

THE WAY WE FINANCE

10-YEAR CAPITAL INVESTMENT AGENDA

2012-2021

INCLUDING THE
2012-2014
CAPITAL BUDGET

TRANSFORMING | **EDMONTON**

BRINGING OUR CITY VISION TO LIFE



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Executive Summary

OVERVIEW

The City of Edmonton is responsible for providing and maintaining capital assets and infrastructure to serve its residents and businesses. A City is sustainable only if both its capital infrastructure assets and its financial assets can be maintained over the long-term.

Infrastructure is expensive to build or buy, renew or replace and the City's historic and current sources of revenue are not keeping pace with municipal infrastructure needs. Yet there are affordability limits to property taxes and user fees that are controllable by municipal councils. Getting the most value out of every dollar spent on infrastructure is therefore vitally important.

To this end, it is incumbent on the City to develop a longer-term view of Edmonton's infrastructure needs. The ten-year Capital Investment Agenda provides that view and enables Council to make decisions in the shorter-term by understanding the impacts of those decisions on the City's future capital investment requirements.

The ten-year Capital Investment Agenda (2012-21) and three-year Capital Budget (2012-2014) were developed by Administration to assist Council in making strategic decisions on how best to allocate City resources to build and maintain the infrastructure Edmontonians will require over the next decade.

The ten-year Capital Investment Agenda and three-year Capital Budget were also developed through a collaborative process with all City departments, the Edmonton Public Library and the Edmonton Police Service, who identified capital needs and priorities for growth projects and determined the investment targets for renewal.

Alignment to the strategic goals and outcomes of the City's strategic plan, The Way Ahead, influenced the development of the 2012-2014 Capital Budget and ten-year Capital Investment Agenda and were considered as a factor in the prioritization of recommended funding for capital projects.

BALANCING RENEWAL AND GROWTH

Public infrastructure is essential to all residents and businesses in the City of Edmonton and critical to the competitiveness of our economy, the quality of life citizens enjoy, and the delivery of public services. The ability to build and properly maintain infrastructure assets is essential to ensure Edmonton can provide services and remain an attractive and cost-effective place to live and do business. One of the principles of any long-term capital plan is to optimize the investment in existing municipal infrastructure to ensure all assets are in a condition that allows them to meet intended service levels. The best possible balance between renewal and growth should ensure that investments in infrastructure assets maximize benefits, reduce risk, and provide satisfactory levels of service to the public. This is no small task when funding for infrastructure renewal and growth is insufficient.

With both an aging and growing city, balancing investment choices between renewal and growth is a significant challenge. As infrastructure ages, more maintenance and rehabilitation is required to ensure that infrastructure is performing well and continuing to meet the needs of citizens. At the same time, demands arise for new infrastructure to support growth. The 2009-2011 Capital Budget allocated 66 per cent to growth projects and 34 per cent to renewal projects. The proposed split in the 2012-2014 Capital Plan is 51 per cent for renewal and 49 per cent for growth with almost all growth projects already approved by Council. This may be indicative of the insufficient emphasis placed on growth infrastructure prior to 2007, which put the City in a position of playing catch-up. The overriding reality today is the City does not have enough funding to meet its infrastructure needs.

Growth projects were evaluated using a value management approach that assessed the projects in terms of Council direction, health and safety, legal obligations, contribution to corporate outcomes, infrastructure functionality or fitness of purpose, partnership projects, and financial contributions. Projects were rated by individual departments and authorities and were then subjected to a peer review, which resulted in a list of prioritized projects.

Executive Summary

All City departments responsible for infrastructure maintenance and renewal provide data to the City's Office of Infrastructure and Funding Strategy. This data is used with the Risk-based Infrastructure Management System (RIMS) to ascertain the long-term investment required to maintain the majority of the City's very significant asset base in a state of good repair and reduce the percentage of assets in poor or very poor condition.

As part of the capital planning process, approximately \$20.5 billion of tax-supported assets were identified. Total City asset replacement value is currently estimated at \$35.7 billion, including \$15.2 billion of utility assets. Renewal targets were determined for each asset class, and, using the risk model, funding requirements by department were established in relation to risk exposure and current physical condition.

THE FUNDING CHALLENGE

City funding for infrastructure increased significantly after 2006 through the use of debt, increases in grant funding from the Province (Alberta Municipal Infrastructure Program, Municipal Sustainability Initiative (MSI), City Transportation Fund, GreenTRIP) and the Federal government (Federal Gas Tax, Building Canada Fund and Infrastructure Stimulus Funding), and the fast-tracking of grant funding. Looking ahead to 2012-21 known available funding reduces to approximately half of the 2009-2011 level. This change is due primarily to the lower use of debt, but is also impacted by reductions to MSI and to Edmonton's share of the City Transportation funding levels in 2012-2014 are also impacted by the repayment of grant fast-tracking.

In the ten-year Capital Investment Agenda (2012-21) total projected funding is \$6.1 billion. Over the same time frame, total documented needs are close to \$17.0 billion, which creates a funding shortfall of \$10.9 billion between what the City needs and the projected available funding. Beyond 2014, projected funding is \$3.8 billion, of which \$2.3 billion is constrained funding that is unavailable for reallocation. This leaves \$1.5 billion available for allocation between growth and renewal in 2015-2021. Constrained funding is funding which is dedicated for various reasons to specific types of infrastructure. The City's 2012 projected debt load is \$2.4 billion. While \$1.4 billion of total debt room is currently available under the *Municipal Government Act (MGA)* limits, taking on significant additional debt during this time could impact future borrowing, and leave the City more vulnerable to any changing economic conditions.

Debt room, however, starts to grow beginning in 2015 through to 2030. Based on conservative revenue growth of three per cent, per year debt room grows to \$1.9 billion by 2015, \$2.1 billion by 2016, and \$2.4 billion by 2017. Strategically timing debt to coincide with the availability of debt room would allow Council more flexibility to address growth, and the significant number of unfunded transformational projects on the horizon over the next 10 years.



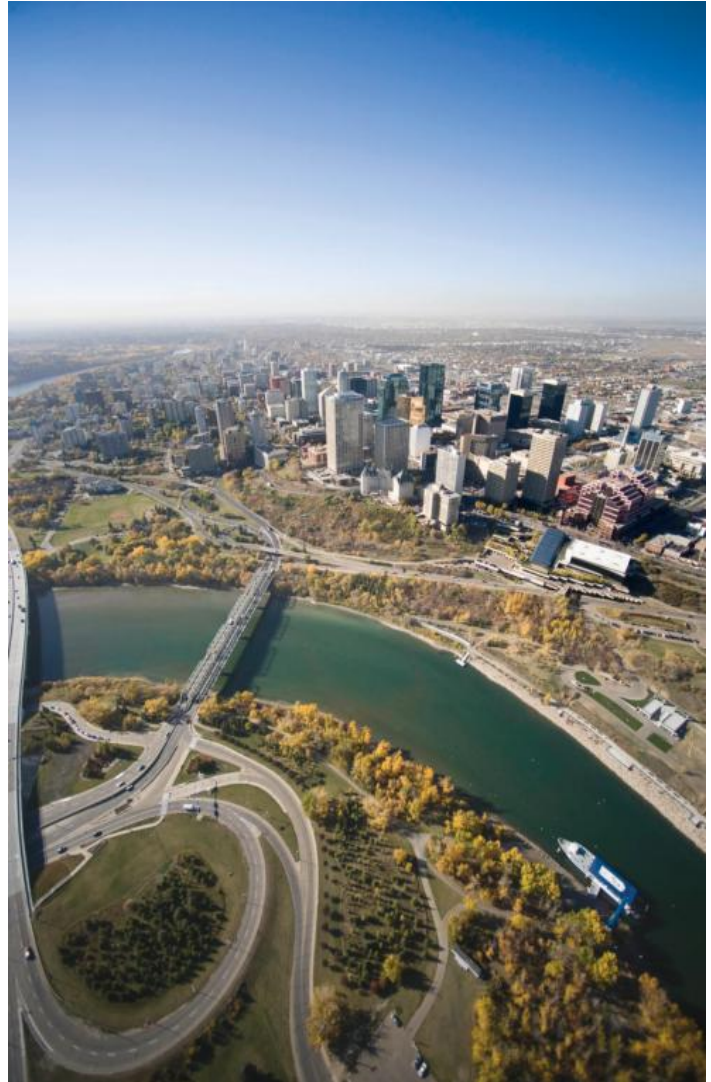
PART 1: Setting the Context

HIGHLIGHTS OF THE PAST THREE YEARS (2009-2011)

To preserve our assets, help make our community more sustainable, and ensure citizens have the services they need, the City made considerable investment in its infrastructure over the past three years. Taking advantage of a post-boom economy, which resulted in lower interest rates, increased competition, greater industry capacity to deliver on projects, and lower prices in the construction trades, the City was able to stretch its capital spending while ensuring citizens received the best value for their taxpayer dollar.

Edmonton also benefited from several major federal and provincial capital grant programs. Over the past three years, this included \$174 million from the federal government and \$871 million from the provincial government. The most significant provincial funding came from the City's share of the Province's Municipal Sustainability Initiative (MSI), a key funding program that has been instrumental in advancing a significant amount of City infrastructure work, which otherwise would have been deferred or not undertaken. Although the Province reduced the annual amount of MSI available to the City in 2009, it remains committed to providing Edmonton \$2.1 billion from the program, albeit over an extended period of time. This reduction was mitigated by the City's ability to borrow against future MSI dollars to fund the 2009-2011 Capital Plan.

The ability to leverage favourable economic conditions and new grant dollars helped boost the City's capital investment in 2009-2011. Combined with the City's decision to make the most of low interest rates to debt finance major new projects, and to fast-track others by borrowing against committed grant dollars to bridge the gap between the time of construction and receipt of funding, the City's Capital Budget (excluding utilities) increased to just over \$3.6 billion over the three years. Of this, \$2.4 billion (66 per cent) was dedicated to new infrastructure and \$1.2 billion (34 per cent) to renew existing infrastructure. This represented a very significant increase in spending over previous years, and while it positioned the City to move faster on key growth projects and focus on reducing its infrastructure debt, this level of investment is not repeatable given the City's current funding sources.



PART 1: Setting the Context

HIGHLIGHTS OF THE PAST THREE YEARS (2009-2011)

In 2009 to 2011 growth projects such as LRT expansion and recreation centres were key priorities for Council. There was also a strong commitment to maintain assets. This commitment to renewal of assets was demonstrated by Council's approval of the Neighbourhood Renewal Program aimed at repairing neighbourhood transportation infrastructure through an annual dedicated tax levy.

Council's allocation of \$400 million annually to the renewal of existing infrastructure in the 2009-2011 Capital Budget is equivalent to two per cent of the total asset replacement value (excluding utilities) of \$20.5 billion in 2010. The industry benchmark is between two to four per cent as recommended by municipal infrastructure experts. This benchmark is relevant if there is no significant backlog of maintenance and the renewal funding is utilized to provide maintenance on a timely basis. With the sources of funding identified in the ten year Capital Investment Agenda, maintaining this level of renewal investment will be a challenge.



PART 1: Setting the Context

2009-2011 FUNDING SOURCES

Funding sources and amounts for the 2009-2011 Capital Budget:

- Debt Financing – \$1.1 billion , \$932 million serviced through tax-supported debt and \$168 million serviced through the Federal Gas Tax;
- Municipal Sustainability Initiative (MSI) – total funding of \$806 million, including \$250 million fast-tracked;
- City Transportation Fund (CTF) – total provincial fuel tax funding of \$395 million, including \$100 million fast-tracked;
- Dedicated Property Tax Levy to fund Transportation Neighbourhood Renewal Program – \$96 million over three years;
- Pay-As-You-Go (PAYG) – \$266 million for ongoing projects over three years;
- Retained Earnings – \$295 million;
- GreenTrip – \$267 million;
- Alberta Municipal Infrastructure Program (AMIP) – \$151 million;
- Developer/Partner Financing – \$82 million;
- Local Improvements – \$45 million; and
- Other – \$126 million

MAJOR ACCOMPLISHMENTS (2009-2011)

The City of Edmonton's capital investment in 2009-2011 was an unprecedented \$3.6 billion in both new growth projects and in the renewal of existing infrastructure. This investment is contributing to the vibrancy and growth of our City, the vitality of our neighbourhoods, the protection of our environment, the safety of our communities, and the quality of life of our citizens. Some key highlights of the past three years by infrastructure area include:

Roads

Renewal and rebuilding of roads, sidewalks and streetlights. Renewal of collector roads was completed in 74 neighbourhoods, while nine neighbourhoods benefited from reconstruction:

Completed in 2009:

- Parkdale

Completed in 2010:

- Meadowlark Park
- Lendrum Place

Completed in 2011:

- Rio Terrace
- Sherbrooke
- Fulton Place

Completion slated for 2012:

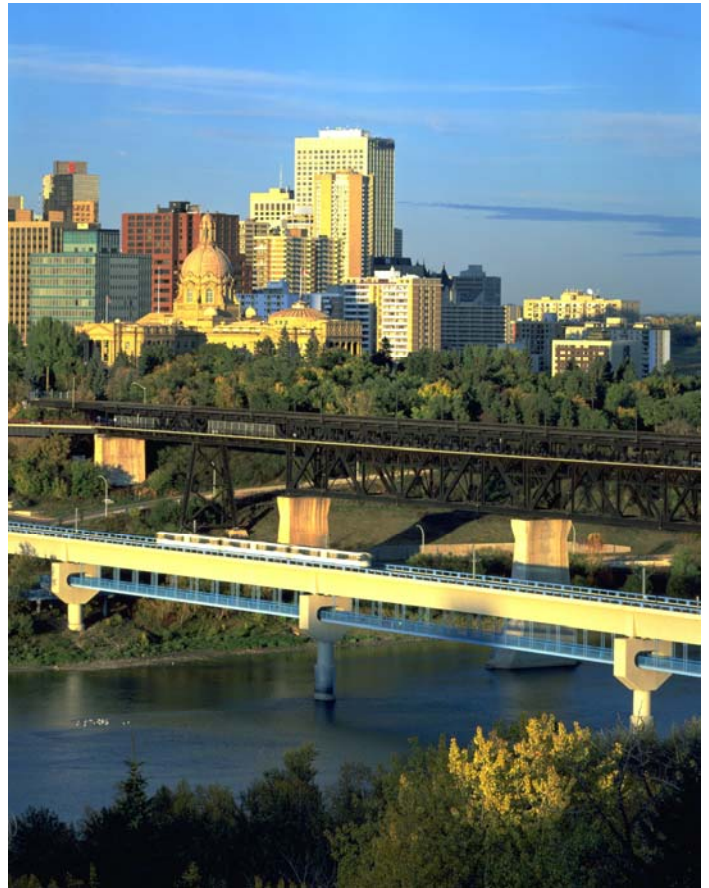
- Capilano
- Parkallen
- West Jasper Place



PART 1: Setting the Context

Investment in 2009-11 for Arterial road, bridge, and interchange key projects include:

- Quesnell Bridge Rehabilitation – \$147 million (completed in 2011)
- 23rd Avenue & Gateway Interchange – \$143 million (completed in 2011)
- Anthony Henday Drive Ring Road Connectors - \$76 million
- Inner Ring Loop and Highway Connectors - \$55 million
- Environmental Issues - \$25 million
- Rabbit Hill Road from Terwillegar Drive to MacTaggart Drive - \$23 million – Completion slated for 2012
- Dawson Bridge – \$18 million (completed in 2010)
- Fort Road from 66 Street to 129 Avenue – \$11 million – Completed in 2010
- Ellerslie Road from 62 Street to 91 Street – \$11 million – Completed in 2010
- Rabbit Hill Road Interchange connection and Ellerslie Road Improvements - \$9 million – Completed in 2010
- 127 Street from 158 Avenue to 167 Avenue - \$8 million – Completed in 2010
- 41 Ave / Highway 2 Interchange - \$8 million
- St. Albert/Yellowhead Trail Bridge – \$7 million (completed in 2010)
- 153 Avenue from Manning Drive to Fort Road - \$7 million – Completed in 2011
- 167 Avenue from 50 Street to Manning Drive - \$7 million – Completed in 2010
- Whitemud Drive / Terwillegar Drive - \$6 million
- Streetscape Rehabilitation - \$3 million



Transit

The City completed the South LRT extension, as well as new LRT stations at McKernan/Belgravia, South Campus, Southgate and Century Park. The extension added about 50,000 weekday riders to the LRT network. The North LRT to NAIT extension is slated for completion by 2014 and, when completed, is expected to add 13,200 weekday passengers to the existing network.

Transit stations, park 'n' rides, and a new transit garage were also undertaken:

- Leger Transit Station – \$7.3 million
- Lewis Farms Transit Station, including 600 stall park 'n ride – \$13 million
- Meadows Transit Station, including, 300 stall park 'n ride – \$12 million
- Eaux Claire Transit Station, including 300 stall park n Ride – \$8.5 million
- Construction of Centennial Transit Garage; built to a LEED Silver environmental standard, the 300,000 square foot garage has capacity for 250 regular (40 foot) and articulated (60 foot) buses – \$99 million

The City's major investment in transit infrastructure significantly increased bus and LRT usage in 2009-2011. For example, ridership went from 68 million in 2009 to 76 million in 2010, and based on forecasts is expected to increase to 80 million riders in 2011.

PART 1: Setting the Context

Police

Supporting the Edmonton Police Service in maintaining the safety of citizens included the following key policing initiatives:

- New Southwest Division Police Station – \$29 million
- Edmonton Police headquarters rehabilitation – \$5.3 million
- Purchase of additional police helicopter – \$2 million

Fire Rescue

Fire Rescue services targeted the rehabilitation of aging fire stations and the construction of new stations to provide direct service to growth areas of the City. Key projects include:

- Replacement of Fire Station 5 (Norwood) and Fire Station 11 (Capilano) – \$18 million
- Construction of the new Heritage Valley Fire Station (in progress) – \$9.9 million
- Construction of Ellerslie Fire Station (in-progress) – \$11 million
- Construction of Lewis Estates Fire Station (in progress) – \$13.8 million
- Construction of new Meadows Fire Station - \$6.4 million
- Replacement of Fire Dispatch System (in progress) - \$4.7 million

Opening of the Meadows Fire Station led to an improvement in fire response times of 39 per cent in neighbourhoods immediately around the station. Before opening the station, target response time was being achieved in the primary neighbourhoods only 21 per cent of the time - a 60 per cent response time is now being achieved. Similar response time improvements are expected in areas surrounding the other new fire stations once the facilities are in service.

Community Facilities

Edmonton's attractions, leisure and recreational facilities attract 5.5 million visits each year. This attendance figure speaks to the importance our citizens place in infrastructure that supports quality of life. Also one of Council's top priorities, considerable dollars were targeted in 2009-2011 for rehabilitation and growth of community facilities. Key investments include:

- New Terwillegar Recreation Centre (opened in 2010 the facility already boasts annual attendance figures of 854,000) – \$160 million
- New Meadows and Clareview Recreation Centres – \$138 million and \$87 million, respectively (projects tendered for construction)
- New Fort Edmonton Administration Building – \$4.2 million
- John Janzen Nature Centre expansion – \$2 million
- Clareview Arena rehabilitation and expansion – \$8.4 million
- New North Central Field House (adjacent to Commonwealth Stadium) – \$22 million
- Queen Elizabeth Pool redevelopment (at Kinsman Park) – \$7 million
- New St. Francis Xavier Field House – \$16.6 million
- New Capitol Theatre at Fort Edmonton Park (re-creation of the original theatre from the 1920s era) – \$13.8 million
- Redevelopment of the Sea Mammals Facility at the Valley Zoo (the long-standing City attraction welcomes over 260,000 visitors each year) – \$16.8 million
- Entry / Wander project at the Valley Zoo - \$35 million

Other smaller scale rehabilitation projects that are ongoing include:

- Hardisty Pool redevelopment – \$6.4 million
- Mill Woods Recreation Pool rehabilitation – \$2.4 million.
- Commonwealth Stadium Field Lighting replacement – \$1.7 million

PART 1: Setting the Context

Parks

Edmonton is home to hundreds of kilometers of park trails that span the City to form North America's largest contiguous urban parkland. Council's commitment to parks, natural areas and our river valley translated into higher levels of reinvestment in 2009-2011. Key projects include:

- Construction of the signature Fort Edmonton Footbridge and Trails, which spans the North Saskatchewan River from Fort Edmonton Park to the Westridge and Patricia Heights neighbourhoods – \$28 million.
- Rehabilitation of Louise McKinney Riverfront Park Phase III that includes construction of three buildings, outdoor plazas, walkways and associated amenities (in progress) – \$12.8 million,
- Construction of the Terwillegar Park access road – \$1.5 million.
- New park construction at Tamarack Green (in progress) – \$2.5 million.
- Rehabilitation of Jackie Parker Park (in progress) – \$1.5 million.
- Redevelopment of Kinsmen Park (in progress) – \$1.3 million.



Libraries

Investment in the renewal and growth of library capital projects allowed the City to address some of the backlog of rehabilitation and renewal for library facilities and to build new libraries in growth areas of the City. The following key projects were initiated in 2009-2011:

- Mill Woods Library Branch Replacement - planned reopening in 2014 - \$23.6 million.
- Meadows Library Branch - planned opening in 2014 - \$20.1 million.
- Clareview Library Branch - planned opening in 2013 - \$16.6 million.
- Jasper Place Library Branch replacement - planned reopening in 2012 - \$14.1 million.
- Highlands Library Branch replacement - planned reopening in 2013 - \$9.6 million.

PART 2: Advancing The Ways

The ten-year Capital Investment Agenda is integral to the realization of Edmonton City Council's vision as outlined in the City's strategic plan, *The Way Ahead*. The six ten-year strategic goals in *The Way Ahead* and the Council approved outcomes for the six goals have guided the development of six directional plans to align City activities with the achievement of Council's strategic objectives. The goals and associated directional plans and approval dates are:

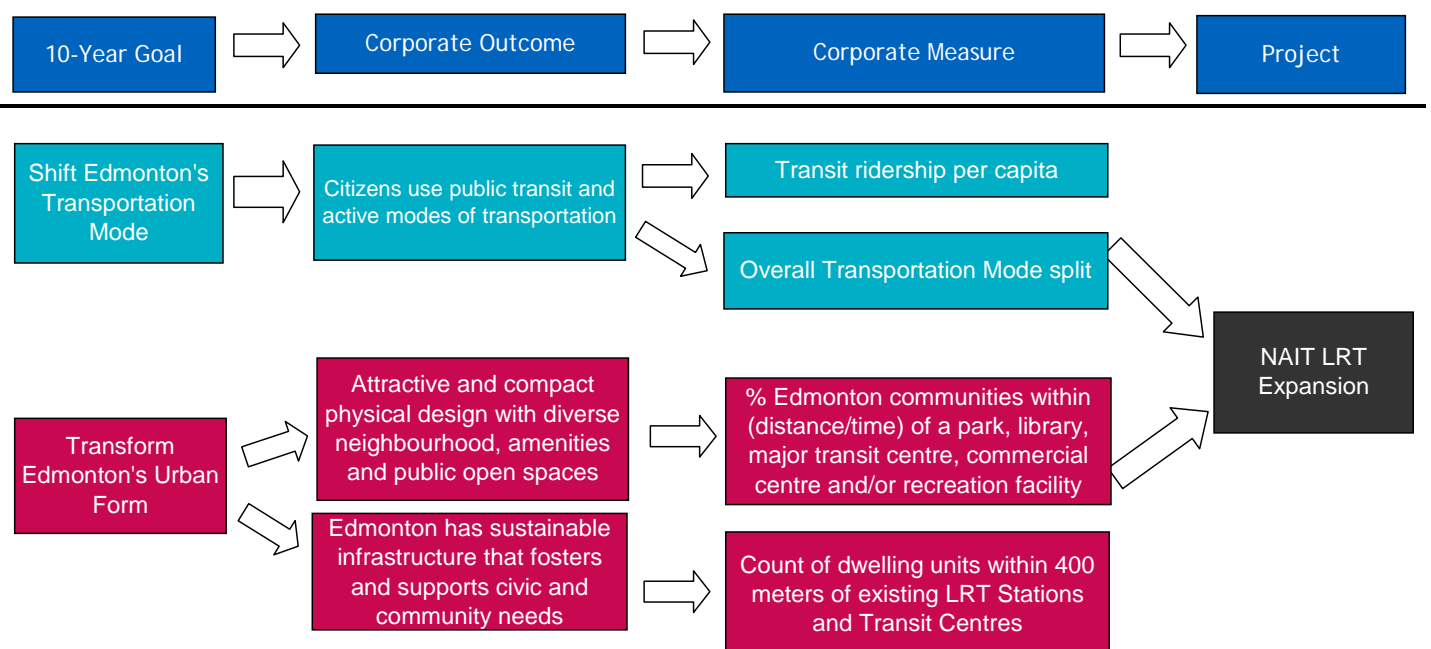
- Transform Edmonton's Urban Form – The Way We Grow (approved May 2010);
- Shift Edmonton's Transportation Mode – The Way We Move (approved September 2009);
- Improve Edmonton's Livability – The Way We Live (approved July 2010);
- Preserve and Sustain Edmonton's Environment – The Way We Green (approved July 2011);
- Ensure Edmonton's Financial Sustainability – The Way We Finance (approval expected Q2 2012)
- Diversify Edmonton's Economy – The Way We Prosper (approval expected Q4 2012)

While these plans are transformational in nature, they all build on the existing services and programs valued highly by Edmonton residents and businesses. Capital projects identified in these directional plans support the continued provision of high quality services to a growing population, and serve to move the City forward in achieving the strategic priorities of *The Way Ahead*.

The Way Ahead, the six ten-year strategic goals and the Council-approved corporate outcomes influence the identification and prioritization of projects in the ten-year Capital Investment Agenda.

Each capital program or project is assessed for its alignment to one or more of the corporate outcomes. Projects that promote multiple outcomes and goals are weighted more heavily than those that support fewer corporate outcomes. Through the prioritization of strategically aligned capital projects, the ten-year Capital Investment Agenda supports the City's achievement of Council's strategic goals. As the integration of performance measurement with funding decision-making matures, the documented alignment of outcomes and the strategies to budget will become evident.

Below is an example of the alignment of a capital project with corporate strategic goals, outcomes, and performance measures:



PART 3: Planning For The Future

I. Economic Environment

OVERVIEW

Edmonton's economy – along with those of Alberta and Canada - has fully recovered from the downturn of 2008 and 2009 and entered a new phase of expansion. Employment growth has been so strong in the Capital Region that by the first quarter of 2011 evidence of labour shortages in selected sectors were evident. By August 2011 unemployment was nearing five per cent – the level below which more broadly based shortages and consequent upward pressure on wages begins to appear.

Internationally the economic recovery has been much more uneven and hesitant. Ongoing concerns about sovereign debt in Europe, the issues with the US fiscal situation and a moderation of - what remains rapid growth - in the emerging economies has generated volatile declines in financial markets. Relatively anemic economic performance in Europe and the US combined with the previously mentioned market declines has raised concerns of a return of recessionary conditions in key regions.

While the pace of recovery at the global level has slowed substantially, a 'double dip' recession scenario remains unlikely particularly in Canada and to a lesser extent the US. Several European countries remain mired in negative growth.

The City will feel the effects of recent developments through a changed outlook for oil prices, inflation, interest rates and the Canadian dollar. However, the prospects for Edmonton's economic growth remain very good. Implications for the Capital Plan over the three and ten year horizon are discussed below.

THREE-YEAR OUTLOOK

As noted above, employment in and around the City has grown substantially – over five per cent in the 12 months up to August 2011 - allowing unemployment to fall even as the labour force continues to grow. The overwhelming share of this growth has been in full time highly skilled jobs in manufacturing, construction, logistics and professional and scientific services. Such jobs provide solid, predictable incomes that encourage investments in housing and other big ticket items that can be expected to provide further stimulus to the City's economy over the next 36 months.

However with strong job gains has come the potential for shortages of skills and the prospect of a wage and price escalation similar to that of 2006 through 2008. Edmonton's inflation as measured by the Consumer Price Index (CPI) climbed through 2011 from values in the 1.5 per cent range to three per cent in August 2011.

The slowing of the global economic recovery has reduced expectations for energy consumption. Consequently, oil prices in the markets served by Alberta are now hovering in the \$80 range. This will cause some stretching out of ongoing investments in the oil sands and elsewhere in the energy sector. That in turn will soften the strong demand for labour so evident in the last 12 months.

For Edmonton this will on balance be a good effect, allowing the local economy more time to attract and train workers to address labour market constraints.

That said the period of declining and very low inflation the City enjoyed from late 2008 to the first half of 2011 is now over. The City must anticipate the costs for operations and capital expenditures will rise more rapidly than was the case in the last two years. CPI based inflation can be expected to persist in the 2.5 to 3.0 per cent range out to 2014. Costs related to major capital projects can be expected to raise by 3.0 to 3.5 per cent over the same period with the potential to peak near 5 per cent in late 2012 and 2013.

PART 3: Planning For The Future

The reduction in the City's next three-year capital plan will also have an impact. With a local economy which produces approximately \$50 billion per year in goods and services a reduction in expenditures in the order of \$2 billion over the next 3 years will constitute a significant withdrawal of demand from Edmonton's economy. Consequently, while difficult to quantify precisely, the proposed reduction in capital spending will act as a brake on the level of economic activity in the City in the coming years.

Comparatively strong economic growth has attracted new immigrants to the City and the Province. The most recent population estimates from Statistics Canada place Alberta at the top of the population growth rankings due in large part to net in-migration. Data for Edmonton derived from the monthly Labour Force Survey suggest a significant uptick in migration to the City of individuals 16 years and over.

Given solid economic prospects over the next 36 months population growth in Edmonton will exceed the national average expanding at a rate of 1.5 per cent to 2.0 per cent to 2014. While this strong population growth will help address labour shortages, it will place higher demand on the City for services and the capital investments needed to support those services – particularly those aimed at addressing the needs of recent arrivals to the City such as affordable housing .

An expanding business community will also be expecting the City to address their growing needs for infrastructure to support higher employment and output levels. Investments to efficiently move increasing volumes of goods, services and people will likely top the list.

In addition, shortages of serviced 'shovel ready' industrial and commercial land in some size categories and areas of the City are not out of the question by 2014. Hence, demands for the City to be more active in making capital investments to bring industrial and commercial land to market could emerge, particularly toward the end of the period under consideration.

Another positive near term factor coming out of the recent slowing of global recovery is the prospect of continuing low interest rates. Expectations in the first half of 2011 were that the Bank of Canada would start to move up interest rates in the last quarter of 2011. This now appears to be less likely.

That said, Canadian interest rates are at historically low levels. While the City has a short-term reprieve on interest related costs these cannot be assumed to persist until 2014. Canadian interest rates will begin to move up within 12 months and the City should assume at least a two per cent rise over current values by 2014.

The City also needs to be sensitive to the impact of a sovereign default on its debt rating. Several European countries face the very real prospects of a default. It is likely that a default by any government will cause rating agencies to downgrade all public sector debt. This could cause Edmonton's borrowing costs to rise even more quickly than anticipated increases in Canadian interest rates would suggest.

In summary, the very near term environment for borrowing by the City is better than expected. However, these conditions may well turn quickly against the City as monetary authorities address rising inflation and markets respond to a major shock, such as a default by a European nation.

As the perceptions of global recovery have turned negative, oil prices have declined. Lower oil and other commodity prices have pulled the Canadian dollar down. It is now well below par with the US equivalent.

The impact of a lower Canadian dollar on the City's Capital Budget is negative. A lower dollar increases the costs for imported equipment and services. It also tends to boost local inflation as imported food, clothing and other consumer goods rise. This impact is expected to be short-term as the Canadian dollar is anticipated to move back to par in the next year.

PART 3: Planning For The Future

TEN-YEAR OUTLOOK

Longer-term employment growth will be slower as an aging population reduces growth in the labour force. Over the period to 2021, real economic growth is expected to average 2.7 per cent.

Nonetheless Edmonton – with a relatively young demographic - will outperform Canada and continue to attract immigrants. Consequently, the City will have to address growth in population and service demand above that of most other jurisdictions in North America. This will have to be done against a back drop of relatively high costs.

Interest rates beyond 2014 should stabilize at levels more reflective of historical averages. Hence the City should anticipate a long-term upward trend in interest costs.

Consumer inflation in Edmonton will trend above the national average coming in at 2.0 to 2.5 per cent. Expenses to the City can be expected to rise at above 3 per cent on average over the period to 2021.



Inflation as measured by both the Consumer Price Index (CPI) and the Non-Residential Construction Price Index (NRCPI) has been rising over the first half of 2011. Over the next three years, the CPI for Edmonton will be moving up at three per cent. Longer term, the CPI will settle to approximately 2.6 per cent. The NRCPI will accelerate to about five per cent over the next three years. This measure of inflation will also be moderate, yielding an average annual increase of four per cent out to 2020.

Edmonton's Projected Average Annual Growth Rate by Key Indicators

Key Indicators	Annual Growth 2012-14	Annual Growth 2012-21
Real Economic Output	3.0%	2.7%
Population	1.5%	1.3%
Employment	1.7%	1.5%
Consumer Price Index	3.0%	2.6%
Non Residential Construction Price Index	4.9%	4.0%

PART 3: Planning For The Future

II. Overview

The City is responsible for providing and maintaining capital assets and infrastructure to serve the residents and businesses of Edmonton. A City is sustainable only if both its capital infrastructure assets and financial assets can be maintained over the long-term.

Our ability to build and properly maintain our capital assets is essential to ensure the provision of services to Edmontonians and to remain an attractive, cost-effective place to live and do business.

Infrastructure is expensive to build or buy, renew or replace and the City's historic and current sources of revenue are not keeping pace with municipal infrastructure needs. Yet there are affordability limits to property taxes and user fees that are controllable by municipal councils. Getting the most value out of every dollar spent on infrastructure is therefore vitally important.

To this end, it is incumbent on the City to develop a longer-term view of Edmonton's infrastructure needs. The ten-year Capital Investment Agenda provides that view and enables Council to make decisions in the shorter-term by understanding the impacts of those decisions on the City's future capital investment requirements.

CAPITAL PLANNING PRINCIPLES

The ten-year Capital Investment Agenda (2012-21) is developed by Administration to assist Council in making strategic decisions on how best to allocate City resources to build and maintain the infrastructure Edmontonians will require over the next decade. As noted above, the longer-term plan is intended to inform and improve the decisions our civic leaders make today by giving them the benefit of understanding how those decisions may impact the future.

The ten-year Capital Investment Agenda was prepared in concert with the three-year Capital Budget (2012-2014), which will be approved by Council in December 2011. However, while the Capital Budget outlines the City's immediate capital funding needs and priorities, the ten-year Capital Investment Agenda looks beyond the next three-year capital budget cycle to identify the key infrastructure and financial challenges the City faces beyond 2014.

Like the three-year Capital Budget, the ten-year Capital Investment Agenda supports the strategic direction of Council and was developed around the following key principles:

- Prioritize projects to achieve the best results for the City overall;
- Use cash (pay-as-you-go and grant funding) for ongoing projects (e.g. maintenance and renewal);
- Use borrowing for new and significant projects eligible according to Debt Management Fiscal Policy (DMFP)
 - Borrowing capacity is a consideration,
 - When debt is proposed, the funding source for the debt servicing is identified;
- Fund Utilities by Utility Rates;
- Align capital projects to the City's 30-year vision, ten-year strategic goals and corporate outcomes approved by Council;
- Optimize investment in existing municipal infrastructure to ensure all assets are in a condition that allows them to meet intended service levels;
- Allocate resources to achieve an appropriate balance between the renewal of existing infrastructure and the demand for new growth infrastructure;
- Identify and account for all future operating, maintenance, and renewal costs associated with capital projects and include those costs in future budgets as appropriate.

PART 3: Planning For The Future

DEVELOPING THE CAPITAL AGENDA

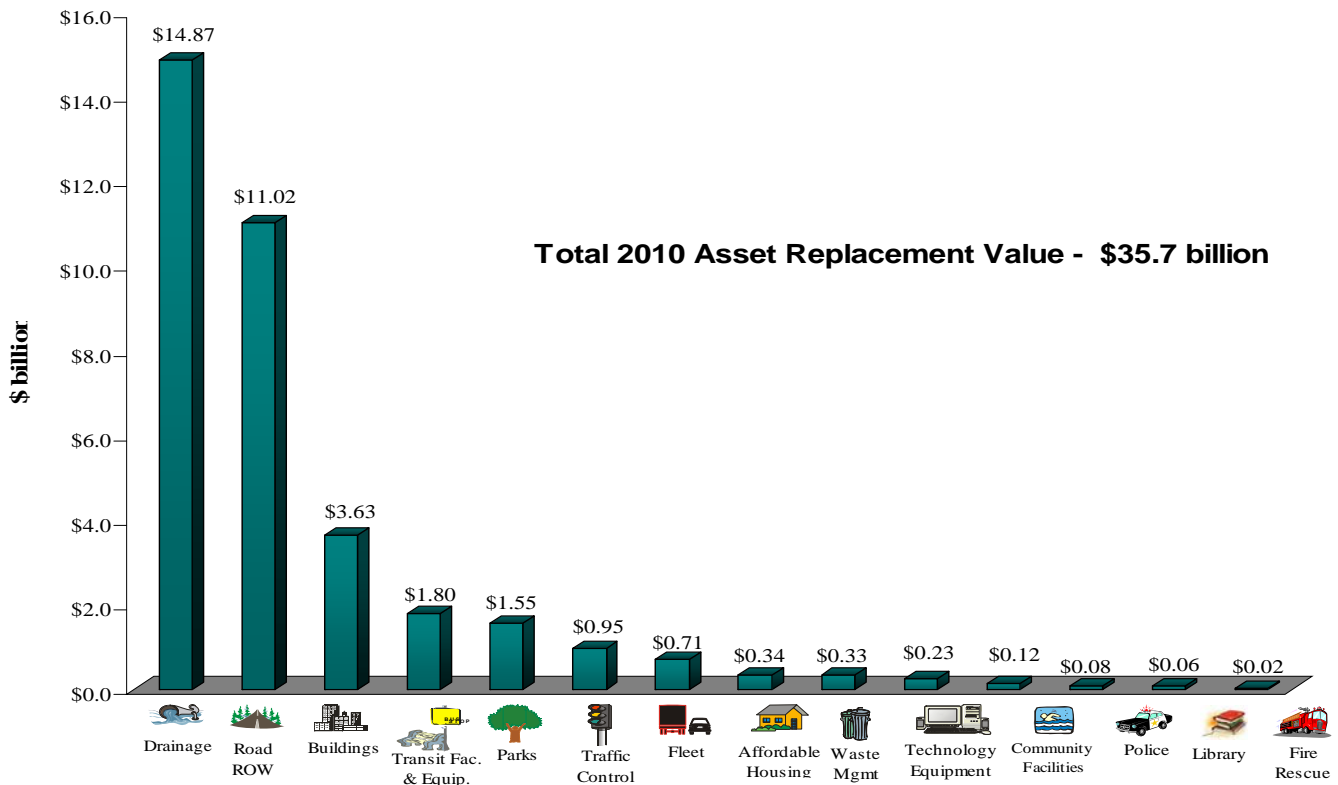
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Growth projects were evaluated using a value management approach that assessed the projects in terms of Council direction, health and safety, legal obligations, contribution to corporate outcomes, infrastructure functionality or fitness of purpose, partnership projects, and financial contributions. Projects were rated by individual departments and authorities and were then subjected to a peer review, which resulted in a list of prioritized projects.

All City departments responsible for infrastructure maintenance and renewal provide data to the City's Office of Infrastructure and Funding Strategy. This data is used with the Risk-based Infrastructure Management System (RIMS) (developed by the Office of Infrastructure) to ascertain the long-term investment required to maintain the majority of the City's very significant asset base in a state of good repair and reduce the percentage of assets in poor or very poor condition. As part of the capital planning process, approximately \$20.5 billion of tax-supported assets were identified. Total City asset replacement value is currently estimated at \$35.7 billion, including \$15.2 billion of utility assets. Renewal targets were determined for each asset class, and, using the risk model, funding requirements by department were established in relation to risk exposure and current physical condition.















With a five point rating system of very good, good, fair, poor, and very poor, approximately 16 per cent of City infrastructure was in poor or very poor physical condition (2010). In measuring the capacity of the infrastructure to meet service needs or demand, 8.5 per cent of City infrastructure was in poor or very poor condition.

In order to achieve the goal of approximately 6 per cent of infrastructure in poor or very poor condition in 20 years, targeted investment is required. Preliminary modeling shows \$400 million per year (\$1.2 billion over the three years) is required for renewal projects over 2012 to 2014. For the 2015-2021 period, \$450 million of annual renewal investment is required. Furthermore, an annual investment of \$475 million is required over the 2022-2031 period.



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Detailed descriptions of types of City infrastructure are provided below for reference:

Description of Infrastructure			
Portfolio	Group	Description	
Transportation	 Road Right-of-Way	includes roads (arterials, collectors, local; and curb and gutter), sidewalks, and auxiliary structures (such as gates, streetscapes and others) and bridges.	
	 Traffic Control & Street Lighting	includes traffic signals, signs, markings, street lighting and parking meters.	
	 Transit Facilities and Equipment	includes Light Rail Transit (LRT) system facilities and equipment (including cars), transit centres, bus equipment, trolley system.	
Environment and Safety	 Drainage	includes sanitary, storm and combined sewers (incl. manholes, catchbasins), and service connections.	
	 Waste Management Facilities	includes operation and administration facilities, transfer stations and public facilities, processing facilities and operating landfills and appurtenances.	
	 Police	includes police equipment, police vehicles and specialized equipment, communications and IT.	
	 Fire Rescue	includes specialized emergency equipment, communication equipment and dispatch system.	
Social Infrastructure	 Community Facilities	includes all recreation equipment, golf courses and cemeteries.	
	 Parks	includes horticulture, trails, hard surfaces, playgrounds, sportsfields, park infrastructure and parks.	
	 Housing	includes non-profit housing, community housing and senior lodges/cabins.	
	 Library	includes Library network, contents and materials.	
Corporate Infrastructure	 Buildings	includes civic offices, public works, operation facilities (e.g.yards) all major recreational facilities and amenities, police, libraries, and emergency response buildings.	
	 Fleet	includes municipal city vehicles, transit fleet and shop equipment.	
	 Technology Equipment	includes servers, network, all communication equipment.	

PART 3: Planning For The Future

III. Capital Planning Fundamentals

CAPITAL FUNDING

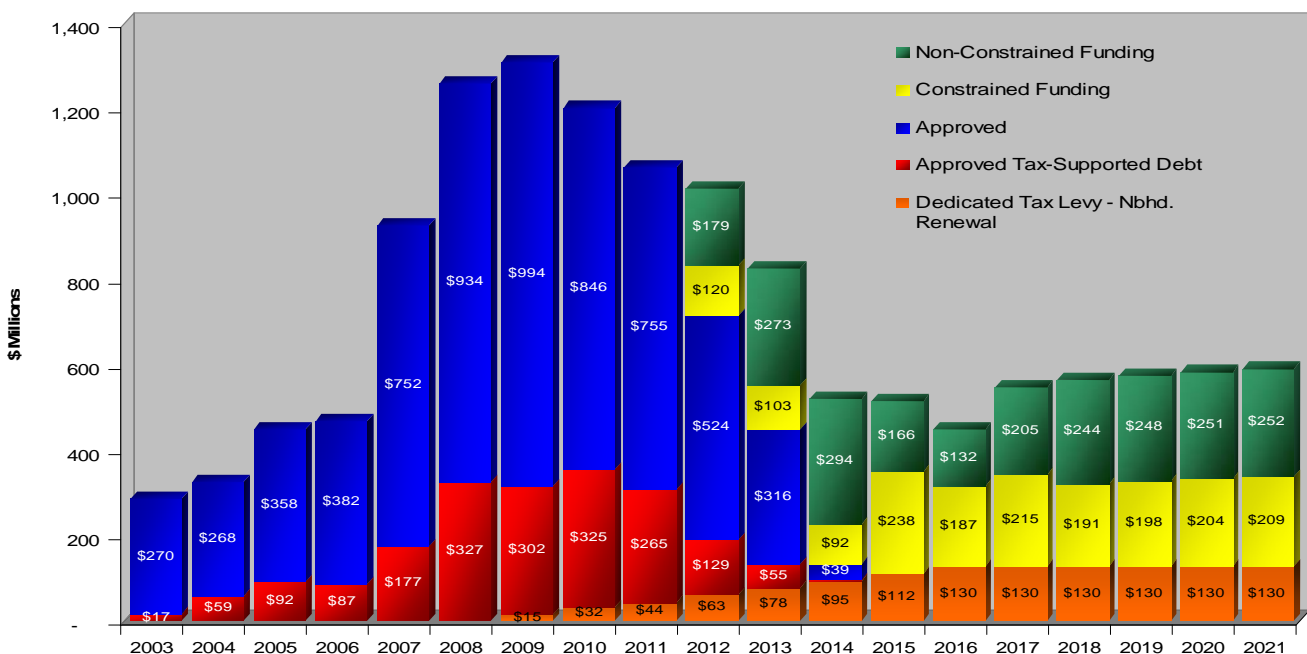
Construction costs escalated dramatically in the last decade increasing approximately 70 per cent from 2002 to a peak in 2008. This rapid escalation of capital project costs meant the annual growth in the City's capital spending had to be very substantial—particularly in the period from 2006 to 2008—simply to meet inflation related cost increases. Costs de-escalated in 2009 and 2010 but were still 50 per cent over 2002 levels.

City funding for infrastructure increased significantly after 2006 through the use of debt and increases in grant funding from the Province (Alberta Municipal Infrastructure Program, Municipal Sustainability Initiative, City Transportation Fund, GreenTrip) and the Federal government (Federal Gas Tax, Building Canada Fund and Infrastructure Stimulus Funding), and by the fast-tracking grant funding. Looking ahead to 2012-21 known available funding reduces to approximately half of the 2009-2011 level. This change is due primarily to the lower use of debt, but is also impacted by reductions to MSI and to Edmonton's share of the City Transportation Funding. Levels in 2012-2014 are also impacted by the repayment of grant fast-tracking.

In the ten-year Capital Investment Agenda (2012-21) total projected funding is \$6.1 billion. Over the same time frame, total documented needs are close to \$17.0 billion, which creates a funding shortfall of \$10.9 billion between what the City needs and the projected available funding. Beyond 2014, projected funding is \$3.8 billion of which \$2.3 billion is constrained funding that is unavailable for reallocation. This leaves \$1.5 billion available for allocation between growth and renewal in 2015-2021. Constrained funding is funding which is dedicated for various reasons to specific types of infrastructure. Examples of constrained funding include:

- Dedicated tax levy funding for the Neighbourhood Renewal Program
- GreenTrip, Federal Fuel Tax, City Transportation Fund grants
- Local Improvement Levies
- Developer and partner contributions

Historical and Projected Funding 2003-21
Showing Approved Projects and Projected Funding Levels



PART 3: Planning For The Future

2012-2021 - PROJECTED FUNDING (\$ millions)

FUNDING SOURCE	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2012-2021
CONSTRAINED FUNDS											-
GF - Neighbourhood Renewal	63.0	78.5	94.8	111.9	130.0	130.0	130.0	130.0	130.0	130.0	1,128.2
GF - Pol/Lib	12.7	12.9	13.6	14.0	14.0	14.0	14.0	14.0	14.0	14.0	137.2
Local Improvements	0.8	-	-	5.3	5.1	5.1	6.2	5.0	5.0	5.6	38.0
Reserves (Fleet/Other)	32.7	39.2	28.4	23.0	22.8	22.9	23.0	23.0	23.0	23.0	261.0
Retained Earnings (Land)	87.1	74.9	53.6	106.9	61.7	57.8	38.5	40.0	40.0	40.0	600.5
Developer/Partner	15.1	11.3	9.5	12.4	10.7	8.9	6.8	7.0	7.0	7.0	95.7
Grants - Fuel *	77.0	72.0	67.0	71.4	67.7	100.7	105.7	111.0	116.6	122.4	911.5
Grants - GREEN TRIP *	184.3	200.0	2.4	-	-	-	-	-	-	-	386.7
Grants - Fed.Bldg.Canada Fund	100.0	-	-	-	-	-	-	-	-	-	100.0
Grants - Other (NDPT, AMIP)	17.5	-	-	-	-	-	-	-	-	-	17.5
	590.2	488.8	269.3	344.9	312.0	339.4	324.2	330.0	335.6	342.0	3,676.3
NON-CONSTRAINED FUNDS											-
General Financing *	74.3	75.1	75.5	68.0	63.3	68.0	71.4	82.9	85.9	87.5	751.9
Tax-Supported Debt **	187.8	112.6	32.4	3.9	-	-	-	-	-	-	336.7
Grants - MSI *	139.9	140.9	142.1	93.9	60.8	128.6	164.6	164.6	164.6	164.6	1,364.6
	402.0	328.6	250.0	165.8	124.1	196.6	236.0	247.5	250.5	252.1	2,453.2
	992.2	817.4	519.3	510.7	436.1	536.0	560.2	577.5	586.1	594.1	6,129.5

2012-2014 CONSTRAINED: 1,348.3
 2012-2014 UNCONSTRAINED: 980.6
 2012-2014 TOTAL: 2,328.9

2015-2021 CONSTRAINED: 2,328.0
 2015-2021 UNCONSTRAINED: 1,472.6
 2015-2021 TOTAL: 3,800.6

* Amounts are net of fast tracking

** Tax-Supported includes committed plus recommended (Great Neighbourhoods / Quarters Phase 1)

SOURCES OF FUNDING

1. Pay-As-You-Go (PAYG)

Pay-As-You-Go funding, as the name suggests, is made available annually from investment/dividend income. Investment volatility dictates the total amount of funding available in a given year. Latest estimates indicate that approximately \$750 million of PAYG funding will be available (an average of \$75 million per year) for 2012-21. However, approximately \$15 million in PAYG funding allocated from future years to fund the 2009-2011 Capital Plan is estimated to be outstanding at the end of 2011.

Pay-As-You-Go is a vital component of the City's funding strategy, since it is used to pay for the costs grant-funded projects incur that are not eligible for reimbursement under federal and provincial grant funding rules. In order to maximize the use of grant funding, it is necessary to have an unconditional City funding source to address the grant eligibility gaps.

2. Debt

Debt is subject to limits imposed through the *Municipal Government Act (MGA)*, and to a more conservative degree, to the parameters set by the Council-approved Debt Management Fiscal Policy (DMFP). There is a section devoted to debt immediately following this section on funding sources.

PART 3: Planning For The Future

3. Grants

- **Municipal Sustainability Initiative (MSI)** – Currently, \$1.4 billion of MSI funding remains available for 2012-21, after the City's commitment to fast-track about \$250 million of MSI projects in 2009-2011 to bridge the gap between timing of construction and receipt of funding. The City's fast-tracking strategy requires an annual repayment of \$57 million, including interest for five years, reducing the amount of MSI available in 2012-2016 by \$285 million.
- **GreenTrip** – The total amount of GreenTrip funding for the Edmonton Capital Region is \$800 million. The Capital Region Board (CRB) has recommended an allocation of \$732 million for Edmonton. However, work needs to be done with the CRB to confirm the priorities for this funding allocation. To date, Edmonton has been granted \$497 million in GreenTrip funding by the Province for the North LRT to NAIT extension. An initial grant payment of \$70 million was received in 2011. Projected grant payments (per fiscal year) for the remainder of the NAIT GreenTrip funding are: \$80 million in 2011-12, \$50 million in 2012-13, \$80 million in 2013-14, \$100 million in 2014-15, and \$117 million in 2015-16. To complete the project by 2014, about \$294 million of short-term borrowing will be required to bridge the gap between timing of construction and receipt of funding. The remainder of the CRB recommended GreenTrip allocation to Edmonton of \$235 million is also slated for LRT, with the specific projects subject to CRB support and Council decision.
- **City Transportation Fund (CTF)** – This Provincial funding from fuel taxes has provided the City \$105 million on average for each of the past three years. Beginning in 2011, changes to the program's funding methodology will see Edmonton receive less fuel tax dollars than previously projected for 2012-2014. Based on information from the Province, the City's allocation is projected to go from \$107 million in 2010 and \$102 million in 2011, to \$97 million in 2012, \$92 million in 2013, and \$87 million in 2014. While the City's allocation beyond 2014 is unknown, an inflation factor of five per cent per year has been used to project CTF funding for 2015-2021. In 2011, the City committed to fast-track CTF-funded projects by borrowing \$100 million against future provincial fuel tax payments. This fast-tracking strategy requires an annual repayment of \$22 million, including interest for five years, reducing the amount of fuel tax available in 2012-2016 by \$110 million.
- **Federal Gas Tax** – Edmonton's current allocation is \$43.6 million per year until 2014, which is the end of the current contribution agreement. While the City's allocation beyond the existing agreement is not known, the Federal government has confirmed this as an ongoing funding program that will continue beyond 2014. The City has been using the total Federal Gas Tax grant of \$43.6 million per year, supplemented by an additional \$1.3 million per year from the LRT Reserve, to service debt for the South LRT extension to Century Park. This funding is committed until the debt for South LRT is repaid. Project debt will begin to retire in 2021, with all South LRT borrowing retired by the end of 2031.
- **Building Canada Fund (BCF)** – This is a Federal grant program with a total investment of \$8.8 billion to advance national priorities focused in the areas of the national highway system, drinking water, wastewater, public transit and green energy. There is no formal application process for the BCF Program. BCF projects are considered for funding only if they are endorsed at the political level and recommended by a federal minister. Funding is allocated for projects in the provinces based on population and all major projects are selected through federal-provincial negotiations. The program component that applies to Edmonton is the Major Infrastructure Component, which targets larger, strategic projects of national and regional significance. The City was granted \$100 million for the North LRT extension to NAIT. The City will receive progress payments based on submitted project claims in 2012-2015. To bridge the gap between the timing of project construction and receipt of funding, \$75 million of short-term borrowing will be required to complete the project by 2014.

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4. Fees and Levies

- **Neighbourhood Renewal Program (NRP) Tax Levy** – Council approved a dedicated tax levy for the Neighbourhood Renewal Program starting in 2009. The levy was two per cent per year for 2009 and 2010 and 1.5 per cent for 2011. The dedicated tax will keep increasing by 1.5 to 2 per cent per year until the program funding requirement can be met by the dedicated tax on its own. Currently, the funding from the dedicated tax is supplemented with other funding (predominantly MSI) to meet the level of funding required for the program. The ten year funding plan includes the levy continuing at 1.5 per cent per year until 2018. This will need to be reevaluated annually. The Neighbourhood Renewal Program is described in greater detail later in this document.
- **Local Improvement Fees** – For tax-supported operations, local improvements are used exclusively through the Transportation Services capital program. The City borrows money through a formal borrowing bylaw to front-end specific projects, which are then recovered over time from residents benefiting from these improvements. Local improvements can be resident-initiated or City-initiated. Examples of resident-initiated local improvements include alley paving and lighting, curb crossings, and resident-initiated sidewalks and roads. City-initiated local improvements include cost-shared sidewalk reconstruction. The Neighbourhood Renewal Program uses local improvements as a cost-sharing tool for sidewalk reconstruction and replacement.
- **Developer Fees/Partner Financing** – Funds are contributed by developers or partners for specific civic infrastructure, such as buildings, parks, recreation facilities, roads and social housing. Current approved projects with significant developer/partner financing include: Valley Zoo Natures Wild Backyard; Anthony Henday Connectors, new traffic signals, 41 Avenue/Highway 2 Interchange; and the Multi-Sport Tournament and Recreation Site.

5. Land Enterprise

Land Enterprise acts as the development arm of the City of Edmonton. It acquires raw land, services, markets, and sells the serviced lots with one of its primary goals being to earn a financial return for the City. The development activities are financed by the reinvestment of past profits (retained earnings) in the acquisition of raw land and the associated site servicing costs

A secondary mandate of Land Enterprise is to acquire land for future municipal needs, with the funding for the land portion to be recovered from the Capital Budget. The acquisition of land often occurs ahead of the Capital Budget approval to take advantage of lower pre-development land prices. This has resulted in a significant cash shortfall in the municipal land acquisition program of Land Enterprise.

Over 2012, a financial plan will be developed to manage the cash position of Land Enterprise to ensure that its development activities remain unhampered by the land inventory purchased on behalf of the City for municipal use. A financial strategy needs to be developed to systematically repay Land Enterprise for this up-front capital, and to take advantage of acquiring land at pre-development prices without creating a financial liability for the operations.

PART 3: Planning For The Future

6. Reserves (Fleet / Other)

Fleet Services provides vehicle and equipment procurement, maintenance, fleet engineering, fabrication services, fuel management and fleet administration to other City departments and EPCOR. In 2012, Fleet Services is transferring fleet ownership, as well as vehicle and equipment procurement to its Drainage Services, Waste Management, and Police Service customers.

A dedicated Vehicle Replacement Reserve was initiated within the Fleet Services enterprise, as part of a financial business model change in 2010. This reserve helps to ensure that the long-term funding of capital replacement needs is adequately maintained. Under the retained earnings model, annual net operating income (which is the balance of what Fleet Services charges its customers less what it disperses for capital and operating costs), is added to the Retained Earnings Account; this account identifies monies the City of Edmonton available to Fleet Services for capital purchases, such as City equipment, shop equipment and computing systems.

The pricing model Fleet Services uses includes both variable rate charges for maintenance costs and fixed rate charges for vehicle replacement funding. Fuel charges are billed separately as fuel prices can be highly volatile, and are largely controlled by the customers' usage patterns. ETS buses are not subject to fixed rate charges, but remain funded through transit-related grants.

7. Utility Operations

Utility funding sources largely include retained earnings, self-liquidating debentures, Local Improvement Fees, and the Sanitary Servicing Strategy Fund (SSSF). All information on the Utility Capital Budget is included in the Utility Capital Budget submission to be approved by Council in December 2011.



PART 3: Planning For The Future

Debt

When it comes to infrastructure, the immediacy of borrowing can be a significant advantage. Utilizing debt to finance large expenditures up front allows high priority projects to proceed sooner than waiting to accumulate enough Pay-As-You-Go funds or grants from other orders of government to fund large projects. A reasonable level of borrowing passes the test of equity, since benefits, which are normally consumed over the life of several decades, are matched with costs.

For high priority projects, debt may have an added advantage of leveraging capital dollars from other sources, such as federal or provincial grants or participation from the private sector. There is also an advantage to using debt when construction cost escalation is greater than the cost of borrowing and when capacity is available.

An appropriate and sustainable level of tax-supported debt is recognized as a legitimate part of any long-term capital financing plan. However, the key to utilizing this financing tool is to establish sustainable limits, ensure the debt is used for the right projects, and is structured appropriately with a repayment plan in place. The use of “*smart debt*”, a concept outlined by the Canada West Foundation, is a revenue-based model. A revenue-based measure of affordability is debt service as a percentage of revenue. This links the source of funding to the requirement to service debt and implies sustainability of debt service costs. Debt service as a percentage of revenue implies, as revenue grows, debt service can grow proportionately. This supports that debt service and therefore, new debt issues, can be an ongoing part of the capital plan. This is especially the case in a growth environment where new development increases the overall tax base.

Debt was re-introduced by the City for tax-supported operations in 2002. Since 2007, with substantial investment in City infrastructure, debt has been a key financing tool to advance high priority, large scale projects, such as South LRT, North LRT, Recreation Centres, Great Neighbourhoods, and Whitemud Drive/Terwillegar Drive Bridge Rehabilitation.

The City’s Debt Management Fiscal Policy (DMFP) allows for the consideration of long-term debt related to capital expenditures for:

- Large projects with long-term benefits;
- Projects with benefits for the community-at-large (for tax-supported debt);
- Growth-related projects;
- Emerging needs to support corporate priorities and approved strategic plans; and
- Major rehabilitation of existing assets.

1. Debt Limits

The *Municipal Government Act (MGA)* limits municipal debt to two times municipal revenues, with debt servicing not to exceed 35 per cent of revenue. Debt is further restricted through the City’s DMFP, which limits tax-supported debt servicing to 15 per cent of revenues (such as property taxes, non-utility user fees, fines, permits and investment income) and total debt servicing to 22 per cent of annual City revenues. The table below shows projected 2012 debt limits and performance.

	Limit	Projected Limit in 2012	2012 Projected	2012 Projected Available	2012 Projected Available
Total Debt (MGA)	2x Financial Revenue	\$ 3,894	\$ 2,446	\$ 1,448	37%
Tax-Supported Debt Serv. (DMFP)	15% of Tax Supported Rev.	\$ 240	\$ 144	\$ 96	40%
Total Debt Servicing (DMFP)	22% of Financial Revenue	\$ 428	\$ 218	\$ 210	49%
Total Debt Servicing (MGA)	35% of Financial Revenue	\$ 681	\$ 218	\$ 464	68%

As illustrated in the table, the City of Edmonton is currently in compliance with all MGA/DMFP imposed debt limits.

PART 3: Planning For The Future

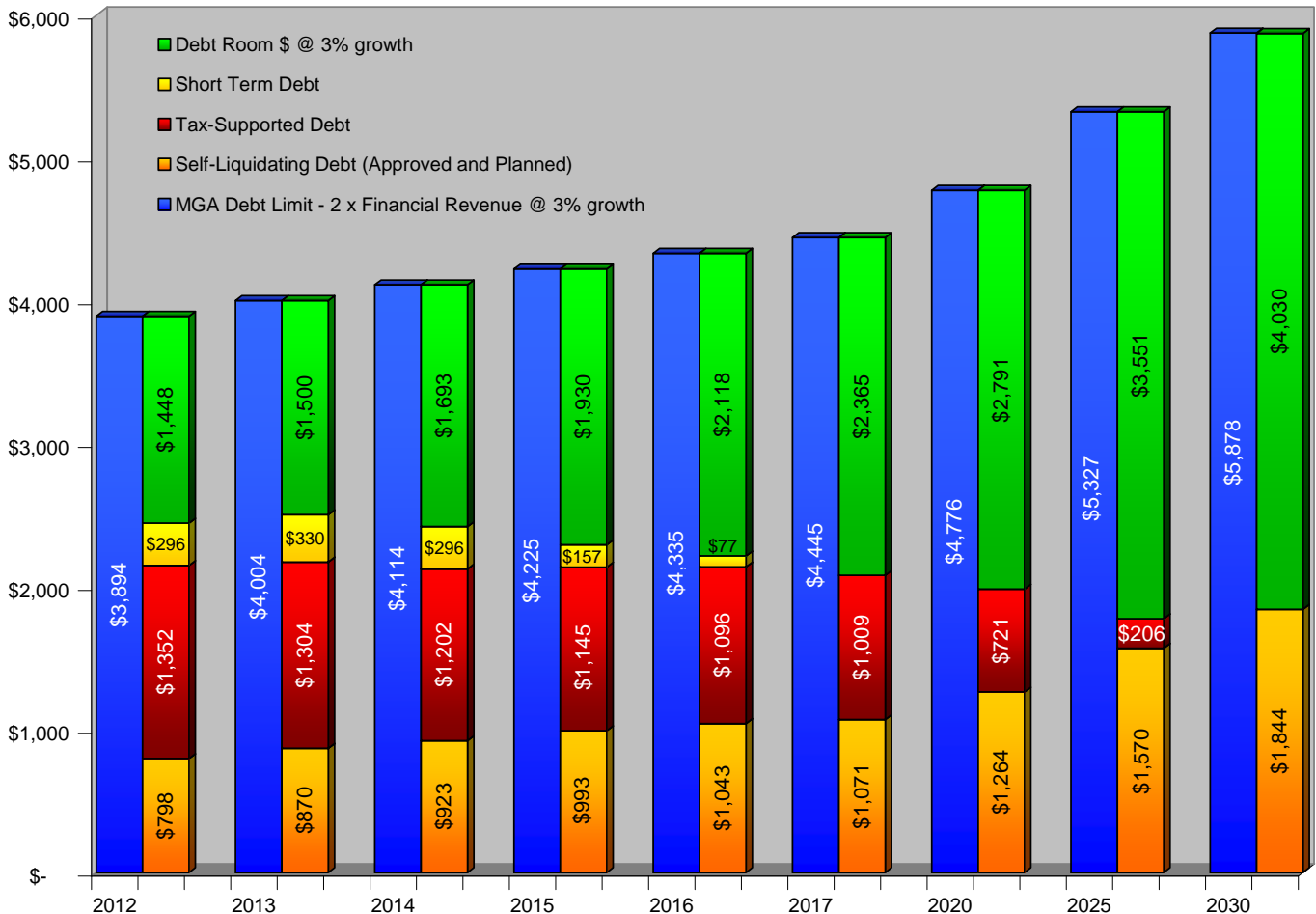
2. Debt Projections

The City began to take on tax-supported debt in 2003 with significant increases in borrowing starting in 2007. An average of \$280 million annually was borrowed for capital projects in the 2009-2011 capital budget cycle. In the absence of other direction from Council, annual borrowing for capital in 2012-2014 is projected to average about \$60 million annually. Even though the City is well within its legislated and policy driven debt and debt service limits, debt must still be affordable and the City must maintain flexibility to issue debt in response to emerging needs. The City is contemplating a number of transformational projects that are highlighted later in this document that may require debt financing to move forward. Therefore, Administration has not recommended the use of additional debt in the 2012-2014 capital plan beyond that which Council has already approved.

Taking into consideration known debt commitments, approximately \$1.4 billion of total debt room will be available under the MGA limits in 2012. This debt capacity is projected to increase as revenues increase. For example, based on conservative annual revenue growth of three per cent, debt room grows to \$1.9 billion by 2015, \$2.1 billion by 2016, and \$2.4 billion by 2017.

One potential impact on debt room is the projection that self liquidating debt (utilities) will increase from just under \$1.0 billion in 2015 to \$1.8 billion by 2030. This increase could impact future tax-supported borrowing from a total debt and total debt servicing perspective.

**2012 -2030
Debt Projections
(in Millions)**



PART 3: Planning For The Future

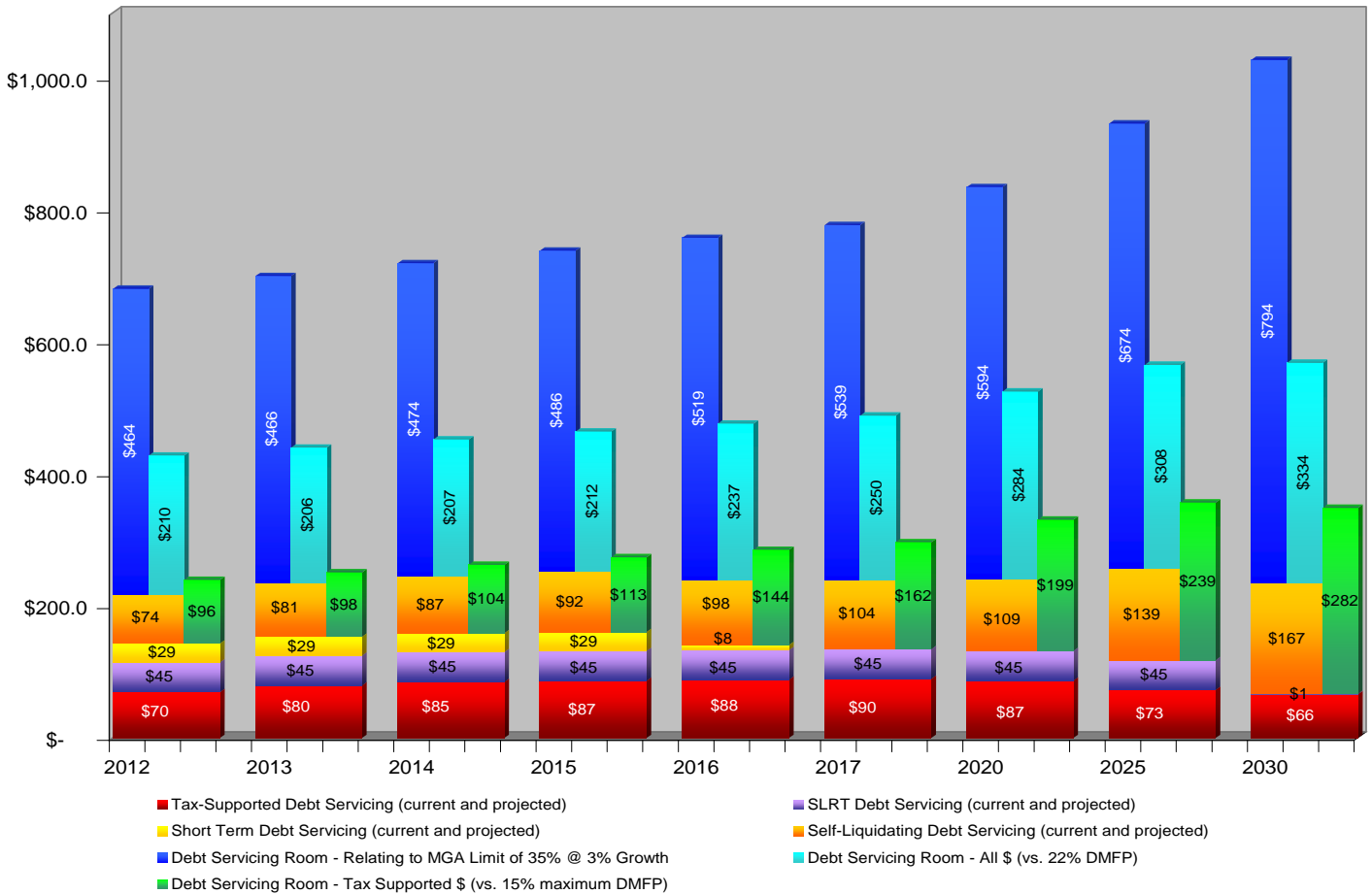
3. Debt Servicing

Tax-supported debt servicing starts to fall slightly in 2017 and beyond as the short-term debt for fast-tracking is expected to be paid back. From 2017 to 2030 projected tax-supported debt servicing falls from a peak of \$90 million per year to \$66 million per year.

The City starts to see some portions of significant tax-supported debt projects beginning to be paid off (such as South LRT) after 2026.

As debt is retired, tax-supported debt servicing costs are reduced, creating room which could be used to fund new projects without having an incremental impact on the tax rate.

**2012 - 2030
Debt Servicing Projections
(in Millions)**



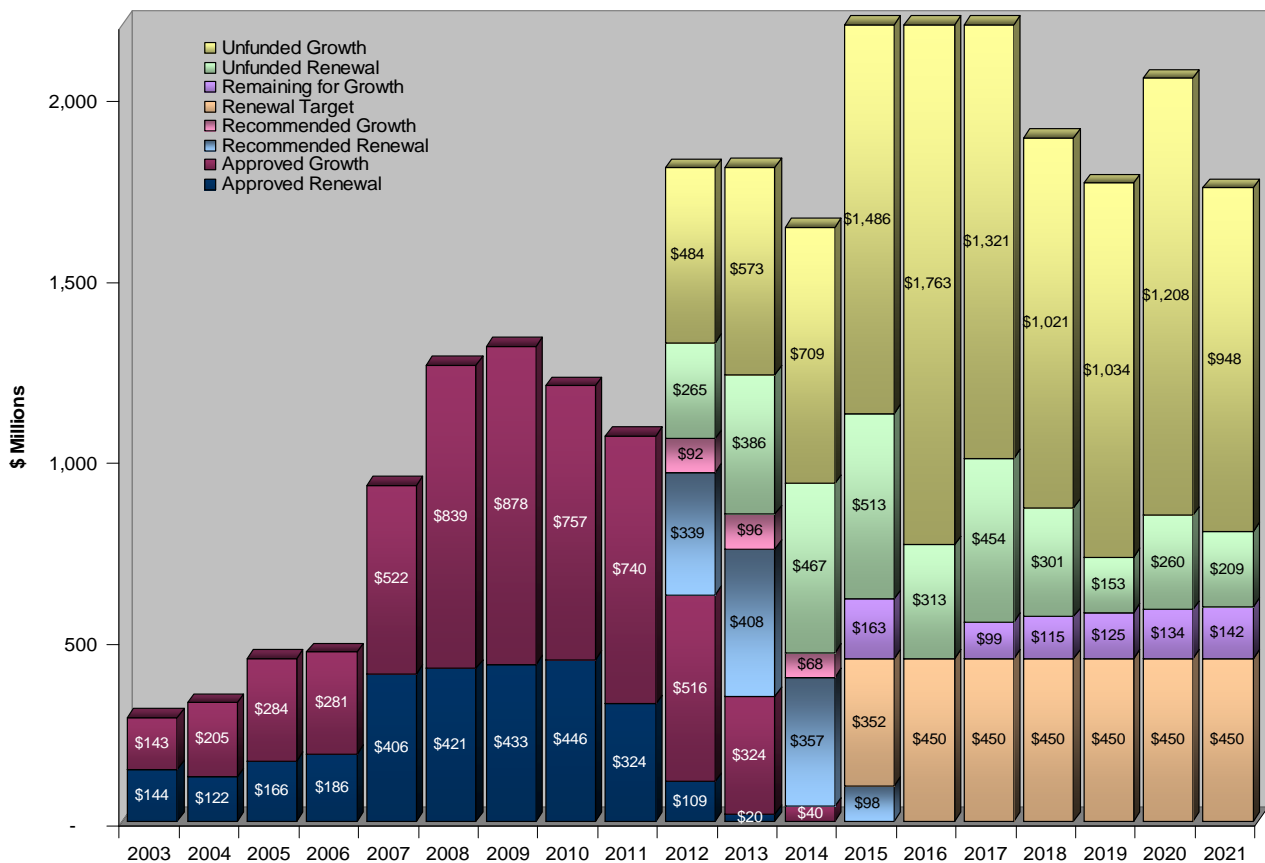
PART 3: Planning For The Future

Balancing Renewal and Growth

Public infrastructure is essential to all residents and businesses in the City of Edmonton and critical to the competitiveness of our economy, the quality of life citizens enjoy, and the delivery of public services. The ability to build and properly maintain infrastructure assets is essential to ensure Edmonton can provide services and remain an attractive and cost-effective place to live and do business. One of the principles of any long-term capital plan is to optimize the investment in existing municipal infrastructure to ensure that all assets are in a condition that allows them to meet intended service levels. The best possible balance between growth and renewal should ensure that investments in infrastructure assets maximize benefits, reduce risk, and provide satisfactory levels of service to the public. This is no small task when funding for infrastructure growth and renewal is insufficient.

With both an aging and growing city, balancing investment choices between renewal and growth is a significant challenge. As infrastructure ages, more maintenance and rehabilitation is required to ensure that infrastructure is performing well and continuing to meet the needs of citizens. At the same time, demands arise for new infrastructure to support growth. The 2009-2011 Capital Budget split the investment between renewal and growth with 34 per cent allocated to renewal projects and 66 per cent allocated to growth projects. The proposed split in the 2012-2014 Capital Plan is 51 per cent for renewal and 49 per cent for growth with almost all growth projects already approved by Council. This may be indicative of the insufficient emphasis placed on growth infrastructure prior to 2007, which put the City in a position of playing catch-up. The overriding reality today is the City does not have enough funding to meet its infrastructure needs.

Historical/Projected Growth/Renewal 2003-21
Showing Approved, Recommended and Unfunded Projects



PART 3: Planning For The Future

RENEWAL CHALLENGES

The City's infrastructure is aging. Even with the significant re-investment in existing assets and the addition of new infrastructure that has occurred since 2007, the average age of the City's infrastructure assets is 30 years. The average expected life of all City assets is 50 years.

1. Renewal Targets (2012-2021)

Edmonton's infrastructure, the basic structural foundation of our city, includes the vast network of roads, bridges, sewers, recreation centres, libraries, and other facilities that serve the diverse needs of our growing population. A standardized rating system is used to evaluate existing infrastructure assets. Assets are evaluated based on three distinct categories: physical condition, capacity, and functionality. Though all three components are important to the understanding of infrastructure's contribution to services, only the evaluation of the physical condition is advanced enough at this time for comprehensive analysis. For all assets, the respective Departments are responsible for the collection, maintenance and integrity of evaluation data.

A made-for-Edmonton Risk-based Infrastructure Management System (RIMS) is used to assist in ranking the rehabilitation needs of the City of Edmonton, and to optimize the allocation of renewal funds across the varied infrastructure to ensure long-term value. Not all infrastructure is assessed on the same basis. For example, in the roads category, an alley would not have the same importance as a bridge in assessing its required state of repair. This is important to ensure that investment is targeted where it is needed the most. Moreover, this is just one factor input into the RIMS model to determine how much reinvestment is required on average annually, as the levels of investment are contingent on the performance standards for the asset. In general, the RIMS model simulates asset deterioration over time by incorporating various rehabilitation and renewal scenarios. It also includes a module that will allow the testing of various funding strategies and their impacts on the infrastructure to assess the status of infrastructure over time given certain funding levels.

Based on risk analysis done using the RIMS model, an average annual reinvestment of \$400 million (without inflation) over the next three years (2012-2014) and an average annual reinvestment of \$450 million (without inflation) over 2015-2021, was determined to be the funding required for the renewal of the City's existing infrastructure to achieve a reasonable state of repair. The renewal target is based on City assets as of 2010, and does not include renewal of new assets beyond the 2010 Capital Budget. In targeting renewal funding based on an amount that is averaged over several years, the impact of very large rehabilitation projects in any given capital program are not addressed. One large project may take up a significant portion of the annual allocation, which can have adverse impacts on the optimum scheduling for other rehabilitation work. Administration recognizes the need to factor this into the recommended funding levels, with variation needing to occur between the years. However, this has not been accomplished at this time given that we are working to reduce an infrastructure debt with very constrained funding.

Over a ten year time frame, this level of reinvestment would be required to ensure the majority of the City's very significant asset base is maintained in a good state of repair and the percentage of assets in poor or very poor condition are reduced. Continuing total reinvestment of this magnitude over a ten year time frame is projected to significantly reduce the amount of poor and very poor infrastructure, decrease the infrastructure gap, and lead to a more sustainable City.

2. Renewal Targets (2012-2014)

In the first three years (2012-2014) of the ten year Capital Investment Agenda, a total of \$1.2 billion (\$400 million per year) is allocated to renewal. Of the \$1.2 billion of funding, \$129 million is for projects previously approved by Council in the last three-year capital budget cycle, effectively reducing the targeted renewal funding to \$357 million per year.

Over the remaining seven years of the ten year capital plan about \$3.8 billion of funding is available to fund both the City's growth and renewal needs. As noted above, about \$3.2 billion would need to be allocated to renewal over the seven year period to meet the RIMS investment target of \$450 million per year.

PART 3: Planning For The Future

GROWTH CHALLENGES

The main growth challenge the City faces over the next ten years is that very limited growth money is available once constrained funding (funding that must be used for a specific purpose and cannot be reallocated), previously committed projects, and allocation to renewal is considered. It will not be possible without additional funding sources to meet identified growth needs and continue to work towards achieving a reasonable state of repair of existing assets.

A secondary challenge with growth projects is that operating costs associated with new infrastructure can be as much or more substantive over the useful life of the asset as the initial capital cost. Whether it is increased maintenance and rehabilitation costs for new roads or paying for staff at new recreation centres, these costs are on-going and should be considered as part of the decision to fund a growth project.

1. Growth Investment (2012-2014)

The total recommended growth allocation for 2012-2014 is \$1.1 billion of which \$883 million is for projects previously approved by Council, leaving \$250 million recommended for growth projects not yet approved by Council.

Within the total allocation of \$1.1 billion for growth projects, \$780 million is constrained funding from other orders of Government, Developers, Partnerships and from Land Enterprise retained earnings, leaving \$357 in unconstrained funding. Council has already approved projects totaling all but \$9 million of the unconstrained funding.

2. Growth Investment (2015-2021)

If over the remaining seven years of the plan \$3.2 million out of the \$3.8 million available is allocated to renewal, that would leave \$600 million (\$86 million each year) for growth.

Council would have the option to reduce the recommended renewal investment to fund more growth projects. This should be approached cautiously, however, as it would result in the loss of the infrastructure condition gains that have been achieved over the last 10 years.

As pointed out earlier in this document, the 2009-2011 capital program was funded at a much higher level than normal with 66 per cent of the program dedicated to new growth projects. Even with a potentially significant reduction in growth projects from 2015 to 2021, the split between growth and renewal over the longer horizon of 2009 to 2021 would be 43 per cent for growth and 57 per cent for renewal.



PART 3: Planning For The Future

TRANSFORMATIONAL PROJECTS

A number of significant transformational projects that require funding are on the horizon over the next 10 years and beyond. As these mostly unfunded projects are further refined and appropriate funding strategies are developed, separate reports will be prepared for Council's consideration and approval. Many of these initiatives may require debt financing in order to be realized. Undertaking these significant projects concurrently is not possible within available funding sources and considering limits on total debt and debt servicing. Priority-setting will be key in determining which projects to move forward.

1. The Quarters

The Quarters Downtown is a City-led redevelopment of 18 city blocks directly east and adjacent to downtown Edmonton. The area extends from 97 street to 92 street and 103a avenue to the top of the river valley (approximately 40 hectares, or 100 acres). It currently houses about 2,400 residents and has abundant room for growth and redevelopment to accommodate up to 20,000 residents.

This redevelopment requires approximately \$166 million in funding – \$56 million for Phase I and an estimated \$110 million for future phases. Project scope will include land acquisition, water and drainage improvements, remediation of contaminated sites, relocation of some existing utilities, sidewalks, streetscapes and public space improvements. The project is to be financed in part by a Community Revitalization Levy (CRL), which is a funding mechanism whereby municipalities can dedicate future incremental municipal and education property tax revenue in a designated area to pay for a new public facility or new infrastructure in that area.

Council has approved Bylaw 15800—The Quarters Downtown Community Revitalization Levy Area Plan. The plan's estimated redevelopment costs for Phase I of the Quarters project are \$56 million. This initial phase will be funded through tax-supported debt in the short-term (one to nine years) with tax levy and CRL revenues, and in the long-term (10 to 20 years) with CRL revenues. The report for Bylaw 15800 Plan called for the shortfall in funding in years one to four to be covered by incremental tax levy increases of 0.09 per cent in year two, 0.1 per cent in year three and 0.18 per cent in year four for a total of 0.37 per cent. The tax levy requirement would then decline incrementally in each of the years five to nine to a requirement of zero in year ten when the Community Revitalization Levy funding is projected to be sufficient to cover the borrowing. The Capital project for Phase 1 of the Quarters is presented as part of the 2012-2014 Capital Plan for Council's approval. Subsequent to Council approval of the project, a borrowing bylaw will be submitted to Council for approval. The \$56 million in tax support debt for Phase 1 of the project is included in the debt projections in the section on debt.



PART 3: Planning For The Future

2. LRT Expansion

Advancing the City's LRT system remains a key priority. Following the \$755 million North LRT extension to NAIT slated for completion in 2014, expanding the system Southeast and West has been identified by Council as its next priority.

With projected costs of \$3.2 billion, the plan is to construct the next two phases of LRT expansion in stages as funding becomes available. To date, \$39 million has been approved for Phase I, which includes preliminary engineering for the entire line. Phase I also includes \$161 million in land purchases related to the Southeast and Downtown stages and critical land purchases for the West. This Phase 1 expenditure has not been approved by Council.

Phase II is the staged construction of the LRT lines. The specific stages and the projected cost of each section are:

Stage 1 – Whitemud Drive/75 street Transit Centre to Centre West Station, estimated cost of \$1.4 billion;

Stage 2 – Whitemud Drive/75 street to Mill Woods Towne Centre, estimated cost of \$275 million;

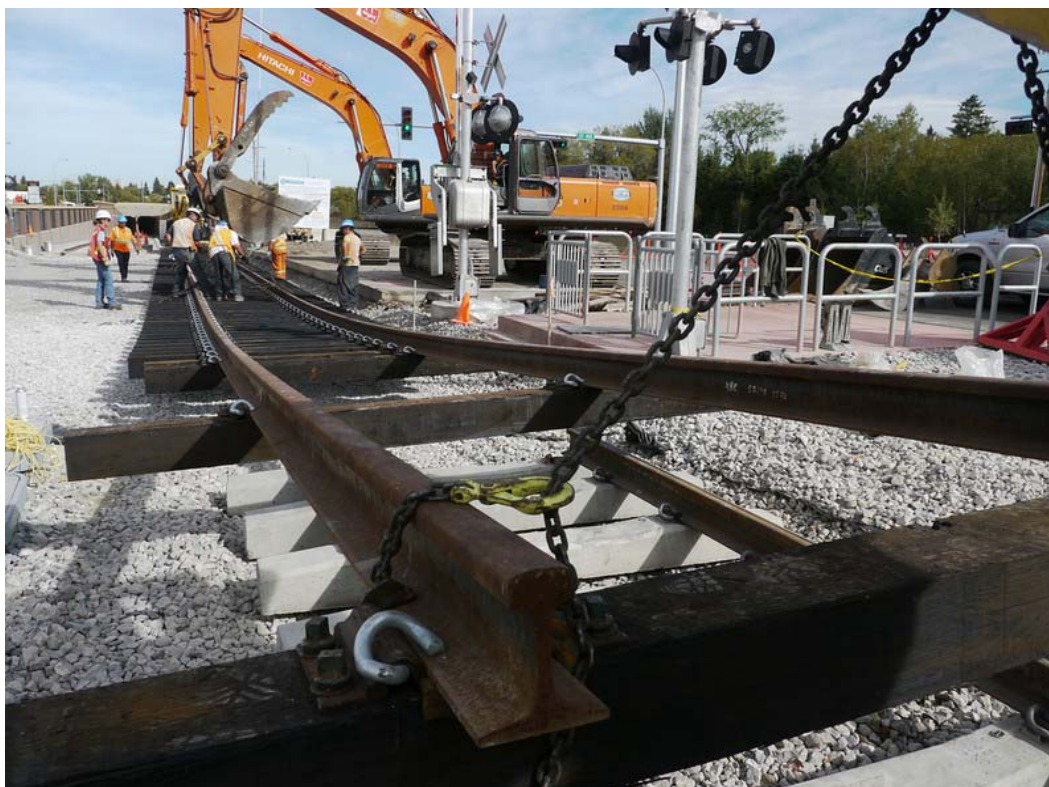
Stage 3 – Centre West Station to Grant MacEwan/NorQuest (107 street), estimated cost of \$175 million;

Stage 4 – Grant MacEwan/NorQuest (107 street) to Jasper Place Transit Centre, estimated cost of \$375 million;

Stage 5 – Jasper Place Transit Centre to West Edmonton Mall Transit Centre, estimated cost of \$475 million; and,

Stage 6 – West Edmonton Mall to Lewis Farms Transit Centre, estimated cost of \$300 million.

Given the magnitude of the total projected costs for the Southeast and West LRT extensions, the City does not have the financial capacity to undertake these projects on its own. In order for these projects to advance, funding support from the other two orders of government is required.



PART 3: Planning For The Future

3. Capital City Downtown Plan and Arena District

Located on the northern bank of the North Saskatchewan River Valley, Downtown Edmonton is home to approximately 11,000 residents (as of 2009). The Downtown Plan boundaries have been established for several decades, with the downtown area encompassing approximately 160 hectares of land. Investment in the Capital City Downtown Plan Catalyst Projects (as supported by a Community Revitalization Levy, or CRL), are intended to yield improved infrastructure, increased urban densification, increased economic activity, and greater transit connectivity.

The proposed City-led Catalyst Projects that are to be funded by the CRL are:

- Central Warehouse Housing Incentive Program
- Jasper Avenue New Vision
- Warehouse Campus Neighbourhood Central Park
- Central Gathering Place for McKay Avenue
- High Profile Bikeway System
- Green and Walkable Downtown
- River Valley Promenades
- Green Building and Development Strategy
- Drainage Servicing
- Downtown Arena (partial funding) and Entertainment District

The total estimated cost for projects related to the Downtown Plan to be funded by CRL is approximately \$366 million. CRL funding requires debt financing with the borrowing paid back from the incremental municipal and education property taxes in the CRL plan area. As with the Quarters project, interim tax increases would be required to cover borrowing costs until the incremental levy is sufficient. This potential debt has not been included in the projections in debt section of this document. If Council approves a downtown arena project, there will also be debt financing associated with a significant portion of the cost. This potential debt has not been included in the projections in debt section of this document.



PART 3: Planning For The Future

4. West Rosedale Redevelopment

The West Rosedale Urban Design Plan will facilitate the development of the West Rosedale lands from a largely vacant, under-developed area into an attractive, livable and well-designed community.

The estimated cost to service and complete public realm improvements is \$73.7 million. An assessment of the costs to retrofit the Rosedale Generating Station to a base commercial standard, develop the associated outdoor plaza, and consult on the future programming for the buildings was conducted with available resources. The retrofit costs for the generating station and plaza development are estimated to be \$81 million and \$49 million, respectively.

Though located in the same vicinity, replacement of the Waltherdale Bridge is not included in the scope of the redevelopment project. The new \$132 million bridge is slated for funding in the 2012-2014 Capital Budget.



PART 3: Planning For The Future

5. City Centre Airport Lands

Redevelopment of the City Centre Airport Lands supports the Municipal Development Plan's goal of environmentally sustainable, transit-oriented mixed-use development, and the Transportation Master Plan's focus of an interconnected transportation system.

The City as the land developer will gain the net revenue from land sales and leases estimated to be between \$91 million and \$486 million, with additional revenue from increased annual property taxes.

As the developer, the City will be responsible for the full development of the area over a 25 year period. The City recently awarded Perkins & Will from Vancouver, B.C. the design contract for the redevelopment project. The design firm will have detailed design complete by 2013, with shovels in the ground anticipated by 2014. Construction within the area will consist of all roads, sidewalks, streetlights, power, water and wastewater, and heating systems (with geo-thermal or biomass heating systems to be explored). Additional costs include land acquisition, leasehold interests, and environmental assessments. While project costs are estimated to be between \$145 million and \$204 million, the total capital costs required for this project are very preliminary at this stage.

The financing strategy for the City Centre Airport lands will be developed over the next year as the detailed design is completed.



PART 4: 2012-2014 Capital Budget

The proposed City of Edmonton 2012-14 Capital Budget is \$2.3 billion, which is a significant reduction from the prior three-year capital budget of \$3.6 billion. Unlike the 2009-11 Capital Budget, the 2012-2014 proposed Capital Budget does not include new borrowing beyond what Council has already approved. Also, the fast tracking of Provincial Government grants that occurred in the previous budget will actually start to be repaid in the next three years, further reducing the amount of funding available. However, it is proposed that the City of Edmonton continue to fast track Pay-As-You-Go funding to the extent required to leverage available grant funding. As indicated in the section on funding sources, Pay-As-You-Go is a vital component of the City's funding strategy, since it is used to pay for the costs for grant-funded projects that are not eligible for reimbursement under federal and provincial grant funding rules. In order to maximize the use of grant funding, it is necessary to have an unconditional City funding source to address the grant eligibility gaps. Given that the source of funding for Pay-As-You-Go is investment earnings, there is no guaranteed annual amount.

The 2012-2014 Capital Budget is representative of a normalized level of funding as the prior three-year plan utilized funding strategies that are not on-going such as extensive use of debt and the fast-tracking of grant funding. Funding for the three-year capital budget can be categorized broadly as constrained and unconstrained.



Constrained funding is subject to specific conditions stemming from the particular source of funding. Generally, the use of the funds is limited by criteria set by the contributor of the funds or the funds are dedicated to a specific purpose or project.

Federal and provincial funding is constrained by both criteria and through specific project approval. The tax levy for Neighbourhood Renewal, developer funding and partnership contributions are dedicated to specific programs and projects.

The section on funding sources in this document provides greater detail concerning the constraints on the various sources of funding.

PART 4: 2012-2014 Capital Budget

3-YEAR CAPITAL FUNDING

The two primary sources of unconstrained funding are Pay-As-You-Go funding, which is made available annually from investment earnings and tax-supported debt. A borrowing bylaw that identifies the projects to be funded with the debt must be approved by Council. Once debt is identified as a source of funding for a specific project, it cannot be reallocated to another project.

If you combine the 2012-14 projected funding with the last three-year plan, the average renewal funding over the six year period ending in 2014 is 40% of available funding with 60% of available funding in that period for growth. The proposed split between renewal and growth in the 2012-14 Capital Budget is 51% for renewal and 49% for growth. As indicated previously, Council has already approved funding for 2012-14 for both renewal and growth projects. The table below identifies the \$2.3 billion in funding sources for the proposed 2012-14 Capital Budget. It is split between constrained and unconstrained funding sources and breaks out funding already approved by Council. The Municipal Sustainability Initiative (MSI) has been categorized as unconstrained because even though it is a Provincial grant with criteria attached, it allows for expenditures in a broad cross-section of municipal programs.

CATEGORY	BRANCH	2012-2014								
		APPROVED			RECOMMENDED			TOTAL		
		RENEWAL	GROWTH	TOTAL	RENEWAL	GROWTH	TOTAL	RENEWAL	GROWTH	TOTAL
CONSTRAINED	GF - Neighbourhood Renewal	-	-	-	218,770	17,500	236,270	218,770	17,500	236,270
	GF - Pol/Lib	-	-	-	39,206	-	39,206	39,206	-	39,206
	Local Improvements	-	-	-	750	-	750	750	-	750
	Reserves	3,600	2,100	5,700	71,058	23,597	94,655	74,658	25,697	100,355
	Retained Earnings	-	18,400	18,400	2,925	194,300	197,225	2,925	212,700	215,625
	Developer/Partner	-	21,222	21,222	5,169	9,562	14,731	5,169	30,784	35,953
	Grants - Fuel	1,101	-	1,101	214,899	-	214,899	216,000	-	216,000
	Grants - GREEN TRIP	-	386,667	386,667	-	-	-	-	386,667	386,667
	Grants - Fed.Bldg.Canada Fund	-	100,000	100,000	-	-	-	-	100,000	100,000
	Grants - Other (NDPT, AMIP)	10,810	6,693	17,503	-	-	-	10,810	6,693	17,503
	subtotal	15,511	535,082	550,593	552,777	244,959	797,736	568,288	780,041	1,348,329
UNCONSTRAINED	General Financing	7,860	5,606	13,466	204,151	7,320	211,471	212,011	12,926	224,937
	Tax-Supported Debt	42,008	193,659	235,667	97,100	-	97,100	139,108	193,659	332,767
	Grants - MSI	63,572	148,634	212,206	209,192	1,550	210,742	272,764	150,184	422,948
	subtotal	113,440	347,899	461,339	510,443	8,870	519,313	623,883	356,769	980,652
TOTAL										
		128,951	882,981	1,011,932	1,063,220	253,829	1,317,049	1,192,171	1,136,810	2,328,981

PART 4: 2012-2014 Capital Budget

RENEWAL

In the first three years (2012-2014) of the ten-year Capital Investment Agenda, a total of \$1.2 billion (\$400 million per year) is allocated to renewal including \$568 million in constrained funding. Council has already approved funding for 2012-14 for renewal projects totaling \$129.0 million including the Valley Zoo Master Plan, upgrades to the Westwood Transit Garage and Retrofit of Light Rail Vehicles. A full listing of previously approved projects are outlined in Attachment 1. This pre-approval of renewal projects leaves less than the targeted renewal funding recommended through the use of the RIMS model with \$357 million available to address required maintenance instead of the recommended \$400 million.

As well the RIMS recommended level of renewal funding does not take into consideration the impact of including a significant single rehabilitation project like the Walterdale Bridge at a cost of \$132 million. This means that many existing renewal priorities that would otherwise have been funded in this three-year capital budget will be deferred to future years when funding is available. This will have a negative impact on the condition of assets where maintenance is deferred and will increase the amount of funding required in the future.

It will continue to be challenging to fit large, costly infrastructure projects into a three-year cycle without impacting other priorities, unless funding can be accumulated in advance or unless projects of this magnitude are debt financed. Accumulating funds in advance when overall funding is insufficient cannot be accomplished. As pointed out in the section on debt, utilizing debt to finance large expenditures up front allows high priority projects to proceed sooner than waiting to accumulate enough Pay-As-You-Go funds or grants from other orders of government. Council could consider debt financing the Walterdale Bridge project, as it meets the criteria of the City's Debt Management Fiscal Policy.

Accommodating the Walterdale Bridge project and fitting the rehabilitation of the Shaw Conference Centre Escalators into the building maintenance program resulted in the deferral in renewal projects that would otherwise have been accommodated in the 2012-14 timeframe including:

- Arterial/Primary Highway Renewal – \$37 million deferral
- Bus Fleet & Equipment Renewal - \$26 million deferral
- LRT Fleet, Facilities, & Equipment renewal - \$22 million deferral
- Streetlight Rehabilitation – \$14 million deferral
- Roof Rehabilitation - \$10 million deferral
- IT Infrastructure & Applications - \$9 million deferral
- Transportation Roads—Environmental Issues - \$8 million deferral
- Parks composite projects (parks, tree planting, playgrounds, etc.) - \$5 million deferral
- Fort Edmonton Utilities Master Plan - \$2 million deferral

The rehabilitation of the Shaw Conference Centre Escalators reduced the funding available for building maintenance by \$12.3 million. In order to fund the Walterdale Bridge without the use of debt, \$114.5 million was deferred from Transportation renewal projects that had been identified for this next three-year capital plan. The balance of the funding required for the bridge was achieved by reducing the renewal allocation across all asset classes on a proportionate basis.

There are longer term impacts to postponing renewal projects at key stages in the renewal cycle. Delays in maintaining an asset results in less than optimal timing for renewal, which makes it more expensive to bring the asset back to an acceptable condition.

The renewal projects recommended with funding are listed in Attachment 2. The identified, but unfunded renewal projects are listed in Attachment 3.

PART 4: 2012-2014 Capital Budget

IMPACTS OF DEFERRAL OF RENEWAL PROJECTS

Deferral of infrastructure renewal may have short-term operating budget impacts but may also result in higher renewal costs in the future. Other consequences include increased risk of failure and a growing infrastructure gap. Following are examples of potential impacts of the current funding levels on the renewal program.

The City's neighbourhood investment model has identified a level of resources required to bring all neighbourhoods to an acceptable condition rating target for roads, sidewalks and streetlighting. The goal is to achieve these targets in approximately 25 years and requires the City complete, on average, six neighbourhoods each year. In conjunction with the reconstruction, the neighbourhood investment model also identifies that the City should be repaving (overlying) approximately 10 neighbourhoods per year. Based on the current level of funding, the City would only be able to complete, on average, four neighbourhood reconstructions and overlay six neighbourhoods per year. At this rate it would take over 30 years to achieve the targets. Reductions to the program also impact underground utilities such as Drainage and EPCOR Water who have recently adjusted their rates to accelerate their programs to keep pace with the Neighbourhood Renewal Program.

The Arterial Road Rehabilitation Program proposed budget is a 78 per cent reduction from the 2009-11 funding levels. The proposed funding will result in an overall decrease in the Pavement Quality Index (PQI) for arterial roads. As a result of increased investment in 2009-11, the average PQI for arterial roads is currently 6.1. The reduction in proposed funding for this program will result in an overall decrease in the PQI from 6.1 down to 5.1 over the course of the 3-year budget program, resulting in PQI ratings equivalent to that of the mid 1990's. This will present as an increase in the number of potholes and the amount of operational maintenance required.

The Great Neighbourhoods Program which is closely tied to both the Neighbourhood Renewal Program and the Arterial Rehabilitation Program will also be impacted with respect to coordinated projects. The immediate impact would be that the Dovercourt and Terrace Heights Neighbourhoods would not start in 2012 as was initially scheduled and communicated to the residents. These two neighbourhoods would be delayed until 2013. Over the course of the three year budget, a total of 4 neighbourhoods would be deferred to the 2015-2017 budget cycle. Furthermore, the final phase of the Alberta Avenue Streetscape program (97 Street to 106 Street) and the Stony Plain Road streetscape program would experience more constrained funding as the reduction in the Arterial Road Rehabilitation Program would not be able to supplement the streetscape and reconstruction initiatives planned for 2012 and 2013.

The City has approximately 80,000 Streetlight Poles of which 10 per cent (8,000) are in D or F condition. The proposed 2012-14 capital budget for this program is a 90 per cent reduction from the 2009-11 budget. This will significantly increase the risk of failure.

The combined \$48 million deferral of bus fleet and equipment renewal and LRT fleet, facilities and equipment renewal from target funding levels will impact the reliability of transit service in the City as a greater number of buses would be awaiting repairs and would not be available for service. It will also increase the operational maintenance required, with a projected additional operational budget required of \$1.0 million in 2012, \$1.9 million in 2013 and \$3.5 million in 2014.



PART 4: 2012-2014 Capital Budget

GROWTH

In the 2009-2011 Capital Budget, Council made decisions to commit \$883 million of future funding for growth projects in the 2012-2014 time frame.

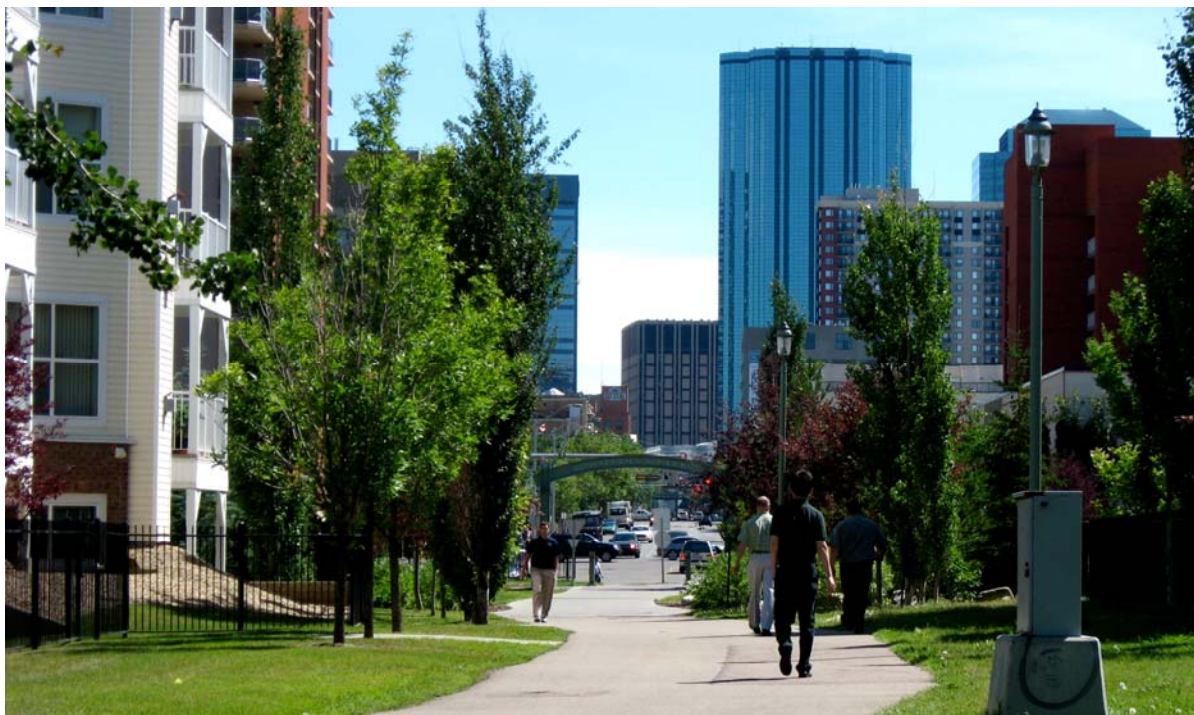
This included significant projects such as:

- The North LRT segment from Downtown to NAIT at \$495.3 million
- Multi-Purpose Recreation Facilities at Terwilligar, Clareview and the Meadows at \$175.9 million
- 41 Avenue and Highway 2 Interchange at \$65 million.

The result of these decisions means only \$254 million additional funding is available for growth projects and \$245 million of that funding is constrained as Retained Earnings or Developer/Partner funding.

This leaves \$9 million available for allocation to other priority growth projects. Attachment 4 outlines the approved and recommended growth projects currently presented in the 2012-2014 Capital Budget, while Attachment 5 outlines the unfunded growth projects, which are prioritized by Administration and may be considered by Council should additional funding become available.

As part of Council's approval of the Active Transportation Policy, 3 per cent to 5 per cent of the total funded Transportation Services Capital Budget (excluding LRT) was to be dedicated to active modes of transportation. Council approved targets associated with the outcome that the transportation system is integrated, safe and gives citizens choice to their mode of movement. The 3-year targets were for 150 km of sidewalks and shared use paths to be constructed and for 120km of the on-street cycling network to be constructed. The 10-year targets were for 500 km of sidewalks and shared use paths to be constructed and for 400 km of the on-street cycling network to be constructed. To achieve the targets would require an investment between \$24 and \$40 million over then next 3-years. Active modes is currently unfunded in the proposed three-year Capital Budget due to the higher prioritization of critical needs renewal projects.



PART 5: Delivering Services to Citizens

SERVICE AREAS

The 2012 -2014 recommended capital budget of \$2.329 billion is distributed among tax-supported service areas is provided in the table below. Note that \$98 million of funding is requested beyond 2014 to fully fund single projects that span beyond the 2012-2014 period. The total recommended funding request is \$2.427 billion.

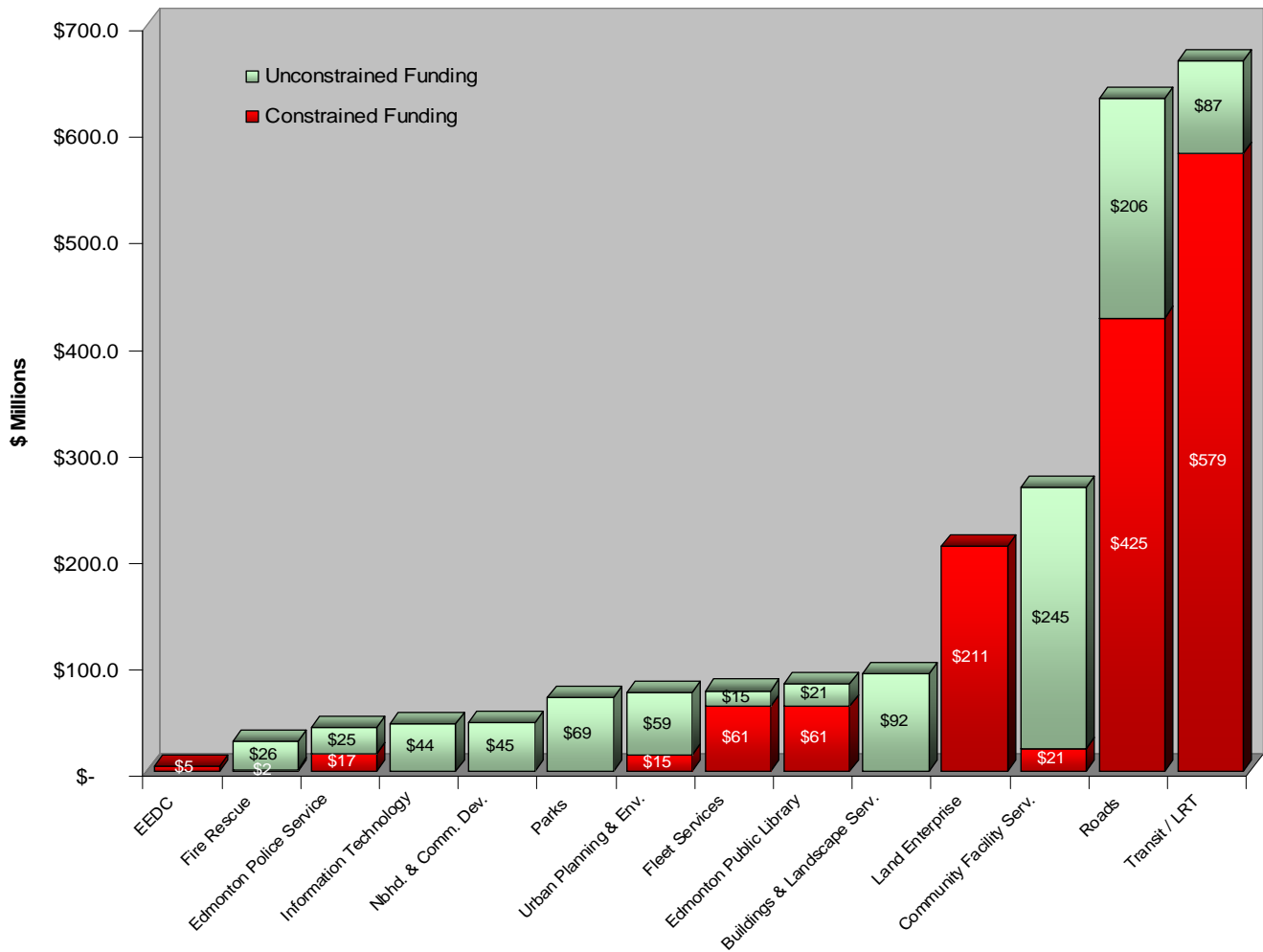
SERVICE AREA	2012-2014			2015	TOTAL
	RENEWAL	GROWTH	TOTAL	RENEWAL	
<u>TRANSPORTATION SERVICES</u>					
Roads Design & Construction	\$ 535,985	\$ 94,582	\$ 630,567	\$ 94,458	\$ 725,025
Edmonton Transit / LRT Design & Construction	129,754	536,460	666,214	-	666,214
	665,739	631,042	1,296,781	94,458	1,391,239
<u>COMMUNITY SERVICES</u>					
Neighbourhood & Community Development	45,000	350	45,350	-	45,350
Fire Rescue	6,341	21,374	27,715	-	27,715
Parks	64,409	4,854	69,263	-	69,263
Community Facility Services	64,595	201,161	265,756	-	265,756
	180,345	227,739	408,084	-	408,084
<u>INFRASTRUCTURE SERVICES</u>					
Buildings & Landscape Services	89,732	1,796	91,528	-	91,528
<u>SUSTAINABLE DEVELOPMENT</u>					
Urban Planning & Environment	52,100	22,000	74,100	3,900	78,000
Land Enterprise	-	210,750	210,750	-	210,750
	52,100	232,750	284,850	3,900	288,750
<u>CORPORATE SERVICES</u>					
Fleet Services	75,542	-	75,542	-	75,542
Information Technology	44,301	-	44,301	-	44,301
	119,843	-	119,843	-	119,843
<u>EDMONTON POLICE SERVICE</u>					
Edmonton Police Service	31,988	9,195	41,183	-	41,183
<u>EDMONTON PUBLIC LIBRARY</u>					
Edmonton Public Library	49,499	32,338	81,837	-	81,837
<u>EEDC</u>					
EEDC	2,925	1,950	4,875	-	4,875
	\$ 1,192,171	\$ 1,136,810	\$ 2,328,981	\$ 98,358	\$ 2,427,339

PART 5: Delivering Services to Citizens

SERVICE AREAS

The following table provides a breakdown of 2012-2014 recommended project expenditures by Service Area. The table further separates funding sources by constrained vs. unconstrained. Generally, funding reallocation decisions are limited to unconstrained funding.

**2012-2014 Recommended Budget by Program
(\$000)**



PART 5: Delivering Services to Citizens

Roads Design & Construction: \$630.6 million provides for arterial roads/primary highway rehabilitation, collector rehabilitations, mature neighbourhood rehabilitation, planning studies, streetscapes and major interchange construction. The Neighbourhood Renewal Program which consists of preventative maintenance and renewal of roadway base, paving, curbs, gutters, and sidewalks in existing neighbourhoods. Streetlighting rehabilitation, mature tree management and completion of missing multi-use trail connections are also included at \$240M.

Edmonton Transit / LRT Design & Construction: \$666.2 million provides for the design, construction and rehabilitation of all LRT and Bus Facilities, equipment, and systems. It also includes funding for Bus, DATS, and LRT fleet growth, rehabilitation, and replacement. A significant portion is funding expansion of the LRT line to NAIT and preliminary engineering for the W & SE LRT lines.

Neighbourhood & Community Development: \$45.4 million is intended to deliver upon community-identified priorities in three key areas: neighbourhood revitalization; coordinated neighbourhood redevelopment and improvements; and \$0.35 million is intended to support construction of a permanent business development sports park for non-motorized wheeled recreation in Southeast Edmonton.

Fire Rescue: \$27.7 million contributes to the Fire Station Master Plan by addressing station and training needs, as the city continues to expand, to ensure the ability to provide effective Fire Rescue services.

Parks: \$69.3 million includes parkland assembly, public open space development and construction, and the preservation of natural and environmentally sensitive areas. This includes River Valley Renewal and Neighborhood Park Development Program.

Community Facility Services: \$265.8 million provides for the development, management and preservation of recreational and cultural facilities. Included are major renovations for community leisure centres, arenas, and outdoor pools. A major growth item is the construction of a multi-purpose recreation centre.

Buildings & Landscape Services: \$91.5 million provides design, construction and project management services for corporate buildings and building systems. It includes construction of new transit garage, fire stations and training facilities. Other major projects include rehabilitation projects for city facilities related to recreational, various city buildings and transit garages.

Urban Planning & Environment: \$74.1 million develops the growth and environmental vision for the City of Edmonton, including corporate land use and environmental policy, area plans such as the Quarters, city wide and area specific guidelines and programs; undertakes urban design projects and reviews, evaluates and develops plans for parkland and the integration of biodiversity throughout the city.

Land Enterprise: \$210.8 million includes the development of new commercial/industrial areas.

Fleet Services: \$75.5 million provides all aspects relating to the procurement, use, administration, fleet safety, and maintenance of City of Edmonton vehicles.

Information Technology: \$44.3 million provides technology infrastructure on a city wide basis. This includes system hardware and software, business process management, e-Business, and citizens telephone access system.

Authorities (Edmonton Economic Development, Police, Public Library): \$127.9 million provide for the construction and rehabilitation of library and police facilities and equipment. Other projects are related to technology upgrades for various IT, communication and customer service applications.

PART 5: Delivering Services to Citizens

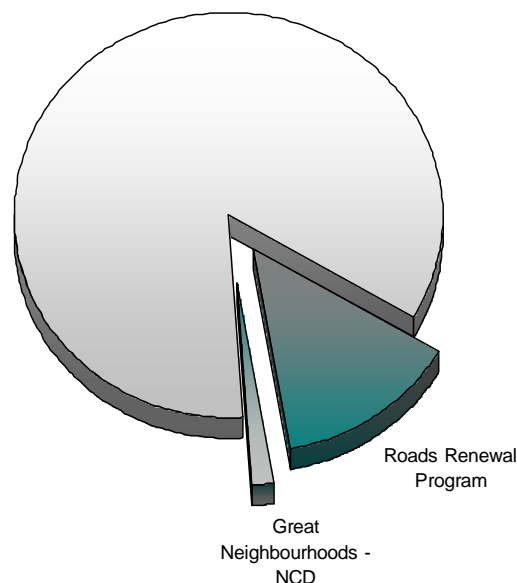
Building Great Neighbourhoods

This Service Area includes:

- Transportation Neighbourhood Renewal Program
- Drainage Renewal Program
- Great Neighbourhoods Program

Quick Facts:

- Approx. 2,138 km of local roads
- Approx. 5,000 km of sidewalks
- Approx. 4,000 km of local storm, sanitary / combined sewer
- Roadwork undertaken in 7 neighbourhoods



Mandate:

The Transportation Neighbourhood Renewal Program provides a key service in renewal of neighbourhood streets, sidewalks, lighting and multi-use trails. The Drainage Renewal Program contributes renewal of neighbourhood sanitary and land drainage infrastructure and is captured in the Utilities Capital Budget. The Great Neighbourhoods Capital Program contributes to community-identified priorities, building community capacity and coordinating City and partner services.

The Last Three Years:

Capital improvement and coordinated neighbourhood development are under way in a number of downtown neighbourhoods, including McCauley, Jasper Place, Beverly, Alberta Avenue and Capital Boulevard. Decorative poles, lighting improvements, alley and sidewalk enhancements, connections between parks, transit stations and community facilities have been completed in more than a dozen other City neighbourhoods.

Ten-year outlook:

Proposed projects support the goals of Improve Edmonton's Livability, Transform Edmonton's Urban Form, and preserve and Sustain Edmonton's Environment. These directly address outcomes including complete and collaborative communities that are accessible, strong and inclusive, with access to a full range of services, and citizens participating in service and programs that provide enjoyment and personal health benefits.

A broad range of renewal projects are proposed; work will begin or continue in Jasper Place, Alberta Avenue, McCauley, Central McDougall/Queen Mary Park, and many more older neighbourhoods around the city.

The Next 3 Years

For 2012-2014, \$370.7 million will be allocated to the Building Great Neighbourhoods Program, including:

- \$325.7 million to various road projects in communities around the city which include Canora, King Edward Park, Windsor Park, Woodcroft, Argyll, Delton, Hazeldean, North Glenora, Cromdale, Glenora, and Grovenor.
- \$45.0 million is already approved by Council for Great Neighbourhoods to continue work in the communities of Alberta Avenue, McCauley, Central McDougall and Queen Mary Park and other mature neighbourhoods around the city in coordination with Transportation and Drainage Renewal Programs.

PART 5: Delivering Services to Citizens

Building Great Neighbourhoods

Details regarding recommended 2012-2014 Roads Neighbourhood Renewal projects are provided in the table below. These projects are also identified and highlighted in Attachments 2 and 4.

Profile	Project Desc.	Attachment	Ref #	BUDGET			2012-14
				2012	2013	2014	
12-66-1056	Nbhd Renewal - Main	2	53	55,785	35,665	34,494	125,944
12-66-1054	Canora	2	54	5,577	11,366		16,943
12-66-1057	King Edward Park	2	55	9,715	10,200	10,080	29,995
12-66-1059	Windsor Park	2	56	9,286	5,022		14,308
12-66-1060	Woodcroft	2	57	9,646	5,218		14,864
13-66-1051	Dovercourt	2	58		13,093	7,082	20,175
13-66-1058	Terrace Heights	2	59		8,341	4,324	12,665
13-66-1061	Argyll	2	60		2,549	5,195	7,744
13-66-1063	Delton	2	61		12,507	6,766	19,273
14-66-1064	Grovenor	2	62			5,639	5,639
14-66-1065	Hazeldean	2	63			9,121	9,121
13-66-1066	North Glenora	2	64		5,677	11,571	17,248
14-66-1067	Cromdale	2	65			2,581	2,581
14-66-1068	Glenora	2	66			11,719	11,719
12-66-1073	Pavement Mgmt System	4	35	15,000	2,500		17,500
				105,009	112,138	108,572	325,719

PART 5: Delivering Services to Citizens

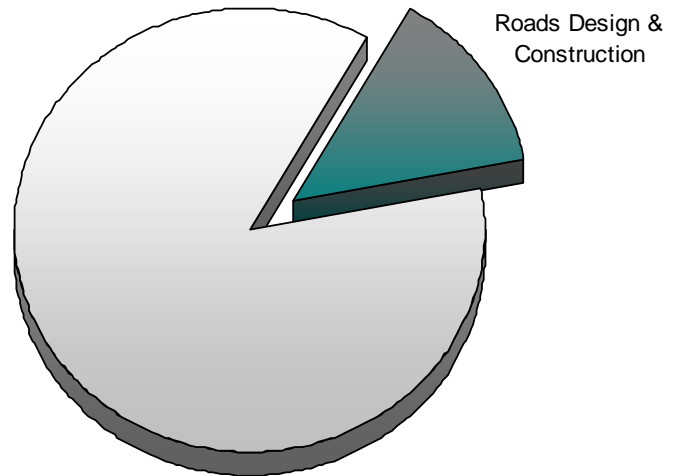
Roads

Roads includes:

- Roads infrastructure
- Associated road maintenance fleet / equipment
- Associated operating yards and buildings

Quick Facts:

- 155 bridges
- 883 km of arterial roads
- 677 km of collector roads
- 1,151 km of alleys
- 83,556 streetlights
- 3,237 parking meters
- 137,363 traffic signs
- 275 km shared-used paths and sidewalks
- 460 km unpaved single track and unimproved trails
- 151 km of bicycle lanes



Mandate:

The Roads program includes:

- Design, construction and maintenance of city streets, sidewalks and bridges.
- Summer and winter road maintenance.
- Traffic signals, intelligent traffic systems, streetlighting, detours, signage, pavement marking and parking meters.
- Right of way management.

Edmonton's extensive road and sidewalk network is continually improved and expanded to speed the movement of buses, private vehicles, commercial traffic, pedestrians and cyclists in the capital city.

The Last Three Years:

Population and neighbourhood growth led the City to undertake some key projects over the past three years, including the new 23rd Avenue Gateway Boulevard interchange, renewal and widening of Quesnell Bridge, rehabilitation of the Dawson Bridge, upgraded connections to Anthony Henday Drive and major renewal of arterial roadway and neighbourhood infrastructure.



PART 5: Delivering Services to Citizens

Roads

Ten-year outlook:

Transportation Services has primary responsibility for achieving the ten year goal to Shift Edmonton's Transportation Mode. Safe and efficient roadway systems directly support the outcomes of encouraging greater use of active and public transportation, helping business move goods and services around the city, and increasing traffic safety for all users. Roads also play a pivotal role in how Edmonton's urban form develops, how neighbourhoods grow and interact, and how the environment is factored into the way we move.

Transportation Services has developed a new Project Decision Model to shape future plans for growth and renewal projects, to accomplish outcomes expected of the ten year goal "Shift Edmonton's Transportation Mode." This process, in tandem with Council direction, is the basis for project recommendations such as the replacement of the Waltherdale Bridge.

Efficient goods movement is the focus of planned enhancements to inner ring road components such as Yellowhead Trail and 75th Street. Renewal projects will ensure primary highway and arterial roads, along with bridges and neighbourhood streets, are kept in the desired condition. Design modifications and signal installation contribute to road safety, and intelligent traffic control systems will be expanded to further improve the safe movement of traffic.

The Next 3 Years

For 2012-2014, \$305.3 million will be allocated to Roads (excluding Neighbourhood Renewal). Projects include:

- \$132.0 million allocated to the replacement of the Waltherdale Bridge
- \$65.0 million for the completion of the 41 Avenue/Highway 2 Interchange
- \$36.6 million will be spent on: Traffic Safety initiatives including an increase Traffic signals to address Pedestrian and Bus safety; integrated speed equipment; Traffic Control; and Streetlighting Rehabilitation
- \$38.5 million for Bridge rehabilitation including 102 Avenue over Groat Road and 82 Avenue over the Argyll Road Connector.
- \$26.3 million to address Arterial, Primary and Highway renewal projects
- \$21.7 million allocated to Operating Yards, Snow Storage Facilities and associated Environmental Issues.



PART 5: Delivering Services to Citizens

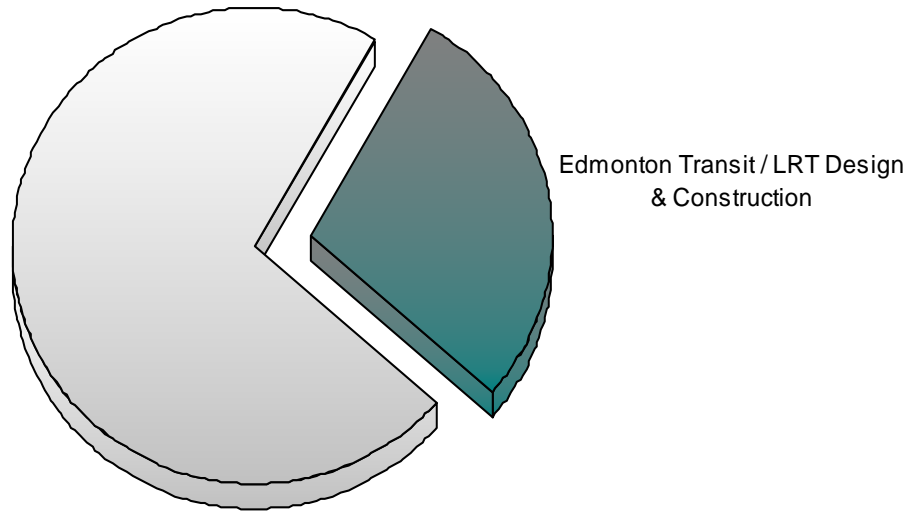
Transit

Transit includes:

- Bus, LRT, and DATS fleet
- Bus and LRT facilities
- Equipment and systems

Quick Facts:

- Annual ridership 80 million in 2011
- Bus/DATS fleet of 1,051
- LRV fleet of 74
- LRT Line 21 route km
- 31 bus terminals
- 47 km of LRT track
- 15 LRT stations
- 26 Transit terminals
- 1,870 bus shelters
- 6 Park n Ride sites (6,000 stalls)
- 6 Operating Garages



Mandate:

The Transit program provides customer-focused, safe, reliable and affordable public transportation services that link people, jobs and communities. The system includes:

- Bus transit
- Light rail transit (LRT)
- Specialized service for the disabled (DATS)

The Last Three Years:

The South LRT (SLRT) project to Century Park was completed and the NAIT extension design was completed and construction started. A new bus operating garage was opened in the south west part of the City (Centennial Garage). Upgrades were completed for the LRT Electrification, Signals systems on the NE part of the line and refurbishment of half of the original LRT vehicles was completed. Total LRT fleet is 74 with another 20 cars on order for the NAIT line.

Bus transit centres were opened in Leger, Meadows, Eaux Claires and Lewis Farms, and 60 new buses were purchased. Average weekday LRT boardings grew to an estimated 92,040 passengers in 2010, an increase of 17,600 from 2009, for an annual growth rate of 25 per cent. The increased number of LRT passengers in 2010 resulted primarily from the South LRT extension to Century Park.

Renewal work has included upgrades, rehabilitation and replacements for LRT signal and electrification systems, safety and security systems, and ageing buses and transit facilities.

PART 5: Delivering Services to Citizens

Transit

Ten-year outlook:

The Transportation Department has primary responsibility for achieving the ten year goal Shift Edmonton's Transportation Mode, which forms the basis of the Transportation Master Plan, The Way We Move. The Department also contribute to the ten year goal Transform Edmonton's Urban Form, and support all other goals including The Way We Green and The Way We Live.

Growth and renewal recommendations for the next 10 years are aligned with the ten year goal of Shift Edmonton's Transportation Mode. A key outcome relating to transit services is that citizens use public transit and other modes of transportation that don't involve private motor vehicles.

Making public transportation accessible and convenient for all areas of the city requires projects that include completion of LRT to NAIT and preliminary design of the southeast, west and Airport Lands LRT lines. Innovation will be seen in smart bus and Smartcard fare collection technology. Additional buses, bus transit centres and park-n-ride facilities will be needed,

Ongoing repairs and rehabilitation work are needed to keep transit facilities and equipment safe and serviceable. Replacement buses, extensive station repairs and systems renewal are on the agenda based on lifecycle assessment and the desire to avoid greater costs that will result from delaying the work.

The Next 3 Years

For 2012-2014, \$666.2 million will be allocated to Transit including:

- \$55 million for Central Station Roof Repair
- \$39 million for Preliminary Engineering for the W & SE LRT
- \$29 million for Westwood garage Rehabilitation
- \$8.6 million for LRT Fleet Facility / Equipment Renewal
- \$7.2 million for bus fleet Facility / Equipment Renewal
- \$7.1 million for replacement buses/
\$495M for LRT expansion to NAIT



PART 5: Delivering Services to Citizens

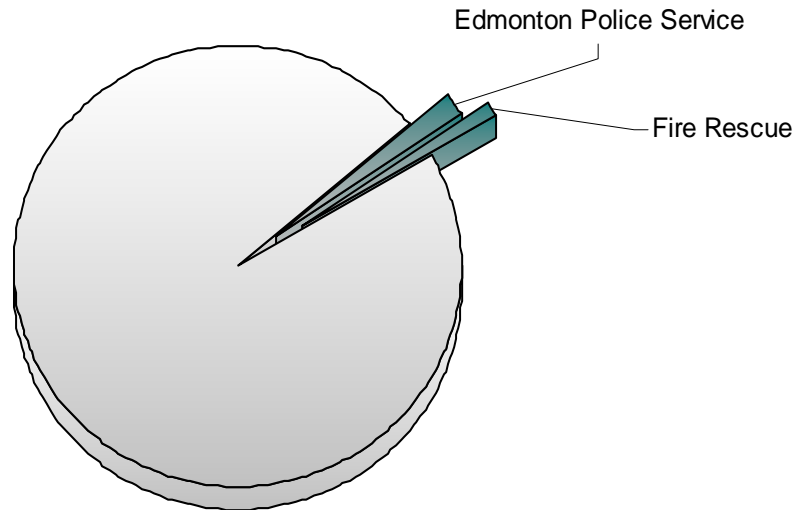
Protection

Protection includes:

- Edmonton Police Services
- Fire Rescue Services

Quick Facts:

- 634 police vehicles
- 6 police stations
- 26 fire stations



Mandate:

Police

Edmonton Police Services (EPS), under the governance of the Edmonton Police Commission, has a mission to contribute with partners to a safe, vibrant city through innovative, responsive and progressive policing.

Fire Rescue

Fire Rescue Services protects life, property and the environment through the delivery of essential public services, helping to make the community a safer place to live and work.

The Last Three Years:

Growth projects include fleet and equipment additions, along with the South West Division Police Station, which will allow EPS to provide better service to the southwest area including meeting the seven-minute response time for priority calls. Progress has been made on three new fire stations for Ellerslie, Heritage Valley and Lewis Estates. Renewal projects include significant technology upgrades to enhance safety and responsiveness in both services, and replacement of the Norwood Fire Station (#5) and Capilano Fire Station (#11), and the replacement of the Fire Dispatch System currently in progress.

Ten-year outlook:

Services provided by EPS and Fire Rescue contribute broadly to Edmonton's strategic ten year goals, particularly Improve Edmonton's Liveability and its outcome of having a safe city.

Growth projects include development of the EPS North West Campus, additions to the William Nixon Training Centre and possibly a separate laboratory for faster forensic results and DNA analysis. New fire stations in growth areas of the City such as Pilot Sound, Windermere, Mistatim, Big Lake, Palisades and Wedgewood will improve the level of service to the community immediately upon these stations becoming operational. Based on the experience of the Meadows station which became operational in 2009, Fire Rescue Services anticipates seeing an improvement of around 30-40 per cent in response times in the primary response zone as soon as the station becomes operational, and also an overall service improvement across the city as a whole.

PART 5: Delivering Services to Citizens

Protection

Renewal investment is required for technology and communications upgrades, building maintenance and renovation and an assessment of Air 1 helicopter to optimize trade-in value. Rossdale Fire Station should be re-activated to provide improved river rescue response and future capacity to respond within the downtown core. Rehabilitation projects related to the communications and equipment will allow Fire Rescue to maintain critical equipment to ensure continued service provision to citizens.

Replacement of Meadowlark and Hagman fire stations, which are 39 and 44 years old respectively, will allow for an additional Fire Rescue unit to meet changes in service demand and growth projections for 10 years and beyond. It is also proposed that the Fire Dispatch and City Emergency Operations Centre be relocated to address operational and functional concerns.

The Next 3 Years

For 2012-2014, \$68.9 million will be allocated to Protection Services including the Edmonton Police Service and the Fire Rescue Services, including:

Edmonton Police Services:

- \$13.8 million has been allocated for the replacements of vehicles with the Edmonton Police Service.
- \$10.2 million is required to replace radio equipment that is at the end of its useful life and to ensure compatibility with the Alberta First Responder Radio Communication system being implemented by the Province in 2013.
- \$8.0 million is being allocated to I.T. system upgrades and telecom and radio life cycle costs for the next three years.

Fire Rescue Services:

- \$15.1 million has been allocated to complete Phase 1 of the Fire Station Master Plan.
- \$6.3 million to renew the Fire Rescue Training Tower, as well as upgrades to the Emergency Communication System and the Fire Rescue Equipment.
- \$6.2 million is required to complete the Heritage Valley Fire Station



PART 5: Delivering Services to Citizens

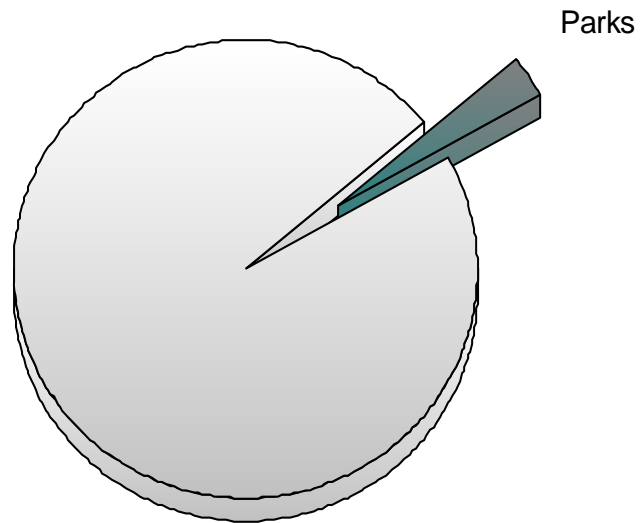
Parks

Includes:

- Parks
- Natural areas
- Roadway landscapes
- Land acquisition

Quick Facts:

- Maintained Turf 4,204 ha
- Maintained Beds 1,351 506 m²
- Sports Field 1,669
- Trees 308,997
- Playgrounds 351
- Parks 844



Mandate:

Parks

Healthy, by nature, parks breathe life into a vibrant Edmonton. With a mission to develop, manage and preserve parks and open space, this work balances efforts regarding sustainable parks maintenance and operations, environmental integrity and through growth and rehabilitation capital projects, the creation of an attractive and animated city for residents and visitors.

Relevant outcomes under The Way We Live include citizens having pride in their city, citizens using infrastructure and services that provide enjoyment and personal health benefits. Under the Way We Grow, Edmonton will have attractive and compact physical design with diverse neighbourhoods, amenities and public open spaces. Under The Way We Green, the City will strive to be a leader in environmental advocacy, stewardship, preservation, and conservation.

Office of Biodiversity

The Office of Biodiversity's mandate is to secure and protect a functioning ecological network for biodiversity, effective management of natural areas and public engagement.

The Last Three Years:

Significant accomplishments in response to city growth have included seven new natural area acquisitions for biodiversity, the new Fort Edmonton Park footbridge and numerous new parks, trails and spray decks. Amenity buildings have been added to Louise McKinney Riverfront Park.

Renewal work has been focused on several dozen parks and sportsfields, along with redevelopment of Borden Park and John Fry Park.



PART 5: Delivering Services to Citizens

Parks

Ten-year outlook:

Parks and natural areas contribute directly to The Way We Live and The Way We Green. In addition, Parks contributes to the ten year goal of Transforming Edmonton's Urban Form and the related Municipal Development Plan, The Way We Grow. These directional plans were developed collaboratively in recognition of the important relationship between land use and urban design.

Projects considered under the River Valley Alliance Plan of Action include a pedestrian footbridge, trails development, water access, and open space redevelopment in the West Rosedale area. Acquisition of further park land and natural areas and tree planting is also planned.

Renewal work will continue under Neighbourhood Parkland Development partnerships, along with a range of parks rehabilitation and renewal projects.

The Next 3 Years

For 2012-2014, \$69.3 million will be allocated to Parks, including:

- \$12.7 million for park renewal.
- \$12.3 million for renewal of neighbourhood parks and outdoor aquatic amenities.
- \$6.0 million for parks and playground conservation.
- \$3.0 million for tree planting and naturalization.



PART 5: Delivering Services to Citizens

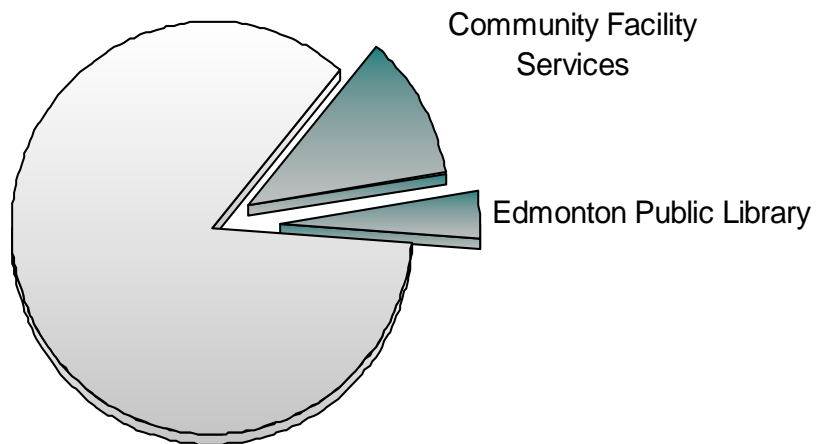
Recreation and Culture

Includes:

- Community Facility Services
- Public Library

Quick Facts:

- 18 Leisure Centres / Swimming Pools
- 17 Libraries
- 7 Cemeteries
- 3 Golf courses
- 20 Arenas



Mandate:

Community Facility Services

The goal is to develop, manage, animate and preserve the City's recreation facilities. These facilities connect citizens to their communities and offer memorable, inclusive and accessible experiences for enjoyment and personal health benefits.

Edmonton Public Library (EPL)

Edmonton Public Library provides access to the world's information, ideas and entertainment, enabling a lifetime of learning, engagement and possibility for every citizen.

The Last Three Years:

Record levels of investment to accommodate city growth have funded initial phases or completion of several major community recreation centres, as well as projects such as Commonwealth Stadium artificial turf and the Capitol Theatre at Fort Edmonton Park. New branch libraries in Clareview and The Meadows are under construction, and work has begun on Mill Woods Senior Centre and Multicultural Facility.

Renewal work is protecting the City's long-term investment in many facilities, from the Valley Zoo and John Janzen Nature Centre to Victoria Golf Course and Muttart Conservatory. Library branches are being replaced in Highlands, Jasper Place and Mill Woods

Ten-year outlook:

Services under the Recreation and Culture heading help advance the goal Improving Edmonton's Livability and its expected outcomes, including citizens using city infrastructure and participating in services and programs that provide enjoyment and personal health benefits; and complete collaborative communities that are accessible, strong and Inclusive with access to a full range of services.



PART 5: Delivering Services to Citizens

Recreation and Culture

Over the next ten years, planned growth projects include Mill Woods Senior Centre and Multicultural Facility, a recreation/leisure facility in Lewis Farms, Coronation Community Recreation Centre, Jasper Place Fitness and Leisure Centre and signature outdoor water venues. In addition to the current funded capital projects planned in the next few years, EPL will look to relocate Calder and Capilano branches in the short-term and develop five new branches in the next ten years in order to serve customers in growth areas of the City. Also planned: Francis Winspear Centre expansion, a permanent iHuman studio facility and housing for high-risk youth, Rossdale Generating Station Riverfront Plaza and a West Edmonton multi-tenant community hub.

Renewal work is required for facilities at Abbottsfield, Bonnie Doon, Kinsmen and Confederation, as well as several indoor and outdoor swimming pools and arenas. Medium-size stadiums need investment for equipment, safety and security. An exterior upgrade is planned for the Stanley Milner Library. Other projects include Rossdale Generating Station rehabilitation and CASA Centre replacement.

The Next 3 Years

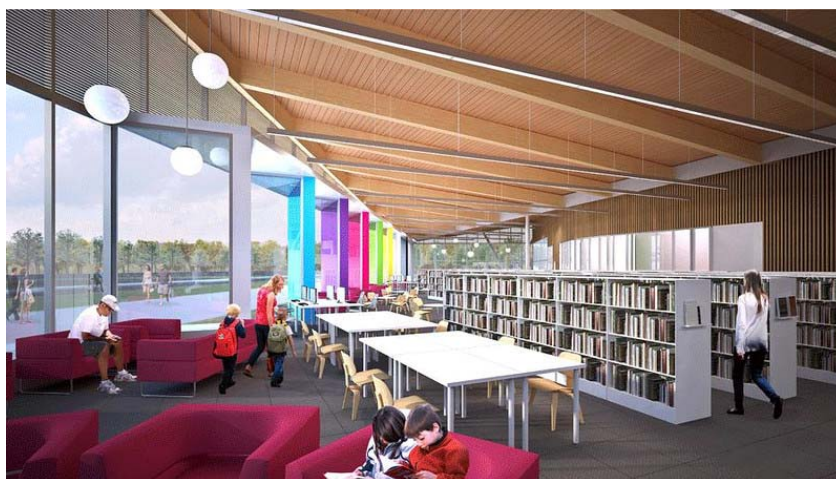
For 2012-2014, \$347.9 million will be allocated to Recreation and Cultural Services including:

Community Facility Services:

- \$31.0 million committed to the Valley Zoo Master Plan.
- \$27.9 million for the Riverside Golf Course Master Plan.
- \$9.9 million for the Mill Woods Seniors Centre.
- \$8.6 million for Commonwealth Stadium seat / equipment replacement.
- \$5.5 million for the Abbottsfield Recreation Centre.

Edmonton Public Library:

- \$30.0 million for library materials, equipment, and IT infrastructure.
- \$28.5 million for library materials, furniture & equipment, and IT infrastructure.
- \$19.5 million committed to the Clareview Branch relocation and expansion.
- \$10.2 million committed to the Highlands Branch renewal and Calder Branch land / design.
- \$3.8 million committed to Library facility rehabilitation.

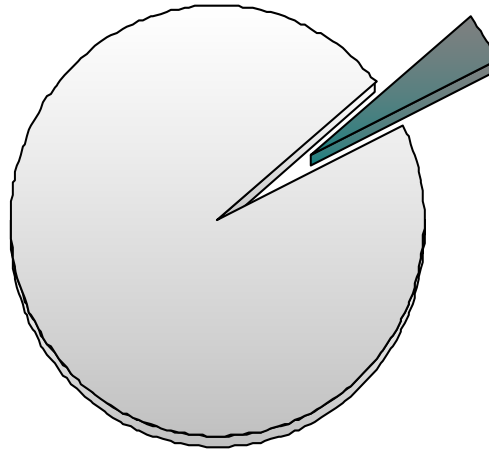


PART 5: Delivering Services to Citizens

Building Renewal

Includes renewal for:

- Police
- Fire
- Recreation
- Libraries
- Parks
- Roads
- Transit



Buildings & Landscape Services

Quick Facts:

- More than 900 City-maintained buildings
- Estimated construction replacement value \$3.4 B
- >70 footbridges in the river valley
- >50 spray decks / splash pads in the parks system
- >100 irrigation systems on city property

Mandate:

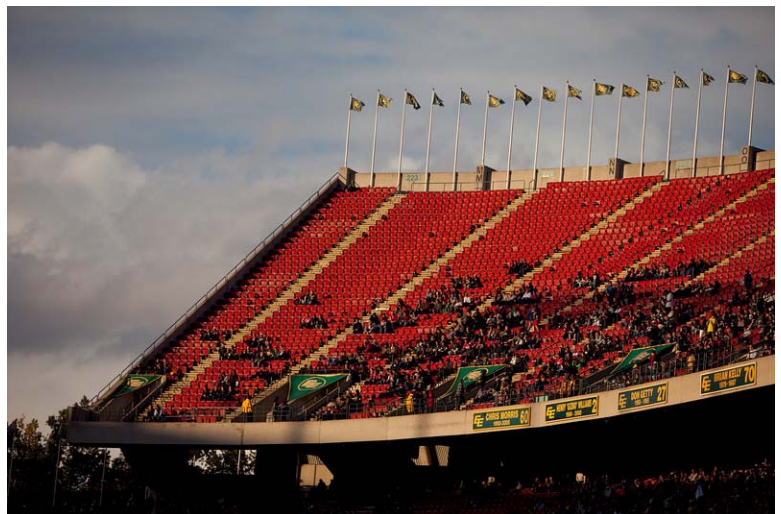
City-owned facilities are occupied by user departments and are managed, operated, and maintained by Infrastructure Services. Buildings and Landscape Services implement all capital construction projects related to renewal of city-owned facilities and performs the operation and routine maintenance (including custodial services) of these facilities.

The Last Three Years:

In 2010, \$550 million in new building construction was completed and brought into service including Terwillegar Community Recreation Centre and Centennial Bus Garage. In 2011, this trend has continued with Southwest Police Station, Commonwealth Community Recreation Centre and Clareview Community Recreation Centre and the Meadows Community Recreation Centre.

Many major rehabilitation projects were undertaken in 2010 and 2011 such as Hardisty Pool, Peter Hemingway Pool, and replacing the field lighting at Commonwealth Stadium.

Detailed building condition assessments were completed for all city buildings. From those assessments it has been estimated that \$504 million is required to correct the deferred maintenance backlog anticipated from 2012 to 2021. This backlog increases by more than 3 per cent annually (\$15 million in 2012) at current renewal funding levels. As well, this figure represents the cost to restore the facility back to its original condition, and does not identify the requirements to adapt the facility to today's standards or to deal with shortfalls in functionality or capacity.



PART 5: Delivering Services to Citizens

Building Renewal

Ten-year outlook:

Building renewal is a key strategy in supporting the goal of ensuring Edmonton's financial sustainability, with the outcomes of well managed and sustainable assets and services. The Way We Live and The Way We Green are also supported by renewal plans that minimize the City's footprint while providing access to services for all citizens.

Establishing project priorities is assisted by the Building Maintenance Decision-Support System which utilizes the results of the building condition assessments to identify the listing of critical projects, and the ability to rank all city buildings based on their physical condition. This system combined with the output of the roof inventory condition will provide an overview of the state of the city's facilities.

Infrastructure Services/Building and Landscape Services will maximize the benefits of having completed building condition assessments by emphasizing the importance of reinvesting in city facilities. Increasing renewal/rehabilitation allocations with the ultimate goal of achieving the industry-standard benchmark for overall maintenance budgeting of 2 per cent to 4 per cent of the construction replacement value of its buildings will ensure the maximum possible service life of the city's assets. It is estimated that in 2011, that figure will reach 1.03 per cent and in 2012 it will be 1.04 per cent.

The Next 3 Years

For 2012-2014, \$91.5 million will be allocated to Buildings and Landscape Services, including:

- \$64.6 million of for building/roof rehabilitation of all civic facilities.
- \$12.3 million for Shaw Conference Centre escalator rehabilitation.

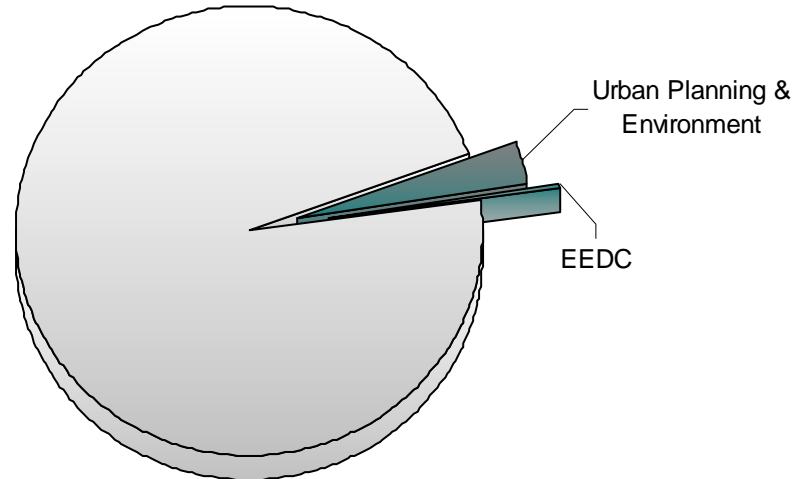


PART 5: Delivering Services to Citizens

Economic Development

Includes:

- Northeast Industrial
- 118 Avenue Initiative
- The Quarters
- Boyle Renaissance
- Technology Business Centre Joint Venture
- Biotechnology Centre
- Edmonton Research Park
- Shaw Conference Centre



Mandate:

Sustainable Development:

Sustainable Development provides an integrated approach for urban planning, guiding development, economic sustainability and the environment to achieve Edmonton's vision of a vibrant and sustainable community. Land use planning, land development and sales, economic development strategies, safe and affordable housing, environmental leadership, development permits and business services are some of the activities within the department.

Edmonton Economic Development Corporation (EEDC):

EEDC is an independent corporation established by the City of Edmonton to promote economic development. The City has also assigned EEDC responsibility for tourism development, management of the Shaw Conference Centre and Edmonton Research Park.

The Last Three Years:

Sustainable Development has led considerable renewal work including the Quarters Downtown, Boyle Renaissance and the Jasper Avenue main street design study.

Ten-year outlook:

Sustainable Development is integral to the achievement of three of the six ten year strategic goals: Transform Edmonton's Urban Form, Diversify Edmonton's Economy and Preserve and Sustain Edmonton's Environment.

Revitalization is a major step in support of these goals. A new Community Revitalization Levy (CRL) for the Quarters in the Downtown will help finance a comprehensive package of work, including drainage upgrades on 96th street, serving as the backbone for the other streets and avenues. Streetscaping will be carried out on 96th street north of Jasper Avenue, in Boyle Renaissance and around the site planned for development in the Five Corners.

A second CRL is being considered for the Capital City Downtown Plan. Catalyst projects include investments in the Jasper Avenue New Vision, Green and Walkable Streets, Warehouse Campus Neighbourhood Central Park, high profile bikeway system, river valley promenades and McKay Avenue central gathering place.

PART 5: Delivering Services to Citizens

Economic Development

The Next 3 Years

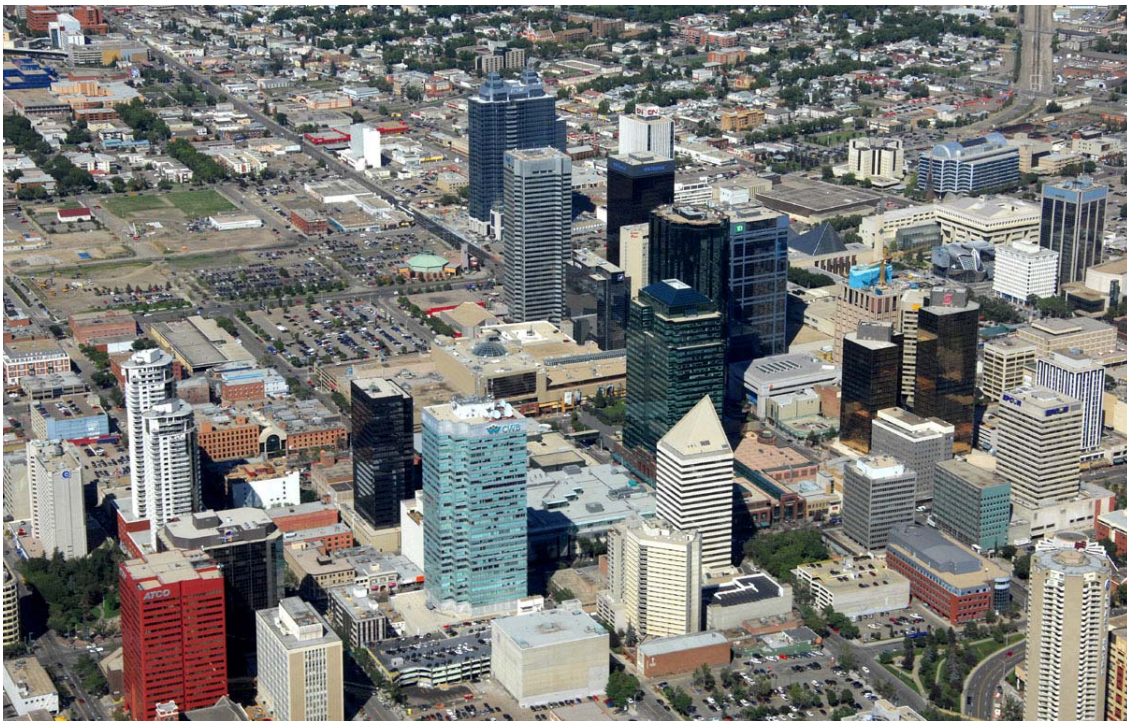
For 2012-2014, \$78.0 million will be allocated to Economic Development including:

Sustainable Development:

- \$52.1 million to commence with The Quarters Phase 1. This project will be funded by the associated Community Revitalization Levy (CRL).
- \$15.0 million for Parks Land Acquisitions.
- \$6.0 million is being allocated to IT system enhancements for the Current Planning Branch.

EEDC:

- \$4.9 million to address building renewal / upgrade needs at the ATC Building, Research Centre 1, and Biotech Centre.

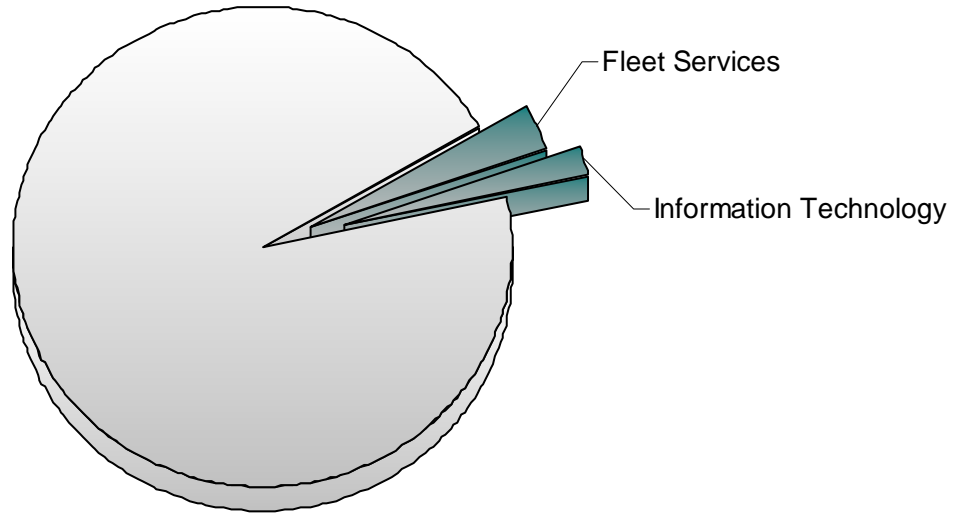


PART 5: Delivering Services to Citizens

Corporate

Includes:

- Information Technology
- Fleet Services



Mandate:

Information Technology:

Information Technology supports all City programs in maximizing service delivery to citizens, and enables service delivery that is more efficient, useful, responsive and accessible.

Fleet Services:

Fleet Services provides maintenance and repairs across 13 garage locations, along with fabrication technologies material fabricating services, fleet safety, fuel management and fleet administration.

The Last Three Years:

Growth projects have seen the City of Edmonton become the fourth city in Canada to launch an open data catalogue, making public information available to citizens and software developers. WorkSpace Edmonton provides business units with the office technology and productivity tools to meet their future directions and needs.

A new Fleet Management Information System has been implemented, along with 311 Online. New systems include Traffic Safety Analytics and the Building Facilities Maintenance Management Data Mart. Investments have included purchase of the Ellerslie Maintenance Facility at 2415 101 Street SW.

PART 5: Delivering Services to Citizens

Corporate

Ten-year outlook:

Information Technology assets are integrated into all activities and strategic initiatives associated with The Way Ahead, especially under the strategic principle of innovation. Fleet Services contributes to the outcome of a safe city under The Way We Grow, and the City having well managed and sustainable assets under The Way We Finance. Financial Services' modeling provides tools to enable implementation of The Ways by providing sufficient and integrated financial information for informed resource allocation decisions City-wide. Proposed growth projects include Civic Smart Card implementation, enhanced Capital & Operating Budget Systems and development of the Financial Modeling System to support The Way We Finance.

For Fleet Services, new repair shop equipment is required to support fleet diversity, along with increased fuel storage capacity to meet emergency response plans. There are plans for Ellerslie Maintenance Facility expansion and Westwood Maintenance Facility replacement or an additional facility. Under the renewal heading, upgrades will be required for enterprise and business unit applications, and technology infrastructure will need to be replaced. Fleet requires ongoing vehicle replacement while still meeting the goals of the Sustainable Fleet Management Action Plan, as well as fuel site renewal and shop equipment renewal,

The Next 3 Years

For 2012-2014, \$119.8 million will be allocated to Corporate Services including:

Information Technology:

- \$23.1 million to maintain critical IT infrastructure.
- \$15.2 million to maintain IT business applications.

Fleet Services:

- \$61.0 million for vehicle replacements.
- \$7.2 million for hoist replacements.
- \$2.7 million for tank replacements.

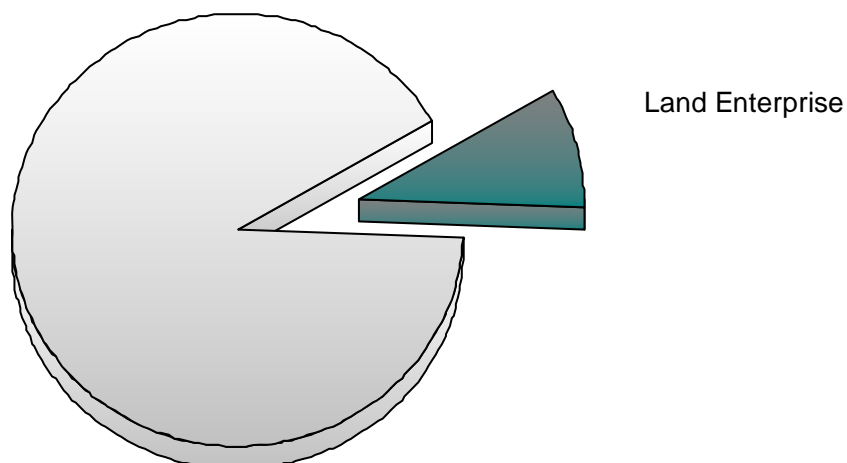


PART 5: Delivering Services to Citizens

Land

Includes:

- Land Enterprise
- Development of City lands
- Sale of City lands
- Strategic land acquisition



Mandate:

Land Enterprise acquires land for capital projects and development and promotes initiatives in sustainability, revitalization and urban form through residential and industrial land development activities.

The Last Three Years:

Development activities within Land Enterprise are focused on opportunities that complement the city's growth patterns and experience. Residential and industrial projects have included Station Pointe, City Centre Lands, Legacy Pointe, Hollick-Kenyon Modular Home Pilot Project, Rampart Industrial and Pylypow Industrial areas.

Ten-year outlook:

Land Enterprise supports departments in their contributions to The Way We Grow, The Way We Move and The Way We Green and related outcomes and contributes to Edmonton's financial sustainability.

Growth opportunities in the future decade include City Centre Redevelopment, Station Pointe, new commercial/industrial development, strategic land acquisition, general residential land development, new residential development, industrial land acquisition and other industrial land development.

The Next 3 Years

For 2012-2014, \$210.8 million will be allocated to Land Enterprise and funded by retained earnings. Key projects recommended for funding include:

- \$89.4 million for new commercial / industrial development.
- \$40.7 million for new residential development.
- \$30.0 million for strategic land acquisition.
- \$29.6 million for Meadows development.
- \$20.7 for industrial land acquisition.

PART 5: Delivering Services to Citizens

Utilities

The Drainage & Waste Management Utilities capital projects are funded through utility rates, and their operating and capital budgets are submitted through the Utilities Committee. This Budget document focuses on tax-supported areas.



ATTACHMENT 1: Approved Renewal Projects (\$000)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL	% Spent (Appr Bud)
1	CSERV	IT	09-18-0700	HRIS	1,400	1,400	-	2,800	34%
2	CS	CFS	09-21-5830	Varscona Theatre	1,000	-	-	1,000	0%
3	CS	CFS	10-21-0910	Valley Zoo Master Plan	31,000	-	-	31,000	10%
4	CS	CFS	11-21-1004	Mill Woods Senior Centre / Multi-cultural	350	300	-	650	1%
5	CS	PARKS	09-28-3001	Utilities & Access Renewal	6,210	-	-	6,210	23%
6	CS	PARKS	09-28-8001	NPDP/Outdoor Aquatic Amenities	206	-	-	206	70%
7	CS	PARKS	09-28-1001	Park Renewal	2,042	-	-	2,042	12%
8	CS	PARKS	09-28-9001	Parks/Sportfields Renewal	3,088	-	-	3,088	39%
9	EPL	EPL	07-20-0027	Jasper Place Branch Renewal	7,910	-	-	7,910	8%
10	EPL	EPL	08-20-0028	Highlands Branch Renewal	5,900	2,270	-	8,170	9%
11	EPL	EPL	08-20-0030	Calder Branch Relocation Design/Land	2,050	-	-	2,050	0%
12	EPL	EPL	09-20-0048	Library Facilities Rehab	1,769	-	-	1,769	24%
13	IS	B&LS	09-41-0101	Building & Facility Rehab	1,700	2,030	-	3,730	17%
14	IS	B&LS	09-41-2010	Library Parkade Rehab	3,312	-	-	3,312	42%
15	IS	B&LS	07-75-3511	Century Place Infrastructure	1,804	-	-	1,804	24%
16	IS	B&LS	09-41-6603	Transit/LRT Garage Rehab	250	270	-	520	39%
17	TPT	TRANSIT	11-66-1412	Westwood Transit Garage Upgrades	16,514	12,575	-	29,089	0%
18	TPT	TRANSIT	09-66-1240	Transit Safety & Security	5,500	-	-	5,500	31%
19	TPT	TRANSIT	09-66-1270	LRT Fleet, Facilities & Equip	2,500	-	-	2,500	52%
20	TPT	TRANSIT	07-66-1280	LRV Retrofit	12,651	-	-	12,651	43%
21	TPT	TRANSIT	09-66-1281	Bus Fleet Replacement	2,200	750	-	2,950	102%
TOTAL APPROVED RENEWAL PROJECTS					109,356	19,595	-	128,951	

Note: Percent Spent of Approved Budget as of June 2011

ATTACHMENT 2: Recommended Renewal Projects (\$000)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL
1	CSERV	Fleet	12-25-1000	Fleet Vehicle Replacement	21,735	16,668	22,601	61,004
2	CSERV	Fleet	12-25-3003	Mechanical Shop Hoist Replacement	300	1,500	901	2,701
3	CSERV	Fleet	12-25-3013	Westwood Muni Hoist Replacement	2,700	-	1,800	4,500
4	CSERV	Fleet	12-25-3002	Fuel Tank Replacements	945	-	500	1,445
5	CSERV	Fleet	12-25-3004	Oil Tank Replacements	-	250	1,000	1,250
6	CSERV	Fleet	12-25-3005	Tool Equipment Replacement	807	730	945	2,482
7	CSERV	Fleet	12-25-3001	Facilities Maintain, Replace, Renovate	360	1,380	420	2,160
8	CSERV	IT	12-18-0001	Information Management Infrastructure	4,224	4,224	4,224	12,672
9	CSERV	IT	12-18-0014	Enterprise Infrastructure Applications	800	873	873	2,546
	CSERV	IT	11-18-0750	Workspace Edmonton	4,294	1,718	-	6,012
10	CSERV	IT	12-18-0406	Enterprise Business Applications	3,579	3,579	3,579	10,736
11	CSERV	IT	12-18-0500	Non-Enterprise Business Applications	3,445	3,045	3,045	9,535
12	CS	CFS	11-21-7321	Abbotsfield Recreation Centre	600	4,900	-	5,500
	CS	CFS	11-21-1004	Mill Woods Sr Centre & Multiculture Fac.	4,600	4,600	-	9,200
15	CS	CFS	12-21-5601	Equipment Conservation (comp)	991	828	861	2,680
16	CS	CFS	12-21-5771	Recreation Facility Safety and Security (comp)	799	819	846	2,464
17	CS	CFS	12-21-9783	Environmental Sustainability (comp)	100	105	110	315
18	CS	CFS	12-21-5820	Replace South Central / Bonnie Doon Arenas	2,500	2,500	-	5,000
19	CS	CFS	12-21-6973	Fort Edmonton Utilities Master Plan	2,196	2,310	1,280	5,786
20	CS	CFS	13-21-8843	Valley Zoo Utilities Master Plan	-	500	500	1,000
21	CS	FIRE	12-70-0012	Emergency Communications Equipment	175	175	175	525
22	CS	FIRE	12-70-0013	Fire Rescue Equipment Replacement	860	860	870	2,590
23	CS	FIRE	12-70-0201	Fire Rescue Training Tower	860	2,366	-	3,226
24	CS	NCD	12-21-5800	Great Neighbourhoods (comp)	15,000	15,000	15,000	45,000
25	CS	PARKS	12-28-7055	NPDP & OAS Renewal	4,100	4,100	4,100	12,300
26	CS	PARKS	12-28-1001	Park Renewal	7,467	2,753	2,500	12,720
27	CS	PARKS	12-28-2001	Tree Planting & Naturalization	1,000	1,000	1,000	3,000
28	CS	PARKS	12-28-8510	Parks Conservation	1,523	1,636	1,670	4,829
29	CS	PARKS	12-28-8520	Playground Conservation	376	386	396	1,158
30	CS	PARKS	12-28-8515	Sports Fields Renewal	585	599	614	1,798
31	CS	PARKS	12-28-6050	River Valley Renewal	886	3,483	3,382	7,751
32	CS	PARKS	12-28-7070	District & City Park/OAS Renewal	1,213	1,047	1,047	3,307
33	CS	PARKS	12-28-3001	Utilities & Access Renewal	2,000	2,000	2,000	6,000
34	EEDC	EEDC	07-99-3005	ATC Building Upgrade	800	350	-	1,150
35	EEDC	EEDC	05-99-3004	Research Centre 1 - Building Upgrade	-	750	1,025	1,775
36	EPL	EPL	11-20-0050	IT Infrastructure Renewal	371	380	390	1,141
37	EPL	EPL	12-20-0050	IT Infrastructure Renewal	1,311	1,634	1,374	4,319
38	EPL	EPL	12-20-0051	Library Materials	7,585	7,786	7,992	23,363
39	EPL	EPL	12-20-0052	Library Furniture & Equipment	252	259	266	777
40	EPS	EPS	12-60-1765	Vehicle Replacements	4,589	4,589	4,589	13,767
41	EPS	EPS	12-60-1425	Radio Life Cycle (comp)	9,190	445	550	10,185
42	EPS	EPS	12-60-1433	Police IT Systems - Infrastructure (comp)	1,164	980	861	3,005
43	EPS	EPS	12-60-1460	Police IT Systems - Applications (comp)	1,300	950	912	3,162
44	EPS	EPS	12-60-1419	Telecom Life Cycle (comp)	1,869	-	-	1,869
45	IS	B&LS	12-75-1006	Shaw Conference Centre Escalators	1,200	5,400	5,700	12,300

ATTACHMENT 2: Recommended Renewal Projects (\$000)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL
46	IS	B&LS	12-75-0103	Roof Rehabilitation	7,400	11,174	11,100	29,674
47	IS	B&LS	12-75-5000	CCURE / ULC Compliance Corrections	1,250	1,250	1,000	3,500
48	IS	B&LS	12-75-0100	Building & Facility Rehabilitation	23,466	8,220	3,206	34,892
49	IS	UPE	11-17-0407	The Quarters - Phase 1 (CRL)	16,550	19,450	16,100	52,100
50	TPT	ROADS	12-66-1466	Walterdale Bridge	8,000	50,000	74,000	132,000
51	TPT	ROADS	08-66-1225	Integrated Speed Equipment	3,500	2,377	3,477	9,354
52	TPT	ROADS	12-66-1043	25 (30) Ave SW Blackmud Creek	3,410	2,000	-	5,410
53	TPT	ROADS	12-66-1056	Neighbourhood Renewal	55,785	35,665	34,494	125,944
54	TPT	ROADS	12-66-1054	Canora - Construction Only	5,577	11,366	-	16,943
55	TPT	ROADS	12-66-1057	King Edward Park - Construction Only	9,715	10,200	10,080	29,995
56	TPT	ROADS	12-66-1059	Windsor Park - Construction Only	9,286	5,022	-	14,308
57	TPT	ROADS	12-66-1060	Woodcroft - Construction Only	9,646	5,218	-	14,864
58	TPT	ROADS	13-66-1051	Dovercourt - Construction Only	-	13,093	7,082	20,175
59	TPT	ROADS	13-66-1058	Terrace Heights - Construction Only	-	8,341	4,324	12,665
60	TPT	ROADS	13-66-1061	Argyll	-	2,549	5,195	7,744
61	TPT	ROADS	13-66-1063	Delton	-	12,507	6,766	19,273
62	TPT	ROADS	14-66-1064	Grovenor	-	-	5,639	5,639
63	TPT	ROADS	14-66-1065	Hazeldean	-	-	9,121	9,121
64	TPT	ROADS	13-66-1066	North Glenore	-	5,677	11,571	17,248
65	TPT	ROADS	14-66-1067	Cromdale	-	-	2,581	2,581
66	TPT	ROADS	14-66-1068	Glenora	-	-	11,719	11,719
67	TPT	ROADS	12-66-1020	Arterial/Primary/Highway Renewal (Partial Funding)	7,979	9,500	8,770	26,249
68	TPT	ROADS	12-66-1040	Bridge Rehabilitation - Partial Funding	9,200	1,608	2,665	13,473
69	TPT	ROADS	14-66-1041	102 Ave (over Groat Rd)	-	-	10,650	10,650
70	TPT	ROADS	12-66-1042	82 Ave (over Argyll Rd Connector)	9,000	-	-	9,000
71	TPT	ROADS	13-66-1071	Central District Rehab	-	1,500	-	1,500
72	TPT	ROADS	12-66-1210	Traffic Control Rehabilitation - Partial Funding	150	150	150	450
73	TPT	ROADS	12-66-1260	Streetlighting Rehabilitation	652	652	696	2,000
74	TPT	ROADS	12-66-1860	Snow Storage Facilities Rehab	200	200	280	680
75	TPT	ROADS	12-66-1950	Environmental Issues - Partial Funding	332	348	320	1,000
76	TPT	ROADS	09-66-1960	Kennedale Snow Storage Facilities Rehab	6,000	10,000	-	16,000
77	TPT	TRANSIT	12-66-1270	LRT Fleet, Facilities & Equipment Renewal	2,718	2,968	2,996	8,682
78	TPT	TRANSIT	12-66-1281	Bus Fleet & Equipment Renewal	4,368	1,380	1,407	7,155
79	TPT	TRANSIT	12-66-1410	Bus Facilities Renewal - Partial Funding	805	766	802	2,373
80	TPT	TRANSIT	12-66-1271	Central LRT Station Roof Repair	7,808	46,806	-	54,614
81	TPT	TRANSIT	07-66-1280	LRV Rehab Package - Partial Funding	800	757	814	2,371
82	TPT	TRANSIT	12-66-1296	Replace Signal System	475	427	450	1,352
83	TPT	TRANSIT	12-66-1291	Transit Bus Radio Replacement	114	-	-	114
84	TPT	TRANSIT	12-66-1240	Transit Safety & Security Renewal	223	90	90	403
TOTAL RECOMMENDED RENEWAL:					325,060	390,718	347,443	1,063,220

 Roads Neighbourhood Renewal Program

ATTACHMENT 3: Unfunded Renewal Projects (\$000)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL
1	IS	B&LS	12-75-0100	Building & Facility Rehabilitation	2,000	15,000	30,000	47,000
2	IS	B&LS	12-75-0103	Roof Rehabilitation & Replacement	2,000	4,500	5,500	12,000
3	IS	B&LS	12-75-5062	Shaw Conference Centre Rehabilitation	1,020	2,040	2,040	5,100
4	CS	CFS	12-21-2180	Jasper Place Leisure Centre Upgrade	2,780	20,987	35,154	58,921
5	CS	CFS	12-21-4283	Bonnie Doon Pool Rehab & Improvements	1,295	6,957	10,805	19,057
6	CS	CFS	12-21-4829	Artificial Turf Replacement-Clarke Field	882	-	-	882
7	CS	CFS	12-21-5350	Cementaries Master Plan Impl. & Rehab.	741	5,276	5,311	11,328
8	CS	CFS	12-21-5354	Fort Edm. Park MasterPlan Implementation	5,000	10,000	10,000	25,000
9	CS	CFS	12-21-5742	Whitemud Equine Centre Redevelopment	-	2,000	2,000	4,000
10	CS	CFS	15-21-6637	Fort Edmonton Park Artifact Repository	499	1,938	2,944	5,381
11	CS	CFS	12-21-8324	Muttart Conservatory-Arid Pyramid	62	522	-	584
12	CS	CFS	12-21-8480	Mill Woods Golf Course - Maintenance & Upgrade	655	1,100	-	1,755
13	CS	CFS	12-21-9327	Riverside Golf Course Master Plan Imp.	1,710	12,783	13,421	27,914
14	SD	CP	12-75-0101	Building and Facility Rehabilitation	12,100	13,150	14,450	39,700
15	SD	CP	12-75-5005	Upgrades to Bldg Automation & Security	1,500	2,000	2,500	6,000
16	SD	CP	12-75-5050	City Central Monitoring Station	500	2,500	-	3,000
17	SD	CP	12-75-5067	SAP Plant Maintenance System Upgrade	300	300	600	1,200
18	SD	CP	12-75-5069	High Voltage System Upgrades in Parks	1,500	3,000	3,000	7,500
19	SD	CP	12-75-5071	Queen Elizabeth Planetarium	1,000	10,000	-	11,000
20	SD	CP	12-75-8005	Civic Use Facilities Renovations	1,000	1,000	1,000	3,000
21	SD	CP	12-75-8021	Telus Field Waterproofing	225	325	225	775
22	SD	CP	12-75-8030	Chancery Hall 9th Floor Renovations	144	1,819	-	1,963
23	SD	CP	12-75-8031	Chancery Hall Upgrades	1,400	735	771	2,906
24	SD	CP	12-75-8150	Kennedale Integ Site Parks Bldg HVAC&Ren	387	3,000	-	3,387
25	SD	CP	12-75-8170	Chancery Hall Fire Protection System	-	200	1,184	1,384
26	EEDC	EEDC	08-99-3003	ATC & RC 1 Parking Lot Repaving	1,200	-	-	1,200
27	EEDC	EEDC	08-99-3008	Gateway Park	4,000	-	-	4,000
28	CS	FIRE	12-70-0012	Emergency Communications System Hardware	25	25	25	75
29	CS	FIRE	12-70-0013	Fire Rescue Emerg Equip Replace	540	540	530	1,610
30	CS	FIRE	12-70-0020	Pilot Sound Fire Station	-	1,853	4,742	6,595
31	CS	FIRE	12-70-0030	Windermere Fire Station	-	-	1,946	1,946
32	CS	FIRE	12-70-0200	Rehab & Reactivation of Fire Station #21	1,560	3,930	-	5,490
33	CS	FIRE	12-70-0201	Fire Rescue Training Tower	-	619	-	619
34	CS	FIRE	12-70-0202	Relocation of ERCC and EOC	6,000	6,850	10,600	23,450
35	CS	FIRE	12-70-0301	Fire Rescue Rehabilitation Projects	2,500	2,500	2,500	7,500
36	CSERV	Fleet	12-25-2001	Rental Fleet Buy-Out	1,450	-	-	1,450
37	CSERV	Fleet	12-25-3011	Fleet Facil Growth Renovate, Security	90	-	1,400	1,490
38	CSERV	Fleet	12-25-3012	Fleet Fuel Site (Tanks) Growth	1,500	-	-	1,500
39	CSERV	Fleet	12-25-3015	Fleet Services Growth Tools/Equipment	389	150	216	755
40	CSERV	Fleet	12-25-3022	Fleet Fuel Site(Tanks) Replace Kennedale	1,500	120	3,250	4,870
41	CSERV	Fleet	12-25-3023	Fleet Hoist Growth	240	550	120	910
42	CSERV	IT	12-18-0001	Information Management Infrastructure	2,389	2,389	2,389	7,167
43	CSERV	IT	12-18-0014	Enterprise Infrastructure Applications	200	627	627	1,454
44	CSERV	IT	12-18-0100	Corporate Technology Investment	10,000	10,000	10,000	30,000
45	CSERV	IT	12-18-0101	PCI Remediation Program	2,400	1,395	-	3,795

ATTACHMENT 3: Unfunded Renewal Projects (\$000)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL
46	CSERV	IT	12-18-0102	Corporate Project Management Info	4,309	372	320	5,001
47	CSERV	IT	12-18-0406	Enterprise Business Applications	2,021	2,021	2,022	6,064
48	CSERV	IT	12-18-0500	Business Unit Applications	1,861	1,761	1,761	5,383
49	CSERV	IT	12-18-0800	Human Resources Information Systems	-	-	1,400	1,400
50	SD	LAND	09-16-2015	Contaminated Properties Reclamation	-	750	790	1,540
51	CS	PARKS	12-28-1001	Park Renewal	10,000	10,000	10,000	30,000
52	CS	PARKS	12-28-2001	Tree Planting & Naturalization	1,387	1,543	1,549	4,479
53	CS	PARKS	12-28-2002	Tree Planting & Naturalization	3,000	3,000	3,000	9,000
54	CS	PARKS	12-28-3001	Utilities & Access Renewal	10,034	10,975	12,000	33,009
55	CS	PARKS	12-28-6050	River Valley - Renewal	1,014	5,850	6,840	13,704
56	CS	PARKS	12-28-7055	Neigh Parks & Outdoor Aquatic Amen-RENEW	7,120	7,120	7,120	21,360
57	CS	PARKS	12-28-7070	Dist&City Parks & Outd Aquat Amen RENEW	550	500	550	1,600
58	CS	PARKS	12-28-8510	Parks Conservation	368	395	403	1,166
59	CS	PARKS	12-28-8515	Sports Fields Renewal	141	145	148	434
60	CS	PARKS	12-28-8520	Playground Conservation	91	93	95	279
61	EPS	EPS	12-60-1382	Police Dispatch/911 Centre	1,000	1,000	800	2,800
62	EPS	EPS	12-60-1419	Telecom Life Cycle	1,012	160	62	1,234
63	EPS	EPS	12-60-1433	Police IT Systems Infrastructure-Renewal	966	400	619	1,985
64	EPS	EPS	12-60-1444	Public Safety Radio Network Replacement	325	2,480	177	2,982
65	EPS	EPS	12-60-1460	Police IT Systems - Applications-Renewal	450	800	838	2,088
66	EPL	EPL	10-20-0030	Calder Branch Relocation and Expansion	1,180	6,699	6,603	14,482
67	EPL	EPL	11-20-0038	Capilano Branch Relocation and Expansion	4,552	9,703	9,600	23,855
68	EPL	EPL	12-20-0050	IT Infrastructure Renewal	-	211	211	422
69	EPL	EPL	12-20-0055	Milner Library Exterior Upgrade	3,650	16,319	24,558	44,527
70	TPT	ROADS	12-66-1020	Arterial/Primry/Hghwy/Renewl	31,827	31,928	34,464	98,219
71	TPT	ROADS	12-66-1040	Bridge Rehabilitation	410	168	176	754
72	TPT	ROADS	12-66-1056	Neighbourhood (NBHD) Renewal	7,000	7,000	7,000	21,000
73	TPT	ROADS	12-66-1210	Traffic Control Rehabilitation	5,527	5,645	5,771	16,943
74	TPT	ROADS	12-66-1260	Street Lighting Rehabilitation	4,550	4,650	4,810	14,010
75	TPT	ROADS	12-66-1950	Geo-Environmental Rehabilitation	3,216	3,389	3,573	10,178
76	TPT	ROADS	13-66-1062	NBHD Renewal - Avonmore	-	7,234	15,165	22,399
77	TPT	TRANSIT	07-66-1280	LRV Retrofit Package	1,119	400	400	1,919
78	TPT	TRANSIT	11-66-1412	Westwood Transit Garage Upgrades	7,647	25,769	-	33,416
79	TPT	TRANSIT	12-66-1240	Transit Safety & Security Improvements	1,329	891	914	3,134
80	TPT	TRANSIT	12-66-1241	Transit Control Room Relocation	5,500	-	-	5,500
81	TPT	TRANSIT	12-66-1270	LRT Fleet, Facilities & Equipment Rehab	6,957	6,782	8,638	22,377
82	TPT	TRANSIT	12-66-1281	Bus Fleet Replacement	20,975	2,775	2,444	26,194
83	TPT	TRANSIT	12-66-1291	ETS Radio System Replacement	768	-	-	768
84	TPT	TRANSIT	12-66-1296	Replace LRT Signal System	3,525	3,248	1,550	8,323
85	TPT	TRANSIT	12-66-1410	Bus Facilities Renewal	3,500	3,914	2,385	9,799
86	TPT	TRANSIT	12-66-1414	Northeast Transit Garage	13,000	10,321	38,022	61,343
87	TPT	TRANSIT	12-66-1418	Transit/LRT Garage Rehabilitation	5,427	4,182	1,975	11,584
88	SD	UPE	12-17-0374	Facility Energy Retrofit and Greenhouse	3,000	3,000	3,000	9,000
TOTAL UNFUNDED RENEWAL					254,991	356,273	401,003	1,012,267

ATTACHMENT 4: Approved/Recommended Growth Projects (\$000)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL
1	CS	CFS	07-21-5730	Multi-Sport Tournament & Rec-Site	3,335	5,000	-	8,335
2	CS	CFS	07-21-5746	Artificial Playing Surfaces	1,384	4,673	1,300	7,357
3	CS	CFS	10-21-5784	Lewis Farms Multi-Purpose Facility Design	1,000	-	-	1,000
4	CS	CFS	09-21-5826	Multi-Purpose Recreation Centres	102,279	72,414	1,179	175,872
5	CS	FIRE	09-70-0022	Fire Stations Master Plan Phase I	11,299	3,867	-	15,166
6	CS	FIRE	08-70-0023	Heritage Valley Fire Station	6,208	-	-	6,208
7	CS	PARKS	09-28-7001	NPDP / Outdoor Aquatic Amenities	2,200	-	-	2,200
8	CS	PARKS	09-28-1050	New Park Construction	2,654	-	-	2,654
9	EPL	EPL	06-20-0002	Clareview Branch Library	7,945	4,912	-	12,857
10	EPL	EPL	03-20-0019	Mill Woods Branch Relocation & Expansion	7,418	12,063	-	19,481
11	EPS	EPS	07-60-1356	South West Division Station	9,195	-	-	9,195
12	IS	B&LS	06-75-2516	Strathcona Shooting Range - Remediation	1,796	-	-	1,796
13	SD	LAND	09-16-2208	New Commercial / Industrial Development	18,400	-	-	18,400
14	SD	UPE	08-17-0402	Boyle Renaissance	1,000	-	-	1,000
15	TPT	ROADS	10-66-1484	41 Ave / Hwy 2 Interchange	15,000	15,000	35,000	65,000
16	TPT	TRANSIT	11-66-1293	SMARTBUS	1,600	-	-	1,600
17	TPT	TRANSIT	05-66-1665	Transit Priority Corridors	7,113	592	-	7,705
18	TPT	TRANSIT	11-66-1668	SE to W LRT Prelim Engineering	20,000	4,000	-	24,000
19	TPT	TRANSIT	08-66-1672	NLRT (Downtown to NAIT)	288,633	203,000	3,667	495,300
20	TPT	TRANSIT	09-66-1682	Heritage Valley Park & Ride	7,855	-	-	7,855
TOTAL APPROVED GROWTH					516,314	325,521	41,146	882,981
21	CS	NCD	12-21-6000	SECLA Skate Park (partner)	350	-	-	350
22	CS	CFS	12-21-2000	Commonwealth Stadium Equip	200	200	200	600
23	CS	CFS	09-21-2080	Commonwealth Stadium Seat Replacement	3,999	3,998	-	7,997
24	EEDC	EEDC	05-99-3002	Biotech Centre	700	600	650	1,950
25	SD	LAND	09-16-2208	New Commercial/Industrial Development	24,900	26,100	20,000	71,000
26	SD	LAND	09-16-2022	Strategic Land Acquisition	10,000	10,000	10,000	30,000
27	SD	LAND	09-16-2006	General Residential Land Development	110	120	120	350
28	SD	LAND	09-16-2008	New Residential Development	13,000	13,500	14,200	40,700
29	SD	LAND	07-16-2004	Meadows Lot Development	12,900	16,700	-	29,600
30	SD	LAND	11-16-2020	Industrial Land Acquisition	6,200	6,900	7,600	20,700
31	SD	UPE	12-17-3153	Current Planning - IT Enhance	2,000	2,000	2,000	6,000
32	SD	UPE	12-17-0002	Parks Land Acquisition - funded	5,000	5,000	5,000	15,000
33	TPT	ROADS	12-66-1220	Traffic Signals - Pedestrian/Bus Safety	3,032	3,185	3,345	9,562
34	TPT	ROADS	12-66-1070	Operating Yards and Facilities	800	840	880	2,520
35	TPT	ROADS	12-66-1073	Pavement Management Relocation	15,000	2,500	-	17,500
TOTAL RECOMMENDED GROWTH					98,191	91,643	63,995	253,829
TOTAL APPROVED & RECOMMENDED GROWTH PROJECTS					614,505	417,164	105,141	1,136,810

Note : Percent Spent of Approved Budget as of June 2011

Roads Neighbourhood Renewal Program

ATTACHMENT 5: Unfunded Priority Growth Projects (\$000)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL
1	SD	CP	12-75-8102	Wellington School Acquisition&Renovation	4,000	-	-	4,000
2	CS	FIRE	12-70-0300	Fire Rescue Services Fleet Growth	2,265	2,045	1,980	6,290
3	CS	PARKS	12-28-5670	Terwillegar Park Site	300	6,700	7,500	14,500
4	EPS	EPS	12-60-1753	Closed Circuit Television	1,200	500	-	1,700
5	TPT	TRANSIT	13-66-1272	Auxiliary & Shop Equipment	-	4,000	-	4,000
6	CS	PARKS	12-28-1061	Allard (& others) School Park Site	-	800	1,458	2,258
7	CS	PARKS	12-28-1062	MacTaggart School Park Site	300	1,000	700	2,000
8	CS	PARKS	12-28-1064	McConachie District Park Site	600	1,800	1,800	4,200
9	CS	PARKS	12-28-1050	New Pocket Parks Construction	2,105	1,933	250	4,288
10	CS	PARKS	12-28-1063	Walker School Park Site	665	1,000	500	2,165
11	CS	PARKS	12-28-1060	Windermere School Park Site	835	1,000	1,000	2,835
12	CS	PARKS	12-28-1065	Cameron Heights	300	1,326	500	2,126
13	CS	PARKS	12-28-1049	Downtown Pocket Parks	1,000	1,750	-	2,750
14	TPT	ROADS	12-66-1486	50 Street (41 Ave to AHD)	2,000	7,500	8,000	17,500
15	TPT	ROADS	12-66-1442	107 Ave & 142 Street Traffic Circle	500	2,700	-	3,200
16	TPT	TRANSIT	12-66-1675	SE LRT (Ctr West - Whitemud/75 St)	58,074	138,381	144,390	340,845
17	EPS	EPS	12-60-1376	North West Campus	-	8,039	17,121	25,160
18	TPT	ROADS	12-66-1483	Yellowhead Stage 1 Improvements	300	2,200	-	2,500
19	EPS	EPS	12-60-1461	Police IT Systems Applications	1,750	1,750	1,750	5,250
20	CS	PARKS	12-28-4149	Louise McKinney Riverfront Park Mstrpln Compltn	-	6,500	-	6,500
21	TPT	ROADS	12-66-1481	23 Ave connection to AHD	1,700	4,000	14,300	20,000
22	TPT	TRANSIT	11-66-1293	SMARTBUS	-	13,106	17,927	31,033
23	CS	CFS	12-21-6600	Telus WOS Expansion (Partner)	3,500	4,000	10,000	17,500
24	CS	PARKS	12-28-5380	Whitemud Ravine Trails Phase 2	500	3,000	4,500	8,000
25	TPT	ROADS	12-66-1441	118 Avenue & 101 Street	750	8,050	-	8,800
26	CS	PARKS	12-28-7050	NH Playspace OAS	2,065	2,168	2,276	6,509
27	CS	CFS	12-21-5801	Coronation Comm Rec Ctr	300	1,436	2,781	4,517
28	CSERV	Fleet	12-25-3007	Downtown Mtce Facility	1,500	500	3,200	5,200
29	TPT	ROADS	12-66-1430	Active Transportation	10,000	10,000	10,000	30,000
30	CSERV	Fleet	12-25-3006	North East Fire Serv Ctr	2,500	500	3,200	6,200
31	CS	PARKS	12-28-7060	District & City Parks Playspace OAS	600	2,730	2,866	6,196
32	TPT	TRANSIT	12-66-1684	ETS Fleet & Bus Growth Vehicles	476	179	493	1,148
33	CS	NCD	12-21-1040	Wellington Multicultural Centre	75	2,825	6,900	9,800
34	TPT	ROADS	12-66-1222	Intelligent Transportation System	1,800	1,890	1,985	5,675
35	TPT	ROADS	12-66-1431	142 St/Whitemud Dr Ped Bridge	1,000	3,000	-	4,000
36	FIN SERV	FINANCE	12-50-0202	The Way We Finance	250	350	-	600
37	FIN SERV	FINANCE	12-50-0100	Capital Operating Budget System	500	3,500	1,000	5,000
38	SD	UPE	08-17-0359	West Rosedale (Streetscape)	1,265	15,200	3,000	19,465
39	CS	STRAT	12-21-7894	EPCOR Rosedale Plant Repurposing	9,000	9,000	9,000	27,000
40	SD	UPE	12-17-0003	Parks Land Acquisition - UNFUNDED	8,000	8,000	8,000	24,000
41	CS	STRAT	12-21-7227	Winspear Centre Expansion	3,500	-	-	3,500
42	SD	UPE	12-17-0372	Columbia Avenue	3,700	3,295	5,713	12,708
43	SD	UPE	12-17-0363	Stadium Station TOD	21,000	8,000	3,200	32,200
44	TPT	TRANSIT	13-66-1650	New LRT Servicing Ctr	-	30,000	30,000	60,000
45	CS	PARKS	12-28-4148	Louise McKinney Riverfront Park Mech Access	1,300	9,700	11,500	22,500

ATTACHMENT 5: Unfunded Priority Growth Projects (\$000)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL
46	SD	UPE	12-17-0375	Natural Areas Conservation (Planned)	25,000	25,000	25,000	75,000
47	SD	UPE	12-17-0376	Natural Areas Conservation (Unplanned)	4,500	4,500	4,500	13,500
48	TPT	ROADS	12-66-1861	SE Snow Storage Site	1,500	3,500	13,500	18,500
49	TPT	ROADS	12-66-1072	New Traffic Shop (Kennedale)	20,000	7,500	-	27,500
50	CS	PARKS	12-28-4001	Ambleside Service Yard	840	-	1,416	2,256
51	SD	CP	12-75-3514	New Downtown Office Tower	20,000	20,000	100,000	140,000
52	TPT	TRANSIT	14-66-1691	Ellerslie East Transit Ctr	-	-	459	459
53	TPT	TRANSIT	12-66-1690	Windermere North Transit Ctr PnR	3,000	-	1,280	4,280
54	SD	UPE	12-17-0373	104th Street Funicular	-	5,000	15,000	20,000
55	TPT	TRANSIT	12-66-1681	Bus Growth Vehicles	27,776	18,917	19,323	66,016
56	TPT	ROADS	12-66-1230	Parking Control Technology	4,000	4,000	4,000	12,000
57	EPS	EPS	12-60-1399	Body Worn/in-Car Recording Systems	1,510	1,750	1,590	4,850
58	EPS	EPS	12-60-1500	HRIM	2,000	1,900	1,050	4,950
59	SD	UPE	11-17-0362	TOD / Area Plan Implementation	1,300	4,000	4,000	9,300
60	CS	PARKS	12-28-4050	Fleet Acquisition	500	500	500	1,500
61	SD	CP	12-75-8160	South Bldg Mtce Facility	2,755	2,799	3,521	9,075
62	TPT	TRANSIT	12-66-1692	Ellerslie East PnR	13,000	-	880	13,880
63	TPT	ROADS	12-66-1485	Whitemud Drive Widening 66 st-34 st	12,000	9,018	-	21,018
64	SD	UPE	12-17-0371	Downtown Lands Acquisition	4,000	-	-	4,000
65	CS	STRAT	12-21-8464	iHuman Studio & Residence (Partner)	2,000	-	-	2,000
66	SD	CP	12-75-8011	City Hall Exhibit	884	-	-	884
67	CS	CFS	12-21-1200	City Collections Repository	3,800	10,106	15,633	29,539
68	CS	CFS	12-21-5674	Medium Sized Stadium	2,264	18,868	31,883	53,015
69	CS	CFS	12-21-8683	Borden Park Natural Swimming Pool	737	2,782	10,978	14,497
70	CS	STRAT	12-21-7663	CKUA Expansion	1,000	1,500	2,500	5,000
TOTAL UNFUNDED PRIORITIZED GROWTH					305,841	476,993	595,803	1,378,637

Note: Only unfunded prioritized growth projects shown.

ATTACHMENT 6: Drainage / Waste Utility Projects (\$000)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL
1	DRNG	SAN	04-23-9302	WESS W12	3,174	1,367	-	4,541
2	DRNG	SAN	05-23-2160	Opportunistic Sewer Separation	3,629	3,520	3,875	11,024
3	DRNG	SAN	07-23-9511	Neighbourhood Flood Prevention Projects	2,853	4,956	249	8,058
4	DRNG	SAN	08-23-9202	Mill Woods Double Barrel Replac/SESS SA1	2,915	634	-	3,549
5	DRNG	SAN	12-23-5422	Residuals Disposal Facility	212	330	342	884
6	DRNG	SAN	12-23-6100	Facilities Equipment & System Renewal	1,254	1,175	1,313	3,742
7	DRNG	SAN	12-23-9210	Sanitary Servicing Strategy Projects	21,479	21,041	15,673	58,193
8	DRNG	SAN	12-23-9503	Structures Rehabilitation	4,222	4,388	4,548	13,158
9	DRNG	SAN	12-23-9504	Sewer Rehabilitation	6,613	6,764	6,839	20,216
10	DRNG	SAN	12-23-9510	Drainage Neighbourhood Renewal Coord.	18,413	25,158	29,988	73,559
11	DRNG	SAN	12-23-9512	Service Connection Renewal	265	275	285	825
12	DRNG	SAN	12-23-9616	Environmental Enhancement Projects	1,683	2,111	1,884	5,678
13	DRNG	SAN	12-23-9619	System Expansion Projects	13,803	8,095	6,793	28,691
14	DRNG	SAN	12-23-9702	Combined Sewer Overflow Control Projects	4,867	3,190	3,989	12,046
15	DRNG	SAN	12-23-9703	Sewer Upgrading	265	275	285	825
TOTAL SANITARY DRAINAGE					85,647	83,279	76,063	244,989
16	DRNG	STRM	03-31-9613	Morris Pond	5,233	3,984	-	9,217
17	DRNG	STRM	04-31-9302	WESS W12	3,174	1,366	-	4,540
18	DRNG	STRM	07-31-9511	Neighbourhood Flood Prevention Projects	2,778	174	2,616	5,568
19	DRNG	STRM	08-31-9202	Mill Woods Double Barrel Replac/SESS SA1	5,061	5,966	2,507	13,534
20	DRNG	STRM	12-31-6100	Facilities, Equipment and System Removal	1,254	1,174	1,314	3,742
21	DRNG	STRM	12-31-9503	Structures Rehabilitation	2,032	2,112	2,188	6,332
22	DRNG	STRM	12-31-9504	Sewer Rehabilitation	6,613	6,764	6,839	20,216
23	DRNG	STRM	12-31-9510	Drainage Neighbourhood Renewal Coord.	18,413	25,159	29,988	73,560
24	DRNG	STRM	12-31-9512	Service Connection Renewal	264	275	285	824
25	DRNG	STRM	12-31-9517	Overland Drainage	851	884	916	2,651
26	DRNG	STRM	12-31-9518	Opportunistic Flood Prevention Project	-	1,100	5,699	6,799
27	DRNG	STRM	12-31-9604	Creek Erosion Protection	529	550	570	1,649
28	DRNG	STRM	12-31-9616	Environmental Enhancement Projects	1,116	1,178	2,093	4,387
29	DRNG	STRM	12-31-9619	System Expansion Projects	6,725	4,312	3,784	14,821
30	DRNG	STRM	12-31-9703	Sewer Upgrading	265	275	286	826
31	DRNG	STRM	13-31-9617	Mill Creek End of Pipe Treat. Facility	-	385	456	841
TOTAL STORMWATER DRAINAGE					54,308	55,658	59,541	169,507
32	WST	WST	07-33-1935	Processing and Transfer Facility	3,500	-	-	3,500
33	WST	WST	10-33-2016	Eco Station Facilities Upgrade	1,800	500	-	2,300
34	WST	WST	11-33-2006	Kennedale Facilities Expansion	6,000	-	-	6,000
35	WST	WST	11-33-2008	NE Eco Station	7,668	5,500	-	13,168
36	WST	WST	12-33-1933	EWMC Site Sustaining	5,372	4,935	3,634	13,941
37	WST	WST	12-33-2005	Waste Containers	1,550	1,955	2,528	6,033
38	WST	WST	12-33-2009	Waste Management Equip Acquisition - P&D	3,254	1,856	1,522	6,632
39	WST	WST	12-33-2017	Processing Infrastructure & Facilities	-	-	2,600	2,600
40	WST	WST	12-33-2018	Waste Mgmt Equip Acquisition-Collection	4,692	4,775	6,836	16,303
41	WST	WST	12-33-2019	EWMC Facility Upgrade	4,122	3,576	4,414	12,112
42	WST	WST	13-33-2020	Material Recovery Facility Renewal (MRF)	-	1,000	1,680	2,680
TOTAL WASTE MANAGEMENT					37,958	24,097	23,214	85,269
TOTAL UTILITY PROJECTS					177,913	163,034	158,818	499,765

Glossary

Civic Branch/Program Abbreviations

B&LS	- Buildings & Landscape Services Branch
CFS	- Community facility Services Branch
CP	- Corporate Properties Branch
CS	- Community Services Department
CSERV	- Corporate Services Department
DRNG	- Drainage Services Branch
EEDC	- Edmonton Economic Development Corporation
EPL	- Edmonton Public Library
EPS	- Edmonton Police Services
FLEET	- Edmonton Fleet Services
IS	- Infrastructure Services Department
IT	- Information Technology Branch
LAND	- Land Enterprise
NCD	- Neighbourhood & Community Development Branch
ROADS	- Roads Design & Construction Branch
SAN	- Sanitary Utility
SD	- Sustainable Development Department
STRM	- Land Drainage Utility
TPT	- Transportation Services Department
TRANSIT	- Edmonton Transit / LRT Design & Construction
UPE	- Urban Planning & Environment
WST	- Waste Utility

October 21, 2011

SUBJECT: 2012 – 2014 Capital Budget

As discussed at the October 20, 2011 Council and Corporate Leadership Team Information Session to review the Capital Investment agenda and the Capital Budget, there were some errors in the Attachments of the 2012 – 2014 Capital Budget.

The following Attachments are being revised and replaced:

- Attachment 1 – Approved Renewal Projects (Page 60)
- Attachment 3 – Unfunded Renewal Projects (Page 63 & 64)
- Attachment 4 – Approved and Recommended Growth Projects (Page 65)
- Attachment 5 – Unfunded Prioritized Growth Projects (Page 66 & 67)

APPROVED RENEWAL PROJECTS

(In Thousands)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL	% Spent (Appr Bud)
1	CSERV	IT	09-18-0700	HRIS	1,400	1,400	-	2,800	34%
2	CS	CFS	09-21-5830	Varscona Theatre	1,000	-	-	1,000	0%
3	CS	CFS	10-21-0910	Valley Zoo Master Plan	31,000	-	-	31,000	10%
4	CS	CFS	11-21-1004	Mill Woods Senior Centre / Multi-cultural	350	300	-	650	1%
5	CS	PARKS	09-28-3001	Utilities & Access Renewal	6,210	-	-	6,210	23%
6	CS	PARKS	09-28-8001	NPDP/Outdoor Aquatic Amenities	206	-	-	206	70%
7	CS	PARKS	09-28-1001	Park Renewal *	2,042	-	-	2,042	12%
8	CS	PARKS	09-28-9001	Parks/Sportfields Renewal *	3,088	-	-	3,088	39%
9	EPL	EPL	07-20-0027	Jasper Place Branch Renewal	7,910	-	-	7,910	8%
10	EPL	EPL	08-20-0028	Highlands Branch Renewal	5,900	2,270	-	8,170	9%
11	EPL	EPL	08-20-0030	Calder Branch Relocation Design/Land	2,050	-	-	2,050	0%
12	EPL	EPL	09-20-0048	Library Facilities Rehab	1,769	-	-	1,769	24%
13	IS	B&LS	09-41-0101	Building & Facility Rehab	1,700	2,030	-	3,730	17%
14	IS	B&LS	09-41-2010	Library Parkade Rehab	3,312	-	-	3,312	42%
15	IS	B&LS	07-75-3511	Century Place Infrastructure	1,804	-	-	1,804	24%
16	IS	B&LS	09-41-6603	Transit/LRT Garage Rehab	250	270	-	520	39%
17	TPT	TRANSIT	11-66-1412	Westwood Transit Garage Upgrades	16,514	12,575	-	29,089	0%
18	TPT	TRANSIT	09-66-1240	Transit Safety & Security	5,500	-	-	5,500	31%
19	TPT	TRANSIT	09-66-1270	LRT Fleet, Facilities & Equip	2,500	-	-	2,500	52%
20	TPT	TRANSIT	07-66-1280	LRV Retrofit Package	12,651	-	-	12,651	43%
21	TPT	TRANSIT	09-66-1281	Bus Fleet Replacement	2,200	750	-	2,950	102%
TOTAL APPROVED RENEWAL PROJECTS					109,356	19,595	-	128,951	

Notes: Percent Spent of Approved Budget as of June 2011

** Fund from these projects is being reallocated to River Valley Alliance.*

UNFUNDED RENEWAL PROJECTS

(In Thousands)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL
1	IS	B&LS	12-75-0100	Building & Facility Rehabilitation	2,000	15,000	30,000	47,000
2	IS	B&LS	12-75-0103	Roof Rehabilitation & Replacement	2,000	4,500	5,500	12,000
3	IS	B&LS	12-75-5062	Shaw Conference Centre Rehabilitation	1,020	2,040	2,040	5,100
4	CS	CFS	12-21-4283	Bonnie Doon Pool Rehab & Improvements	1,295	6,957	10,805	19,057
5	CS	CFS	12-21-4829	Artificial Turf Replacement-Clarke Field	882	-	-	882
6	CS	CFS	12-21-5742	Whitemud Equine Centre Redevelopment	-	2,000	2,000	4,000
7	CS	CFS	15-21-6637	Fort Edmonton Park Artifact Repository	499	1,938	2,944	5,381
8	CS	CFS	12-21-8324	Muttart Conservatory-Arid Pyramid	62	522	-	584
9	CS	CFS	12-21-8480	Mill Woods Golf Course - Maintenance & Upgrade	655	1,100	-	1,755
10	CS	CFS	12-21-9327	Riverside Golf Course Master Plan Imp.	1,710	12,783	13,421	27,914
11	SD	CP	12-75-0101	Building and Facility Rehabilitation	12,100	13,150	14,450	39,700
12	SD	CP	12-75-5005	Upgrades to Bldg Automation & Security	1,500	2,000	2,500	6,000
13	SD	CP	12-75-5050	City Central Monitoring Station	500	2,500	-	3,000
14	SD	CP	12-75-5067	SAP Plant Maintenance System Upgrade	300	300	600	1,200
15	SD	CP	12-75-5069	High Voltage System Upgrades in Parks	1,500	3,000	3,000	7,500
16	SD	CP	12-75-5071	Queen Elizabeth Planetarium	1,000	10,000	-	11,000
17	SD	CP	12-75-8005	Civic Use Facilities Renovations	1,000	1,000	1,000	3,000
18	SD	CP	12-75-8021	Telus Field Waterproofing	225	325	225	775
19	SD	CP	12-75-8030	Chancery Hall 9th Floor Renovations	144	1,819	-	1,963
20	SD	CP	12-75-8031	Chancery Hall Upgrades	1,400	735	771	2,906
21	SD	CP	12-75-8150	Kennedale Integ Site Parks Bldg HVAC&Ren	387	3,000	-	3,387
22	SD	CP	12-75-8170	Chancery Hall Fire Protection System	-	200	1,184	1,384
23	EEDC	EEDC	08-99-3003	ATC & RC 1 Parking Lot Repaving	1,200	-	-	1,200
24	EEDC	EEDC	08-99-3008	Gateway Park	4,000	-	-	4,000
25	CS	FIRE	12-70-0012	Emergency Communications System Hardware	25	25	25	75
26	CS	FIRE	12-70-0013	Fire Rescue Emerg Equip Replace	540	540	530	1,610
27	CS	FIRE	12-70-0200	Rehab & Reactivation of Fire Station #21	1,560	3,930	-	5,490
28	CS	FIRE	12-70-0201	Fire Rescue Training Tower	-	619	-	619
29	CS	FIRE	12-70-0202	Relocation of ERCC and EOC	6,000	6,850	10,600	23,450
30	CS	FIRE	12-70-0301	Fire Rescue Rehabilitation Projects	2,500	2,500	2,500	7,500
31	CSERV	Fleet	12-25-2001	Rental Fleet Buy-Out	1,450	-	-	1,450
32	CSERV	Fleet	12-25-3011	Fleet Facil Growth Renovate, Security	90	-	1,400	1,490
33	CSERV	Fleet	12-25-3012	Fleet Fuel Site (Tanks) Growth	1,500	-	-	1,500
34	CSERV	Fleet	12-25-3015	Fleet Services Growth Tools/Equipment	389	150	216	755
35	CSERV	Fleet	12-25-3022	Fleet Fuel Site(Tanks) Replace Kennedale	1,500	120	3,250	4,870
36	CSERV	Fleet	12-25-3023	Fleet Hoist Growth	240	550	120	910
37	CSERV	IT	12-18-0001	Information Management Infrastructure	2,389	2,389	2,389	7,167
38	CSERV	IT	12-18-0014	Enterprise Infrastructure Applications	200	627	627	1,454
39	CSERV	IT	12-18-0100	Corporate Technology Investment	10,000	10,000	10,000	30,000
40	CSERV	IT	12-18-0101	PCI Remediation Program	2,400	1,395	-	3,795
41	CSERV	IT	12-18-0102	Corporate Project Management Info	4,309	372	320	5,001
42	CSERV	IT	12-18-0406	Enterprise Business Applications	2,021	2,021	2,022	6,064
43	CSERV	IT	12-18-0500	Business Unit Applications	1,861	1,761	1,761	5,383
44	CSERV	IT	12-18-0800	Human Resources Information Systems	-	-	1,400	1,400
45	SD	LAND	09-16-2015	Contaminated Properties Reclamation	-	750	790	1,540

UNFUNDED RENEWAL PROJECTS

(In Thousands)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL
46	CS	PARKS	12-28-1001	Park Renewal	10,000	10,000	10,000	30,000
47	CS	PARKS	12-28-2001	Tree Planting & Naturalization	1,387	1,543	1,549	4,479
48	CS	PARKS	12-28-2002	Tree Planting & Naturalization	3,000	3,000	3,000	9,000
49	CS	PARKS	12-28-3001	Utilities & Access Renewal	10,034	10,975	12,000	33,009
50	CS	PARKS	12-28-6050	River Valley - Renewal	1,014	5,850	6,840	13,704
51	CS	PARKS	12-28-7055	Neigh Parks & Outdoor Aquatic Amen-RENEW	7,120	7,120	7,120	21,360
52	CS	PARKS	12-28-7070	Dist&City Parks & Outd Aquat Amen RENEW	550	500	550	1,600
53	CS	PARKS	12-28-8510	Parks Conservation	368	395	403	1,166
54	CS	PARKS	12-28-8515	Sports Fields Renewal	141	145	148	434
55	CS	PARKS	12-28-8520	Playground Conservation	91	93	95	279
56	EPS	EPS	12-60-1382	Police Dispatch/911 Centre	1,000	1,000	800	2,800
57	EPS	EPS	12-60-1419	Telecom Life Cycle	1,012	160	62	1,234
58	EPS	EPS	12-60-1433	Police IT Systems Infrastructure-Renewal	966	400	619	1,985
59	EPS	EPS	12-60-1444	Public Safety Radio Network Replacement	325	2,480	177	2,982
60	EPS	EPS	12-60-1460	Police IT Systems - Applications-Renewal	450	800	838	2,088
61	EPL	EPL	12-20-0050	IT Infrastructure Renewal	-	211	211	422
62	EPL	EPL	12-20-0055	Milner Library Exterior Upgrade	3,650	16,319	24,558	44,527
63	TPT	ROADS	12-66-1020	Arterial/Primry/Hghwy/Renewl	31,827	31,928	34,464	98,219
64	TPT	ROADS	12-66-1040	Bridge Rehabilitation	410	168	176	754
65	TPT	ROADS	12-66-1056	Neighbourhood (NBHD) Renewal	7,000	7,000	7,000	21,000
66	TPT	ROADS	12-66-1210	Traffic Control Rehabilitation	5,527	5,645	5,771	16,943
67	TPT	ROADS	12-66-1260	Street Lighting Rehabilitation	4,550	4,650	4,810	14,010
68	TPT	ROADS	12-66-1950	Geo-Environmental Rehabilitation	3,216	3,389	3,573	10,178
69	TPT	ROADS	13-66-1062	NBHD Renewal - Avonmore	-	7,234	15,165	22,399
70	TPT	TRANSIT	07-66-1280	LRV Retrofit Package	1,119	400	400	1,919
71	TPT	TRANSIT	11-66-1412	Westwood Transit Garage Upgrades	7,647	25,769	-	33,416
72	TPT	TRANSIT	12-66-1240	Transit Safety & Security Improvements	1,329	891	914	3,134
73	TPT	TRANSIT	12-66-1241	Transit Control Room Relocation	5,500	-	-	5,500
74	TPT	TRANSIT	12-66-1270	LRT Fleet, Facilities & Equipment Rehab	6,957	6,782	8,638	22,377
75	TPT	TRANSIT	12-66-1281	Bus Fleet Replacement	20,975	2,775	2,444	26,194
76	TPT	TRANSIT	12-66-1291	ETS Radio System Replacement	768	-	-	768
77	TPT	TRANSIT	12-66-1296	Replace LRT Signal System	3,525	3,248	1,550	8,323
78	TPT	TRANSIT	12-66-1410	Bus Facilities Renewal	3,500	3,914	2,385	9,799
79	TPT	TRANSIT	12-66-1414	Northeast Transit Garage	13,000	10,321	38,022	61,343
80	TPT	TRANSIT	12-66-1418	Transit/LRT Garage Rehabilitation	5,427	4,182	1,975	11,584
81	SD	UPE	12-17-0374	Facility Energy Retrofit and Greenhouse	3,000	3,000	3,000	9,000
TOTAL UNFUNDED RENEWAL					240,738	301,755	327,647	870,140

APPROVED & RECOMMENDED GROWTH PROJECTS

(In Thousands)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL	% Spent (Appr Bud)
1	CS	CFS	07-21-5730	Multi-Sport Tournament & Rec-Site	3,335	5,000	-	8,335	28%
2	CS	CFS	07-21-5746	Artificial Playing Surfaces	1,384	4,673	1,300	7,357	43%
3	CS	CFS	10-21-5784	Lewis Farms Multi-Purpose Facility Design	1,000	-	-	1,000	0%
4	CS	CFS	09-21-5826	Multi-Purpose Recreation Centres	102,279	72,414	1,179	175,872	17%
5	CS	FIRE	09-70-0022	Fire Stations Master Plan Phase I	11,299	3,867	-	15,166	16%
6	CS	FIRE	08-70-0023	Heritage Valley Fire Station	6,208	-	-	6,208	17%
7	CS	PARKS	09-28-7001	NPD / Outdoor Aquatic Amenities *	2,200	-	-	2,200	55%
8	CS	PARKS	09-28-1050	New Park Construction *	2,654	-	-	2,654	11%
9	EPL	EPL	06-20-0002	Clareview Branch Library	7,945	4,912	-	12,857	4%
10	EPL	EPL	03-20-0019	Mill Woods Branch Relocation & Expansion	7,418	12,063	-	19,481	7%
11	EPS	EPS	07-60-1356	South West Division Station	9,195	-	-	9,195	28%
12	IS	B&LS	06-75-2516	Strathcona Shooting Range - Remediation	1,796	-	-	1,796	72%
13	SD	LAND	09-16-2208	New Commercial / Industrial Development	18,400	-	-	18,400	37%
14	SD	UPE	08-17-0402	Boyle Renaissance	1,000	-	-	1,000	8%
15	TPT	ROADS	10-66-1484	41 Ave / Hwy 2 Interchange	15,000	15,000	35,000	65,000	0%
16	TPT	TRANSIT	11-66-1293	SMARTBUS	1,600	-	-	1,600	4%
17	TPT	TRANSIT	05-66-1665	Transit Priority Corridors	7,113	592	-	7,705	68%
18	TPT	TRANSIT	11-66-1668	SE to W LRT Prelim Engineering	20,000	4,000	-	24,000	0%
19	TPT	TRANSIT	08-66-1672	NLRT (Downtown to NAIT)	288,633	203,000	3,667	495,300	28%
20	TPT	TRANSIT	09-66-1682	Heritage Valley Park & Ride	7,855	-	-	7,855	50%
TOTAL APPROVED GROWTH					516,314	325,521	41,146	882,981	
21	CS	NCD	12-21-6000	SECLA Skate Park (partner)	350	-	-	350	
22	CS	CFS	12-21-2000	Commonwealth Stadium Equip	200	200	200	600	
23	CS	CFS	09-21-2080	Commonwealth Stadium Seat Replacement	3,999	3,998	-	7,997	
24	EEDC	EEDC	05-99-3002	Biotech Centre	700	600	650	1,950	
25	SD	LAND	09-16-2208	New Commercial/Industrial Development	24,900	26,100	20,000	71,000	
26	SD	LAND	09-16-2022	Strategic Land Acquisition	10,000	10,000	10,000	30,000	
27	SD	LAND	09-16-2006	General Residential Land Development	110	120	120	350	
28	SD	LAND	09-16-2008	New Residential Development	13,000	13,500	14,200	40,700	
29	SD	LAND	12-16-2204	Meadows Lot Development	12,900	16,700	-	29,600	
30	SD	LAND	11-16-2020	Industrial Land Acquisition	6,200	6,900	7,600	20,700	
31	SD	UPE	12-17-3153	Current Planning - IT Enhance	2,000	2,000	2,000	6,000	
32	SD	UPE	12-17-0002	Parks Land Acquisition - funded	5,000	5,000	5,000	15,000	
33	TPT	ROADS	12-66-1220	Traffic Signals - Pedestrian/Bus Safety	3,032	3,185	3,345	9,562	
34	TPT	ROADS	12-66-1070	Operating Yards and Facilities	800	840	880	2,520	
35	TPT	ROADS	12-66-1073	Pavement Management Relocation	15,000	2,500	-	17,500	
TOTAL RECOMMENDED GROWTH					98,191	91,643	63,995	253,829	
TOTAL APPROVED & RECOMMENDED GROWTH PROJECTS					614,505	417,164	105,141	1,136,810	

Notes: Percent Spent of Approved Budget as of June 2011

** Fund from these projects is being reallocated to River Valley Alliance.*

Roads Neighbourhood Renewal Program

UNFUNDED PRIORITIZED GROWTH PROJECTS

(In Thousands)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL
1	CS	FIRE	12-70-0020	Pilot Sound Fire Station	-	1,853	4,742	6,595
2	CS	FIRE	12-70-0030	Windermere Fire Station	-	-	1,946	1,946
3	SD	CP	12-75-8102	Wellington School Acquisition&Renovation	4,000	-	-	4,000
4	CS	FIRE	12-70-0300	Fire Rescue Services Fleet Growth	2,265	2,045	1,980	6,290
5	CS	PARKS	12-28-5670	Terwillegar Park Site	300	6,700	7,500	14,500
6	EPS	EPS	12-60-1753	Closed Circuit Television	1,200	500	-	1,700
7	TPT	TRANSIT	13-66-1272	Auxiliary & Shop Equipment	-	4,000	-	4,000
8	CS	PARKS	12-28-1061	Allard (& others) School Park Site	-	800	1,458	2,258
9	CS	PARKS	12-28-1062	MacTaggart School Park Site	300	1,000	700	2,000
10	CS	PARKS	12-28-1064	McConachie District Park Site	600	1,800	1,800	4,200
11	CS	PARKS	12-28-1050	New Pocket Parks Construction	2,105	1,933	250	4,288
12	CS	PARKS	12-28-1063	Walker School Park Site	665	1,000	500	2,165
13	CS	PARKS	12-28-1060	Windermere School Park Site	835	1,000	1,000	2,835
14	CS	PARKS	12-28-1065	Cameron Heights	300	1,326	500	2,126
15	CS	PARKS	12-28-1049	Downtown Pocket Parks	1,000	1,750	-	2,750
16	TPT	ROADS	12-66-1486	50 Street (41 Ave to AHD)	2,000	7,500	8,000	17,500
17	TPT	ROADS	12-66-1442	107 Ave & 142 Street Traffic Circle	500	2,700	-	3,200
18	TPT	TRANSIT	12-66-1675	SE LRT (Ctr West - Whitemud/75 St)	58,074	138,381	144,390	340,845
19	EPS	EPS	12-60-1376	North West Campus	-	8,039	17,121	25,160
20	TPT	ROADS	12-66-1483	Yellowhead Stage 1 Improvements	300	2,200	-	2,500
21	EPS	EPS	12-60-1461	Police IT Systems Applications	1,750	1,750	1,750	5,250
22	EPL	EPL	10-20-0030	Calder Branch Relocation and Expansion	1,180	6,699	6,603	14,482
23	CS	PARKS	12-28-4149	Louise McKinney Riverfront Park Mstrpln Compltn	-	6,500	-	6,500
24	TPT	ROADS	12-66-1481	23 Ave connection to AHD	1,700	4,000	14,300	20,000
25	TPT	TRANSIT	11-66-1293	SMARTBUS	-	13,106	17,927	31,033
26	CS	CFS	12-21-6600	Telus WOS Expansion (Partner)	3,500	4,000	10,000	17,500
27	CS	PARKS	12-28-5380	Whitemud Ravine Trails Phase 2	500	3,000	4,500	8,000
28	TPT	ROADS	12-66-1441	118 Avenue & 101 Street	750	8,050	-	8,800
29	CS	PARKS	12-28-7050	NH Playspace OAS	2,065	2,168	2,276	6,509
30	CS	CFS	12-21-5801	Coronation Comm Rec Ctr	300	1,436	2,781	4,517
31	CSERV	Fleet	12-25-3007	Downtown Mtce Facility	1,500	500	3,200	5,200
32	TPT	ROADS	12-66-1430	Active Transportation	10,000	10,000	10,000	30,000
33	CSERV	Fleet	12-25-3006	North East Fire Serv Ctr	2,500	500	3,200	6,200
34	CS	PARKS	12-28-7060	District & City Parks Playspace OAS	600	2,730	2,866	6,196
35	TPT	TRANSIT	12-66-1684	ETS Fleet & Bus Growth Vehicles	476	179	493	1,148
36	CS	NCD	12-21-1040	Wellington Multicultural Centre	75	2,825	6,900	9,800
37	TPT	ROADS	12-66-1222	Intelligent Transportation System	1,800	1,890	1,985	5,675
38	TPT	ROADS	12-66-1431	142 St/Whitemud Dr Ped Bridge	1,000	3,000	-	4,000
39	FIN SERV	FINANCE	12-50-0202	The Way We Finance	250	350	-	600
40	FIN SERV	FINANCE	12-50-0100	Capital Operating Budget System	500	3,500	1,000	5,000
41	SD	UPE	08-17-0359	West Rosedale (Streetscape)	1,265	15,200	3,000	19,465
42	CS	STRAT	12-21-7894	EPCOR Rosedale Plant Repurposing	9,000	9,000	9,000	27,000
43	SD	UPE	12-17-0003	Parks Land Acquisition - UNFUNDED	8,000	8,000	8,000	24,000
44	CS	STRAT	12-21-7227	Winspear Centre Expansion	3,500	-	-	3,500
45	SD	UPE	12-17-0372	Columbia Avenue	3,700	3,295	5,713	12,708
46	CS	CFS	12-21-5350	Cementaries Master Plan Impl. & Rehab.	741	5,276	5,311	11,328
47	CS	CFS	12-21-5354	Fort Edm. Park MasterPlan Implementation	5,000	10,000	10,000	25,000
48	EPL	EPL	11-20-0038	Capilano Branch Relocation and Expansion	4,552	9,703	9,600	23,855

UNFUNDED PRIORITIZED GROWTH PROJECTS

(In Thousands)

#	Dept	Program	Project	Name	2012	2013	2014	TOTAL
49	SD	UPE	12-17-0363	Stadium Station TOD	21,000	8,000	3,200	32,200
50	TPT	TRANSIT	13-66-1650	New LRT Servicing Ctr	-	30,000	30,000	60,000
51	CS	PARKS	12-28-4148	Louise McKinney Riverfront Park Mech Access	1,300	9,700	11,500	22,500
52	SD	UPE	12-17-0375	Natural Areas Conservation (Planned)	25,000	25,000	25,000	75,000
53	SD	UPE	12-17-0376	Natural Areas Conservation (Unplanned)	4,500	4,500	4,500	13,500
54	TPT	ROADS	12-66-1861	SE Snow Storage Site	1,500	3,500	13,500	18,500
55	TPT	ROADS	12-66-1072	New Traffic Shop (Kennedale)	20,000	7,500	-	27,500
56	CS	PARKS	12-28-4001	Ambleside Service Yard	840	-	1,416	2,256
57	SD	CP	12-75-3514	New Downtown Office Tower	20,000	20,000	100,000	140,000
58	TPT	TRANSIT	14-66-1691	Ellerslie East Transit Ctr	-	-	459	459
59	TPT	TRANSIT	12-66-1690	Windermere North Transit Ctr PnR	3,000	-	1,280	4,280
60	SD	UPE	12-17-0373	104th Street Funicular	-	5,000	15,000	20,000
61	TPT	TRANSIT	12-66-1681	Bus Growth Vehicles	27,776	18,917	19,323	66,016
62	TPT	ROADS	12-66-1230	Parking Control Technology	4,000	4,000	4,000	12,000
63	EPS	EPS	12-60-1399	Body Worn/in-Car Recording Systems	1,510	1,750	1,590	4,850
64	EPS	EPS	12-60-1500	HRIM	2,000	1,900	1,050	4,950
65	SD	UPE	11-17-0362	TOD / Area Plan Implementation	1,300	4,000	4,000	9,300
66	CS	PARKS	12-28-4050	Fleet Acquisition	500	500	500	1,500
67	CS	CFS	12-21-2180	Jasper Place Leisure Centre Upgrade	2,780	20,987	35,154	58,921
68	SD	CP	12-75-8160	South Bldg Mtce Facility	2,755	2,799	3,521	9,075
69	TPT	TRANSIT	12-66-1692	Ellerslie East PnR	13,000	-	880	13,880
70	TPT	ROADS	12-66-1485	Whitemud Drive Widening 66 st-34 st	12,000	9,018	-	21,018
71	SD	UPE	12-17-0371	Downtown Lands Acquisition	4,000	-	-	4,000
72	CS	STRAT	12-21-8464	iHuman Studio & Residence (Partner)	2,000	-	-	2,000
73	SD	CP	12-75-8011	City Hall Exhibit	884	-	-	884
74	CS	CFS	12-21-1200	City Collections Repository	3,800	10,106	15,633	29,539
75	CS	CFS	12-21-5674	Medium Sized Stadium	2,264	18,868	31,883	53,015
76	CS	CFS	12-21-8683	Borden Park Natural Swimming Pool	737	2,782	10,978	14,497
77	CS	STRAT	12-21-7663	CKUA Expansion	1,000	1,500	2,500	5,000
TOTAL UNFUNDED PRIORITIZED GROWTH					320,094	531,511	669,159	1,520,764

Note: Only unfunded prioritized growth projects shown.