - Appropriated tracks amounts that have been appropriated from the FSR for specific purposes in current or future years. No interest is applied to this reserve.	
Fleet Services - Vehicle Replacement	Fleet Services, City Operations
Approved at the October 14, 2009 City Council Meeting, this reserve is used to fund the replacement of fleet assets that have reached their useful life. Fleet assets for Edmonton Transit and Edmonton Police Services are excluded from the scope of this reserve. Funds to replenish the reserve come from fixed charges paid by tax-supported and utility operations.	

Reserve Funds - Definitions

Reserve Fund	Responsibility Area and Description
Fort Edmonton Train Maintenance	Fort Edmonton Park, Boards and Authorities
As a condition of an ongoing agreement between the City of Edmonton and the Fort Edmonton Historical Foundation, annually a maximum of \$5,000 from the Fort Edmonton operations is set aside in this reserve to fund major maintenance expenses of the steam railway system within the Park. Interest earnings are applied to the reserve.	
Funds in Lieu - Residential	City Planning, Urban Form and Corporate Strategic Development
This reserve was approved in 1985 based on City Council's direction to separate the residential portion from the commercial/industrial portion in the Parkland Purchase Reserve. Funds received from developers and from the sale of parkland in residential areas is used to purchase and develop parkland in residential areas. The funds are generated as a result of the parkland dedication required in accordance with the Municipal Government Act (MGA) of up to 10%. The MGA requires that such funds be used for "a public park, a public recreation area, school authority purposes, or to separate areas of land that are used for different purposes". The funds collected are restricted by City Policy C468A Policy to Govern the Use of Funds from the Sale of Surplus School Sites to usage within the same neighbourhood. Interest earnings are applied to the reserve.	
Heritage Resources	City Planning, Urban Form and Corporate Strategic Development
The Heritage Resources Reserve supports City Policy C450B Policy to Encourage the Designation and Rehabilitation of Municipal Historic Resources in Edmonton. This policy sets process for the designation of historically significant structures and the payment of required compensation such as grants, tax cancellation, rebate of property taxes, or a payment equal to the value of the amount of taxes payable on the designated historic building and substantial rehabilitation. This reserve also provides funding for maintenance grants, promoting heritage, and special heritage projects including limited demonstrative restoration projects. Annually, an amount is approved in the operating budget for this program and unspent funds are transferred into the reserve at the end of the year. Conversely, if there is a deficit in the program, draws are made on the reserve. No interest earnings are applied to this reserve.	
Interim Financing	Capital Project Financing and Real Estate, Corporate Expenditures & Revenues
The Interim Financing Reserve was originally approved on November 19, 2014 and later amended on November 29, 2016. The purpose of the reserve is to accommodate timing differences between operating impacts of capital projects and related external funding sources and differences that arise between the timing of cash outflows (budget) and recognition of expenses (accounting) to ensure that the City can levy taxes in a manner that matches the cash outflow of the expenses. Reserve deficit balances will be repaid through external funding sources. No interest earnings are applied to this reserve.	
Local Improvement	Capital Project Financing, Corporate Expenditures & Revenues
Approved at the October 31, 2012 City Council meeting, this reserve will accumulate the annual difference between local improvement revenues and debt servicing related to local improvements. No interest earnings are applied to this reserve.	
LRT	Capital Project Financing and Transit, Corporate Expenditures & Revenues
An annual funding level of \$5.0 million is provided from tax-levy and is used to cover any deficiency of the Federal Gas Tax Fund over SLRT debt charges annually with any residual added to the reserve. Furthermore, a multi-year dedicated funding level is provided from tax-levy to support the construction and future operation of the new Valley Line LRT. The reserve is to be made available for funding city-wide LRT expansion. No interest earnings are applied to this reserve.	
Motor Vehicle Insurance	Corporate Expenditures, Corporate Expenditures & Revenues
The City self-insures automobile liability claims with any amount in excess of the self insured amount being insured by external commercial insurers. Pursuant to Section 825, Part 7 of the Alberta Insurance Act, the Corporation must maintain a separate insurance fund. The amount is approved annually by the Superintendent of Insurance for the Province, and the City is required to sign a statutory declaration indicating that a separate insurance fund of the required amount is maintained. The amount of \$2.5 million, in addition to the amount set aside to satisfy third party liability and accident benefit claims is the current approved requirement. Since the City records an ongoing liability for claim estimates, the established limit in the reserve has remained stable. The reserve balance is invested in the Balanced Fund. Interest earnings on the investments form part of the corporate investment earnings budget.	
Natural Areas	City Planning, Urban Form and Corporate Strategic Development
Approved March 2, 1999, the Natural Areas reserve was established to facilitate the acquisition and conservation of environmentally sensitive natural areas, as per City Policy C531 Natural Area Systems. Bylaw 15164, approved July 22, 2009 expanded the purpose of the reserve to facilitate the repayment of debt incurred in the purchase of natural areas. The expected source of funding is \$1 million transferred annually from tax levy through the budget process. Interest earnings are applied to the reserve.	
Neighbourhood Renewal	Corporate Expenditures & Revenues and Other Tax-Supported Branches, Corporate Expenditures & Revenues
The Neighbourhood Renewal reserve will contain tax funding dedicated to the Neighbourhood Renewal Program net of annual expenditures, as approved through the annual City budget process, as per City Policy C595A Neighbourhood Renewal Program. No interest is applied to this reserve.	

Reserve Funds - Definitions

Reserve Fund	Responsibility Area and Description
Parkland Purchase	City Planning, Urban Form and Corporate Strategic Development
The reserve receives funds from developer levies, the sale of municipal reserve lands in industrial and commercial areas, proceeds from the sale of municipal reserve land in the river valley communities (where land was originally purchased with Parkland Reserve funds) and money received from the rental of City property on park land. The Municipal Government Act (MGA) requires that such funds must be used for "a public park, a public recreation area, school authority purposes, or to separate areas of land that are used for different purposes". The funds collected can be used anywhere in the City for the required purposes. Interest earnings are applied to the reserve.	
Pay-As-You-Go Capital	Capital Project Financing, Corporate Expenditures & Revenues
Pay-As-You-Go (PAYG) funding is largely made available from annual investment income, the Ed Tel Endowment Fund dividend, and property taxes. Annually the approved PAYG operating funds will be transferred to the reserve. Amounts will be transferred from the reserve to fund tax-supported operations (excluding Edmonton Police Services) capital projects as approved by City Council through the capital budget process. Over the capital budget cycle, total withdrawals from the reserve cannot exceed total available funding. In order to provide the necessary flexibility in the use of PAYG funds to manage the general government operations capital program, in any year of the current capital budget cycle funds may be withdrawn from the reserve in excess of available funding. At the end of the capital budget cycle, the reserve must be in a surplus or balanced position. Sufficient PAYG funds need to be available in the current capital budget cycle to fund the total cost of approved capital projects to be funded with PAYG, including those costs with cash flows extending beyond the current capital budget cycle. Proceeds from the sale of capital assets paid for with PAYG funds are to be transferred to the reserve to be used to fund future capital projects.	
Pay-As-You-Go Capital - Edmonton Police Services	Edmonton Police Service, Edmonton Police Service
Pay-As-You-Go (PAYG) funding for Edmonton Police Services comprises property taxes. Annually the approved PAYG operating funds will be transferred to the reserve. Amounts will be transferred from the reserve to fund Edmonton Police Services capital projects as approved by City Council through the capital budget process. Over the capital budget cycle, total withdrawals from the reserve cannot exceed total available funding. In order to provide the necessary flexibility in the use of PAYG funds to manage the Edmonton Police Services capital program, in any year of the current capital budget cycle funds may be withdrawn from the reserve in excess of available funding. At the end of the capital budget cycle, the reserve must be in a surplus or balanced position. Sufficient PAYG funds need to be available in the current capital budget cycle to fund the total cost of approved capital projects to be funded with PAYG, including those costs with cash flows extending beyond the current capital budget cycle. Proceeds from the sale of capital assets paid for with PAYG funds are to be transferred to the reserve to be used to fund future capital projects.	
Perpetual Care	Community and Recreation Facilities, Citizen Services
The Perpetual Care Reserve is used for preservation, improvement, embellishment, and maintenance in perpetuity of the municipal cemeteries. 25% of specific cemetery revenue is applied to the reserve at the time revenue is recognized. Investment earnings on the fund balance are redirected back to the reserve.	
Planning and Development	Development Services, Urban Form and Corporate Strategic Development
Approved by Council on November 27, 2018 as part of City Policy C610 Fiscal Policy for the Planning and Development Business. The purpose of the reserve is to manage the long term fiscal sustainability of the Planning and Development Business. The balance in the reserve represents the appropriated accumulated surplus of the Planning and Development Business over time. This reserve is only intended to stabilize the Planning and Development Business over long periods of time and is not to support any other activities, including tax-supported operations. No interest is applied to this reserve. This reserve replaces the previous Current Planning Reserve.	

Reserve Funds - Definitions

Reserve Fund	Responsibility Area and Description
Revolving Industrial Servicing Fund	City Planning, Urban Form and Corporate Strategic Development
<p>The purpose of this reserve is to facilitate implementation of City Policy C533A Revolving Industrial Servicing Fund. The City provides rebates to Front End Developers that undertake construction of cost shareable infrastructure. The City often borrows debt in order to provide these rebates. Front End Developers are eligible for a rebate providing they construct End-User Development that increases the taxable property assessment by \$10 million or more (excluding machinery and equipment). The source of funding for this reserve will be 50% of the incremental property tax revenue from these End-User Developments and recoveries from subsequent developers attributable to the City, and these will be used to offset related debt servicing costs first. Additional recoveries shall be deposited into the reserve to fund future rebates. Interest earnings are applied to the reserve.</p>	
Rogers Place Arena Capital	Capital Project Financing, Corporate Expenditures & Revenues
<p>The ticket surcharge agreement between the City of Edmonton and the Edmonton Arena Corporation identifies ticket surcharge revenues of \$375,000 per quarter (\$1.5 million annually) to fund certain repair and maintenance costs associated with major building components of Rogers Place Arena. These funds will be transferred to the reserve quarterly. Amounts will be drawn from the reserve to fund the repair and maintenance costs. Interest earnings are applied to the reserve.</p>	
Sanitary Servicing Strategy Fund	City Planning, Urban Form and Corporate Strategic Development
<p>Fees collected by the City from developers and EPCOR Drainage will be transferred to the reserve, and withdrawals will be made to reimburse EPCOR Drainage for eligible capital design and construction costs as approved by the Sanitary Servicing Strategy Fund (SSSF) Oversight Committee. Transfers to and from the reserve will be approved by City Council annually through the operating budget, however actual reserve transfers may vary from the budget approved by City Council at the discretion of the SSSF Oversight Committee in order to appropriately manage major sanitary truck projects. Annual transfers from the reserve for reimbursement of EPCOR Drainage project costs are limited to the available funding in the reserve, and as a result the reserve is not allowed to go into a deficit balance. Interest earnings would be applied to this reserve as it is intended to maintain future capital purchasing power.</p> <p>EPCOR Drainage capital design and construction costs must be related to major sanitary trunks to service growth within the city and in new development areas.</p>	
St. Francis Xavier	Community and Recreation Facilities, Citizen Services
<p>Established August 5, 2011 as a condition of an on-going agreement with the City of Edmonton and the Edmonton Catholic School Board to fund life/cycle maintenance for the St. Francis Xavier Sports Centre. Tax-levy funding is approved annually in the amount of 78% of annual estimated maintenance costs, to fund the City's portion of major life/cycle maintenance. Any funding timing differences for the year are applied to the reserve. Interest earnings are applied to this reserve.</p>	
Tax-Supported Debt	Capital Project Financing, Corporate Expenditures & Revenues
<p>Approved on October 29, 2002 to accommodate timing differences between debt servicing requirements and receipt of taxes for the \$250 million 5 year program of tax-supported debt. As approved at the October 31, 2012 City Council meeting the purpose of the reserve was expanded to accommodate timing differences between debt servicing and receipt of taxes for all City tax-supported debt. A minimum balance of \$1.0 million is to be maintained and any unappropriated balance above this is made available to stabilize debt servicing costs within a year or to fund capital on a pay-as-you go basis. The minimum balance is to be used to manage any interest rate or cash flow fluctuations. No interest is applied to this reserve.</p>	
Telus Field Capital	Corporate Expenditures & Revenues, Corporate Expenditures & Revenues
<p>The Telus Field Capital Reserve was established in 2004 as part of the license agreement between the City of Edmonton and the Northern League in Edmonton Incorporated (subsequently assumed by Katz Baseball Corporation) who operated out of the ballpark, which was named Telus Field at the time. The agreement stated that the license fees earned from the agreement be held in a separate account, resulting in the creation of the Telus Field Capital Reserve. This reserve was intended to pay for structural repairs at Telus Field (now RE/MAX Field) for the term of the agreement. Upon expiry or termination of the agreement, the funds remaining in the reserve were to be released to general City revenue, subject City Policy C217D Revenue and Equity Accounts. The City and Katz Baseball Corporation agreed to terminate the license agreement effective March 31, 2016. Following a review of the reserve in 2018, Administration decided to maintain the reserve should future structural work be required at the ballpark. Interest earnings are applied to this reserve. On October 5, 2020, Council approved funding from the Telus Field Capital Reserve to fund the work required to investigate and resolve the drainage issue at RE/MAX Field.</p>	

Reserve Funds - Definitions

Reserve Fund	Responsibility Area and Description
Traffic Safety and Automated Enforcement	Corporate Expenditures & Revenues and Other Tax-Supported Branches, Corporate Expenditures & Revenues
Established November 26, 2014 and governed by City Policy C579B Traffic Safety and Automated Enforcement Reserve. The reserve is intended to accumulate surpluses (and fund shortfalls) that may arise from the variability of photo enforcement revenues, and transparently show budgeted allocations toward: a) The Office of Traffic Safety, b) Edmonton Police Services, c) Other traffic safety initiatives (operating and capital), and d) Community infrastructure programs such as, but not restricted to, the Community Facility Partner Capital Grant and Community League Infrastructure Grant programs. The reserve will be funded from automated enforcement revenues and is to have a minimum balance of 5% of automated enforcement revenue. Interest earnings are applied to this Reserve.	
Tree Management	Parks and Roads Services, City Operations
A requirement of City Policy C456C Corporate Tree Management. Funds are placed in the reserve to replace the trees and shrubbery with a view to protect the urban forest, upon removal in the course of construction or repairs to City-owned property. Funds are transferred out of the reserve to cover the operating costs incurred to replace trees and shrubbery.	
Vehicle for Hire	Development Services, Urban Form and Corporate Strategic Development
The reserve may be utilized for specified purposes as approved by City Council through the operating and capital budget process. The amounts in the reserve are used for initiatives that benefit the Vehicle for Hire industry, such as full enforcement and coverage during peak hours and the need to purchase additional vehicles. The reserve will also stabilize resources across extended periods of time and offset annual program deficits. Annual program surpluses are transferred to the reserve. No interest earnings are applied to this reserve.	

Reserve Funds - Balances

The following are lists by year of the City of Edmonton reserve funds for 2019-2022 including proposed changes to the reserve balances. The description of the reserves are listed on the preceding pages.

Reserve Fund in Alphabetical Order (\$000)	2019 Ending Balance	2020 Ending Balance	2021 Ending Balance	2022 Ending Balance
Affordable Housing	44,956	34,879	25,604	16,304
Brownfield Redevelopment	(2,900)	(2,975)	(3,050)	(3,125)
City of Edmonton Library Board	8,680	9,715	10,750	11,785
Commonwealth Stadium	1,968	1,812	1,760	1,708
Community Revitalization Levy - Belvedere	(10,093)	(10,199)	(11,678)	(10,670)
Community Revitalization Levy - Downtown	(19,872)	(15,075)	(10,450)	(6,903)
Community Revitalization Levy - Quarters	(8,650)	(10,615)	(13,782)	(16,762)
Developer Recoveries	12,078	6,841	5,264	3,620
Development Incentive	1,699	1,358	1,017	676
Edmonton Police Service	2,245	2,067	1,889	1,711
Enterprise Portfolio	2,044	1,034	1,034	1,034
Façade and Storefront Improvements	616	516	416	316
Financial Stabilization	123,886	140,201	140,201	140,201
Financial Stabilization - Appropriated	51,291	30,040	25,357	22,580
Fleet Services - Vehicle Replacement	28,418	(2,564)	2,547	8,216
Fort Edmonton Train Maintenance	43	48	53	58
Funds in Lieu - Residential	26,582	20,568	17,593	14,612
Heritage Resources	2,324	2,847	4,104	5,686
Interim Financing	(40,556)	(37,996)	(37,970)	(36,728)
Local Improvement	123,003	126,789	135,165	138,408
LRT	40,486	48,338	74,284	85,079
Motor Vehicle Insurance	2,500	2,500	2,500	2,500
Natural Areas	8,722	2,222	1,722	2,722
Neighbourhood Renewal	2,042	(37,374)	(349)	25,468
Parkland	20,647	6,330	5,869	5,253
Pay-As-You-Go Capital	185,874	(30,540)	(19,337)	(52,987)
Pay-As-You-Go Capital - Edmonton Police	13,734	9,508	9,508	9,508
Perpetual Care	3,719	2,923	3,364	3,785
Planning and Development	16,156	(688)	(4,418)	(7,010)
Revolving Industrial Servicing Fund	923	(7,920)	(8,107)	(8,294)
Rogers Place Arena Capital	5,439	6,939	8,439	9,939
Sanitary Servicing Strategy Fund	66,320	48,746	34,576	1,166
St. Francis Xavier	1,934	1,934	1,934	1,934
Tax-Supported Debt	5,380	2,719	2,719	2,719
Telus Field Capital	374	374	374	374
Traffic Safety and Automated Enforcement	16,903	8,970	4,139	901
Tree Management	8,161	8,161	8,161	8,161
Vehicle for Hire	2,353	1,501	1,380	1,294
Total	\$749,429	\$373,934	\$422,582	\$385,239

Reserve Funds - 2020

Reserve Fund in Alphabetical Order (\$000)	Actual: 2019 Ending / 2020 Opening Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Budgeted: 2020 Ending / 2021 Opening Balance
Affordable Housing	44,956	(10,136)	1,553	(1,494)	-	-	-	34,879
Brownfield Redevelopment	(2,900)	(854)	779	-	-	-	-	(2,975)
City of Edmonton Library Board	8,680	-	1,035	-	-	-	-	9,715
Commonwealth Stadium	1,968	(53)	301	(404)	-	-	-	1,812
Community Revitalization Levy - Belvedere	(10,093)	(106)	-	-	-	-	-	(10,199)
Community Revitalization Levy - Downtown	(19,872)	(2,534)	7,620	(289)	-	-	-	(15,075)
Community Revitalization Levy - Quarters	(8,650)	(1,965)	-	-	-	-	-	(10,615)
Developer Recoveries	12,078	-	-	(5,237)	-	-	-	6,841
Development Incentive	1,699	(341)	-	-	-	-	-	1,358
Edmonton Police Service	2,245	(178)	-	-	-	-	-	2,067
Enterprise Portfolio	2,044	(100)	100	(1,010)	-	-	-	1,034
Façade and Storefront Improvements	616	(100)	-	-	-	-	-	516
Financial Stabilization	123,886	-	-	-	(3,812)	20,127	-	140,201
Financial Stabilization - Appropriated	51,291	(21,677)	1,800	(5,186)	3,812	-	-	30,040
Fleet Services - Vehicle Replacement	28,418	-	24,012	(54,994)	-	-	-	(2,564)
Fort Edmonton Train Maintenance	43	-	5	-	-	-	-	48
Funds in Lieu - Residential	26,582	-	4,342	(10,356)	-	-	-	20,568
Heritage Resources	2,324	-	541	(18)	-	-	-	2,847
Interim Financing	(40,556)	(3,431)	5,991	-	-	-	-	(37,996)
Local Improvement	123,003	-	3,786	-	-	-	-	126,789
LRT	40,486	(45,760)	52,193	1,419	-	-	-	48,338
Motor Vehicle Insurance	2,500	-	-	-	-	-	-	2,500
Natural Areas	8,722	-	1,000	(7,500)	-	-	-	2,222
Neighbourhood Renewal	2,042	-	155,946	(195,362)	-	-	-	(37,374)
Parkland	20,647	(1,045)	3,246	(16,518)	-	-	-	6,330
Pay-As-You-Go Capital	185,874	-	73,706	(290,120)	-	-	-	(30,540)
Pay-As-You-Go Capital - Edmonton Police	13,734	-	9,619	(13,845)	-	-	-	9,508
Perpetual Care	3,719	-	500	(1,296)	-	-	-	2,923
Planning and Development	16,156	(14,983)	-	(1,861)	-	-	-	(688)
Revolving Industrial Servicing Fund	923	(10,903)	2,060	-	-	-	-	(7,920)
Rogers Place Arena Capital	5,439	-	1,500	-	-	-	-	6,939
Sanitary Servicing Strategy Fund	66,320	(17,574)	-	-	-	-	-	48,746
St. Francis Xavier	1,934	-	-	-	-	-	-	1,934
Tax-Supported Debt	5,380	(2,661)	-	-	-	-	-	2,719
Telus Field Capital	374	-	-	-	-	-	-	374
Traffic Safety and Automated Enforcement	16,903	(41,585)	45,690	(12,038)	-	-	-	8,970
Tree Management	8,161	(400)	400	-	-	-	-	8,161
Vehicle for Hire	2,353	(856)	4	-	-	-	-	1,501
Total	\$749,429	(\$177,242)	\$397,729	(\$616,109)	-	\$20,127	-	\$373,934

Reserve Funds - 2021

Reserve Fund in Alphabetical Order (\$000)	Budgeted: 2020 Ending / 2021 Opening Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Budgeted: 2021 Ending / 2022 Opening Balance
Affordable Housing	34,879	(10,109)	1,132	(298)	-	-	-	25,604
Brownfield Redevelopment	(2,975)	(854)	779	-	-	-	-	(3,050)
City of Edmonton Library Board	9,715	-	1,035	-	-	-	-	10,750
Commonwealth Stadium	1,812	(53)	301	(300)	-	-	-	1,760
Community Revitalization Levy - Belvedere	(10,199)	(1,479)	-	-	-	-	-	(11,678)
Community Revitalization Levy - Downtown	(15,075)	(2,534)	7,363	(204)	-	-	-	(10,450)
Community Revitalization Levy - Quarters	(10,615)	(3,167)	-	-	-	-	-	(13,782)
Developer Recoveries	6,841	-	-	(1,577)	-	-	-	5,264
Development Incentive	1,358	(341)	-	-	-	-	-	1,017
Edmonton Police Service	2,067	(178)	-	-	-	-	-	1,889
Enterprise Portfolio	1,034	(100)	100	-	-	-	-	1,034
Façade and Storefront Improvements	516	(100)	-	-	-	-	-	416
Financial Stabilization	140,201	-	-	-	-	-	-	140,201
Financial Stabilization - Appropriated	30,040	(6,623)	2,210	(270)	-	-	-	25,357
Fleet Services - Vehicle Replacement	(2,564)	-	24,098	(18,987)	-	-	-	2,547
Fort Edmonton Train Maintenance	48	-	5	-	-	-	-	53
Funds in Lieu - Residential	20,568	-	4,125	(7,100)	-	-	-	17,593
Heritage Resources	2,847	-	1,257	-	-	-	-	4,104
Interim Financing	(37,996)	(3,615)	3,641	-	-	-	-	(37,970)
Local Improvement	126,789	-	8,376	-	-	-	-	135,165
LRT	48,338	(36,903)	62,849	-	-	-	-	74,284
Motor Vehicle Insurance	2,500	-	-	-	-	-	-	2,500
Natural Areas	2,222	-	1,000	(1,500)	-	-	-	1,722
Neighbourhood Renewal	(37,374)	-	161,326	(124,301)	-	-	-	(349)
Parkland	6,330	(1,045)	3,084	(2,500)	-	-	-	5,869
Pay-As-You-Go Capital	(30,540)	-	118,895	(107,692)	-	-	-	(19,337)
Pay-As-You-Go Capital - Edmonton Police	9,508	-	7,102	(7,102)	-	-	-	9,508
Perpetual Care	2,923	-	500	(59)	-	-	-	3,364
Planning and Development	(688)	(2,730)	-	(1,000)	-	-	-	(4,418)
Revolving Industrial Servicing Fund	(7,920)	(2,190)	2,003	-	-	-	-	(8,107)
Rogers Place Arena Capital	6,939	-	1,500	-	-	-	-	8,439
Sanitary Servicing Strategy Fund	48,746	(14,170)	-	-	-	-	-	34,576
St. Francis Xavier	1,934	-	-	-	-	-	-	1,934
Tax-Supported Debt	2,719	-	-	-	-	-	-	2,719
Telus Field Capital	374	-	-	-	-	-	-	374
Traffic Safety and Automated Enforcement	8,970	(38,961)	40,880	(6,750)	-	-	-	4,139
Tree Management	8,161	(400)	400	-	-	-	-	8,161
Vehicle for Hire	1,501	(125)	4	-	-	-	-	1,380
Total	\$373,934	(\$125,677)	\$453,965	(\$279,640)	-	-	-	\$422,582

Reserve Funds - 2022

Reserve Fund in Alphabetical Order (\$000)	Budgeted: 2021 Ending / 2022 Opening Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Budgeted: 2022 Ending Balance
Affordable Housing	25,604	(10,074)	774	-	-	-	-	16,304
Brownfield Redevelopment	(3,050)	(854)	779	-	-	-	-	(3,125)
City of Edmonton Library Board	10,750	-	1,035	-	-	-	-	11,785
Commonwealth Stadium	1,760	(53)	301	(300)	-	-	-	1,708
Community Revitalization Levy - Belvedere	(11,678)	-	1,008	-	-	-	-	(10,670)
Community Revitalization Levy - Downtown	(10,450)	(2,534)	6,608	(527)	-	-	-	(6,903)
Community Revitalization Levy - Quarters	(13,782)	(2,980)	-	-	-	-	-	(16,762)
Developer Recoveries	5,264	-	-	(1,644)	-	-	-	3,620
Development Incentive	1,017	(341)	-	-	-	-	-	676
Edmonton Police Service	1,889	(178)	-	-	-	-	-	1,711
Enterprise Portfolio	1,034	(100)	100	-	-	-	-	1,034
Façade and Storefront Improvements	416	(100)	-	-	-	-	-	316
Financial Stabilization	140,201	-	-	-	-	-	-	140,201
Financial Stabilization - Appropriated	25,357	(2,777)	-	-	-	-	-	22,580
Fleet Services - Vehicle Replacement	2,547	-	24,268	(18,599)	-	-	-	8,216
Fort Edmonton Train Maintenance	53	-	5	-	-	-	-	58
Funds in Lieu - Residential	17,593	-	3,919	(6,900)	-	-	-	14,612
Heritage Resources	4,104	-	1,582	-	-	-	-	5,686
Interim Financing	(37,970)	(2,249)	3,491	-	-	-	-	(36,728)
Local Improvement	135,165	-	3,243	-	-	-	-	138,408
LRT	74,284	(59,820)	70,615	-	-	-	-	85,079
Motor Vehicle Insurance	2,500	-	-	-	-	-	-	2,500
Natural Areas	1,722	-	1,000	-	-	-	-	2,722
Neighbourhood Renewal	(349)	-	166,626	(140,809)	-	-	-	25,468
Parkland	5,869	(1,045)	2,929	(2,500)	-	-	-	5,253
Pay-As-You-Go Capital	(19,337)	-	117,836	(151,486)	-	-	-	(52,987)
Pay-As-You-Go Capital - Edmonton Police	9,508	-	5,985	(5,985)	-	-	-	9,508
Perpetual Care	3,364	-	500	(79)	-	-	-	3,785
Planning and Development	(4,418)	(1,592)	-	(1,000)	-	-	-	(7,010)
Revolving Industrial Servicing Fund	(8,107)	(2,190)	2,003	-	-	-	-	(8,294)
Rogers Place Arena Capital	8,439	-	1,500	-	-	-	-	9,939
Sanitary Servicing Strategy Fund	34,576	(33,410)	-	-	-	-	-	1,166
St. Francis Xavier	1,934	-	-	-	-	-	-	1,934
Tax-Supported Debt	2,719	-	-	-	-	-	-	2,719
Telus Field Capital	374	-	-	-	-	-	-	374
Traffic Safety and Automated Enforcement	4,139	(35,878)	38,290	(5,650)	-	-	-	901
Tree Management	8,161	(400)	400	-	-	-	-	8,161
Vehicle for Hire	1,380	(90)	4	-	-	-	-	1,294
Total	\$422,582	(\$156,665)	\$454,801	(\$335,479)	-	-	-	\$385,239

Reserve Funds - SOBA Impacts

The following includes only the proposed changes from the Fall 2020 Supplemental Operating Budget Adjustment.

SOBA Operating Impacts only - (000s)

Reserve Fund in Alphabetical Order	2021	2022
Affordable Housing		
Brownfield Redevelopment		
City of Edmonton Library Board		
Commonwealth Stadium		
Community Revitalization Levy - Belvedere		
Community Revitalization Levy - Downtown	(319)	(319)
Community Revitalization Levy - Quarters		
Developer Recoveries		
Development Incentive		
Edmonton Police Service		
Enterprise Portfolio		
Façade and Storefront Improvements		
Financial Stabilization		
Financial Stabilization - Appropriated		
Fleet Services - Vehicle Replacement		
Fort Edmonton Train Maintenance		
Funds in Lieu - Residential		
Heritage Resources		
Interim Financing	(186)	(147)
Local Improvement	4,595	(366)
LRT	29,209	8,991
Motor Vehicle Insurance		
Natural Areas		
Neighbourhood Renewal		
Parkland		
Pay-As-You-Go Capital		
Pay-As-You-Go Capital - Edmonton Police		
Perpetual Care		
Planning and Development		
Revolving Industrial Servicing Fund	(166)	(314)
Rogers Place Arena Capital		
Sanitary Servicing Strategy Fund	9,633	
St. Francis Xavier		
Tax-Supported Debt		
Telus Field Capital		
Traffic Safety and Automated Enforcement		
Tree Management		
Vehicle for Hire		
Total	\$42,766	\$7,845