

THE WAY WE FINANCE

2015-2018 CAPITAL BUDGET

APPROVED BY
CITY COUNCIL
December 11,
2014

TRANSFORMING | **EDMONTON**

BRINGING OUR CITY VISION TO LIFE



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Capital Budget Project Profiles

under separate cover



Overview

Municipal infrastructure is the backbone of our everyday life. It is how we get from home to the workplace, where we go for recreation, how we dispose of waste, how we care for our books and heritage treasures, how we position police and fire rescue around the city to protect us day and night. 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.

Infrastructure is expensive to build or buy, renew or replace; therefore, getting the most value out of every dollar spent on infrastructure is vital. The City invests in new infrastructure to meet the needs of a growing population and economy, and repairs existing infrastructure to maintain the standards Edmontonians expect.

The ability to build and maintain infrastructure assets ensures Edmonton can provide services and remain an attractive and cost-effective place to live and do business. As the City moves into a new capital budget cycle (2015-2018), it does so on the heels of record levels of spending witnessed over the previous two capital cycles. This has placed Edmonton on a solid foundation in terms of addressing key growth and renewal priorities.

Between 2004 and 2014, the City has invested \$9.3 billion in infrastructure. This unprecedented level of spending touches every corner of the city – from bridge construction to public transit, neighbourhood revitalization to libraries, fire and police protection to parks and recreation and waste management – and benefits all Edmontonians. The record levels of spending on infrastructure since 2009 will hold through this budget cycle as well with the proposed use of debt to finance key transformational projects over the next four years.

The foundation of the 2015-2018 Capital Budget was the 2015-2024 Capital Investment Agenda (CIA). The CIA provides a high level overview of the City's capital investment requirements over the next ten years and supports the strategic direction of Council in the Way Ahead.

The 2015-2018 Capital Budget was approved, December 11, 2014 with \$4.49 billion in capital spending in the next four years, of which \$1.60 billion had been approved through previous Council decisions. The approved budget includes a further \$1.76 billion that will be spent to continue work beyond 2018.

Table 1: 2015-2018 Budget Summary

	2015-2018 Total	2019 & Beyond Recommended Funding	Overall Total
(\$ thousands)			
Renewal	1,882,857	498,393	2,381,250
Growth	2,605,626	1,263,529	3,869,155
TOTAL	4,488,483	1,761,922	6,250,405

Overview

The 2015-2018 Capital Budget strikes a balance between investments in a growing city and the requirement to keep existing City assets in good repair. 58% of the capital budget is in support of new projects such as light rail transit, libraries, fire stations, as well as further investment to support a vibrant downtown. The remaining 42% provides for the refurbishment of roads, neighbourhoods, parks, city buildings, and transit vehicles. Through the investments outlined in the 2015-2018 Capital Budget, Edmontonians will benefit from both new and well maintained infrastructure to enhance their quality of life.

The City is investing in great neighbourhoods – the building blocks of a great city. Transportation’s Neighbourhood Renewal Program (NRP) outlines an effective, long term strategic approach to address Edmonton’s neighbourhood infrastructure needs through the renewal and rebuilding of roads, sidewalks and streetlights in existing neighbourhoods. The program balances the rebuild need in some neighbourhoods with a preventative maintenance approach in others. An annual tax levy increase of 1.5% is projected from 2015 to 2018 for the Neighbourhood Renewal Program.

To advance growth projects in the City, the 2015-2018 budget includes \$981.1 million in tax-supported debt projects. These projects include the Valley Line (\$458.3 million in 2015-2018 and an additional \$299.7 million beyond 2018), the Westwood Transit Garage (\$186.5 million), Blatchford Redevelopment (\$67.9 million), the North West Campus (\$62.5 million) (includes Detainee Management Centre and an Investigation and Management Centre), the Great Neighbourhoods Program (\$60.00 million), a co-located Dispatch and Emergency Operations Centre at the North West Campus (\$54.4 million for 2015-2018 and an additional \$8.4 million in 2019), Milner Library Renewal and Upgrades (\$51.5 million), Walterdale Bridge (\$19.5 million), Whitemud Drive Widening 66 to 34 Street (\$14.6 million) and Coronation Community Recreation Centre (\$5.9 million in 2015-2018 and an additional \$85.4 million beyond 2018).

A \$478.9 million of self-supported tax-guaranteed debt growth projects were approved in the 2015-2018 Capital budget. The projects financed by self-supported tax-guaranteed debt include the in the Quarters District Quarters Phase I and Phase II projects (\$47.1 million) and TOD Stadium Station (\$5.0 million) and Downtown Area, the Arena (\$365.1 million) as well as the Capital City Downtown Plan projects (\$61.7 million for 2015-2018 and an additional \$16.5 million for 2019 & beyond), which include Green and Walkable Downtown, Jasper Avenue New Vision, the Warehouse Campus Neighbourhood Park, and the 105 Street and 102 Avenue.



Ten Year Outlook

The foundation of the 2015-2018 Capital Budget was based on a 10-year outlook, the 2015-2024 Capital Investment Agenda (CIA). The CIA provides a high level overview of the City's capital investment requirements over the next ten years and supports the strategic direction of Council in the Way Ahead and follows key capital planning principles including:

- Provide Investments that support the City's 30-year vision, 10-year strategic goals, corporate outcomes, and targets set by Council;
- Using the City's Risk-based Inventory Management System (RIMS), optimize investment in existing municipal infrastructure to ensure assets are in a condition that allows them to meet intended service levels within the resources available;
- Allocate resources between renewal of existing infrastructure and the demand for new growth infrastructure;
- Fund utility capital by utility rates;
- Use borrowing for projects where appropriate, in accordance with the City's Debt Management Fiscal Policy C203C;
- When new capital projects are approved, future operating, maintenance, and renewal costs are to be fully identified and accounted for, and included in future budgets, and
- Adherence to the leadership principles "We are one city" and "As stewards we lead".

This 10-Year Capital Investment Agenda (2015-2024) was presented to Council in May 2014 and highlights the potential requirement for growth and renewal capital projects over the next ten years. The CIA is used to assist Administration and City Council in making strategic decisions on how best to allocate funding to build and maintain infrastructure for the 2015-2018 period.



4-Year 2015-2018 Capital Funding

This is the third multi-year Capital Budget for the City of Edmonton. In response to Council's new 4-year term, the City Capital Budget moves from a 3-year to a 4-year budget cycle. Funding for the four-year capital budget can be split into three basic categories: constrained, unconstrained and previously allocated, as shown in Table 2.

Table 2: 2015-2018 Capital Funding

FUNDING SOURCE	APPROVED FUNDING (\$ millions)					TOTAL 2015-2018	TOTAL 2019 & Beyond	OVERALL TOTAL
	2015	2016	2017	2018				
CONSTRAINED FUNDS								
Neighbourhood Renewal Levy	111.1	131.1	146.1	153.7	542.0	293.7	835.8	
PAYG - Police/Library	13.5	13.3	14.7	15.0	56.6	-	56.6	
Local Improvements	12.4	10.3	12.5	11.8	47.0	32.6	79.6	
Reserves (Other)	34.2	28.9	32.0	33.4	128.5	-	128.5	
Developer/Partner	14.5	21.3	6.0	23.5	65.3	9.6	74.8	
Land Fund Retained Earnings	68.4	55.9	45.4	54.9	224.6	-	224.6	
GreenTRIP	1.2	9.6	8.9	7.9	27.5	-	27.5	
Quarters CRL Funded Debt	17.2	16.3	7.8	10.8	52.1	-	52.1	
Downtown CRL Funded Debt	2.6	17.1	15.3	26.6	61.7	16.5	78.2	
Tax levy funded Debt - Other profiles	71.1	100.5	165.6	52.9	390.1	93.8	483.9	
NW Police Campus - Tax levy funded Debt	28.3	17.0	-	-	45.3	-	45.3	
Downtown Arena - CRL Funded Debt	73.1	31.7	0.4	-	105.2	-	105.2	
Downtown Arena - Self Supported Debt	145.8	112.4	1.7	-	259.9	-	259.9	
Downtown Arena - Partner, Other	17.0	14.0	-	-	31.0	-	31.0	
Downtown Community Rink - Grants - Federal Gas Tax ⁴	2.0	4.4	0.6	-	7.0	-	7.0	
Valley Line LRT - Debt	5.0	141.8	160.4	151.1	458.3	299.7	758.0	
Valley Line LRT - Fed. - BCF	-	27.5	27.5	27.5	82.5	67.5	150.0	
Valley Line LRT - Fed. - P3	-	-	-	-	-	250.0	250.0	
Valley Line LRT - AB - GreenTRIP	-	60.0	60.0	60.0	180.0	130.0	310.0	
Valley Line LRT - AB - BCF-Prov	-	27.5	27.5	27.5	82.5	67.5	150.0	
Blatchford - Tax levy Supported Debt	67.9	-	-	-	67.9	-	67.9	
Blatchford - Lands Retained Earnings	9.2	38.7	9.6	17.0	74.4	419.1	493.6	
Walterdale Tax Levy Funded Debt	19.5	-	-	-	19.5	-	19.5	
Other Funding Sources	17.5	6.5	16.4	24.8	65.2	2.2	67.5	
Constrained Funds Total	731.4	885.8	758.4	698.5	3,074.0	1,682.2	4,756.2	
NON-CONSTRAINED FUNDS								
Pay-As-You-Go (PAYG) ¹	160.9	132.2	118.6	110.1	521.8	8.2	530.0	
MSI Capital ^{2,3}	177.1	217.6	242.8	243.6	881.1	71.5	952.7	
Federal Gas Tax Fund ⁴	-	-	5.4	6.1	11.5	-	11.5	
Non-Constrained Funds Total	338.1	349.8	366.8	359.8	1,414.5	79.7	1,494.2	
Total Approved Funding Sources	1,069.5	1,235.6	1,125.2	1,058.2	4,488.5	1,761.9	6,250.4	

(1) Includes funding from the allocation of Education Tax Room in the 2013 & 2014 Operating Budgets

(2) Net of Fast Tracked amounts to be paid back

(3) Includes Basic Municipal Transportation Grant

(4) Incremental increases are projected to total \$18.5 million, \$7 million of which is proposed for the downtown community rink. Remaining Federal Fuel Tax at \$43.6 million per year is allocated to paying debt on South LRT

4-Year 2015-2018 Capital Funding

Constrained Funding — allocated **(\$3.07 billion for 2015-2018 and an additional \$1.68 billion for 2019 & beyond)**

Constrained funding is allocated for a specific purpose. Most federal and provincial grant funding is constrained based on eligibility criteria and through specific project approval. Similarly, the tax levy for Neighbourhood Renewal, developer funding and partnership contributions are dedicated to specific programs and projects.



Non-constrained Funding — allocated **(\$1.41 billion for 2015-2018 and an additional \$79.7 million for 2019 & beyond)**

Non-constrained funds can be allocated to any City project or initiative. The two primary sources of unconstrained funding are Pay-As-You-Go (PAYG) funding and the Municipality Sustainability Initiative (MSI). \$242 million of the non-constrained funding in the next four years is being used to pay back funding that was leveraged from previous years to fast track projects. This fast-tracking was done to take advantage of favourable contract prices and to address a variety of back log of infrastructure work. The intention at the time was to repay with PAYG and grant funding in future years.



4-Year 2015-2018 Capital Funding

CARRY FORWARDS

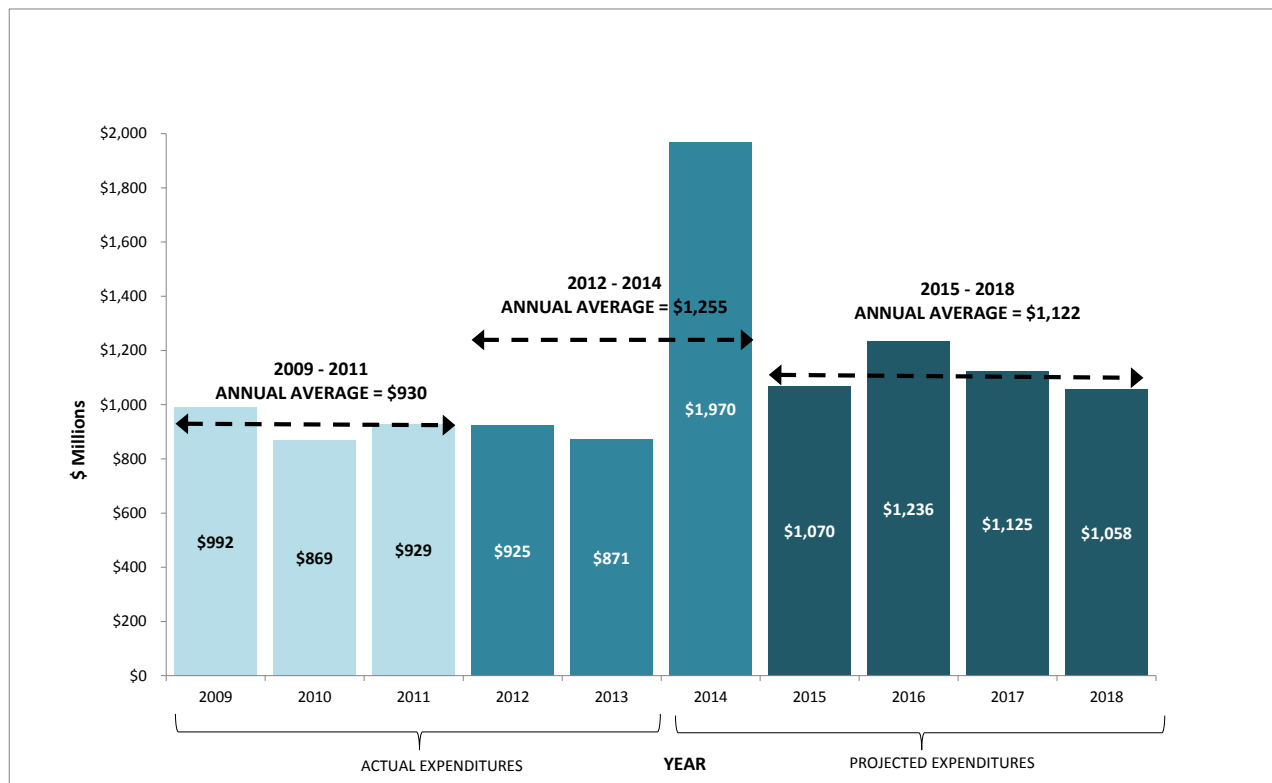
Based on the most recent Capital reporting statements, Administration is forecasting that approximately 20% of the 2012-2014 capital budget will be carried forward into the 2015-2018 cycle. The effect of these funds, along with the allocations already committed to large transformative projects such as Rogers Place and related infrastructure projects and the Valley Line LRT, is that the anticipated spending during the 2015-2018 Capital Budget period will be comparable to that of the previous budget cycles.

Throughout any capital cycle, carry forwards are a normal consequence of a multi-year budget. Projects often span multiple years, either due to their size, scale or other factors. Carry forwards from one capital cycle to another may also be an indicator that projects are running behind schedule, or otherwise under budget (favourable pricing, etc.). Projects schedules are dependent on a variety of internal and external factors, with each project manager responsible for reporting and documenting the reasons for a derivation from schedule.

Administration is working to make improvements at all levels of project management, improving internal and external abilities, skills, and capacity. This includes individual examination of each carry forward request to ensure it is necessary and appropriate. If the examination finds that the funding being carried forward is not required and can be released, it is recommended for a reallocation to a higher priority project. An initial examination of 2012-2014 projects has netted \$41.0 million for re-allocation to fund projects in the 2015-2018 capital cycle.

Average yearly expenditures (not adjusted for carry-forwards) in the 2015-2018 budget are expected to be \$1.12 billion in comparison to \$1.26 billion in the 2012-2014 period and \$0.93 billion in the 2009-2011 period as shown in Figure 1.

Figure 1: 2009-2018 Average Yearly Expenditures per Budget Period



4-Year 2015-2018 Capital Funding

SOURCES OF FUNDS

The City of Edmonton funds its capital program from a number of sources, as shown on Figure 2. Pay-as-you-go is a term used to describe paying for capital assets from current revenues. For the City, those current revenues include both property taxes and investment income. The pay-as-you-go category is broken out further to track the property tax contributions to the Neighbourhood Renewal Program.

The City receives three primary capital grants from the Province: Basic Municipal Transportation Grant, Municipal Sustainability Initiative Funding and GreenTRIP. It also receives Building Canada Fund grants and Federal Gas Tax grants from the federal government.

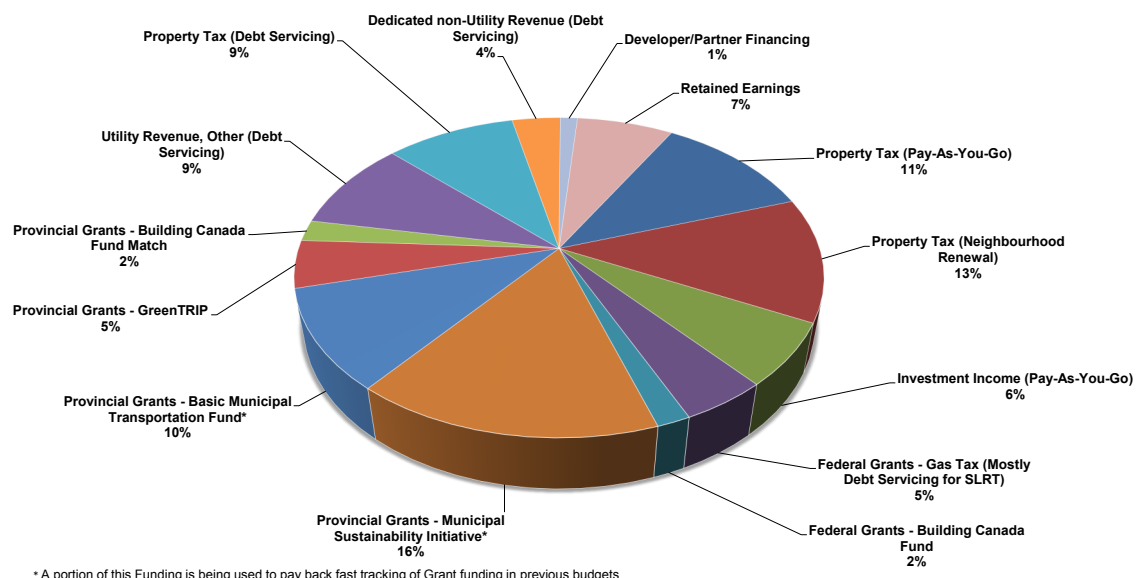
Borrowing is a method of financing capital projects. It is not a funding source itself. When debt is used to finance a project, the funds to pay for that debt need to be identified. The City's Debt Management Fiscal Policy C203C puts debt into two major categories based on the source of funding used to pay for the debt: tax supported and self-liquidating.

The category of tax supported debt is then broken down further based on whether the primary source of funding for making the payments on the debt is general property taxes or some other source such as grants from other orders of government, user fees, lease payments or Community Revitalization Levy revenues. This sub-category of tax supported debt is included as tax supported debt for the purposes of calculating the maximum amount of money that can be dedicated to making payments on tax supported debt.

The second category of debt is self-liquidating debt, which for the City is predominantly debt incurred on behalf of the City utilities. The City also classifies debt for local improvements as self-liquidating.

The source of funding for making payments on debt is the most important consideration in determining what amount of debt is reasonable. The City is no different than a homeowner from that perspective. In taking out a mortgage on a house, the homeowner first has to know how they will make the mortgage payments.

Figure 2: 2015-2018 Capital Funding Requirements



4-Year 2015-2018 Capital Funding

Grant Funds

MSI (Municipal Sustainability Initiative) (**\$881.1 million for 2015-2018 and an additional \$71.5 million for 2019 and beyond**) - grant funding from the Province of Alberta for specified capital projects categories (roads, bridges, public transit vehicles/facilities, emergency services facilities/equipment, water and wastewater systems, solid waste management facilities/equipment, and other municipal buildings such as recreation and sports facilities, libraries, public works buildings, and cultural and community centres). This current funding agreement is scheduled to end in 2021. In the 2015-2018 plan, MSI will be used to fund a broad cross-section of infrastructure projects such as the Castledowns arena renewal, the Fort Edmonton Park Utilities renewal, the Pilot Sound Fire Station, and the replacement of an Edmonton Police Service helicopter.

Green Transit Initiatives Program (Green TRIP) (**\$207.5 million for 2015-2018 and an additional \$130.0 million for 2019 and beyond**) – funding from the Province of Alberta to help purchase transit vehicles and technologies, build transit terminals and expand light rail transit services that increase ridership and reduce traffic congestion. For 2015-2018, both the Valley Line LRT and the Regional Transit Smart Fare System will take advantage of Green TRIP funding.

Federal Gas Tax Fund (**\$193.8 million for 2015-2018**) – grant funding that provides predictable, long-term, stable funding for Canadian municipalities to help them build and revitalize their local public infrastructure while creating jobs and long term prosperity. Of the City's Federal Gas Tax allocation \$174.4 million is earmarked for South LRT debt servicing until 2026 and is not being used to fund capital projects in 2015-2018. However, we are anticipating an incremental increase to this fund of \$19.4 million between 2015 and 2018. \$7 million of this amount is allocated to the Downtown community rink and \$11.5 million to Bus Fleet and Equipment Rehabilitation and Replacement.

New Building Canada Fund (BCF) (**\$82.5 million for 2015-2018 and an additional \$67.5 million for 2019 and beyond**) - This funding will support infrastructure projects of national, regional and local significance that promote economic growth, job creation and productivity. This fund is proposed to be used to partially finance the Valley Line LRT in the 2015-2018 Capital Budget and will total \$150 million by 2020 when construction of the Valley Line LRT Phase I is complete. In addition to this, the budget provides for **\$82.5 million for 2015-2018 and an additional \$67.5 million for 2019 and beyond** from the Province as matching funding provided under the BCF (total \$150 million) for the Valley Line LRT in the period between 2015 and 2018. The BCF and the Province's contributions for the 2015-2018 period are not yet confirmed. The amounts listed are the requested amounts.



4-Year 2015-2018 Capital Funding

Debt Financing

Tax-Supported Debt

(\$981.1 million for 2015-2018 and an additional \$393.5 million for 2019 & beyond)

Tax-supported debt is used to finance needed improvements today, utilizing tax levy to make payments over the years the benefit is enjoyed by current and future generations. 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 financing for a specific project, it cannot be reallocated to another project.

The majority of tax-supported debt (\$591.0 million) was previously approved and will be used to finance the Valley Line LRT (\$458.3 million for 2015-2018 and an additional \$299.7 million for 2019 & beyond), Blatchford Redevelopment (\$67.9 million), the North West Campus (\$45.3 million for 2015-2018), and the Walterdale Bridge (\$19.5 million for 2015-2018).

\$491.6 million is proposed to be used to finance new projects including the Westwood Transit Garage (\$185.5 million), the Great Neighbourhoods Program (\$60.00 million), the Co-located Dispatch and Emergency Operations Centre at the North West Campus (\$62.8 million), as well as a Detainee Management Centre and an Investigation Management & Approval Centre at the North West Campus (\$17.2 million), Milner Library Renewal and Upgrades (\$51.5 million), Whitemud Drive Widening 66 to 34 Street (\$14.6 million) and Coronation Community Recreation Centre (\$100.0 million).

Self-Supported Tax-Guaranteed Debt

(\$478.9 million for 2015-2018 and an additional \$16.5 million for 2019 and beyond)

Self-supported tax-guaranteed debt is used to finance capital expenditures by non-utility operations that ordinarily generate sufficient cash to fund all obligations or have a dedicated source of revenues. Any funding shortfall to repay the Debt will be funded through Tax Levy Revenues. In the 2015-2018 Capital Budget, a portion of the Rogers Place project (\$259.9 million), and the Community Revitalization Levies (CRLs) that are discussed in the next section are self-supported tax-guaranteed debt.

CRL Funded Debt (\$219.0 million for 2015-2018 and an additional \$16.5 million for 2019 & beyond)

Under the CRL, the City will borrow money to pay for the construction of the CRL projects. Once constructed, projects funded by the CRL are expected to promote private investment and increase the tax base in the CRL area. The increase in municipal property tax revenue from the new development due to rising property values within the boundary of the CRL will be dedicated to paying back the money borrowed for the projects.

The Quarters CRL - \$52.1 million for 2015-2018; \$3.9 million for Quarters Phase I, an additional \$43.2 million for Quarters Phase II and \$5 million for TOD Stadium Station Plan Street Network.



4-Year 2015-2018 Capital Funding

The Capital City Downtown CRL - \$166.9 million in approved funding for 2015-2018 and an additional \$16.5 million for beyond 2018

The Capital City Downtown CRL will include financing for Rogers Place related infrastructure projects as well as the Downtown community rink, Green and Walkable Downtown initiatives, the Jasper Avenue New Vision project, the Warehouse Campus Neighbourhood central park land acquisition, and the initial phase of the 105 Street and 102 Avenue Park.

Other Funding Sources

Neighbourhood Renewal Levy

(\$542.0 million for 2015-2018 and an additional \$293.7 million for 2019 & beyond)

This is a dedicated property tax levy to address infrastructure needs such as rebuilding and renewing roads, sidewalks and streetlights in neighbourhoods and on collector roadways. An annual tax levy increase of 1.5% will help fund the reconstruction of twenty neighbourhoods in the 2015-2018 period.

Local Improvements

(\$47.0 million for 2015-2018 and an additional \$32.6 million for 2019 & beyond)

Local improvements are projects that are of greater benefit to an area of the City than to the whole City and as such are paid for by the property owners who are the recipients of that benefit. If two thirds of property owners in an area petition for a project to be undertaken or the City initiates a project, then the local improvement process can begin. If no sufficient petition is filed by the property owners during the local improvement process then the local improvement bylaw can go forward and the City can tax the benefiting property owners for



the cost of the improvement. The property owners have two payments options for local improvements lump sum payment (full cost one time payment) or Local Improvement Tax (financed over 5—20 years through addition to the property tax). Even though the debt associated with local improvements is paid for through a property tax (including borrowing costs), it is not a general tax and therefore, local improvement debt is considered to be self-liquidating debt.

4-Year 2015-2018 Capital Funding

Pay-As-You-Go (PAYG)

(\$521.8 million in 2015-2018 and an additional \$8.2 million for 2019 & beyond)

PAYG represents funding from the annual tax levy and investment revenues. PAYG is budgeted within the Operating Budget to finance capital expenditures. PAYG has traditionally been used to pay for project expenditures that are not eligible for reimbursement under federal or provincial grants.

Land Fund Retained Earnings and Blatchford Land Retained Earnings

(\$299.0 million for 2015-2019 and an additional \$419.1 for 2019 & beyond)

Land Enterprise is the development arm of the City which acquires land, services, markets and sells lots for profit. A self-funded enterprise, Land Enterprise provides an annual dividend of 25% of net income to the City. The 2015-2018 budget, includes among others, industrial and residential land acquisitions as well as land development funded by land fund retained earnings. Land Enterprise Profiles have been historically been included as part of the Capital Budget. Blatchford Lands redevelopment activities will generate funds and the Blatchford Lands Retained Earnings will be managed separate from other Land Fund Retained Earnings

Reserves (Fleet/Other)

(\$128.5 million for 2015-2018)

Reserves refers to funding that has been put aside by the City in the past to meet specific future capital expenditure costs. Reserves are used to ensure that existing City equipment and infrastructure can be maintained. In 2015-2018, reserves are being used to purchase land for schools and parks, equipment for Commonwealth Stadium, and City fleet vehicles.



Developer/Partner funding

(\$65.3 million for 2015-2018 and an additional \$9.6 million for 2019 & beyond)

Funding from developers and other partners is used to fund buildings, parks, recreation facilities, and roads. In this budget, partner funding will support neighbourhood park development, the Valley Zoo (Nature's Wild Backyard) renewal project, and potentially upgrades to the Milner Library.

4-Year 2015-2018 Capital Funding

NEW DEBT FUNDED GROWTH PROFILES

The City of Edmonton uses debt to optimize its infrastructure program. Large infrastructure projects that will benefit the community over a long time, that support the growing population, that advance City priorities, and/or are major rehabilitation projects of existing assets are sometimes financed using debt. Using debt to finance large projects allow them to proceed sooner than waiting to accumulate enough in savings to pay for them all at once.

The Alberta Municipal Government Act (MGA) limits total municipal debt to two times the revenue of the municipality, with debt servicing not to exceed 35% of the revenue of the municipality. The City of Edmonton imposes even more conservative borrowing guidelines through its Debt Management Fiscal Policy C230C. The existing City of Edmonton's Debt Management Fiscal Policy C203C, limits the total debt servicing to 22% of eligible revenues and within that tax supported debt servicing (i.e. not including self-liquidating debt) to 15% of eligible revenues.

As of December 31, 2013 the City had utilized 52.5% of its total allowable debt and 31.6% of its total allowable debt servicing as regulated under the MGA. It had utilized 38.4% of its total allowable debt servicing under the more conservative City of Edmonton Debt Management Fiscal Policy C203C.

Debt servicing can fluctuate as older debt is paid off and new debt is taken on. As Figure 3 illustrates, the City's projected tax-supported annual debt servicing is expected to hit a high in 2015 and 2017 with up to 76.5% and 82.4% of the City of Edmonton's Debt Management Fiscal Policy C203C tax-supported debt limit utilized. These spikes result from the repayment of short term debt. The City has taken out two borrowings of \$60 million in short term debt for terms of five years with only the interest on the debt payable annually. The principal is paid all at once at the end of the five years. This occurs in both 2015 and 2017, which causes the increase in debt servicing in those two years. The short term debt is reported under tax-supported debt even though it is to be repaid with Provincial grant funding from the Municipal Sustainability Initiative.

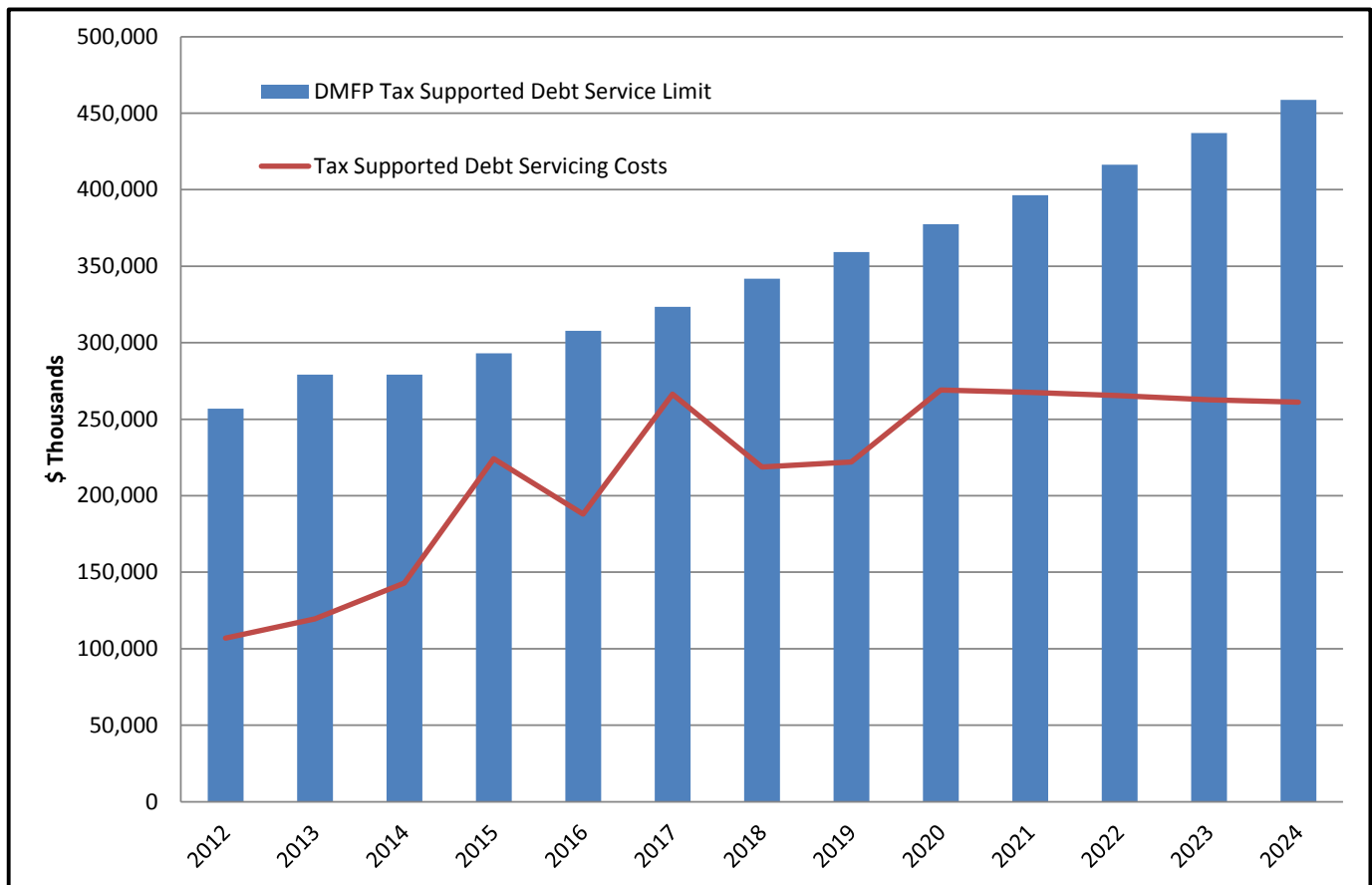


4-Year 2015-2018 Capital Funding

The projected debt and projected debt servicing in Figure 3 includes projects that Administration will be recommending for debt financing in the 2015 to 2018 Capital Budget that have not yet been approved by City Council. It also include the previously approved debt financed projects in the 2015-2018 Capital Budget including Rogers Place and related infrastructure projects, the Valley Line LRT, the North West Campus, and Blatchford.

Both the creation and renewal of public infrastructure contributes to productivity growth which leads to economic growth. Cities keep pace when they are able to place the right infrastructure in the right places at the right time. In order for the City to accomplish that, it must optimize its resources dedicated to the creation and rehabilitation of infrastructure. That optimization includes the use of debt financing.

Figure 3: Actual and Projected Annual Debt Servicing 2012-2024 (\$'000)



4-Year 2015-2018 Capital Funding

The debt servicing associated with financing the proposed tax-supported projects through debt is outlined in Table 3. The overall total anticipated tax increase, spread-out over 2016 to 2020, associated with debt servicing of the new projects is 1.7%.

Table 3: Debt Servicing on New Profiles with Debt Financing in \$000's

	Amount	Term	2015	2016	2017	2018	2019	2020	2021	2022	Total
North West Campus (New Ask)	\$17.2 million	25									
Total Debt Servicing			-	-	184	983	1,181	1,181	1,181	1,181	5,891
Incremental Tax Impact			0.00%	0.00%	0.01%	0.05%	0.01%	0.00%	0.00%	0.00%	0.08%
Co-located Dispatch and EOC	\$62.8 million	25									
Total Debt Servicing			-	251	565	1,732	3,537	4,312	4,312	4,312	19,020
Incremental Tax Impact			0.00%	0.02%	0.02%	0.08%	0.11%	0.05%	0.00%	0.00%	0.28%
Westwood Transit Garage Replacement	\$185.5 million	20									
Total Debt Servicing			-	4,091	8,534	12,957	13,866	13,866	13,866	13,866	81,046
Incremental Tax Impact			0.00%	0.30%	0.31%	0.29%	0.06%	0.00%	0.00%	0.00%	0.96%
Great Neighbourhoods	\$60.0 million	15									
Total Debt Servicing			-	971	2,296	4,264	5,257	5,401	5,401	5,401	28,991
Incremental Tax Impact			0.00%	0.07%	0.09%	0.13%	0.06%	0.01%	0.00%	0.00%	0.37%
Whitemud Drive (66-34 St) Widening	\$14.6 million	25									
Total Debt Servicing			-	108	611	874	910	910	910	910	5,233
Incremental Tax Impact			0.00%	0.01%	0.03%	0.02%	0.00%	0.00%	0.00%	0.00%	0.06%
Milner Library Renewal & Upgrades	\$51.5 million	15									
Total Debt Servicing			-	414	1,650	3,576	4,399	4,503	4,503	4,503	23,548
Incremental Tax Impact			0.00%	0.03%	0.09%	0.13%	0.05%	0.01%	0.00%	0.00%	0.30%
Coronation Community Rec. Centre	\$100.0 million	25									
Total Debt Servicing			-	-	-	63	1,199	5,112	6,465	6,570	19,409
Incremental Tax Impact			0.00%	0.00%	0.00%	0.00%	0.07%	0.24%	0.08%	0.01%	0.40%
Overall Total	\$491.6 million										
Total Debt Servicing			-	5,835	13,840	24,449	30,348	35,285	36,638	36,743	183,139
Total Incremental Tax Impact			0.00%	0.43%	0.55%	0.70%	0.37%	0.30%	0.08%	0.01%	2.44%

Assumptions:

All borrowings occur in Quarter 2 and Quarter 4. Borrowing in 2015 will occur in Quarter 4

Interest rates increase semi-annually by 0.25%

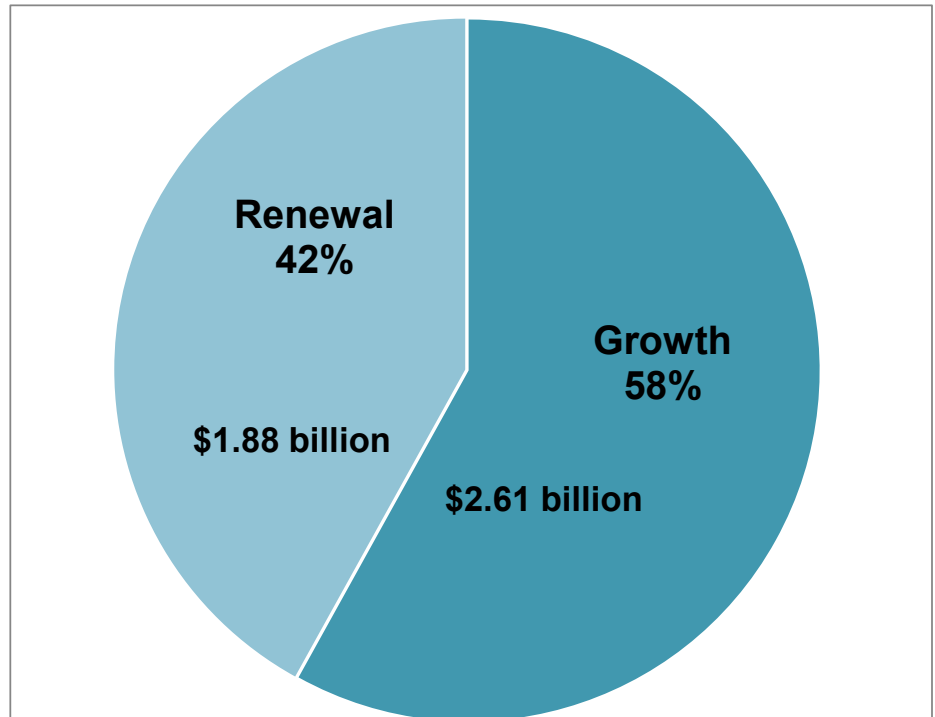


Balancing Renewal and Growth

Balancing investment choices between renewal and growth poses a significant challenge. The best possible balance between growth and renewal should ensure that capital investment maximizes benefits, reduces risk, and provides satisfactory levels of service to the public.

Renewal is investment in existing infrastructure to restore it to its former condition and extend its service life, which may include replacement of individual components as they age or become obsolete. Capital investment in renewal extends the period of service potential but does not change the replacement value, and so does not increase the size of the infrastructure asset portfolio.

Growth includes investment in new assets as well as investment in projects that add to or enhance components of existing infrastructure assets to improve the type of service provided and/or to improve functionality.



Some profiles may include both renewal and growth components. For the 2015-2018 Capital Budget, in order for a profile to be considered a renewal profile, no more than 10% of the total cost of projects may be for enhancements and/or upgrades. Any profile with more than 10% of its cost dedicated to enhancement and upgrades is considered a growth profile.

To maintain this balance and meet recommended targets for the City's asset inventory, \$1.88 billion has been approved for renewal between 2015 and 2018 as well as an additional \$498.4 million for 2019 & beyond. With a renewal investment of this magnitude and taking into account the previously approved \$1.60 billion funding of growth profiles, an additional \$1.01 billion was approved for investment in new growth projects over the next four years for a total of \$2.61 billion. An additional \$1.26 billion has been approved for growth profiles to be expended in 2019 & beyond.

The \$1.88 billion approved for renewal for 2015-2018 represents a 42% allocation of the overall budget to renewal projects leaving a 58% approved for growth. These percentages reflect a continued focus on renewal investment during a budget period which includes several large-scale transformational growth projects such as the first stage of the Valley Line LRT and the construction of Rogers Place.

Balancing Renewal and Growth

RENEWAL

The product of the successful practice of asset management is an understanding of what needs to be done to our assets relative to what we want from them. Asset management applies to the entire life cycle of an asset, i.e. the acquisition, maintenance, operation, rehabilitation and disposal of an asset.

The foundation of any good Asset Management System is the clear connectivity between the organization's strategic plan and the on-the ground daily activity of departments. Linking the why and how helps prioritization, coordination, creativity and innovation.

Edmonton's approach to renewal reflects this understanding of what asset management truly is, namely, the set of coordinated activities of an organization to realize value from assets.

In the 2015-2024 Capital Investment Agenda, an average of \$466 million per year was proposed to be allocated to renewal. This level of funding was determined corporately using the made-in-Edmonton Risk-Based Infrastructure Management System (RIMS), incorporating asset condition targets, risk exposure and the current physical condition for each asset class. Renewal priorities and associated funding requirements are then established with the goal of reducing the amount of City assets in poor and very poor condition from the current fourteen percent to a set target of six percent within seventeen years (by 2031).

Meeting this target will not be achieved simply by following the recommendations of the RIMS model. To achieve the larger objectives of asset management, individual projects are selected based on a further prioritization process that considers coordination with adjacent projects, alignment with strategic objectives, and the internal and industry capacity to undertake the work.

In determining city renewal priorities, it is important that the asset is owned by the City and has a replacement value within the RIMS model. It is for these reasons that some rehabilitation projects have not been included in the 2015-2018 Capital Budget. For example, Scona Pool has been operated and maintained by the City and has significant rehabilitation needs, however it is located on lands and in a building owned by the Edmonton Public School Board. In another example, the McDougall United Church was identified as a potential renewal project but it also is not a City asset.

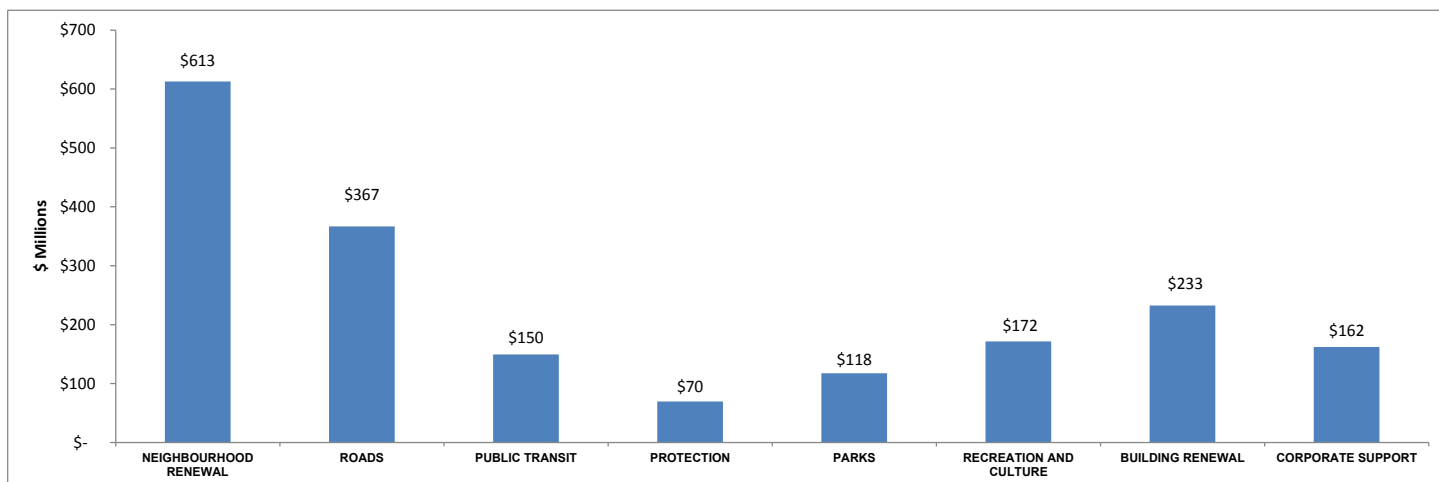
The \$1.88 billion in renewal profiles approved in the proposed 2015-2018 Capital Budget reflect targeted investment in assets to maintain city assets to the service levels Edmontonians expect.

Reflecting \$471 million in annual spending, the renewal allocation also includes previously approved funds to complete the Walterdale Bridge in 2015 and local improvement revenue from the Neighbourhood Renewal Program.

Of the \$1.88 billion allocation, Neighbourhood Renewal was approved to receive the highest renewal investment at \$612.8 million over the four years, followed by \$366.7 million for roads renewal, and \$232.6 million for Building Renewal. Figure 4 shows the tax-supported renewal investment approved for the 2015–2018 time frame by Service Area.

Balancing Renewal and Growth

Figure 4: 2015-2018 Renewal Allocation by Service Area



The largest renewal projects, including Neighbourhood Renewal, Road Renewal, and Building and Facilities Rehabilitation, are discussed in the following sections:

Neighbourhood Renewal Program (\$612.8 million)

The City is investing in great neighbourhoods – the building blocks of a great city. Transportation’s Neighbourhood Renewal Program (NRP) outlines an effective, long term strategic approach to address Edmonton’s neighbourhood infrastructure needs through the renewal and rebuilding of roads, sidewalks and streetlights in existing neighbourhoods. The program balances the rebuild need in some neighbourhoods with a preventative maintenance approach in others.

By effectively combining reconstruction, rehabilitation, and preventative maintenance, the goal is to have all Edmonton neighbourhoods receive some level of improvements within the next 25 years.

The City is committed to building great neighbourhoods through the integration and coordination of other neighbourhood renewal and enhancement initiatives, such as Drainage Services, Community Services, and Sustainable Development by aligning them with Transportation’s Neighbourhood Renewal program to optimize the City’s investments in neighbourhood improvement.

Neighbourhood Renewal advances four of City Council’s 10-year goals and associated outcomes:

- Transform Edmonton’s Urban Form - Edmonton has sustainable and accessible infrastructure that fosters and supports civic and community needs.
- Enhance Use of Public Transit and Active Modes of Transportation - Edmontonians use public transit and active modes of transportation.
- Improving Edmonton’s Livability - Edmonton is a safe city.
- Ensure Edmonton’s Financial Sustainability - The City has a resilient financial position.

Balancing Renewal and Growth

The benefits of the program include:

- Combining reconstruction, overlay, and preventative maintenance, neighbourhoods will benefit faster and at a lower cost than a reconstruction only program,
- Addressing trip hazards of sidewalks through sidewalk maintenance or complete replacement,
- Rehabilitation of uneven curb and gutters,
- Replacement of rusting and tilted light standards,
- Construction of curb ramps and other intersection improvements,
- Addressing missing links in sidewalks and the bike system, and
- Decorative streetlight option for neighbourhoods to be reconstructed.

Transportation Neighbourhood Renewal is funded through a combination of the dedicated Neighbourhood Renewal Program tax levy, provincial funding, and cost sharing with property owners (local improvements).

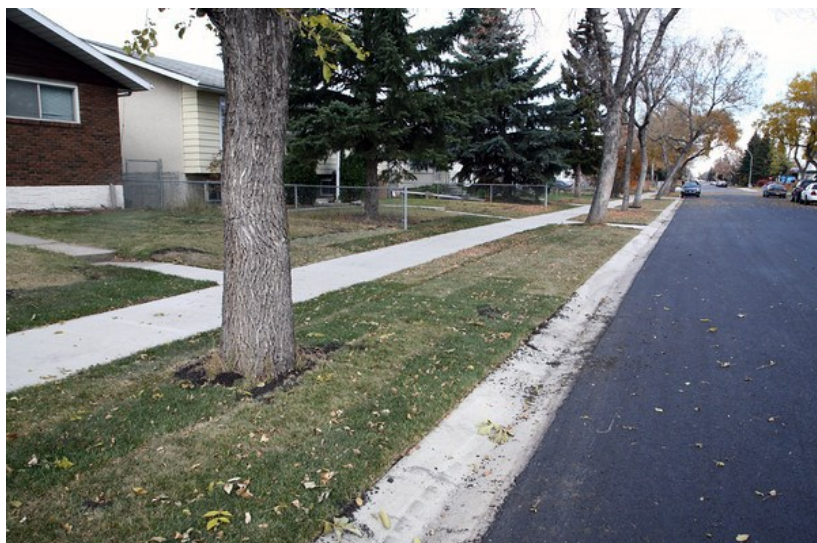
There are approximately 320 residential and industrial neighbourhoods in Edmonton. The age of a neighbourhood and its renewal history influences the type of renewal required.

The City uses a lifecycle approach to residential roadway renewal to provide for maximum efficiency and life expectancy of neighbourhood infrastructure. Renewal methods have been developed, and if implemented properly during a neighbourhood's life cycle, allow for a 60 year life span. These are typically implemented as follows:

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

The Neighbourhood Renewal program tax levy rate is projected to be approximately 1.5% annually for 2015 through to 2018 when the program is fully funded from the tax levy. In the Capital Budget, in addition to the \$542.0 million in tax levy, \$21.1 million in grant funding, \$2.7 million in PAYG and \$47.0 million in local improvement funding is also allocated to Neighbourhood Renewal for 2015 to 2018.

For 2015 – 2018 (4 years), the proposed Neighbourhood Renewal funding allocation is \$612.8 million (approximately \$153 million/year). In comparison, the 2012 – 2014 (3 years) Neighbourhood Renewal program funding was \$427 million (approximately \$142 million/year).



Balancing Renewal and Growth

The property tax dedicated to the Neighbourhood Renewal Program as a strategy to address infrastructure renewal in neighbourhoods continues in the 2015-2018 Capital Budget and will be reviewed and re-evaluated over the course of the 4-year budget cycle. A pre-determined, consistent and predictable dedicated tax provides significant benefits to citizens as more neighbourhoods can be renewed and investments maximized because of cost efficiencies derived from improved planning, communication, coordination and collaboration among City departments and other organizations.

Council's continuing focus on neighbourhood renewal, including its support of the Neighbourhood Renewal Tax Levy will achieve the following in 2015 - 2018:

- The tax levy will provide \$542.0 million of funding, which represents over 88% of the total NRP budget to renew neighbourhoods.
- The Neighbourhood Renewal Program will be an annual program of rehabilitation and reconstruction work throughout the full 4 years.
- Based on the approved plan by the end of 2018, the program will be fully funded by the tax levy and Local Improvement funding. Grant funding will no longer be required beyond 2015 for the program.
- 45 neighbourhood renewal projects (20 neighbourhood reconstruction and 25 neighbourhood overlay projects) and approximately 85 kilometers of collector and other neighbourhood roads will be renewed.

The dedicated property tax levy for Transportation Neighbourhood Renewal with corresponding proportionate increases in utility rates to fund Drainage Neighbourhood Renewal provides a consistent predictable and stable long term flow of revenue for investment in Edmonton neighbourhood infrastructure. For reconstruction of neighbourhoods, the benefits of the coordination of both underground (drainage and other utilities) and surface (transportation) infrastructure avoids needless disruptions, disturbance, and cutting of new roads, curbs and sidewalk. Committed long term investment creates and fosters accountability and transparency. Increases in utility rates beyond 2015 to align with the dedicated tax for the Neighbourhood Renewal Program work will be identified in future Drainage Utilities Budget Submissions.



Balancing Renewal and Growth

Arterial Road Renewal (\$220.0 million)

The Arterial Road Renewal program makes up more than 50% of the overall Roads Renewal budget. Arterial roads are a critical component of any city's transportation infrastructure and their maintenance and rehabilitation ensure that people as well as goods and services, continue to move effectively and efficiently.

The City's arterial roadway system has a replacement value of \$3.85 billion, or 10 percent of the Corporation's total assets. Arterial roads total approximately 832 km in length and constitute nearly 14 million square metres of pavement.

Arterial Road Renewal is comprised of three different types of renewal investments depending on the age and condition of the roadway as follows:

- Arterial Roadway Mill and Overlay - road surface is milled off typically to a depth of 50mm to 75mm, and a new asphalt surface is placed. Candidates for mill and overlay have fair to poor surface condition but good structural condition; curbs and walks are in good condition.
- Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, portions of adjacent curbs and sidewalks are replaced, sections of road base are replaced as required and bus stop pads are constructed in the roadway where required. Candidates for rehabilitation are roads in poor condition with some structural deficiencies and fair overall curb and sidewalk condition. Intersection improvements can be incorporated if required.
- Arterial Reconstruction - complete roadway structure is reconstructed including road base, curbs and sidewalk. Candidates for reconstruction are those roads in poor to very poor condition, failing road base and curb and sidewalks in poor to very poor condition overall.



Balancing Renewal and Growth

The City of Edmonton has a comprehensive and strategic program to assess, repair and maintain the thousands of kilometres of roadways that citizens, businesses, and governments rely on every day to travel.

Arterial roadways are assessed for surface distress and ride comfort once every two years, and structural integrity measured every five years. These individual scores are then combined into an overall score called the Pavement Quality Index. Roads are ranked between 0 and 10 with the high number indicating an excellent condition.

Once assessments have been done, priorities are set based on the following process:

- 1) The remaining life of each pavement section is predicted.
- 2) The best rehabilitation method is determined for each road section that requires work in a future year.
- 3) An optimization routine is run to determine the most cost-effective mix of projects for the available funding.
- 4) The resulting project list is adjusted to ensure coordination with utility work and other major Capital projects. Furthermore, adjustments are also made to minimize traffic impacts as much as possible.



It is important to note that while one road may appear to be in worse shape than another, there are many factors that must be considered before Administration decides which roads must receive work. Priorities are set based on the results of the assessment process and resources are then allocated to where the need is greatest and where it makes the most sense in terms of the overall transportation network.

From the analysis completed, it is recommended that an annual funding level of \$55 million be approved to fund the base program in the 2015-2018 Capital Program. Following the 2015-2018 Capital Program, ongoing funding would be required in subsequent Capital Budgets in order to sustain the ongoing renewal program that is required to reach the target of less than 10% of the arterial roads in D or F condition.

Drainage and EPCOR Water Programs will be integrated into the arterial renewal program to ensure renewed arterial roads are not compromised for utility re-construction in the future.

Balancing Renewal and Growth

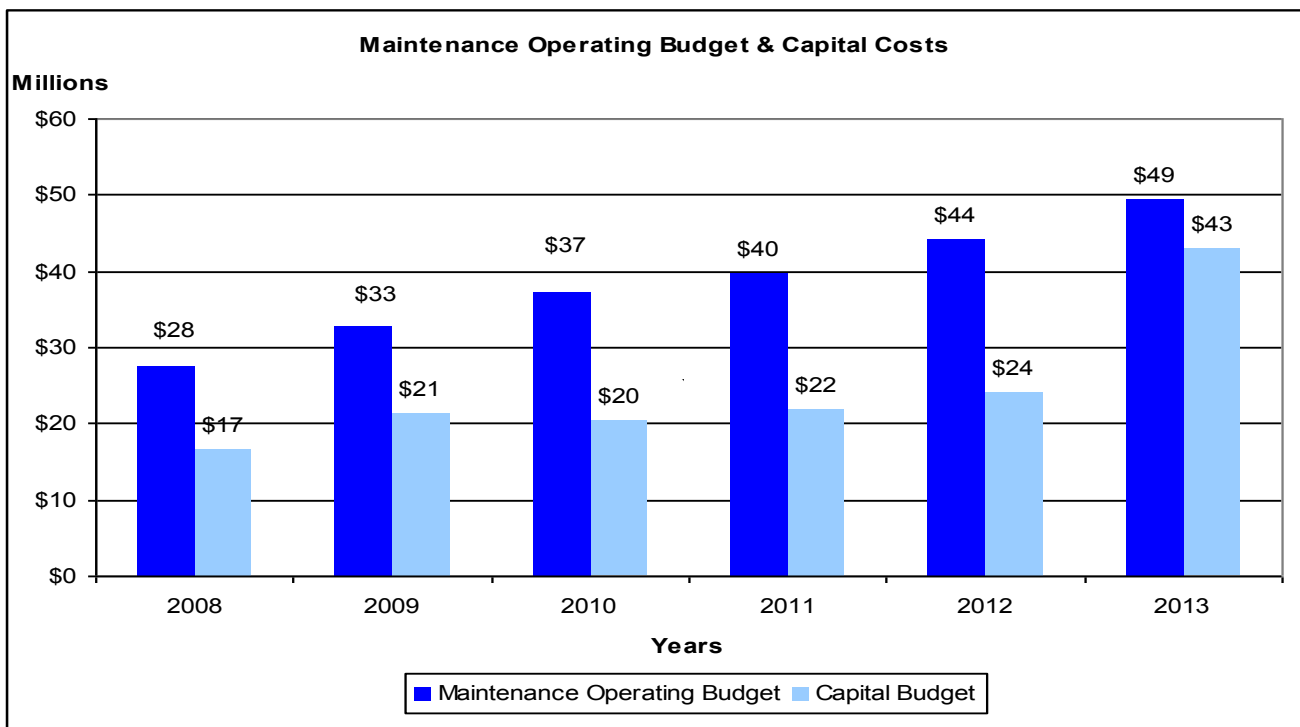
Building and Facility Rehabilitation (\$232.6 million)

The deterioration of City owned facilities poses economic, safety, operational, and environmental risks to the City. Primary factors underlying the deterioration are the age of City facilities, about two thirds are over 30 years old and 25% are over 50 years old, and the number of years of inadequate investment in their maintenance and repair. Those issues are not new and there are no quick fixes. However, the current operating environment provides both the impetus and the opportunity to place investments in maintenance and repair of City facilities on a new, more sustainable course for the 21st century.

The City, in partnership with the University of Alberta, developed a Building Maintenance Decision Support System (BMDSS) to facilitate a more strategic, portfolio based capital re-investment strategy. A critical part of this initiative is a comprehensive program of Facility Condition Assessments (conducted on a 4-5 year cycle). Data on various building assets are analyzed; deterioration models are produced for the various building systems; condition of critical building systems can be forecasted; these forecasts are in-turn used to measure, prioritize and predict outcomes of maintenance and repair investments.

The estimated current replacement value (CRV) of all City facilities stands at \$5.2 billion. Currently the deferred maintenance backlog stands at \$650 million. Building investment has not kept pace with demands. Many of the City's facilities are deteriorating because of years of inadequate funding for their maintenance and repair, their age, and other factors. Figure 5 illustrates the capital renewal funding levels for the past 6 years.

Figure 5: Capital Building Renewal and Operating Funding from 2008-2013



Balancing Renewal and Growth

The combined operating and capital maintenance funding level has consistently been less than the range of 2 - 4% of the current replacement value (CRV) of the City's portfolio, as suggested by the industry standard (National Research Council 1996). From 2007 – 2013, the funding level has increased from 0.9% to 1.76%.

The Facility Condition Index (FCI) was developed by the National Association of College and University Business Officers (NACUBO 1990) to measure the ratio of the magnitude of maintenance that was postponed, phased or deferred to the replacement value of the facility. The FCI metric, expressed as a percentage or as a number, can be used to define the facility's condition; a rating of:

- 1.00 to 0.95 (100 - 95%) FCI is good;
- 0.95 to 0.90 (95 - 90%) FCI is fair;
- 0.90 to 0.70 (90 - 70%) FCI is marginal to poor; and
- less than 0.70 (70%) FCI is critical.

The overall FCI of City facilities for the last 4 years ranged from 0.89 to 0.88.

There is a recognition that maintenance and repair investments can result in an array of positive outcomes. Conversely, the lack of investment and the deferral of needed maintenance and repair projects can result in adverse events, these events include but are not limited to more interruptions or stoppages of operations, safety concerns, increased operating costs, shortened service lives of equipment and components, failure to meet public expectations and objectives, and damage to the City's public image.

The top building renewal projects for 2015-2018 include:

- Stanley Milner Library Renewal- \$13.8M
- Century Place - \$17M
- Davies Site – Richard Patterson Garage - \$ 9.4M
- Mitchel Transit Garage - \$9M
- Shaw Conference Centre - \$7.9 M
- Kinsmen Sports Centre - \$7M



Balancing Renewal and Growth

Capitalizing (or not) on Renewal Opportunities

Council provided specific direction in advance with respect to the overall distribution of renewal and growth funding for the 2015-2018 Capital Budget. As such, Administration has worked to ensure that the renewal Profiles outline the rehabilitation work that achieve the best asset management practices. The budget has been developed to ensure growth or enhancements that potentially coincide with renewal work are given additional consideration in the prioritization process. At the same time, in an effort to ensure that effective asset management processes are followed, capacity or enhancement work should not go forward simply due to the fact that there is a coinciding renewal project. Given the above, choices must be made whereby projects either need to advance with only their renewal aspects or renewal may need to be further postponed in hopes that growth funding can be found in the near future. Required infrastructure renewal is currently proceeding in the majority of cases with only basic enhancements. The end product is satisfactory in terms of asset condition but asset functionality and user satisfaction may not be maximized.

In many instances, the time the infrastructure is being renewed would also be the time to achieve optimal value by upgrading and enhancing the infrastructure. A lack of available growth funding for projects is negatively impacting the City's ability to maximize value for dollar in the longer term with these kinds of improvement/enhancement projects. To come back at a later date and complete enhancements / improvements after the renewal project is complete is not efficient and is more costly.

These opportunities and risks present themselves to the largest extent with roadway and building projects. Given the significant increase in arterial road rehabilitation and very little if any road growth funding, the ability to provide functional or capacity improvements in conjunction with rehabilitation will be very limited. If funding were available, other renewal and enhancement investments would optimize arterial reconstruction projects to take advantage of coordinated opportunities and financial efficiencies from opportunities of scale. Associated arterial program considerations include the following elements:

- Major Traffic Safety Improvements
- Major Active Modes Facilities (multi-use trails, bicycle facilities, pedestrian facilities)
- Arterial Road Capacity Enhancements
- Complete Street Initiatives, Public Realm Enhancements/Street-Scape Components (Including landscaping and tree planting).

Rehabilitation or Replacement?

Some assets eventually reach the end of their serviceable life. The Waltherdale Bridge is an excellent example of this type of situation and there are a handful of Profiles in the 2015-2018 Capital Budget that fall into this category. Budgeting for asset replacement of high value assets becomes a significant challenge as the replacement of an expensive asset creates "lumpiness" in funding requirements. Methods to address these situations that do not provide an onerous short term impact on the budget include either funding the replacement through debt or through a capital reserve fund.

Balancing Renewal and Growth

Major upcoming facility replacements or major infrastructure rehabilitation include:

- Westwood Transit Garage (12-66-1413)
- Emergency Operations Centre Replacement/Relocation (15-70-0003)
- Groat Road River Bridge Rehabilitation (12-66-1044)
- Fort Edmonton Park Utility Rehabilitation (15-21-6973)

Decommissioning

In some situations the assets may not be cost effective to rehabilitate and decommissioning should be considered. Prior to making renewal funding decisions, consideration is to be given to the usefulness of an asset under its renewed condition and its functionality if major enhancements are not included. Consideration should be given to whether the City will get a return on its renewal dollar in the absence of enhancements. Disposing of infrastructure is a recognized part of asset management practices; however, this becomes a very difficult decision, particularly when it comes to community infrastructure

The 2015-2018 Capital Plan involves decommissioning of two facilities: the Westwood Garage and the Emergency Operations Centre (EOC) on 105 Street. Both buildings will be vacated and made ready for either sale or repurposing.



Balancing Renewal and Growth

GROWTH

Growth needs and priorities were initially identified at the department level prior to the development of the *10-Year Capital Investment Agenda (2015-2024)*. Project funding requests were ranked using a multi-criteria evaluation that measures the alignment of growth capital to: strategic direction, corporate outcomes, mandate, geographic impact, demand, readiness to proceed, resource optimization, impact on service levels and standards, corporate risk mitigation, and the extent of existing renewal needs addressed. Weighting criteria was also applied to reflect the changing needs of the community.



The main growth challenge the City faced in this budget cycle was very limited funding available, once constrained funding (funding that must be used for a specific purpose and cannot be reallocated), previously committed projects, and allocation to renewal were considered.

Looking beyond 2018 and with ongoing renewal needs, the City is unlikely to be able to adequately respond to the anticipated growth demands without additional funding sources beyond what is currently projected.

The majority of growth investment in 2015-2018 is related to profiles previously approved by Council. These profiles are significant transformational projects, which include the Valley Line LRT, Rogers Place and related infrastructure projects, the Blatchford redevelopment, and the Quarters.



Balancing Renewal and Growth

Valley Line LRT

(\$803.3 million previously approved for 2015-2018 and an additional \$814.7 in 2019 & beyond)

The Valley Line LRT (Southeast to West Light Rail Transit) is a low-floor urban line that will run from Mill Woods to Lewis Farms, crossing through downtown. The line runs a total length of 27 km. Public input helped shape the route, stop/station locations and other details during the Concept Planning phase. The federal government's contribution of \$250 million from P3 Canada has been announced and a further \$150 million is expected through the Building Canada Fund (BCF). The province has agreed to contribute \$250 million in Green TRIP funding, \$150 million in additional funding to match the expected federal BCF contribution, as well as a \$200 million in a 10-year interest free loan. This joins the City's own contribution of \$800 million.

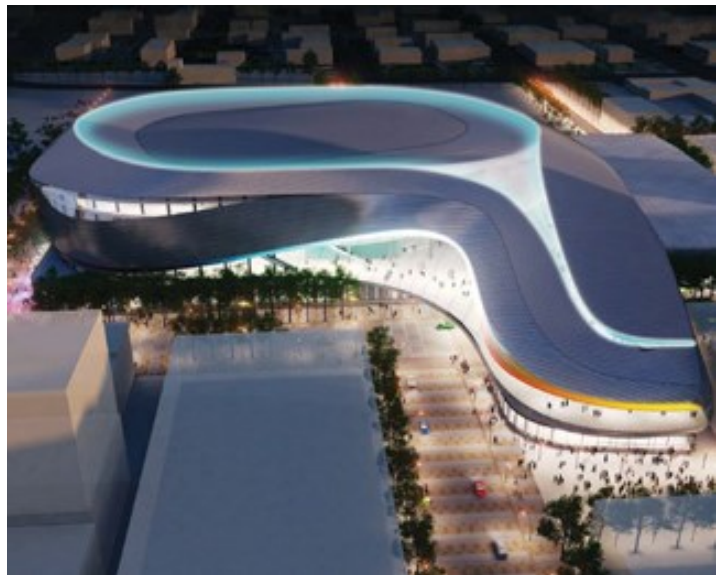
Construction is anticipated to start in 2016 and open to the public by the end of 2020.



Rogers Place and Related Infrastructure Projects (\$403.1 million previously approved for 2015-2018)

Rogers Place is part of the Downtown Arena & Entertainment District. Anchored by a vibrant public plaza, this mixed-use district will be a world-class destination to work, live and play. Construction on Rogers Place began March 3, 2014, and is slated to be completed in fall 2016. When it opens in 2016, Rogers Place will be the new home of the Edmonton Oilers and host to many concerts and events.

The Capital City Downtown CRL will be used to fund numerous catalyst projects identified in the Capital City Downtown Plan, which sets out the City's strategy to build a sustainable, vibrant, well-designed and accessible downtown. Catalyst projects include Rogers Place related infrastructure, increasing the capacity of the sewer system, Jasper Avenue revitalization, park development and increased walkability. The 2015-2018 Capital Budget includes a total of \$189.8 million for infrastructure projects related to the Rogers Place that will be financed by the Capital City Downtown CRL.



Balancing Renewal and Growth

The Blatchford Plan Implementation

(\$142.3 million previously approved for 2015-2018 and an additional \$419.1 million approved for 2019 & beyond)

Blatchford is a development that will transform 217 hectares (536 acres) of land in the heart of the city into an inclusive, family-orientated, sustainable community. Blatchford will demonstrate, in a real and measured way, what a sustainable future will look like.

Blatchford will be home to up to 30,000 Edmontonians living, working and learning in a sustainable community that uses 100% renewable energy, is carbon neutral, significantly reduces its ecological footprint, and empowers residents to pursue a range of sustainable lifestyle choices.

The Blatchford work to be carried out in 2015-2018 will be financed by tax-supported debt (\$67.9 million) and land fund retained earnings (\$74.5 million).



The Quarters (\$3.9 Million previously approved for Phase I in 2015-2018 and an additional of \$43.2 million for Phase II in 2015-2018)

The Quarters Downtown is on the eastern edge of downtown Edmonton with easy access to the natural amenities of the City's river valley, arts, entertainment and financial districts. The area extends from 97 Street to 92 Street, and from 103A Avenue to the top of the river valley (approximately 40 hectares or 100 acres).

Once completed, The Quarters Downtown will be an environmentally-sustainable, walkable, diverse community with appealing design, inclusive housing, and green spaces. With redevelopment, the area has the potential to accommodate up to 20,000 people.

The additional \$43.2 million of funding approved for Phase II is subject to Council's approval of a detailed project list and schedule.



Balancing Renewal and Growth

RECOMMENDED GROWTH PROJECT ALLOCATION

Potential growth projects were ranked using the Prioritization Criteria approved by Council on May 14, 2014 and taking into account project timing, synergies with other projects, relevance to current issues, and external factors. A list of recommended projects was then developed based on project rankings and available funding. The 2015-2018 recommended projects support all of the goals in the Way Ahead. They address many of the City's Corporate outcomes and meet some immediate needs. The recommended projects presented to Council include:

- the Westwood Transit Garage replacement
- the design and construction of a new Co-located Dispatch and Emergency Operations Centre at the North West Campus site
- a Detainee Management Centre and an Investigation and Management Centre at the North West Campus site
- the Great Neighbourhoods Program to enhance mature neighbourhoods,
- the construction of fire stations in Pilot Sound and Windermere to improve response times in the north-east and south-west areas of the City
- the re-activation of the Rossdale fire station to provide improved river rescue response, improved specialized equipment response and future capacity to respond within the downtown core,
- the expansion of the Traffic Light Pre-emption project to improve Fire Rescue response times traffic signal pre-emption,
- the implementation of a Digital Asset Management System, an information management system and protocol for the Edmonton Police Service,
- the upgrade of the Kennendale fuel site for the purchase of land and improvements to replace the existing fuel system site to comply with environmental and fire code requirements,
- the 83 Avenue Bikeway (from Mill Creek to 112 Street), a high quality bicycle facility along a key corridor,
- the Neighbourhood Park Development Program, which provides matching funds for community partners for park projects in a multitude of neighbourhood parks throughout the City,
- the shared park development program to fund park development to a base level and provide enhanced amenities through a cost-shared program with developers,
- safety and security initiatives in City facilities and parks to protect City assets,
- the Capilano Library Branch relocation for the purchase of land, design and construction of a new 10,000 sq.ft. library to replaced the currently leased space,
- the Ambleside SW district office, maintenance yard, and fuel site including the purchase of land and construction of facilities to provide a consolidated location for Neighbourhood, Parks and Community Branch activities as well as an additional fuel site in SW Edmonton to relieve capacity issues at other City fuel sites,
- the Milner Library renewal and upgrades which will provide for the renovation and renewal of the library to LEED Silver certification standards, and
- IT growth projects to continue to build on enterprise-wide applications and business applications.

Delivering Services to Citizens

The 2015-2018 Capital Budget of \$4.49 billion is distributed among Service Areas as shown in Table 4. The table also identifies an additional \$1.76 billion in funding approved beyond 2018 to complete projects initiated in the 2015-2018 period.

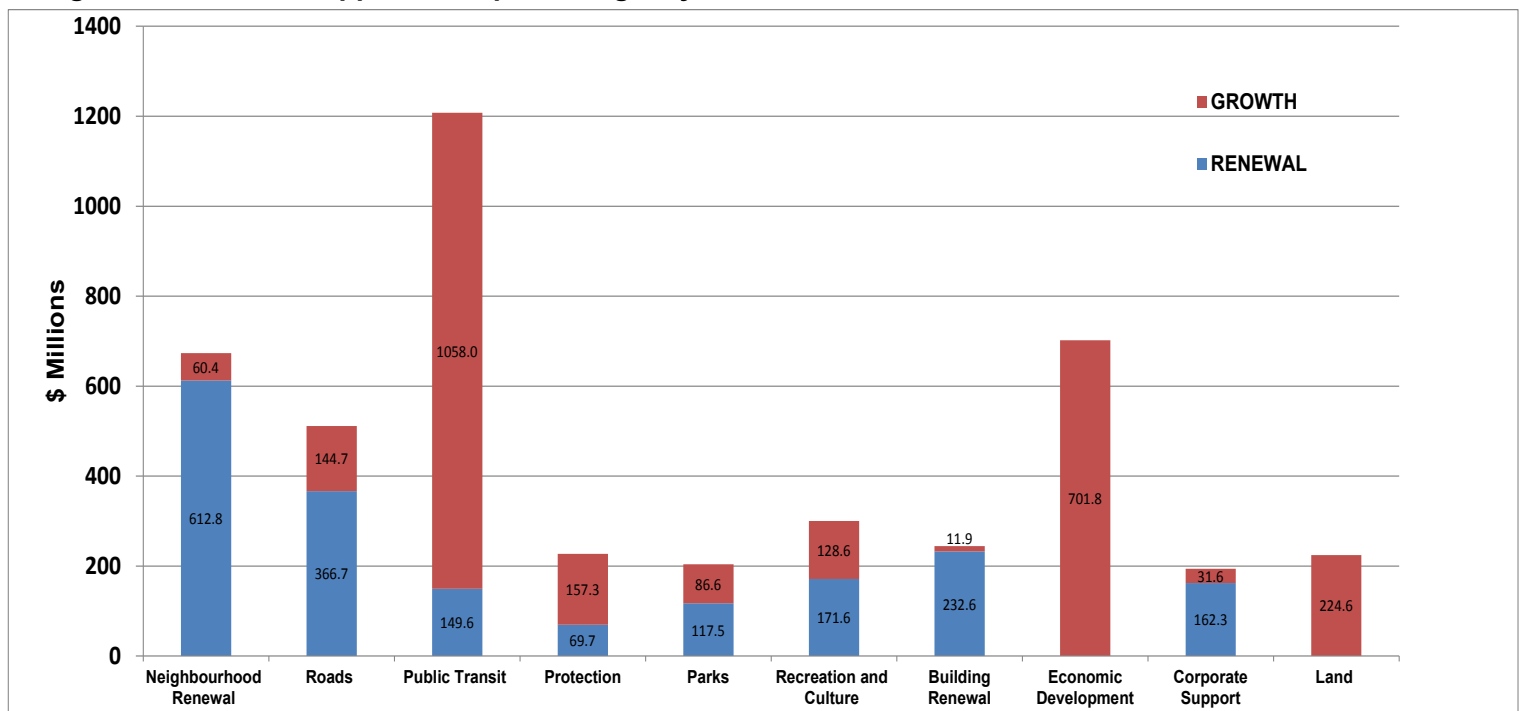
Table 4: 2015-2018 Capital Budget Service Area Allocations

(\$ Thousands)	2015-2018			2019 & Beyond			OVERALL TOTAL
	RENEWAL	GROWTH	TOTAL	RENEWAL	GROWTH	TOTAL	
NEIGHBOURHOOD RENEWAL							
Great Neighbourhoods Program	-	60,435	60,435	-	-	-	60,435
Neighbourhood Renewal Program (NRP)	612,786	-	612,786	326,342	-	326,342	939,128
Neighbourhood Renewal Total	612,786	60,435	673,221	326,342	-	326,342	999,563
ROADS							
Roads Design & Construction (except NRP)	19,500	15,150	34,650	-	-	-	34,650
Transportation Operations (except NRP)	344,997	52,264	397,261	39,792	1,071	40,863	438,124
Transportation Planning	2,195	77,259	79,454	-	-	-	79,454
Roads Total	366,692	144,673	511,365	39,792	1,071	40,863	552,228
PUBLIC TRANSIT							
Edmonton Transit / LRT Design & Construction	149,638	1,058,039	1,207,677	-	818,021	818,021	2,025,698
Public Transit Total	149,638	1,058,039	1,207,677	-	818,021	818,021	2,025,698
PROTECTION							
Fire Rescue Services	8,854	85,798	94,652	-	8,800	8,800	103,452
Edmonton Police Service	60,883	71,530	132,413	-	-	-	132,413
Protection Total	69,737	157,328	227,065	-	8,800	8,800	235,865
PARKS							
Community & Recreation Facilities	24,455	2,718	27,173	-	-	-	27,173
Community Strategies & Development	24,570	3,330	27,900	-	-	-	27,900
Neighbourhoods Parks & Community Recreation	51,026	41,522	92,548	-	-	-	92,548
Project Management & Maintenance Services	17,457	-	17,457	-	-	-	17,457
Urban Planning & Environment	-	38,994	38,994	-	-	-	38,994
Parks Total	117,508	86,564	204,072	-	-	-	204,072
RECREATION AND CULTURE							
Community & Recreation Facilities	107,770	4,174	111,944	132,259	-	132,259	244,203
Community Strategies & Development	11,300	57,288	68,588	-	-	-	68,588
Edmonton Public Library	52,507	67,177	119,684	-	-	-	119,684
Recreation and Culture Total	171,577	128,639	300,216	132,259	-	132,259	432,475
BUILDING RENEWAL							
EEDC	7,930	-	7,930	-	-	-	7,930
Project Management & Maintenance Services	224,697	11,923	236,620	-	-	-	236,620
Building Renewal Total	232,627	11,923	244,550	-	-	-	244,550
ECONOMIC DEVELOPMENT							
Blatchford	-	142,313	142,313	-	419,136	419,136	561,449
Real Estate, Housing & Economic Sustainability (Including Downtown Arena)	-	545,402	545,402	-	16,501	16,501	561,903
Urban Planning & Environment	-	14,127	14,127	-	-	-	14,127
Economic Development Total	-	701,842	701,842	-	435,637	435,637	1,137,479
CORPORATE SUPPORT							
Fleet Services	108,417	1,226	109,643	-	-	-	109,643
Information Technology	53,875	30,400	84,275	-	-	-	84,275
Corporate Total	162,292	31,626	193,918	-	-	-	193,918
LAND							
Land Enterprise	-	224,557	224,557	-	-	-	224,557
Land Total	-	224,557	224,557	-	-	-	224,557
OVERALL TOTAL	1,882,857	2,605,626	4,488,483	498,393	1,263,529	1,761,922	6,250,405

Delivering Services to Citizens

The following figure provides a breakdown of the 2015-2018 Approved project expenditures by Service Area.

Figure 6 : 2015-2018 Approved Capital Budget by Service Area



The approved 2015-2018 allocation is broken down by Service Area as follows:

Neighbourhood Renewal: \$673.2 million for rebuilding and renewing roads, sidewalks and streetlights in Edmonton’s neighbourhoods and on collector roadways in the mature areas of the City under the Neighbourhood Renewal Program as well as providing some neighbourhood enhancements through the Great Neighbourhoods Program.

Roads: \$511.4 million for the construction and maintenance of arterial roads, bridges, interchanges, and bike facilities.

Transit: \$1.21 billion for the design construction and rehabilitation of LRT and bus facilities, equipment and systems, including \$803.3 million for the first stage of the Valley Line LRT.

Protection: \$227.1 million made up of the following:

- Fire Rescue \$94.7 million to fund for station and training needs as outlined in the Fire Station Master Plan and ensure adequate service and response times to meet the growing and expanding’s City demands
- Edmonton Police Service \$132.4 million for the construction and rehabilitation of police facilities and equipment

Parks: \$204.1 million for parkland assembly, public open spaces development, preservation of natural and environmentally sensitive areas.

Delivering Services to Citizens

Recreation and Culture: \$300.2 million made up of the following:

- Community Services: \$180.5 million for the development, management and maintenance of recreational and cultural facilities.
- Edmonton Public Library: \$119.7 million for the construction and renewal of library facilities, equipment, and resource material.

Building Renewal: \$244.6 million for the design, construction and maintenance for corporate buildings and building systems.

Economic Development: \$701.8 million made up of the following:

- Sustainable Development: \$559.5 million for advancing economic development strategies and urban renewal initiatives to support Council's Vision for a vibrant and inclusive city that attracts investment and provides a high quality of life including Rogers Place and related infrastructure projects, additional Capital City Downtown CRL projects, as well as the Quarters projects.
- Blatchford: \$142.3 million for the initial development of the area.

Corporate Support: \$193.9 million made up of the following:

- Fleet: \$109.6 million for the procurement, use, administration, and maintenance of City of Edmonton vehicles as well as fleet safety.
- IT: \$84.3 million to meet the technology infrastructure needs of the City of Edmonton including system software, business process management, and e_Business.

Land: \$224.6 million for the development of new residential and industrial areas.

SERVICE AREAS

Details on the Service Areas are provided in the next section, Delivering Services to Citizens.

RECOMMENDED RENEWAL AND GROWTH PROFILES

A detailed table of the Approved Renewal Profiles is provided in Attachment 1.

A detailed table of the Approved Growth Profiles is listed in Attachment 2.

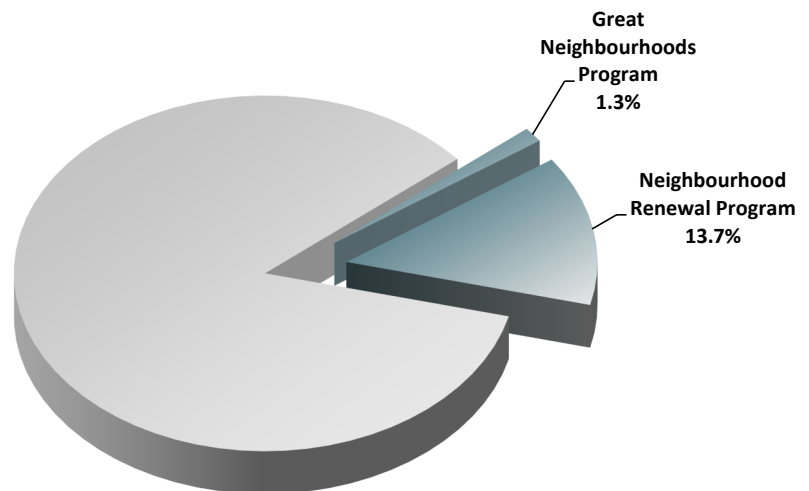
Delivering Services to Citizens - Neighbourhood Renewal

Neighbourhood Renewal Includes:

- Neighbourhood Renewal Program
- Great Neighbourhoods Program

Quick Facts

- Approximately 320 residential and industrial neighbourhoods in Edmonton
- Great Neighbourhoods Program has coordinated with the Neighbourhood Renewal Program efforts and has invested in capital projects enhancing approximately 18 neighbourhoods per year.



Mandate

The Neighbourhood Renewal Program provides a cost effective, long-term strategic approach to renew and rebuild roads, sidewalks and streetlights in existing neighbourhoods and collector roadways. The program balances the need to rebuild in some neighbourhoods with a preventive maintenance approach in others.

The Great Neighbourhoods Program develops and delivers on community-identified priorities. This program coordinates investment in three key areas: Revitalizations, Neighbourhood Redevelopment & Improvements, and Business Development.



Delivering Services to Citizens - Neighbourhood Renewal

The Last Three Years

Neighbourhood Renewal Program

Between 2012 and 2014, the following neighbourhood renewal projects were undertaken:

- 17 new reconstruction neighbourhoods; 6 neighbourhoods in 2012 (Canora, Dovercourt, King Edward Park, Terrace Heights, Windsor Park and Woodcroft) in addition to 3 carryover reconstruction neighbourhoods (Capilano, Parkallen, West Jasper Place) from 2011, 5 neighbourhoods in 2013 (North Glenora, Grovenor, Delton, Argyll and Hazeldean), and 3 neighbourhoods in 2014 (Glenora, Cromdale, and Laurier Heights (west of 139 St.))
- 20 overlay neighbourhoods, including 2 carry-over overlay projects from 2011
- 6 microsurfacing neighbourhoods
- Approximately 84 kilometers collector/local roads were renewed
- Approximately 7 kilometers of residential roads were reconstructed under the Northeast Soft Subgrade Mitigation project
- Completion of 1 alley reconstruction (50/50 cost share pilot) neighbourhood
- 32 neighbourhoods were upgraded with alley/street LED lighting and street poles.

Great Neighbourhoods Program

During the 2012-2014 period, the Great Neighbourhoods Program worked on capital projects which complemented the Neighbourhood Renewal Program as well as stand-alone initiatives in various mature neighbourhoods throughout the City. Projects included decorative light poles, lighting improvements, alley and sidewalk enhancements, connection between parks, transit stations, and community facilities. Projects constructed between 2012-2014 include:

- Streetscaping on 118 Avenue as part of the Avenue Initiative Revitalization, Stony Plain Road from 149-158 Street as part of the Jasper Place Revitalization, and Capital Boulevard.
- Neighbourhood improvements made in conjunction with Drainage and Transportation renewal programs in 9 neighbourhoods including Canora, Argyll, Hazeldean, Windsor Park, Parkallen, Fulton Place, Woodcroft, Bevedere, and Strathcona.
- Additional improvements made in the neighbourhoods of Clareview, Goldbar, and Mill Woods.

Delivering Services to Citizens - Neighbourhood Renewal

Ten Year Outlook

Neighbourhood Renewal Program

Based on approximately 320 residential and industrial neighbourhoods, to achieve the lifecycle model, the following average annual program is anticipated to be required in the future:

- 6 overlay neighbourhoods,
- 5 - 6 new reconstruction neighbourhoods (Note: reconstruction takes 2 - 3 years to complete, therefore work is occurring in 10 - 12 neighbourhoods per year),
- 20-30 km of collector / local road renewal, and
- Rural neighbourhood road renewal projects.



Great Neighbourhoods Program

Coordinates efforts with Drainage Renewal and Transportation Neighbourhood Renewal under the Building Great Neighbourhoods Initiative. The \$150 million Great Neighbourhoods Capital Program is financed by tax-supported debt over 10 years, starting in 2009.

The Great Neighbourhoods capital work will include capital investments in new reconstruction neighbourhoods in conjunction with the Neighbourhood Renewal Program in addition to Capital Projects in Revitalization and Business areas.

Neighbourhood Revitalizations & Streetscapes:

- Revitalization projects in Council Approved neighbourhoods; funds work such as decorative streetscape improvements, property acquisition and arterial road improvements.
- Neighbourhood Redevelopment & Improvements:
- Supports current renewal programs and/or intensification efforts and reflects neighbourhood priorities.
- These projects are coordinated with other City investments such as Drainage Renewal Program and Neighbourhood Renewal Program. This collaboration is known as Building Great Neighbourhoods. This initiative capitalizes on opportunities for the City to be more efficient and effective.
- Investments that are made are unique to each neighbourhood and could include (but are not limited to) walkway connections, connections to existing bike or walking networks, amenities such as benches, lighting, trees, and contributes to improving livability.

Business Development:

- Public Realm enhancements along business and/or commercial areas.

Delivering Services to Citizens - Neighbourhood Renewal

The Next Four Years

For 2015-2018, \$673.2 million was approved for Neighbourhood Renewal. Key programs include:

Neighbourhood Renewal Program

The 2015-2018 program allocates \$612.8 million (including previously approved funding), plus an additional \$326.3 million for 2019 & beyond, to the Neighbourhood Renewal Program, which will include the following projects:

- 20 new reconstruction neighbourhoods: 6 to begin in 2015 (Avonmore, Bonnie Doon, Queen Alexandra, Rosslyn, Westmount, Westwood), 3 to begin in 2016 (Lansdowne, Lauderdale, Queen Mary Park), 5 to begin in 2017 (Belgravia, Kilkenny, McKernan, Montrose, Strathearn), and 6 to begin in 2018 (Bellevue, Central McDougall, Newton (S/123 Ave), Prince Charles, Virginia Park, Allendale).
- 25 overlay neighbourhoods
- 21 microsurfacing neighbourhoods
- Approximately 73 kilometers of collector/local roads are to be renewed
- Approximately 12 kilometers of residential roads are to be reconstructed under the Northeast Soft Subgrade Mitigation project

The Great Neighbourhoods Program

The 2015-2018 program allocates \$60.4 million in funding for the following projects:

- McCauley Revitalization
- Queen Mary Park & Central McDougall Revitalization
- Continuation of the Jasper Place Revitalization including partial funding for MacEwan West Campus

Neighbourhood Improvements in 20 new reconstruction neighbourhoods, coordinated with the Neighbourhood Renewal Program.

Improvements in three reconstruction neighbourhoods carried over from 2014 (Cromdale, Glenora, Laurier Heights).



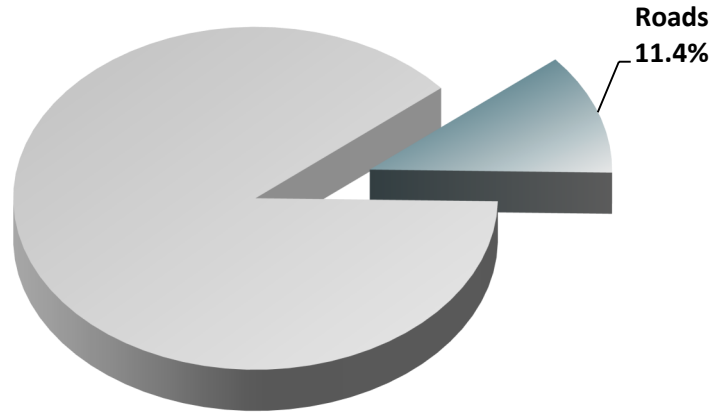
Delivering Services to Citizens - Roads

Roads Includes:

- Roads
- Bridge structures

Quick Facts

- 155 bridges
- 2216 km of local roads
- 91,960 street lights
- Over 150,000 traffic signs
- 4950 km of sidewalks



Mandate

The services of the Roads capital program include:

- Design, construction and maintenance of city streets, sidewalks and bridges
- Traffic signals, intelligent traffic systems, street lighting, and parking meters

The Last Three Years

Aging road infrastructure led to a significant amount of key renewal projects including the rehabilitation of the 102 Avenue bridge over Groat Road (anticipated to be completed by the fall of 2015), and the rehabilitation of the 82 Avenue Eastbound bridge over the Argyll Road/Sherwood Park Freeway connector. Renewal work also included traffic control and street lighting rehabilitation at various locations throughout the city, arterial road rehabilitation projects and the filling of hundreds of thousands of potholes.

To address growing congestion and traffic volumes, the City completed various arterial widening projects throughout the city including projects along Guardian Road, 153 Avenue, 34 Street, 38 Avenue, and 23 Avenue. The City also funded a contribution towards the 41 Avenue S.W. / Highway 2 interchange and moved forward with traffic safety initiatives, which include an increase in traffic signals to address pedestrian and bus safety as well as the purchase of additional integrated speed equipment.



Delivering Services to Citizens - Roads

Ten Year Outlook

Roads are an essential part of the City's infrastructure and shape our urban form, impact our economic well-being and are a primary contributor to our city's environmental, financial and social sustainability.

The Way We Move, the City's Transportation Master Plan, guides development of a transportation system in conjunction with Council's Vision for the City. 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.

The next ten years will require a balanced approach to maintain existing City infrastructure, as well as provide new infrastructure and services to accommodate continuing growth within Edmonton and the surrounding area. These growth and rehabilitation projects will be prioritized based on current and projected demand, capacity, and congestion.

In order to maintain existing levels of service and safety, it is anticipated that reconstruction of several bridge structures will be necessary in the next ten years, including the Groat Road river crossing, Mayfair and Victoria Park overpasses, 50 Street bridge over Sherwood Park Freeway, Wellington Bridge, southbound Low Level Bridge, and High Level Bridge. Reconstruction and rehabilitation of arterial roadways will continue over the next decade to maintain the overall condition of the City's roadway assets.



Rehabilitation and upgrades of existing snow storage sites and maintenance yards will also be required within the next ten years. Redevelopment of the Central Yard, Fulton Creek Maintenance Yard, and Northeast Satellite Yard, as well as upgrades and expansion of the Kennedale, Poundmaker, Maple Ridge, Ellerslie and Horse Hill are all anticipated to be required. Snow Storage Facilities combine a rehabilitation component with a growth component as the proposed work will not only replace existing, aging infrastructure and bring it up to current operational and environmental standards, but will also increase capacity at these sites to accommodate growth within the City.

These rehabilitation and reconstruction projects will permit the City to maintain or improve the existing condition and safety of various transportation infrastructure.

Over the next decade, the City will continue growing in size and population. In order to accommodate this growth, upgrades will be required to existing infrastructure and the construction of new infrastructure will be needed. The projects are expected to include a mixture of roadway projects and infrastructure to support alternate modes.

Delivering Services to Citizens - Roads

Growth projects over the next decade will include continued implementation of the City's Active Modes strategy, including the construction of new bikeway and bike lane infrastructure. The next ten years are anticipated to see bikeway construction within the downtown core and 83 Avenue, as well as along 119 Avenue and 51 Avenue. Other active modes initiatives which will be considered over the next ten years include the introduction of car share and bike share infrastructure in the City as well as continued expansion of end-of-trip bike facilities such as bike parking and bike stations.

Other growth initiatives will include a multitude of arterial projects that will add capacity to existing roadways, improvements to key goods movement corridors, the construction of interchanges, and the construction of railway grade separations. Some potential key roadway projects include: arterial widening at various locations throughout the City, upgrades to Yellowhead Trail (a major goods movement corridor through the City), widening of Whitemud Drive in both the east and west ends of the City, construction of improved access from Anthony Henday Drive to the Northeast and to Heritage Valley at 135 Street, construction of a grade separation at Terwillegar Drive and 40 Avenue, a grade separation of the 50 Street/CP Rail crossing, and a grade separation of the 75 Street/CP Rail crossing.

The Next Four Years

For 2015-2018, \$511.4 million was approved for roads. Key projects include:

- \$219.8 million for arterial roadway rehabilitation (plus an additional \$19.6 million for 2019 & beyond)
- \$103.2 million for bridge rehabilitation (plus an additional \$17.5 million for 2019) *includes \$21.5 million for the 102 Avenue bridge over Groat Road and \$19.5 million for the Walterdale Bridge project*
- \$33.3 million for widening of Whitemud Drive 66 street to 34 street
- \$26.8 million for street light rehabilitation
- \$20.0 million for Active Transportation
- \$14.2 million for traffic infrastructure rehabilitation
- \$15.3 million for slope stability improvements
- \$12.1 million for Kennendale Traffic Shop
- \$12.0 million for Parking Control Technology
- \$10.9 million for Complete Streets Enhancements
- \$8.8 million for bikeway on 102 Avenue 96 Street to 136 Street
- \$10.6 million for traffic controller system conversion (plus an additional \$3.8 million for 2019 & beyond)
- \$4.4 million for a bikeway on 83 Avenue from Mill Creek to 112 Street (growth and renewal)
- \$3.1 million for 91 Street (25 to 41 Avenue SW)
- \$3.0 million for High level Bridge Safety Rail
- \$2.0 million contribution towards the NE Anthony Henday Drive pedestrian bridge over the North Saskatchewan River

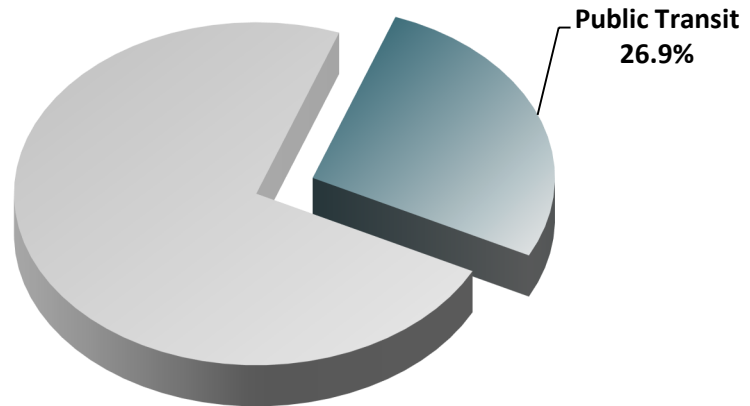
Delivering Services to Citizens - Public Transit

Public Transit Includes:

- Transit projects
- Associated Fleet
- Associated buildings

Quick Facts

- Annual ridership of over 87 million
- Bus/DATS fleet of 1,027 vehicles
- LRV fleet of 94 vehicles
- LRT Line 21 route km
- 15 LRT stations
- 26 Transit terminals
- 6,987 bus stops (2,136 of which have shelters)



Mandate

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

- Conventional buses
- Light rail transit (LRT)
- Disabled Adult Transit Service (DATS)



Delivering Services to Citizens - Public Transit

The Last 3-Years

The City has continued its dedication to promoting a mode shift and providing enhanced transportation choices for citizens through continued LRT expansion and other transit improvements. The Edmonton Transit System (ETS) realized a significant investment in LRT in the last three years with the construction of the 3.3 km Metro line LRT from Downtown to NAIT and preliminary engineering and land acquisition for the Valley Line LRT. Work was also carried out on the Transit Priority Corridors to address bus lanes, lane control, signals, and other improvements to reduce travel time and increase travel time reliability. Land was purchased in the northeast section of the city for the Westwood Transit Garage Replacement.

Renewal projects at LRT stations include the completion of roof repairs at Central LRT Station, upgraded platform warning strips in each of the underground stations, escalator replacements at Churchill station, automatically locking entrance doors at Corona Station, Stadium platform replacement and modifications to Central platform to accommodate 5-car trains. A new ETS Control Centre was constructed at Churchill station. Transit Safety and Security projects were updated through the replacement of CCTV cameras, bus cameras, access card system and component upgrades. Other renewal projects include rehabilitation of a portion of the transit fleet, including buses and LRT cars, rehabilitation work at a number of bus facilities (including replacement of the Northgate Transit Centre) and on a portion of the LRT signal system, LRT overhead power system and LRT track.

Ten Year Outlook

The Way We Move, the City's Transportation Master Plan, guides development of a transportation system in conjunction with Council's Vision for the City. Transportation Services has primary responsibility for achieving the 10-year goal of Enhancing the Use of Public Transit and Active Modes of Transportation. A key outcome relating to transit services is that citizens use public transit which don't involve single-occupancy private motor vehicles.

Transit growth and renewal projects for the next 10 years are aligned with the 10-year goal of Enhancing the Use of Public Transit and Active Modes of Transportation. Construction of the Valley Line LRT from Mill Woods to Downtown becomes a key focal point of transit investment in the next ten years. Funding commitments are in place for the southeast leg of the Valley Line LRT from downtown to Mill Woods with major construction starting in 2016 and an expected completion in late 2020. Continued expansion of the LRT system once this line has been completed is also envisioned within the next ten years, with extensions of the Valley Line LRT, Metro Line LRT, and Capital Line LRT possible in the next decade. Other major needs include additional buses and LRVs to accommodate growth in ridership, a secondary LRT storage/light maintenance garage at the Cromdale site, additional bus transit centres and park-and-ride facilities, replacement of the aging Westwood Bus Garage, implementation of Smart Fare, and potential expansion of Smart Bus Technology.

Ongoing repairs and rehabilitation work is needed to keep transit facilities, fleet, and equipment safe and serviceable. Bus replacement, LRT station and bus transit centre rehabilitation, and renewal of systems (signals, overhead power system, communication, and fare equipment) are identified based on their life cycle condition and functionality. Replacement of escalators and elevators in older LRT stations is also identified as a pressing need both by ETS and its customers.

Delivering Services to Citizens - Public Transit

The Next Four Years

For 2015-2018, \$1.21 billion is approved for public transit. Key projects include:

- \$803.3 million for the Valley Line LRT (plus an additional \$814.7 million for 2019 and beyond)
- \$186.8 million of additional funds for the Westwood transit garage replacement
- \$76.3 million for bus fleet replacement and refurbishment
- \$38.2 million for Smart Fare System
- \$18.9 million for Heritage Valley Park and Ride(plus an additional \$3.3 million for 2019)
- \$15.0 million for LRT facilities and right-of-way renewal
- \$11.9 million for LRT escalator and elevator replacements
- \$10.2 for Smart Bus
- \$8.7 million for transit communications systems renewal
- \$7.8 million for bus facilities renewal
- \$7.7 million for LRV fleet and equipment renewal
- \$7.5 million for transit centre renewal
- \$7.4 million for LRT signals and electrification renewal
- \$6.3 million for ETS radio systems replacement
- \$0.7 million for the Law Courts pedway connection repairs



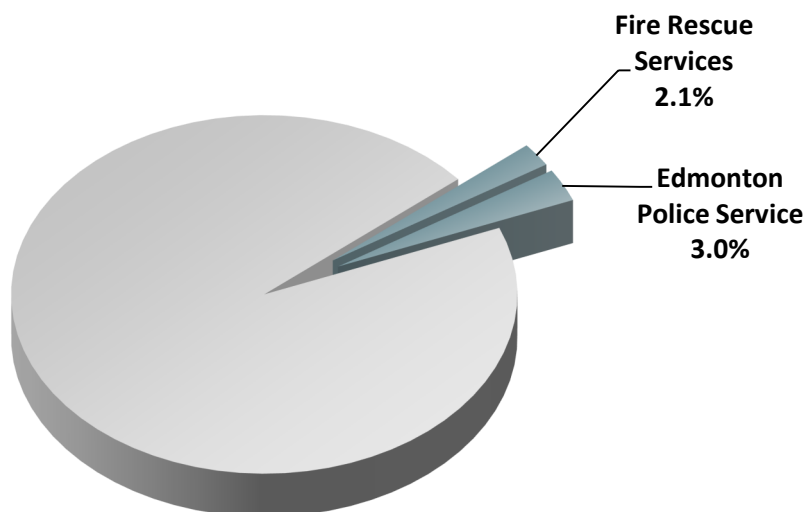
Delivering Services to Citizens - Protection

Protection Includes:

- Edmonton Police Services
- Fire Rescue

Quick Facts

- 329 police marked vehicles
- 400 unmarked and specialty police vehicles
- 2 police helicopters
- 6 police divisional stations
- 27 fire stations
- 118 fire vehicles



Mandate

Edmonton Police Service

The Edmonton Police Service (EPS), under the governance of the Edmonton Police Commission, has a mission to increase public safety through excellence in the prevention, intervention and suppression of crime and disorder. This mission supports the EPS vision of making Edmonton the safest major city in Canada and for the EPS to be recognized as a leader in policing. To achieve this, innovation continues to be encouraged. For example, the EPS was recently recognized nationally for its methods of policing the mentally ill through its Police and Crisis Teams. This mission also supports to City's goal to improve Edmonton's Livability and the corporate outcome that "Edmonton is a safe city".

The EPS is a mobile workforce and relies heavily on assets such as vehicles, radios, and technology to accomplish its goals and objectives and keep its members trained. Facilities provide a base of operations and training space for front line members; they are also the support networks for core services to the community.

The EPS responded to 147,315 dispatched calls in 2013 (a 4.84% increase from 2012) and has seen property crime increase by 3% while the violent crime rate has stayed the same in that period. Edmonton is the only major city where the crime rate has remained the same rather than decreasing. With the results of the 2014 municipal census and the continuing strong growth being projected, the EPS will need operating and capital resources to provide services to this expanding population.

Fire Rescue Services

Fire Rescue Services (FRS) improves Edmonton's livability by protecting life, property and the environment. The provision of internationally-recognized emergency services, fire prevention programs and public education make our city a safer place to live, work and play.

Delivering Services to Citizens - Protection

In 2013, fire crews responded to 39,713 emergencies and requests for service throughout the city. As Edmonton continues to grow in size and population, replacing aging fire stations and building new ones helps ensure firefighters are there for citizens when emergencies occur. As the city continues to grow and new areas and neighbourhoods are developed, proactive plans are in place to design and deliver new FRS facilities. Through on-going planning and strategic expansion of this infrastructure, citizens will continue to be provided with timely emergency and protective services they have grown to expect.

The Last Three Years

In the past three-years, the EPS completed the South West Division Station (in 2013), and began planning and development of the North West Campus at Goodridge Corners (to be completed in 2018 and include North West Division and a new Training Centre).

Key accomplishments for FRS include the opening of the new Ellerslie Fire Station (#27), the design and initial construction of the new Heritage Valley Fire Station (#28) to be completed in early 2015, the design and initial construction of Lewis Farms Fire Station (#29) to be completed in late 2015, the design of the future Pilot Sound Fire Station (#30), and construction on the Fire Rescue Training Tower conversion to Liquid Petroleum Gas (to be completed mid 2015)

The EPS and FRS, in conjunction with all City users of the existing Public Safety Public Security Radio System, began the initial planning to migrate to the provincial Alberta First Responders Radio Communication System (AFRRCS). This migration for first responders is expected in late 2016. The EPS has begun the purchase of new compatible radios to transition to this system. Fire Rescue will begin its radio purchases in 2015.

Other renewal projects included replacement of EPS technology and communications infrastructure, and vehicles that had reached the end of their life cycle. FRS replaced and renewed their Emergency Communication System and Fire Rescue Equipment.

Ten Year Outlook

Renewal and major rehabilitation of existing assets will continue to be a focus for both EPS and FRS over the next 10-year period, as well as responding to the needs of a growing city.

The EPS enters this period with a vision for its facilities that spans 30 years, supported by a 10 year Strategic Facilities Plan. This begins with the North West Campus and will continue with future requests for an Indoor Range for firearms training, expansion at the current firearms training range, an Administration Facility, relocation of the existing Canine Facility and a Traffic Operations Facility in the next budget cycle. Redevelopment of Police Headquarters to meet future space challenges will need to be addressed in this time frame.

Looking beyond 2018, FRS has identified the potential need for new stations in the northeast, northwest and southeast of the city based on the continued development of those areas of the city. Fire Rescue Services will also develop proposals for the expansion of the Poundmaker training facility and options for redevelopment and/or relocation of Fire Headquarters.

The EPS and FRS will continue to work together to develop capital projects that will achieve mutual benefits.

Delivering Services to Citizens - Protection

The Next Four Years

For 2015-2018, \$227.1 million was approved for Protection Services including EPS (\$132.4 million) and FRS (\$94.7 million), including:

- \$57.5 million in 2015-2018 and \$8.8 million in 2019 (total project cost is \$66.3 million) to be funded by tax-supported debt for the design and construction of a new Co-located Fire and Police Dispatch and Emergency Operations Centre to be located adjacent to the new EPS North West Campus. This project is led by FRS and supported by EPS.

Edmonton Police Service (EPS):

For 2015-2018, \$132.4 million was approved for EPS capital expenditures including:

- \$60.9 million for renewal of existing physical and technology assets including the completion of the migration to the provincial Alberta First Responder Radio Communication System (AFRRCS) network replacing the end of life city-wide Radio System (\$10.0 million) and the replacement of one helicopter (\$3.5 million)
- \$62.5 million for North West Campus (12-60-1376) which includes Detainee Management facility (\$9.3 million) and space for the Investigation Management and Approval Centre (\$7.9 million)
- \$7.3 million for the Implementation of the Digital Asset Management System, an enterprise information management system and protocol, to allow multiple data formats to be linked into EPS's Record Management System and to securely organize and maintain an enterprise data framework that allows EPS's data to be easily searched
- \$1.7 million in various growth technology projects



Delivering Services to Citizens - Protection

The Next Four Years

Fire Rescue Services (FRS):

A total of \$94.7 million was approved for FRS capital expenditures. The following FRS projects are recommended for the 2015-2018 cycle:

- \$57.5 million in 2015-2018 and \$8.8 million in 2019 (total project cost is \$66.3 million) for the new Co-located Fire and Police Dispatch and Emergency Operations Centre
- \$14.7 million for the design and construction of the Windermere Fire Station (#31), including purchase of apparatus (to be operational in 2017)
- \$10.0 million for the construction of the Pilot Sound Fire Station (#30), including purchase of apparatus (to be operational in late 2016) - this is in addition to the \$2.6 million previously approved
- \$4.8 million for the reactivation of the Rossdale Fire Station (#21) to provide improved river rescue response, improved specialized equipment response and future capacity to respond within the downtown core
- \$3.9 million for the replacement of equipment critical to fight fires, rescue people and to recruit and train firefighters
- \$2.3 million for the expansion of the Traffic Light Pre-emption project to improve Fire Rescue response times
- \$1.5 million for the migration to the Provincial AFRRCS network.



Delivering Services to Citizens - Parks

Parks Includes:

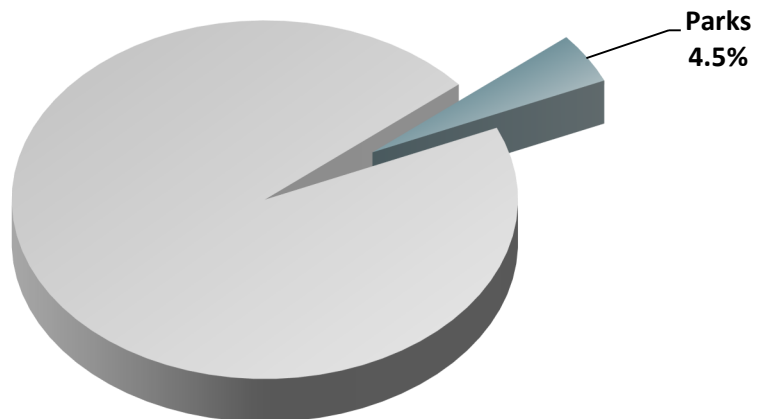
- Parks
- Natural areas
- Roadways landscaping
- Land acquisition for parks and natural areas

Quick Facts

- Total Area of Parkland (all categories) - 6,092 ha
- Number of Parks Provided - 935
- Parkland Provision Service Level - 7.5 ha/1,000 residents
- Actively Maintained Parkland - 3,968 ha
- Natural Areas for Conservation - 2,124 ha
- Maintained Turf (Parks and Road Verges) - 4,208 ha
- Maintained Beds - 169 ha
- Sports Fields and Fixtures - 2,241
- Ornamental Trees - 314,700
- Playgrounds and Water Features - 510

Mandate

Edmonton has a variety of neighbourhood, district and river valley parks as well as a vast network of natural areas including forests, grasslands, wetlands, lakes and river valley areas, which create an attractive city for residents and visitors. The City is responsible for acquiring, developing, renewing, managing, and preserving parks and natural areas. Acquiring, developing and maintaining Parks are key factors in the City achieving two of our strategic goals: Preserve and Sustain Edmonton's Environment, and Improve Edmonton's Livability.



Delivering Services to Citizens - Parks

The Last Three Years

As the City has grown, significant accomplishments in Parks infrastructure have been achieved through a number of growth projects including: The Meadows District Park site development; Clareview District Park site development; Eaux Claires Neighbourhood Park development; Cameron Heights Park development; and, McConachie District Park site.

Through the Shared Park Development Program in partnership with industry, development of the following new parks is anticipated for completion in 2014: Chappelle Urban Village Park; Chappelle Pocket Park (Phase 1); Paisley Urban Village Park (Phase 1); Glenridding Urban Village Park (Phase 1); Griesbach Central Hill; Walker Pocket Park; Rosenthal School Park Site (Phase 1); and, Allard School Park Site (Phase 1). Significant progress has been made on the following additional parks, with planning and/or development currently underway: Magrath Heights Community Garden; Allard Urban Village Park; MacTaggart Pocket Park; Cy Becker Urban Village Park (Phase 1); Windermere Pocket Park; and, Hays Ridge Pocket Park.

Renewal work has progressed on Louise McKinney Riverfront Park, Borden Park, Queen Elizabeth Park and William Hawrelak Park and many district and neighbourhood parks throughout the City.



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.

Planned growth projects include the Oleskiw Master Plan Development and Implementation, River Valley Land Acquisition, River Valley Development, Table Land Park Acquisition, Table Land Park Development, and Community Services Operations.

Planned renewal projects include Terwillegar (River Valley) Master Plan Implementation and William Hawrelak Park Road Renewal.



Delivering Services to Citizens - Parks

The Next Four Years

For 2015-2018, \$204.1 million is proposed to be allocated for parks and natural areas. Key projects include:

- \$26.0 million for parks conservation
- \$24.7 million for the Ambleside SW District main office, maintenance yard and fuel site
- \$19.0 million for neighbourhood park development renewal
- \$17.0 million for River Valley Trail and Park Renewal
- \$16.0 million for Suburban School and Park Land Acquisition
- \$12.0 million for new neighbourhood park development
- \$10.9 million for pedestrian bridge rehabilitation within the river/ravine trail system
- \$6.6 million for utility upgrades in parks
- \$6.0 million for natural areas land acquisition
- \$5.5 million for river valley land acquisition
- \$5.5 million for Queen Elizabeth Park Phase II
- \$5.3 million for Dermott District Park renewal
- \$5.3 million for Rollie Miles Athletic Grounds renewal
- \$5.0 million for Jasper Place Bowl Grandstand replacement
- \$5.1 million for school/park site development in MacTaggart, Windermere and Ambleside
- \$4.7 million for Ivor Dent Sports Park Phase II
- \$4.7 million for Buena Vista/ Laurier Park renewal
- \$4.2 million for the Louise McKinney Riverfront Park
- \$3.3 million for the shared park development program
- \$3.3 million for Paul Kane Park renewal
- \$3.2 million for RVA Connective infrastructure
- \$3.0 million for replacement tree planting and Naturalization
- \$2.5 million Play Space Conservation
- \$5.3 million for various other projects



Delivering Services to Citizens - Recreation and Culture

Recreation and Culture Includes:

- Community and Recreation Facilities
- Edmonton Public Library (EPL)

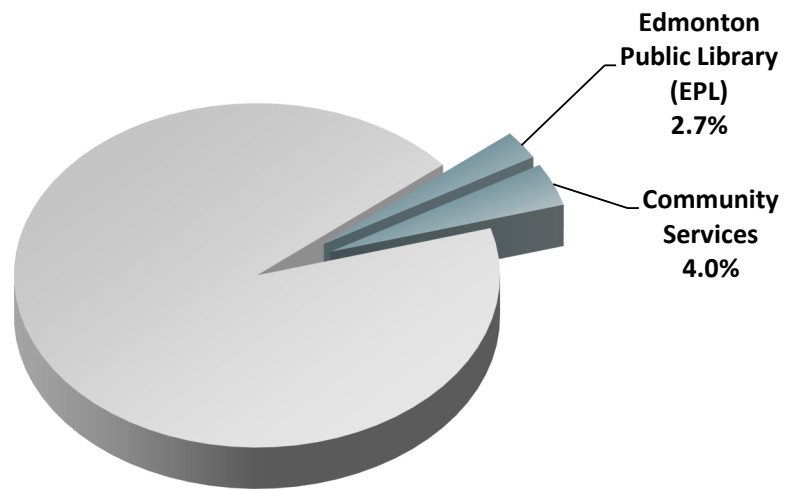
Quick Facts

Community Services

- 4 Multi-Purpose Recreation Centres
- 5 Outdoor pools
- 13 Neighbourhood Leisure Centres
- 21 Arenas (with 29 sheets of ice)
- 8 Cemeteries
- 3 Golf courses and 1 Driving Range
- Edmonton Valley Zoo has over 350 animals
- Muttart Conservatory has over 4585 specimen plants

Edmonton Public Library (EPL)

- 17 libraries with 2 more by end of 2014
- 2 lending machines
- 1 Literacy Van
- 14 million library visits
- 10 million items borrowed
- 7.4 million in physical (e.g. books) and digital (e.g. magazine, database) library collections



Mandate

Community Services

Community Services enhance the livability and vibrancy of the city by providing places and opportunities for all Edmontonians to gather, connect, recreate, and celebrate.

Edmonton Public Library (EPL)

Libraries are an essential element in the economic, social, and cultural well-being of a vibrant society like Edmonton. EPL provides an open, inviting, safe, fun and inclusive public space where everyone is welcome to learn, create, discover and grow. EPL is a gathering place for people and ideas, enabling a lifetime of learning, engagement and possibility for every Edmontonian. Great libraries shape great cities.

Delivering Services to Citizens - Recreation and Culture

The Last Three Years

Community Services

Significant investments were made in recreation facilities to accommodate the city's growing population and demand for service. Key growth projects approved in the last three years include the Clareview Community Recreation Centre and the Meadows Community Recreation Centre. Renewal and upgrading work was completed at the Edmonton Valley Zoo, at several municipal cemeteries, Hardisty Fitness and Leisure Centre, Confederation Arena, and the Mill Woods Recreation Centre.

Edmonton Public Library

EPL currently operates 17 libraries which include nine (9) owned facilities and seven (7) leased facilities, with two new additional branches opening by the end of 2014. With City Council's commitment to renewing and growing EPL's library infrastructure in the last capital budget, EPL has opened and/or will be opening the following libraries:

- Highlands Library (replacement) Summer 2014;
- Clareview Library (new) Fall 2014;
- Meadows Library (new) Fall 2014;
- Mill Woods Library (new, replacing a leased facility) Spring 2015; and,
- Calder Library (new, replacing a leased facility) Fall 2016.

In addition, preliminary designs have been funded and developed for the renewal and upgrade of the Stanley A. Milner Library and Capilano branch. EPL continues to renew and upgrade other existing infrastructure and has invested in information technology, furniture and equipment, vehicles, and library materials.



Delivering Services to Citizens - Recreation and Culture

Ten Year Outlook

Community Services

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 a full range of services and programs that are accessible and contribute to providing enjoyment, learning, discovery and personal health. In developing the next ten year capital investment plans, consideration was given to changes in population and requirements to maintain the existing infrastructure investment. Best efforts were made to coordinate and partner where possible to minimize the investment impact and maximize value. Planned growth projects include new community recreation centres and continued investment in attractions. Renewal work will be carried out at existing facilities (i.e. leisure centres and arenas) in established neighbourhoods.



Edmonton Public Library

EPL's 10 year capital plan outlines capital investment priorities that align with the EPL Board strategic goals, business plan and City Council's vision and strategic direction of improving Edmonton's livability. The key focus for the next 10 years will be maintaining existing EPL infrastructure required for delivering service as well as investing in new library facilities to meet the current and future needs of our customers.

Over the next ten years, EPL's key capital investment priorities are targeted towards growth and replacement libraries, and rehabilitation and renewal of existing infrastructure (buildings, information technology, furniture and equipment, vehicles and library materials). Some of the key EPL Board priorities include: (1) the Riverbend branch renewal and expansion, (2) a new Lewis Estates community library, (3) a new Heritage Valley community library, (4) the Woodcroft branch renewal and expansion, a new McConachie community library, (5) the Whitemud Crossing branch relocation, (6) the Castle Downs branch relocation, (7) the Abbottsfield branch relocation, and (8) a new Ellerslie community library.

In addition to major branch projects above, EPL has identified on-going rehabilitation needs based on the City's risk-based investment management system to maintain EPL's infrastructure at an acceptable condition including: library facilities rehabilitation / renewal, IT infrastructure renewal, library materials, and library furniture and equipment rehabilitation / renewal.



Delivering Services to Citizens - Recreation and Culture

The Next Four Years

For 2015-2018, \$300.2 million is proposed to be allocated for Recreation and Cultural Services.

Community Services

For 2015-2018, \$180.5 million was approved for Community Services Facilities. Key projects include:

- \$40.0 million for Telus World of Science
- \$33.4 million for Fort Edmonton Park utilities renewal (plus \$37.3 million in 2019 and beyond)
- \$25.4 million for Edmonton Valley Zoo renewal
- \$17.3 million for Coronation Community Recreation Centre (plus \$94.9 million in 2019 and beyond)
- \$16.0 million for MacEwan West Campus purchase
- \$8.8 million for the Castle Downs arena renewal
- \$7.8 million for the renewal of the Jasper Place Leisure Centre
- \$7.0 million for equipment conservation
- \$6.0 million for safety and security initiatives for parks and facilities
- \$3.7 million for Winspear Facility Expansion
- \$3.5 million for Valley Zoo utilities renewal
- \$3.0 million for design of the Community Services portion of the Lewis Farms Community Recreation Centre and Library
- \$2.5 million for the South Haven Cemetery
- \$2.5 million for the Whitemud Equine Centre Redevelopment
- 2.0 million for Kihciy Askiy Sacred Earth
- \$0.8 million for Wellington/African Multicultural Centre
- \$0.8 million for Commonwealth Stadium equipment

Edmonton Public Library

The approved 2015 to 2018 budget includes \$119.7 million in funded EPL capital projects for the next 4 years. Key projects include:

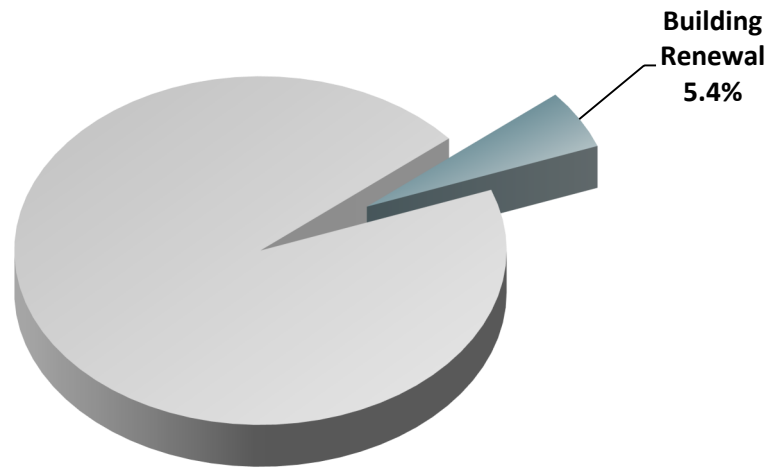
- \$61.5 million for the Milner Library renewal and upgrades
- \$28.9 million for the renewal of library materials
- \$11.5 million for the Capilano Branch relocation
- \$9.1 million for the EPL Calder Branch relocation
- \$5.6 million for Information Technology infrastructure renewal
- \$1.5 million for branch building rehabilitation and renewal
- \$1.1 million for renewal of furniture, equipment and shelving.
- \$0.5 million for design of the library portion of the Lewis Farms Community Recreation Centre and Library



Delivering Services to Citizens - Building Renewal

Building Renewal includes the renewal of the following facilities:

- Police stations
- Fire stations
- Recreation Centres
- Parks amenities including pedestrian bridges
- Transit Centres (Bus)
- Other Civic Facilities



Quick Facts

- Estimated construction replacement value for over 900 City facilities is close to \$6 billion
- Includes 30 Office Buildings and 27 Commercial Buildings worth more than \$1.6 billion

Mandate

To ensure the City can deliver the services that are of the greatest value to Edmontonians, Project Management and Maintenance Services manages the design and construction of buildings, attractions and diverse landscapes while maintaining the City's existing facilities. The Branch contributes to *The Way We Live*, *The Way We Green* and *The Way We Finance* through what and how it builds, as well as how it sustains infrastructure. As part of its mandate, the Branch manages Building Renewal which is a key strategy in ensuring Edmonton's financial sustainability. Maintaining and renewing City facilities ensures that these facilities continue to be operational for their entire lifecycle rather than needing to be replaced prematurely. Sustaining existing facilities also improves Edmonton's livability as well-maintained assets ensure that all citizens have access to the services that they need and contribute to their quality of life. Under the program, the City works to maximize facility lifespan while minimizing costs and disruptions to public service so that buildings and facilities are able to meet the immediate and long term needs of the City.

The Last Three Years

Renewal investments were made in roof replacements, fire alarm system upgrades, and in building and facility rehabilitation which included the maintenance rehabilitation work associated with the various building categories within the city including fire stations, arenas, service and operations. The scope of work included upgrades to and replacement of major components within the mechanical, electrical and structural systems of each facility. Projects completed in the previous budget include the Ferrier Transit Garage Roof, Mill Woods Recreation Centre Refurbishment, and Mitchell Garage Rehabilitation.

Delivering Services to Citizens - Building Renewal

Ten Year Outlook

Over the next ten years, the Branch will continue to contribute to *The Way We Live, The Way We Green and The Way We Finance* by building sustainable and accessible infrastructure, while developing strategies to effectively maintain the City's existing facilities. Determining project priorities is assisted by the Building Maintenance Decision-Support System which utilizes building condition assessments to identify critical projects and prioritizes all city buildings for rehabilitation work based on their physical condition. This information, combined with the output of the roof inventory system provides an overview of the state of the city's facilities.

The Next Four Years

For 2015-2018, \$ 244.6 million was approved for building renewal. Key projects include:

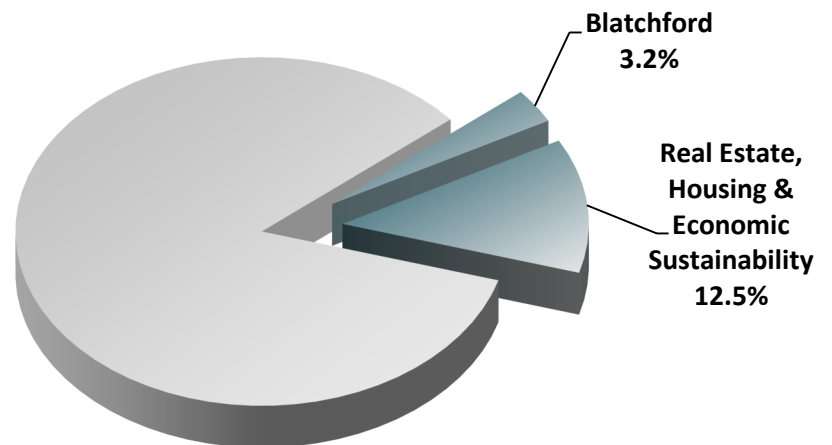
- \$153.1 million for building and facility rehabilitation
- \$71.8 million for the replacement and rehabilitation of roofs on City-owned buildings and facilities
- \$9.4 million for facility energy retrofits
- \$7.9 million for the Shaw Conference Centre renewal
- \$2.2 million for the project management information system



Delivering Services to Citizens - Economic Development

Includes the following:

- Blatchford Redevelopment
- Rogers Place
- Northeast and other Industrial Areas
- The Galleria Pedway
- The Quarters Downtown
- Edmonton Energy & Technology Park
- Edmonton Research Park



Quick Facts

- Completion of Rogers Place is slated for the fall of 2016
- The Capital City Downtown CRL is estimated to generate sufficient revenue over its 20 year life to fund approximately \$500 million in new infrastructure downtown
- Blatchford will accommodate 30,000 people while providing carbon

Mandate

Sustainable Development provides an integrated approach for urban planning, guiding development, economic sustainability and the environment to achieve the City vision of a vibrant and sustainable community. The Department advances economic development strategies and urban renewal initiatives to support Council's Vision for a vibrant and inclusive city that attracts investment and provides a high quality of life, thus ensuring ongoing sustainability and success.



Delivering Services to Citizens - Economic Development

The Last Three Years

In the last three years, major projects have been initiated in the downtown area including the first Phase of The Quarters Downtown funded by a Community Revitalization Levy (CRL). The Boyle Renaissance initiative which includes the Boyle Street Plaza and Melcor YMCA Village is now complete. Construction is also complete for the Boyle Renaissance Tower. The City's investment in the Quarters Downtown is continuing to attract investment in private developments such as the Five Corners Tower One, the Hyatt Place Edmonton hotel at 96 St and Jasper Ave and the Artists Quarters. The recently initiated arena project and Blatchford Community development are progressing as planned within timelines and budgets.

Ten Year Outlook

Economic development is integral in achieving three of the City's six ten year strategic goals: Transform Edmonton's Urban Form, Diversify Edmonton's Economy, and Preserve and Sustain Edmonton's Environment.

Efforts to boost economic growth in Edmonton will be achieved through projects led by the City of Edmonton:

Transformational Projects

- Rogers Place – More than just a home for a major league sports franchise, the arena will drive downtown development and serve as the anchor for a new and revitalized downtown entertainment district
- Blatchford Community Development - with its high standard of urban design and environmental sustainability, Blatchford will be an example of transformation in the way people connect with each other, with their city and with the environment.
- The Quarters Downtown – evolving the area east of 97 Street into a vibrant, urban village

- Rossdale Redevelopment - an area of immense historic significance, a gateway to the Downtown and an important link in the river valley parks chain, Rossdale represents a unique redevelopment opportunity.

Industrial Growth and Attraction Projects

- The Edmonton Energy and Technology Park (EETP) is an eco-industrial hub in Alberta's Industrial Heartland.
- The EETP has a broader investment attraction initiative currently underway that proposes making strategic capital investments at the EETP to catalyze future investments.

Together, these projects will continue to usher in economic diversity and strength to the City, bringing more diversity, vibrancy and energy to it while making it attractive to live and invest in:

The implementation of the Blatchford Redevelopment project will create an environmentally, socially and financially sustainable community for 30,000 people in the heart of Edmonton.

Catalyst projects supported by the downtown CRL are putting an unprecedented focus on the city's core and will result in more people living, working, learning, shopping, and playing downtown. This will create a strong, healthy downtown that will provide an economic, cultural and tourism hub that boosts Edmonton's efficiency and image while the Quarters Downtown CRL will continue to revitalize the east side of Downtown Edmonton.

Investment in the Edmonton Energy and Technology Park will catalyze development in the City's largest industrial area, offering opportunities for value-added industries and significant economic spin-off activity available to Edmonton and the region from Alberta's oil sands activity.

Delivering Services to Citizens - Economic Development

The Next Four Years

For 2015-2018, \$701.8 million was approved for Economic Development. Key projects include:

Sustainable Development:

- \$403.1 million for the Rogers Place and related infrastructure projects
- \$142.3 million for the Blatchford Redevelopment (plus an additional \$419.1 million for 2019 & beyond)
- \$43.2 million for The Quarters CRL Phase II (subject to Council approval of projects and schedule)
- \$61.7 million for the Capital City Downtown CRL projects (plus an additional \$16.5 million for 2019 and beyond)
- \$29.0 million for the Galleria project pedway connection
- \$14.1 million for TOD Stadium Plan Street Network
- \$2.5 million for surplus school site first place program
- \$3.9 million for the Quarters – Phase I
- \$2.0 million for EETP - Stormwater Drainage Solutions



Delivering Services to Citizens - Corporate Support

Corporate Includes:

- Fleet Services
- Information technology

Quick Facts

- Over 5,000 fleet vehicles
- 90,800,000 annual km travelled
- 944,000 shop labour hours
- 5,500 desktop computers, 1,200 laptops and 3,300 mobile devices
- Over 500 servers and 2 petabytes of internally-stored information
- 140 business software applications and six major enterprise-wide application systems
- A communication network that serves 255 City locations, is composed of more than 660 networking devices, and is interconnected by over 100 km of optical fibre cables
- Corporate technology assets are valued at \$334.2 million

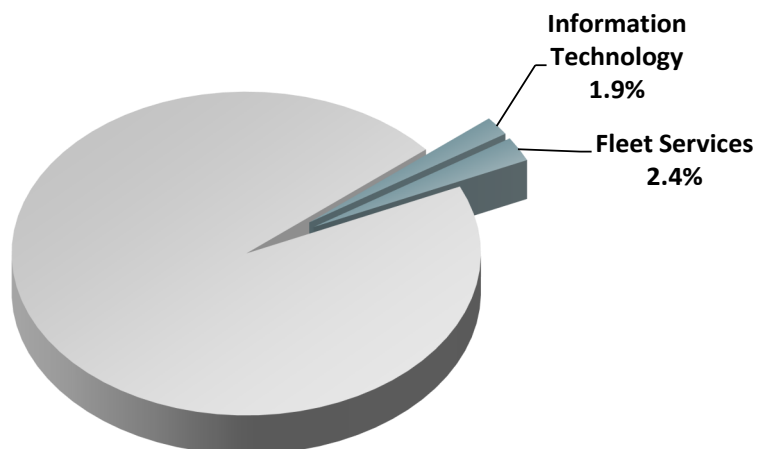
Mandate

Fleet Services:

Fleet Services is one of the largest integrated municipal fleet operations in Canada. Fleet Services ensures that over 5,000 City vehicles, transit buses and essential City operations equipment are well maintained, safe, and reliable for use on a daily basis. Fleet Services are the City's experts in vehicle and equipment procurement, maintenance, fleet engineering, fabrication services, fuel management and fleet safety.

Information Technology:

The IT Branch assists all areas of the organization to improve current processes and find new ways to do business through innovation and use of technology. The Branch also directly affects the lives of citizens - from syncing City traffic lights, to providing online and mobile access to City information and services. To align with Council's vision of increased transparency, the IT Branch makes available approximately 400 data sets through the open data catalogue.



Delivering Services to Citizens - Corporate Support

The Last Three Years

Fleet Services :

Fleet Services ensures vehicles and equipment are replaced based on established lifecycles to maintain a reliable, safe fleet capable of meeting service needs of citizens. Investment was completed in hoist replacements as well as fuel and oil tank replacements to ensure safety and environmental standards are maintained.

Information Technology:

Investments were made to renew, and where required, replace critical IT infrastructure and business specific and enterprise wide applications. Specific projects included the upgrades to; the City's Fire Rescue Computer Aided Dispatch System, electronic storage environment, customer relationship management system and the desktop operating system. In addition, investments were made to comply with the Payment Card Industry (PCI) standards.

Ten Year Outlook

Fleet Services:

For Fleet Services, replacing shop repair equipment is required to support fleet diversity, along with increased fuel storage capacity to meet growing service delivery needs. Fleet will require 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.

Information Technology:

The IT Branch will continue to develop innovative and sustainable technology solutions to meet the expectations of citizens and City business areas. Through technology, the Branch will continue to modernize and improve the way that services are delivered, while increasing transparency and information channels. Internally, the Branch will provide and maintain tools to help staff work together more effectively, including performance and information management tools.

To achieve these goals, upgrades will be required for enterprise wide and business specific applications and IT infrastructure. The Information Technology Investment Committee (ITIC), will govern all IT investments for the corporation.

The Next Four Years

For 2015-2018, \$193.9 million was approved for Corporate projects, \$109.6 million for Fleet Services and \$84.3 million for IT. The allocation includes the following key projects:

Fleet Services:

- \$87.2 million for vehicle replacements
- \$10.6 million for hoist and tool replacements
- \$4.8 million for bus wash replacements
- \$4.3 million for the upgrade of the Kennedale fuel site
- \$2.7 million for fuel site and oil tank replacement

Information Technology:

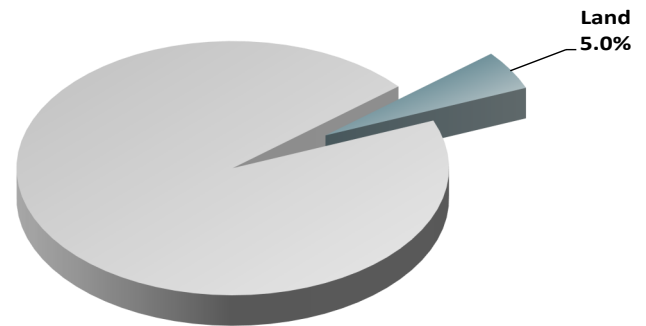
- \$23.5 million to renew IT hardware based infrastructure
- \$30.4 million to maintain IT software based applications
- \$19.5 million for IT growth
- \$10.9 million for Current Planning IT improvements

The amounts for Information Technology do not include IT funding for Edmonton Police Service (\$19.8 million) for Edmonton Public Library (\$5.6 million)

Delivering Services to Citizens - Land

Land includes:

- Land Enterprise
- Strategic Land Acquisition



Mandate

Real Estate Housing and Economic Sustainability provides real property expertise for the City. This includes management of the Land Enterprise Fund.

The Enterprise Land Development Section manages a portion of the Land Enterprise Fund for industrial-commercial-institutional (ICI) and residential/mixed-use land development projects to advance multiple Council-approved objectives. The Property Sales Section markets and sells land developed for resale or land declared surplus to municipal needs.

The Last Three Years

Residential development activities occurred in Schonsee and Oxford neighborhoods. In Schonsee, a wetland area was restored for the purposes of storm water management also facilitating neighboring private development. In Oxford, residential resale lots were created in addition to wetland reclamation for city amenities. Oxford's residential sales agreements included opportunities for energy efficiency and grants for secondary suites to contribute to multiple strategic objectives.

Industrial-commercial-institutional development occurred in Pylypow, Rampart and Place La Rue.

Strategic land acquisitions occurred to facilitate transformational projects focused on the Downtown Arena and Entertainment District development, Blatchford Redevelopment initiatives and to purchase land at pre-development prices in Glenriding and Heritage Valley for District Parks.



Delivering Services to Citizens - Land

Ten Year Outlook

Land Development activities are aligned with *The Way Ahead*, and contribute to all six Ways plans while striving to enhance citizens' lives and build Edmonton's global reputation through:

- Involvement in innovative land developments
- Marketing of developed lots
- Incorporation of sustainability requirements in sales agreements

The land development primarily contributes to the ten-year goal of Transforming Edmonton's Urban Form and the related Municipal Development Plan, *The Way We Grow*. Land Enterprise, a self-funded enterprise, provides an annual dividend of 25% of net income to the City to contribute to *The Way We Finance* - Ensuring Edmonton's Financial Sustainability.

Planned growth projects include land development activities in:

- Ellerslie Industrial
- Goodridge Corners
- Laurel
- McConachie
- Rampart
- Schonsee

Additionally, Land Enterprise expects to acquire industrial-commercial-institutional and residential/mixed-use land to plan for future Land Enterprise activities.

The Next Four Years

For 2015-2018, \$224.6 million was approved for Land Enterprise and is funded by land fund retained earnings. Key Capital projects include:

- \$87.2 million for industrial, commercial and institutional (ICI) land development
- \$47.0 million for industrial, commercial and institutional (ICI) land acquisition
- \$74.1 million for residential / mixed-use land development
- \$16.2 million for residential / mixed-use land development acquisition

Land Enterprise Profiles have historically been included as part of the Capital Budget. Operating and Capital budgets of Land Enterprise are fully integrated and as such should be presented as a consolidated package through the budget process similar to the way the utility budgets are prepared and how quarterly reports are presented. Administration will work towards implementation of this change in the next year.



Delivering Services to Citizens - Utilities

The Drainage Services and Waste Management Utilities capital projects are funded through utility rates. Their capital and operating budgets are submitted through the Utilities Committee. This budget document focuses on tax-supported areas.





ATTACHMENT 1 - Approved Renewal Profiles 2015-2018 (\$000)

Branch	Page #	Profile Name	Profile Number	2015	2016	2017	2018	2015-2018 Total	2019 and beyond
Community Services									
Community & Recreation Facilities									
	1	Whitemud Equine Centre Redevelopment	12-21-5742	2,500	-	-	-	2,500	-
	7	Castle Downs Arena Renewal	15-21-1500	519	3,241	5,004	-	8,764	-
	9	Jasper Place Leisure Centre Renewal	15-21-2180	346	4,346	3,059	-	7,751	-
	11	Valley Zoo - Natures Wild Backyard	15-21-5357	758	3,214	8,091	13,312	25,375	-
	17	Fort Edmonton Park Utilities	15-21-6973	1,916	538	4,956	26,020	33,431	37,328
	21	Valley Zoo Utilities	15-21-8843	1,366	2,154	-	-	3,520	-
	23	Queen Elizabeth Park Phase 2	15-28-1700	947	2,585	1,917	-	5,448	-
	25	Buena Vista / Laurier Park Renewal	15-28-1900	168	1,449	1,620	1,488	4,725	-
	27	Commonwealth Stadium Equipment	CM-21-2000	200	200	200	200	800	-
	29	Equipment Conservation	CM-21-5601	1,500	1,500	2,000	2,000	7,000	-
	33	River Valley Trail and Park Renewal	CM-28-8530	4,200	4,500	4,400	3,900	17,000	-
Community Strategies & Development									
	59	Environmental Sustainability	CM-21-9783	250	300	350	400	1,300	-
	63	Parks Conservation	CM-28-8510	4,000	6,500	7,500	8,000	26,000	-
Fire Rescue Services									
	67	Dispatch System Replacement	08-70-9000	-	-	1,550	-	1,550	-
	71	Fire Rescue Equipment Replacement	CM-70-0001	987	987	987	987	3,948	-
Neighbourhood, Parks & Community Recreation									
	97	Paul Kane Park	15-28-1100	525	1,831	912	20	3,288	-
	99	Dermott District Park Renewal	15-28-1200	331	3,081	1,932	-	5,344	-
	105	Terwillegar Heights Artificial Turf	15-28-5821			700		700	-
	107	Londonderry Artificial Turf & Park Renewal	15-28-5822			1,500		1,500	-
	109	Jasper Place Bowl Grandstand Replacement	15-28-5823	557	3,794	695	-	5,046	-
	111	Rollie Miles Athletic Grounds Renewal	15-28-6000	20	331	3,081	1,912	5,344	-
	117	Replacement Tree Planting and Naturalization	CM-28-2001	750	750	750	750	3,000	-
	125	Neighbourhood Park Development Program - Renewal	CM-28-7055	4,690	4,770	4,770	4,770	19,000	-
	127	Sports Field Renewal	CM-28-8515	200	300	300	400	1,200	-
	131	Play Space Conservation	CM-28-8520	625	625	625	625	2,500	-
Facility and Landscape Infrastructure									
	137	Facility Energy Retrofits and Greenhouse Gas Red'n	15-75-3102	624	1,806	3,851	3,146	9,427	-
	139	High Voltage System Upgrades in Parks	15-75-5005	576	1,615	2,056	2,297	6,544	-
	141	Building and Facility Rehabilitation	CM-75-0100	10,865	43,081	49,101	50,099	153,146	-
	145	Roof Rehabilitation and Replacement	CM-75-0103	10,300	20,066	20,509	20,963	71,838	-
	149	Pedestrian Bridge Rehabilitation	CM-75-0104	1,576	4,308	2,484	2,546	10,913	-

ATTACHMENT 1 - Approved Renewal Profiles 2015-2018 (\$000)

Branch	Page #	Profile Name	Profile Number	2015	2016	2017	2018	2015-2018 Total	2019 and beyond
Corporate Services									
Fleet Services									
	153	Vehicle and Equipment Replacement	CM-25-1001	20,108	17,487	23,441	26,208	87,243	-
	155	Fuel Site & Oil Tank Replacements	CM-25-3002	104	269	2,349	-	2,723	-
	157	Vehicle & Equipment Hoist Program	CM-25-3003	2,156	2,333	2,388	44	6,921	-
	159	Tools & Shop Equipment Program	CM-25-3005	968	902	864	883	3,618	-
	161	Transit Bus Wash Replacements	CM-25-3007	110	242	1,946	2,510	4,808	-
Information Technology									
	163	IT Enterprise Application Renewal	CM-18-1504	5,376	2,500	3,573	3,473	14,922	-
	167	IT Infrastructure Renewal	CM-18-1505	4,816	7,036	7,534	4,119	23,505	-
	171	Business Unit Application Renewal	CM-18-1506	3,247	5,566	2,456	4,179	15,448	-
Transportation Services									
Edmonton Transit									
	269	ETS Radio Systems Replacement	15-66-3004	1,364	2,087	2,126	724	6,301	-
	271	Law Courts Pedway Connection Leakage Repairs	15-66-3204	675	30	-	-	705	-
	273	Belvedere Transit Centre Busway Renewal	15-66-3502	25	3,050	-	-	3,075	-
	275	West Edmonton Mall Transit Centre Renewal	15-66-3504	404	3,997	-	-	4,400	-
	283	Transit Communications Renewal	CM-66-3000	3,887	1,046	1,512	2,283	8,728	-
	285	Transit Fare Collection Renewal	CM-66-3100	-	-	-	500	500	-
	287	LRT Facilities & ROW Renewal	CM-66-3200	2,171	4,303	2,959	5,564	14,996	-
	289	LRT Escalator & Elevator Replacement	CM-66-3202	502	3,546	3,780	4,046	11,873	-
	291	LRT Signals and Electrification Renewal	CM-66-3300	1,383	1,603	1,590	2,859	7,435	-
	293	LRV Fleet & Equipment Renewal	CM-66-3400	173	2,517	4,252	782	7,724	-
	295	Bus Facilities Renewal	CM-66-3500	1,397	2,316	1,949	2,101	7,763	-
	297	Transit/LRT Garage ETS Tenant Space Renewal	CM-66-3590	597	-	-	-	597	-
	299	Bus Fleet & Equipment Rehab & Replacement	CM-66-3600	6,390	8,876	29,140	31,854	76,260	-
Transportation Operations									
	301	ARP Arterial Renewal - Composite	12-66-1020	8,100	-	-	-	8,100	-
	305	Groat Road over N. Sask. River	12-66-1044	500	1,500	2,000	15,000	19,000	17,465
	307	NRP Neighbourhood Renewal - Composite	12-66-1056	2,700	-	-	-	2,700	-
	315	Walterdale Bridge	12-66-1466	19,500	-	-	-	19,500	-
	317	ARP Recon - 112 Ave (50-68 St.)	13-66-1023	5,488	-	-	-	5,488	-
	319	ARP Recon - 127 Street (118 Ave - Yellowhead Trail)	13-66-1024	220	6,117	-	-	6,337	-
	321	NRP Recon - Queen Alexandra	13-66-1052	11,536	11,568	5,797	-	28,901	-
	323	NRP Recon - Rosslyn	13-66-1053	16,108	8,454	-	-	24,562	-
	325	NRP Recon - Avonmore	13-66-1062	13,927	7,308	-	-	21,235	-

ATTACHMENT 1 - Approved Renewal Profiles 2015-2018 (\$000)

Branch	Page #	Profile Name	Profile Number	2015	2016	2017	2018	2015-2018 Total	2019 and beyond
	327	NRP Recon - Bonnie Doon	13-66-1080	11,438	11,658	11,006	-	34,102	-
	329	NRP Recon - Westmount	13-66-1081	12,534	12,776	12,078	-	37,388	-
	331	NRP Recon - Westwood	13-66-1082	8,467	8,631	4,396	-	21,494	-
	333	102 Ave (over Groat Road)	14-66-1041	21,500	-	-	-	21,500	-
	335	NRP Recon - Cromdale	14-66-1067	7,741	-	-	-	7,741	-
	337	NRP Recon - Glenora	14-66-1068	24,572	10,597	-	-	35,169	-
	339	NRP Recon - Belgravia	14-66-1083	190	380	6,894	13,290	20,754	-
	341	NRP Recon - Lauderdale	14-66-1084	190	7,904	15,073	-	23,167	-
	343	NRP Recon - Lansdowne	14-66-1085	190	3,697	6,751	-	10,638	-
	345	NRP Recon - Queen Mary Park	14-66-1086	190	14,027	7,353	-	21,570	-
	347	ARP Recon - 90 Avenue (75 St - 83 St)	14-66-2013	6,366	-	-	-	6,366	-
	351	Jasper Av:109 St - 116 St	15-66-1021	500	-	-	-	500	-
	355	NRP Recon - Laurier Heights	15-66-1069	15,979	4,506	4,592	-	25,077	-
	357	ARP Recon - Jasper Avenue (109 St - 124 St)	15-66-2011	351	523	8,746	8,858	18,478	-
	361	ARP Recon - 124 Street (111 Ave - 118 Ave)	15-66-2012	-	202	305	6,147	6,654	4,020
	363	ARP Rehab - Connors Road (90 Ave - 94 St)	15-66-2019	5,268	-	-	-	5,268	-
	365	BRIDGE Rehab - 50 Street over Sherwood Park Fwy	15-66-2414	-	-	3,000	-	3,000	-
	369	Traffic Controller System Conversion	15-66-2511	2,651	2,625	2,640	2,665	10,581	3,786
	371	NRP Recon - Montrose	15-66-4010	484	739	16,581	8,724	26,529	-
	373	NRP Recon - Kilkenney	15-66-4011	530	812	9,375	9,572	20,290	9,189
	375	NRP Recon - Central McDougall	15-66-4012	-	-	271	413	684	14,233
	377	NRP Recon - Strathearn	15-66-4013	367	562	4,760	14,585	20,274	-
	379	NRP Recon - Newton (S/123 Ave)	15-66-4050	-	375	574	6,645	7,594	13,161
	381	NRP Recon - McKernan	16-66-4014	380	582	9,889	10,099	20,950	-
	383	NRP Recon - Bellevue	16-66-4015	-	206	313	5,356	5,875	5,462
	385	NRP Recon - Eastwood	16-66-4016	-	-	-	496	496	26,808
	387	NRP Recon - Royal Gardens	16-66-4017	-	-	350	535	885	18,478
	389	NRP Recon - Alberta Avenue	16-66-4018	-	-	663	1,016	1,680	47,425
	391	NRP Recon - Virginia Park	16-66-4020	-	134	205	3,496	3,836	3,566
	393	NRP Recon - 122 Avenue (Fort Rd - 107 St)	16-66-4049	226	346	5,862	5,987	12,420	-
	395	ARP Recon - 122 Street (51 Ave - 63 Ave)	17-66-2014	-	-	182	276	458	9,042
	397	NRP Recon - Strathcona	17-66-4022	-	-	769	1,181	1,950	40,914
	399	NRP Recon - Parkview (E/142 Street)	17-66-4023	-	-	-	328	328	17,648
	401	ARP Recon - 111 Avenue (101-104 Street/106-109 Street)	18-66-2015	-	-	-	128	128	6,550
	403	BRIDGE Rehab - Scona Road Bridge over Connors Road	18-66-2410	-	-	-	552	552	-
	405	NRP Recon - Spruce Avenue	18-66-4024	-	319	487	5,642	6,449	11,178

ATTACHMENT 1 - Approved Renewal Profiles 2015-2018 (\$000)

Branch	Page #	Profile Name	Profile Number	2015	2016	2017	2018	2015-2018 Total	2019 and beyond
	407	NRP Recon - Lorelei	18-66-4025	-	-	-	456	456	24,515
	409	NRP Recon - Glenwood (W/163 Street)	18-66-4026	-	-	230	354	584	12,035
	411	NRP Recon - Highlands	18-66-4027	-	-	-	607	607	33,062
	413	NRP Recon - Prince Charles	18-66-4029	-	319	489	13,341	14,150	3,403
	415	NRP Recon - Allendale	21-66-4036	-	427	653	14,679	15,758	7,717
	417	NRP Recon - Inglewood	21-66-4037	-	-	710	1,088	1,798	37,549
	419	ARP Arterial Renewal - Composite	CM-66-2000	28,952	48,157	45,747	39,583	162,439	-
	421	Bridge Rehabilitation	CM-66-2400	8,030	7,759	7,250	16,599	39,638	-
	423	Traffic Infrastructure Rehabilitation	CM-66-2510	3,512	3,905	3,382	3,414	14,213	-
	427	Street Lighting Rehabilitation	CM-66-2560	5,981	6,184	7,142	7,542	26,850	-
	429	Geo-Environmental (Slope Stability)	CM-66-2715	3,662	3,723	3,907	4,034	15,325	-
	431	NRP NBHD Renewal - Composite	CM-66-4000	19,510	35,091	32,494	47,601	134,696	-

Economic Development Corporation									
	451	Shaw Conference Centre Renewal	15-99-3030	3,410	1,350	1,270	1,900	7,930	-
Edmonton Police Service									
	457	Helicopter Replacement	15-60-1400	3,470	-	-	-	3,470	-
	461	Public Safety Radio Network	15-60-1444	6,000	2,300	1,700	-	10,000	-
	469	Telecom Life Cycle	CM-60-1419	-	350	1,805	2,326	4,481	-
	473	Police IT - Infrastructure Sustainment	CM-60-1433	3,325	3,095	1,723	1,600	9,743	-
	477	Police IT - Applications Sustainment	CM-60-1460	2,711	1,385	1,874	2,350	8,320	-
	485	Security Equipment Life Cycle	CM-60-1600	120	145	310	3,000	3,575	-
	487	Vehicle Replacements	CM-60-1765	4,966	5,226	5,473	5,629	21,294	-
Edmonton Public Library									
	497	Library Facilities Rehabilitation / Renewal	CM-20-0048	915	584	-	-	1,499	-
	499	IT Infrastructure Renewal	CM-20-0050	1,654	1,137	1,097	1,698	5,587	-
	501	Library Materials	CM-20-0051	7,007	7,146	7,282	7,436	28,871	-
	503	Library Furniture and Equipment	CM-20-0052	453	327	157	160	1,097	-

Attachment 1 - Renewal 409,018 432,739 492,365 532,350 1,866,473 404,533

Attachment 1 - Renewal	409,018	432,739	492,365	532,350	1,866,473	404,533
Attachment 2 - Growth	664,583	802,504	629,727	525,197	2,622,011	1,357,389
Total Renewal and Growth	1,073,601	1,235,243	1,122,092	1,057,547	4,488,483	1,761,922

ATTACHMENT 2 - Approved Growth Profiles 2015-2018 (\$000)

Branch	Page #	Profile Name	Profile Number	2015	2016	2017	2018	2015-2018 Total	2019 and beyond
Community Services									
Community & Recreation Facilities									
	5	South Haven Cemetery Serv Bldg & Road	13-21-5350	2,474	-	-	-	2,474	-
	13	Lewis Farms Community Rec Centre & Library	15-21-5785	1,000	2,500	-	-	3,500	-
	15	Coronation Community Recreation Centre	15-21-5801	-	-	1,450	15,879	17,329	94,931
Community Strategies & Development									
	37	Wellington/African Multicultural Centre	15-21-1040	57	781	-	-	838	-
	39	Winspear Facility Expansion Project	15-21-3300	3,750	-	-	-	3,750	-
	43	Kihciy Askiky Sacred Earth	15-21-3400	210	1,790	-	-	2,000	-
	45	TELUS World of Science	15-21-6600	6,500	6,000	16,000	11,500	40,000	-
	49	MacEwan West Campus Purchase	15-21-7777	-	-	16,000	-	16,000	-
	51	Ed. Feder. Comm. Leagues - Hawrelak Park (100 Ann. Project)	15-28-4152	600	-	-	-	600	-
	55	Safety & Security	CM-21-5771	1,500	1,500	1,500	1,500	6,000	-
Fire Rescue Services									
	71	Pilot Sound Fire Station	12-70-0020	4,958	4,992	-	-	9,950	-
	75	Reactivation of Fire Station #21 (Rossdale)	15-70-0002	1,226	3,570	-	-	4,796	-
	79	Co-located Dispatch and Emergency Operations Centre	15-70-0003	1,037	5,649	18,199	32,583	57,468	8,800
	83	Windermere Fire Station	15-70-0004	1,951	4,095	7,175	1,469	14,690	-
	87	Traffic Light Pre-emption	15-70-0005	750	500	500	500	2,250	-
Neighbourhood, Parks & Community Recreation									
	95	Louise McKinney Riverfront Park	03-28-4147	700	28	250	3,250	4,228	-
	101	Ambleside SW District Office, Maintenance Yard & Fuel Site	15-28-4200	4,250	3,794	12,277	4,377	24,698	-
	113	Ivor Dent Sports Park - Phase II	15-28-6100	364	4,336	-	-	4,700	-
	115	Great Neighbourhoods Initiative	CM-21-5800	11,113	13,334	26,601	9,387	60,435	-
	121	Neighbourhood Park Development Program - New	CM-28-7050	3,000	3,000	3,000	3,000	12,000	-
Facility and Landscape Infrastructure									
	135	Project Management Information System (PMIS)	14-75-0102	2,210	-	-	-	2,210	-
Corporate Services									
Fleet Services									
	151	Upgraded Fuel Site - Kennedale	16-25-4003	1,017	3,313	-	-	4,330	-
Information Technology									
	173	Enterprise Applications Growth	CM-18-1508	3,503	3,601	3,192	3,638	13,933	-
	177	IT Business Applications Growth	CM-18-1509	783	1,378	1,640	1,717	5,518	-

ATTACHMENT 2 - Approved Growth Profiles 2015-2018 (\$000)

Branch	Page #	Profile Name	Profile Number	2015	2016	2017	2018	2015-2018 Total	2019 and beyond
Sustainable Development									
Blatchford Redevelopment									
	237	Blatchford Redevelopment Implementation	14-02-2106	77,060	38,693	9,587	16,973	142,313	419,136
Current Planning									
	181	Current Planning IT Enhancements	15-17-2031	2,744	2,716	2,732	2,758	10,949	-
Real Estate, Housing and Economic Sustainability									
	183	Edmonton Arena	11-17-0099	237,915	162,485	2,695	-	403,095	-
	185	The Quarters - Phase 1	11-17-0407	3,900	-	-	-	3,900	-
	187	Galleria Project - Pedway Connection	14-17-5037	5,000	24,000	-	-	29,000	-
	189	Surplus School Sites - First Place Program	15-17-5037	1,147	693	581	108	2,530	-
	191	The Quarters Downtown CRL - Phase II	15-74-4031	13,300	15,300	6,800	7,800	43,200	-
	195	Initial Phase Green and Walkable Downtown	15-74-4101	1,250	5,850	3,850	5,406	16,356	-
	199	Initial Phase Jasper Avenue New Vision	15-74-4103	823	815	2,185	8,273	12,096	8,656
	203	Warehouse Campus Neighbourhood Central Park Land Acquisition	15-74-4104	-	6,710	9,287	12,050	28,047	-
	207	Initial Phase 105 Street 102 Avenue Park	15-74-4106	549	3,802	-	-	4,351	-
	211	Future Phase Green and Walkable - Other Streets	15-74-4109	-	-	-	827	827	7,845
	215	EETP - Stormwater Drainage Solutions	15-74-4111	-	2,000	-	-	2,000	-
Urban Planning & Environment									
	219	RVA Connective Infrastructure	12-17-6100	2,181	886	164	-	3,231	-
	221	Mactaggart School/Park Site Development	14-17-1069	565	-	-	-	565	-
	223	Windermere School/Park Site Development	14-17-1070	1,376	1,111	-	-	2,487	-
	225	Ambleside School/Park Site Development	14-17-1071	1,012	976	-	-	1,988	-
	227	TOD Stadium Station Plan Street Network	15-17-3117	-	3,143	6,034	4,950	14,127	-
	229	River Valley Land Acquisition	CM-17-1001	2,750	2,750	-	-	5,500	-
	231	Suburban School and Park Land Acquisition	CM-17-1004	3,771	3,914	4,063	4,217	15,966	-
	233	Shared Park Development Program	CM-17-1010	312	636	864	1,444	3,257	-
	235	Natural Areas Acquisition	CM-17-3001	2,500	2,000	1,500	-	6,000	-
Land Enterprise									
	239	ICI Land Development	CM-16-2010	38,827	11,069	13,311	24,041	87,248	-
	243	ICI Land Development Acquisition	CM-16-2015	1,020	20,021	25,932	-	46,973	-
	247	Residential/Mixed-Use Land Development	CM-16-2020	24,430	24,770	6,164	18,757	74,121	-
	251	Residential/Mixed-Use Land Development Acquisition	CM-16-2025	4,078	-	-	12,137	16,216	-

ATTACHMENT 2 - Approved Growth Profiles 2015-2018 (\$000)

Branch	Page #	Profile Name	Profile Number	2015	2016	2017	2018	2015-2018 Total	2019 and beyond
Transportation Services									
Edmonton Transit									
	255	SmartBus	11-66-1293	10,150	-	-	-	10,150	-
	257	Valley Line LRT	11-66-1673	5,000	256,811	275,386	266,098	803,295	814,705
	261	Westwood Transit Garage Replacement	12-66-1413	55,963	56,593	74,202	-	186,758	-
	265	Transit Smart Fare System (Smart Card)	13-66-1294	6,500	14,696	9,004	8,019	38,219	-
	279	Capital line LRT Heritage Valley Park and Ride	18-66-3514	-	-	-	16,900	16,900	3,315
Transportation Operations									
	311	Kennedale Traffic Shop	12-66-1072	12,050	-	-	-	12,050	-
	313	91 St: 25 - 41 Ave SW	12-66-1454	3,100	-	-	-	3,100	-
	349	Parking Control Technology	14-66-2570	12,000	-	-	-	12,000	-
	367	High Level Bridge Safety Rail	15-66-2418	3,000	-	-	-	3,000	-
	425	Traffic Signals - Developer and ARA Funded	CM-66-2525	2,853	2,824	2,841	2,868	11,387	-
Transportation Planning									
	435	Whitemud Drive (66-34 Street) Widening	15-66-2212	16,083	13,905	3,348	-	33,336	-
	437	NE-AHD Pedestrian Bridge (funding only; Provincial project)	16-66-2610	-	2,000	-	-	2,000	-
	439	83 Avenue Bikeway (Mill Creek Ravine to 112 Street)	16-66-2612	4,390	-	-	-	4,390	-
	441	102 Avenue Bikeway (96 Street to 136 Street)	16-66-2614	1,300	3,500	3,979	-	8,779	-
	443	Capital Line-LRT Heritage Valley Park and Ride Land & Design	16-66-7006	1,200	800	-	-	2,000	-
	447	Active Transportation	CM-66-2600	6,500	7,500	3,500	2,500	20,000	-
	449	Complete Streets - Enhancements	CM-66-9003	2,744	2,716	2,732	2,758	10,949	-
Edmonton Police Service									
	453	Northwest Campus	12-60-1376	28,282	17,000	17,205	-	62,487	-
	465	Digital Asset Management System	15-60-1493	3,396	2,396	1,148	398	7,338	-
	481	Police IT - Applications Enhancement	CM-60-1461	530	-	950	225	1,705	-
Edmonton Public Library									
	489	Calder Branch Relocation Design / Land	08-20-0030	4,773	4,377	-	-	9,150	-
	191	Capilano Branch Relocation	11-20-0038	2,014	4,836	4,633	-	11,482	-
	493	Milner Library Renewal & Upgrades	12-20-0055	3,295	14,046	27,265	16,892	61,498	-

Attachment 2 - Growth

664,583 802,504 629,727 525,197 2,622,011 1,357,389

Attachment 1 - Renewal

409,018 432,739 492,365 532,350 1,866,473 404,533

Attachment 2 - Growth

664,583 802,504 629,727 525,197 2,622,011 1,357,389

Total Renewal and Growth

1,073,601 1,235,243 1,122,092 1,057,547 4,488,483 1,761,922

