

*At the time of publishing this approved version of the 2009 budget, economic conditions and market volatility were still unsettled throughout global economies. Given that these conditions are still not determined to be short-term or long-term, and that Edmonton is not immune to the affects of market volatility, Administration is monitoring 2009 operating costs closely, and will be providing monthly economic indicator reports to the Executive Committee.*

*Accordingly, this budget version only reflects the approvals made as a result of Council debate in December 2008 adjusted for a revised budget report brought forward on December 1, 2008. Subsequent to the December approval, Administration brought forward a report on April 15, 2009, containing a number of budget changes and strategies that are not reported in this budget document. These updates are as follows:*

## 2009 Operating Budget Adjustments

	<u>Revenue</u>	<u>Expense</u>	<u>Net</u>
<b>Operating Budget Issues</b>			
Investment revenues reduced by	\$ (17.5)		\$ (17.5)
Planning revenues reduced by	(13.0)		(13.0)
Growth in assessment revenue reduced by	(2.2)		(2.2)
Assessment complaint fees reduced by	(0.9)		(0.9)
Corporate expenditures - Rexall Edmonton Indy be increased		(1.5)	(1.5)
	<u>\$ (33.6)</u>	<u>\$ (1.5)</u>	<u>\$ (35.1)</u>
<b>Recommended Strategies</b>			
Fuel budget be reduced by		3.4	3.4
Corporate revenue be increased for additional revenue for services to AHS for transition of ambulance services	4.0		4.0
Corporate revenue be increased to include Epcor Goldbar transfer	16.5		16.5
Revenues be increased and expenses reduced per Service and budget review	3.0	8.7	11.7
Transportation budget be increased for the ETS security service pkge.		(0.5)	(0.5)
	<u>23.5</u>	<u>11.6</u>	<u>35.1</u>
Surplus			<u>\$ 0.0</u>
<b>Other Budget Adjustments</b>			
World Expo		(0.7)	(0.7)
Council Contingency		0.7	0.7
	<u>-</u>	<u>-</u>	<u>-</u>



**A creative description of Edmonton's future, this vision guides our decisions, helps us set direction and encourages us to align our priorities as we work to make Edmonton the city we want it to become by 2040.**

Edmonton is an **energy** city. Energy drawn from the ground and from above; from the sun and wind. But the true power of Edmonton is the democratic spark in its people.

Edmonton is a city of **design** — urban design, architectural design, and environmental design. Walk its safe, leafy neighborhoods, ride its efficient and accessible transportation system. The city has grown up; now we're building smarter.

Edmonton links the **continent** with the north and with Asia. This cooperative regional economy is powerful and diverse; oriented toward the future. Visit the universities and colleges, the humming research parks, the downtown office towers: Edmonton is a destination for advanced technologies, health care, and green energy.

Edmonton is a **recreation** city, an arts city. It is a city that embraces all seasons. Run, ride or ski on its trails and fields or cheer in its arenas and stadiums. Enjoy the museums, galleries, clubs, and theatres. Read its novels and watch its films. Spend an hour or a week in the glorious North Saskatchewan River Valley, the world's largest preserved park.

Edmonton is a city of many **cultures**, educational opportunities, and all political and social orientations. Yet its citizens are inspired by a shared vision and the certainty that this city on a river is one of the most special places on earth.

## Table of Contents

### Foreword

ii Foreword

### Executive Summaries

1 Operating Budget  
12 Capital Budget

### Budget at a Glance

15 2009 Tax bill at a Glance  
16 Tax Increase Drivers  
17 Budget Principles  
18 Fiscal Challenge  
19 Value for Tax Dollar  
20 Citizen Survey

### Operating Overview

23 New this Year  
24 Operating Fund Balance  
25 Operating Fund Changes  
27 Where the Money Comes From  
28 Where the Money Goes  
29 Operating Fund Explained  
33 Service Packages  
34 Council Motions

### Capital Overview

35 Part 1: Overview  
41 Part 2: Developing the Capital Budget  
45 Part 3: Investing in Infrastructure

### Tables

47 Operating Budget  
63 Capital Budget

### Supplemental Information

170 Governance Structure  
172 Basis of Budgeting  
177 Reserve Funds  
187 Strategic Plan  
195 Terms and Definitions

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

This consolidated budget volume combines the Operating and Capital Budgets as approved by City Council on December 10, 2008. The Operating Budget which was released on October 6, 2009 for Council consideration was approved for the calendar year 2009. The Capital Budget, which was released for Council consideration on October 23, 2008, was approved for the three-year period 2009 through 2011.

This approved budget volume only contains summary information regarding both the Operating and Capital budgets. Detailed Program overview sections and the 3 year Capital Budget overviews have not been reproduced in this volume, however, are available upon request. Additionally, the object code detail which was released as Volume II of the Operating Budget and the Capital Budget funded and unfunded project profiles, are not being reproduced.

## **Executive Summaries**

The Operating and Capital Budget Executive Summaries provide a high level overview of the approved 2009 (annual) Operating Budget and 2009-11 approved Capital Budgets.

## **Operating Budget at a Glance**

The purpose of this section is to provide a quick look at the 2009 Approved Operating Budget as well as highlights of the 2008 Citizen Budget Survey.

## **Operating Overview**

The Operating Overview discusses the budget process followed for the year. The Overview also provides key components of the City of Edmonton's Operating Fund, sources and uses of funds, a summary of Fund changes, approved service packages, and council motions considered in the budget development process.

## **Capital Overview**

The Capital Overview is made up of three parts: sources and uses of capital funds, the multi-year process/capital principles and investing in infrastructure.

## **Operating Budget Tables**

The Approved Operating Budget tables contain:

- Tax levy, expenditures, and revenues for Tax-supported Operations
- Revenues, expenditures, and net income for Non-Tax-supported Operations (Land Enterprise, Drainage Services, Mobile Equipment Services, Waste Management)

- Resource distribution by type of expenditure by Program
- Full-time equivalents
- Program revenue changes for Civic Programs, Boards & Authorities
- Highlights of approved 2009 user fees

### Capital Budget Tables

Included in this section are the following tables:

- The funded capital plan summarized by program and source of financing
- The funded capital plan with project detail:
  - a) By program with the sources of funding for each project and by program.
  - b) By funding source then program & project.  
Note: The project detail for this report shows only that portion of the project funding for the specified funding source.

### Supplemental Information:

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

- Governance and Corporate Structure
- Basis of Budgeting
- Reserve Funds
- Strategic Plan
- Terms and Definitions

### References:

The Capital Budget makes reference to the following documents:

- 2008-2017 Preliminary 10 Year Capital Investment Agenda report to City Council released July 11, 2008.
- “Delivering the Goods: Infrastructure and Alternative Revenue Sources for the City of Edmonton.” Canada West Foundation - available on their website at [www.cwf.ca](http://www.cwf.ca)

### Access to Approved 2009 Budget Document:

The Approved 2009 Budget document is available to the general public for reference purposes at the following locations:

- All branches of the Edmonton Public Library
- Grant McEwan Community Colleges: City Centre Campus, 10700 - 104 Avenue





## Foreword

- Norquest College, Learning Resource Centre, 5th Floor, 10218 - 108 Street
- University of Alberta, Government Document Library, 4th Floor Cameron Library
- Concordia College Library, 7128 Ada Boulevard

The 2009 Budget document is also available on the City's Website <http://www.edmonton.ca/budget>. 2009 Budget documents are available in limited quantities and can be purchased by calling the Budget inquiry line at 780-496-5122.



## Approved 2009 Budget — Introduction

City Council approved the 2009 operating budget on December 10, 2008. As part of the budget process, Council reviewed proposed services and programs in committee meetings on October 14-22 and in Council meetings in November and December. Meetings included three days of public hearings on the proposed budget.

The global economic situation changed dramatically since the presentation of the proposed budget in October. Market volatility had significantly impacted the local and international economy, including investment earnings and the price of oil and natural gas. On December 1, at the start of formal budget debates, Administration tabled revisions to the proposed operating budget as a result of the economic situation, resulting in total changes of \$23.7 million in downward adjustments in costs and revenues.

The Operating Budget is a one-year budget that funds services and programs such as transit, road maintenance and snow clearing, police and fire-fighter services, recreation programs, libraries and other civic services. Property taxes are used to help pay for these services, and because the budget increased (net of the downward adjustments above) the revenue required from property taxes increased by an average of 5.3%. This increase represents the approved tax increase that Council set for the 2009

operating budget. Council further approved a 2% tax increase specifically earmarked for a new neighbourhood renewal program. This brought the total approved tax increase to 7.3%.

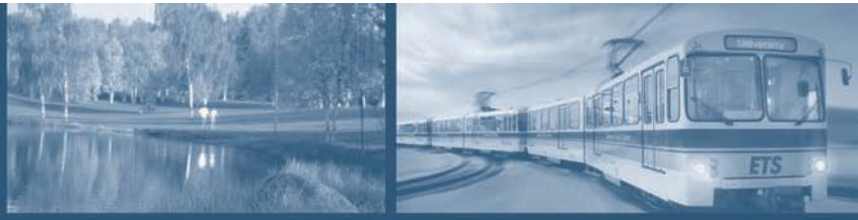
The Edmonton community has been comparatively more insulated from the recent economic down-turn. However, the City experienced significant growth in recent years, and while some new property tax revenue has been generated, the costs to extend services to new areas are incurred in advance of the revenue from property taxes. This problem is further compounded by a municipal tax system that prevents the City from capturing the full economic benefits of this recent growth. Changes in the overall market value of all properties in the City

does not affect the revenue the City receives. Market values of homes are only assessed to determine the relative portion of the total tax levy. As a result, the City is challenged with the costs of recent growth and a slow down in new taxation revenue caused by the global economic down-turn.

As the final step in the budget approval process, Council will finalize the total tax revenue requirement after the Province sends its education tax requisition to the City in April. The final property tax bill is sent to property owners in May.

### 2009 Highlights

- Approved 5.3% tax levy increase maintains current service levels
- Approved 2.0% tax levy increase specifically earmarked for neighbourhood renewal
- Revenues reduced by lower investment earnings and fewer housing permits



## Impact on Typical Household

The value of a home is used to determine the share of the total property taxes the City needs for services and infrastructure. The average increase in property taxes is 7.3%, which includes all property types (including commercial and industrial). For residential properties, the 2009 tax increase is less because households no longer pay for garbage services with taxes - this is paid entirely through user fees.

***In 2009, the typical single-family household cost for property taxes and municipal services is \$5.66 per day!***

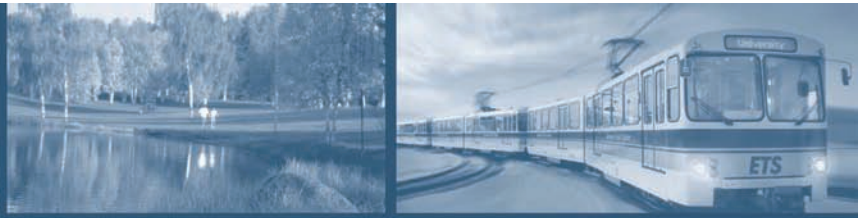
Most households will also get a one-time rebate on their tax notice in May to help offset increases in garbage and recycling fees that began on January 1st. For the average house the rebate is about \$53.00. The rebate is provided to homes with assessed values up to \$726,500 on a scale; more modest homes get more and houses with greater market value get less of a rebate. Therefore, while municipal taxes will not increase for the average house, user fees for garbage and recycling services will increase, as will drainage and sewer fees. For the typical house worth \$400,000 the total increase in all civic utilities and taxes is about \$129.00 or about \$0.35 per day.

This Council approved increase means that a typical household would pay under \$6.00 per day in taxes and basic service fees for services including fire and police protection, waste services, sewer services, and libraries. Property taxes also keep the costs of using public transit and recreation facilities lower.

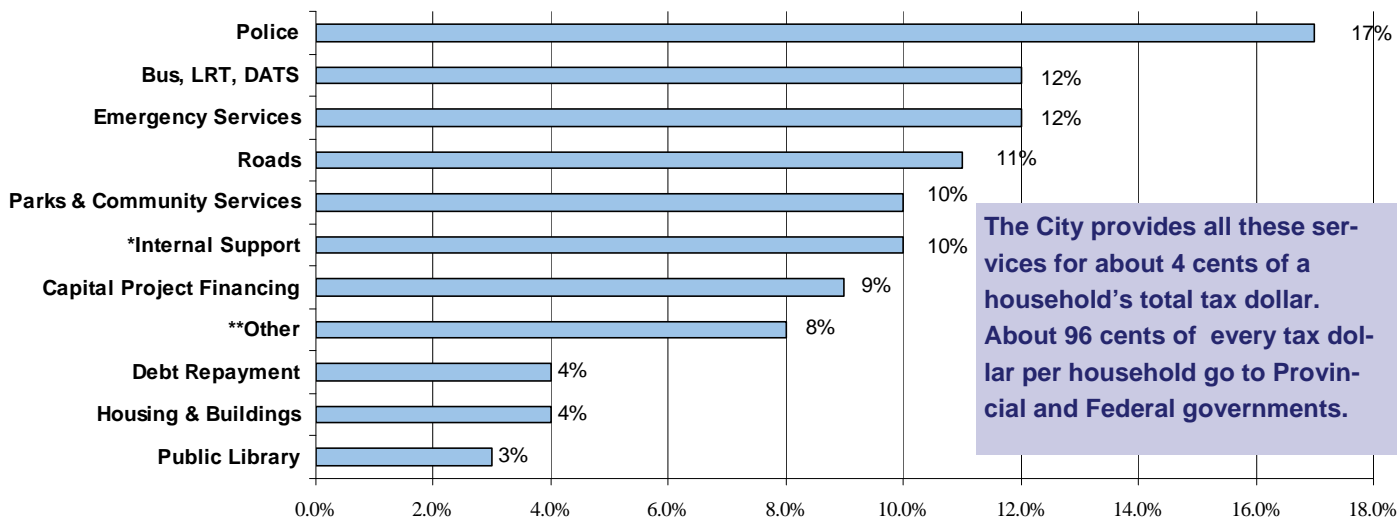
(Cost per Year)	2008	Annual Impact	Approved 2009	Approved Percentage
Municipal Property Tax <sup>1</sup>	\$ 1,416	\$ 103	\$ 1,519	7.3%
Market Value Shift (2.2%) <sup>2</sup>		(33)	(33)	
Tax shifted to Waste Utility <sup>3</sup>		(52)	(52)	
One-time Waste Refund <sup>3</sup>		(53)	(53)	
<b>Total Tax Bill</b>	<b>1,416</b>	<b>(35)</b>	<b>1,381</b>	<b>-2.5%</b>
Waste Utility Fee <sup>4</sup>	182	137	319	
Sanitary Sewer Utility <sup>5</sup>	278	22	300	
Land Drainage Utility <sup>6</sup>	61	5	66	
<b>Total Utility Bill</b>	<b>521</b>	<b>164</b>	<b>685</b>	<b>31.5%</b>
<b>Total Municipal Services</b>	<b>\$ 1,937</b>	<b>\$ 129</b>	<b>\$ 2,066</b>	<b>6.7%</b>

- 1 Based on a home assessed at \$400,000 in 2008 the annual increase is \$103.
- 2 Property values in the Other Residential property class increased on average while property values in the Single Family property class decreased on average.
- 3 In 2009, home owners will not pay for garbage services on their tax bill shifting approximately \$14 million from the tax base or \$52 for a home valued at \$400,000, and \$53 will be refunded as a one-time adjustment to offset the increased utility fee.
- 4 Reflects transfer of Waste Management from taxes to a utility. The approved single family residential charge will be \$26.59 per month.
- 5 Sanitary sewage utility has been calculated based upon an annual water consumption of 216m3. This reflects an approved increase of \$1.83 per month (or \$22.00 annually).
- 6 Land drainage utility has been calculated based upon the average residential lot size. The approved increase for this utility is \$0.42 per month (or \$5.00 per year). Actual charges will vary depending on the lot size and zoning.





## Value for Tax Dollar



The City provides all these services for about 4 cents of a household's total tax dollar. About 96 cents of every tax dollar per household go to Provincial and Federal governments.

*Note: This graph is based on the tax levy, which excludes user fees, but includes other corporate revenues.*

*\*Internal Support includes Corporate services, Finance & Treasury, Office of the Deputy City Manager*

*\*\*Other includes Planning & Development, corporate expenditures, City Government, and some Authorities*

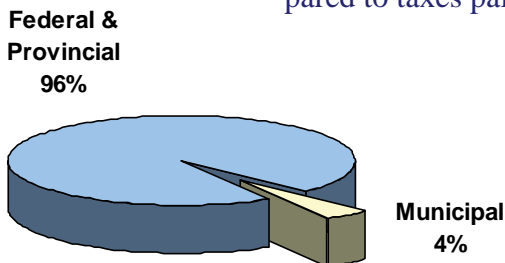
The City of Edmonton provides a wide range of services that citizens see every day for about \$4 per day in municipal taxes.

As the graph above illustrates, 52% of costs are allocated to the services Edmontonians consistently rate as most important: police, transit, emergency services and roads.

Other direct services including Parks & Community Services, Housing & Buildings, Public Library, and Other total 25%. The cost of Capital Project Financing and Debt Servicing totals 13%. Internal support, which includes administrative units such as finance and treas-

ury, human resources and information technology provided to other units, represent 10%.

All programs strive for efficiencies throughout the year that are reinvested in maintaining services to the growing population. The cost of providing these services to an Edmonton household is small compared to taxes paid to other orders of government.



Edmonton Property Taxes as a Percentage of Total Household Taxes Paid in 2007  
(Data Source: 2007 Statistics Canada Summary of Household Spending)

For every Federal, Provincial and Municipal tax dollar paid by an Edmonton household only 4 cents goes to the City. The remaining 96 cents goes to the Provincial and Federal governments.

## How the Approved 2009 Budget was Developed

In late 2007, the City started a renewed corporate strategic planning process which resulted in Council's approval of the City of Edmonton Strategic Plan 2009-2018 on July 9, 2008. The plan articulates the City Vision, 10-year strategic goals and 3-year priority goals and sets the short and long term strategic direction for the City of Edmonton.

The Strategic Plan has been instrumental in preparation of the approved 2009-11 capital budget, which was presented to City Council on October 23, 2008. The Strategic Plan and the results of the 2008 Citizen Budget Survey also guided the decision to set the approved 2009 operating budget with a goal to maintain existing service levels, which were deemed important for our continued high quality of life.

### 2008 Citizen Budget Survey

A Citizen Survey concluded in June 2008 confirmed the priorities framework that guided Administration. The survey of 800 residents showed:

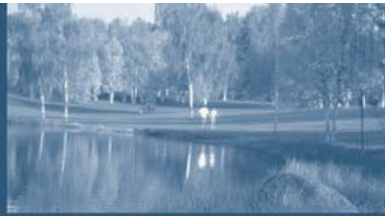
- 89% rated the City's quality of life as good to excellent
- 55% perceived the value of the city tax dollar to be good, very good or excellent.
- 50% support increasing taxes to maintain or enhance services
- 36% said no services should have funding reductions
- 21% supported cutting services to reduce or maintain taxes

City services rated with high importance but with lower satisfaction were summer and winter road maintenance, and public transit.

### *Budget Principles*

The approved 2009 Budget was prepared based on three key principles to ensure sound fiscal management and a balanced approach to the budget:

1. **Base** – the approved tax rate increase covers the costs to maintain 2008 levels of service in 2009, and cover existing commitments. Existing commitments include:
  - Tax supported debt for the Southwest Recreation Center, Whitemud/Quesnell Bridge, and EPCOR Tunnel
2. **Growth** – growth in assessment revenue due to new construction and development is used to fund services to maintain new assets contributed to the City by developers (contributed assets) such as roads, sidewalks, parks and street lights as well as the operating costs of completed new capital projects such as South Campus LRT and South West Transit Garage.
3. **One time** – one-time revenues cover one-time expenditures
  - In 2009 there is a one-time commitment to the Art Gallery of \$6 million.



## Budget Breakdown

### 1. Base

The approved tax rate increase of 7.3% (5.3% for operations and 2.0% for neighbourhoods) is needed to maintain 2008 service levels in 2009 and to cover prior commitments.

Of the total approved tax rate increase, 1.4% relates to annualization of costs arising in 2009 from service packages approved in the 2008 Budget.

Additionally, Council approved borrowing to fund several large capital projects; Whitemud/Quesnell Bridge, Southwest Recreation Centre, EPCOR Tunnel and Great Neighbourhoods. Based on the debt servicing requirements for these capital projects the

- **1.4% tax levy increase relates to prior year decisions**
- **2.0% tax levy increase relates to Neighbourhood Renewal**
- **3.9% tax levy increase relates to maintaining 2008 service levels in 2009**

required tax levy increase is 1.0%.

Wage and salary settlements reflect negotiated and estimated settlements for 2009.

Other personnel and benefits increases are mainly due to known and estimated employee benefit increases, merit and step increases.

During initial budget planning, non-personnel costs were originally forecast at a higher CPI rate for materi-

als and contracted services. Due to significant economic volatility experienced subsequent to the budget release, Council and Administration made assumption and efficiency changes during budget deliberations that resulted in only 0.6% being applied for inflationary impacts.

	(\$millions)	%
<b>2009 Approved Tax Levy Increase</b>		
<b>Prior Decisions</b>		
Annualized costs in 2009 of services approved in 2008	\$ 10.5	1.4%
	<u>10.5</u>	<u>1.4%</u>
<b>2009 Changes</b>		
Wage and salary settlements	31.6	4.1%
Other personnel and benefits	17.3	2.2%
Non-personnel costs	39.0	5.1%
Tax supported debt	7.9	1.0%
Art Gallery - Prepayment for 2010	6.0	0.8%
New Services approved by Council	7.7	1.0%
Inflation and Efficiency Reductions	(34.8)	-4.5%
EMS Transition	(4.8)	-0.6%
Increased Dividends and Franchise Fees	(23.0)	-3.0%
User fee and other revenue increases	(16.5)	-2.1%
	<u>30.4</u>	<u>3.9%</u>
<b>New Capital Financing</b>		
Neighbourhood Renewal Program	15.5	2.0%
	<u>\$ 56.4</u>	<u>7.3%</u>

**Note: Does not include assessment growth or one-time expenditures or revenues.**



## 2. Growth

Maintaining new assets such as roads, sidewalks, parks and street lights contributed to the City by developers as well as the operating costs of completed capital projects in 2009 are funded by the increased tax revenue generated by growth in the assessment tax base resulting from new construction and development.

The estimated revenue from growth in 2009 is \$19.2M.

As the City grows, the property tax base grows as well. However, there is a time lag between when services such as transit, road maintenance, fire-rescue and parks are provided to growth areas and when these areas achieve a fully developed tax assessment base.

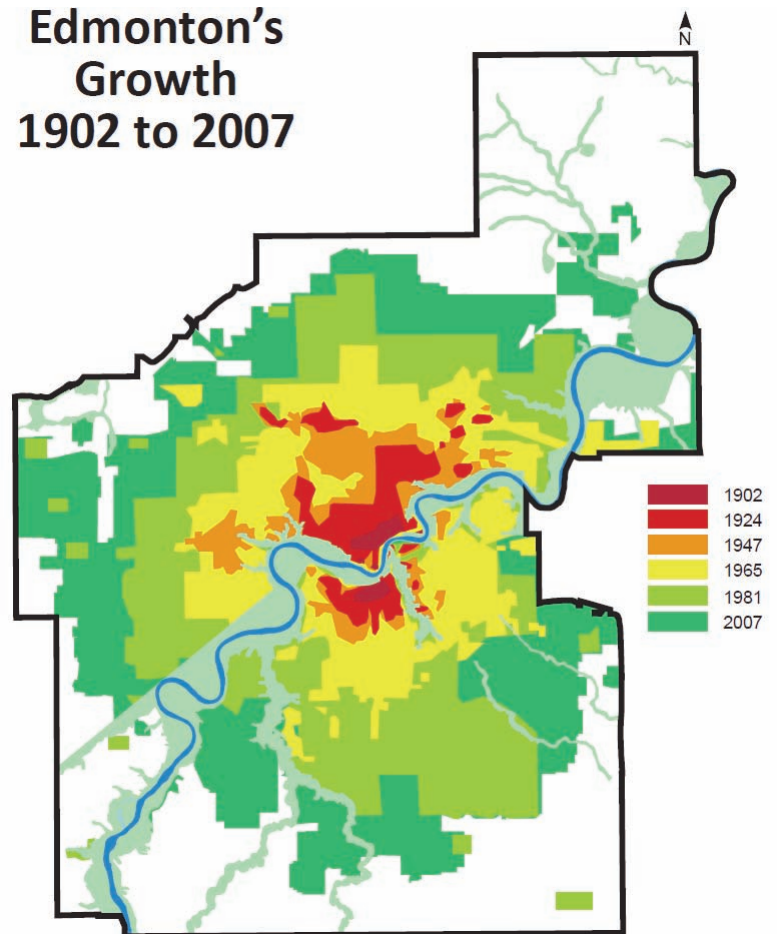
Edmonton's growth rate exceeds the national average. The population forecast for the end of 2009 is 758,057 an increase of 45,866 people since 2005. This increase is almost as much as the total population of Grande Prairie.

Alberta's economy is impacted by recent market volatility, which will cause growth revenues to decline. When growth revenues decline, there is more pressure placed on tax reliance and other revenue sources. The municipal tax system is not linked to the same elastic benefit that the Federal and Provincial governments gain through increased personal income taxes. The City is left to rely on limited revenue tools to provide every-day

*Edmonton has grown significantly since 1980. While economic growth results in increased assessment revenue, the costs incurred to service a greater population are paid in advance of the fully developed tax base, creating a fiscal imbalance.*

services and infrastructure for roads, transit, recreation, parks, fire-rescue, police and libraries to the growing population. Additional funding to cover the cost of providing these services and infrastructure largely depends on increased property taxes. This paradox is experienced by municipalities across Canada. It is intensified when the population growth is above normal.

### Edmonton's Growth 1902 to 2007



# Executive Summary (Operating Budget)

## Service Levels

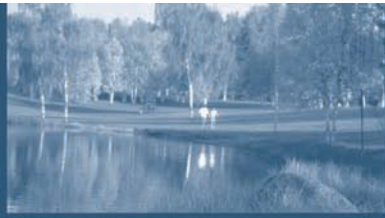
The following table summarizes the approved service needs included in the 2009 Budget. These service needs total \$26.2 million and the majority are funded by \$19.2 million of growth in assessment revenues due to construction and development. The funded service needs relate to maintaining new assets such as roads, sidewalks, parks and street lights contributed to the City by devel-

opers (contributed assets) as well as the costs of operating completed capital projects such as the South Campus LRT or South West Transit Garage.

During budget deliberations in December, City Council approved a further \$7.7 million in services by increasing taxes \$5.0 million, and transferring capital funding of \$2.7 million to the operating budget.

Service Package Title	Capital Impacts	Growth Funding	City Council Changes	Tax Levy Total	FTE's
<b>Boards &amp; Authorities</b>					
<b>Arts Council</b>					
Public Conservator & Inventory Project	-	-	150	150	-
Support for Arts Habitat Association	-	-	250	250	-
Winter Festival	-	-	300	300	-
<b>Federation of Community Leagues</b>					
Liaison Officer	-	-	55	55	-
Marketing Program	-	-	40	40	-
<b>Police Service</b>					
Communications System Replacements	435	-	-	435	0.5
Police Information Technology	930	-	-	930	2.0
Closed Circuit Television	250	-	-	250	-
Facility Infrastructure	125	-	-	125	-
New Services	-	-	3,700	3,700	83.5
<b>Public Library</b>					
Service to multicultural, aboriginal, senior & socially vulnerable communities (reallocated from Library collections)	-	-	-	-	4.0
<b>Civic Programs</b>					
<b>Asset Management &amp; Public Works</b>					
New Facilities & Equipment Maintenance	1,123	-	-	1,123	6.7
Impact of Capital Budget - Parks	1,205	-	-	1,205	18.0
New Leased Space	-	2,198	-	2,198	-
<b>Capital Construction</b>					
Buildings Design and Construction	74	-	-	74	13.0
<b>Community Services</b>					
Recreation Facilities - Impact of Capital Budget	494	-	-	494	7.5
Recreation Facilities - Aviation & Historical Board	-	-	162	162	-
Recreation Facilities - Wildlife	-	-	100	100	-
Recreation Facilities - Wildlife Reserve	-	-	500	500	-
Recreation Facilities - Art of Living	-	-	250	250	-
Ambulance Growth - MES	40	-	-	40	-
Fire Apparatus Growth	218	-	-	218	-
Great Neighbourhood Program( \$921 from Reallocation)	-	-	-	-	6.0
<b>Corporate Services</b>					
Annual Census	-	1,777	-	1,777	6.0
New Arrival Information Centre	-	170	-	170	3.0
Operational Impacts of Capital	2,668	-	-	2,668	16.0
World's Fair Bid	-	-	2,000	2,000	-
<b>Finance &amp; Treasury</b>					
Capital Project Implementation	291	-	-	291	4.0
Photo Enforcement / Ticket Processing	-	-	-	-	5.0
<b>Office of the Deputy City Manager</b>					
WICHITIWIN Circle of Shared Responsibility	-	-	75	75	-
Racism Free Edmonton	-	-	112	112	1.5
<b>Planning &amp; Development</b>					
Assessmt & Tax - Growth & Audit Recommendations	-	1,360	-	1,360	13.6
Zoning Bylaw Enforcement	-	-	-	-	4.0
<b>Transportation</b>					
Contributed Assets - Roadway Maintenance	1,768	-	-	1,768	13.0
Contributed Assets - Traffic	530	-	-	530	7.0
SLRT Operating Impacts	1,561	-	-	1,561	10.4
CPP Funded Operating Impacts - Transit	757	-	-	757	0.7
CPP Funded -New Bus Garage	556	-	-	556	-
<b>Total Tax-supported Service Packages</b>	<b>\$13,025</b>	<b>\$ 5,505</b>	<b>\$ 7,694</b>	<b>\$ 26,224</b>	<b>225.4</b>





### 3. One time

This budget principle refers to one-time budgeted revenues covering expenditures considered one-time in nature. This principle is important in ensuring that future tax rates are not burdened by decisions in the current year.

The Art Gallery commitment for 2009 of \$6.0 million is funded by one-time revenue.

#### *How the Overall Proposed 2009 Budget is Spent*

The expenditures detailed in the 2009 Budget total \$1.6 billion.

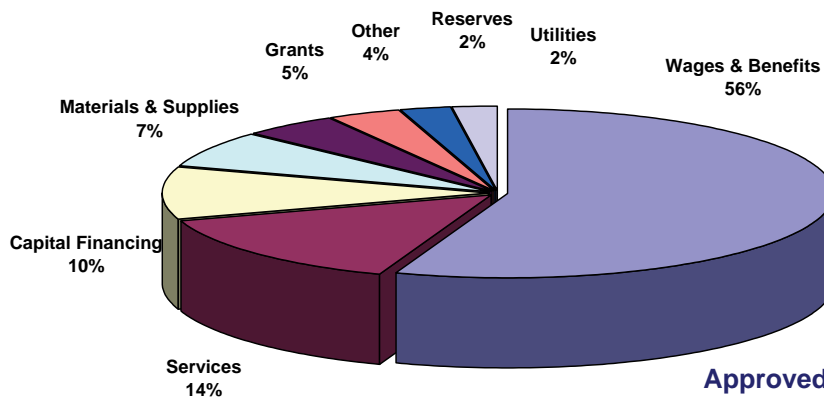
A significant portion (56%) of total expenditures pays for salaries, wages and benefits for city personnel, including transit operators, firefighters and police officers. The next highest expenditure category is for services purchased by the City (14%). These two items combined total 70% of the budget for ser-

vices. The remaining 30% of expenditures is used to pay for capital project financing (10%), materials, goods & supplies (7%), and the balance is for grants, utilities and other expenses (13%).

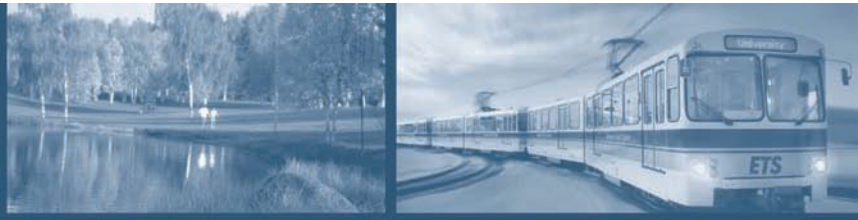
#### *Economic Volatility*

Recent global economic changes have resulted in price fluctuations for certain commodities the City purchases to run day to day operations. Using cost assumptions and inflation rates is a critical step in planning the future year's budget, and under volatile market conditions, it becomes difficult to accurately predict cost changes in a municipal setting. Commodities including diesel and natural gas have fluctuated along with other materials and supplies the City consumes and consequently, Administration made cost adjustments after releasing the budget totaling approximately \$15 million.

**Distribution of the 2009 Operating Budget**



**Approved 2009 Operating Budget  
expenditures total \$1.6 billion**



## Taxes and Market Value Assessment

Market value assessment is used to determine tax rates around the world and is regarded as the fairest system because it is transparent and cost effective to administer. The Provincial Government mandates that all municipalities assess market values of properties on July 1, and use these assessments to proportionately spread their tax revenue requirements to pay for municipal services.

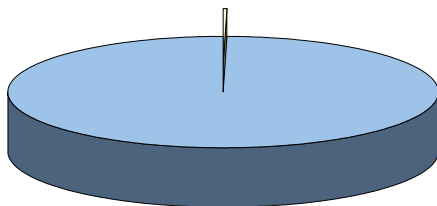
Properties are taxed based on their portion of the City's overall property assessment base. The assessed market value of each property is compared with all other property market values to determine their fair share. For example, a house that has an assessed value of \$500,000 will pay twice as much as a residential property that has an assessed value of \$250,000.

Property assessments are affected by sales of similar properties, changes to the property, and changes in the community.

Market value assessment is revenue neutral for the City. The City does not automatically receive extra revenue when property values rise. The tax portion may go up or down based on how a property's market value compares with the average assessed market value. If a property has an assessed market value increase in line with the average increase in market value for all residential properties in the City, then taxes are not affected by market value. In this case, only the municipal tax rate change would affect the property's tax.

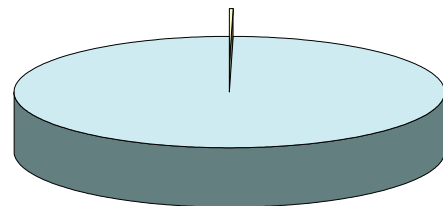
***Market Value Assessment: a tool to distribute the total tax requirement among all properties based on their relative value***

One property's market value assessment is about .0015 % of total assessed market values



Total market value assessment for all properties

Same property's tax is roughly .0015% of the total tax levy



Total taxation revenue required from all properties

## Revenue Sources

Property taxes do not provide adequate funding to meet all the services and infrastructure that residents expect.

The graph below shows that 52% of the City's revenue stream comes from property and business taxes. One of the biggest issues faced by the City is that revenues are not increasing at the same rate as expenditures.

In addition to property and business taxes, the City's main sources of operating revenue are user fees, investment income and franchise fees. The City also receives dividends from EPCOR and the Ed Tel Endowment Fund based on calculations outlined in current agreements and policies.

When the City's other sources of revenue do not increase at the same rate as expenditures, property tax revenue must make up the difference.

In the approved 2009 budget, total expenditures increase by \$187.4 million, while other revenues (including 2008 Education Tax Room) increase by \$111.5 million. This means that tax revenues have to increase by 75.9 million to make up for the dif-

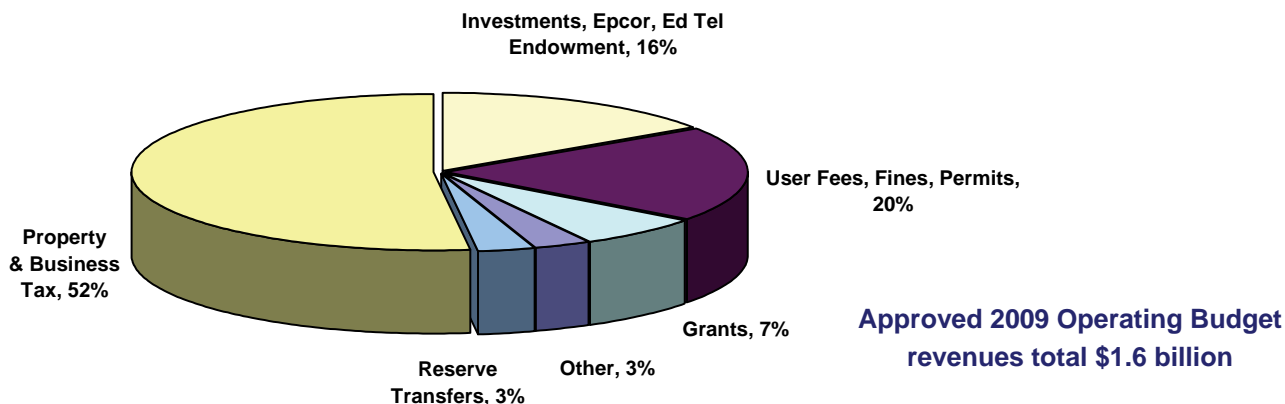
ference (\$56.7 from tax rate increases, \$19.2 from growth).

### *Capital Grants do not support operating budget*

The City receives a number of small operating grants for Library Services, Police Services and Community Services. In some cases these grants are fixed while in others they are recalculated on a per capita basis. None of the grants are indexed to reflect inflation or income levels.

The City also receives a capital grant from the Province of Alberta under the Municipal Sustainability Initiative (MSI). Edmonton will receive MSI grants of \$2.0 billion over the next 9 years. This grant can only be used for capital budgets. Although this grant is a significant contribution to Edmonton's infrastructure debt, it is not enough to address all of the City's needs in the next 9 years. These funds cannot be used for operating expenditures, even though capital projects often have an impact on operating expenditures. The 2009 budget includes \$13.0 million in additional operating expenditures that are a direct result of capital projects completed in 2008 and 2009.

### Sources of Approved Revenue for the 2009 Operating Budget



## **2009 Budget Next Steps**

### ***Provincial Education Tax***

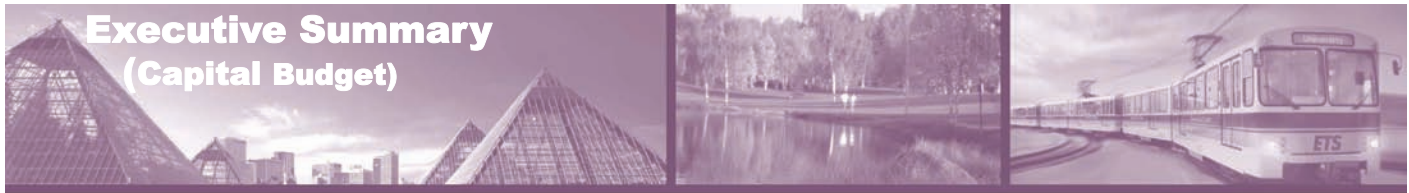
The next important event is the release of the approved 2009/10 Government of Alberta budget which establishes the Education Tax Requisition. Once this happens (normally in April), the City can proceed to finalize the 2009 tax assessment. Tax notices will be sent out in May.

It is important to note that the City collects property and business taxes on behalf of the City as well as education taxes on behalf of the Province of Alberta. Property and business taxes are for City purposes while the education taxes are remitted in full to the Province of Alberta.

### ***Subsequent Events & Market Volatility***

At the time of publishing this approved version of the 2009 budget, economic conditions and market fluctuations were still unsettled throughout global economies. Given that these conditions are still not determined to be short-term or long-term, and that Edmonton is not immune to the affects of market volatility, Administration is monitoring 2009 operating costs closely, and will be providing monthly economic indicator reports to the Executive Committee.





## Investments help achieve goals

The 2009-11 Capital Budget launches the implementation of the Preliminary 10-Year Capital Investment Agenda that was presented to City Council in July 2008. This 3-year capital budget is the first major step in implementing projects that advance the City’s new Strategic Plan. Key infrastructure principles used in the developing this 3-year capital budget are:

- use cash for ongoing projects (e.g. maintenance and renewal);
- use borrowing for new and large projects eligible according to the criteria set out in the approved Debt Management Fiscal Policy (DMFP);
- align projects to the new 30-year City vision and 10-year strategic goals;
- use rehabilitation funding to ensure existing assets meet acceptable standards;
- manage demand to reduce infrastructure requirements; and
- only build new infrastructure if life-cycle costs are affordable.

This approach is vital because the City has very limited funding – less than is needed to address a backlog of renewal projects and to meet the demand caused by population and economic growth.

## Balancing growth and renewal infrastructure

The under-funding of infrastructure projects in the 1990s – experienced across Canada – has created a need to address capital requirements on two fronts in Edmonton. The Preliminary 10-Year Capital Investment Agenda proposed a capital

### *Approved Capital Budget Summary:*

- *\$4.2 billion budget over 3 years*
- *50% for new growth projects*
- *50% for renewal projects*
- *New projects include North LRT and three multi-purpose Recreation Centres*
- *2% per year Tax Levy increase earmarked for the Neighbourhood Renewal Program*

plan that strikes a balance between investment requirements for growth and for renewal over the next 10 years.

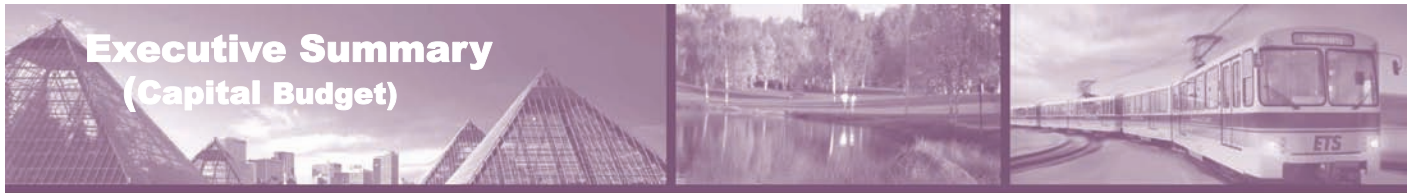
Since the Preliminary 10-Year Capital Investment Agenda was presented to Council in July there have been a number of developments. First, the Green Transit Incentives Program (Green TRIP) was announced by the Alberta Government. Green TRIP is a province wide program that will provide \$2

billion in funding assistance and incentives to improve and expand local, regional and inter-city transit systems. The potential funding for the City of Edmonton could be up to \$1.0 billion.

The province signed the Building Canada Fund (BCF) agreement with the Federal Government. The City has identified projects related to the City of Edmonton river valley, transit bus needs and the Quarters as candidates for BCF grants.

Council approved a new Debt Management Fiscal Policy (DMFP) on July 23, 2008 that provides stringent parameters for the use of debt as an expanded tool to finance the City’s infrastructure





needs.

The Preliminary 10-Year Capital Investment Agenda proposals have been adapted to reflect these and other subsequent events and are reflected in the 2009-11 Capital Budget as follows:

- Allocation of the Municipal Sustainability Initiative grant (MSI) is based on the 60/40 split (60% to renewal and 40% to growth) proposed for each envelope (unchanged)
- Earmarking a property tax increase each year starting in 2009 to pay for the Neighbourhood Renewal program (adjusted timeline of percentage increase)
- Using tax supported debt to fund large, new projects including the City's share of the LRT extension to NAIT and three new multi-purpose Recreation Centres (accelerated construction of recreation centres)
- Using the announced Green TRIP grant to fund two thirds or \$520 million of the LRT extension to NAIT

### **Objective Analysis Prioritizes Projects**

Several tools were used in developing the 2009-11 Capital Budget to assist with prioritization of projects. One tool is a leading-edge asset evaluation tool that objectively prioritizes infrastructure types and allocates investment needs for renewal projects. Risk and condition are factors used to determine level of renewal investment needed to maintain existing

infrastructure. The second tool, Value Management, evaluates projects for performance, risk and alignment with Council's 10-year strategic goals. Both tools were used to assist in determining which projects help advance the overall goals of the City.

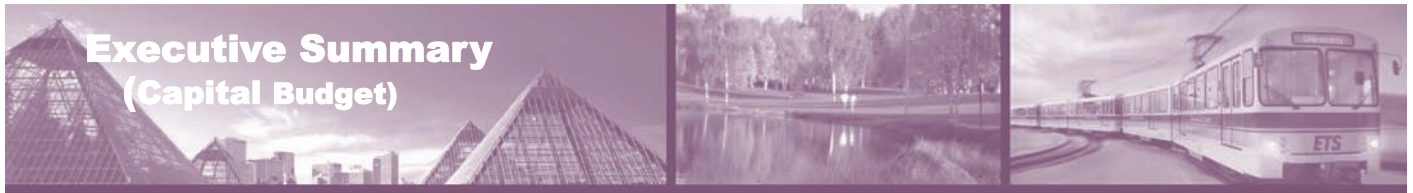
### **Fast-Tracking Capital Investment**

The 2009-11 Capital Budget includes plans to fast track projects by allowing advances against future Municipal Sustainability Initiative (MSI) and Fuel Tax Rebate grants. What this means is that projects in 2009-11 will show grant advances as sources of funding but the grants will not be received until 2012 and later. Short-term borrowing will be used to bridge the cash flow short fall until the grants are received in later years and will be used to pay back the short-term borrowing.

Current sources of funding for 2009 to 2011 total \$4.2 billion, which includes the MSI grant program of \$663 million, potential Green TRIP grant of \$267 million, tax supported debt of \$567 million. And \$96 million from tax levy increases for Neighbourhood Renewal. .

The 2009-11 Capital Budget:

- Allocates the MSI grants based on the allocation identified in the Preliminary 10-Year Capital Investment Agenda;
- Includes fast-tracking capital projects in the next three years by allowing advances against future grants;
- Includes funding for Neighbourhood Renewal;



- Includes using a combination of Green Trip Grant, MSI and debt financing to fund the extension of the LRT to NAIT;
- Includes using tax supported debt to fund three new multi-purpose Recreation Centres;
- Includes using debt to fund the purchase and renovation of a new MES heavy equipment facility; and
- Includes \$1.0 billion for single projects that continue into 2012 and beyond.

Additional strategies will continue to be explored and developed, if feasible, to expand the City's funding sources, including:

- private-sector support for infrastructure requirements in new neighbourhoods for services such as Fire Rescue, Recreation, Library and Parks;
- shared support from projects initiated by the Capital Region Integrated Growth Management Board;
- leverage provincial funding provided for the River Valley Alliance; and
- provincial and federal funding opportunities (e.g. Green TRIP, Building Canada Plan, P3's), and other alternative revenue options identified by Canada West Foundation.

### **New Infrastructure Projects**

As part of developing the 3-year Capital Budget for 2009-11, each new infrastructure project responding

to growth needs was analyzed based on Council's four planning principles. These principles are:

- **Integration** - can distinct infrastructure projects be integrated to achieve cost savings, for example by building recreation centres with libraries.
- **Innovation** - is construction of new infrastructure the most cost-effective way to satisfy needs or are other models possible such as through support of private-sector providers.
- **Sustainability** - administration will factor in life-cycle costs for operations and capital maintenance for contemplated projects, and pursue regional cost-partnering options, to ensure long-term viability.
- **Livability** - new projects will be evaluated based on how well they enhance community livability as well as a variety of elements such as enhanced mobility, affordability, economic prosperity and environmental preservation.

Alignment of the 2009-11 Capital Budget with Council's 10-year strategic goals has resulted in a shift in capital investment priorities. For example, this 3-year Capital Budget includes funding for a greater percentage of Neighbourhood Renewal, Police, Safety/Emergency, Parks, Recreation and Libraries in response to Council's goals of improving Edmonton's livability and transforming Edmonton's urban form.

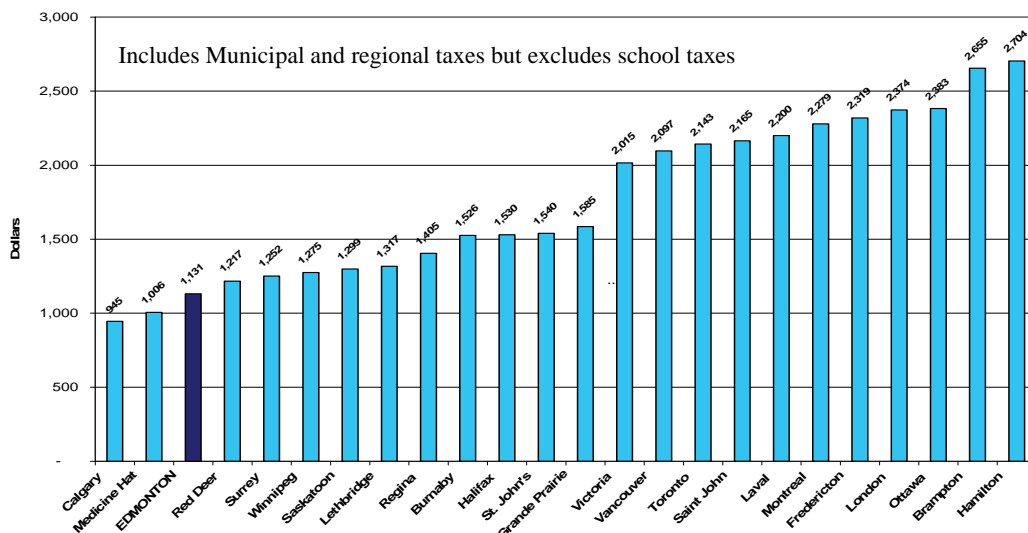


## Impact of the approved 2009 tax increase and utility rate increases = \$129/year



(Cost per Year)	2008	Annual Impact	Approved 2009	Approved Percentage
Municipal Property Tax <sup>1</sup>	\$ 1,416	\$ 103	\$ 1,519	7.3%
Market Value Shift (2.2%) <sup>2</sup>		(33)	(33)	
Tax shifted to Waste Utility <sup>3</sup>		(52)	(52)	
One-time Waste Refund <sup>3</sup>		(53)	(53)	
<b>Total Tax Bill</b>	<b>1,416</b>	<b>(35)</b>	<b>1,381</b>	<b>-2.5%</b>
Waste Utility Fee <sup>4</sup>	182	137	319	
Sanitary Sewer Utility <sup>5</sup>	278	22	300	
Land Drainage Utility <sup>6</sup>	61	5	66	
<b>Total Utility Bill</b>	<b>521</b>	<b>164</b>	<b>685</b>	<b>31.5%</b>
<b>Total Municipal Services</b>	<b>\$ 1,937</b>	<b>\$ 129</b>	<b>\$ 2,066</b>	<b>6.7%</b>

- 1 Based on a home assessed at \$400,000 in 2008 the annual increase is \$103.
- 2 Property values in the Other Residential property class increased on average while property values in the Single Family property class decreased on average.
- 3 In 2009, home owners will not pay for garbage services on their tax bill shifting approximately \$14 million from the tax base or \$52 for a home valued at \$400,000, and \$53 will be refunded as a one-time adjustment to offset the increased utility fee.
- 4 Reflects transfer of Waste Management from taxes to a utility. The approved single family residential charge will be \$26.59 per month.
- 5 Sanitary sewage utility has been calculated based upon an annual water consumption of 216m<sup>3</sup>. This reflects an approved increase of \$1.83 per month (or \$22.00 annually).
- 6 Land drainage utility has been calculated based upon the average residential lot size. The approved increase for this utility is \$0.42 per month (or \$5.00 per year). Actual charges will vary depending on the lot size and zoning.



The City of Edmonton Planning and Development department conducted a residential property taxes and utilities charges survey in 2007. The survey collected information from 24 major cities across Canada. Edmonton compares favourably to other cities based on the survey results shown in the graph below. In fact, Edmonton taxes in 2007 were the third lowest out of all cities surveyed.



## Tax Increase Drivers

The table below explains the different drivers that contribute to the growing costs of operating the City. The major economic conditions behind these drivers are as follows:

**Wages & Benefits:** Although the City has fared better than most regions due to an overheated economy prior to the global downturn, Edmonton's labour demand continues to outpace available population. The most recent Conference Board of Canada forecast for Edmonton's 2009 unemployment rate is 4%, among the lowest in Canada. The real-estate correction has provided higher housing capacity at more affordable costs. The labour demand combined with affordable housing will re-stimulate immigration, and it is conditions like this that play into the City's negotiations on Collective Agreements to attract and retain skilled workers.

**Rising prices on Materials and Supplies:** A growing infrastructure gap and growing pressure to provide adequate and efficient services for a growing population will continue to be an

ongoing problem for municipal governments in the Edmonton region, especially for the City of Edmonton, which carries 80% of the region's total municipal expenditures with 70% of the region's population. Recent studies have shown that a large number of municipalities within the Edmonton region, including the City of Edmonton, will struggle to maintain the fiscal capacity to handle the influx of growth over the next 10 to 20 years.

**More pressure on homelessness and poverty issues for the City:** Both economic growth and economic down-turns act as cost drivers on the social costs of operating the City. A lack of affordable housing, increased homelessness and poverty can all impact the associated costs of Policing and other Social programs.

**Environmental Impact:** Increased water usage, pollution, waste and impacts on land use are all associated with increased growth.

	(\$millions)	%
<b>2009 Approved Net Tax Levy Increase</b>		
<b>Prior Decisions</b>		
Annualized costs in 2009 of services approved in 2008	\$ 10.5	1.4%
	<u>10.5</u>	<u>1.4%</u>
<b>2009 Changes</b>		
Wage and salary settlements	31.6	4.1%
Other personnel and benefits	17.3	2.2%
Non-personnel costs	39.0	5.1%
Tax supported debt	7.9	1.0%
Art Gallery - Prepayment for 2010	6.0	0.8%
New Services approved by Council	7.7	1.0%
Inflation and Efficiency Reductions	(34.8)	-4.5%
EMS Transition	(4.8)	-0.6%
Increased Dividends and Franchise Fees	(23.0)	-3.0%
User fee and other revenue increases	(16.5)	-2.1%
	<u>30.4</u>	<u>3.9%</u>
<b>New Capital Financing</b>		
Neighbourhood Renewal Program	15.5	2.0%
	<u>\$ 56.4</u>	<u>7.3%</u>

**Note: Does not include assessment growth or one-time expenditures or revenues.**



# Budget Principles

In preparing the approved 2009 budget, Administration adhered to the following three key budget principles:

- **Base** - this means that the tax levy increase of 7.3% (includes 2% for Neighbourhood Renewal) only covers the incremental increases required to provide the 2008 levels of services in 2009. These increases include salary settlements, merit, employee benefits, non-personnel inflation, annualizations of approved 2008 service packages and other items arising from prior decisions.
- **One time** - this principle refers to one time budgeted revenues covering expenditures that are also considered one-time in nature. This principle is important in ensuring that tax levy in the future is not burdened by decisions in the current year.
- **Growth** - growth in assessment revenue due to new construction and development is used to fund services to maintain new assets contributed to the City by developers (contributed assets) such as roads, sidewalks, parks and street lights as well as the operating costs of completed new capital projects such as South Campus LRT and South West Transit Garage. The estimated revenue from growth in 2009 is \$19.2 million.

	<u>Base Budget</u>	<u>One-Time Funding</u>	<u>Growth Funding <sup>1</sup></u>
Base Tax Increase to Maintain 2008 Service	\$ 56,400 7.3%		
2009 One-time Revenue		\$ 6,000	
Less: Art Gallery		6,000	
		<u>\$ -</u>	
Growth in Taxation Revenue			\$ 19,153
Less: Impact of capital projects			
Asset Management and Public Works			2,328
Capital Construction			74
Community Services			752
Corporate Services			2,668
Finance & Treasury			291
Transportation			2,874
Police Service			<u>1,740</u>
			10,727
Less: Growth & Contributed Assets			
Parks, Roads and Traffic Operations contributed assets			2,298
Growth in Leased Space, Visitor Centre & Assmnt Auditors			<u>3,728</u>
			6,026
Adjustments:			
Revised Budget Report 2008FTB012 (SLRT & Contributed Assets)			<u>(2,400)</u>
			<u>\$ -</u>

1) See Operating Overview Section for detailed service package listings

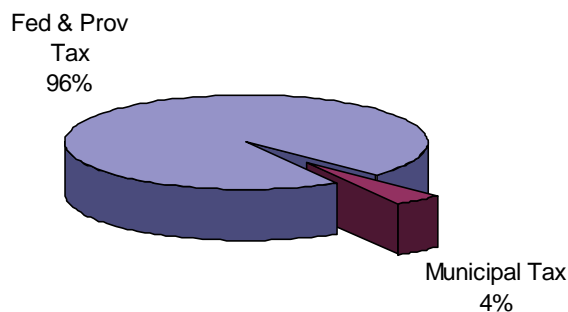


A report dated June 2008 from the Canada West Foundation describes the revenue sources available to the City of Edmonton as very restricted. The report says:

*“Operating funding comes from only three sources: property taxation, user fees, and other income. The key problem here is a lack of diversity in the tax tools Edmonton can employ. The City is reliant on a set of funding tools that are relatively inelastic. This means that the revenues produced do not tend to grow well over time; they fail to capture a fair portion of the economic activity occurring within the City, they fail to keep pace with population growth, and they fail to compensate for inflation and the continually escalating cost of providing services.”*

The report further states that Edmonton’s current set of funding sources cannot easily generate a growing stream of revenue. From 1990-2007, real per capita tax revenue for the City of Edmonton grew by only 5.7%. This pales in comparison to the growth in federal and provincial tax revenues. Over the same time period, federal tax revenues grew by 25.3% and provincial tax revenue (excluding oil and gas royalties) grew by 44.5%.

From 1990-2007, the average Edmontonian paid \$2,873 more in taxes to all orders of government. Of this amount, 53.1% accrued to the federal government while 45.3% accrued to the provincial government. (All amounts in real per capita dollars.)



To further illustrate the fiscal challenge upon the City, it is important to note that 96% of the average Edmonton household’s taxes accrue to the Federal and Provincial governments (70% and 26% respectively). That leaves only 4% of the average household taxes available to fund City operations.

Data Source: 2007 Statistics Canada

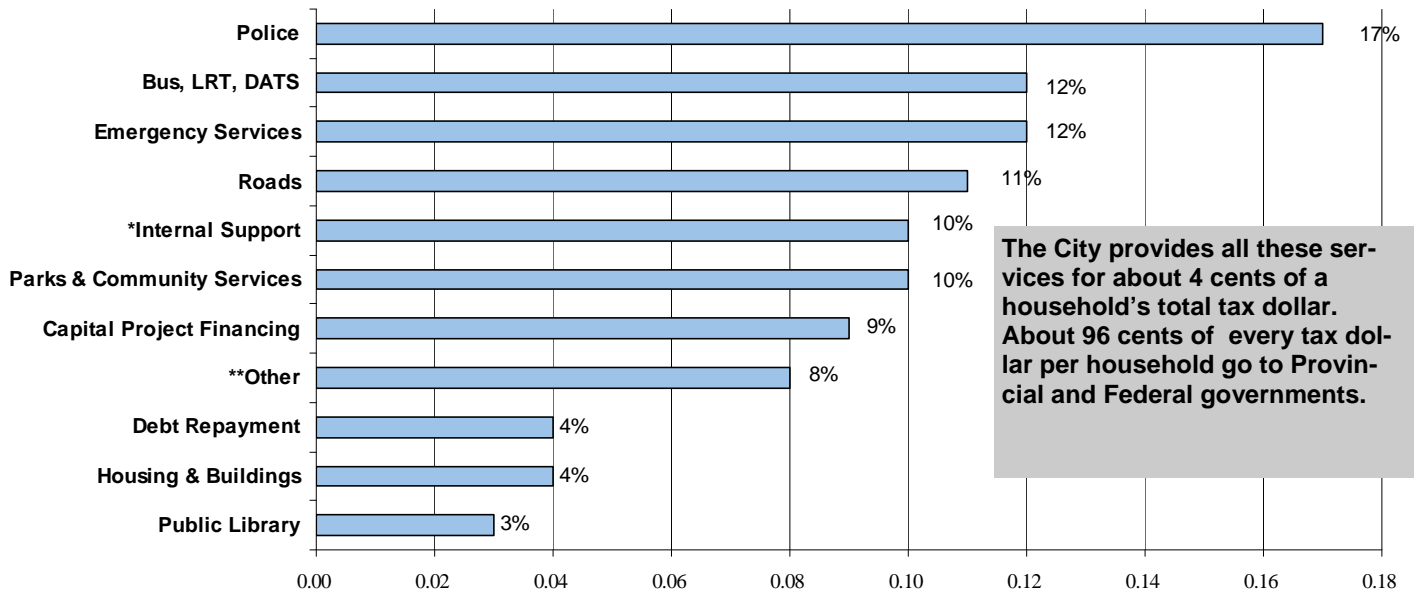
# Value for Tax Dollar



Although the City’s total tax share equates to only 4% in comparison to the other orders of Government, the City of Edmonton provides a costly basket of services including Police, Emergency Services, Transit, Parks, Recreation, Roads, and Libraries. Therefore, citizens receive a valuable basket of services for a very small portion of their total tax paid (only 4% according to Statistics Canada).

Continuous cost pressures of delivering these services leaves City Administration only three options to cover increased expenses; user fees, investment earnings, and property tax. However the property tax component does not automatically grow with the economy (it is inelastic). To illustrate the issue concerning the inelastic nature of property tax, assume that household income increases by 3%. The amount of personal income tax flowing to Federal and Provincial Governments automatically increases by \$460 with no tax rate changes required.

In contrast, the City of Edmonton must raise the municipal property tax in order to increase revenue, and changing the property tax revenue stream requires an annual tax rate setting exercise.



*Note: This graph is based on the tax levy, which excludes user fees, but includes other corporate revenues.  
 \*Internal Support includes Corporate services, Finance & Treasury, Office of the Deputy City Manager  
 \*\*Other includes Planning & Development, corporate expenditures, City Government, and some Authorities*

For a second year in a row, City Administration has engaged Banister Research & Consulting Inc. to complete a Citizen Budget Survey. Annual data provides Administration with current results from which better analysis can be drawn. It also allows Administration to inform Council on where citizen expectations and satisfaction levels range.

From June 2nd through June 30th, 2008, Banister Research & Consulting Inc. completed a total of 800 telephone interviews with Edmonton citizens over the age of 18 years. New this year, respondents were also able to complete the survey online. A total 238 online surveys were completed. Based on the survey number the margin of error is plus or minus 3.5%.

Key improvements made as a result of feedback from last year's survey include:

- Crime and poor road conditions including a lack of snow removal, pothole repair and general maintenance were most frequently articulated by respondents as contributing to a low quality of life in 2007. In contrast, investments made as a result of the 2008 budget approval last year, now show that both crime and road maintenance are cited less often as a factor. In fact road maintenance is now cited only 20% of the time versus 30% of the time over 2007.
- However, the factor that has grown from 0% in 2003 to 13% in 2008, is Affordable Housing. The City has responded with the development of a Housing Roadmap over the next five years.
- Most frequently stated reasons for a positive quality of life rating were the City's parks and green spaces including the river valley, good employment opportunities, and arts and culture opportunities.

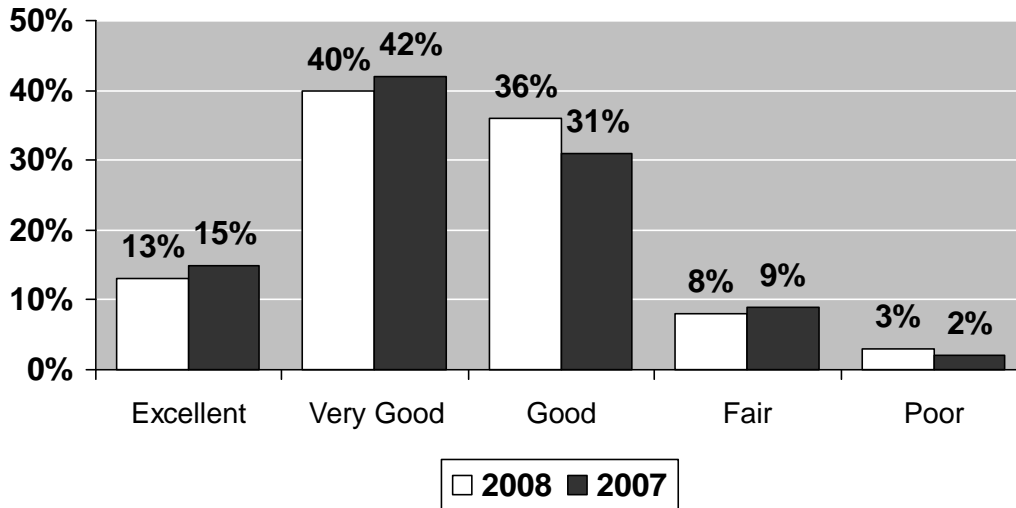
Factors most often cited for Improvement:

<b><u>Factors</u></b>	<b><u>2008</u></b>	<b><u>2007</u></b>	<b><u>2003</u></b>
Crime	27%	30%	16%
Road maintenance (snow removal, potholes)	20%	30%	22%
Transit system (high costs, need further LRT expansion)	13%	9%	11%
Lack of subsidized housing / affordable housing	13%	8%	-
Panhandlers, homelessness, poverty	12%	17%	16%
High cost of living	11%	21%	11%

- The table to the left illustrates that road maintenance has a notable decline (down 10%) in 2008 compared to 2007 as an area requiring improvement

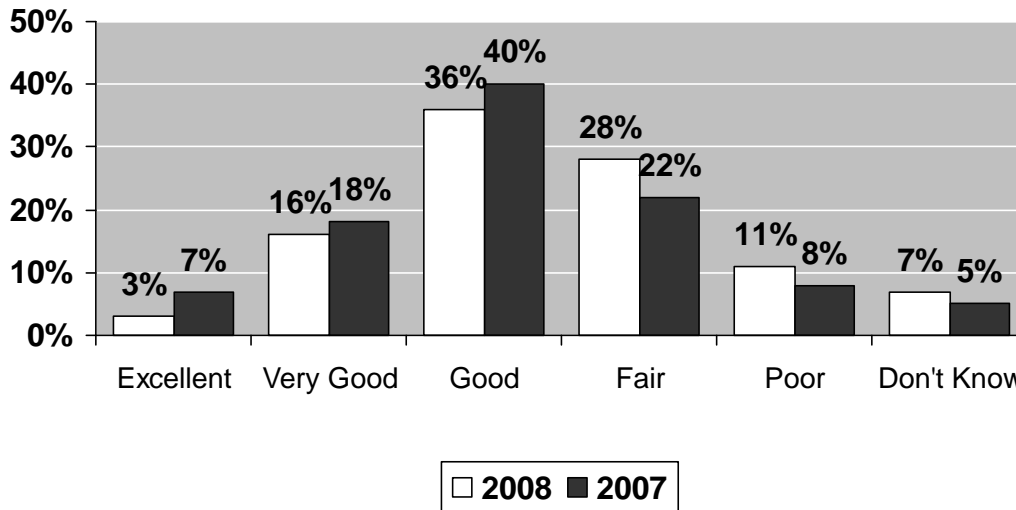


Quality of Life



- Perceived Quality of Life in the City of Edmonton continues to be high with the majority (89%) of respondents rating the quality of life as good to excellent (2007– 88%).

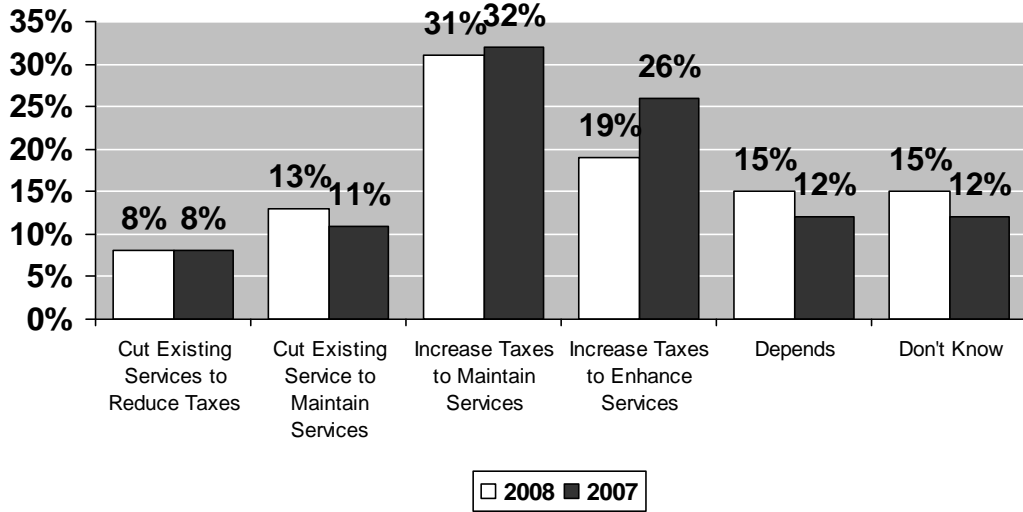
Perceived Value for Tax Dollar



- 55% of the citizens surveyed in 2008 perceive the value of the city tax dollar to be good, very good or excellent
- This is a decrease of 10% from 2007

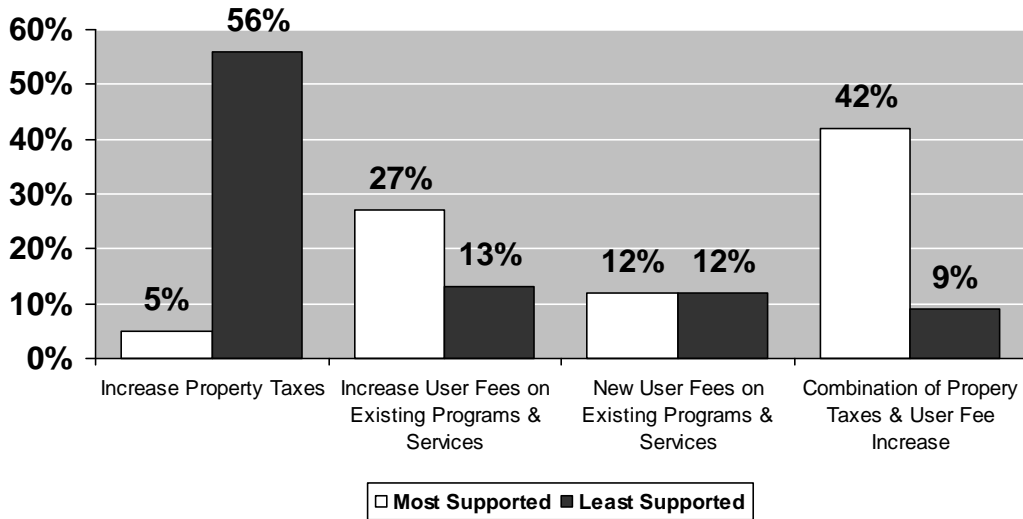


Tax Strategies to Balance Budget



- In 2008, the number of respondents selecting an increase in tax strategies to maintain or enhance services has decreased to 50% (31% & 19% respectively) over 58% from 2007.
- The 2008 data now shows that that respondents would support a cut in existing service to maintain taxes (13% versus 11% in 2007).

2008 Most/Least Supported Options to Generate Additional Revenues



- 2008 results report that respondents are significantly less likely to report that they support an increase in property tax (56% in 2008 compared to 48% in 2007).
- In 2008, respondents have shifted to support increasing user fees on existing programs (27% versus 19% in 2007).
- In 2008, respondents were most likely to support a combination of property tax increases and users fee increases 42% of the time, however, that option has declined from 48% in 2007.



**NEW - “Waste Management Utility”**



On March 25, 2008 City Council approved Waste Management as a full utility operation effective January 1, 2009. Waste Management is no longer part of the tax supported budget, and is now represented under utilities along with Mobile Equipment Services, Drainage Services and Land Enterprise. The impact on the tax levy is \$28 million of which \$13.9 million is being shifted from residential property taxes to utility fees, and \$14.0 million is being used to fund a one-time refund to residential properties.

**New - “Major Service Details”:**

To better equip Council with decision making material in the 2009 Budget, City Administration has provided additional service information in each Program Overview. Program areas have grouped the many daily activities they undertake to provide Civic services into Major Services. These Major Service and supporting categories are highlighted at the beginning of each Program, and are followed by a detailed table (shown to the right) that provides:

- Costs and revenues associated with delivering each Major service;
- The different services and volumes that will be provided in 2009;
- A reference to policy if the service is driven by an applicable Council Policy;
- An area for Councillors to make notes; and
- Linkage to Council’s Strategic plan.

Service Activity: Programs and Events	2008 Budget	2009 Approved Budget	Service Level/Volume/Standard The 2009 Approved Budget will provide the following service level	Required By Policy?	Notes
Expenditures	\$ 10,311	\$ 11,771	a) 9,100 Programs offered		
FTEs	131.0	132.5	b) 41 Special Events offered		
			c) 193,000 Drop-in Programs		
			d) 5,000 hours Drop-in Fitness classes		
			e) 8,400 hours Drop-in Aquatic classes		
			f) 35,000 hours Public Lane swimming		
			g) 11,000 hours Public Swim		
			h) 1,514 volunteers filled 1,674 volunteer positions and contributed 105,207 hours to branch programs and services		
<b>Three Year Priority Goal Alignment:</b>					
<u>To improve Edmonton's livability:</u>					
a) Reduce barriers to participation in recreation activities and local programs;					
b) Enhance social connectedness for all citizens;					
c) Preserve, celebrate and support Edmonton's heritage, arts, and culture					
<u>To preserve and sustain Edmonton's environment:</u>					
a) Increase access and proximity to ecological (natural and groomed) systems					

This style of budget is intended to provide a different view, which will help Council and Citizens to better understand what each program delivers in terms of services.

**New - “Zero Based Budgeting Pilot”:**

Six activity areas of the City have been selected as a pilot project to develop their budgets using a zero-based budget approach:

- |                  |                     |
|------------------|---------------------|
| Turf Maintenance | Bylaw Enforcement   |
| Street Sweeping  | Corporate Security  |
| Taxation         | Fire Investigations |

These pilot budgets were presented in a report to Council on October 6, 2008.

# Operating Fund Balance

The City's operating fund contains the total of:

Tax subsidized operations	Non-tax subsidized operations	Investment funds
<ul style="list-style-type: none"> <li>Civic and General Government Programs</li> <li>Boards, Authorities, and Police Commission</li> </ul>	<ul style="list-style-type: none"> <li>Drainage Services</li> <li>Land Enterprise</li> <li>Mobile Equipment Services</li> <li>Waste Management Utility</li> </ul>	<ul style="list-style-type: none"> <li>Ed Tel Endowment Fund</li> <li>Sinking Fund Excess Earnings</li> </ul>

## 2009 Approved Operating Fund (\$millions)

	2008 Budget	2009 Budget	\$\$ Change
<b>Source of Funds</b>			
Property Taxes	\$ 649.2	\$ 747.6	\$ 98.4
Business Taxes	85.4	61.5	(23.9)
Payment-in-lieu	19.1	20.5	1.4
	<u>753.7</u>	<u>829.6</u>	<u>75.9</u>
User Fees, Fines & Permits	292.1	314.2	22.1
EPCOR Dividends & Franchise Fees	171.9	182.7	10.8
Ed Tel Endowment Fund & Other Investments	69.8	65.6	(4.2)
Federal and Provincial Grants	64.6	107.8	43.1
Other Revenues	45.9	47.6	1.7
Transfers from Reserves	9.1	23.5	14.4
Dividends from Enterprise Operations	15.5	23.2	7.7
<b>Total Source of Funds</b>	<b>\$ 1,422.8</b>	<b>\$ 1,594.2</b>	<b>\$ 171.5</b>
<b>Use of Funds</b>			
Civic Programs	\$ 904.0	\$ 999.7	\$ 95.7
Boards & Authorities	318.5	354.5	36.0
Corporate Programs	98.5	138.8	40.3
Transfers to Reserves	10.5	9.6	(0.9)
General Financing Transferred to Capital	91.3	91.6	0.3
<b>Total Use of Funds</b>	<b>\$ 1,422.8</b>	<b>\$ 1,594.2</b>	<b>\$ 171.5</b>



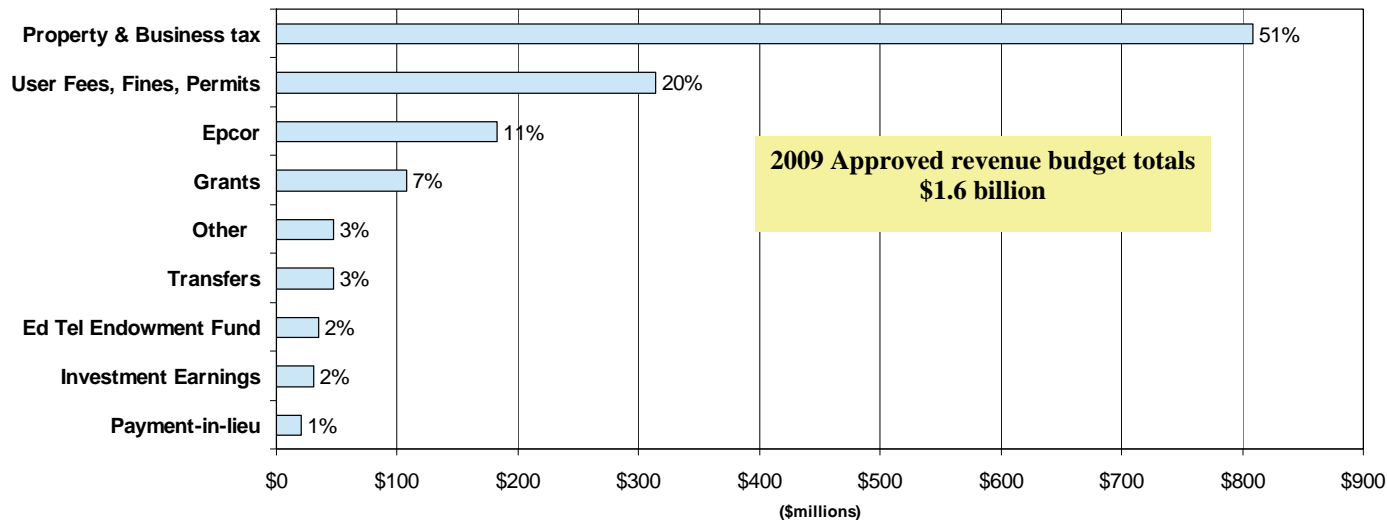
# Operating Fund Changes

Approved Budget Changes in Source of Funds	Approved Budget Changes in Millions (\$)	Explanation
Property Tax	\$ 75.9	This increase represents a combination of new tax revenue from construction and business growth (approximately \$19 million), operating tax increase of 5.3% (approximately \$41 million) and neighbourhood renewal funding of 2.0% (approximately \$16 million). The decrease in business tax represents the continued shift to the non-residential property class.
Sales & User Fees	\$ 22.1	The budgeted increase in departmental revenues is \$22.1 million representing \$15 million from increased rates (5.5%), \$3.0 million from increased volume (1.1%) , and \$4.1 million in other revenue changes.
Epcor Dividends and Franchise Fees	\$ 10.8	The amount from EPCOR (dividends and franchise fees) is expected to increase by \$4.1 and \$6.7 million respectively in accordance with the existing agreement.
Investments	\$ (4.2)	Investment earnings will be lower in 2009 due to the removal of a one-time special dividend in 2008 from the Ed Tel Endowment Fund, and lower interest earnings due to the global economic downturn.
Grants	\$ 43.1	Increases are Provincial grant funding for Affordable housing of \$32.0 million, Federal Gas Tax funding for SLRT \$16.1, \$8.0 million in Provincial police funding, offset by a reduction of \$13.0 in Provincial grant for EMS starting in April 2009.
Other Revenues	\$ 1.7	The \$1.7 million increase results from \$4.0 million in gas franchise fees, offset by a \$2.3 million decrease in supplemental levies and local improvement revenue.
Transfer from Reserves	\$ 14.4	Transfers from reserves increased by \$7.9 million in Affordable Housing transfers, \$5.5 million increase from Financial Stabilization reserve, and \$1.0 million in other reserve transfers.
Dividends from Enterprise operations	\$ 7.7	Represents the increase in Land Enterprise Dividend of \$8.9 million offset by \$1.2 million from Sinking Fund in 2008.
<b>Total change in Source of Funds</b>	<b>\$ 171.5</b>	

## Operating Fund Changes

Approved Budget Changes in Use of Funds	Approved Budget Changes in Millions (\$)	Explanation
Civic Programs	\$ 95.7	Includes a total base increase of \$75.7 million to maintain 2008 service levels, \$16.8 million for service packages relating to new and contributed assets from growth, plus \$3.2 million for new services approved by Council during budget deliberations.
Boards & Authorities	\$ 36.0	Includes a total base increase of \$29.8 million in expenditures, \$1.7 million for service packages relating to new assets, and \$4.5 million for new services approved
Corporate Programs	\$ 40.3	Corporate programs tracks revenues and expenses that are not directly associated with program delivery. Included in the \$40.3 million, is an increase in debt servicing of \$24.1 million, Neighbourhood Renewal of \$15.5 million, and other Corporate changes of \$0.7 mil-
Transfer to Reserves	\$ (0.9)	The change in transfer to reserves of \$0.9 million results from various small changes in reserve transfers (see summary of reserves under supplemental information).
General Financing for Capital	\$ 0.3	Net change in transfer to capital increases by \$0.3 million as a result of more funding available from the tax supported debt program.
<b>Total change in Use of Funds</b>	<b>\$ 171.5</b>	

# Where the Money Comes From



Property taxes do not provide adequate funding to meet all the services and infrastructure that residents expect. The graph above shows that 51% of the City’s operating costs (excluding infrastructure) are covered by tax revenues. One of the biggest issues faced by the City is that revenues from sources other than taxes are not increasing at the same rate as expenditures.

In addition to taxes, the City’s main sources of operating revenue are user fees, investment income and franchise fees. The City also receives dividends from EPCOR and the Ed Tel Endowment Fund based on calculations outlined in current agreements and policies. When the City’s other sources of revenue do not increase at the same rate as expenditures, property tax revenue must make up the difference.

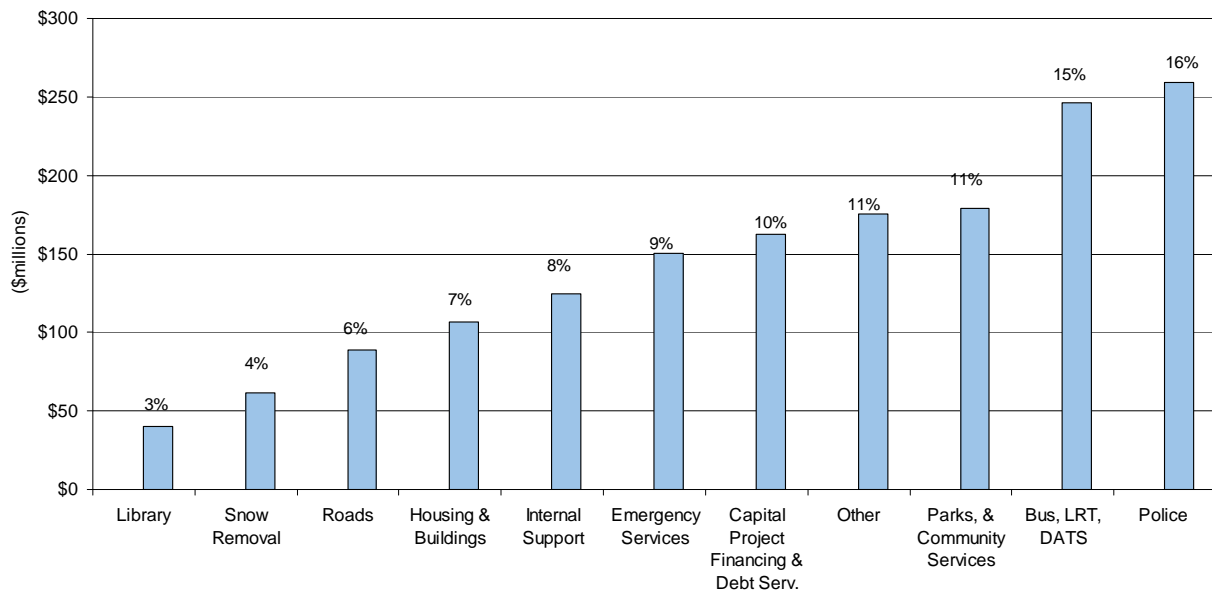
In the approved 2009 budget, total expenditures will increase by \$201.5 million, while other revenues (excluding property and business taxes and one-time dividends) will increase by \$95.6 million. This means that the tax rate has to increase to make up for the difference.



## Where the Money Goes

The following graph shows the wide range of services provided or funded by the City. Of the total approved expenditures, \$1.31 billion (82%) goes to services, \$.12 billion (8%) to internal support provided to services, and \$.16 billion (10%) is for general financing and debt services.

**2009 Approved expenditures budget totals \$1.6 billion**



Other includes:

- Assessment and Taxation
- Planning, Policy & Community Standards
- EEDC
- Capital Construction
- Taxation
- General Government



## Tax Supported Operations

Tax levy supported operations are governed by the Municipal Government Act which requires that estimated revenues to be generated are sufficient to pay for the estimated expenditures. Any deficits resulting from operations must be covered by using existing reserves, unappropriated retained earnings, or recovered from future property taxes within a three year period.

These activities are carried out either

- under the City Manager's direct responsibilities (Civic and Corporate Programs) and reporting to City Council, or
- through Boards, Authorities, and Commissions, who report directly to City Council.

Civic Programs include:

Corporate Programs	Corporate Properties
Corporate Services	Mayor and Councillors' Offices
Parks	Office of the City Clerk
Capital Construction	Office of the City Auditor
Housing	Office of the City Manager
Assessment & Taxation	Finance & Treasury
Policy, Planning & Community Standards	Deputy City Manager
Emergency Services	Transit
Roads	Recreation and Cultural Facilities
Neighbourhood & Community Development	

Corporate Programs refers to revenues and expenditures which are not tied to specific service delivery programs but relate to the entire City. Taken together, Corporate Programs are a net contributor of revenues to the organization.

Boards & Authorities may be independent entities established under separate statutes or fully controlled by the City of Edmonton's City Council. Boards & Authorities report directly to City Council and are not part of the City Manager's mandate.

## **Tax Supported Operations (continued)**

From a budget perspective, the City of Edmonton's three major Boards & Authorities are:

- ◆ Edmonton Police Commission - a statutory Board established by the Police Act
- ◆ Edmonton Public Library - established by City Bylaw enacted under the Libraries Act
- ◆ Edmonton Economic Development Corporation - a wholly-owned subsidiary incorporated under an Alberta Private Act

In all three instances, while Council determines the amount of annual funding provided to these entities, Council does not directly control how the budget will be spent. The funding requested by these Boards and Authorities to the City of Edmonton represents a significant portion of the entities' annual revenues.

The remaining Boards & Authorities included in the City's overall tax levy requirement are:

Edmonton Arts Council	Edmonton Federation of Community Leagues
Greater Edmonton Foundation	Telus World of Science Edmonton
Taxi Cab Commission	

## **Non-Tax Supported Operations**

The City of Edmonton also manages three operations that operate on a self-sufficient basis, where direct property tax levy is not used to fund their activities. These operations are Mobile Equipment Services, Land Enterprise, Drainage Services, and effective January 1, 2009 is the conversion of Waste Management to a full utility based operation.

### *Mobile Equipment Services*

Mobile Equipment Services (**MES**) provides fleet maintenance and fleet replacement services, mostly to Civic Programs. The costs incurred are recovered from Programs that utilize MES services, either through rates (municipal fleet) or direct flow-through charges (Transit).

A small percentage of MES operations relate to external services provided to the City's wholly owned subsidiary, EPCOR Utilities Inc. Services provided to external parties are provided on a cost recovery plus basis.

The annual net income from operations is retained in this fund for the future replacement of fleet assets.

## **Non-Tax Supported Operations (continued)**

### *Land Enterprise*

The Land Enterprise provides two important but distinct activities for the City of Edmonton. The Land Development Activity includes development and sale of City-owned land, usually in residential and industrial properties. These activities are expected to generate a return to the City of Edmonton in the form of a dividend.

The Land Enterprise also acts as the City's land acquisition agent, acquiring land for future municipal use. Their activities may include the acquisition of properties as they become available, ahead of the actual capital need in order to avoid inflated costs or delays associated with the expropriation process. Land Enterprise also purchases land required for special neighbourhood improvement projects, as directed by City Council. The basis of these activities are not profit driven.

The Land Enterprise operation is funded through its own retained earnings from sale of properties, either at cost to the City's internal capital projects or at cost plus in the case of land development activities. Where the amount of retained earnings is insufficient to finance the activities of Land Enterprise, short-term financing is provided by the City of Edmonton.

### *Drainage Services*

Drainage Services operates as a utility and provides land and sanitary drainage to the citizens of Edmonton. The activities are governed by the City's Utility Fiscal Policy (C304B). Net income from operations is distributed as follows:

- a pre-determined amount is transferred annually to the Sanitary Sewer Service Strategy Fund;
- cover annual principal debt repayment on borrowings;
- a portion is retained in the Drainage Operating Fund balance to pay a dividend to the City of Edmonton in the first quarter of the following year;
- a portion may be retained in the Drainage Operating Fund balance to offset planned future operating requirements; and
- a transfer to the capital fund to finance capital requirements.

### *Waste Management*

On March 25, 2008, City Council approved Waste Management as a full utility to provide waste collection and processing to the citizens of Edmonton. Net income from operations is exempted from paying a dividend to the City for a period of ten years. The tax levy related to Waste Management will shift from residential property tax bills to Waste Utility Fees. This shift will effectively reduce the residential tax increase to 3.6%.

In addition, in the first year of operations, a one-time property tax refund to residential property owners will be applied to offset the increase of the new utility fee.

### **Investment Funds**

The City of Edmonton manages two investment funds resulting from the original sale of Edmonton Telephones and outstanding debt obligations associated with Edmonton Power.

#### *Ed Tel Endowment Fund*

The Ed Tel Endowment Fund was established with proceeds from the sale of the Ed Tel Inc. and is governed under Bylaw 11713. The principal is invested and annually a dividend is paid to the City of Edmonton.

#### *Sinking Fund*

The City of Edmonton established the Sinking Fund to meet future obligations to the purchasers of certain City of Edmonton debentures. Under an agreement with EPCOR Utilities Inc. on January 1, 1996, excess earnings from the Sinking Fund are shared between the two corporations.



## Service Packages

Funded service packages for 2009 total \$26.2 million. Of this amount \$13.0 million is for putting completed capital projects into operations and \$5.5 million funds growth requirements including leased space (\$2.2 million), Annual Census (\$1.8 million), Visitor Information Centre (\$0.17 million), and funding of \$1.4 million was recommended for the Assessment & Taxation area.

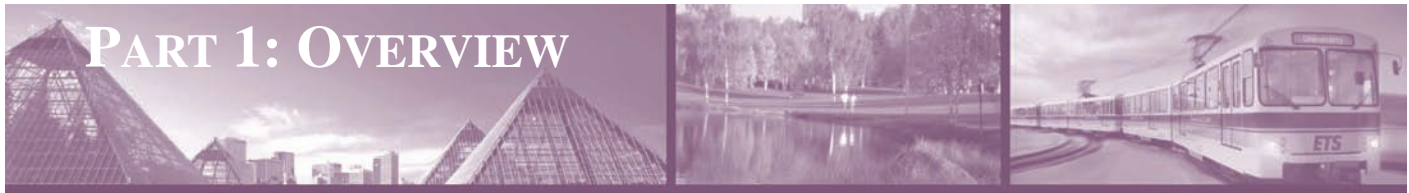
The approved service packages for Civic Programs and Authorities are summarized below:

Service Package Title	Capital Impacts	Growth Funding	City Council Changes	Tax Levy Total	FTE's
<b>Boards &amp; Authorities</b>					
<b>Arts Council</b>					
Public Conservator & Inventory Project	-	-	150	150	-
Support for Arts Habitat Association	-	-	250	250	-
Winter Festival	-	-	300	300	-
<b>Federation of Community Leagues</b>					
Liaison Officer	-	-	55	55	-
Marketing Program	-	-	40	40	-
<b>Police Service</b>					
Communications System Replacements	435	-	-	435	0.5
Police Information Technology	930	-	-	930	2.0
Closed Circuit Television	250	-	-	250	-
Facility Infrastructure	125	-	-	125	-
New Services	-	-	3,700	3,700	83.5
<b>Public Library</b>					
Service to multicultural, aboriginal, senior & socially vulnerable communities (reallocated from Library collections)	-	-	-	-	4.0
<b>Civic Programs</b>					
<b>Asset Management &amp; Public Works</b>					
New Facilities & Equipment Maintenance	1,123	-	-	1,123	6.7
Impact of Capital Budget - Parks	1,205	-	-	1,205	18.0
New Leased Space	-	2,198	-	2,198	-
<b>Capital Construction</b>					
Buildings Design and Construction	74	-	-	74	13.0
<b>Community Services</b>					
Recreation Facilities - Impact of Capital Budget	494	-	-	494	7.5
Recreation Facilities - Aviation & Historical Board	-	-	162	162	-
Recreation Facilities - Wildlife	-	-	100	100	-
Recreation Facilities - Wildlife Reserve	-	-	500	500	-
Recreation Facilities - Art of Living	-	-	250	250	-
Ambulance Growth - MES	40	-	-	40	-
Fire Apparatus Growth	218	-	-	218	-
Great Neighbourhood Program( \$921 from Reallocation)	-	-	-	-	6.0
<b>Corporate Services</b>					
Annual Census	-	1,777	-	1,777	6.0
New Arrival Information Centre	-	170	-	170	3.0
Operational Impacts of Capital	2,668	-	-	2,668	16.0
World's Fair Bid	-	-	2,000	2,000	-
<b>Finance &amp; Treasury</b>					
Capital Project Implementation	291	-	-	291	4.0
Photo Enforcement / Ticket Processing	-	-	-	-	5.0
<b>Office of the Deputy City Manager</b>					
WICHITIWIN Circle of Shared Responsibility	-	-	75	75	-
Racism Free Edmonton	-	-	112	112	1.5
<b>Planning &amp; Development</b>					
Assessmt & Tax - Growth & Audit Recommendations	-	1,360	-	1,360	13.6
Zoning Bylaw Enforcement	-	-	-	-	4.0
<b>Transportation</b>					
Contributed Assets - Roadway Maintenance	1,768	-	-	1,768	13.0
Contributed Assets - Traffic	530	-	-	530	7.0
SLRT Operating Impacts	1,561	-	-	1,561	10.4
CPP Funded Operating Impacts - Transit	757	-	-	757	0.7
CPP Funded -New Bus Garage	556	-	-	556	-
<b>Total Tax-supported Service Packages</b>	<b>\$13,025</b>	<b>\$ 5,505</b>	<b>\$ 7,694</b>	<b>\$ 26,224</b>	<b>225.4</b>

Council motions that identified funding requests to be considered during the 2009 budget process were tracked by the City Clerk. These items were then considered along with other anticipated needs by Administration. The table below lists the outcomes of each Council Motion and any resulting funding:

Council Motions made prior to Budget Deliberations	Responsible Department	Date	Funding Status (000's)	
			Funded	Unfunded
<p>1. Old Strathcona Task Force:</p> <p>1. That Attachment 1 of the August 31, 2006, Corporate Services Department report 2006COG007 (Old Strathcona Task Force—Action Plan Recommendations to Administration) be approved in principle, and that budget packages be submitted for consideration in the budget processes for 2008 and 2009 (Attachments 4 and 5 of the August 31, 2006, Corporate Services Department report 2006COG007).</p>	Corporate Services	Sep 26/06		\$500
<p>2. St. Francis Xavier: Moved K. Krushell—L. Sloan</p> <p>1. That Administration be directed to:</p> <p>c. Include funding for the City's share of the estimated net operating costs (\$140,000) as part of the 2009 Operating Budget</p>	Community Services	June 19/07	\$19	
<p>3. Façade Improvement Program:</p> <p>1. That Planning and Development Department be authorized to accept up to an additional \$500,000 in applications in 2008 for the Façade Improvement Program beyond the current available funding. These funds will be allocated from the 2009 Façade Improvement Program budget if approved.</p>	Planning and Development	Jun 12/07	\$791	
<p>4. Edmonton New Arrival and Visitor Information Centre</p> <p>1. That Administration prepare a funding packing for the 2009 Budget in the amount of \$169,600 for the Centre's operation.</p>	Corporate Services	May 14/08	\$170	





## 2009-11 Costs and Financing

The 2009-11 Capital Budget identifies total capital spending of \$4.2 billion over the next three years and \$1.0 billion for 2012 and beyond for a total of \$5.2 billion. \$2.6 billion is required for new infrastructure and \$2.6 billion is required to renew existing infrastructure (i.e. rehabilitate or replace). Current funding sources include the Province’s Municipal Sustainability Initiative (MSI) grants, short term borrowing that will be repaid with future MSI and Fuel Tax Rebate grants, proposed tax supported debt, earmarked property tax increases for the Neighbourhood Renewal program, general financing and potential Green TRIP funding.

Municipal infrastructure experts recommend that municipalities commit between 2% to 4% of their total infrastructure asset value each year to

renewal. For Edmonton, with assets valued at \$26.4 billion, this benchmark would translate to an annual reinvestment of between \$500 million and \$1 billion. Over the next three years, the 2009-11 Capital Budget proposes spending about \$685 million annually for renewal – which is 2.6% (not evenly distributed across asset groups) of the asset replacement value.

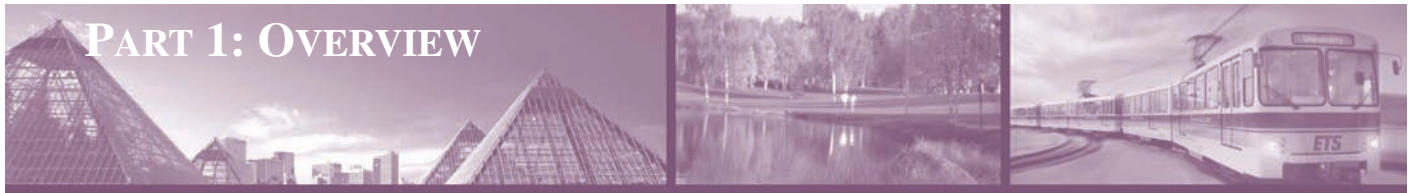
The longer that required renewal is deferred, the more expensive it becomes to bring assets back to an acceptable condition. Current reinvestment rates need to be increased to preserve the City’s existing asset inventory in its present condition, maintain new assets and address the growing backlog of deferred infrastructure maintenance.

More than two decades of neglect will require two decades of recovery, if the reinvestment begins now and is sustained.

The following table shows the source and use of funds in the 2009-11 Capital Budget. (2012 & beyond includes single projects which will not be completed by 2011)

2009-2011 BUDGET SUMMARY				(\$thousands)		
	2009	2010	2011	2009-11	2012 & Beyond	Total
<b>Funding Sources</b>						
City financing	\$ 930,872	\$ 801,224	\$ 685,732	\$ 2,417,828	\$ 681,189	\$ 3,099,017
External financing	630,830	627,620	553,461	1,811,911	338,947	2,150,858
<b>Total Sources</b>	<b>\$ 1,561,702</b>	<b>\$ 1,428,844</b>	<b>\$ 1,239,193</b>	<b>\$ 4,229,739</b>	<b>\$ 1,020,136</b>	<b>\$ 5,249,875</b>
<b>Expenditures</b>						
Tax-supported						
Civic programs	1,282,897	1,143,031	1,033,202	3,459,130	715,046	4,174,176
Boards & Authorities	30,512	64,230	41,057	135,799	962	136,761
Utilities	248,293	221,583	164,934	634,810	304,128	938,938
<b>Total Uses</b>	<b>\$ 1,561,702</b>	<b>\$ 1,428,844</b>	<b>\$ 1,239,193</b>	<b>\$ 4,229,739</b>	<b>\$ 1,020,136</b>	<b>\$ 5,249,875</b>





The following schedule summarizes current funding for the projects proposed in the 2009-11 Capital Budget. Current funding sources include MSI grants of \$663 million, short term borrowing that will be repaid with future MSI and Fuel Tax re-

bate grants, proposed tax supported debt, earmarked property tax increases for the Neighbourhood Renewal program and potential Green TRIP funding.

**2009-2011 FUNDING SUMMARY**

(\$thousands)

	2009	2010	2011	2009-11	2012 & Beyond	Total Budget
Current Funded	\$1,106,971	\$ 698,997	\$ 501,307	\$2,307,275	\$ 403,965	\$ 2,711,240
MSI Grant per Agreement*	117,965	234,329	199,965	552,259	-	552,259
Green Trip	23,340	106,670	136,670	266,680	253,320	520,000
<b>Total Current &amp; MSI</b>	<b>1,248,276</b>	<b>1,039,996</b>	<b>837,942</b>	<b>3,126,214</b>	<b>657,285</b>	<b>3,783,499</b>
<b>Neighbourhood Renewal</b>						
Current Funded	38,967	44,399	8,284	91,650	-	91,650
MSI Grant	24,029	26,396	60,760	111,185	-	111,185
2% tax levy increase	15,400	31,570	48,549	95,519	151,471	246,989
<b>Total Neighbourhood Renewal</b>	<b>78,396</b>	<b>102,365</b>	<b>117,593</b>	<b>298,354</b>	<b>151,471</b>	<b>449,824</b>
<b>Short Term Borrowing:</b>						
MSI Advance	102,159	21,678	18,617	142,454	-	142,454
Provincial Fuel Tax Advance	58,031	45,932	(8,631)	95,332	-	95,332
<b>Total Short Term Borrowing</b>	<b>160,190</b>	<b>67,610</b>	<b>9,986</b>	<b>237,786</b>	<b>-</b>	<b>237,786</b>
<b>New Tax Supported Debt:</b>						
NAIT LRT (Funded-subject to Green TRIP)	11,660	53,330	68,330	133,320	66,680	200,000
Multi Purpose Recreation Centres (3)	15,340	116,174	179,786	311,300	39,700	351,000
MES Heavy Equipment Building	32,500	23,500		56,000	-	56,000
Great Neighbourhood Program	15,000	15,000	15,000	45,000	105,000	150,000
Jasper Place Library Renewal & Expansion	340	3,169	10,557	14,066	-	14,066
Southwest Recreation Centre - Arenas		7,700		7,700	-	7,700
<b>Total Tax Supported Debt</b>	<b>74,840</b>	<b>218,873</b>	<b>273,673</b>	<b>567,386</b>	<b>211,380</b>	<b>778,766</b>
<b>Total Proposed</b>	<b>1,561,702</b>	<b>1,428,844</b>	<b>1,239,193</b>	<b>4,229,739</b>	<b>1,020,136</b>	<b>5,249,875</b>

\* 2009 Grant Includes \$30,794 carryforward from 2008

# PART 1: OVERVIEW

## General Financing

The 2009-11 Capital Budget includes \$250 million in general financing or commonly referred to as pay-as-you-go financing. This funding source is budgeted within the operating budget to finance tax-supported capital expenditures.

A 2007 Council motion reduced the annual general financing by \$6.5 million. This reduction is reflected in the general financing budget of \$250 million.

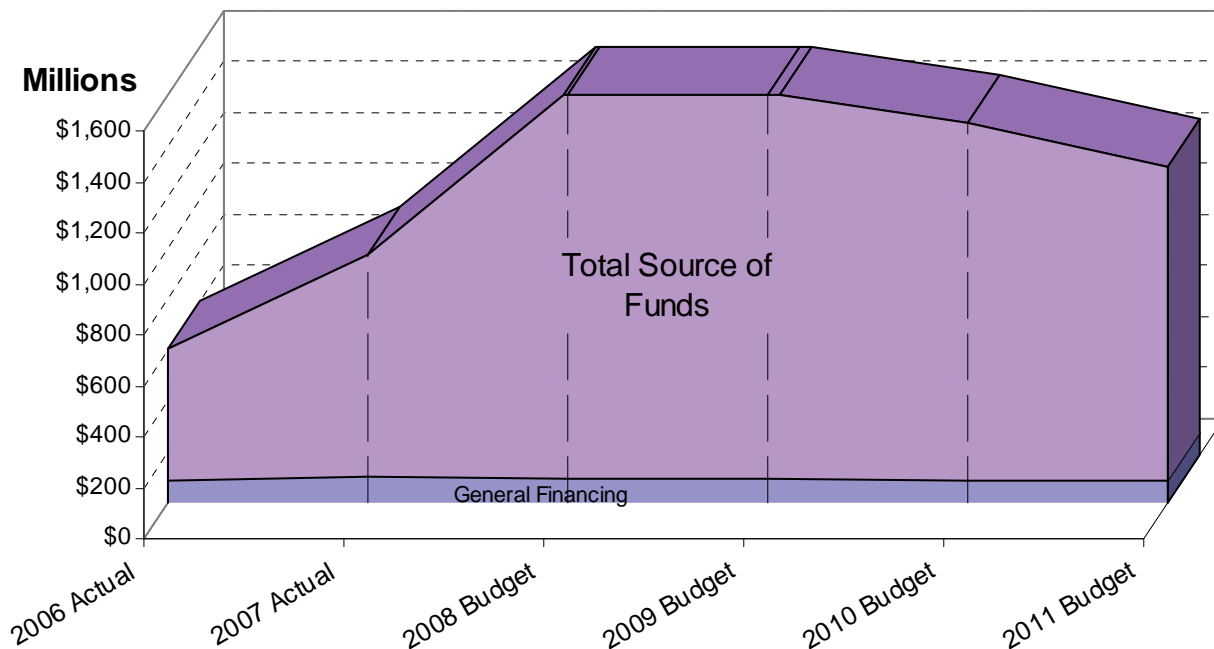
General financing is an important source of financing that:

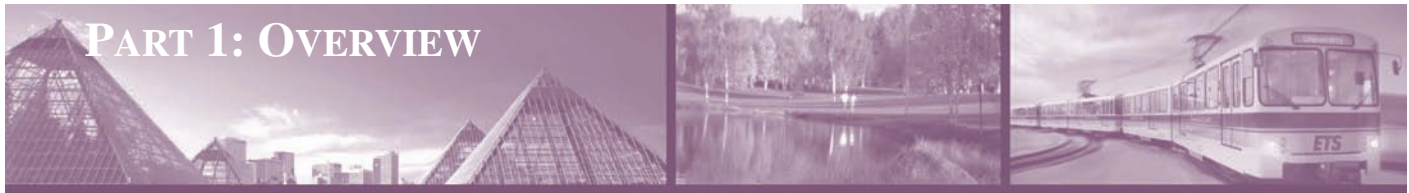
- provides matching funds for grants such as CAM-RIF and the Building Canada Fund;
- Funds ineligible grant costs;
- is the only source of funding for projects that do not qualify for grants such as streetscaping and information technology.

The demand for general financing is even greater as a result of the MSI grants. Project costs that are ineligible for MSI are operating costs for administration staff to support projects, overhead, interest, loan fees, development permits and land negotiation costs. These costs vary from project to project and range from 5% to 10%. No provision has been made in the 2009 Operating Budget to increase general financing to cover project costs that are ineligible for MSI or other new grant funding such as Green TRIP. Funding strategies are being reviewed to determine how these additional costs can be covered.

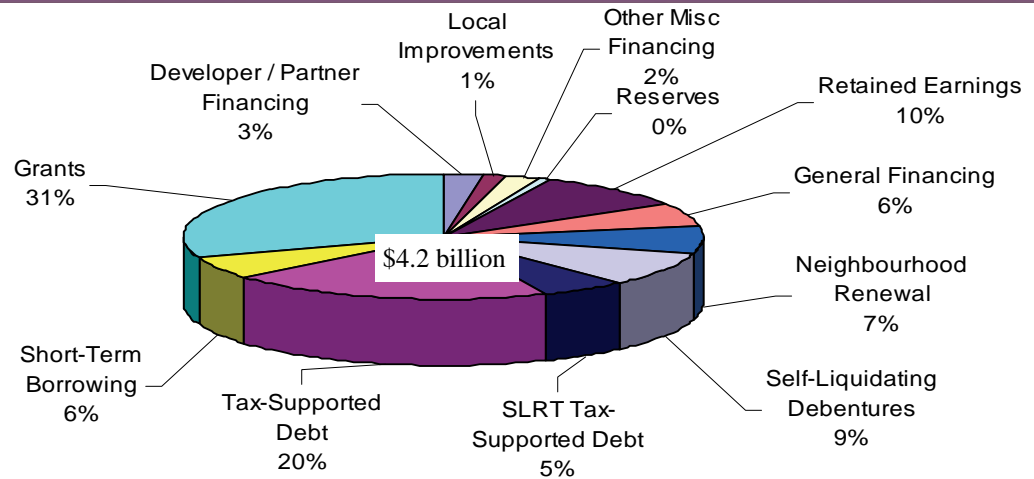
The graph below shows that general financing is not increasing.

**General Financing Compared to Total Source of Funds**





**Source of Funds  
for 2009-11  
(3 years combined  
excluding  
single projects  
2012 & beyond)**



**General Financing: \$250 M** Represents funding from the annual tax levy base, and is commonly referred to as Pay-As-You-Go financing. Pay-As-You-Go is budgeted within the operating budget to finance tax-supported capital expenditures.

**Grants: \$1,295 M** Includes funding of \$300 M primarily from Provincial Fuel Tax Rebate (5¢/litre), AMIP (\$120M), MSI (\$552M), Green TRIP (estimated \$267M) Federal Gas Tax, other grants for the Library, Edmonton Economic Development Corporation .

- **AMIP** (Alberta Municipal Infrastructure Fund): Grant funding from the Province of Alberta for core infrastructure. AMIP grants end 2010.
- **MSI** (Municipal Sustainability Initiative): Grant funding from the Province of Alberta for capital projects, including municipal roads, bridges, public transit vehicles and facilities, water and waste water systems and facilities, storm drainage systems and facilities, emergency service vehicles and facilities, infrastructure management systems and solid-waste management systems and facilities. MSI grants end 2017.
- **Green TRIP** (Green Transit Incentives Program): A province-wide program which will provide \$2 billion in funding assistance and incentives to improve and expand local, regional and inter-city transit systems.

**Retained Earnings: \$418 M** Three key sources of earnings reinvested in core operations: City Mobile Equipment Equity (\$82 M); Land Fund Equity for land development (\$213 M); Utilities (\$123 M).

**Self-liquidating Debentures: \$371 M** Long-term borrowings for self-supported operations. Primarily Debentures for Drainage Services (\$226 M) and Waste Management (\$145 M).

**Short-Term Borrowing: \$238 M** Grant advances used as a source of funding for grants that will be received in 2012 or later. Short term borrowing will be used to bridge the cash flow short fall until the grants are received in later years and used to pay back the short term borrowing. MSI (\$142 M), Provincial Fuel Tax Rebate (\$96 M).

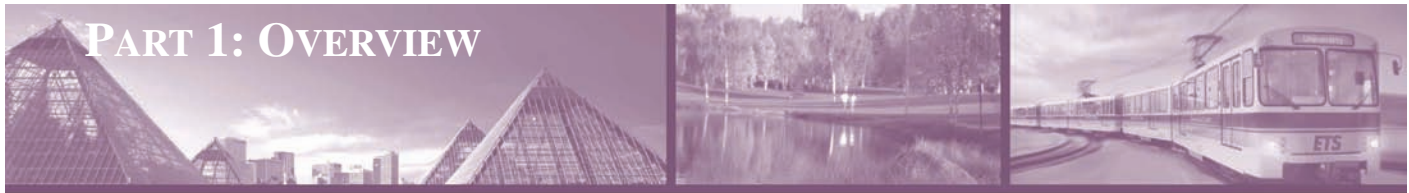
**Tax-Supported Debt: \$1,082 M** Represents debt that has been issued for capital expenditures related to tax-supported operations including debt for South LRT construction.

**Neighbourhood Renewal: \$298 M** Represents current funding, MSI and dedicated funding for the Neighbourhood Renewal Program earmarked from tax levy.

**Developer/Partner Financing: \$109 M** Includes funding from Developers and Partners in financing buildings, sewers, parks, recreation facilities, roads and social housing.

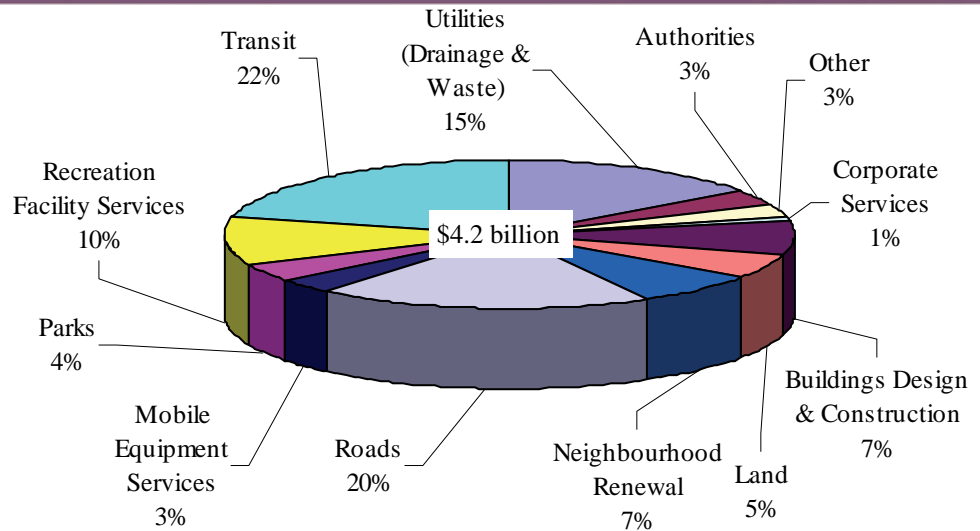
**Local Improvements: \$59 M** Funding primarily from special tax levies used for funding Roads, and Drainage improvements.

**Other Miscellaneous Financing: \$110 M** Includes financing from miscellaneous sources (\$91 M) and reserves (\$19 M).



## Use of Funds for 2009-11

(3 years combined  
excluding single projects  
2012 & beyond)



**Transit: \$901 M** This program provides for all LRT facilities, equipment and systems construction and rehabilitation. It also includes studies and systems as well as transit growth vehicles.

**Roads: \$805 M** This program focuses on goods transportation to provide for arterial roads/primary highway rehabilitation, collector rehabilitations, planning studies, streetscapes and major interchange construction.

**Neighbourhood Renewal: \$ 298 M** This program includes for the Neighbourhood Renewal Program which consists of preventative maintenance and renewal of roadway base, paving, curbs, gutters, and sidewalks in existing neighbourhoods. Street lighting rehabilitation, mature tree management and completion of missing multi-use trail connections are also included.

**Utilities: \$635 M** This program includes the Drainage and Waste Management Utilities. Drainage provides for the collection and treatment of wastewater and storm water to residential, industrial, commercial and institutional customers. Includes system improvements and new infrastructure for flood prevention, storm water and sewer systems as well as water treatment facilities. Waste Management includes the upgrading of the waste facilities, infrastructure and physical environment at the Edmonton Waste Management Centre. Also includes development of leading-edge combustion technology and the South-West ECO station

**Recreation Facility Services: \$438M** This program provides for the development, management and preservation of recreational and cultural facilities. Included are major renovations for community leisure centres, arenas, and outdoor pools. A major growth item is the construction of three multi-purpose recreation centres.

**Land: \$232 M** Included in this program is the development of new commercial/industrial areas.

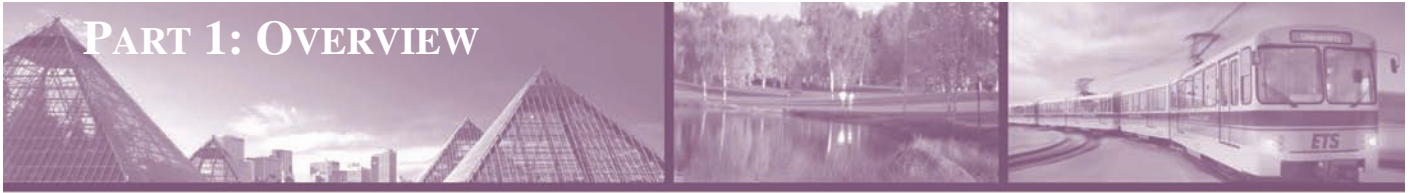
**Mobile Equipment Services: \$145** This program provides for the replacement municipal vehicle fleets and fire fleets and a heavy equipment facility. The replacement of fuel storage tanks are also funded in this program.

**Buildings Design & Construction: \$305 M** This program provides design, construction and project management services for corporate buildings and building systems. It includes construction of new transit garage, fire and EMS stations and ERD training facilities. Other major projects include rehabilitation projects for city facilities related to emergency response, recreational, administration buildings and transit garages.

**Parks: \$162 M** This program includes parkland assembly, public open space development and construction, and the preservation of natural and environmentally sensitive areas. This includes Fort Edmonton Park Footbridge and Neighborhood Park Development Program.



## PART 1: OVERVIEW



**Corporate Services: \$37 M** This program provides technology infrastructure on a city-wide basis. This includes system hardware and software, business process management, e-Business, web and citizens telephone access system.

**Authorities (Edmonton Economic Development, Police, Public Library): \$136 M** These programs provide for the construction and rehabilitation of library and police facilities as well as the Biotechnology Center. Other projects are related to technology upgrades for various IT, communication and customer service applications.

**Other: \$137 M** Includes the following programs: Planning & Development (\$19 M), Emergency Communications & Resources (\$62 M), Finance & Treasury (\$1 M), Neighborhood & Community Development (\$47 M) and Housing (\$8.7 M). These programs provide for fire fighting equipment, emergency response communications, hardware/software applications, sporting event facilities and affordable housing initiatives.



## PART 2: DEVELOPING THE CAPITAL BUDGET

The 2009-11 Capital Budget reflects the capital requirements presented in the Preliminary 10-Year Capital Investment Agenda. The Preliminary 10-Year Capital Investment Agenda was developed through a collaborative process with civic programs and boards and authorities using the Strategic Plan's new 10-year goals to guide new projects.

The 3-year capital budget provides more flexibility in implementing growth and renewal projects. It will allow cash flowing between years and more flexibility to take advantage of timing, capacity and pricing opportunities that may occur.

The development of the 2009-11 Capital Budget involved the following key activities;

- Allocated MSI funding to specific projects based on the allocation of MSI to envelopes in the Preliminary 10-Year Capital Investment Agenda;
- Determined which large growth projects would be financed with debt;
- Developed a strategy to use potential Green TRIP funding for the extension of the NAIT LRT;
- Confirmed the estimated tax levy increase required to pay for Neighbourhood Infrastructure Renewal Program and adjusted the implementation plan;
- Established a fast track strategy that uses short term borrowing which will be repaid with future MSI and Fuel Tax grants;

- Accelerated the construction of three new multi-purpose recreation centres and two libraries.

Supplementary capital budget adjustments will be presented to Council in April and September in each of the years 2009, 2010 and 2011.

### **COUNCIL-APPROVED CAPITAL PRINCIPLES**

The 2009-11 Capital Budget incorporates the Capital Direction Setting principles approved in principle by City Council on April 16, 2008. The principles are as follows:

#### **Financial Principles**

- Use cash for ongoing projects (e.g. maintenance and renewal);
- Use borrowing for new and large projects eligible according to the rigorous criteria set out in the proposed Debt Management Fiscal Policy (DMFP);
- Use funding sources that maximize contributions from primary users of certain infrastructure (e.g. vehicle users pay for roads), excluding infrastructure supporting essential services (i.e. emergency services); and
- Fund utilities by utility rates.

#### **Infrastructure Principles**

- Align projects to new 30-year vision and 10-year strategic goals;
- Maintain what is built;

## PART 2: DEVELOPING THE CAPITAL BUDGET

- Use rehabilitation funding to ensure that assets meet acceptable standards;
- Manage demand to reduce infrastructure requirements; and
- Only build if the life cycle costs are affordable.

### Emergency Medical Services

Emergency Medical Service projects requiring new funding in 2009 or later have been included in the 2009-11 Capital Budget but have identified “Partner” (the Province) as the funding source.

This is due to the announcement by the Province that responsibility for governance and funding of these services will be transferred to the Alberta Health Services Board effective April 1, 2009.

While the service delivery model has not yet been determined, it is assumed that the capital needs of Emergency Medical Services will be funded through the Alberta Health Services Board.

### MUNICIPAL SUSTAINABILITY INITIATIVE (MSI) GRANTS

The City of Edmonton will receive \$663 million between 2009 and 2011 through the Province’s Municipal Sustainability Initiative (MSI) grant program.

The MSI grant has been allocated to the projects in 2009-11 based on the allocation presented in the Preliminary 10-Year Capital Investment Agenda. The Capital Investment Agenda allocation was done on the following basis. First the MSI grant was allocated in keeping with the Council approved split of 40% to growth and 60%

to renewal. Secondly, two different methodologies were used to allocate the growth and renewal MSI to the envelopes. These allocations have been distributed on a project by project basis in the 2009-11 Capital Budget.

The grant payments will be recalculated every year based on a number of variables including municipal population figures and education requisition amounts. The current MSI grant payment schedule is shown in the following table:

MSI Payments	(\$millions)
2008/09 carry forward	\$ 31
2009/10	\$ 111
2010/11	\$ 260
2011/12	\$ 260
	<u>\$ 663</u>

### NEW FUNDING SOURCES

Several potential new sources of funding have been announced that the City of Edmonton may be able to access.

#### Green Transit Incentives Program

**(Green TRIP)** – The Alberta Government announced the Green Transit Incentives Program (Green TRIP) on July 8, 2008. Green TRIP is a province wide program which will provide \$2 billion in funding assistance and incentives to improve and expand local, regional and inter-city transit systems. The program will support new public transit alternatives throughout the province that will significantly reduce the number of vehicles on Alberta roads and reduce greenhouse



## PART 2: DEVELOPING THE CAPITAL BUDGET

gas emissions at the same time. Complete information on funding criteria are expected in late 2008.

**Building Canada Fund** – The Building Canada Fund (CBF) (\$8.8 billion) is one component of the \$33 billion Building Canada Plan (BCP) 2007-2014 infrastructure program announced as part of the 2007 federal budget. The Building Canada Fund will allocate approximately \$840 million over seven fiscal years (between 2007 and 2014) to capital projects within Alberta between two categories: the “Major Infrastructure” component and the “Communities” component (for municipalities with populations of less than 100,000). The City has identified projects related to the City of Edmonton river valley, transit bus needs and the Quarters as candidates for the Building Canada Fund.

### **Debt Financed Projects**

Consistent with the principles approved by City Council, several large growth projects have been approved for debt financing. They are the City’s share of the NAIT expansion of the LRT (NLRT), three new multi-purpose recreation centres and a heavy equipment facility for Mobile Equipment Services (MES).

The NLRT has an estimated cost of \$780 million with an allocation of \$60 million of MSI to fund part of the cost. It is proposed that two thirds of the cost or \$520 million be financed through the Green TRIP program and the balance of \$200M

be debt financed.

The three new multi-purpose recreation centres included in the 2009-11 Capital Budget are: North Central, Clareview and Meadows. Lewis Farms will be included in a future capital budget. The total budget for the three multi-purpose recreation centres is \$351 million (excluding the North Central field house which is approved).

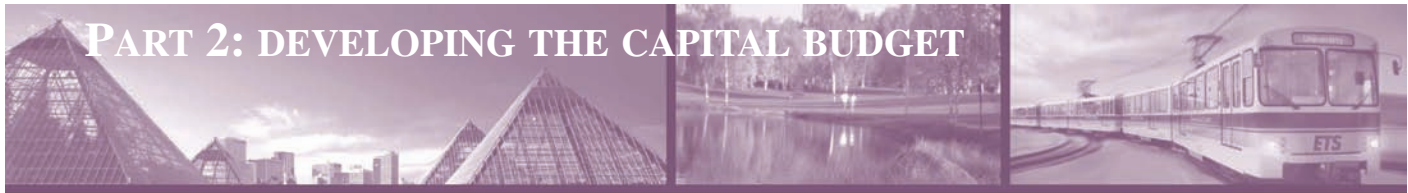
### **Earmarking Property Tax Revenues For Neighbourhood Renewal**

There are approximately 353 neighbourhoods in the city, of which 80 neighbourhoods require total reconstruction. Neighbourhood renewal requires dedicated financial resources over the next 10 years in order to deal with neighbourhoods requiring total reconstruction or significant repair work.

The most cost effective way to approach neighbourhood renewal consists of reconstruction, rehabilitation and preventive maintenance, rather than a program focused only on full neighbourhood reconstruction, one at a time. This approach will have a coordinated roads and drainage program for many neighbourhoods, as well as separate programs for Roads and Drainage. The reason being that road and drainage infrastructure have significantly different service lives. This comprehensive renewal program will address work ranging from minor rehabilitation to total reconstruction.

A tax levy increase of 4% each year for 10 years would provide sufficient funding to renew the





## PART 2: DEVELOPING THE CAPITAL BUDGET

failing neighbourhood infrastructure. At the end of 10 years there would be enough funding built into the tax levy to fund annual neighbourhood renewal so that the City would not be faced with a similar situation in the future.

The 3-year capital budget includes a tax levy increase of 2% each year starting with 2009.

The 3-year capital budget for Neighbourhood Renewal provides greater flexibility to adjust cash flows so that more rehabilitation work can be done in 2009 than currently planned.

### COST ESCALATIONS

The Capital Budget is based on estimated cost escalations for the 2009-2011 period (2009-2013 for the five year planning period). The cost escalations were provided by the City’s Economic Trends Research unit and were applied to the majority of the projects within each of the programs except Drainage. Drainage inflation rates vary on a project-by-project basis; the cost escalations provided by the City’s Economic Trends Research unit were used for external contractor projects while inflation rates of 2.5% to 5% were applied to in-house construction projects.

#### Cost Escalations\*

2009	2010	2011	2012	2013
13%	16%	16%	13%	13%

\*Capital cost escalations based on medium case scenario  
Source: City of Edmonton, Economic Trends & Research

These escalation estimates will be re-evaluated in 2009 and the 2009-2011 Capital Budget will be

re-costed with these new rates at that time.

### NEXT STEP STRATEGIES

The 2009-11 Capital Budget increases the City’s sources of infrastructure funding through debt financing and earmarking property tax revenues. These are two options identified in a study done by the Canada West Foundation for the City. These additional sources of funding are not sufficient to address the infrastructure shortfall. In the coming months, the following strategies will be reviewed, developed and pursued to expand the City’s sources of capital funding:

1. Review and analysis of other potential sources of revenue for infrastructure requirements of new neighbourhoods for services such as Fire Rescue, Recreation, Library and Parks.
2. Investigate funding potential through the Regional Initiative for projects that have regional benefits.
3. Leverage provincial funding provided to the River Valley Alliance (RVA).
4. Pursue provincial and federal funding opportunities (e.g. the Building Canada Plan, Green TRIP, P3s) and other alternative revenue options identified by Canada West Foundation.



## PART 3: INVESTING IN INFRASTRUCTURE

The 2009-11 Capital Budget includes several projects that were approved by City Council in 2008. The EPCOR Tunnel, Southwest Community Recreation Centre, North Central field house and Whitemud/Quesnell project. All projects are financed with tax-supported debt. The debt servicing costs for these projects in 2009 is \$4.9 million and are included in the proposed 2009 Operating Budget.

No provision has been made in the proposed 2009 Operating Budget for increased project costs that are ineligible for MSI or other grant funding. These costs vary from project to project and range from 5% to 10%. Funding strategies are being reviewed to determine how these additional costs can be covered.

The 2009-11 Capital Budget contains the following new major projects and funding strategies recommended by Administration:

### 1. Neighbourhood Renewal \$96 million

- Funding from tax levy increases of 2%, 2% and 2% for 2009, 2010 and 2011 respectively.

### 2. North LRT \$780 million

- \$520 million subject to funding approval under the Province of Alberta Green TRIP program
- \$60 million MSI funding beginning in 2012

- \$200 million tax supported debt

### 3. Recreation Centres \$351 million

- 3 new multi-purpose recreation centre
- \$351 million tax supported debt

### 4. MES Heavy Equipment Facility \$56 million

- Purchase and renovation of existing building
- \$56 million debt financing to be paid for through rate increases

### 5. Short Term Borrowing approximately \$200 million

- Fast tracking MSI and Fuel Tax funded projects in 2009-11 by using short term borrowing that will be repaid with grants when received in future years



The table below shows the estimated future impact on tax increases of the proposal contained in the 2009-11 Capital Budget.

<b>Annual Tax Levy Increases for:</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Neighbourhood Renewal (Note 1)</b>	2.0%	2.0%	2.0%	2.0%	2.0%		
<b>Ineligible MSI &amp; other new grant costs 1.5% - 3%</b>	Note 2						
<b>Debt Servicing Costs.:</b>							
<b>Previously Approved Projects:</b>							
Whitemud/Quesnell, EPCOR Tunnel & SW Recreation Centre, North Central Field House, Natural Areas Acquisition & Conservation	0.6%	1.7%	0.2%				
<b>New Projects</b>							
NAIT LRT (\$200M, 30 years)		0.4%	0.5%	0.4%	0.2%	0.1%	
Recreation Centres (\$351M, 20 years)		0.7%	1.4%	1.0%	0.2%		
MES Heavy Equipment Facility	Note 3						
Great Neighbourhood Program	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Jasper Place Library Renewal & Expansion			0.1%				
Southwest Recreation Centre - Arenas		0.1%					
Short Term borrowing for grant advances	Note 4	0.9%		-0.4%			
	0.2%	2.2%	2.2%	1.2%	0.6%	0.3%	0.2%
<b>Tax Levy Increase (Note 5)</b>	<b>2.8%</b>	<b>5.9%</b>	<b>4.4%</b>	<b>3.2%</b>	<b>2.6%</b>	<b>0.3%</b>	<b>0.2%</b>

Notes:

1. The Neighbourhood Renewal Program was approved for 2009-2011 only and will be subsequently reviewed.
2. No provision has been made for ineligible costs related to MSI or other new grants
3. MES rates will be increased to pay for annual debt servicing costs of approximately \$4.7 million.
4. Short term borrowing costs in 2009 are estimated at \$2.5 million. A number of strategies to cover these costs are being reviewed to minimize the impact on the 2009 tax levy.
5. The 2009 Operating Budget includes the 2.8% tax levy increase. The amount of the tax levy for the years 2010-2015 are not approved.
6. Debt Servicing costs are estimated based on budgeted cash flows and may change based on actual cash flow.





## Tax-supported Operations Approved Tax Levy Summary

(\$000)	2007 Actual	2008 Budget	Change '08 to '09	2009 Budget	% Change '08 to '09
<b>Boards &amp; Authorities</b>					
Economic Development Corporation	11,977	12,485	(149)	12,336	(1.2)
Police Service	168,172	199,192	17,811	217,003	8.9
Public Library	28,347	31,609	2,984	34,593	9.4
Other Authorities	10,379	11,661	1,582	13,243	13.6
<b>Total Boards &amp; Authorities</b>	<b>218,875</b>	<b>254,947</b>	<b>22,228</b>	<b>277,175</b>	<b>8.7</b>
<b>Civic Programs</b>					
Asset Management & Public Works					
Corporate Properties	33,153	38,614	5,188	43,802	13.4
Parks	38,644	40,986	2,931	43,917	7.2
Capital Construction	904	1,058	876	1,934	82.8
Community Services					
Neighbourhood & Community Development	27,726	32,245	1,552	33,797	4.8
Recreation Facility Services	22,974	25,854	2,948	28,802	11.4
Emergency Medical Services	6,168	9,056	(3,303)	5,753	(36.5)
Fire Rescue Services	116,798	131,376	7,386	138,762	5.6
Corporate Services	67,564	75,409	9,392	84,801	12.5
Finance & Treasury	12,751	15,107	1,463	16,570	9.7
Mayor & Councillor Offices	3,608	4,068	198	4,266	4.9
Office of the City Auditor	1,640	1,943	(7)	1,936	(0.4)
Office of the City Manager	987	1,204	35	1,239	2.9
Office of the Deputy City Manager	13,867	17,993	1,486	19,479	8.3
Planning & Development					
Assessment & Taxation	14,971	16,499	2,108	18,607	12.8
Housing	14,518	8,559	141	8,700	1.6
Planning, Policy & Community Standards	(6,233)	(5,261)	3,795	(1,466)	(72.1)
Transportation					
Roads	104,313	129,375	8,586	137,961	6.6
Transit	117,757	130,360	13,233	143,593	10.2
<b>Total Civic Programs</b>	<b>592,110</b>	<b>674,445</b>	<b>58,008</b>	<b>732,453</b>	<b>8.6</b>
<b>Corporate Programs</b>					
Capital Project Financing	113,174	109,293	30,718	140,011	28.1
Corporate Expenditures	16,625	13,333	5,158	18,491	38.7
Corporate Revenues	(326,303)	(330,490)	(26,519)	(357,009)	8.0
Taxation	(1,317)	2,125	16,313	18,438	767.7
<b>Total Corporate Programs</b>	<b>(197,821)</b>	<b>(205,739)</b>	<b>25,670</b>	<b>(180,069)</b>	<b>(12.5)</b>
<b>Total Tax Levy before One-time Items</b>	<b>613,164</b>	<b>723,653</b>	<b>105,906</b>	<b>829,559</b>	<b>14.6</b>
One-time Items	-	15,927	(15,927)	-	(100.0)
Waste Management (refund to Taxation Program) (Actuals are total tax levy)	22,898	14,081	(14,081)	-	-
2007 Surplus	35,134	-	-	-	-
<b>Taxation Revenue</b>	<b>671,196</b>	<b>753,661</b>	<b>75,898</b>	<b>829,559</b>	<b>10.1</b> *

<b>Taxation Revenue</b>					
Property Tax	547,858	649,147	98,450	747,597	
Business Tax	105,469	85,422	(23,954)	61,468	
Payment-in-lieu of Taxes	17,869	19,092	1,402	20,494	
<b>Total Taxation Revenue</b>	<b>671,196</b>	<b>753,661</b>	<b>75,898</b>	<b>829,559</b>	

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

Tax Levy amounts are the net difference between amounts on Expenditure & Revenue Tables that follow.

## Tax-supported Operations Approved Expenditure Summary

(\$000)	2007 Actual	2008 Budget	Change '08 to '09	2009 Budget	% Change '08 to '09
<b>Boards &amp; Authorities</b>					
Economic Development Corporation	30,560	30,194	5,078	35,272	16.8
Police Service	218,525	234,103	25,149	259,252	10.7
Public Library	33,531	36,858	3,047	39,905	8.3
Other Authorities	15,609	17,386	2,708	20,094	15.6
<b>Total Boards &amp; Authorities</b>	<b>298,225</b>	<b>318,541</b>	<b>35,982</b>	<b>354,523</b>	<b>11.3</b>
<b>Civic Programs</b>					
Asset Management & Public Works					
Corporate Properties	43,614	49,423	6,389	55,812	12.9
Parks	40,195	41,968	2,958	44,926	7.0
Capital Construction	909	1,388	876	2,264	63.1
Community Services					
Neighbourhood & Community Development	46,120	49,281	2,187	51,468	4.4
Recreation Facility Services	53,194	57,069	6,288	63,357	11.0
Emergency Medical Services	34,758	37,626	(27,569)	10,057	(73.3)
Fire Rescue Services	118,241	132,818	7,463	140,281	5.6
Corporate Services	71,003	76,240	10,477	86,717	13.7
Finance & Treasury	13,736	16,260	1,348	17,608	8.3
Mayor & Councillor Offices	3,611	4,068	198	4,266	4.9
Office of the City Auditor	1,640	1,943	(7)	1,936	(0.4)
Office of the City Manager	987	1,204	35	1,239	2.9
Office of the Deputy City Manager	14,410	18,700	1,520	20,220	8.1
Planning & Development					
Assessment & Taxation	14,985	16,499	2,108	18,607	12.8
Housing	17,116	11,322	39,859	51,181	352.0
Planning, Policy & Community Standards	37,054	38,946	4,148	43,094	10.7
Transportation					
Roads	118,568	139,947	10,344	150,291	7.4
Transit	201,553	218,711	27,263	245,974	12.5
<b>Total Civic Programs</b>	<b>831,694</b>	<b>913,413</b>	<b>95,885</b>	<b>1,009,298</b>	<b>10.5</b>
<b>Corporate Programs</b>					
Capital Project Financing	130,139	135,517	44,026	179,543	32.5
Corporate Expenditures	20,884	14,356	5,156	19,512	35.9
Corporate Revenues	14,596	5,794	4,982	10,776	86.0
Taxation	2,171	5,125	15,463	20,588	301.7
<b>Total Corporate Programs</b>	<b>167,790</b>	<b>160,792</b>	<b>69,627</b>	<b>230,419</b>	<b>43.3</b>
Total Gross Expenditure before One-time Items	1,297,709	1,392,746	201,494	1,594,240	14.5
One-time Items	-	79,907	(79,907)	-	(100.0)
Total Net Expenditure before Surplus	1,297,709	1,472,653	121,587	1,594,240	8.3
Waste Management (refund to Taxation Program) (Actuals are total tax levy)	22,898	14,081	(14,081)	-	-
2007 Surplus	35,134	-	-	-	-
<b>Total Net Expenditure &amp; Transfers</b>	<b>1,355,741</b>	<b>1,486,734</b>	<b>107,506</b>	<b>1,594,240</b>	<b>7.2</b>

Net Expenditure includes General Capital Financing of \$91.4 million in 2008 and \$91.6 million in 2009, as well as, \$15.5 million in 2009 for Neighbourhood renewal.

## Tax-supported Operations Approved Revenue Summary

(\$000)	2007 Actual	2008 Budget	Change '08 to '09	2009 Budget	% Change '08 to '09
<b>Boards &amp; Authorities</b>					
Economic Development Corporation	18,583	17,709	5,227	22,936	29.5
Police Service	50,353	34,911	7,338	42,249	21.0
Public Library	5,184	5,249	63	5,312	1.2
Other Authorities	5,230	5,725	1,126	6,851	19.7
<b>Total Boards &amp; Authorities</b>	<b>79,350</b>	<b>63,594</b>	<b>13,754</b>	<b>77,348</b>	<b>21.6</b>
<b>Civic Programs</b>					
Asset Management & Public Works					
Corporate Properties	10,461	10,809	1,201	12,010	11.1
Parks	1,551	982	27	1,009	2.7
Capital Construction	5	330	-	330	-
Community Services					
Neighbourhood & Community Development	18,394	17,036	635	17,671	3.7
Recreation Facility Services	30,220	31,215	3,340	34,555	10.7
Emergency Medical Services	28,590	28,570	(24,266)	4,304	(84.9)
Fire Rescue Services	1,443	1,442	77	1,519	5.3
Corporate Services	3,439	831	1,085	1,916	130.6
Finance & Treasury	985	1,153	(115)	1,038	(10.0)
Mayor & Councillor Offices	3	-	-	-	-
Office of the Deputy City Manager	543	707	34	741	4.8
Planning & Development					
Assessment & Taxation	14	-	-	-	-
Housing	2,598	2,763	39,718	42,481	1,437.5
Planning, Policy & Community Standards	43,287	44,207	353	44,560	0.8
Transportation					
Roads	14,255	10,572	1,758	12,330	16.6
Transit	83,796	88,351	14,030	102,381	15.9
<b>Total Civic Programs</b>	<b>239,584</b>	<b>238,968</b>	<b>37,877</b>	<b>276,845</b>	<b>15.9</b>
<b>Corporate Programs</b>					
Capital Project Financing (Local Improvement Rev)	16,965	26,224	13,308	39,532	50.7
Corporate Expenditures	4,259	1,023	(2)	1,021	(0.2)
Corporate Revenues	340,899	336,284	31,501	367,785	9.4
Taxation	3,488	3,000	(850)	2,150	(28.3)
<b>Total Corporate Programs</b>	<b>365,611</b>	<b>366,531</b>	<b>43,957</b>	<b>410,488</b>	<b>12.0</b>
<b>Total Gross Revenue before One-time Items</b>	<b>684,545</b>	<b>669,093</b>	<b>95,588</b>	<b>764,681</b>	<b>14.3</b>
One-time Items	-	63,980	(63,980)	-	(100.0)
<b>Total Net Revenue &amp; Transfers</b>	<b>684,545</b>	<b>733,073</b>	<b>31,608</b>	<b>764,681</b>	<b>4.3</b>

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

## Approved Municipal Enterprises

\$000	2007 Actual	2008 Budget	Change '08 to '09	2009 Budget	% Change '08 to '09
<b>Land Enterprise - Land Development</b>					
Revenue & Transfers	30,237	29,150	13,000	42,150	44.6
Less: Expenditure & Transfers	12,583	12,806	10,384	23,190	81.1
<b>Net Income</b>	<b>17,654</b>	<b>16,344</b>	<b>2,616</b>	<b>18,960</b>	<b>16.0</b>
<b>Land Enterprise - Municipal Use Property</b>					
Revenue & Transfers	23,897	10,000	-	10,000	-
Less: Expenditure & Transfers	3,447	3,050	422	3,472	13.8
<b>Net Income</b>	<b>20,450</b>	<b>6,950</b>	<b>(422)</b>	<b>6,528</b>	<b>(6.1)</b>
<b>Mobile Equipment Services</b>					
Revenue & Recoveries	116,235	125,956	14,755	140,711	11.7
Less: Expenditure & Transfers	113,255	124,496	14,287	138,783	11.5
<b>Net Income</b>	<b>2,980</b>	<b>1,460</b>	<b>468</b>	<b>1,928</b>	<b>32.1</b>

## Approved Utility Operations

\$000	2007 Actual	2008 Budget	Change '08 to '09	2009 Budget	% Change '08 to '09
<b>Sanitary Utility</b>					
Revenue & Transfers from Reserves & Equity	120,536	116,486	9,184	125,670	7.9
Less: Expenditure	90,633	98,239	5,912	104,151	6.0
<b>Net Income</b>	<b>29,903</b>	<b>18,247</b>	<b>3,272</b>	<b>21,519</b>	<b>17.9</b>
<b>Rate Impact Sanitary Utility</b>				<b>8.0%</b>	
	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>Change '08 to '09</b>	<b>2009 Budget</b>	<b>% Change '08 to '09</b>
<b>Land Drainage Utility</b>					
Revenue & Transfers from Reserves & Equity	21,193	21,401	4,087	25,488	19.1
Less: Expenditure	11,792	14,936	885	15,821	5.9
<b>Net Income</b>	<b>9,401</b>	<b>6,465</b>	<b>3,202</b>	<b>9,667</b>	<b>49.5</b>
<b>Rate Impact Land Drainage Utility</b>				<b>8.0%</b>	
	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>Change '08 to '09</b>	<b>2009 Budget</b>	<b>% Change '08 to '09</b>
<b>Waste Management</b>					
Revenue & Transfers from Reserves & Equity	63,434	66,153	52,166	118,319	78.9
2008 Funding from Tax Levy	22,898	28,053	(28,053)		
Less: Expenditure	86,332	94,206	24,113	118,319	25.6
<b>Net Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## Approved Resource Distribution

Tax-supported	2008 Budget*	Change '08 to '09	% Change '08 to '09	2009 Budget	% of Total
<b>Total Tax-supported</b>					
Personnel Costs	827,801	55,892	6.8	883,693	55.4
Materials, Goods & Supplies	136,514	11,560	8.5	148,074	9.3
Services	175,581	20,799	11.8	196,380	12.3
Other Charges	252,850	113,243	44.8	366,093	23.0
Total	1,392,746	201,494	14.5	1,594,240	100.0
* 2008 excludes one-time items (\$79,907) & Waste Management rebate program (\$14,081)					
<b>Economic Development Corporation</b>					
Personnel Costs	10,286	841	8.2	11,127	31.5
Materials, Goods & Supplies	322	33	10.2	355	1.0
Services	17,481	3,679	21.0	21,160	60.0
Other Charges	2,105	525	24.9	2,630	7.5
Total	30,194	5,078	16.8	35,272	
<b>Police Service</b>					
Personnel Costs	187,539	13,425	7.2	200,964	77.5
Materials, Goods & Supplies	17,826	(966)	(5.4)	16,860	6.5
Services	26,301	13,003	49.4	39,304	15.2
Other Charges	2,437	(313)	(12.8)	2,124	0.8
Total	234,103	25,149	10.7	259,252	
<b>Public Library</b>					
Personnel Costs	23,985	2,285	9.5	26,270	65.8
Materials, Goods & Supplies	7,559	234	3.1	7,793	19.5
Services	2,718	387	14.2	3,105	7.8
Utilities & Professional fees	2,596	141	5.4	2,737	6.9
Total	36,858	3,047	8.3	39,905	
<b>Other Authorities</b>					
Personnel Costs	4,239	416	9.8	4,655	23.2
Materials, Goods & Supplies	1,217	580	47.7	1,797	8.9
Services	1,625	126	7.8	1,751	8.7
Other Charges	10,305	1,586	15.4	11,891	59.2
Total	17,386	2,708	15.6	20,094	
<b>Asset Management &amp; Public Works (Corporate Properties and Parks)</b>					
Personnel Costs	57,096	6,554	11.5	63,650	63.2
Materials, Goods & Supplies	7,372	596	8.1	7,968	7.9
Services	1,682	(3,409)	(202.7)	(1,727)	(1.7)
Other Charges	25,241	5,606	22.2	30,847	30.6
Total	91,391	9,347	10.2	100,738	
<b>Capital Construction</b>					
Personnel Costs	5,650	3,047	53.9	8,697	21.8
Materials, Goods & Supplies	69	110	159.4	179	0.4
Services	863	220	25.5	1,083	2.7
Billings to Capital Projects	(5,194)	(2,501)	48.2	(7,695)	(19.3)
Total	1,388	876	63.1	2,264	
<b>Community Services</b>					
Personnel Costs	196,888	(9,870)	(5.0)	187,018	70.5
Materials, Goods & Supplies	28,474	(2,371)	(8.3)	26,103	9.8
Services	19,468	945	4.9	20,413	7.7
Other Charges	31,964	(335)	(1.0)	31,629	11.9
Total	276,794	(11,631)	(4.2)	265,163	

# Approved Resource Distribution

Tax-supported	2008 Budget*	Change '08 to '09	% Change '08 to '09	2009 Budget	% of Total
<b>Corporate Services - Tax-supported</b>					
Personnel Costs	65,918	8,840	13.4	74,758	86.2
Materials, Goods & Supplies	9,305	2,128	22.9	11,433	13.2
Services	6,466	1,979	30.6	8,445	9.7
Other Charges	(5,449)	(2,470)	45.3	(7,919)	(9.1)
<b>Total</b>	<b>76,240</b>	<b>10,477</b>	<b>13.7</b>	<b>86,717</b>	
<b>Finance &amp; Treasury</b>					
Personnel Costs	17,495	2,723	15.6	20,218	114.8
Materials, Goods & Supplies	915	167	18.3	1,082	6.1
Services	(2,719)	(1,469)	54.0	(4,188)	(23.8)
Utilities & Professional Fees	569	(73)	(12.8)	496	2.8
<b>Total</b>	<b>16,260</b>	<b>1,348</b>	<b>8.3</b>	<b>17,608</b>	
<b>Mayor &amp; Councillor Offices</b>					
Personnel Costs	1,844	60	3.3	1,904	44.6
Materials, Goods & Supplies	63	2	3.2	65	1.5
Services	1,887	128	6.8	2,015	47.2
Utilities & Professional fees	274	8	-	282	6.6
<b>Total</b>	<b>4,068</b>	<b>198</b>	<b>4.9</b>	<b>4,266</b>	
<b>Office of the City Auditor</b>					
Personnel Costs	1,707	12	0.7	1,719	88.8
Materials, Goods & Supplies	47	(1)	(2.1)	46	2.4
Services	113	(19)	(16.8)	94	4.9
Other Charges	76	1	1.3	77	4.0
<b>Total</b>	<b>1,943</b>	<b>(7)</b>	<b>(0.4)</b>	<b>1,936</b>	
<b>Office of the City Manager</b>					
Personnel Costs	918	54	5.9	972	78.5
Materials, Goods & Supplies	28	1	3.6	29	2.3
Services	163	1	0.6	164	13.2
Other Charges	95	(21)	(22.1)	74	6.0
<b>Total</b>	<b>1,204</b>	<b>35</b>	<b>2.9</b>	<b>1,239</b>	
<b>Office of the Deputy City Manager</b>					
Personnel Costs	12,314	861	7.0	13,175	65.2
Materials, Goods & Supplies	451	16	3.5	467	2.3
Services	4,686	672	14.3	5,358	26.5
Other Charges	1,249	(29)	(2.3)	1,220	6.0
<b>Total</b>	<b>18,700</b>	<b>1,520</b>	<b>8.1</b>	<b>20,220</b>	
<b>Planning &amp; Development</b>					
Personnel Costs	43,022	4,566	10.6	47,588	42.2
Materials, Goods & Supplies	2,474	114	4.6	2,588	2.3
Services	11,024	1,073	9.7	12,097	10.7
Other Charges	10,247	40,362	393.9	50,609	44.8
<b>Total</b>	<b>66,767</b>	<b>46,115</b>	<b>69.1</b>	<b>112,882</b>	
<b>Transportation</b>					
Personnel Costs	198,900	22,078	11.1	220,978	55.8
Materials, Goods & Supplies	60,392	10,917	18.1	71,309	18.0
Services	83,823	3,483	4.2	87,306	22.0
Utilities & Professional Fees	15,543	1,129	7.3	16,672	4.2
<b>Total</b>	<b>358,658</b>	<b>37,607</b>	<b>10.5</b>	<b>396,265</b>	

## Approved

### Resource Distribution

Tax-supported	2008 Budget*	Change '08 to '09	% Change '08 to '09	2009 Budget	% of Total
<b>Corporate Programs</b>					
Personnel Costs	-	-	-	-	-
Materials, Goods & Supplies	-	-	-	-	-
Services	-	-	-	-	-
Financial Charges & Corporate Expenditures	160,792	69,627	43.3	230,419	100.0
<b>Total</b>	<b>160,792</b>	<b>69,627</b>	<b>43.3</b>	<b>230,419</b>	

## Approved

### Resource Distribution

Municipal Enterprises & Utilities	2008 Budget	Change '08 to '09	% Change '08 to '09	2009 Budget	% of Total
<b>Asset Management &amp; Public Works - Land Enterprise</b>					
Personnel Costs	-	-	-	-	-
Materials, Goods & Supplies	-	-	-	-	-
Services	(23,155)	850	(3.7)	(22,305)	(83.7)
Land Expenses	39,011	9,956	25.5	48,967	183.7
<b>Total</b>	<b>15,856</b>	<b>10,806</b>	<b>68.2</b>	<b>26,662</b>	

### Asset Management & Public Works - Drainage Services (Sanitary Utility and Land Drainage Utility)

Personnel Costs	51,786	8,106	15.7	59,892	49.9
Materials, Goods & Supplies	14,694	669	4.6	15,363	12.8
Services between Programs	(629)	(6,206)	986.6	(6,835)	(5.7)
Financial & Support	47,324	4,228	8.9	51,552	43.0
<b>Total</b>	<b>113,175</b>	<b>6,797</b>	<b>6.0</b>	<b>119,972</b>	

### Asset Management & Public Works - Waste Management

Personnel Costs	19,346	6,072	100.0	25,418	21.2
Materials, Goods & Supplies	4,203	849	100.0	5,052	4.2
Services	46,933	12,886	100.0	59,819	49.9
Land Expenses	23,724	4,306	100.0	28,030	23.4
<b>Total</b>	<b>94,206</b>	<b>24,113</b>	<b>100.0</b>	<b>118,319</b>	

### Corporate Services - Mobile Equipment Services

Personnel Costs	45,576	5,197	11.4	50,773	36.6
Materials, Goods & Supplies	43,621	6,812	15.6	50,433	36.3
Services	10,946	973	8.9	11,919	8.6
Other Charges	24,353	1,305	5.4	25,658	18.5
<b>Total</b>	<b>124,496</b>	<b>14,287</b>	<b>11.5</b>	<b>138,783</b>	

## Full-time Equivalents

	2007 Actual	2008 Budget	Annualization of 2008 Changes	Other 2009 Changes	2009 Service Needs	2009 Budget
<b>Authorities</b>						
Economic Development Corporation	219.0	259.0	-	40.0	-	299.0
Police Service	1,858.5	1,879.0	0.5	-	86.0	1,965.5
Public Library	405.1	411.1	3.5	1.5	4.0	420.1
Other Authorities	78.0	81.5	-	3.0	-	84.5
<b>Total Authorities</b>	<b>2,560.6</b>	<b>2,630.6</b>	<b>4.0</b>	<b>44.5</b>	<b>90.0</b>	<b>2,769.1</b>
<b>Civic Programs</b>						
Asset Management & Public Works						
Corporate Properties	331.9	352.7	4.3	13.0	6.7	376.7
Parks	411.9	517.6	1.8	3.9	18.0	541.3
Capital Construction	41.0	57.0	-	10.2	13.0	80.2
Community Services						
Neighbourhood & Community Development	237.0	259.3	1.9	1.0	6.0	268.2
Recreation Facility Services	512.4	528.6	2.0	12.3	7.5	550.4
Emergency Medical Services	313.0	333.6	12.4	(259.5)	-	86.5
Fire Rescue Services	990.4	1,039.2	8.8	-	-	1,048.0
Corporate Services	766.7	846.1	2.5	6.4	25.0	880.0
Finance & Treasury	215.8	242.0	0.5	6.4	9.0	257.9
Mayor and Councillor Offices	21.0	21.0	-	-	-	21.0
Office of the City Auditor	15.0	15.0	-	-	-	15.0
Office of the City Manager	6.5	6.5	0.5	-	-	7.0
Office of the Deputy City Manager	133.8	133.8	0.8	-	1.5	136.1
Planning & Development						
Assessment & Taxation	177.1	179.1	0.6	-	13.6	193.3
Housing	37.0	36.0	-	1.5	-	37.5
Planning, Policy & Community Standards	324.7	342.5	5.6	-	4.0	352.1
Transportation						
Roads	761.0	850.0	-	28.2	20.0	898.2
Transit	1,927.9	2,008.7	45.6	10.2	11.1	2,075.6
<b>Total Civic Programs</b>	<b>7,224.1</b>	<b>7,768.7</b>	<b>87.3</b>	<b>(166.4)</b>	<b>135.4</b>	<b>7,825.0</b>
<b>Total Tax-supported Operations</b>	<b>9,784.7</b>	<b>10,399.3</b>	<b>91.3</b>	<b>(121.9)</b>	<b>225.4</b>	<b>10,594.1</b>
<b>Municipal Enterprises</b>						
Mobile Equipment Services	531.4	587.9	14.8	5.2	10.0	617.9
<b>Total Municipal Enterprises</b>	<b>531.4</b>	<b>587.9</b>	<b>14.8</b>	<b>5.2</b>	<b>10.0</b>	<b>617.9</b>
<b>Utility Operations</b>						
Drainage Services	553.4	639.6	-	-	83.2	722.8
Waste Management	255.6	292.8	-	50.9	21.8	365.5
<b>Total Utility Operations</b>	<b>809.0</b>	<b>932.4</b>	<b>-</b>	<b>50.9</b>	<b>105.0</b>	<b>1,088.3</b>
<b>Total Full-time Equivalents</b>	<b>11,125.1</b>	<b>11,919.6</b>	<b>106.1</b>	<b>(65.8)</b>	<b>340.4</b>	<b>12,300.3</b>

**Tax-supported  
Approved Program Revenue Changes  
(\$000)**

	<b>2008 Budget</b>	<b>Rate Change</b>	<b>Volume Change</b>	<b>2009 Budget</b>
<b>Roads &amp; Transit</b>	\$98,923	\$6,179 6.2%	\$9,397 9.5%	\$114,499
<u>Rate</u> Transit fare increases will produce a \$6.2 million revenue increase.				
<u>Volume</u> Growth in Transit ridership and annualization of 2008 service will contribute \$5.2 million. A correction to the Budget for historical performance with respect to Regional Service, Contracted Service and Park N' Ride will increase revenue by \$1.7 million. With the opening of the South Campus LRT station, revenue is expected to increase \$0.4 million. There will also be an additional \$0.4 million from Transit advertising revenue. Growth in DATS ridership will increase revenue by \$0.1 million. Revenue in the Roads program is expected to increase by \$0.9 million for asphalt, concrete and traffic related charge outs. Parking meter revenue is expected to increase by \$0.3 million. Treating ATCO as an external recovery rather than an internal recovery will increase revenue by \$0.3 million. This is an accounting change only. In addition, there is an external recovery for Inspection Services of \$0.1 million.				
<b>Community Services — Neighbourhood &amp; Community Development, Recreation Facilities Services, and Fire Rescue Services</b>	33,370	1,949 5.8%	2,334 7.0%	37,653
<u>Rate</u> Revenue from recreation facilities is expected to increase by \$1.8 million from an average 6% increase to fees. The Enoch Fire Protection contract will increase by \$0.1 million.				
<u>Volume</u> A projected volume increase from recreation facilities and programs of \$2.3 million is based on population growth and operational increases.				
<b>Emergency Medical Services</b>	15,654	195 1.2%	(11,545) (73.8%)	4,304
<u>Rate</u> An increase to Ambulance rates of 5% is expected to generate an additional \$0.2 million for the first 3 months of 2009.				
<u>Volume</u> The \$11.5 million reduction reflects the transition change to ambulance revenue for 9 months ended December 31.				



**Tax-supported  
Approved Program Revenue Changes  
(\$000)**

	<b>2008 Budget</b>	<b>Rate Change</b>	<b>Volume Change</b>	<b>2009 Budget</b>
<b>Planning and Development – Planning, Policy &amp; Community Standards</b>	44,207	3,652 8.3%	(4,000) (9.0%)	43,859
<p><u>Rate</u> All planning related rates are being increased by 8.5% except for pet licensing (4.5%). The increase is required to offset cost increases.</p> <p><u>Volume</u> A volume shortfall of \$4 million, projected for 2008 due to the economic slowdown, is expected to continue into 2009.</p>				
<b>Police Service</b>	23,513	-- %	(302) (1.3%)	23,211
<p><u>Rate</u> There are no rate increases.</p> <p><u>Volume</u> There is a projected increase to tow lot revenue of \$0.5 million. In addition, Emergency 911 revenue is expected to increase by \$0.4 million while Other Revenues are expected to increase by \$0.3 million. These increases are offset by a decrease of \$1.5 million in Police issued Traffic Safety Act violations.</p>				
<b>Economic Development Corporation</b>	16,436	821 5.0%	3,591 21.8%	20,848
<p><u>Rate</u> The \$0.8 million increase relates mostly to a rate increase for the catering, food and beverage activity of the Shaw Conference Centre.</p> <p><u>Volume</u> Growth to business at the Shaw Conference Centre will generate \$2.9 million of additional revenue. There is a one time \$1.5 million increase to film production funding, which is a pass through. These increases are slightly offset by reductions to Destination Marketing Fund contributions and the transfer of the Edmonton Image Program which total \$0.7 million. There are various other minor changes that reduce revenue by \$0.1 million.</p>				

**Tax-supported  
Approved Program Revenue Changes  
(\$000)**

	<b>2008 Budget</b>	<b>Rate Change</b>	<b>Volume Change</b>	<b>2009 Budget</b>
<b>Asset Management &amp; Public Works – Corporate Properties</b>	10,809	1,075 9.9%	126 1.2%	12,010
<u>Rate</u> An increase in parkade rates to market levels will produce additional revenue of approximately \$1.0 million. Inflationary increases on other revenue will produce \$0.1 million of additional revenue.				
<u>Volume</u> Increased parkade usage will increase revenue by \$0.3 million. This is offset by \$0.2 million in various minor reductions in other areas.				
<b>Other (Includes: Public Library; Telus World of Science Edmonton, Vehicle for Hire; Parks, Housing, Corporate Services; Finance &amp; Treasury, Office of the Deputy City Manager, Traffic Tags; Photo Radar: 2008 One-time revenue)</b>	32,989	1,243 3.8%	3,315 10.0%	37,547
<u>Rate</u> Vehicle for Hire has a rate increase on various fees which will increase revenue by \$0.1 million. An increase to assessment complaint filing fees, payable to the Assessment Review Board, will produce additional revenue of \$1.0 million for Corporate Services. There are \$0.1 million in minor increases in other programs.				
<u>Volume</u> Telus World of Science is expecting increased revenue of \$0.4 million from IMAX, General Admission, Memberships and School & Community Programs. In addition, fundraising efforts are expected to increase revenue by \$0.3 million for Telus World of Science. Photo radar revenue is expected to increase by \$3.1 million. These increases are offset by removal of 2008 One-time revenues of \$0.4 million, which relate to the Planning and Development fee used to create guidelines for the redevelopment of mature areas. There are \$0.1 million in minor reductions in other programs.				
<b>Total User Fees, Licenses, Permits and Fines</b>	<b>\$275,901</b>	<b>15,114 5.5%</b>	<b>2,916 1.1%</b>	<b>\$293,931</b>

## Highlights of Approved 2009 User Fees

	2008 Fee	\$ Increase	% Increase	Approved 2009 Fee
<b>Arenas</b>				
Winter Ice (Good Time) - Adults	\$208.00	\$12.00	6%	\$220.00
Winter Ice (Good Time) - Minor	\$104.00	\$6.00	6%	\$110.00
<b>Sports Fields</b>				
Standard Fields - Adult (per hour)	\$3.80	\$0.45	12%	\$4.25
Standard Fields - Minor (per hour)	\$0.00	no change	no change	\$0.00
<b>Fort Edmonton Park</b>				
Single Admission - Adult	\$13.25	\$0.25	2%	\$13.50
Single Admission - Child	\$6.75	\$0.00	0%	\$6.75
<b>Muttart Conservatory</b>				
Single Admission - Adult	\$9.00	\$0.75	8%	\$9.75
Single Admission - Child	\$4.50	\$0.50	11%	\$5.00
<b>Valley Zoo</b>				
Single Admission - Adult	\$9.00	\$0.75	8%	\$9.75
Single Admission - Child	\$4.50	\$0.50	11%	\$5.00
<b>Golf Courses</b>				
Riverside / Victoria Golf Courses				
Green Fees - 18 Holes - Weekday	\$39.00	\$1.00	3%	\$40.00
Green Fees - 18 Holes - Weekend	\$49.00	\$1.00	2%	\$50.00
Rundle Golf Course				
Green Fees - 18 Holes - Weekday	\$23.00	\$0.50	2%	\$23.50
Green Fees - 18 Holes - Weekend	\$28.00	\$2.00	7%	\$30.00
<b>Aquatic &amp; Fitness Tier 1 (includes Kinsmen Sports Centre)</b>				
Single Admission - Adult	\$7.50	\$0.50	7%	\$8.00
Single Admission - Child	\$3.75	\$0.25	7%	\$4.00
<b>Aquatic &amp; Fitness Tier 2 (includes instructor-led drop-in) (and Mill Woods Rec Centre)</b>				
Single Admission - Adult	\$5.50	\$0.50	9%	\$6.00
Single Admission - Child	\$2.80	\$0.20	7%	\$3.00
<b>Aquatic &amp; Fitness Tier 3 ( community pools &amp; leisure facilities)</b>				
Single Admission - Adult	\$4.70	\$0.55	12%	\$5.25
Single Admission - Child	\$2.40	\$0.35	15%	\$2.75
<b>Public Library</b>				
Children Under 18	free	no change	no change	free
First Adult Per Household	\$12.00	no change	no change	\$12.00
Other Adults Per Household	\$8.00	no change	no change	\$8.00
Household Maximum	4 adults	no change	no change	4 adults

## Highlights of Approved 2009 User Fees

	2008 Fee	\$ Increase	% Increase	Approved 2009 Fee
<b>Ambulance Fees Response With Transport</b>				
Resident Patient	\$376.00	\$18.80	5%	\$394.80
Non-Resident Patient	\$522.00	\$26.10	5%	\$548.10
Mileage Fee Outside City Limits per Km	\$3.72	\$0.19	5%	\$3.91
<b>Ambulance Fees Without Transport</b>				
Resident Patient	\$241.00	\$12.05	5%	\$253.05
Non-Resident Patient	\$353.00	\$17.65	5%	\$370.65
Mileage Fee Outside City Limits Per Km	\$3.72	\$0.19	5%	\$3.91
<b>Ambulance Fees Standby</b>				
Ambulance plus 2 Attendants, 3 hours minimum	\$473.00	\$23.65	5%	\$496.65
Ambulance plus 2 Attendants, each additional 1/4 hour	\$39.38	\$1.97	5%	\$41.35
Without Ambulance per Attendant, 3 hours minimum	\$196.00	\$9.80	5%	\$205.80
Without Ambulance per Attendant, each additional 1/4 hour	\$16.80	\$0.84	5%	\$17.64
<b>Ambulance Fees Inter-Hospital Transfer</b>				
Transport per Patient	\$538.00	\$26.90	5%	\$564.90
Transport per Patient Wait Time each 1/4 hour	\$39.38	\$1.97	5%	\$41.35
Milage Fee Outside City Limits per Km	\$3.72	\$0.19	5%	\$3.91
Surcharge Transport Outside City Limits per each 1/4 hour	\$39.38	\$1.97	5%	\$41.35
<b>Fire Inspection Fees and Fire Permits</b>				
Inspection of Flammable/Combustible Fuel Tanks each hour	\$68.00	\$3.06	4.5%	\$71.06
Plan Examination and Letter of Compliance	\$169.00	\$7.61	4.5%	\$176.61
Occupany Load Certificate Replacement Fees	\$55.00	\$2.48	4.5%	\$57.48
File Search/Summary Report of Fire Inspection History	\$109.00	\$4.91	4.5%	\$113.91
Dangerous Goods Permits	\$68.00	\$3.06	4.5%	\$71.06
Fireworks and Pyrotechnic Device Permits	\$68.00	\$3.06	4.5%	\$71.06
Fireworks and Pyrotechnic Device Permits - High Hazard	\$136.00	\$6.12	4.5%	\$142.12
<b>Fire Rescue Fees</b>				
Dangerous Goods Incident - One Single Pumper Apparatus	\$223.00	\$10.04	4.5%	\$233.04
Fire Rescue Response to False Alarms 1st Response	\$0.00	no change	no change	\$0.00
Fire Rescue Response to False Alarms 2nd Response	\$68.00	\$3.06	4.5%	\$71.06
Fire Rescue Response to False Alarms 3rd Response	\$340.00	\$15.30	4.5%	\$355.30
Fire Rescue Response to False Alarms 4th Response or more	\$678.00	\$30.51	4.5%	\$708.51
Security Alarms routed to Fire Rescue Services	\$678.00	\$30.51	4.5%	\$708.51
<b>Parking Fees</b>				
Parkade Half Hour Rate	\$2.00	\$0.50	25%	\$2.50
Daily Maximum Rate (24 hrs from midnight to midnight)				
Library Parkade				
Weekdays	\$24.00	\$2.00	8%	\$26.00
Weekends	\$15.00	\$3.00	20%	\$18.00
Other Parkades				
Day Rate from 6:00 a.m. to 6:00 p.m. (Weekdays)	\$18.00	\$2.00	11%	\$20.00
From Midnight to 6:00 p.m. (Weekends)	\$12.00	\$3.00	25%	\$15.00
City Hall Parking Meter Rate (per half hour)				
6:00 a.m. to 6:00 p.m.	\$1.50	\$0.50	33%	\$2.00
6:00 p.m. to 6:00 a.m.	\$0.50	\$0.00	0%	\$0.50

## Highlights of Approved 2009 User Fees

	2008 Fee	\$ Increase	% Increase	Approved 2009 Fee
<b>Planning and Development</b>				
Residential Building Permit (new single detached house - 1,500 sq. ft.)	\$1,202.00	\$90.00	7%	\$1,292.00
Building permits per \$1,000 of construction value (Commercial and Multi-family Residential)	\$8.03	\$0.60	7%	\$8.63
Accessory Buildings, Satellite Signal Receiving Antennae	\$49.00	\$4.00	8%	\$53.00
Garage Suites, Secondary Suites, Limited Group Homes	\$121.00	\$9.00	7%	\$130.00
Single Detached Housing outside of the house combo permit application - Duplex, Semi-detached, Group Homes	\$242.00	\$18.00	7%	\$260.00
Overheight Fences, Recreational Vehicles Parking, Amateur Radio Antennae and support structures	\$121.00	\$9.00	7%	\$130.00
For new buildings or additions to existing buildings with a gross floor area up to 500 m <sup>2</sup>	\$605.00	\$45.00	7%	\$650.00
Exterior alterations or renovations to existing buildings	\$152.00	\$11.00	7%	\$163.00
Freestanding, Projecting or Roof Signs	\$152.00	\$11.00	7%	\$163.00
Permitted Use Development Permit	\$182.00	\$14.00	8%	\$196.00
Leave as Built - Single Detached, Semi-detached, Duplex	\$242.00	\$18.00	7%	\$260.00
Zoning Compliance Certificate (Residential Express Service)	\$180.00	\$14.00	8%	\$194.00
Zoning Compliance Certificate (Residential)	\$90.00	\$7.00	8%	\$97.00
Business License - General	\$172.00	\$13.00	8%	\$185.00
Subdivision Application Fees (per lot - single detached or semi-detached dwelling)	\$193.00	\$17.00	9%	\$210.00
Subdivision Endorsement Fees (per lot - single or semi-detached dwelling)	\$473.00	\$35.00	7%	\$508.00
Advertising Fees	\$974.00	\$73.00	7%	\$1,047.00
<b>Transit / DATS</b>				
Adult Transit / DATS Cash	\$2.50	no change	no change	\$2.50
Youth (6-17) / Senior Cash	\$2.25	\$0.25	11%	\$2.50
Adult Tickets (10/book)	\$21.00	no change	no change	\$21.00
Youth (6-17) / Senior Tickets (10)	\$18.50	no change	no change	\$18.50
AISH Monthly Pass (eff. March 1, 2009)	\$30.00	\$1.00	3%	\$31.00
DATS Monthly Pass (eff. Feb 1, 2009)	\$66.50	\$7.75	12%	\$74.25
Adult Monthly Pass (eff. Feb 1, 2009)	\$66.50	\$7.75	12%	\$74.25
Post Secondary Monthly Pass (eff. Feb 1, 2009)	\$60.00	\$7.50	13%	\$67.50
Unrestricted Monthly School Pass (eff. Sept 1, 2009)	\$49.75	\$7.75	16%	\$57.50
Senior Monthly Pass (eff. Feb 1, 2009)	\$11.50	\$0.50	4%	\$12.00
Seniors Annual Pass (eff. April 1, 2009)	\$108.00	\$3.25	3%	\$111.25
Seniors Discounted Annual Pass (eff. April 1, 2009)	\$46.50	\$1.50	3%	\$48.00
Visitor Day Pass	\$7.50	no change	no change	\$7.50
Splash 'N Ride Seasonal Pass (eff. Feb 1, 2009)	\$56.60	\$12.40	22%	\$69.00
CNIB Pass	free			free
Special Events Service - Adult	\$2.50	no change	no change	\$2.50
Special Events Service - Youth/Senior	\$2.25	\$0.25	11%	\$2.50
Charters - In town Hourly Rate - 1st hour	\$112.00	(\$8.00)	-7%	\$104.00
Charters - In town Hourly Rate - thereafter	\$92.00	\$12.00	13%	\$104.00
Charters - Out of Town Hourly Rate	\$92.00	\$12.00	13%	\$104.00



## Tax-supported Operations Approved Other Authorities

(\$000)	2007 Actual	2008 Budget	Change '08 to '09	2009 Budget	% Change '08 to '09
<b>Revenue</b>					
Telus World of Science Edmonton	4,589	5,109	1,021	6,130	20.0
Vehicle for Hire	641	616	105	721	17.0
<b>Total Revenue &amp; Transfers</b>	<b>5,230</b>	<b>5,725</b>	<b>1,126</b>	<b>6,851</b>	<b>19.7</b>
<b>Expenditure</b>					
Arts Council	3,555	4,373	1,334	5,707	30.5
Federation of Community Leagues	1,765	2,050	232	2,282	11.3
Greater Edmonton Foundation	3,500	3,500	-	3,500	-
Telus World of Science Edmonton	6,148	6,847	1,037	7,884	15.1
Vehicle for Hire	641	616	105	721	17.0
<b>Total Net Expenditure &amp; Transfers</b>	<b>15,609</b>	<b>17,386</b>	<b>2,708</b>	<b>20,094</b>	<b>15.6</b>
<b>Tax Levy</b>					
Arts Council	3,555	4,373	1,334	5,707	30.5
Federation of Community Leagues	1,765	2,050	232	2,282	11.3
Greater Edmonton Foundation	3,500	3,500	-	3,500	-
Telus World of Science Edmonton	1,559	1,738	16	1,754	0.9
Vehicle for Hire	-	-	-	-	-
<b>Total Tax Levy</b>	<b>10,379</b>	<b>11,661</b>	<b>1,582</b>	<b>13,243</b>	<b>13.6</b>

	2007 Actual	2008 Budget	Annual	Other 2009 Changes	2009 Budget
<b>Full-time Equivalents</b>					
Telus World of Science Edmonton	74.0	77.5	-	2.0	79.5
Vehicle for Hire	4.0	4.0	-	1.0	5.0
<b>Total Full-time Equivalents</b>	<b>78.0</b>	<b>81.5</b>	<b>-</b>	<b>3.0</b>	<b>84.5</b>

## One-time Items

(\$000)	Financial Stabilization Reserve/ Expend. Revenue Tax Levy		
<b>Arts Council</b>			
Public Conservatory & Inventory Projects ( from General Financing)	150	-	150
Winter Festival	300	-	300
<b>Community Services</b>			
<b>Recreation Facilities Services</b>			
Aviation Museum	125	-	125
Edmonton Historical Board	37	-	37
Wildlife Centre	100	-	100
Transfer to Wildlife Reserve (from General Financing)	500	-	500
<b>Corporate Programs</b>			
<b>Capital Project Financing</b>			
Transfer from General Financing to Arts Council	(150)	-	(150)
Transfer from General Financing to Recreation Facilities Services	(500)	-	(500)
Transfer from General Financing to Planning & Development	(90)	-	(90)
Inc General Financing for Yellowhead Train Noise Abatement	1,000	-	1,000
<b>Corporate Revenues</b>			
2010 Payment to the Art Gallery, transfer to reserve	6,000		6,000
Land Enterprise Dividend	-	6,000	(6,000)
World's Fair Funding from Financial Stabilization Reserve	-	2,000	(2,000)
FSR - Unallocated 2008 Education tax room to fund, Winter Festival, Aviation Museum, Edmonton Historical Board	-	462	(462)
<b>Corporate Services</b>			
World's Fair Bid	2,000	-	2,000
<b>Planning &amp; Development</b>			
<b>Planning, Policy &amp; Community Standards</b>			
Façade & Storefront Program	701	701	-
Transfer to Façade & Storefront Program (from General Financing)	90	-	90
			-
<b>Total One-time Items</b>	<b>10,263</b>	<b>9,163</b>	<b>1,100</b>





# Capital Tables

## Capital Tables:

**All amounts in the tables are in thousands of dollars (\$ thousands).**

Included in this section are the following tables:

1. The funded capital plan summarized by program and source of financing.
2. The funded capital plan with project detail -
  - a) By program with the sources of funding for each project and by program.
  - b) By funding source then program & project.  
Note: The project detail for this report shows only that portion of the project funding for the specified funding source.

**Note: The capital tables include only \$45 million of the \$150 million approved by Council for the Great Neighbourhoods Project (#09-21-5800). The cash flow for the project was set at \$15 million per year for the first three years. The balance has not yet been allocated to the remaining years.**

## 2009 - 2013 Capital Priorities Plan Summary Report

### Approved Funded Budget

	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
<b>Tax Supported Operations</b>							
Buildings Design & Construction	-	150,746	109,878	44,180	-	-	304,804
Corporate Services	-	11,856	13,600	11,335	2,200	2,000	40,991
Economic Dev, Research Pk & Tourism	-	2,100	1,500	-	-	-	3,600
Emergency Communications&Resources	-	9,875	25,375	26,261	4,200	-	65,711
Finance & Treasury	-	593	200	200	-	-	993
Housing	-	8,670	-	-	-	-	8,670
Land	-	76,224	92,735	62,915	-	-	231,874
Mobile Equipment Services	-	66,449	52,265	25,946	-	-	144,660
Neighbourhood & Community Dev.	-	15,495	15,535	15,585	-	-	46,615
Parks	-	52,465	60,208	49,399	-	-	162,072
Planning & Development	-	6,977	3,873	8,100	-	-	18,950
Police	-	18,143	27,949	8,730	-	-	54,822
Public Library	-	8,619	32,691	30,827	962	-	73,099
Recreation Facility Services	-	82,975	150,982	204,200	39,700	-	477,857
Roads	-	391,893	395,496	315,726	68,082	85,095	1,256,292
Shaw Conference Centre	-	1,650	2,090	1,500	-	-	5,240
Transit	-	408,679	222,884	269,355	193,713	195,792	1,290,423
<b>Tax Supported Operations</b>	-	1,313,409	1,207,261	1,074,259	308,857	282,887	4,186,673
<b>City Financing</b>							
Equipmt Pool Retained Earnings	-	32,475	25,632	24,178	-	-	82,285
Financial Stabilization Resrv.	-	2,282	-	-	-	-	2,282
Funds-in-Lieu Reserve	-	1,162	1,170	477	-	-	2,809
General Financ Neighb Renewal	-	15,400	31,570	48,549	66,376	85,095	246,990
General Financing	-	95,105	79,869	90,716	2,913	2,792	271,395
Gravel Reserve	-	875	180	-	-	-	1,055
Land Fund Retained Earnings	-	70,589	79,375	62,915	-	-	212,879
Local Improvements Prop. Share	-	12,895	13,241	18,766	-	-	44,902
Operating Surplus (FSR)	-	770	-	-	-	-	770
Other	-	12,416	5,000	5,000	1,706	-	24,122
Other Reserve	-	7,816	1,784	314	-	-	9,914
Parkland Purchase Reserve	-	515	497	350	-	-	1,362
Self-Liquidating Debentures	-	2,100	1,500	-	-	-	3,600
Tax-Supported Debt	-	447,271	344,574	273,020	81,395	25,020	1,171,280
Tax-guaranteed self-sustng dbt	-	5,635	11,900	-	-	-	17,535
Unallocated Education Tax Room	-	86	-	-	-	-	86
<b>External Financing</b>							
AMIP	-	96,599	45,056	9,280	-	-	150,935
CAMRIF - Federal Portion	-	1,500	-	-	-	-	1,500
CAMRIF - Provincial Portion	-	1,500	-	-	-	-	1,500
Developer Financing	-	30,677	11,030	14,720	350	-	56,777
Federal Grant	-	1,174	-	-	-	-	1,174
Fuel Rebate	-	158,031	145,932	91,369	-	-	395,332
Green TRIP	-	23,340	106,670	136,670	123,340	129,980	520,000
MCFP-Major Community Fac Prgm	-	10,000	-	-	-	-	10,000
Munc Sustain. Initiative - MSI	-	244,153	282,403	279,342	32,723	40,000	878,621
NDCC-Federal Gas Tax Rev Share	-	12,805	-	-	-	-	12,805
NDPT-New Deal Public Transit	-	11,622	5,000	-	-	-	16,622
Other Grants - Provincial	-	984	3,419	2,018	54	-	6,475
		<b>- 64 -</b>					



**2009 - 2013 Capital Priorities Plan  
Summary Report**

**Approved Funded Budget**

**Tax Supported Operations**

External Financing  
Partnership Funding

Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
-	13,632	11,459	16,575	-	-	41,666
-	align="right">1,313,409	align="right">1,207,261	align="right">1,074,259	align="right">308,857	align="right">282,887	align="right">4,186,673

**2009 - 2013 Capital Priorities Plan  
Summary Report**

**Approved Funded Budget**

	<b>Approved Budget Request</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2009 - 2013 Total</b>
<b>Utility Operations</b>							
Land Drainage	-	56,699	66,289	39,098	5,268	6,834	174,188
Sanitary Drainage	-	115,962	104,528	98,449	36,439	38,621	393,999
Waste Management	-	75,632	50,766	27,387	6,500	8,180	168,465
<b>Utility Operations</b>	-	<b>248,293</b>	<b>221,583</b>	<b>164,934</b>	<b>48,207</b>	<b>53,635</b>	<b>736,652</b>
<b>City Financing</b>							
Drainage Retain Earnings	-	39,756	42,371	39,276	6,515	14,687	142,605
Drainage Retained Earnings	-	575	604	-	-	-	1,179
Local Improvements Prop. Share	-	12,026	10,547	8,053	-	-	30,626
Operating Revenues	-	4,000	2,000	-	-	2,680	8,680
Post Closure Funding	-	700	750	300	-	-	1,750
Sanitary Serv. Strategy Fund	-	17,348	28,000	16,500	-	481	62,329
Self-Liquid. Debent.-Land Drg	-	12,503	22,530	17,379	2,608	374	55,394
Self-Liquid. Debent.-Sanitary	-	25,725	17,629	19,334	16,283	5,515	84,486
Self-Liquidating Debentures	-	110,847	80,501	60,605	22,801	29,898	304,652
<b>External Financing</b>							
AMIP	-	17,657	10,432	-	-	-	28,089
CAMRIF - Federal Portion	-	977	1,400	7	-	-	2,384
CAMRIF - Provincial Portion	-	977	1,400	7	-	-	2,384
Developer Financing	-	4,103	3,419	3,473	-	-	10,995
Other Grants - Provincial	-	1,099	-	-	-	-	1,099
	-	<b>248,293</b>	<b>221,583</b>	<b>164,934</b>	<b>48,207</b>	<b>53,635</b>	<b>736,652</b>
<b>Grand Total</b>	-	<b>1,561,702</b>	<b>1,428,844</b>	<b>1,239,193</b>	<b>357,064</b>	<b>336,522</b>	<b>4,923,325</b>

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Buildings Design & Construction

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
×	<b>09-41-0100</b>	<b>Building and Facility Rehabilitation</b>	-	<b>6,933</b>	<b>3,996</b>	<b>5,826</b>	-	-	<b>16,755</b>
		General Financing		6,933	3,996	5,826	-	-	16,755
		Total:		6,933	3,996	5,826	-	-	16,755
w×	<b>09-41-0101</b>	<b>Building and Facility Rehabilitation</b>	-	-	<b>10,750</b>	<b>11,800</b>	-	-	<b>22,550</b>
		General Financing		-	750	800	-	-	1,550
		Munc Sustain. Initiative - MSI		-	10,000	11,000	-	-	21,000
		Total:		-	10,750	11,800	-	-	22,550
×	<b>09-41-0105</b>	<b>Accessibility to City Bldgs - Base</b>	-	<b>200</b>	<b>200</b>	<b>286</b>	-	-	<b>686</b>
		General Financing		200	200	286	-	-	686
		Total:		200	200	286	-	-	686
×	<b>09-41-0107</b>	<b>Accommodation Plan</b>	-	<b>475</b>	<b>695</b>	<b>823</b>	-	-	<b>1,993</b>
		General Financing		475	695	823	-	-	1,993
		Total:		475	695	823	-	-	1,993
	<b>09-41-0150</b>	<b>Rexall Place Rehabilitation</b>	-	<b>2,043</b>	<b>1,457</b>	-	-	-	<b>3,500</b>
		Other Reserve		2,043	1,457	-	-	-	3,500
		Total:		2,043	1,457	-	-	-	3,500
w×	<b>09-41-2010</b>	<b>Library Parkade Rehabilitation</b>	-	<b>1,750</b>	<b>3,201</b>	<b>3,823</b>	-	-	<b>8,774</b>
		General Financing		250	201	323	-	-	774
		Munc Sustain. Initiative - MSI		1,500	3,000	3,500	-	-	8,000
		Total:		1,750	3,201	3,823	-	-	8,774

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Buildings Design & Construction

	Project	Project Name	Approved Budget Request						2009 - 2013
				2009	2010	2011	2012	2013	Total
wx	<b>09-41-2120</b>	<b>Southwest Commun. Rec Centre - Arenas</b>	-	25,000	28,700	-	-	-	53,700
		General Financing		1,000	1,000	-	-	-	2,000
		Tax-Supported Debt		-	7,700	-	-	-	7,700
		MCFP-Major Community Fac Prgm		10,000	-	-	-	-	10,000
		Munc Sustain. Initiative - MSI		14,000	20,000	-	-	-	34,000
		Total:		25,000	28,700	-	-	-	53,700
	<b>07-75-2508</b>	<b>Recreational Facilities Rehab/Upgrade</b>	-	9,149	-	-	-	-	9,149
		Tax-Supported Debt		9,149	-	-	-	-	9,149
		Total:		9,149	-	-	-	-	9,149
	<b>08-75-2509</b>	<b>SW Commun. Recreation Centre(+05-21-5670</b>	-	35,000	31,329	-	-	-	66,329
		Tax-Supported Debt		35,000	31,329	-	-	-	66,329
		Total:		35,000	31,329	-	-	-	66,329
	<b>06-75-2515</b>	<b>Queen Elizabeth Pool Redevelopment</b>	-	3,000	-	-	-	-	3,000
		Tax-Supported Debt		3,000	-	-	-	-	3,000
		Total:		3,000	-	-	-	-	3,000
x	<b>06-75-2524</b>	<b>Fort Edmonton Rehabilitation Projects</b>	-	2,064	-	-	-	-	2,064
		Tax-Supported Debt		2,064	-	-	-	-	2,064
		Total:		2,064	-	-	-	-	2,064
wx	<b>07-75-3241</b>	<b>Replace Aging Roadway Yard Buildings</b>	-	5,185	-	-	-	-	5,185
		General Financing		185	-	-	-	-	185
		Munc Sustain. Initiative - MSI		5,000	-	-	-	-	5,000
		Total:		5,185	-	-	-	-	5,185

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Buildings Design & Construction

	Project	Project Name	Approved Budget Request						2009 - 2013
				2009	2010	2011	2012	2013	Total
×	<b>07-75-3511</b>	<b>Century Place Infrastructure</b>	-	<b>544</b>	-	-	-	-	<b>544</b>
		General Financing		544	-	-	-	-	544
		Total:		544	-	-	-	-	544
w×	<b>05-75-3805</b>	<b>New Southwest Transit Garage</b>	-	<b>38,433</b>	<b>7,284</b>	-	-	-	<b>45,717</b>
		General Financing		1,171	284	-	-	-	1,455
		Munc Sustain. Initiative - MSI		37,262	7,000	-	-	-	44,262
		Total:		38,433	7,284	-	-	-	45,717
×	<b>07-75-4106</b>	<b>Bus Garage Ventilation Systems- Mitchell</b>	-	<b>2,500</b>	-	-	-	-	<b>2,500</b>
		General Financing		2,500	-	-	-	-	2,500
		Total:		2,500	-	-	-	-	2,500
	<b>04-75-4693</b>	<b>Commonwealth Stadium Upgrade</b>	-	<b>1,902</b>	-	-	-	-	<b>1,902</b>
		Tax-Supported Debt		1,902	-	-	-	-	1,902
		Total:		1,902	-	-	-	-	1,902
m×	<b>07-75-5167</b>	<b>Meadows Fire Station</b>	-	<b>7</b>	-	-	-	-	<b>7</b>
		General Financing		7	-	-	-	-	7
		Total:		7	-	-	-	-	7
m×	<b>07-75-5170</b>	<b>Fire Vehicle Storage Facility</b>	-	<b>18</b>	-	-	-	-	<b>18</b>
		General Financing		18	-	-	-	-	18
		Total:		18	-	-	-	-	18

U Denotes Unfunded Project

×

m Denotes Alberta Munc Infrastructure Program

w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding



# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Buildings Design & Construction

	Project	Project Name	Approved						2009 - 2013
			Budget Request	2009	2010	2011	2012	2013	Total
m×	<b>05-75-5179</b>	<b>Replace Aging Fire Stations (#5 &amp; #11)</b>	-	<b>5,970</b>	-	-	-	-	<b>5,970</b>
		AMIP		5,775	-	-	-	-	5,775
		General Financing		195	-	-	-	-	195
		Total:		5,970	-	-	-	-	5,970
m×	<b>04-75-5180</b>	<b>EMS Stations</b>	-	<b>1,714</b>	-	-	-	-	<b>1,714</b>
		Financial Stabilization Resrv.		1,714	-	-	-	-	1,714
		Total:		1,714	-	-	-	-	1,714
	<b>08-75-5400</b>	<b>Century Place Power Generation Equipment</b>	-	<b>856</b>	-	-	-	-	<b>856</b>
		Operating Surplus (FSR)		770	-	-	-	-	770
		Unallocated Education Tax Room		86	-	-	-	-	86
		Total:		856	-	-	-	-	856
	<b>09-41-5501</b>	<b>Energy/Greenhouse Gas Reduction Projects</b>	-	<b>650</b>	<b>2,900</b>	<b>1,400</b>	-	-	<b>4,950</b>
		Tax-Supported Debt		650	2,900	1,400	-	-	4,950
		Total:		650	2,900	1,400	-	-	4,950
w×	<b>09-41-6601</b>	<b>Westwood Transit Garage Upgrades</b>	-	<b>3,000</b>	<b>15,150</b>	<b>15,850</b>	-	-	<b>34,000</b>
		General Financing		175	400	425	-	-	1,000
		Munc Sustain. Initiative - MSI		2,825	14,750	15,425	-	-	33,000
		Total:		3,000	15,150	15,850	-	-	34,000
w×	<b>09-41-6603</b>	<b>Transit/LRT Garages Rehabilitation</b>	-	<b>4,353</b>	<b>4,216</b>	<b>4,372</b>	-	-	<b>12,941</b>
		General Financing		353	216	372	-	-	941
		Munc Sustain. Initiative - MSI		4,000	4,000	4,000	-	-	12,000
		Total:		4,353	4,216	4,372	-	-	12,941

U Denotes Unfunded Project  
× Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Buildings Design & Construction

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
	Total:		150,746	109,878	44,180	-	-	304,804
<b>City Financing</b>								
	Financial Stabilization Resrv.		1,714	-	-	-	-	1,714
	General Financing		14,006	7,742	8,855	-	-	30,603
	Operating Surplus (FSR)		770	-	-	-	-	770
	Other Reserve		2,043	1,457	-	-	-	3,500
	Tax-Supported Debt		51,765	41,929	1,400	-	-	95,094
	Unallocated Education Tax Room		86	-	-	-	-	86
<b>External Financing</b>								
	AMIP		5,775	-	-	-	-	5,775
	MCFP-Major Community Fac Prgm		10,000	-	-	-	-	10,000
	Munc Sustain. Initiative - MSI		64,587	58,750	33,925	-	-	157,262
	Total:		150,746	109,878	44,180	-	-	304,804

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Corporate Services

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
×	<b>09-18-0001 Information Management Infrastructure</b>	-	<b>6,025</b>	<b>6,265</b>	<b>6,354</b>	-	-	<b>18,644</b>
	General Financing		6,025	6,265	6,354	-	-	18,644
	Total:		6,025	6,265	6,354	-	-	18,644
×	<b>09-18-0014 Systems Software Infrastructure</b>	-	<b>1,000</b>	<b>1,000</b>	<b>1,022</b>	-	-	<b>3,022</b>
	General Financing		1,000	1,000	1,022	-	-	3,022
	Total:		1,000	1,000	1,022	-	-	3,022
×	<b>06-18-0403 Identity Management</b>	-	<b>366</b>	<b>160</b>	-	-	-	<b>526</b>
	General Financing		366	160	-	-	-	526
	Total:		366	160	-	-	-	526
×	<b>09-18-0406 Business Process Management (ERP)</b>	-	<b>933</b>	<b>2,289</b>	<b>1,185</b>	-	-	<b>4,407</b>
	General Financing		933	2,289	1,185	-	-	4,407
	Total:		933	2,289	1,185	-	-	4,407
×	<b>06-18-0408 Back Up Recovery Infrastructure Renewal</b>	-	<b>50</b>	-	-	-	-	<b>50</b>
	General Financing		50	-	-	-	-	50
	Total:		50	-	-	-	-	50
×	<b>06-18-0411 FINES Electronic Tickets</b>	-	<b>100</b>	-	-	-	-	<b>100</b>
	General Financing		100	-	-	-	-	100
	Total:		100	-	-	-	-	100

U Denotes Unfunded Project

×

m Denotes Alberta Munc Infrastructure Program

w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

#### Corporate Services

	Project	Project Name	Approved Budget Request						2009 - 2013 Total
				2009	2010	2011	2012	2013	
×	<b>09-18-0416</b>	<b>Upgrades Business Process Mgt (ERP)</b>	-	<b>320</b>	<b>100</b>	<b>153</b>	-	-	<b>573</b>
		General Financing		320	100	153	-	-	573
		Total:		320	100	153	-	-	573
×	<b>07-18-0507</b>	<b>Asset Accounting Implementation</b>	-	<b>1,250</b>	-	-	-	-	<b>1,250</b>
		General Financing		1,250	-	-	-	-	1,250
		Total:		1,250	-	-	-	-	1,250
×	<b>09-18-0652</b>	<b>Software Applications Sustainability</b>	-	<b>200</b>	<b>200</b>	<b>200</b>	-	-	<b>600</b>
		General Financing		200	200	200	-	-	600
		Total:		200	200	200	-	-	600
×	<b>09-18-0700</b>	<b>HRIS Conversion - PeopleSoft to SAP</b>	-	<b>1,612</b>	<b>2,586</b>	<b>2,421</b>	<b>2,200</b>	<b>2,000</b>	<b>10,819</b>
		General Financing		1,612	2,586	2,421	2,200	2,000	10,819
		Total:		1,612	2,586	2,421	2,200	2,000	10,819
×	<b>09-18-0703</b>	<b>Agenda Preparation &amp; Meeting Mgt System</b>	-	-	<b>1,000</b>	-	-	-	<b>1,000</b>
		General Financing		-	1,000	-	-	-	1,000
		Total:		-	1,000	-	-	-	1,000
		Total:		11,856	13,600	11,335	2,200	2,000	40,991
	<b>City Financing</b>								
	General Financing			11,856	13,600	11,335	2,200	2,000	40,991
	Total:			11,856	13,600	11,335	2,200	2,000	40,991

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Economic Dev, Research Pk & Tourism

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
05-99-3002	Biotechnology Centre	-	1,600	1,500	-	-	-	3,100
	Self-Liquidating Debentures		1,600	1,500	-	-	-	3,100
	Total:		1,600	1,500	-	-	-	3,100
×	05-99-3004 Research Ctr 1 - Building Upgrade	-	500	-	-	-	-	500
	Self-Liquidating Debentures		500	-	-	-	-	500
	Total:		500	-	-	-	-	500
	Total:		2,100	1,500	-	-	-	3,600
	<b>City Financing</b>							
	Self-Liquidating Debentures		2,100	1,500	-	-	-	3,600
	<b>External Financing</b>							
	Total:		2,100	1,500	-	-	-	3,600

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding



# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Emergency Communications&Resources

	Project	Project Name	Approved Budget Request						2009 - 2013
				2009	2010	2011	2012	2013	Total
×	<b>09-70-0012</b>	<b>Emergency Communications System Hardware</b>	-	<b>200</b>	<b>200</b>	<b>200</b>	-	-	<b>600</b>
		General Financing		200	200	200	-	-	600
		Total:		200	200	200	-	-	600
√	<b>09-70-0015</b>	<b>EMS Critical Patient Care Equipment</b>	-	<b>870</b>	<b>660</b>	<b>600</b>	-	-	<b>2,130</b>
		Partnership Funding		870	660	600	-	-	2,130
		Total:		870	660	600	-	-	2,130
√	<b>09-70-0021</b>	<b>EMS Stations</b>	-	<b>3,900</b>	<b>10,600</b>	<b>15,900</b>	-	-	<b>30,400</b>
		Partnership Funding		3,900	10,600	15,900	-	-	30,400
		Total:		3,900	10,600	15,900	-	-	30,400
w	<b>09-70-0022</b>	<b>Fire Stations - Master Plan Phase I</b>	-	<b>4,100</b>	<b>10,600</b>	<b>1,785</b>	-	-	<b>16,485</b>
		Munc Sustain. Initiative - MSI		4,100	10,600	1,785	-	-	16,485
		Total:		4,100	10,600	1,785	-	-	16,485
mwx	<b>08-70-0023</b>	<b>Heritage Valley Fire Station Construct</b>	-	<b>805</b>	<b>815</b>	<b>5,500</b>	<b>4,200</b>	-	<b>11,320</b>
		AMIP		2,270	-	-	-	-	2,270
		General Financing		315	-	-	-	-	315
		Munc Sustain. Initiative - MSI		-	815	5,500	4,200	-	10,515
		Total:		2,585	815	5,500	4,200	-	13,100
×	<b>08-70-9000</b>	<b>Dispatch System Replacement</b>	-	-	<b>2,500</b>	<b>2,276</b>	-	-	<b>4,776</b>
		General Financing		-	2,500	2,276	-	-	4,776
		Total:		-	2,500	2,276	-	-	4,776
		Total:		9,875	25,375	26,261	4,200	-	65,711

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

√ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report

### Approved Funded Budget

### Emergency Communications&Resources

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
<b>City Financing</b>								
	General Financing		200	2,700	2,476	-	-	5,376
<b>External Financing</b>								
	AMIP		805	-	-	-	-	805
	Munc Sustain. Initiative - MSI		4,100	11,415	7,285	4,200	-	27,000
	Partnership Funding		4,770	11,260	16,500	-	-	32,530
	Total:		9,875	25,375	26,261	4,200	-	65,711

U Denotes Unfunded Project  
 x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Finance & Treasury

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
×	<b>08-50-0101 Automated Remittance System</b>	-	-	-	200	-	-	200
	General Financing		-	-	200	-	-	200
	Total:		-	-	200	-	-	200
×	<b>09-50-0200 Cashier System Replacement</b>	-	593	200	-	-	-	793
	General Financing		593	200	-	-	-	793
	Total:		593	200	-	-	-	793
	Total:		593	200	200	-	-	993
	<b>City Financing</b>		593	200	200	-	-	993
	General Financing		593	200	200	-	-	993

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Housing

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
√	08-74-5600 NPH Affordable Housing Projects	-	8,670	-	-	-	-	8,670
	Partnership Funding		8,670	-	-	-	-	8,670
	Total:		8,670	-	-	-	-	8,670
	Total:		8,670	-	-	-	-	8,670
	<b>City Financing</b>							
	<b>External Financing</b>							
	Partnership Funding		8,670	-	-	-	-	8,670
	Total:		8,670	-	-	-	-	8,670

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

√ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Land

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
<b>00-16-2003</b>	<b>Palisades Resident(Oxford)Lot Developmt</b>	-	13,164	7,300	-	-	-	20,464
	Land Fund Retained Earnings		13,164	7,300	-	-	-	20,464
	Total:		13,164	7,300	-	-	-	20,464
<b>07-16-2004</b>	<b>Meadows Lot Development</b>	-	4,000	8,800	12,300	-	-	25,100
	Land Fund Retained Earnings		4,000	8,800	12,300	-	-	25,100
	Total:		4,000	8,800	12,300	-	-	25,100
<b>09-16-2006</b>	<b>General Residential Land Developmt</b>	-	1,700	100	110	-	-	1,910
	Land Fund Retained Earnings		1,700	100	110	-	-	1,910
	Total:		1,700	100	110	-	-	1,910
<b>09-16-2008</b>	<b>New Residential Development</b>	-	12,000	29,000	17,000	-	-	58,000
	Land Fund Retained Earnings		12,000	29,000	17,000	-	-	58,000
	Total:		12,000	29,000	17,000	-	-	58,000
<b>07-16-2013</b>	<b>Surplus School Sites-Conversion &amp; Disp</b>	-	50	100	-	-	-	150
	Land Fund Retained Earnings		50	100	-	-	-	150
	Total:		50	100	-	-	-	150
<b>09-16-2015</b>	<b>Contaminated Properties Reclamation</b>	-	600	650	680	-	-	1,930
	Land Fund Retained Earnings		600	650	680	-	-	1,930
	Total:		600	650	680	-	-	1,930

U Denotes Unfunded Project  
 x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Land

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
×	<b>10-16-2017 Strathcona Bus Barns Remediation</b>	-	-	<b>1,460</b>	-	-	-	<b>1,460</b>
	General Financing		-	1,460	-	-	-	1,460
	Total:		-	1,460	-	-	-	1,460
	<b>09-16-2022 Strategic Land Acquisition</b>	-	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	-	-	<b>30,000</b>
	Land Fund Retained Earnings		10,000	10,000	10,000	-	-	30,000
	Total:		10,000	10,000	10,000	-	-	30,000
×	<b>04-16-2100 Fort Road Redevelop. Plan Implementation</b>	-	<b>5,635</b>	<b>11,900</b>	-	-	-	<b>17,535</b>
	Tax-guaranteed self-sustng dbt		5,635	11,900	-	-	-	17,535
	Total:		5,635	11,900	-	-	-	17,535
	<b>09-16-2204 Other Industrial Land Development</b>	-	<b>175</b>	<b>125</b>	<b>125</b>	-	-	<b>425</b>
	Land Fund Retained Earnings		175	125	125	-	-	425
	Total:		175	125	125	-	-	425
	<b>07-16-2208 New Commercial/Industrial Development</b>	-	<b>10,500</b>	-	-	-	-	<b>10,500</b>
	Land Fund Retained Earnings		10,500	-	-	-	-	10,500
	Total:		10,500	-	-	-	-	10,500
	<b>09-16-2208 New Commercial/Industrial Development</b>	-	<b>18,400</b>	<b>23,300</b>	<b>22,700</b>	-	-	<b>64,400</b>
	Land Fund Retained Earnings		18,400	23,300	22,700	-	-	64,400
	Total:		18,400	23,300	22,700	-	-	64,400
	Total:		76,224	92,735	62,915	-	-	231,874

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding



# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Land

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
<b>City Financing</b>								
	General Financing		-	1,460	-	-	-	1,460
	Land Fund Retained Earnings		70,589	79,375	62,915	-	-	212,879
	Tax-guaranteed self-sustng dbt		5,635	11,900	-	-	-	17,535
	Total:		76,224	92,735	62,915	-	-	231,874

U Denotes Unfunded Project  
 x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Land Drainage

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
<b>09-31-0600</b>	<b>Environmental Improvements</b>	-	775	790	806	-	-	2,371
	Drainage Retain Earnings		775	790	806	-	-	2,371
	Total:		775	790	806	-	-	2,371
<b>06-31-4210</b>	<b>Mill Creek Storm Improvements</b>	-	2,943	-	-	-	-	2,943
	Self-Liquid. Debent.-Land Drg		2,943	-	-	-	-	2,943
	Total:		2,943	-	-	-	-	2,943
<b>07-31-4304</b>	<b>Kennedale and Pylypow Wetlands</b>	-	6,480	5,653	71	-	-	12,204
	CAMRIF - Federal Portion		977	1,400	7	-	-	2,384
	Drainage Retain Earnings		4,526	2,853	57	-	-	7,436
	CAMRIF - Provincial Portion		977	1,400	7	-	-	2,384
	Total:		6,480	5,653	71	-	-	12,204
√	<b>09-31-7199 Review/Inspect Developer Built Sewers</b>	-	650	690	700	-	-	2,040
	Developer Financing		325	345	350	-	-	1,020
	Drainage Retain Earnings		325	345	350	-	-	1,020
	Total:		650	690	700	-	-	2,040
<b>09-31-9503</b>	<b>Structures Rehabilitation</b>	-	4,125	3,561	3,585	-	-	11,271
	Drainage Retain Earnings		200	200	200	-	-	600
	Self-Liquid. Debent.-Land Drg		3,925	3,361	3,385	-	-	10,671
	Total:		4,125	3,561	3,585	-	-	11,271
<b>09-31-9504</b>	<b>Sewer Rehabilitation</b>	-	2,713	2,741	2,770	-	-	8,224
	Drainage Retain Earnings		1,350	1,350	1,350	-	-	4,050
	Self-Liquid. Debent.-Land Drg		1,363	1,391	1,420	-	-	4,174
	Total:		2,713	2,741	2,770	-	-	8,224

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

√ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Land Drainage

Project	Project Name	Approved Budget Request	2009 - 2013					2009 - 2013 Total
			2009	2010	2011	2012	2013	
09-31-9507	<b>Drainage IT Applications</b>	-	150	158	165	-	-	473
	Drainage Retain Earnings		150	158	165	-	-	473
	Total:		150	158	165	-	-	473
m	<b>09-31-9510 Mature Neighbourhood Rehabilitation - Dr</b>	-	11,748	10,453	11,532	-	-	33,733
	AMIP		10,560	2,140	-	-	-	12,700
	Drainage Retain Earnings		319	1,863	7,761	-	-	9,943
	Self-Liquid. Debent.-Land Drg		869	6,450	3,771	-	-	11,090
	Total:		11,748	10,453	11,532	-	-	33,733
m	<b>07-31-9511 Flood Prevention</b>	-	13,839	32,927	8,309	2,608	374	58,057
	AMIP		7,097	8,292	-	-	-	15,389
	Drainage Retain Earnings		3,499	13,791	-	-	-	17,290
	Self-Liquid. Debent.-Land Drg		3,243	10,844	8,309	2,608	374	25,378
	Total:		13,839	32,927	8,309	2,608	374	58,057
∇	<b>09-31-9513 Service Connections Expansion</b>	-	1,241	1,238	1,235	-	-	3,714
	Developer Financing		1,101	1,118	1,135	-	-	3,354
	Drainage Retain Earnings		140	120	100	-	-	360
	Total:		1,241	1,238	1,235	-	-	3,714
∇	<b>09-31-9604 Stormwater Infrastructure Expansion</b>	-	1,076	636	649	-	-	2,361
	Developer Financing		916	152	155	-	-	1,223
	Self-Liquid. Debent.-Land Drg		160	484	494	-	-	1,138
	Total:		1,076	636	649	-	-	2,361

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∇ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Land Drainage

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total	
09-31-9608	<b>Local Improvement Sewers</b>	-	7,238	6,163	4,570	-	-	17,971	
	Local Improvements Prop. Share		7,238	6,163	4,570	-	-	17,971	
	Total:		7,238	6,163	4,570	-	-	17,971	
m×	03-31-9613	<b>Stormwater Mgmt Facilities Expansion</b>	-	3,522	1,000	4,320	1,000	1,000	10,842
		Drainage Retain Earnings		100	100	3,270	100	100	3,670
		Self-Liquidating Debentures		3,422	900	1,050	900	900	7,172
		Total:		3,522	1,000	4,320	1,000	1,000	10,842
	09-31-9615	<b>Stormwater Quality Enhancement</b>	-	50	120	216	1,660	5,460	7,506
		Drainage Retain Earnings		50	120	216	1,660	5,460	7,506
		Total:		50	120	216	1,660	5,460	7,506
	09-31-9704	<b>Monitoring and Assessment</b>	-	149	159	170	-	-	478
		Drainage Retain Earnings		149	159	170	-	-	478
		Total:		149	159	170	-	-	478
		Total:		56,699	66,289	39,098	5,268	6,834	174,188
	<b>City Financing</b>								
		Drainage Retain Earnings		11,583	21,849	14,445	1,760	5,560	55,197
		Local Improvements Prop. Share		7,238	6,163	4,570	-	-	17,971
		Self-Liquid. Debent.-Land Drg		12,503	22,530	17,379	2,608	374	55,394
		Self-Liquidating Debentures		3,422	900	1,050	900	900	7,172
	<b>External Financing</b>								
		AMIP		17,657	10,432	-	-	-	28,089
		CAMRIF - Federal Portion		977	1,400	7	-	-	2,384
		CAMRIF - Provincial Portion		977	1,400	7	-	-	2,384
		Developer Financing		2,342	1,615	1,640	-	-	5,597
		Total:		56,699	66,289	39,098	5,268	6,834	174,188

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Mobile Equipment Services

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
m×	<b>08-25-8000 Vehicle &amp; Equipment Replacement</b>	-	23,080	17,425	19,185	-	-	59,690
	General Financing		730	160	-	-	-	890
	Equipmt Pool Retained Earnings		22,350	17,265	19,185	-	-	58,800
	Total:		23,080	17,425	19,185	-	-	59,690
mwx	<b>08-25-8001 Vehicle &amp; Equipment Growth</b>	-	-	1,148	1,268	-	-	2,416
	General Financing		-	1,148	1,268	-	-	2,416
	Total:		-	1,148	1,268	-	-	2,416
×	<b>08-25-8002 MES Facilities &amp; Equipment</b>	-	10,869	10,192	5,493	-	-	26,554
	General Financing		744	1,825	500	-	-	3,069
	Equipmt Pool Retained Earnings		10,125	8,367	4,993	-	-	23,485
	Total:		10,869	10,192	5,493	-	-	26,554
	<b>09-25-9000 MES Heavy Repair &amp; Equip Build Fac</b>	-	32,500	23,500	-	-	-	56,000
	Tax-Supported Debt		32,500	23,500	-	-	-	56,000
	Total:		32,500	23,500	-	-	-	56,000
	Total:		66,449	52,265	25,946	-	-	144,660
	<b>City Financing</b>							
	Equipmt Pool Retained Earnings		32,475	25,632	24,178	-	-	82,285
	General Financing		1,474	3,133	1,768	-	-	6,375
	Tax-Supported Debt		32,500	23,500	-	-	-	56,000
	<b>External Financing</b>							
	Total:		66,449	52,265	25,946	-	-	144,660

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

### Neighbourhood & Community Dev.

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
×	<b>09-21-5610 Computer Application/Hardware Replacemen</b>	-	495	535	585	-	-	1,615
	General Financing		495	535	585	-	-	1,615
	Total:		495	535	585	-	-	1,615
	<b>09-21-5800 Great Neighbourhoods Initiative</b>	-	15,000	15,000	15,000	-	-	45,000
	Tax-Supported Debt		15,000	15,000	15,000	-	-	45,000
	Total:		15,000	15,000	15,000	-	-	45,000
	Total:		15,495	15,535	15,585	-	-	46,615
	<b>City Financing</b>							
	General Financing		495	535	585	-	-	1,615
	Tax-Supported Debt		15,000	15,000	15,000	-	-	45,000
	Total:		15,495	15,535	15,585	-	-	46,615

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding



# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Parks

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
09-28-0002	<b>Park Land Acquisition</b>	-	1,350	1,350	500	-	-	3,200
	Funds-in-Lieu Reserve		1,000	1,000	300	-	-	2,300
	Parkland Purchase Reserve		350	350	200	-	-	900
	Total:		1,350	1,350	500	-	-	3,200
×	<b>09-28-0007 Natural Areas Acquisition &amp; Conservation</b>	-	10,340	9,563	264	-	-	20,167
	General Financing		270	258	264	-	-	792
	Tax-Supported Debt		10,070	9,305	-	-	-	19,375
	Total:		10,340	9,563	264	-	-	20,167
wv ×	<b>09-28-1001 Park Renewal</b>	-	3,133	10,833	15,333	-	-	29,299
	Munc Sustain. Initiative - MSI		3,133	10,833	15,333	-	-	29,299
	Total:		3,133	10,833	15,333	-	-	29,299
w	<b>09-28-1050 New Park Construction</b>	-	7,693	10,348	11,998	-	-	30,039
	Funds-in-Lieu Reserve		162	170	177	-	-	509
	Munc Sustain. Initiative - MSI		7,531	10,178	11,821	-	-	29,530
	Total:		7,693	10,348	11,998	-	-	30,039
v ×	<b>09-28-2001 Tree/Horticulture Renewal</b>	-	358	563	507	-	-	1,428
	General Financing		125	341	282	-	-	748
	Partnership Funding		88	75	75	-	-	238
	Parkland Purchase Reserve		145	147	150	-	-	442
	Total:		358	563	507	-	-	1,428

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Parks

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
w×	<b>09-28-3001</b>	<b>Utilities &amp; Access Renewal</b>	-	<b>4,208</b>	<b>3,587</b>	<b>5,173</b>	-	-	<b>12,968</b>
		General Financing		1,324	1,259	1,291	-	-	3,874
		Munc Sustain. Initiative - MSI		2,884	2,328	3,882	-	-	9,094
		Total:		4,208	3,587	5,173	-	-	12,968
w	<b>09-28-4001</b>	<b>Yard &amp; Fleet Optimization</b>	-	<b>1,400</b>	<b>600</b>	<b>1,000</b>	-	-	<b>3,000</b>
		Munc Sustain. Initiative - MSI		1,400	600	1,000	-	-	3,000
		Total:		1,400	600	1,000	-	-	3,000
×	<b>06-28-4059</b>	<b>Clareview Campus-Minimum Park Developmnt</b>	-	<b>951</b>	-	-	-	-	<b>951</b>
		General Financing		951	-	-	-	-	951
		Total:		951	-	-	-	-	951
×	<b>07-28-4142</b>	<b>Louise McKinney Riverfront Funicular</b>	-	<b>300</b>	<b>150</b>	-	-	-	<b>450</b>
		General Financing		300	150	-	-	-	450
		Total:		300	150	-	-	-	450
wv×	<b>03-28-4147</b>	<b>Louise McKinney Riverfront Park</b>	-	<b>4,500</b>	<b>4,000</b>	<b>4,000</b>	-	-	<b>12,500</b>
		Munc Sustain. Initiative - MSI		4,500	4,000	4,000	-	-	12,500
		Total:		4,500	4,000	4,000	-	-	12,500
×	<b>05-28-5252</b>	<b>Replacement of Drought Damaged Trees</b>	-	<b>1,375</b>	<b>1,200</b>	-	-	-	<b>2,575</b>
		General Financing		1,375	1,200	-	-	-	2,575
		Total:		1,375	1,200	-	-	-	2,575

U Denotes Unfunded Project

×

m Denotes Alberta Munc Infrastructure Program

w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Parks

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wx	<b>06-28-5377</b>	<b>Fort Edmonton Park Footbridge &amp; Trails</b>	-	<b>7,500</b>	<b>5,729</b>	-	-	-	<b>13,229</b>
		Munc Sustain. Initiative - MSI		7,500	5,729	-	-	-	13,229
		Total:		7,500	5,729	-	-	-	13,229
w	<b>09-28-5668</b>	<b>Terwillegar Park Development-Road</b>	-	<b>250</b>	<b>1,250</b>	-	-	-	<b>1,500</b>
		Munc Sustain. Initiative - MSI		250	1,250	-	-	-	1,500
		Total:		250	1,250	-	-	-	1,500
wx	<b>09-28-7001</b>	<b>NPDP/Outdoor Aquatic Amenities - NEW</b>	-	<b>1,977</b>	<b>1,893</b>	<b>1,913</b>	-	-	<b>5,783</b>
		General Financing		877	793	813	-	-	2,483
		Munc Sustain. Initiative - MSI		1,100	1,100	1,100	-	-	3,300
		Total:		1,977	1,893	1,913	-	-	5,783
wvx	<b>09-28-8001</b>	<b>NPDP/Outdoor Aquatic Amenities-Redevelop</b>	-	<b>2,696</b>	<b>3,246</b>	<b>3,579</b>	-	-	<b>9,521</b>
		General Financing		760	760	601	-	-	2,121
		Partnership Funding		104	124	-	-	-	228
		Munc Sustain. Initiative - MSI		1,832	2,362	2,978	-	-	7,172
		Total:		2,696	3,246	3,579	-	-	9,521
x	<b>09-28-8500</b>	<b>Playground Conservation</b>	-	<b>324</b>	<b>445</b>	<b>456</b>	-	-	<b>1,225</b>
		General Financing		324	445	456	-	-	1,225
		Total:		324	445	456	-	-	1,225

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Parks

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
w×	<b>09-28-9001</b>	<b>Parks/Sportsfields Renewal</b>	-	4,110	5,293	4,360	-	-	13,763
		General Financing		2,362	3,355	2,410	-	-	8,127
		Other Grants - Provincial		450	400	400	-	-	1,250
		Parkland Purchase Reserve		20	-	-	-	-	20
		Munc Sustain. Initiative - MSI		1,278	1,538	1,550	-	-	4,366
		Total:		4,110	5,293	4,360	-	-	13,763
×	<b>09-28-9601</b>	<b>Planning Studies/Design</b>	-	-	158	316	-	-	474
		General Financing		-	158	316	-	-	474
		Total:		-	158	316	-	-	474
		Total:		52,465	60,208	49,399	-	-	162,072
		<b>City Financing</b>							
		Funds-in-Lieu Reserve		1,162	1,170	477	-	-	2,809
		General Financing		8,668	8,719	6,433	-	-	23,820
		Parkland Purchase Reserve		515	497	350	-	-	1,362
		Tax-Supported Debt		10,070	9,305	-	-	-	19,375
		<b>External Financing</b>							
		Munc Sustain. Initiative - MSI		31,408	39,918	41,664	-	-	112,990
		Other Grants - Provincial		450	400	400	-	-	1,250
		Partnership Funding		192	199	75	-	-	466
		Total:		52,465	60,208	49,399	-	-	162,072

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Planning & Development

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
08-17-0350	Gallery of Historic Neon Signs	-	200	-	-	-	-	200
	Other Reserve		200	-	-	-	-	200
	Total:		200	-	-	-	-	200
08-17-0361	Old Strathcona Provincial Historic Area	-	250	-	-	-	-	250
	Other Reserve		250	-	-	-	-	250
	Total:		250	-	-	-	-	250
×	07-17-0400 The Quarters	-	-	-	4,000	-	-	4,000
	General Financing		-	-	4,000	-	-	4,000
	Total:		-	-	4,000	-	-	4,000
w×	05-17-1550 Animal Control Facility	-	4,580	-	-	-	-	4,580
	Munc Sustain. Initiative - MSI		4,580	-	-	-	-	4,580
	Total:		4,580	-	-	-	-	4,580
×	08-17-3037 Land Development Application System Enh.	-	350	800	100	-	-	1,250
	General Financing		350	800	100	-	-	1,250
	Total:		350	800	100	-	-	1,250
×	09-17-3128 Computer System Upgrade Program	-	97	73	-	-	-	170
	General Financing		97	73	-	-	-	170
	Total:		97	73	-	-	-	170

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Planning & Development

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wx	08-17-3151	TACS Enhancements / Replacements	-	1,500	3,000	4,000	-	-	8,500
		General Financing		-	-	1,000	-	-	1,000
		Munc Sustain. Initiative - MSI		1,500	3,000	3,000	-	-	7,500
		Total:		1,500	3,000	4,000	-	-	8,500
		Total:		6,977	3,873	8,100	-	-	18,950
		<b>City Financing</b>							
		General Financing		447	873	5,100	-	-	6,420
		Other Reserve		450	-	-	-	-	450
		<b>External Financing</b>							
		Munc Sustain. Initiative - MSI		6,080	3,000	3,000	-	-	12,080
		Total:		6,977	3,873	8,100	-	-	18,950

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding



# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Police

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
mwX	<b>07-60-1356</b>	<b>South West Division Station</b>	-	<b>11,466</b>	<b>8,922</b>	<b>50</b>	-	-	<b>20,438</b>
		AMIP		3,675	8,302	930	-	-	12,907
		General Financing		425	620	(880)	-	-	165
		Munc Sustain. Initiative - MSI		7,366	-	-	-	-	7,366
		Total:		11,466	8,922	50	-	-	20,438
×	<b>06-60-1357</b>	<b>Police Seized Vehicle Storage Lot Expansion</b>	-	<b>1,253</b>	-	-	-	-	<b>1,253</b>
		General Financing		1,253	-	-	-	-	1,253
		Total:		1,253	-	-	-	-	1,253
w	<b>07-60-1375</b>	<b>Northwest Division Station</b>	-	-	<b>7,500</b>	<b>788</b>	-	-	<b>8,288</b>
		Munc Sustain. Initiative - MSI		-	7,500	788	-	-	8,288
		Total:		-	7,500	788	-	-	8,288
×	<b>07-60-1423</b>	<b>Telecommunications Systems Replacements</b>	-	-	<b>478</b>	<b>2,157</b>	-	-	<b>2,635</b>
		General Financing		-	478	2,157	-	-	2,635
		Total:		-	478	2,157	-	-	2,635
×	<b>07-60-1433</b>	<b>Police IT Systems - Infrastructure</b>	-	<b>1,517</b>	<b>3,489</b>	<b>1,330</b>	-	-	<b>6,336</b>
		General Financing		1,517	3,489	1,330	-	-	6,336
		Total:		1,517	3,489	1,330	-	-	6,336
×	<b>09-60-1440</b>	<b>Public Safety Radio Network Replacement</b>	-	<b>1,068</b>	-	-	-	-	<b>1,068</b>
		General Financing		1,068	-	-	-	-	1,068
		Total:		1,068	-	-	-	-	1,068

U Denotes Unfunded Project

m Denotes Alberta Munc Infrastructure Program

v Denotes Incl. Developer/Partnership Funding

×

w Denotes Municipal Sustainability Initiative

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Police

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
×	07-60-1460	Police IT Systems - Projects	-	1,179	3,370	1,520	-	-	6,069
		General Financing		1,179	3,370	1,520	-	-	6,069
		Total:		1,179	3,370	1,520	-	-	6,069
w×	07-60-1856	Facilities Infrastructure/Rehabilitation	-	1,660	4,190	2,885	-	-	8,735
		General Financing		650	285	485	-	-	1,420
		Munc Sustain. Initiative - MSI		1,010	3,905	2,400	-	-	7,315
		Total:		1,660	4,190	2,885	-	-	8,735
		Total:		18,143	27,949	8,730	-	-	54,822
		<b>City Financing</b>							
		General Financing		6,092	8,242	4,612	-	-	18,946
		<b>External Financing</b>							
		AMIP		3,675	8,302	930	-	-	12,907
		Munc Sustain. Initiative - MSI		8,376	11,405	3,188	-	-	22,969
		Total:		18,143	27,949	8,730	-	-	54,822

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Public Library

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wv x	06-20-0002	North Branch Library	-	2,296	10,082	5,407	530	-	18,315
		Tax-Supported Debt		721	1,993	1,071	35	-	3,820
		Developer Financing		(225)	-	-	350	-	125
		Other Grants - Provincial		534	3,019	1,618	54	-	5,225
		Munc Sustain. Initiative - MSI		1,266	5,070	2,718	91	-	9,145
		Total:		2,296	10,082	5,407	530	-	18,315
w x	03-20-0019	Mill Woods Branch Relocation & Expansion	-	3,464	12,195	16,574	432	-	32,665
		General Financing		1,680	-	-	-	-	1,680
		Munc Sustain. Initiative - MSI		1,784	12,195	16,574	432	-	30,985
		Total:		3,464	12,195	16,574	432	-	32,665
x	07-20-0027	Jasper Place Branch Renewal & Expansion	-	290	6,343	7,433	-	-	14,066
		Tax-Supported Debt		290	6,343	7,433	-	-	14,066
		Total:		290	6,343	7,433	-	-	14,066
w	09-20-0048	Library Facilities Rehab. / Renewal	-	565	655	760	-	-	1,980
		Munc Sustain. Initiative - MSI		565	655	760	-	-	1,980
		Total:		565	655	760	-	-	1,980
w	09-20-0049	Milner Library Rehabilitation / Renewal	-	1,591	3,077	225	-	-	4,893
		Munc Sustain. Initiative - MSI		1,591	3,077	225	-	-	4,893
		Total:		1,591	3,077	225	-	-	4,893
x	09-20-0050	IT Infrastructure Renewal	-	413	339	428	-	-	1,180
		General Financing		413	339	428	-	-	1,180
		Total:		413	339	428	-	-	1,180

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Public Library

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
	Total:		8,619	32,691	30,827	962	-	73,099
<b>City Financing</b>								
	General Financing		2,093	339	428	-	-	2,860
	Tax-Supported Debt		1,011	8,336	8,504	35	-	17,886
<b>External Financing</b>								
	Developer Financing		(225)	-	-	350	-	125
	Munc Sustain. Initiative - MSI		5,206	20,997	20,277	523	-	47,003
	Other Grants - Provincial		534	3,019	1,618	54	-	5,225
	Total:		8,619	32,691	30,827	962	-	73,099

U Denotes Unfunded Project  
 x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Recreation Facility Services

Project	Project Name	Approved Budget Request	2009 - 2013					2009 - 2013 Total
			2009	2010	2011	2012	2013	
07-21-4221	<b>Fred Broadstock Pool Redevelopment</b>	-	1,518	-	-	-	-	1,518
	Tax-Supported Debt		1,518	-	-	-	-	1,518
	Total:		1,518	-	-	-	-	1,518
×	<b>07-21-5351 Municipal Cemeteries Infrastructure Imp.</b>	-	-	783	317	-	-	1,100
	General Financing		-	783	317	-	-	1,100
	Total:		-	783	317	-	-	1,100
wv ×	<b>07-21-5353 John Janzen Nature Centre</b>	-	1,345	3,560	1,794	-	-	6,699
	Other Reserve		64	170	90	-	-	324
	Developer Financing		1,281	3,390	1,704	-	-	6,375
	Total:		1,345	3,560	1,794	-	-	6,699
wv	<b>06-21-5354 Ft. Edmonton Park Master Plan Implement.</b>	-	1,125	3,118	4,083	-	-	8,326
	Other Reserve		79	157	224	-	-	460
	Developer Financing		-	-	642	-	-	642
	Munc Sustain. Initiative - MSI		1,046	2,961	3,217	-	-	7,224
	Total:		1,125	3,118	4,083	-	-	8,326
∨	<b>09-21-5357 Valley Zoo Enterprise/Partner Support</b>	-	-	-	6,174	-	-	6,174
	Developer Financing		-	-	6,174	-	-	6,174
	Total:		-	-	6,174	-	-	6,174
×	<b>09-21-5366 Arena Rehabilitation Program</b>	-	200	205	210	-	-	615
	General Financing		200	205	210	-	-	615
	Total:		200	205	210	-	-	615

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Recreation Facility Services

	Project	Project Name	Approved Budget Request						2009 - 2013
				2009	2010	2011	2012	2013	Total
×	<b>09-21-5601</b>	<b>Equipment Conservation</b>	-	<b>358</b>	<b>535</b>	<b>316</b>	-	-	<b>1,209</b>
		General Financing		358	535	316	-	-	1,209
		Total:		358	535	316	-	-	1,209
	<b>06-21-5655</b>	<b>ME First-Energy Management</b>	-	<b>268</b>	-	-	-	-	<b>268</b>
		Tax-Supported Debt		268	-	-	-	-	268
		Total:		268	-	-	-	-	268
wv×	<b>07-21-5730</b>	<b>Multi-Sport Tournament &amp; Rec Site (MTRS)</b>	-	<b>12,835</b>	<b>7,600</b>	-	-	-	<b>20,435</b>
		Developer Financing		5,267	1,600	-	-	-	6,867
		Financial Stabilization Resrv.		568	-	-	-	-	568
		Munc Sustain. Initiative - MSI		7,000	6,000	-	-	-	13,000
		Total:		12,835	7,600	-	-	-	20,435
v×	<b>08-21-5732</b>	<b>BMX Bike Park Development</b>	-	<b>600</b>	-	-	-	-	<b>600</b>
		General Financing		200	-	-	-	-	200
		Developer Financing		400	-	-	-	-	400
		Total:		600	-	-	-	-	600
v×	<b>07-21-5738</b>	<b>Rowing Club Boat House</b>	-	<b>85</b>	-	-	-	-	<b>85</b>
		Developer Financing		85	-	-	-	-	85
		Total:		85	-	-	-	-	85
×	<b>07-21-5740</b>	<b>Nordic Ski Club Snow Making</b>	-	<b>125</b>	-	-	-	-	<b>125</b>
		General Financing		125	-	-	-	-	125
		Total:		125	-	-	-	-	125

U Denotes Unfunded Project

×

m Denotes Alberta Munc Infrastructure Program

w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Recreation Facility Services

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wv x	<b>07-21-5746</b>	<b>Artificial Playing Surfaces: Qdrnt Based</b>	-	<b>3,500</b>	<b>5,500</b>	<b>7,500</b>	-	-	<b>16,500</b>
		Munc Sustain. Initiative - MSI		3,500	5,500	7,500	-	-	16,500
		Total:		3,500	5,500	7,500	-	-	16,500
x	<b>09-21-5771</b>	<b>Recreation Facility Safety and Security</b>	-	<b>967</b>	<b>507</b>	<b>520</b>	-	-	<b>1,994</b>
		General Financing		967	507	520	-	-	1,994
		Total:		967	507	520	-	-	1,994
w	<b>10-21-5784</b>	<b>Lewis Farms Multi-Purp Fac - Design</b>	-	-	<b>1,000</b>	-	-	-	<b>1,000</b>
		Munc Sustain. Initiative - MSI		-	1,000	-	-	-	1,000
		Total:		-	1,000	-	-	-	1,000
v	<b>08-21-5792</b>	<b>Marquis Pylon Sign Replacement</b>	-	<b>270</b>	-	-	-	-	<b>270</b>
		Other Reserve		180	-	-	-	-	180
		Developer Financing		90	-	-	-	-	90
		Total:		270	-	-	-	-	270
wv	<b>07-21-5800</b>	<b>Field House At St. Francis Xavier</b>	-	<b>12,939</b>	-	-	-	-	<b>12,939</b>
		Developer Financing		2,539	-	-	-	-	2,539
		Munc Sustain. Initiative - MSI		10,400	-	-	-	-	10,400
		Total:		12,939	-	-	-	-	12,939
v x	<b>08-21-5811</b>	<b>North Central Field House - Joe Clarke</b>	-	<b>28,000</b>	<b>12,000</b>	-	-	-	<b>40,000</b>
		Tax-Supported Debt		8,000	12,000	-	-	-	20,000
		Developer Financing		20,000	-	-	-	-	20,000
		Total:		28,000	12,000	-	-	-	40,000

U Denotes Unfunded Project

x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program

w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding



## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

### Recreation Facility Services

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wv	<b>11-21-5824 Valley Zoo Enterprise/Sea Mammals</b>	-	3,500	-	3,500	-	-	7,000
	Munc Sustain. Initiative - MSI		3,500	-	3,500	-	-	7,000
	Total:		3,500	-	3,500	-	-	7,000
	<b>09-21-5826 Multi-Purpose Recreation Centres</b>	-	15,340	116,174	179,786	39,700	-	351,000
	Tax-Supported Debt		15,340	116,174	179,786	39,700	-	351,000
	Total:		15,340	116,174	179,786	39,700	-	351,000
	Total:		82,975	150,982	204,200	39,700	-	477,857
	<b>City Financing</b>							
	Financial Stabilization Resrv.		568	-	-	-	-	568
	General Financing		1,850	2,030	1,363	-	-	5,243
	Other Reserve		323	327	314	-	-	964
	Tax-Supported Debt		25,126	128,174	179,786	39,700	-	372,786
	<b>External Financing</b>							
	Developer Financing		29,662	4,990	8,520	-	-	43,172
	Munc Sustain. Initiative - MSI		25,446	15,461	14,217	-	-	55,124
	Total:		82,975	150,982	204,200	39,700	-	477,857

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Roads

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
wx	<b>09-66-1020 Arterial/Primry/Hghwy/Renewl</b>	-	<b>30,169</b>	<b>29,957</b>	<b>36,489</b>	-	-	<b>96,615</b>
	Fuel Rebate		13,700	11,500	16,864	-	-	42,064
	General Financing		1,457	1,218	1,375	-	-	4,050
	Local Improvements Prop. Share		250	250	250	-	-	750
	Munc Sustain. Initiative - MSI		14,762	16,989	18,000	-	-	49,751
	Total:		30,169	29,957	36,489	-	-	96,615
wv x	<b>09-66-1040 Bridge Rehabilitation</b>	-	<b>6,545</b>	<b>25,120</b>	<b>7,410</b>	-	-	<b>39,075</b>
	Fuel Rebate		6,000	6,500	3,305	-	-	15,805
	General Financing		545	808	4,105	-	-	5,458
	Munc Sustain. Initiative - MSI		-	17,812	-	-	-	17,812
	Total:		6,545	25,120	7,410	-	-	39,075
	<b>09-66-1050 Alley Renewal</b>	-	<b>1,020</b>	<b>1,040</b>	<b>1,062</b>	-	-	<b>3,122</b>
	Local Improvements Prop. Share		1,020	1,040	1,062	-	-	3,122
	Total:		1,020	1,040	1,062	-	-	3,122
mwx	<b>09-66-1055 Neighbourhood Renewal Program</b>	-	<b>62,996</b>	<b>70,795</b>	<b>69,044</b>	-	-	<b>202,835</b>
	AMIP		27,433	31,754	-	-	-	59,187
	General Financing		6,446	5,759	3,284	-	-	15,489
	Local Improvements Prop. Share		5,088	6,886	5,000	-	-	16,974
	Munc Sustain. Initiative - MSI		24,029	26,396	60,760	-	-	111,185
	Total:		62,996	70,795	69,044	-	-	202,835
x	<b>09-66-1056 Neighbourhood Renewal Program 2%Tax Levy</b>	-	<b>15,400</b>	<b>31,570</b>	<b>48,549</b>	<b>66,376</b>	<b>85,095</b>	<b>246,990</b>
	General Financ Neighb Renewal		15,400	31,570	48,549	66,376	85,095	246,990
	Total:		15,400	31,570	48,549	66,376	85,095	246,990

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Roads

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
×	<b>09-66-1070</b>	<b>Operating Yards and Facilities</b>	-	<b>7,562</b>	<b>7,827</b>	<b>1,920</b>	-	-	<b>17,309</b>
		Fuel Rebate		4,000	4,000	-	-	-	8,000
		General Financing		3,562	3,827	1,920	-	-	9,309
		Total:		7,562	7,827	1,920	-	-	17,309
w×	<b>09-66-1210</b>	<b>Traffic Control Rehabilitation</b>	-	<b>952</b>	<b>1,363</b>	<b>2,385</b>	-	-	<b>4,700</b>
		Fuel Rebate		-	-	1,000	-	-	1,000
		General Financing		452	843	845	-	-	2,140
		Munc Sustain. Initiative - MSI		500	520	540	-	-	1,560
		Total:		952	1,363	2,385	-	-	4,700
√×	<b>09-66-1220</b>	<b>Traffic Safety Engineering Measures</b>	-	<b>2,858</b>	<b>2,738</b>	<b>2,999</b>	-	-	<b>8,595</b>
		Fuel Rebate		-	1,000	-	-	-	1,000
		General Financing		1,618	698	1,799	-	-	4,115
		Developer Financing		1,240	1,040	1,200	-	-	3,480
		Total:		2,858	2,738	2,999	-	-	8,595
	<b>08-66-1225</b>	<b>Integrated Speed Equipment Section</b>	-	<b>3,000</b>	<b>5,000</b>	<b>5,000</b>	-	-	<b>13,000</b>
		Other		3,000	5,000	5,000	-	-	13,000
		Total:		3,000	5,000	5,000	-	-	13,000
w×	<b>09-66-1260</b>	<b>Street Lighting Rehabilitation</b>	-	<b>1,468</b>	<b>4,207</b>	<b>8,094</b>	-	-	<b>13,769</b>
		Fuel Rebate		1,000	1,061	-	-	-	2,061
		General Financing		453	463	1,764	-	-	2,680
		Local Improvements Prop. Share		15	15	115	-	-	145
		Munc Sustain. Initiative - MSI		-	2,668	6,215	-	-	8,883
		Total:		1,468	4,207	8,094	-	-	13,769

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

√ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Roads

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wX	<b>09-66-1430</b>	<b>Sidewalk, Multiuse Trails, Bike Paths - Growth</b>	-	<b>5,231</b>	<b>5,756</b>	<b>6,165</b>	-	-	<b>17,152</b>
		General Financing		1,581	2,106	2,565	-	-	6,252
		Local Improvements Prop. Share		50	50	-	-	-	100
		Munc Sustain. Initiative - MSI		3,600	3,600	3,600	-	-	10,800
		Total:		5,231	5,756	6,165	-	-	17,152
x	<b>06-66-1432</b>	<b>105 Avenue Multi-Use Trail</b>	-	-	-	-	<b>1,706</b>	-	<b>1,706</b>
		Other		-	-	-	1,706	-	1,706
		Total:		-	-	-	1,706	-	1,706
wX	<b>09-66-1440</b>	<b>Arterial Network Improvements</b>	-	<b>36,475</b>	<b>9,138</b>	<b>41,689</b>	-	-	<b>87,302</b>
		Fuel Rebate		27,000	500	17,816	-	-	45,316
		General Financing		1,644	868	6,534	-	-	9,046
		Local Improvements Prop. Share		1,472	-	7,339	-	-	8,811
		Munc Sustain. Initiative - MSI		6,359	7,770	10,000	-	-	24,129
		Total:		36,475	9,138	41,689	-	-	87,302
x	<b>08-66-1462</b>	<b>Whitemud Drive/Quesnell Bridge Rehab/Grw</b>	-	<b>75,000</b>	<b>82,340</b>	<b>4,420</b>	-	-	<b>161,760</b>
		Fuel Rebate		-	15,620	-	-	-	15,620
		General Financing		10,000	1,720	4,420	-	-	16,140
		Tax-Supported Debt		65,000	65,000	-	-	-	130,000
		Total:		75,000	82,340	4,420	-	-	161,760
mwx	<b>09-66-1480</b>	<b>Inner Ring Loop &amp; Hghwy Connectors</b>	-	<b>16,000</b>	<b>23,200</b>	<b>43,477</b>	-	-	<b>82,677</b>
		AMIP		14,911	5,000	-	-	-	19,911
		Fuel Rebate		-	3,000	9,113	-	-	12,113
		General Financing		1,089	1,000	3,851	-	-	5,940
		Munc Sustain. Initiative - MSI		-	14,200	30,513	-	-	44,713
		Total:		16,000	23,200	43,477	-	-	82,677

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Roads

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
m×	<b>06-66-1482</b>	<b>23 Avenue/Gateway Interchange - AMIP</b>	-	101,235	65,765	3,000	-	-	170,000
		AMIP		36,000	-	3,000	-	-	39,000
		Fuel Rebate		60,820	65,765	-	-	-	126,585
		General Financing		4,415	-	-	-	-	4,415
		Total:		101,235	65,765	3,000	-	-	170,000
	<b>09-66-1490</b>	<b>Local Improvement Construction</b>	-	5,000	5,000	5,000	-	-	15,000
		Local Improvements Prop. Share		5,000	5,000	5,000	-	-	15,000
		Total:		5,000	5,000	5,000	-	-	15,000
×	<b>09-66-1491</b>	<b>Streetscape Rehabilitation</b>	-	500	575	2,154	-	-	3,229
		General Financing		500	575	2,154	-	-	3,229
		Total:		500	575	2,154	-	-	3,229
m v ×	<b>06-66-1612</b>	<b>Ring Road Connectors</b>	-	3,897	-	-	-	-	3,897
		Fuel Rebate		3,897	-	-	-	-	3,897
		Total:		3,897	-	-	-	-	3,897
w ×	<b>09-66-1910</b>	<b>Planning Studies</b>	-	6,567	4,250	2,780	-	-	13,597
		Fuel Rebate		1,500	500	-	-	-	2,000
		General Financing		1,067	750	1,780	-	-	3,597
		Munc Sustain. Initiative - MSI		4,000	3,000	1,000	-	-	8,000
		Total:		6,567	4,250	2,780	-	-	13,597

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Roads

Project	Project Name	Approved Budget Request	2009 - 2013					2009 - 2013 Total
			2009	2010	2011	2012	2013	
WX	<b>09-66-1950 Environmental Services and Facilities</b>	-	5,018	6,855	14,089	-	-	25,962
	Fuel Rebate		180	6,054	12,000	-	-	18,234
	Gravel Reserve		875	180	-	-	-	1,055
	General Financing		963	621	2,089	-	-	3,673
	Munc Sustain. Initiative - MSI		3,000	-	-	-	-	3,000
	Total:		5,018	6,855	14,089	-	-	25,962
WX	<b>09-66-1960 Snow Storage Facilities Development</b>	-	5,000	13,000	10,000	-	-	28,000
	Fuel Rebate		500	2,500	5,000	-	-	8,000
	General Financing		500	500	1,000	-	-	2,000
	Munc Sustain. Initiative - MSI		4,000	10,000	4,000	-	-	18,000
	Total:		5,000	13,000	10,000	-	-	28,000
	Total:		391,893	395,496	315,726	68,082	85,095	1,256,292
	<b>City Financing</b>							
	General Financ Neighb Renewal		15,400	31,570	48,549	66,376	85,095	246,990
	General Financing		36,292	21,756	39,485	-	-	97,533
	Gravel Reserve		875	180	-	-	-	1,055
	Local Improvements Prop. Share		12,895	13,241	18,766	-	-	44,902
	Other		3,000	5,000	5,000	1,706	-	14,706
	Tax-Supported Debt		65,000	65,000	-	-	-	130,000
	<b>External Financing</b>							
	AMIP		78,344	36,754	3,000	-	-	118,098
	Developer Financing		1,240	1,040	1,200	-	-	3,480
	Fuel Rebate		118,597	118,000	65,098	-	-	301,695
	Munc Sustain. Initiative - MSI		60,250	102,955	134,628	-	-	297,833
	Total:		391,893	395,496	315,726	68,082	85,095	1,256,292

U Denotes Unfunded Project  
 X Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Sanitary Drainage

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
<b>09-23-0600</b>	<b>Environmental Improvements</b>	-	<b>800</b>	<b>820</b>	<b>840</b>	-	-	<b>2,460</b>
	Drainage Retain Earnings		800	820	840	-	-	2,460
	Total:		800	820	840	-	-	2,460
<b>05-23-2160</b>	<b>Opportunistic Sewer Separation</b>	-	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>15,000</b>
	Self-Liquidating Debentures		3,000	3,000	3,000	3,000	3,000	15,000
	Total:		3,000	3,000	3,000	3,000	3,000	15,000
<b>06-23-3119</b>	<b>Tertiary Treatment Phase 2</b>	-	<b>3,079</b>	<b>1,500</b>	<b>5,162</b>	-	-	<b>9,741</b>
	Self-Liquidating Debentures		3,079	1,500	5,162	-	-	9,741
	Total:		3,079	1,500	5,162	-	-	9,741
<b>02-23-3310</b>	<b>CSO Enhanced Primary Treatment</b>	-	<b>10,000</b>	<b>3,943</b>	<b>6,002</b>	-	<b>10,628</b>	<b>30,573</b>
	Self-Liquidating Debentures		10,000	3,943	6,002	-	10,628	30,573
	Total:		10,000	3,943	6,002	-	10,628	30,573
√	<b>04-23-3400</b>	<b>Water Recycling</b>	-	<b>575</b>	<b>604</b>	-	-	<b>1,179</b>
	Drainage Retained Earnings		575	604	-	-	-	1,179
	Total:		575	604	-	-	-	1,179
<b>06-23-5415</b>	<b>CSO Performance Optimization</b>	-	<b>1,767</b>	-	-	-	-	<b>1,767</b>
	Drainage Retain Earnings		1,767	-	-	-	-	1,767
	Total:		1,767	-	-	-	-	1,767

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

√ Denotes Incl. Developer/Partnership Funding



# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Sanitary Drainage

Project	Project Name	Approved Budget Request						2009 - 2013	
			2009	2010	2011	2012	2013	Total	
<b>07-23-5418</b>	<b>Drainage Storage for Emergency Pumping E</b>	-	<b>9,962</b>	-	-	-	-	<b>9,962</b>	
	Drainage Retain Earnings		9,962	-	-	-	-	9,962	
	Total:		9,962	-	-	-	-	9,962	
<b>09-23-6100</b>	<b>Operation's Equipment Repair &amp; Replace</b>	-	<b>400</b>	<b>400</b>	<b>450</b>	-	-	<b>1,250</b>	
	Drainage Retain Earnings		400	400	450	-	-	1,250	
	Total:		400	400	450	-	-	1,250	
√	<b>09-23-7199</b>	<b>Review/Inspect Developer Built Sewers</b>	-	<b>650</b>	<b>690</b>	<b>700</b>	-	-	<b>2,040</b>
	Developer Financing		325	345	350	-	-	1,020	
	Drainage Retain Earnings		325	345	350	-	-	1,020	
	Total:		650	690	700	-	-	2,040	
<b>06-23-9102</b>	<b>NEST - Stage NL2, NL3 &amp; N1</b>	-	<b>2,442</b>	<b>4,000</b>	<b>5,000</b>	-	-	<b>11,442</b>	
	Sanitary Serv. Strategy Fund		2,442	4,000	5,000	-	-	11,442	
	Total:		2,442	4,000	5,000	-	-	11,442	
<b>08-23-9202</b>	<b>Mill Woods Double Barrel Replac/SESS SA1</b>	-	<b>9,075</b>	<b>13,600</b>	<b>14,300</b>	<b>8,768</b>	-	<b>45,743</b>	
	Self-Liquid. Debent.-Sanitary		5,575	5,600	6,800	8,768	-	26,743	
	Sanitary Serv. Strategy Fund		3,500	8,000	7,500	-	-	19,000	
	Total:		9,075	13,600	14,300	8,768	-	45,743	
<b>05-23-9203</b>	<b>SESS SW2 - SW5</b>	-	<b>2,373</b>	-	-	-	<b>481</b>	<b>2,854</b>	
	Sanitary Serv. Strategy Fund		2,373	-	-	-	481	2,854	
	Total:		2,373	-	-	-	481	2,854	

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

√ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Sanitary Drainage

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
<b>08-23-9205</b>	<b>SSSF Developer Built Projects</b>	-	<b>6,100</b>	<b>7,000</b>	-	-	-	<b>13,100</b>
	Sanitary Serv. Strategy Fund		6,100	7,000	-	-	-	13,100
	Total:		6,100	7,000	-	-	-	13,100
<b>04-23-9301</b>	<b>WESS - Stage 1</b>	-	<b>2,183</b>	-	-	-	-	<b>2,183</b>
	Sanitary Serv. Strategy Fund		2,183	-	-	-	-	2,183
	Total:		2,183	-	-	-	-	2,183
<b>04-23-9302</b>	<b>WESS W12</b>	-	<b>3,500</b>	<b>3,500</b>	<b>2,372</b>	-	-	<b>9,372</b>
	Drainage Retain Earnings		-	-	2,372	-	-	2,372
	Self-Liquidating Debentures		3,500	3,500	-	-	-	7,000
	Total:		3,500	3,500	2,372	-	-	9,372
<b>09-23-9303</b>	<b>WESS W13</b>	-	<b>500</b>	<b>8,000</b>	<b>3,000</b>	-	-	<b>11,500</b>
	Sanitary Serv. Strategy Fund		500	8,000	3,000	-	-	11,500
	Total:		500	8,000	3,000	-	-	11,500
<b>09-23-9501</b>	<b>Gold Bar - Rehabilitation</b>	-	<b>7,227</b>	<b>3,289</b>	<b>3,303</b>	-	-	<b>13,819</b>
	Drainage Retain Earnings		3,439	3,289	3,303	-	-	10,031
	Self-Liquid. Debent.-Sanitary		3,788	-	-	-	-	3,788
	Total:		7,227	3,289	3,303	-	-	13,819
<b>09-23-9502</b>	<b>Facility Rehabilitation</b>	-	<b>74</b>	<b>93</b>	<b>154</b>	-	-	<b>321</b>
	Drainage Retain Earnings		74	93	154	-	-	321
	Total:		74	93	154	-	-	321

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Sanitary Drainage

Project	Project Name	Approved Budget Request	2009 - 2013					2009 - 2013 Total	
			2009	2010	2011	2012	2013		
<b>09-23-9503</b>	<b>Structures Rehabilitation</b>	-	<b>5,411</b>	<b>4,709</b>	<b>4,798</b>	-	-	<b>14,918</b>	
	Drainage Retain Earnings		2,018	3,953	2,497	-	-	8,468	
	Self-Liquid. Debent.-Sanitary		3,393	756	2,301	-	-	6,450	
	Total:		5,411	4,709	4,798	-	-	14,918	
<b>09-23-9504</b>	<b>Sewer Rehabilitation</b>	-	<b>5,317</b>	<b>5,363</b>	<b>5,408</b>	-	-	<b>16,088</b>	
	Drainage Retain Earnings		557	570	582	-	-	1,709	
	Self-Liquid. Debent.-Sanitary		4,760	4,793	4,826	-	-	14,379	
	Total:		5,317	5,363	5,408	-	-	16,088	
<b>09-23-9507</b>	<b>Drainage IT Applications</b>	-	<b>600</b>	<b>630</b>	<b>662</b>	-	-	<b>1,892</b>	
	Drainage Retain Earnings		600	630	662	-	-	1,892	
	Total:		600	630	662	-	-	1,892	
<b>09-23-9510</b>	<b>Mature Neighbourhood Rehabilitation - Dr</b>	-	<b>8,204</b>	<b>9,893</b>	<b>8,580</b>	-	-	<b>26,677</b>	
	Drainage Retain Earnings		3,238	3,413	3,900	-	-	10,551	
	Self-Liquid. Debent.-Sanitary		4,966	6,480	4,680	-	-	16,126	
	Total:		8,204	9,893	8,580	-	-	26,677	
∨	<b>07-23-9511</b>	<b>Flood Prevention</b>	-	<b>3,243</b>	-	<b>727</b>	<b>7,515</b>	<b>5,515</b>	<b>17,000</b>
		Self-Liquid. Debent.-Sanitary		3,243	-	727	7,515	5,515	17,000
		Total:		3,243	-	727	7,515	5,515	17,000
∨	<b>09-23-9513</b>	<b>Service Connections Expansion</b>	-	<b>1,576</b>	<b>1,579</b>	<b>1,583</b>	-	-	<b>4,738</b>
		Developer Financing		1,436	1,459	1,483	-	-	4,378
		Drainage Retain Earnings		140	120	100	-	-	360
		Total:		1,576	1,579	1,583	-	-	4,738

U Denotes Unfunded Project  
× Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Sanitary Drainage

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
<b>09-23-9605</b>	<b>Sanitary Servicing Strategy</b>	-	<b>250</b>	<b>1,000</b>	<b>1,000</b>	-	-	<b>2,250</b>
	Sanitary Serv. Strategy Fund		250	1,000	1,000	-	-	2,250
	Total:		250	1,000	1,000	-	-	2,250
<b>04-23-9606</b>	<b>Gold Bar Buildings Upgrading</b>	-	<b>2,530</b>	<b>4,346</b>	<b>7,221</b>	<b>7,667</b>	-	<b>21,764</b>
	Drainage Retain Earnings		130	1,116	2,380	290	-	3,916
	Self-Liquidating Debentures		2,400	3,230	4,841	7,377	-	17,848
	Total:		2,530	4,346	7,221	7,667	-	21,764
<b>09-23-9607</b>	<b>Construction Facil &amp; Equip Upgr &amp; Expans</b>	-	<b>1,400</b>	<b>1,900</b>	<b>1,900</b>	-	-	<b>5,200</b>
	Drainage Retain Earnings		1,400	1,900	1,900	-	-	5,200
	Total:		1,400	1,900	1,900	-	-	5,200
<b>09-23-9608</b>	<b>Local Improvement Sewers</b>	-	<b>4,788</b>	<b>4,384</b>	<b>3,483</b>	-	-	<b>12,655</b>
	Local Improvements Prop. Share		4,788	4,384	3,483	-	-	12,655
	Total:		4,788	4,384	3,483	-	-	12,655
<b>00-23-9609</b>	<b>Gold Bar Plant Upgrading</b>	-	<b>16,613</b>	<b>17,718</b>	<b>15,220</b>	<b>9,489</b>	<b>18,997</b>	<b>78,037</b>
	Drainage Retain Earnings		1,000	1,306	1,757	4,465	9,127	17,655
	Self-Liquidating Debentures		15,613	16,412	13,463	5,024	9,870	60,382
	Total:		16,613	17,718	15,220	9,489	18,997	78,037
<b>09-23-9702</b>	<b>CSO Control Strategy</b>	-	<b>770</b>	<b>1,323</b>	<b>1,762</b>	-	-	<b>3,855</b>
	Drainage Retain Earnings		770	1,323	1,762	-	-	3,855
	Total:		770	1,323	1,762	-	-	3,855

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Sanitary Drainage

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
09-23-9703	Infrastructure Upgrading	-	940	590	1,125	-	-	2,655
	Drainage Retain Earnings		940	590	1,125	-	-	2,655
	Total:		940	590	1,125	-	-	2,655
09-23-9704	Environmental Monitoring	-	613	654	697	-	-	1,964
	Drainage Retain Earnings		613	654	697	-	-	1,964
	Total:		613	654	697	-	-	1,964
	Total:		115,962	104,528	98,449	36,439	38,621	393,999
<b>City Financing</b>								
	Drainage Retain Earnings		28,173	20,522	24,831	4,755	9,127	87,408
	Drainage Retained Earnings		575	604	-	-	-	1,179
	Local Improvements Prop. Share		4,788	4,384	3,483	-	-	12,655
	Sanitary Serv. Strategy Fund		17,348	28,000	16,500	-	481	62,329
	Self-Liquid. Debent.-Sanitary		25,725	17,629	19,334	16,283	5,515	84,486
	Self-Liquidating Debentures		37,592	31,585	32,468	15,401	23,498	140,544
<b>External Financing</b>								
	Developer Financing		1,761	1,804	1,833	-	-	5,398
	Total:		115,962	104,528	98,449	36,439	38,621	393,999

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Shaw Conference Centre

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
×	06-99-0003	Shaw Conference Ctr Major Bldg. Upgrade	-	-	440	-	-	-	440
		General Financing		-	440	-	-	-	440
		Total:		-	440	-	-	-	440
×	08-99-0004	Shaw Conference Ctr Major Bldg Upgrade	-	1,650	1,650	1,500	-	-	4,800
		General Financing		1,650	1,650	1,500	-	-	4,800
		Total:		1,650	1,650	1,500	-	-	4,800
		Total:		1,650	2,090	1,500	-	-	5,240
		<b>City Financing</b>							
		General Financing		1,650	2,090	1,500	-	-	5,240
		Total:		1,650	2,090	1,500	-	-	5,240

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Transit

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wx	<b>09-66-1240</b>	<b>Transit Safety &amp; Security Improvements</b>	-	8,834	2,570	1,611	-	-	13,015
		Fuel Rebate		3,000	-	1,000	-	-	4,000
		Federal Grant		1,174	-	-	-	-	1,174
		General Financing		960	70	611	-	-	1,641
		Munc Sustain. Initiative - MSI		3,700	2,500	-	-	-	6,200
		Total:		8,834	2,570	1,611	-	-	13,015
wx	<b>09-66-1270</b>	<b>LRT Fleet, Facilities &amp; Equipment Rehab</b>	-	10,574	6,310	6,375	-	-	23,259
		Fuel Rebate		4,600	1,000	3,000	-	-	8,600
		General Financing		974	908	875	-	-	2,757
		Munc Sustain. Initiative - MSI		5,000	4,402	2,500	-	-	11,902
		Total:		10,574	6,310	6,375	-	-	23,259
	<b>08-66-1273</b>	<b>North East LRT Electrification Upgrade</b>	-	5,000	5,000	-	-	-	10,000
		NDPT-New Deal Public Transit		5,000	5,000	-	-	-	10,000
		Total:		5,000	5,000	-	-	-	10,000
x	<b>07-66-1280</b>	<b>LRV Retrofit Package</b>	-	15,038	1,584	4,200	-	-	20,822
		Other		8,416	-	-	-	-	8,416
		Fuel Rebate		-	1,584	4,200	-	-	5,784
		NDPT-New Deal Public Transit		6,622	-	-	-	-	6,622
		Total:		15,038	1,584	4,200	-	-	20,822
wx	<b>09-66-1281</b>	<b>Bus Fleet Replacement</b>	-	2,708	32,152	8,229	-	-	43,089
		Fuel Rebate		-	18,761	3,792	-	-	22,553
		General Financing		708	1,791	437	-	-	2,936
		Munc Sustain. Initiative - MSI		2,000	11,600	4,000	-	-	17,600
		Total:		2,708	32,152	8,229	-	-	43,089

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Transit

	Project	Project Name	Approved Budget Request						2009 - 2013
				2009	2010	2011	2012	2013	Total
×	<b>06-66-1291</b>	<b>ETS Radio System Replacement</b>	-	<b>4,476</b>	-	-	-	-	<b>4,476</b>
		Fuel Rebate		3,500	-	-	-	-	3,500
		General Financing		976	-	-	-	-	976
		Total:		4,476	-	-	-	-	4,476
×	<b>09-66-1296</b>	<b>Replace LRT Signal System</b>	-	-	-	-	-	<b>200</b>	<b>200</b>
		General Financing		-	-	-	-	200	200
		Total:		-	-	-	-	200	200
×	<b>09-66-1410</b>	<b>Bus Facilities &amp; Equipment Rehab</b>	-	<b>2,110</b>	<b>3,322</b>	<b>4,749</b>	-	-	<b>10,181</b>
		Fuel Rebate		1,573	3,000	3,900	-	-	8,473
		General Financing		537	322	849	-	-	1,708
		Total:		2,110	3,322	4,749	-	-	10,181
×	<b>09-66-1411</b>	<b>Trolley System Decommissioning</b>	-	<b>4,000</b>	<b>292</b>	<b>2,000</b>	-	-	<b>6,292</b>
		Fuel Rebate		3,395	-	1,741	-	-	5,136
		General Financing		605	292	259	-	-	1,156
		Total:		4,000	292	2,000	-	-	6,292
w×	<b>09-66-1420</b>	<b>Transp Computer Equipment/Applications</b>	-	<b>367</b>	<b>1,978</b>	<b>1,957</b>	-	-	<b>4,302</b>
		General Financing		367	1,978	1,957	-	-	4,302
		Total:		367	1,978	1,957	-	-	4,302
×	<b>06-66-1423</b>	<b>DATS Computer System</b>	-	<b>142</b>	-	-	-	-	<b>142</b>
		General Financing		142	-	-	-	-	142
		Total:		142	-	-	-	-	142

U Denotes Unfunded Project

×

m Denotes Alberta Munc Infrastructure Program

w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding



# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Transit

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
<b>07-66-1651</b>	<b>LRT - Light Rail Vehicles</b>	-	<b>22,000</b>	-	-	-	-	<b>22,000</b>
	Fuel Rebate		22,000	-	-	-	-	22,000
	Total:		22,000	-	-	-	-	22,000
<b>mwX 05-66-1665</b>	<b>Transit Priority Corridors</b>	-	<b>9,515</b>	<b>800</b>	<b>9,420</b>	<b>8,713</b>	<b>592</b>	<b>29,040</b>
	AMIP		8,000	-	5,350	-	-	13,350
	Other		1,000	-	-	-	-	1,000
	Fuel Rebate		-	-	788	-	-	788
	General Financing		515	800	532	713	592	3,152
	Munc Sustain. Initiative - MSI		-	-	2,750	8,000	-	10,750
	Total:		9,515	800	9,420	8,713	592	29,040
<b>mX 05-66-1671</b>	<b>SLRT (Federal Fuel Tax Rebate)</b>	-	<b>246,944</b>	-	-	-	-	<b>246,944</b>
	General Financing		2,000	-	-	-	-	2,000
	Tax-Supported Debt		232,139	-	-	-	-	232,139
	NDCC-Federal Gas Tax Rev Share		12,805	-	-	-	-	12,805
	Total:		246,944	-	-	-	-	246,944
<b>w 08-66-1672</b>	<b>NLRT (Downtown to NAIT)</b>	-	<b>43,000</b>	<b>160,000</b>	<b>205,000</b>	<b>185,000</b>	<b>195,000</b>	<b>788,000</b>
	Green TRIP		23,340	106,670	136,670	123,340	129,980	520,000
	Other Reserve		5,000	-	-	-	-	5,000
	Tax-Supported Debt		14,660	53,330	68,330	41,660	25,020	203,000
	Munc Sustain. Initiative - MSI		-	-	-	20,000	40,000	60,000
	Total:		43,000	160,000	205,000	185,000	195,000	788,000
<b>wX 09-66-1680</b>	<b>Bus Facilities &amp; Equipment Growth</b>	-	<b>20,936</b>	-	<b>12,000</b>	-	-	<b>32,936</b>
	General Financing		936	-	500	-	-	1,436
	CAMRIF - Federal Portion		1,500	-	-	-	-	1,500
	CAMRIF - Provincial Portion		1,500	-	-	-	-	1,500
	Munc Sustain. Initiative - MSI		17,000	-	11,500	-	-	28,500
	Total:		20,936	-	12,000	-	-	32,936

U Denotes Unfunded Project  
 X Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Transit

Project	Project Name	Approved Budget Request	2009 - 2013					2009 - 2013 Total
			2009	2010	2011	2012	2013	
wv x	<b>09-66-1681 Bus Fleet Growth</b>	-	<b>13,035</b>	<b>8,876</b>	<b>13,814</b>	-	-	<b>35,725</b>
	Fuel Rebate		1,366	3,587	7,850	-	-	12,803
	General Financing		669	289	556	-	-	1,514
	Developer Financing		-	5,000	5,000	-	-	10,000
	Munc Sustain. Initiative - MSI		11,000	-	408	-	-	11,408
	Total:		13,035	8,876	13,814	-	-	35,725
	Total:		408,679	222,884	269,355	193,713	195,792	1,290,423
<b>City Financing</b>								
	General Financing		9,389	6,450	6,576	713	792	23,920
	Other		9,416	-	-	-	-	9,416
	Other Reserve		5,000	-	-	-	-	5,000
	Tax-Supported Debt		246,799	53,330	68,330	41,660	25,020	435,139
<b>External Financing</b>								
	AMIP		8,000	-	5,350	-	-	13,350
	CAMRIF - Federal Portion		1,500	-	-	-	-	1,500
	CAMRIF - Provincial Portion		1,500	-	-	-	-	1,500
	Developer Financing		-	5,000	5,000	-	-	10,000
	Federal Grant		1,174	-	-	-	-	1,174
	Fuel Rebate		39,434	27,932	26,271	-	-	93,637
	Green TRIP		23,340	106,670	136,670	123,340	129,980	520,000
	Munc Sustain. Initiative - MSI		38,700	18,502	21,158	28,000	40,000	146,360
	NDCC-Federal Gas Tax Rev Share		12,805	-	-	-	-	12,805
	NDPT-New Deal Public Transit		11,622	5,000	-	-	-	16,622
	Total:		408,679	222,884	269,355	193,713	195,792	1,290,423

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Waste Management

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
<b>09-33-1933</b>	<b>Waste Management Centre Infrastructure</b>	-	<b>8,830</b>	<b>8,330</b>	<b>9,692</b>	-	-	<b>26,852</b>
	Post Closure Funding		700	750	300	-	-	1,750
	Self-Liquidating Debentures		8,130	7,580	9,392	-	-	25,102
	Total:		8,830	8,330	9,692	-	-	26,852
w	<b>08-33-1934 Material Recovery Facility Renewal(MRF)</b>	-	-	-	-	-	<b>2,680</b>	<b>2,680</b>
	Operating Revenues		-	-	-	-	2,680	2,680
	Total:		-	-	-	-	2,680	2,680
	<b>07-33-1935 Processing and Transfer Facility</b>	-	<b>44,000</b>	<b>20,000</b>	-	-	-	<b>64,000</b>
	Self-Liquidating Debentures		44,000	20,000	-	-	-	64,000
	Total:		44,000	20,000	-	-	-	64,000
v	<b>08-33-1946 Biofuels Research Facility</b>	-	<b>1,099</b>	-	-	-	-	<b>1,099</b>
	Other Grants - Provincial		1,099	-	-	-	-	1,099
	Total:		1,099	-	-	-	-	1,099
	<b>06-33-2001 EWMC Expansion - Land</b>	-	<b>2,400</b>	<b>2,400</b>	-	-	-	<b>4,800</b>
	Self-Liquidating Debentures		2,400	2,400	-	-	-	4,800
	Total:		2,400	2,400	-	-	-	4,800
w	<b>06-33-2002 SW Eco Station</b>	-	<b>3,500</b>	<b>1,000</b>	<b>1,600</b>	-	-	<b>6,100</b>
	Self-Liquidating Debentures		3,500	1,000	1,600	-	-	6,100
	Total:		3,500	1,000	1,600	-	-	6,100

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Waste Management

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
<b>08-33-2005</b>	<b>Waste Containers</b>	-	<b>1,100</b>	<b>1,600</b>	<b>1,600</b>	-	-	<b>4,300</b>
	Self-Liquidating Debentures		1,100	1,600	1,600	-	-	4,300
	Total:		1,100	1,600	1,600	-	-	4,300
<b>11-33-2006</b>	<b>Kennedale Facilities Expansion</b>	-	<b>2,900</b>	<b>7,400</b>	<b>3,700</b>	-	-	<b>14,000</b>
	Self-Liquidating Debentures		2,900	7,400	3,700	-	-	14,000
	Total:		2,900	7,400	3,700	-	-	14,000
<b>10-33-2007</b>	<b>Kennedale Expansion - Land</b>	-	-	<b>1,100</b>	<b>1,200</b>	-	-	<b>2,300</b>
	Self-Liquidating Debentures		-	1,100	1,200	-	-	2,300
	Total:		-	1,100	1,200	-	-	2,300
<b>11-33-2008</b>	<b>NE Eco Station</b>	-	-	-	<b>3,500</b>	<b>6,500</b>	<b>5,500</b>	<b>15,500</b>
	Self-Liquidating Debentures		-	-	3,500	6,500	5,500	15,500
	Total:		-	-	3,500	6,500	5,500	15,500
<b>09-33-2009</b>	<b>Waste Management Equipment Acquisition</b>	-	<b>7,803</b>	<b>6,936</b>	<b>6,095</b>	-	-	<b>20,834</b>
	Self-Liquidating Debentures		7,803	6,936	6,095	-	-	20,834
	Total:		7,803	6,936	6,095	-	-	20,834
<b>09-33-2010</b>	<b>Equipment Storage &amp; Maintenance Building</b>	-	<b>4,000</b>	<b>2,000</b>	-	-	-	<b>6,000</b>
	Operating Revenues		4,000	2,000	-	-	-	6,000
	Total:		4,000	2,000	-	-	-	6,000
	Total:		75,632	50,766	27,387	6,500	8,180	168,465

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Waste Management

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
<b>City Financing</b>								
	Operating Revenues		4,000	2,000	-	-	2,680	8,680
	Post Closure Funding		700	750	300	-	-	1,750
	Self-Liquidating Debentures		69,833	48,016	27,087	6,500	5,500	156,936
<b>External Financing</b>								
	Other Grants - Provincial		1,099	-	-	-	-	1,099
	<b>Total:</b>		<b>75,632</b>	<b>50,766</b>	<b>27,387</b>	<b>6,500</b>	<b>8,180</b>	<b>168,465</b>

U Denotes Unfunded Project  
 x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### AMIP

#### Buildings Design & Construction

		Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
m×	05-75-5179 Replace Aging Fire Stations (#5 & #11)	-	5,775	-	-	-	-	5,775
Total:			5,775	-	-	-	-	5,775
			5,775	-	-	-	-	5,775

**External Financing**  
AMIP

			5,775	-	-	-	-	5,775
Total:			5,775	-	-	-	-	5,775

#### Emergency Communications&Resources

		Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
mw×	08-70-0023 Heritage Valley Fire Station Construct	-	805	-	-	-	-	805
Total:			805	-	-	-	-	805
			805	-	-	-	-	805

**External Financing**  
AMIP

			805	-	-	-	-	805
Total:			805	-	-	-	-	805

#### Land Drainage

		Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
m	09-31-9510 Mature Neighbourhood Rehabilitation - Dr	-	10,560	2,140	-	-	-	12,700
m	07-31-9511 Flood Prevention	-	7,097	8,292	-	-	-	15,389
Total:			17,657	10,432	-	-	-	28,089
			17,657	10,432	-	-	-	28,089

**External Financing**  
AMIP

			17,657	10,432	-	-	-	28,089
Total:			17,657	10,432	-	-	-	28,089

#### Police

		Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
mw×	07-60-1356 South West Division Station	-	3,675	8,302	930	-	-	12,907
Total:			3,675	8,302	930	-	-	12,907
			3,675	8,302	930	-	-	12,907

**External Financing**  
AMIP

			3,675	8,302	930	-	-	12,907
Total:			3,675	8,302	930	-	-	12,907

#### Roads

		Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
mw×	09-66-1055 Neighbourhood Renewal Program	-	27,433	31,754	-	-	-	59,187
mw×	09-66-1480 Inner Ring Loop & Hghwy Connectors	-	14,911	5,000	-	-	-	19,911

U Denotes Unfunded Project  
× Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

√ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### AMIP

#### Roads

		Approved Budget Request						2009 - 2013 Total
Project	Project Name	2009	2010	2011	2012	2013		
m×	06-66-1482 23 Avenue/Gateway Interchange - AMIP	-	36,000	-	3,000	-	-	39,000
Total:		78,344	36,754	3,000	-	-	-	118,098
<b>External Financing</b>								
AMIP		78,344	36,754	3,000	-	-	-	118,098
Total:		78,344	36,754	3,000	-	-	-	118,098

#### Transit

		Approved Budget Request						2009 - 2013 Total
Project	Project Name	2009	2010	2011	2012	2013		
mwx	05-66-1665 Transit Priority Corridors	-	8,000	-	5,350	-	-	13,350
Total:		8,000	-	5,350	-	-	-	13,350
<b>External Financing</b>								
AMIP		8,000	-	5,350	-	-	-	13,350
Total:		8,000	-	5,350	-	-	-	13,350

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

#### CAMRIF - Federal Portion

##### Land Drainage

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
07-31-4304	Kennedale and Pylypow Wetlands	-	977	1,400	7	-	-	2,384
Total:			977	1,400	7	-	-	2,384
<b>External Financing</b>								
CAMRIF - Federal Portion			977	1,400	7	-	-	2,384
Total:			977	1,400	7	-	-	2,384

##### Transit

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wx	09-66-1680 Bus Facilities & Equipment Growth	-	1,500	-	-	-	-	1,500
Total:			1,500	-	-	-	-	1,500
<b>External Financing</b>								
CAMRIF - Federal Portion			1,500	-	-	-	-	1,500
Total:			1,500	-	-	-	-	1,500



## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

#### CAMRIF - Provincial Portion

##### Land Drainage

Project	Project Name	Approved Budget Request	2009 - 2013					2009 - 2013 Total
			2009	2010	2011	2012	2013	
07-31-4304	Kennedale and Pylypow Wetlands	-	977	1,400	7	-	-	2,384
Total:			977	1,400	7	-	-	2,384
<b>External Financing</b>								
CAMRIF - Provincial Portion			977	1,400	7	-	-	2,384
Total:			977	1,400	7	-	-	2,384

##### Transit

Project	Project Name	Approved Budget Request	2009 - 2013					2009 - 2013 Total	
			2009	2010	2011	2012	2013		
wx	09-66-1680	Bus Facilities & Equipment Growth	-	1,500	-	-	-	-	1,500
Total:			1,500	-	-	-	-	-	1,500
<b>External Financing</b>									
CAMRIF - Provincial Portion			1,500	-	-	-	-	-	1,500
Total:			1,500	-	-	-	-	-	1,500

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Developer Financing

#### Land Drainage

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
√	09-31-7199	Review/Inspect Developer Built Sewers	-	325	345	350	-	-	1,020
√	09-31-9513	Service Connections Expansion	-	1,101	1,118	1,135	-	-	3,354
√	09-31-9604	Stormwater Infrastructure Expansion	-	916	152	155	-	-	1,223
		Total:		2,342	1,615	1,640	-	-	5,597

#### External Financing

Developer Financing

				2,342	1,615	1,640	-	-	5,597
		Total:		2,342	1,615	1,640	-	-	5,597

#### Public Library

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wv x	06-20-0002	North Branch Library	-	(225)	-	-	350	-	125
		Total:		(225)	-	-	350	-	125

#### External Financing

Developer Financing

				(225)	-	-	350	-	125
		Total:		(225)	-	-	350	-	125

#### Recreation Facility Services

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wv x	07-21-5353	John Janzen Nature Centre	-	1,281	3,390	1,704	-	-	6,375
wv	06-21-5354	Ft. Edmonton Park Master Plan Implement.	-	-	-	642	-	-	642
√	09-21-5357	Valley Zoo Enterprise/Partner Support	-	-	-	6,174	-	-	6,174
wv x	07-21-5730	Multi-Sport Tournament & Rec Site (MTRS)	-	5,267	1,600	-	-	-	6,867
√ x	08-21-5732	BMX Bike Park Development	-	400	-	-	-	-	400
√ x	07-21-5738	Rowing Club Boat House	-	85	-	-	-	-	85
√	08-21-5792	Marquis Pylon Sign Replacement	-	90	-	-	-	-	90
wv	07-21-5800	Field House At St. Francis Xavier	-	2,539	-	-	-	-	2,539
√ x	08-21-5811	North Central Field House - Joe Clarke	-	20,000	-	-	-	-	20,000
		Total:		29,662	4,990	8,520	-	-	43,172

#### External Financing

Developer Financing

				29,662	4,990	8,520	-	-	43,172
		Total:		29,662	4,990	8,520	-	-	43,172

#### Roads

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
√ x	09-66-1220	Traffic Safety Engineering Measures	-	1,240	1,040	1,200	-	-	3,480

U Denotes Unfunded Project

m Denotes Alberta Munc Infrastructure Program

√ Denotes Incl. Developer/Partnership Funding

x Denotes General Financing

w Denotes Municipal Sustainability Initiative

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Developer Financing

#### Roads

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
Total:			1,240	1,040	1,200	-	-	3,480
<b>External Financing</b>								
Developer Financing			1,240	1,040	1,200	-	-	3,480
Total:			1,240	1,040	1,200	-	-	3,480

#### Sanitary Drainage

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
√	09-23-7199 Review/Inspect Developer Built Sewers	-	325	345	350	-	-	1,020
√	09-23-9513 Service Connections Expansion	-	1,436	1,459	1,483	-	-	4,378
Total:			1,761	1,804	1,833	-	-	5,398
<b>External Financing</b>								
Developer Financing			1,761	1,804	1,833	-	-	5,398
Total:			1,761	1,804	1,833	-	-	5,398

#### Transit

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
w√ x	09-66-1681 Bus Fleet Growth	-	-	5,000	5,000	-	-	10,000
Total:			-	5,000	5,000	-	-	10,000
<b>External Financing</b>								
Developer Financing			-	5,000	5,000	-	-	10,000
Total:			-	5,000	5,000	-	-	10,000

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

### Drainage Retain Earnings

#### Land Drainage

	Project	Project Name	Approved						2009 - 2013
			Budget Request	2009	2010	2011	2012	2013	Total
	09-31-0600	Environmental Improvements	-	775	790	806	-	-	2,371
	07-31-4304	Kennedale and Pylypow Wetlands	-	4,526	2,853	57	-	-	7,436
v	09-31-7199	Review/Inspect Developer Built Sewers	-	325	345	350	-	-	1,020
	09-31-9503	Structures Rehabilitation	-	200	200	200	-	-	600
	09-31-9504	Sewer Rehabilitation	-	1,350	1,350	1,350	-	-	4,050
	09-31-9507	Drainage IT Applications	-	150	158	165	-	-	473
m	09-31-9510	Mature Neighbourhood Rehabilitation - Dr	-	319	1,863	7,761	-	-	9,943
m	07-31-9511	Flood Prevention	-	3,499	13,791	-	-	-	17,290
v	09-31-9513	Service Connections Expansion	-	140	120	100	-	-	360
m x	03-31-9613	Stormwater Mgmt Facilities Expansion	-	100	100	3,270	100	100	3,670
	09-31-9615	Stormwater Quality Enhancement	-	50	120	216	1,660	5,460	7,506
	09-31-9704	Monitoring and Assessment	-	149	159	170	-	-	478
	Total:			11,583	21,849	14,445	1,760	5,560	55,197

#### City Financing

Drainage Retain Earnings				11,583	21,849	14,445	1,760	5,560	55,197
Total:				11,583	21,849	14,445	1,760	5,560	55,197

#### Sanitary Drainage

	Project	Project Name	Approved						2009 - 2013
			Budget Request	2009	2010	2011	2012	2013	Total
	09-23-0600	Environmental Improvements	-	800	820	840	-	-	2,460
	06-23-5415	CSO Performance Optimization	-	1,767	-	-	-	-	1,767
	07-23-5418	Drainage Storage for Emergency Pumping E	-	9,962	-	-	-	-	9,962
	09-23-6100	Operation's Equipment Repair & Replace	-	400	400	450	-	-	1,250
v	09-23-7199	Review/Inspect Developer Built Sewers	-	325	345	350	-	-	1,020
	04-23-9302	WESS W12	-	-	-	2,372	-	-	2,372
	09-23-9501	Gold Bar - Rehabilitation	-	3,439	3,289	3,303	-	-	10,031
	09-23-9502	Facility Rehabilitation	-	74	93	154	-	-	321
	09-23-9503	Structures Rehabilitation	-	2,018	3,953	2,497	-	-	8,468
	09-23-9504	Sewer Rehabilitation	-	557	570	582	-	-	1,709
	09-23-9507	Drainage IT Applications	-	600	630	662	-	-	1,892
	09-23-9510	Mature Neighbourhood Rehabilitation - Dr	-	3,238	3,413	3,900	-	-	10,551
v	09-23-9513	Service Connections Expansion	-	140	120	100	-	-	360
	04-23-9606	Gold Bar Buildings Upgrading	-	130	1,116	2,380	290	-	3,916
	09-23-9607	Construction Facil & Equip Upgr & Expans	-	1,400	1,900	1,900	-	-	5,200
	00-23-9609	Gold Bar Plant Upgrading	-	1,000	1,306	1,757	4,465	9,127	17,655

U Denotes Unfunded Project

m Denotes Alberta Munc Infrastructure Program

v Denotes Incl. Developer/Partnership Funding

x Denotes General Financing

w Denotes Municipal Sustainability Initiative

# 2009 - 2013 Capital Priorities Plan

## Details Report

### Approved Funded Budget

### Drainage Retain Earnings

#### Sanitary Drainage

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
09-23-9702	CSO Control Strategy	-	770	1,323	1,762	-	-	3,855
09-23-9703	Infrastructure Upgrading	-	940	590	1,125	-	-	2,655
09-23-9704	Environmental Monitoring	-	613	654	697	-	-	1,964
Total:			28,173	20,522	24,831	4,755	9,127	87,408

#### City Financing

Drainage Retain Earnings			28,173	20,522	24,831	4,755	9,127	87,408
Total:			28,173	20,522	24,831	4,755	9,127	87,408

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Drainage Retained Earnings

#### Sanitary Drainage

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
√	04-23-3400	Water Recycling	-	575	604	-	-	-	1,179
		Total:		575	604	-	-	-	1,179
<b>City Financing</b>									
		Drainage Retained Earnings		575	604	-	-	-	1,179
		Total:		575	604	-	-	-	1,179

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

√ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Equipmt Pool Retained Earnings

#### Mobile Equipment Services

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
m×	08-25-8000	Vehicle & Equipment Replacement	-	22,350	17,265	19,185	-	-	58,800
x	08-25-8002	MES Facilities & Equipment	-	10,125	8,367	4,993	-	-	23,485
		Total:		32,475	25,632	24,178	-	-	82,285
	<u>City Financing</u>								
	Equipmt Pool Retained Earnings			32,475	25,632	24,178	-	-	82,285
		Total:		32,475	25,632	24,178	-	-	82,285

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Federal Grant

#### Transit

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
wx	09-66-1240	Transit Safety & Security Improvements	-	1,174	-	-	-	-	1,174
		Total:		1,174	-	-	-	-	1,174
	<u>External Financing</u>								
	Federal Grant			1,174	-	-	-	-	1,174
		Total:		1,174	-	-	-	-	1,174

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding



# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Financial Stabilization Resrv.

#### Buildings Design & Construction

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
m x	04-75-5180	EMS Stations	-	1,714	-	-	-	-	1,714
		Total:		1,714	-	-	-	-	1,714

#### City Financing

Financial Stabilization Resrv.

				1,714	-	-	-	-	1,714
		Total:		1,714	-	-	-	-	1,714

#### Recreation Facility Services

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
w v x	07-21-5730	Multi-Sport Tournament & Rec Site (MTRS)	-	568	-	-	-	-	568
		Total:		568	-	-	-	-	568

#### City Financing

Financial Stabilization Resrv.

				568	-	-	-	-	568
		Total:		568	-	-	-	-	568

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

#### Fuel Rebate

##### Roads

	Project	Project Name	Approved Budget Request						2009 - 2013 Total
				2009	2010	2011	2012	2013	
wx	09-66-1020	Arterial/Primry/Hghwy/Renewl	-	13,700	11,500	16,864	-	-	42,064
wv x	09-66-1040	Bridge Rehabilitation	-	6,000	6,500	3,305	-	-	15,805
x	09-66-1070	Operating Yards and Facilities	-	4,000	4,000	-	-	-	8,000
wx	09-66-1210	Traffic Control Rehabilitation	-	-	-	1,000	-	-	1,000
v x	09-66-1220	Traffic Safety Engineering Measures	-	-	1,000	-	-	-	1,000
wx	09-66-1260	Street Lighting Rehabilitation	-	1,000	1,061	-	-	-	2,061
wx	09-66-1440	Arterial Network Improvements	-	27,000	500	17,816	-	-	45,316
x	08-66-1462	Whitemud Drive/Quesnell Bridge Rehab/Grw	-	-	15,620	-	-	-	15,620
mwx	09-66-1480	Inner Ring Loop & Hghwy Connectors	-	-	3,000	9,113	-	-	12,113
m x	06-66-1482	23 Avenue/Gateway Interchange - AMIP	-	60,820	65,765	-	-	-	126,585
m v x	06-66-1612	Ring Road Connectors	-	3,897	-	-	-	-	3,897
wx	09-66-1910	Planning Studies	-	1,500	500	-	-	-	2,000
wx	09-66-1950	Environmental Services and Facilities	-	180	6,054	12,000	-	-	18,234
wx	09-66-1960	Snow Storage Facilities Development	-	500	2,500	5,000	-	-	8,000
Total:				118,597	118,000	65,098	-	-	301,695
<b>External Financing</b>									
Fuel Rebate				118,597	118,000	65,098	-	-	301,695
Total:				118,597	118,000	65,098	-	-	301,695

##### Transit

	Project	Project Name	Approved Budget Request						2009 - 2013 Total
				2009	2010	2011	2012	2013	
wx	09-66-1240	Transit Safety & Security Improvements	-	3,000	-	1,000	-	-	4,000
wx	09-66-1270	LRT Fleet, Facilities & Equipment Rehab	-	4,600	1,000	3,000	-	-	8,600
x	07-66-1280	LRV Retrofit Package	-	-	1,584	4,200	-	-	5,784
wx	09-66-1281	Bus Fleet Replacement	-	-	18,761	3,792	-	-	22,553
x	06-66-1291	ETS Radio System Replacement	-	3,500	-	-	-	-	3,500
x	09-66-1410	Bus Facilities & Equipment Rehab	-	1,573	3,000	3,900	-	-	8,473
x	09-66-1411	Trolley System Decommissioning	-	3,395	-	1,741	-	-	5,136
	07-66-1651	LRT - Light Rail Vehicles	-	22,000	-	-	-	-	22,000
mwx	05-66-1665	Transit Priority Corridors	-	-	-	788	-	-	788
wv x	09-66-1681	Bus Fleet Growth	-	1,366	3,587	7,850	-	-	12,803
Total:				39,434	27,932	26,271	-	-	93,637
<b>External Financing</b>									
Fuel Rebate				39,434	27,932	26,271	-	-	93,637
Total:				39,434	27,932	26,271	-	-	93,637

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Funds-in-Lieu Reserve

#### Parks

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
	09-28-0002 Park Land Acquisition	-	1,000	1,000	300	-	-	2,300
w	09-28-1050 New Park Construction	-	162	170	177	-	-	509
	Total:		1,162	1,170	477	-	-	2,809
<b>City Financing</b>								
	Funds-in-Lieu Reserve		1,162	1,170	477	-	-	2,809
	Total:		1,162	1,170	477	-	-	2,809

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### General Financ Neighb Renewal

#### Roads

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
x	09-66-1056	Neighbourhood Renewal Program 2%Tax Levy	-	15,400	31,570	48,549	66,376	85,095	246,990
		Total:		15,400	31,570	48,549	66,376	85,095	246,990
<b>City Financing</b>									
		General Financ Neighb Renewal		15,400	31,570	48,549	66,376	85,095	246,990
		Total:		15,400	31,570	48,549	66,376	85,095	246,990

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

### General Financing

#### Buildings Design & Construction

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total	
x	09-41-0100	Building and Facility Rehabilitation	-	6,933	3,996	5,826	-	-	16,755	
wx	09-41-0101	Building and Facility Rehabilitation	-	-	750	800	-	-	1,550	
x	09-41-0105	Accessibility to City Bldgs - Base	-	200	200	286	-	-	686	
x	09-41-0107	Accommodation Plan	-	475	695	823	-	-	1,993	
wx	09-41-2010	Library Parkade Rehabilitation	-	250	201	323	-	-	774	
wx	09-41-2120	Southwest Commun. Rec Centre - Arenas	-	1,000	1,000	-	-	-	2,000	
wx	07-75-3241	Replace Aging Roadway Yard Buildings	-	185	-	-	-	-	185	
x	07-75-3511	Century Place Infrastructure	-	544	-	-	-	-	544	
wx	05-75-3805	New Southwest Transit Garage	-	1,171	284	-	-	-	1,455	
x	07-75-4106	Bus Garage Ventilation Systems-Mitchell	-	2,500	-	-	-	-	2,500	
m x	07-75-5167	Meadows Fire Station	-	7	-	-	-	-	7	
m x	07-75-5170	Fire Vehicle Storage Facility	-	18	-	-	-	-	18	
m x	05-75-5179	Replace Aging Fire Stations (#5 & #11)	-	195	-	-	-	-	195	
wx	09-41-6601	Westwood Transit Garage Upgrades	-	175	400	425	-	-	1,000	
wx	09-41-6603	Transit/LRT Garages Rehabilitation	-	353	216	372	-	-	941	
Total:				14,006	7,742	8,855	-	-	30,603	
<b>City Financing</b>										
General Financing					14,006	7,742	8,855	-	-	30,603
Total:				14,006	7,742	8,855	-	-	30,603	

#### Corporate Services

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
x	09-18-0001	Information Management Infrastructure	-	6,025	6,265	6,354	-	-	18,644
x	09-18-0014	Systems Software Infrastructure	-	1,000	1,000	1,022	-	-	3,022
x	06-18-0403	Identity Management	-	366	160	-	-	-	526
x	09-18-0406	Business Process Management (ERP)	-	933	2,289	1,185	-	-	4,407
x	06-18-0408	Back Up Recovery Infrastructure Renewal	-	50	-	-	-	-	50
x	06-18-0411	FINES Electronic Tickets	-	100	-	-	-	-	100
x	09-18-0416	Upgrades Business Process Mgt (ERP)	-	320	100	153	-	-	573
x	07-18-0507	Asset Accounting Implementation	-	1,250	-	-	-	-	1,250
x	09-18-0652	Software Applications Sustainability	-	200	200	200	-	-	600
x	09-18-0700	HRIS Conversion - PeopleSoft to SAP	-	1,612	2,586	2,421	2,200	2,000	10,819
x	09-18-0703	Agenda Preparation & Meeting Mgt System	-	-	1,000	-	-	-	1,000
Total:				11,856	13,600	11,335	2,200	2,000	40,991

U Denotes Unfunded Project

x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program

w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

#### General Financing

##### Corporate Services

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
<b>City Financing</b>								
General Financing								
			11,856	13,600	11,335	2,200	2,000	40,991
Total:			11,856	13,600	11,335	2,200	2,000	40,991

##### Emergency Communications&Resources

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
×	09-70-0012 Emergency Communications System Hardware	-	200	200	200	-	-	600
×	08-70-9000 Dispatch System Replacement	-	-	2,500	2,276	-	-	4,776
Total:			200	2,700	2,476	-	-	5,376
<b>City Financing</b>								
General Financing								
			200	2,700	2,476	-	-	5,376
Total:			200	2,700	2,476	-	-	5,376

##### Finance & Treasury

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
×	08-50-0101 Automated Remittance System	-	-	-	200	-	-	200
×	09-50-0200 Cashier System Replacement	-	593	200	-	-	-	793
Total:			593	200	200	-	-	993
<b>City Financing</b>								
General Financing								
			593	200	200	-	-	993
Total:			593	200	200	-	-	993

##### Land

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
×	10-16-2017 Strathcona Bus Barns Remediation	-	-	1,460	-	-	-	1,460
Total:			-	1,460	-	-	-	1,460
<b>City Financing</b>								
General Financing								
			-	1,460	-	-	-	1,460
Total:			-	1,460	-	-	-	1,460

##### Mobile Equipment Services

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
m×	08-25-8000 Vehicle & Equipment Replacement	-	730	160	-	-	-	890
mwx	08-25-8001 Vehicle & Equipment Growth	-	-	1,148	1,268	-	-	2,416
×	08-25-8002 MES Facilities & Equipment	-	744	1,825	500	-	-	3,069

U Denotes Unfunded Project

m Denotes Alberta Munc Infrastructure Program

∨ Denotes Incl. Developer/Partnership Funding

×

w Denotes Municipal Sustainability Initiative

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

#### General Financing

##### Mobile Equipment Services

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
Total:			1,474	3,133	1,768	-	-	6,375

##### City Financing

General Financing			1,474	3,133	1,768	-	-	6,375
Total:			1,474	3,133	1,768	-	-	6,375

##### Neighbourhood & Community Dev.

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
x	09-21-5610 Computer Application/Hardware Replacemen	-	495	535	585	-	-	1,615
Total:			495	535	585	-	-	1,615

##### City Financing

General Financing			495	535	585	-	-	1,615
Total:			495	535	585	-	-	1,615

##### Parks

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
x	09-28-0007 Natural Areas Acquisition & Conservation	-	270	258	264	-	-	792
v x	09-28-2001 Tree/Horticulture Renewal	-	125	341	282	-	-	748
w x	09-28-3001 Utilities & Access Renewal	-	1,324	1,259	1,291	-	-	3,874
x	06-28-4059 Clareview Campus-Minimum Park Developmnt	-	951	-	-	-	-	951
x	07-28-4142 Louise McKinney Riverfront Funicular	-	300	150	-	-	-	450
x	05-28-5252 Replacement of Drought Damaged Trees	-	1,375	1,200	-	-	-	2,575
w x	09-28-7001 NPDP/Outdoor Aquatic Amenities - NEW	-	877	793	813	-	-	2,483
w v x	09-28-8001 NPDP/Outdoor Aquatic Amenities-Redevelop	-	760	760	601	-	-	2,121
x	09-28-8500 Playground Conservation	-	324	445	456	-	-	1,225
w x	09-28-9001 Parks/Sportsfields Renewal	-	2,362	3,355	2,410	-	-	8,127
x	09-28-9601 Planning Studies/Design	-	-	158	316	-	-	474
Total:			8,668	8,719	6,433	-	-	23,820

##### City Financing

General Financing			8,668	8,719	6,433	-	-	23,820
Total:			8,668	8,719	6,433	-	-	23,820

##### Planning & Development

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
x	07-17-0400 The Quarters	-	-	-	4,000	-	-	4,000

U Denotes Unfunded Project

m Denotes Alberta Munc Infrastructure Program

v Denotes Incl. Developer/Partnership Funding

x Denotes General Financing

w Denotes Municipal Sustainability Initiative

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### General Financing

#### Planning & Development

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
x	08-17-3037	Land Development Application System Enh.	-	350	800	100	-	-	1,250
x	09-17-3128	Computer System Upgrade Program	-	97	73	-	-	-	170
wx	08-17-3151	TACS Enhancements / Replacements	-	-	-	1,000	-	-	1,000
		Total:		447	873	5,100	-	-	6,420

#### City Financing

General Financing

				447	873	5,100	-	-	6,420
		Total:		447	873	5,100	-	-	6,420

#### Police

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
mwx	07-60-1356	South West Division Station	-	425	620	(880)	-	-	165
x	06-60-1357	Police Seized Vehicle Storage Lot Expansion	-	1,253	-	-	-	-	1,253
x	07-60-1423	Telecommunications Systems Replacements	-	-	478	2,157	-	-	2,635
x	07-60-1433	Police IT Systems - Infrastructure	-	1,517	3,489	1,330	-	-	6,336
x	09-60-1440	Public Safety Radio Network Replacement	-	1,068	-	-	-	-	1,068
x	07-60-1460	Police IT Systems - Projects	-	1,179	3,370	1,520	-	-	6,069
wx	07-60-1856	Facilities Infrastructure/Rehabilitation	-	650	285	485	-	-	1,420
		Total:		6,092	8,242	4,612	-	-	18,946

#### City Financing

General Financing

				6,092	8,242	4,612	-	-	18,946
		Total:		6,092	8,242	4,612	-	-	18,946

#### Public Library

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wx	03-20-0019	Mill Woods Branch Relocation & Expansion	-	1,680	-	-	-	-	1,680
x	09-20-0050	IT Infrastructure Renewal	-	413	339	428	-	-	1,180
		Total:		2,093	339	428	-	-	2,860

#### City Financing

General Financing

				2,093	339	428	-	-	2,860
		Total:		2,093	339	428	-	-	2,860

#### Recreation Facility Services

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
x	07-21-5351	Municipal Cemeteries Infrastructure Imp.	-	-	783	317	-	-	1,100

U Denotes Unfunded Project

m Denotes Alberta Munc Infrastructure Program

v Denotes Incl. Developer/Partnership Funding

x Denotes General Financing

w Denotes Municipal Sustainability Initiative



# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### General Financing

#### Recreation Facility Services

	Project	Project Name	Approved						2009 - 2013
			Budget Request	2009	2010	2011	2012	2013	Total
x	09-21-5366	Arena Rehabilitation Program	-	200	205	210	-	-	615
x	09-21-5601	Equipment Conservation	-	358	535	316	-	-	1,209
√ x	08-21-5732	BMX Bike Park Development	-	200	-	-	-	-	200
x	07-21-5740	Nordic Ski Club Snow Making	-	125	-	-	-	-	125
x	09-21-5771	Recreation Facility Safety and Security	-	967	507	520	-	-	1,994
Total:				1,850	2,030	1,363	-	-	5,243

#### City Financing

##### General Financing

				1,850	2,030	1,363	-	-	5,243
Total:				1,850	2,030	1,363	-	-	5,243

#### Roads

	Project	Project Name	Approved						2009 - 2013
			Budget Request	2009	2010	2011	2012	2013	Total
wx	09-66-1020	Arterial/Primry/Hghwy/Renewl	-	1,457	1,218	1,375	-	-	4,050
w√ x	09-66-1040	Bridge Rehabilitation	-	545	808	4,105	-	-	5,458
mwx	09-66-1055	Neighbourhood Renewal Program	-	6,446	5,759	3,284	-	-	15,489
x	09-66-1070	Operating Yards and Facilities	-	3,562	3,827	1,920	-	-	9,309
wx	09-66-1210	Traffic Control Rehabilitation	-	452	843	845	-	-	2,140
√ x	09-66-1220	Traffic Safety Engineering Measures	-	1,618	698	1,799	-	-	4,115
wx	09-66-1260	Street Lighting Rehabilitation	-	453	463	1,764	-	-	2,680
wx	09-66-1430	Sidewalk,MultiuseTrails,BikePaths-Growth	-	1,581	2,106	2,565	-	-	6,252
wx	09-66-1440	Arterial Network Improvements	-	1,644	868	6,534	-	-	9,046
x	08-66-1462	Whitemud Drive/Quesnell Bridge Rehab/Grw	-	10,000	1,720	4,420	-	-	16,140
mwx	09-66-1480	Inner Ring Loop & Hghwy Connectors	-	1,089	1,000	3,851	-	-	5,940
m x	06-66-1482	23 Avenue/Gateway Interchange - AMIP	-	4,415	-	-	-	-	4,415
x	09-66-1491	Streetscape Rehabilitation	-	500	575	2,154	-	-	3,229
wx	09-66-1910	Planning Studies	-	1,067	750	1,780	-	-	3,597
wx	09-66-1950	Environmental Services and Facilities	-	963	621	2,089	-	-	3,673
wx	09-66-1960	Snow Storage Facilities Development	-	500	500	1,000	-	-	2,000
Total:				36,292	21,756	39,485	-	-	97,533

#### City Financing

##### General Financing

				36,292	21,756	39,485	-	-	97,533
Total:				36,292	21,756	39,485	-	-	97,533

#### Shaw Conference Centre

	Project	Project Name	Approved						2009 - 2013
			Budget Request	2009	2010	2011	2012	2013	Total

U Denotes Unfunded Project

m Denotes Alberta Munc Infrastructure Program

√ Denotes Incl. Developer/Partnership Funding

x Denotes General Financing

w Denotes Municipal Sustainability Initiative

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### General Financing

#### Shaw Conference Centre

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
x	06-99-0003	Shaw Conference Ctr Major Bldg. Upgrade	-	-	440	-	-	-	440
x	08-99-0004	Shaw Conference Ctr Major Bldg Upgrade	-	1,650	1,650	1,500	-	-	4,800
		Total:		1,650	2,090	1,500	-	-	5,240

#### City Financing

General Financing

				1,650	2,090	1,500	-	-	5,240
		Total:		1,650	2,090	1,500	-	-	5,240

#### Transit

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wx	09-66-1240	Transit Safety & Security Improvements	-	960	70	611	-	-	1,641
wx	09-66-1270	LRT Fleet, Facilities & Equipment Rehab	-	974	908	875	-	-	2,757
wx	09-66-1281	Bus Fleet Replacement	-	708	1,791	437	-	-	2,936
x	06-66-1291	ETS Radio System Replacement	-	976	-	-	-	-	976
x	09-66-1296	Replace LRT Signal System	-	-	-	-	-	200	200
x	09-66-1410	Bus Facilities & Equipment Rehab	-	537	322	849	-	-	1,708
x	09-66-1411	Trolley System Decommissioning	-	605	292	259	-	-	1,156
wx	09-66-1420	Transp Computer Equipment/Applications	-	367	1,978	1,957	-	-	4,302
x	06-66-1423	DATS Computer System	-	142	-	-	-	-	142
mwx	05-66-1665	Transit Priority Corridors	-	515	800	532	713	592	3,152
m x	05-66-1671	SLRT (Federal Fuel Tax Rebate)	-	2,000	-	-	-	-	2,000
wx	09-66-1680	Bus Facilities & Equipment Growth	-	936	-	500	-	-	1,436
wv x	09-66-1681	Bus Fleet Growth	-	669	289	556	-	-	1,514
		Total:		9,389	6,450	6,576	713	792	23,920

#### City Financing

General Financing

				9,389	6,450	6,576	713	792	23,920
		Total:		9,389	6,450	6,576	713	792	23,920

U Denotes Unfunded Project

x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program

w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Gravel Reserve

#### Roads

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
wx	09-66-1950	Environmental Services and Facilities	-	875	180	-	-	-	1,055
		Total:		875	180	-	-	-	1,055
	<b><u>City Financing</u></b>								
	Gravel Reserve			875	180	-	-	-	1,055
		Total:		875	180	-	-	-	1,055

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Green TRIP

#### Transit

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
w	08-66-1672	NLRT (Downtown to NAIT)	-	23,340	106,670	136,670	123,340	129,980	520,000
		Total:		23,340	106,670	136,670	123,340	129,980	520,000
	<b><u>External Financing</u></b>								
	Green TRIP			23,340	106,670	136,670	123,340	129,980	520,000
		Total:		23,340	106,670	136,670	123,340	129,980	520,000

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

### Land Fund Retained Earnings

#### Land

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
00-16-2003	Palisades Resident(Oxford)Lot Developmt	-	13,164	7,300	-	-	-	20,464
07-16-2004	Meadows Lot Development	-	4,000	8,800	12,300	-	-	25,100
09-16-2006	General Residential Land Developmt	-	1,700	100	110	-	-	1,910
09-16-2008	New Residential Development	-	12,000	29,000	17,000	-	-	58,000
07-16-2013	Surplus School Sites-Conversion & Disp	-	50	100	-	-	-	150
09-16-2015	Contaminated Properties Reclamation	-	600	650	680	-	-	1,930
09-16-2022	Strategic Land Acquisition	-	10,000	10,000	10,000	-	-	30,000
09-16-2204	Other Industrial Land Development	-	175	125	125	-	-	425
07-16-2208	New Commercial/Industrial Development	-	10,500	-	-	-	-	10,500
09-16-2208	New Commercial/Industrial Development	-	18,400	23,300	22,700	-	-	64,400
Total:			70,589	79,375	62,915	-	-	212,879
<b>City Financing</b>								
Land Fund Retained Earnings			70,589	79,375	62,915	-	-	212,879
Total:			70,589	79,375	62,915	-	-	212,879

U Denotes Unfunded Project  
 x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

#### Local Improvements Prop. Share

##### Land Drainage

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
09-31-9608	Local Improvement Sewers	-	7,238	6,163	4,570	-	-	17,971
Total:			7,238	6,163	4,570	-	-	17,971

##### City Financing

Local Improvements Prop. Share			7,238	6,163	4,570	-	-	17,971
Total:			7,238	6,163	4,570	-	-	17,971

##### Roads

	Project	Project Name	Approved Budget Request						2009 - 2013
				2009	2010	2011	2012	2013	Total
wx	09-66-1020	Arterial/Primry/Hghwy/Renewl	-	250	250	250	-	-	750
	09-66-1050	Alley Renewal	-	1,020	1,040	1,062	-	-	3,122
mwx	09-66-1055	Neighbourhood Renewal Program	-	5,088	6,886	5,000	-	-	16,974
wx	09-66-1260	Street Lighting Rehabilitation	-	15	15	115	-	-	145
wx	09-66-1430	Sidewalk,MultiuseTrails,BikePaths-Growth	-	50	50	-	-	-	100
wx	09-66-1440	Arterial Network Improvements	-	1,472	-	7,339	-	-	8,811
	09-66-1490	Local Improvement Construction	-	5,000	5,000	5,000	-	-	15,000
Total:				12,895	13,241	18,766	-	-	44,902

##### City Financing

Local Improvements Prop. Share			12,895	13,241	18,766	-	-	44,902
Total:			12,895	13,241	18,766	-	-	44,902

##### Sanitary Drainage

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
09-23-9608	Local Improvement Sewers	-	4,788	4,384	3,483	-	-	12,655
Total:			4,788	4,384	3,483	-	-	12,655

##### City Financing

Local Improvements Prop. Share			4,788	4,384	3,483	-	-	12,655
Total:			4,788	4,384	3,483	-	-	12,655

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report

### Approved Funded Budget

#### MCFP-Major Community Fac Prgm

##### Buildings Design & Construction

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
wx	09-41-2120	Southwest Commun. Rec Centre - Arenas	-	10,000	-	-	-	-	10,000
		Total:		10,000	-	-	-	-	10,000
	<u>External Financing</u>								
	MCFP-Major Community Fac Prgm			10,000	-	-	-	-	10,000
		Total:		10,000	-	-	-	-	10,000

U Denotes Unfunded Project  
 x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Munc Sustain. Initiative - MSI

#### Buildings Design & Construction

	Project	Project Name	Approved Budget Request						2009 - 2013
				2009	2010	2011	2012	2013	Total
wx	09-41-0101	Building and Facility Rehabilitation	-	-	10,000	11,000	-	-	21,000
wx	09-41-2010	Library Parkade Rehabilitation	-	1,500	3,000	3,500	-	-	8,000
wx	09-41-2120	Southwest Commun. Rec Centre - Arenas	-	14,000	20,000	-	-	-	34,000
wx	07-75-3241	Replace Aging Roadway Yard Buildings	-	5,000	-	-	-	-	5,000
wx	05-75-3805	New Southwest Transit Garage	-	37,262	7,000	-	-	-	44,262
wx	09-41-6601	Westwood Transit Garage Upgrades	-	2,825	14,750	15,425	-	-	33,000
wx	09-41-6603	Transit/LRT Garages Rehabilitation	-	4,000	4,000	4,000	-	-	12,000
Total:				64,587	58,750	33,925	-	-	157,262

#### External Financing

Munc Sustain. Initiative - MSI

				64,587	58,750	33,925	-	-	157,262
Total:				64,587	58,750	33,925	-	-	157,262

#### Emergency Communications&Resources

	Project	Project Name	Approved Budget Request						2009 - 2013
				2009	2010	2011	2012	2013	Total
w	09-70-0022	Fire Stations - Master Plan Phase I	-	4,100	10,600	1,785	-	-	16,485
mwx	08-70-0023	Heritage Valley Fire Station Construct	-	-	815	5,500	4,200	-	10,515
Total:				4,100	11,415	7,285	4,200	-	27,000

#### External Financing

Munc Sustain. Initiative - MSI

				4,100	11,415	7,285	4,200	-	27,000
Total:				4,100	11,415	7,285	4,200	-	27,000

#### Parks

	Project	Project Name	Approved Budget Request						2009 - 2013
				2009	2010	2011	2012	2013	Total
wv x	09-28-1001	Park Renewal	-	3,133	10,833	15,333	-	-	29,299
w	09-28-1050	New Park Construction	-	7,531	10,178	11,821	-	-	29,530
wx	09-28-3001	Utilities & Access Renewal	-	2,884	2,328	3,882	-	-	9,094
w	09-28-4001	Yard & Fleet Optimization	-	1,400	600	1,000	-	-	3,000
wv x	03-28-4147	Louise McKinney Riverfront Park	-	4,500	4,000	4,000	-	-	12,500
wx	06-28-5377	Fort Edmonton Park Footbridge & Trails	-	7,500	5,729	-	-	-	13,229
w	09-28-5668	Terwillegar Park Development-Road	-	250	1,250	-	-	-	1,500
wx	09-28-7001	NPDP/Outdoor Aquatic Amenities - NEW	-	1,100	1,100	1,100	-	-	3,300
wv x	09-28-8001	NPDP/Outdoor Aquatic Amenities- Redevelop	-	1,832	2,362	2,978	-	-	7,172
wx	09-28-9001	Parks/Sportsfields Renewal	-	1,278	1,538	1,550	-	-	4,366
Total:				31,408	39,918	41,664	-	-	112,990

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding



# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Munc Sustain. Initiative - MSI

#### Parks

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
<b>External Financing</b>								
	Munc Sustain. Initiative - MSI		31,408	39,918	41,664	-	-	112,990
Total:			31,408	39,918	41,664	-	-	112,990

#### Planning & Development

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wx	05-17-1550	Animal Control Facility	-	4,580	-	-	-	4,580
wx	08-17-3151	TACS Enhancements / Replacements	-	1,500	3,000	-	-	7,500
Total:			6,080	3,000	3,000	-	-	12,080
<b>External Financing</b>								
	Munc Sustain. Initiative - MSI		6,080	3,000	3,000	-	-	12,080
Total:			6,080	3,000	3,000	-	-	12,080

#### Police

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
mwx	07-60-1356	South West Division Station	-	7,366	-	-	-	7,366
w	07-60-1375	Northwest Division Station	-	-	7,500	788	-	8,288
wx	07-60-1856	Facilities Infrastructure/Rehabilitation	-	1,010	3,905	2,400	-	7,315
Total:			8,376	11,405	3,188	-	-	22,969
<b>External Financing</b>								
	Munc Sustain. Initiative - MSI		8,376	11,405	3,188	-	-	22,969
Total:			8,376	11,405	3,188	-	-	22,969

#### Public Library

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wv x	06-20-0002	North Branch Library	-	1,266	5,070	2,718	91	9,145
wx	03-20-0019	Mill Woods Branch Relocation & Expansion	-	1,784	12,195	16,574	432	30,985
w	09-20-0048	Library Facilities Rehab. / Renewal	-	565	655	760	-	1,980
w	09-20-0049	Milner Library Rehabilitation / Renewal	-	1,591	3,077	225	-	4,893
Total:			5,206	20,997	20,277	523	-	47,003
<b>External Financing</b>								
	Munc Sustain. Initiative - MSI		5,206	20,997	20,277	523	-	47,003
Total:			5,206	20,997	20,277	523	-	47,003

#### Recreation Facility Services

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
---------	--------------	-------------------------	------	------	------	------	------	-------------------

U Denotes Unfunded Project

m Denotes Alberta Munc Infrastructure Program

v Denotes Incl. Developer/Partnership Funding

x Denotes General Financing

w Denotes Municipal Sustainability Initiative

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

#### Munc Sustain. Initiative - MSI

##### Recreation Facility Services

	Project	Project Name	Approved Budget Request						2009 - 2013
				2009	2010	2011	2012	2013	Total
wv	06-21-5354	Ft. Edmonton Park Master Plan Implement.	-	1,046	2,961	3,217	-	-	7,224
wv x	07-21-5730	Multi-Sport Tournament & Rec Site (MTRS)	-	7,000	6,000	-	-	-	13,000
wv x	07-21-5746	Artificial Playing Surfaces: Qdrnt Based	-	3,500	5,500	7,500	-	-	16,500
w	10-21-5784	Lewis Farms Multi-Purp Fac - Design	-	-	1,000	-	-	-	1,000
wv	07-21-5800	Field House At St. Francis Xavier	-	10,400	-	-	-	-	10,400
wv	11-21-5824	Valley Zoo Enterprise/Sea Mammals	-	3,500	-	3,500	-	-	7,000
Total:				25,446	15,461	14,217	-	-	55,124
<b>External Financing</b>									
Munc Sustain. Initiative - MSI				25,446	15,461	14,217	-	-	55,124
Total:				25,446	15,461	14,217	-	-	55,124

##### Roads

	Project	Project Name	Approved Budget Request						2009 - 2013
				2009	2010	2011	2012	2013	Total
wx	09-66-1020	Arterial/Primry/Hghwy/Renewl	-	14,762	16,989	18,000	-	-	49,751
wv x	09-66-1040	Bridge Rehabilitation	-	-	17,812	-	-	-	17,812
mw x	09-66-1055	Neighbourhood Renewal Program	-	24,029	26,396	60,760	-	-	111,185
wx	09-66-1210	Traffic Control Rehabilitation	-	500	520	540	-	-	1,560
wx	09-66-1260	Street Lighting Rehabilitation	-	-	2,668	6,215	-	-	8,883
wx	09-66-1430	Sidewalk,MultiuseTrails,BikePaths-Growth	-	3,600	3,600	3,600	-	-	10,800
wx	09-66-1440	Arterial Network Improvements	-	6,359	7,770	10,000	-	-	24,129
mw x	09-66-1480	Inner Ring Loop & Hghwy Connectors	-	-	14,200	30,513	-	-	44,713
wx	09-66-1910	Planning Studies	-	4,000	3,000	1,000	-	-	8,000
wx	09-66-1950	Environmental Services and Facilities	-	3,000	-	-	-	-	3,000
wx	09-66-1960	Snow Storage Facilities Development	-	4,000	10,000	4,000	-	-	18,000
Total:				60,250	102,955	134,628	-	-	297,833
<b>External Financing</b>									
Munc Sustain. Initiative - MSI				60,250	102,955	134,628	-	-	297,833
Total:				60,250	102,955	134,628	-	-	297,833

##### Transit

	Project	Project Name	Approved Budget Request						2009 - 2013
				2009	2010	2011	2012	2013	Total
wx	09-66-1240	Transit Safety & Security Improvements	-	3,700	2,500	-	-	-	6,200
wx	09-66-1270	LRT Fleet, Facilities & Equipment Rehab	-	5,000	4,402	2,500	-	-	11,902
wx	09-66-1281	Bus Fleet Replacement	-	2,000	11,600	4,000	-	-	17,600
mw x	05-66-1665	Transit Priority Corridors	-	-	-	2,750	8,000	-	10,750

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report

### Approved Funded Budget

#### Munc Sustain. Initiative - MSI

##### Transit

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
w	08-66-1672	NLRT (Downtown to NAIT)	-	-	-	-	20,000	40,000	60,000
wx	09-66-1680	Bus Facilities & Equipment Growth	-	17,000	-	11,500	-	-	28,500
wv x	09-66-1681	Bus Fleet Growth	-	11,000	-	408	-	-	11,408
		<b>Total:</b>		<b>38,700</b>	<b>18,502</b>	<b>21,158</b>	<b>28,000</b>	<b>40,000</b>	<b>146,360</b>
<b>External Financing</b>									
		Munc Sustain. Initiative - MSI		38,700	18,502	21,158	28,000	40,000	146,360
		<b>Total:</b>		<b>38,700</b>	<b>18,502</b>	<b>21,158</b>	<b>28,000</b>	<b>40,000</b>	<b>146,360</b>

U Denotes Unfunded Project

x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program

w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### NDCC-Federal Gas Tax Rev Share

#### Transit

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
m x	05-66-1671	SLRT (Federal Fuel Tax Rebate)	-	12,805	-	-	-	-	12,805
		Total:		12,805	-	-	-	-	12,805
	<b><u>External Financing</u></b>								
		NDCC-Federal Gas Tax Rev Share		12,805	-	-	-	-	12,805
		Total:		12,805	-	-	-	-	12,805

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### NDPT-New Deal Public Transit

#### Transit

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
	08-66-1273 North East LRT Electrification Upgrade	-	5,000	5,000	-	-	-	10,000
x	07-66-1280 LRV Retrofit Package	-	6,622	-	-	-	-	6,622
	Total:		11,622	5,000	-	-	-	16,622
<b>External Financing</b>								
	NDPT-New Deal Public Transit		11,622	5,000	-	-	-	16,622
	Total:		11,622	5,000	-	-	-	16,622

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Operating Revenues

#### Waste Management

	<b>Project</b>	<b>Project Name</b>	<b>Approved Budget Request</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2009 - 2013 Total</b>
w	08-33-1934	Material Recovery Facility Renewal(MRF)	-	-	-	-	-	2,680	2,680
	09-33-2010	Equipment Storage & Maintenance Building	-	4,000	2,000	-	-	-	6,000
	Total:			4,000	2,000	-	-	2,680	8,680
<b>City Financing</b>									
	Operating Revenues			4,000	2,000	-	-	2,680	8,680
	Total:			4,000	2,000	-	-	2,680	8,680

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report

### Approved Funded Budget

### Operating Surplus (FSR)

#### Buildings Design & Construction

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
08-75-5400	Century Place Power Generation Equipment	-	770	-	-	-	-	770
	Total:		770	-	-	-	-	770
<b>City Financing</b>								
	Operating Surplus (FSR)		770	-	-	-	-	770
	Total:		770	-	-	-	-	770

U Denotes Unfunded Project  
 x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

#### Other

##### Roads

		Approved Budget Request						2009 - 2013 Total
Project	Project Name	2009	2010	2011	2012	2013		
	08-66-1225 Integrated Speed Equipment Section	-	3,000	5,000	5,000	-	-	13,000
×	06-66-1432 105 Avenue Multi-Use Trail	-	-	-	-	1,706	-	1,706
Total:		3,000	5,000	5,000	1,706	-		14,706
		<b>City Financing</b>						
		Other						
		3,000	5,000	5,000	1,706	-		14,706
Total:		3,000	5,000	5,000	1,706	-		14,706

##### Transit

		Approved Budget Request						2009 - 2013 Total
Project	Project Name	2009	2010	2011	2012	2013		
×	07-66-1280 LRV Retrofit Package	-	8,416	-	-	-	-	8,416
mwx	05-66-1665 Transit Priority Corridors	-	1,000	-	-	-	-	1,000
Total:		9,416	-	-	-	-		9,416
		<b>City Financing</b>						
		Other						
		9,416	-	-	-	-		9,416
Total:		9,416	-	-	-	-		9,416

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding



# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Other Grants - Provincial

#### Parks

		Approved Budget Request						2009 - 2013 Total				
Project	Project Name	2009	2010	2011	2012	2013						
wx	09-28-9001 Parks/Sportsfields Renewal	-	450	400	400	-	-	1,250				
Total:		450	400	400	-	-	1,250					
		<u>External Financing</u> Other Grants - Provincial					450	400	400	-	-	1,250
Total:		450	400	400	-	-	1,250					

#### Public Library

		Approved Budget Request						2009 - 2013 Total				
Project	Project Name	2009	2010	2011	2012	2013						
wv x	06-20-0002 North Branch Library	-	534	3,019	1,618	54	-	5,225				
Total:		534	3,019	1,618	54	-	5,225					
		<u>External Financing</u> Other Grants - Provincial					534	3,019	1,618	54	-	5,225
Total:		534	3,019	1,618	54	-	5,225					

#### Waste Management

		Approved Budget Request						2009 - 2013 Total				
Project	Project Name	2009	2010	2011	2012	2013						
v	08-33-1946 Biofuels Research Facility	-	1,099	-	-	-	-	1,099				
Total:		1,099	-	-	-	-	1,099					
		<u>External Financing</u> Other Grants - Provincial					1,099	-	-	-	-	1,099
Total:		1,099	-	-	-	-	1,099					

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Other Reserve

#### Buildings Design & Construction

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
09-41-0150	Rexall Place Rehabilitation	-	2,043	1,457	-	-	-	3,500
Total:			2,043	1,457	-	-	-	3,500

#### City Financing

Other Reserve			2,043	1,457	-	-	-	3,500
Total:			2,043	1,457	-	-	-	3,500

#### Planning & Development

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
08-17-0350	Gallery of Historic Neon Signs	-	200	-	-	-	-	200
08-17-0361	Old Strathcona Provincial Historic Area	-	250	-	-	-	-	250
Total:			450	-	-	-	-	450

#### City Financing

Other Reserve			450	-	-	-	-	450
Total:			450	-	-	-	-	450

#### Recreation Facility Services

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
wv x	07-21-5353 John Janzen Nature Centre	-	64	170	90	-	-	324
wv	06-21-5354 Ft. Edmonton Park Master Plan Implement.	-	79	157	224	-	-	460
v	08-21-5792 Marquis Pylon Sign Replacement	-	180	-	-	-	-	180
Total:			323	327	314	-	-	964

#### City Financing

Other Reserve			323	327	314	-	-	964
Total:			323	327	314	-	-	964

#### Transit

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
w	08-66-1672 NLRT (Downtown to NAIT)	-	5,000	-	-	-	-	5,000
Total:			5,000	-	-	-	-	5,000

#### City Financing

Other Reserve			5,000	-	-	-	-	5,000
Total:			5,000	-	-	-	-	5,000

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Parkland Purchase Reserve

#### Parks

	<b>Project</b>	<b>Project Name</b>	<b>Approved Budget Request</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2009 - 2013 Total</b>
	09-28-0002	Park Land Acquisition	-	350	350	200	-	-	900
v x	09-28-2001	Tree/Horticulture Renewal	-	145	147	150	-	-	442
w x	09-28-9001	Parks/Sportsfields Renewal	-	20	-	-	-	-	20
	<b>Total:</b>			<b>515</b>	<b>497</b>	<b>350</b>	<b>-</b>	<b>-</b>	<b>1,362</b>
	<b>City Financing</b>								
	Parkland Purchase Reserve			515	497	350	-	-	1,362
	<b>Total:</b>			<b>515</b>	<b>497</b>	<b>350</b>	<b>-</b>	<b>-</b>	<b>1,362</b>

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Partnership Funding

#### Emergency Communications&Resources

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
√	09-70-0015	EMS Critical Patient Care Equipment	-	870	660	600	-	-	2,130
√	09-70-0021	EMS Stations	-	3,900	10,600	15,900	-	-	30,400
		Total:		4,770	11,260	16,500	-	-	32,530
		<u>External Financing</u> Partnership Funding		4,770	11,260	16,500	-	-	32,530
		Total:		4,770	11,260	16,500	-	-	32,530

#### Housing

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
√	08-74-5600	NPH Affordable Housing Projects	-	8,670	-	-	-	-	8,670
		Total:		8,670	-	-	-	-	8,670
		<u>External Financing</u> Partnership Funding		8,670	-	-	-	-	8,670
		Total:		8,670	-	-	-	-	8,670

#### Parks

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
√ x	09-28-2001	Tree/Horticulture Renewal	-	88	75	75	-	-	238
w√ x	09-28-8001	NPDP/Outdoor Aquatic Amenities-Redevelop	-	104	124	-	-	-	228
		Total:		192	199	75	-	-	466
		<u>External Financing</u> Partnership Funding		192	199	75	-	-	466
		Total:		192	199	75	-	-	466

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

√ Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report

### Approved Funded Budget

### Post Closure Funding

#### Waste Management

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
09-33-1933	Waste Management Centre Infrastructure	-	700	750	300	-	-	1,750
Total:			700	750	300	-	-	1,750
<b>City Financing</b>								
Post Closure Funding			700	750	300	-	-	1,750
Total:			700	750	300	-	-	1,750

## 2009 - 2013 Capital Priorities Plan

### Details Report

#### Approved Funded Budget

### Sanitary Serv. Strategy Fund

#### Sanitary Drainage

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
06-23-9102	NEST - Stage NL2, NL3 & N1	-	2,442	4,000	5,000	-	-	11,442
08-23-9202	Mill Woods Double Barrel Replac/SESS SA1	-	3,500	8,000	7,500	-	-	19,000
05-23-9203	SESS SW2 - SW5	-	2,373	-	-	-	481	2,854
08-23-9205	SSSF Developer Built Projects	-	6,100	7,000	-	-	-	13,100
04-23-9301	WESS - Stage 1	-	2,183	-	-	-	-	2,183
09-23-9303	WESS W13	-	500	8,000	3,000	-	-	11,500
09-23-9605	Sanitary Servicing Strategy	-	250	1,000	1,000	-	-	2,250
Total:			17,348	28,000	16,500	-	481	62,329
<b>City Financing</b>								
Sanitary Serv. Strategy Fund			17,348	28,000	16,500	-	481	62,329
Total:			17,348	28,000	16,500	-	481	62,329

U Denotes Unfunded Project  
 x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

### Self-Liquid. Debent.-Land Drg

#### Land Drainage

Project	Project Name	Approved Budget Request	2009 - 2013					2009 - 2013 Total
			2009	2010	2011	2012	2013	
	06-31-4210 Mill Creek Storm Improvements	-	2,943	-	-	-	-	2,943
	09-31-9503 Structures Rehabilitation	-	3,925	3,361	3,385	-	-	10,671
	09-31-9504 Sewer Rehabilitation	-	1,363	1,391	1,420	-	-	4,174
m	09-31-9510 Mature Neighbourhood Rehabilitation - Dr	-	869	6,450	3,771	-	-	11,090
m	07-31-9511 Flood Prevention	-	3,243	10,844	8,309	2,608	374	25,378
v	09-31-9604 Stormwater Infrastructure Expansion	-	160	484	494	-	-	1,138
Total:			12,503	22,530	17,379	2,608	374	55,394

#### City Financing

Self-Liquid. Debent.-Land Drg	12,503	22,530	17,379	2,608	374	55,394
Total:	12,503	22,530	17,379	2,608	374	55,394

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

### Self-Liquid. Debent.-Sanitary

#### Sanitary Drainage

Project	Project Name	Approved Budget Request						2009 - 2013
			2009	2010	2011	2012	2013	Total
08-23-9202	Mill Woods Double Barrel Replac/SESS SA1	-	5,575	5,600	6,800	8,768	-	26,743
09-23-9501	Gold Bar - Rehabilitation	-	3,788	-	-	-	-	3,788
09-23-9503	Structures Rehabilitation	-	3,393	756	2,301	-	-	6,450
09-23-9504	Sewer Rehabilitation	-	4,760	4,793	4,826	-	-	14,379
09-23-9510	Mature Neighbourhood Rehabilitation - Dr	-	4,966	6,480	4,680	-	-	16,126
∨ 07-23-9511	Flood Prevention	-	3,243	-	727	7,515	5,515	17,000
Total:			25,725	17,629	19,334	16,283	5,515	84,486
<b>City Financing</b>								
Self-Liquid. Debent.-Sanitary			25,725	17,629	19,334	16,283	5,515	84,486
Total:			25,725	17,629	19,334	16,283	5,515	84,486

U Denotes Unfunded Project  
 × Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

∨ Denotes Incl. Developer/Partnership Funding



## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

### Self-Liquidating Debentures

#### Economic Dev, Research Pk & Tourism

	Project	Project Name	Approved Budget Request						2009 - 2013 Total
				2009	2010	2011	2012	2013	
	05-99-3002	Biotechnology Centre	-	1,600	1,500	-	-	-	3,100
x	05-99-3004	Research Ctr 1 - Building Upgrade	-	500	-	-	-	-	500
	Total:			2,100	1,500	-	-	-	3,600
<b>City Financing</b>									
	Self-Liquidating Debentures			2,100	1,500	-	-	-	3,600
	Total:			2,100	1,500	-	-	-	3,600

#### Land Drainage

	Project	Project Name	Approved Budget Request						2009 - 2013 Total
				2009	2010	2011	2012	2013	
m x	03-31-9613	Stormwater Mgmt Facilities Expansion	-	3,422	900	1,050	900	900	7,172
	Total:			3,422	900	1,050	900	900	7,172
<b>City Financing</b>									
	Self-Liquidating Debentures			3,422	900	1,050	900	900	7,172
	Total:			3,422	900	1,050	900	900	7,172

#### Sanitary Drainage

	Project	Project Name	Approved Budget Request						2009 - 2013 Total
				2009	2010	2011	2012	2013	
	05-23-2160	Opportunistic Sewer Separation	-	3,000	3,000	3,000	3,000	3,000	15,000
	06-23-3119	Tertiary Treatment Phase 2	-	3,079	1,500	5,162	-	-	9,741
	02-23-3310	CSO Enhanced Primary Treatment	-	10,000	3,943	6,002	-	10,628	30,573
	04-23-9302	WESS W12	-	3,500	3,500	-	-	-	7,000
	04-23-9606	Gold Bar Buildings Upgrading	-	2,400	3,230	4,841	7,377	-	17,848
	00-23-9609	Gold Bar Plant Upgrading	-	15,613	16,412	13,463	5,024	9,870	60,382
	Total:			37,592	31,585	32,468	15,401	23,498	140,544
<b>City Financing</b>									
	Self-Liquidating Debentures			37,592	31,585	32,468	15,401	23,498	140,544
	Total:			37,592	31,585	32,468	15,401	23,498	140,544

#### Waste Management

	Project	Project Name	Approved Budget Request						2009 - 2013 Total
				2009	2010	2011	2012	2013	
	09-33-1933	Waste Management Centre Infrastructure	-	8,130	7,580	9,392	-	-	25,102
	07-33-1935	Processing and Transfer Facility	-	44,000	20,000	-	-	-	64,000
	06-33-2001	EWMC Expansion - Land	-	2,400	2,400	-	-	-	4,800
w	06-33-2002	SW Eco Station	-	3,500	1,000	1,600	-	-	6,100
	08-33-2005	Waste Containers	-	1,100	1,600	1,600	-	-	4,300

U Denotes Unfunded Project

m Denotes Alberta Munc Infrastructure Program

v Denotes Incl. Developer/Partnership Funding

x Denotes General Financing

w Denotes Municipal Sustainability Initiative

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Self-Liquidating Debentures

#### Waste Management

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
11-33-2006	Kennedale Facilities Expansion	-	2,900	7,400	3,700	-	-	14,000
10-33-2007	Kennedale Expansion - Land	-	-	1,100	1,200	-	-	2,300
11-33-2008	NE Eco Station	-	-	-	3,500	6,500	5,500	15,500
09-33-2009	Waste Management Equipment Acquisition	-	7,803	6,936	6,095	-	-	20,834
Total:			69,833	48,016	27,087	6,500	5,500	156,936

#### City Financing

Self-Liquidating Debentures			69,833	48,016	27,087	6,500	5,500	156,936
Total:			69,833	48,016	27,087	6,500	5,500	156,936

## 2009 - 2013 Capital Priorities Plan

### Details Report Approved Funded Budget

#### Tax-Supported Debt

##### Buildings Design & Construction

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wx	09-41-2120	Southwest Commun. Rec Centre - Arenas	-	-	7,700	-	-	-	7,700
	07-75-2508	Recreational Facilities Rehab/Upgrade	-	9,149	-	-	-	-	9,149
	08-75-2509	SW Commun. Recreation Centre(+05-21-5670	-	35,000	31,329	-	-	-	66,329
	06-75-2515	Queen Elizabeth Pool Redevelopment	-	3,000	-	-	-	-	3,000
x	06-75-2524	Fort Edmonton Rehabilitation Projects	-	2,064	-	-	-	-	2,064
	04-75-4693	Commonwealth Stadium Upgrade	-	1,902	-	-	-	-	1,902
	09-41-5501	Energy/Greenhouse Gas Reduction Projects	-	650	2,900	1,400	-	-	4,950
		Total:		51,765	41,929	1,400	-	-	95,094

##### City Financing

Tax-Supported Debt

				51,765	41,929	1,400	-	-	95,094
		Total:		51,765	41,929	1,400	-	-	95,094

##### Mobile Equipment Services

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
	09-25-9000	MES Heavy Repair & Equip Build Fac	-	32,500	23,500	-	-	-	56,000
		Total:		32,500	23,500	-	-	-	56,000

##### City Financing

Tax-Supported Debt

				32,500	23,500	-	-	-	56,000
		Total:		32,500	23,500	-	-	-	56,000

##### Neighbourhood & Community Dev.

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
	09-21-5800	Great Neighbourhoods Initiative	-	15,000	15,000	15,000	-	-	45,000
		Total:		15,000	15,000	15,000	-	-	45,000

##### City Financing

Tax-Supported Debt

				15,000	15,000	15,000	-	-	45,000
		Total:		15,000	15,000	15,000	-	-	45,000

##### Parks

	Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
x	09-28-0007	Natural Areas Acquisition & Conservation	-	10,070	9,305	-	-	-	19,375
		Total:		10,070	9,305	-	-	-	19,375

U Denotes Unfunded Project

x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program

w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Tax-Supported Debt

#### Parks

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
<b>City Financing</b>								
	Tax-Supported Debt		10,070	9,305	-	-	-	19,375
Total:			10,070	9,305	-	-	-	19,375

#### Public Library

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
wv x	06-20-0002 North Branch Library	-	721	1,993	1,071	35	-	3,820
x	07-20-0027 Jasper Place Branch Renewal & Expansion	-	290	6,343	7,433	-	-	14,066
Total:			1,011	8,336	8,504	35	-	17,886
<b>City Financing</b>								
	Tax-Supported Debt		1,011	8,336	8,504	35	-	17,886
Total:			1,011	8,336	8,504	35	-	17,886

#### Recreation Facility Services

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
	07-21-4221 Fred Broadstock Pool Redevelopment	-	1,518	-	-	-	-	1,518
	06-21-5655 ME First-Energy Management	-	268	-	-	-	-	268
v x	08-21-5811 North Central Field House - Joe Clarke	-	8,000	12,000	-	-	-	20,000
	09-21-5826 Multi-Purpose Recreation Centres	-	15,340	116,174	179,786	39,700	-	351,000
Total:			25,126	128,174	179,786	39,700	-	372,786
<b>City Financing</b>								
	Tax-Supported Debt		25,126	128,174	179,786	39,700	-	372,786
Total:			25,126	128,174	179,786	39,700	-	372,786

#### Roads

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
x	08-66-1462 Whitemud Drive/Quesnell Bridge Rehab/Grw	-	65,000	65,000	-	-	-	130,000
Total:			65,000	65,000	-	-	-	130,000
<b>City Financing</b>								
	Tax-Supported Debt		65,000	65,000	-	-	-	130,000
Total:			65,000	65,000	-	-	-	130,000

#### Transit

Project	Project Name	Approved Budget Request	2009	2010	2011	2012	2013	2009 - 2013 Total
m x	05-66-1671 SLRT (Federal Fuel Tax Rebate)	-	232,139	-	-	-	-	232,139

U Denotes Unfunded Project  
x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report Approved Funded Budget

### Tax-Supported Debt

#### Transit

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
w	08-66-1672	NLRT (Downtown to NAIT)	-	14,660	53,330	68,330	41,660	25,020	203,000
		Total:		246,799	53,330	68,330	41,660	25,020	435,139
<b><u>City Financing</u></b>									
		Tax-Supported Debt		246,799	53,330	68,330	41,660	25,020	435,139
		Total:		246,799	53,330	68,330	41,660	25,020	435,139

U Denotes Unfunded Project  
 x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report

### Approved Funded Budget

#### Tax-guaranteed self-sustng dbt

##### Land

	<u>Project</u>	<u>Project Name</u>	<u>Approved Budget Request</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2009 - 2013 Total</u>
x	04-16-2100	Fort Road Redevelop. Plan Implementation	-	5,635	11,900	-	-	-	17,535
		Total:		5,635	11,900	-	-	-	17,535
<b>City Financing</b>									
		Tax-guaranteed self-sustng dbt		5,635	11,900	-	-	-	17,535
		Total:		5,635	11,900	-	-	-	17,535

U Denotes Unfunded Project  
 x Denotes General Financing

m Denotes Alberta Munc Infrastructure Program  
 w Denotes Municipal Sustainability Initiative

v Denotes Incl. Developer/Partnership Funding

# 2009 - 2013 Capital Priorities Plan

## Details Report

### Approved Funded Budget

#### Unallocated Education Tax Room

##### Buildings Design & Construction

Project	Project Name	Approved Budget Request	2009 - 2013					2009 - 2013 Total
			2009	2010	2011	2012	2013	
08-75-5400	Century Place Power Generation Equipment	-	86	-	-	-	-	86
	Total:		86	-	-	-	-	86

##### City Financing

	Unallocated Education Tax Room		86	-	-	-	-	86
	Total:		86	-	-	-	-	86

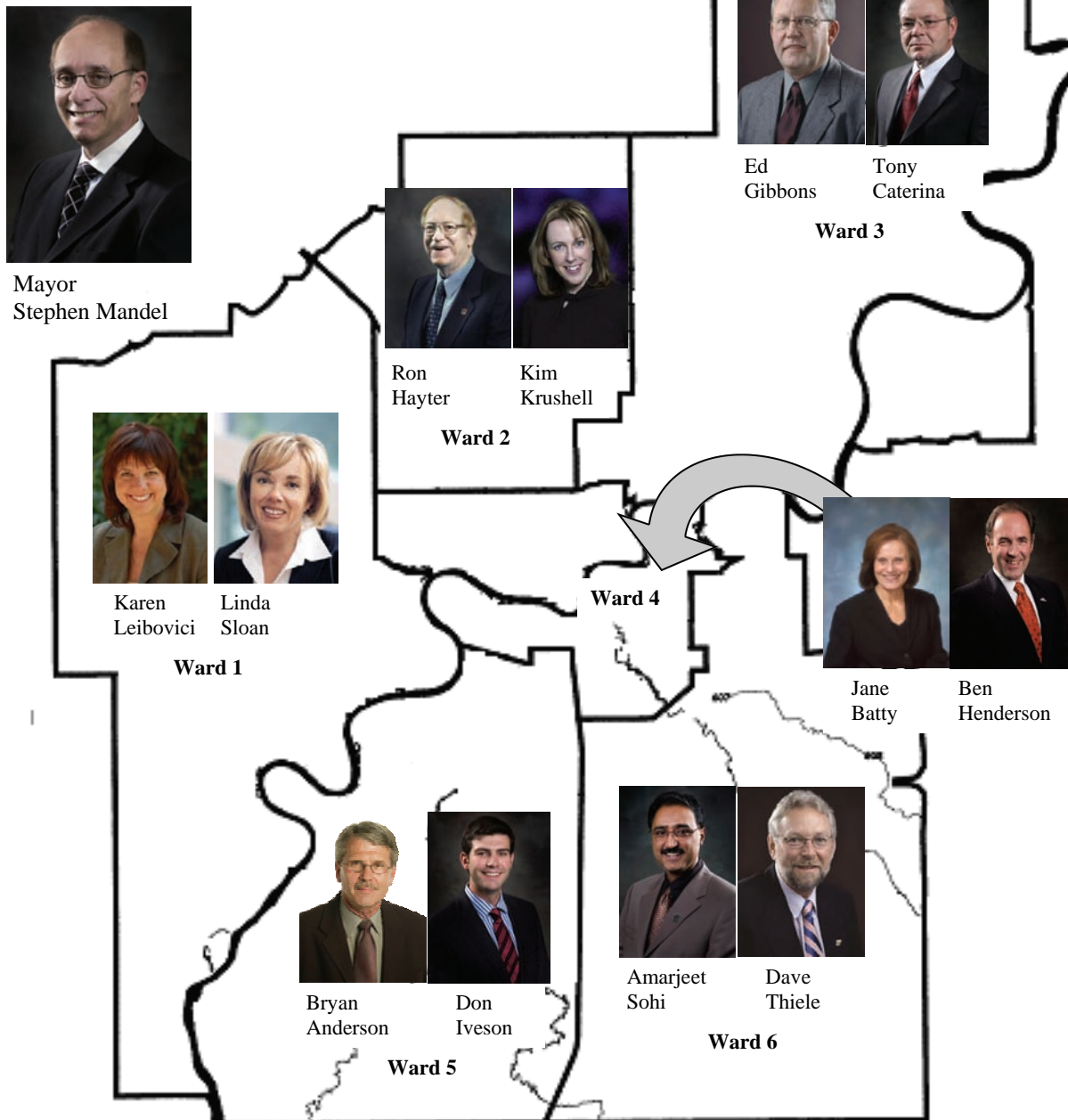




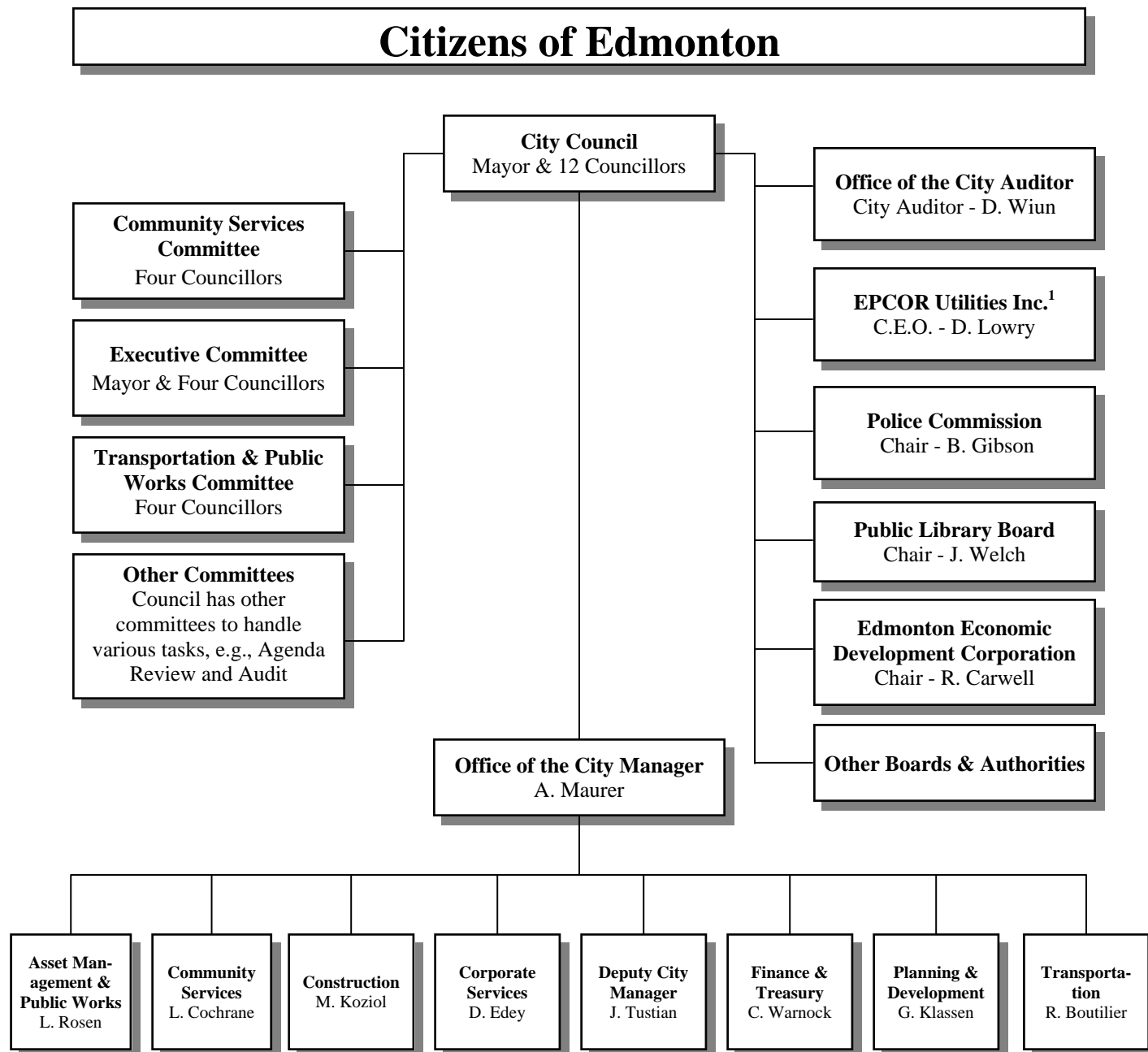
# Governance Structure

Edmonton City Council is made up of 13 elected representatives including the Mayor and 12 Councillors. The Mayor is elected by all voters while Councillors are elected by voters in the wards they represent.

Edmonton is divided into six wards, with population ranging from 119,392 to 131,914 per ward (based on 2008 municipal census). The Province of Alberta holds a municipal election every three years, with the current Council elected on October 15, 2007.



In order to deliver services to the citizens of Edmonton, the City of Edmonton is organized into the legislative and administrative structure shown below:



<sup>1</sup> EPCOR is a wholly owned subsidiary of the City of Edmonton, governed by an independent Board of Directors reporting to Council. Its budget is submitted directly to City Council as shareholder and is not included in this budget document.

### Overview

The City of Edmonton has prepared the 2009 budget on an accrual basis. This means that:

- revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues
- government transfers are recognized as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made
- funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified
- Expenditures are recognized in the period the goods and services are acquired and a liability is incurred or transfers are due

This is in accordance with Generally Accepted Accounting Principles (GAAP) and follows the recommendations from the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants. The consolidated financial statements are reported on the same basis.

### Fund Accounting

The consolidated financial statements are reported on a Fund Structure, consisting of an Operating, Capital and Reserve funds. Under this model, all Funds share a common accounting and reporting system. Financial and accounting services are administered corporately. Inter-fund transactions are eliminated for financial reporting purposes. Interfund transactions are reflected as transactions in their respective areas for budgetary purposes.

#### *Operating Fund*

The Operating Fund balance represents the amount available to offset future operational revenue requirements. There are six separate operations within the Operating Fund. Each Fund has been established with a distinct purpose and specific operational guidelines surrounding revenues, expenditures, and retained earnings.

## **1. Tax Levy Supported Operations**

Tax Supported Operations includes all operating activities provided through Civic Programs, Boards & Authorities, and Corporate Programs. Activities within this fund are primarily supported by a combination of property taxation, business tax, user fees, return on investment, and grants from other orders of government.

## **2. Land Enterprise**

Land Enterprise is a self-sustaining operation and is not funded by Tax Supported Operations. The Fund is established for the purpose of managing the land requirements of the corporation and to position the City of Edmonton in a manner that can actively promote development from the perspectives of sustainability, revitalization, and urban form. The operations of the Land Enterprise is governed by City Policy C511- Land Development Policy. Annual surplus or deficits are added to or reduced from the Land Enterprise Fund Balance.

## **3. Mobile Equipment Services (MES)**

Mobile Equipment Services also operates as a self-sustaining operation that is not funded directly by property taxes. MES consists of activities associated with integrated fleet management (acquisition, management, maintenance, and salvage) for all vehicles, equipment, transit buses, and emergency units (fire, ambulance, and police) used by the City of Edmonton. In addition, the branch provides these services to external related parties such as EPCOR Utilities Inc.

MES generates revenues by charging fixed and variable rates to user departments for the services provided. The objective of the rates is to ultimately provide full life cycle costing of the City's fleet and equipment. Annual surplus or deficits are added to or reduced from the MES Fund Balance.

## **4. Drainage Services**

Drainage Services provides for the management of sanitary and land drainage for the



residential, commercial, industrial, and institutional customers of Edmonton. The program operates based upon the principles provided in the regulations of the Energy Utilities Board (EUB). Utility rates are established to provide for the operating and capital requirements of the drainage systems. The Utility is a self-sustaining operation with no funding support provided from Tax Supported Operations.

The operations of the Utility are governed by the City of Edmonton's Utility Fiscal Policy (C304B).

### **5. Ed Tel Endowment Fund**

The Ed Tel Endowment Fund was established to manage the proceeds from the sale of the municipal telephone utility in 1995. Earnings from the Fund are applied to support municipal operations. The Fund is governed by City Bylaw #11713.

### **6. Excess Earnings on Sinking Fund**

The Excess Earnings on Sinking Fund was established to meet future obligations to the purchasers of certain City of Edmonton debentures. Under an agreement entered into January 1, 1996, excess earnings within the Sinking Fund are shared between the City of Edmonton and EPCOR Utilities Inc.

### ***Capital Fund***

The Capital Fund balance represents the amounts available to finance future capital projects. The Capital Fund captures the sources of revenues necessary to finance the City of Edmonton's rehabilitation in capital infrastructure and in the enhancement/acquisition of new infrastructure. Capital expenditures typically include the acquisition, development, or major renovations of assets where the benefit of the expenditure extends into the future.

### ***Reserves Fund***

Reserve funds are governed by City Policy C217A which states that the establishment and transfers to and from these accounts require Council approval through the Budget. Accordingly, tables showing the approved transfers for each individual Reserve are provided following this section. Brief explanations of the purpose of the individual reserves are also included.

## Reporting Entity

The reporting entity is comprised of all the City of Edmonton's Operating, Capital, and Reserve Funds. The activities of the three funds are consolidated in the reporting of the overall financial position and financial activities of the City. In addition to the elements listed under Fund Accounting, the reporting entity also includes the following:

- The Edmonton Public Library
- Edmonton Economic Development Corporation
- EPCOR Utilities Inc.
- The City of Edmonton Non-Profit Housing Corporation

EPCOR Utilities Inc. and The Edmonton Non-Profit Housing Corporation are subsidiary corporations of the City of Edmonton. They are accounted for on a modified equity basis, consistent with GAAP in the treatment for government business enterprises.

Under the modified equity basis, the business enterprise's accounting principles are not adjusted to conform with those of the City, and inter-organizational transactions and balances are not eliminated.

## Financial Reporting

For financial reporting purposes, the Province of Alberta requires that the entity's financial statements be reflected on the basis of its Operating Fund, Capital Fund, and Reserve Fund. Differences between the basis used for budgetary purposes and financial reporting requirements are described below:

1. **The Edmonton Public Library** operates under the authority of the Libraries Act of Alberta. The operations are administered by an independent board (The Edmonton Public Library Board) which reports to Edmonton City Council.



For budget purposes, the Library's operations are provided to Council for information, with the amount requested from the City of Edmonton shown as tax levy requirement.

For financial reporting purposes, the Library's assets, liabilities, revenues, expenditures, and changes in fund balances and financial position are consolidated with the City of Edmonton's financial statements. Inter-organizational transactions are eliminated.

2. **The Edmonton Economic Development Corporation (EEDC)** is established under Part 9 of the

Companies Act (Alberta) to promote economic development and tourism in the City of Edmonton. In addition, EEDC operates and maintains the Shaw Conference Centre and the Edmonton Research Park. The corporation is wholly owned by the City of Edmonton and its funding, in part, is from an annual grant provided by the City of Edmonton.

For budget purposes, the EEDC's operations are provided to Council for information, with the amount requested from the City of Edmonton shown as tax levy requirement.

For financial reporting purposes, the EEDC's assets, liabilities, revenues, expenditures, and changes in fund balances and financial position are consolidated with the City of Edmonton's financial statements. Inter-organizational transactions are eliminated.

3. **EPCOR Utilities Inc. (EPCOR)** is a wholly owned subsidiary governed by an independent Board of Directors. EPCOR is responsible for the provision of power and water utilities to the citizens of Edmonton and to other customers. The Board submits its budget directly to City Council and accordingly, its budget is not included in this document.

For budget purposes, only the amount paid by EPCOR to the City of Edmonton is shown.

For financial reporting purposes, the results of the subsidiary's operations are reported in the annual financial statements using the modified equity method of accounting.

4. **The City of Edmonton Non-Profit Housing Corporation** is a wholly owned subsidiary of the City of Edmonton. It was established for the purpose of providing non-profit housing for the citizens of Edmonton, with assistance from the Canadian Mortgage Housing Corporation (CMHC) and from the Provincial Ministry of Housing and Urban Affairs.

There is no budgetary impact of the corporation on the City of Edmonton. This is based upon the assumption that the corporation receives continued operating assistance from CMHC and Alberta Seniors to achieve a level of operations sufficient to fund future operations.

For financial reporting purposes, the results of the subsidiary's operations are reported in the annual financial statements using the modified equity method of accounting.

5. Debt principal repayments are accounted for as expenditures for budgetary purposes and as reductions on long-term debt liability for financial reporting purposes.

# Reserve Funds

**2009 Reserves Budget  
Approved by City Council  
December 10, 2008**

\$ Millions

	2007 Actual	2008 Actual	2009 Budget
<b>Opening Fund Balance</b>	<b>\$ 196.9</b>	<b>\$ 214.7</b>	<b>\$ 242.8</b>
Add (deduct):			
Transfer from operating fund	47.5	71.9	9.9
Transfer to operating fund	(11.3)	(27.4)	(36.7)
<b>Net transfer from operating fund</b>	<b>36.2</b>	<b>44.5</b>	<b>(26.7)</b>
Transfer from capital fund	5.60	-	-
Transfer to capital fund	(24.0)	(16.4)	(14.4)
<b>Net transfer to capital fund</b>	<b>(18.4)</b>	<b>(16.4)</b>	<b>(14.4)</b>
<b>Change in Fund Balance</b>	<b>17.8</b>	<b>28.1</b>	<b>(41.2)</b>
<b>Ending Fund Balance</b>	<b>\$ * 214.7</b>	<b>\$ 242.8</b>	<b>\$ 201.6</b>

\* Agrees with the 2007 Audited Financial Statements, Note 12.

The City of Edmonton maintains reserves designated for specific purposes as approved by City Council and the Edmonton Public Library Board. Effective January 1, 2009, reserve funds will be reported as part of the accumulated surplus on the Statement of Financial Position. This change is in accordance with section PS-1200 of the CICA Public Sector Accounting Handbook.

The following tables provide details on the actual transfers for 2008, and the budgeted transfers (to) from each individual reserve for 2009.

The Housing Reserve was established to assist the Housing Branch to deliver Affordable Housing units as outlined in the Council approved "Road Map" for Cornerstones Plan implementation. Any unspent City funding resulting from the staging of committed projects is transferred to the reserve annually and used to cover the City's portion of future obligations.

	<b>Affordable Housing Reserve</b>	
	<b>\$ Thousands</b>	
	<b>2008</b>	<b>2009</b>
	<b>Actual</b>	<b>Approved</b>
<b>Budgeted opening balance</b>	<b>\$ 15,825</b>	<b>\$ 18,459</b>
Transfer (to) operating budget	(5,140)	(8,920)
Transfer from operating budget	7,770	
Transfer (to) from capital budget		
Interest	4	207
<b>Budgeted ending balance</b>	<b>\$ 18,459</b>	<b>\$ 9,746</b>



## Reserve Funds

The purpose of the reserve is to cover the costs associated with aggregate site preparation; gravel pit equipment replacement; reclaiming and maintaining lands presently used for material recycling; and to purchase land for future site locations. A surcharge may be

assessed on recycled aggregates (gravel, concrete, asphalt, and sand from snow dumpsites) to cover expenditures for replacement of equipment and site preparation.

A gravel production surcharge between \$2.00—\$3.00 per tonne is levied.

Aggregate Site Development	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 1,320	\$ 982
Transfer (to) operating budget		
Transfer from operating budget	367	571
Transfer (to) from capital budget	(756)	(940)
Interest	51	30
Budgeted ending balance	\$ 982	\$ 643

Provides for the appropriation of funds relating to specific benefit plans maintained by the City (i.e. short-term disability) and allows the City to address changes in the funding requirements of these plans over time, on a systematic basis.

Benefit Plan	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 5,661	\$ 6,500
Transfer (to) operating budget		
Transfer from operating budget	839	
Transfer (to) from capital budget		
Interest	-	-
Budgeted ending balance	\$ 6,500	\$ 6,500

The City of Edmonton and the Edmonton Eskimos Football Club entered into an agreement to operate the Commonwealth Stadium on an entrepreneurial basis which also established this reserve on May 15, 1995. \$750,000 was transferred from Mobile Equipment Services to

establish this reserve. Expenditures from this Reserve are dedicated to capital improvements and business development investments at Joe Clarke Athletic Grounds. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned.

Commonwealth Stadium Enterprise Reserve	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 2,570	\$ 2,725
Transfer (to) operating budget	(332)	(53)
Transfer from operating budget	396	301
Transfer (to) from capital budget	-	-
Interest	91	100
Budgeted ending balance	\$ 2,725	\$ 3,072

## Reserve Funds

Energy Conservation Reserve	\$ Thousands			
	2008	2008	2009	2009
	Cap Const	Roads	Cap Const	Roads
Actual opening balance	\$ 1,029	\$ 482	\$ 565	\$ 243
Transfer (to) operating budget	(523)	(882)	(330)	(912)
Transfer from operating budget	59	643		700
Transfer (to) from capital budget				
Interest		-		
Budgeted ending balance	\$ 565	\$ 243	\$ 235	\$ 31

The reserve was established on February 22, 1994 with a \$1.0 million transfer from the 1993 operating surplus, providing financing for energy-related pilot studies and partial building retrofits. City departments borrow from this fund and make principal payments from their current budgets through utility savings. This fund was increased to \$5.0 million in 1999 and now operates similar to a line of credit. The \$4.0 million increase was funded by working capital. To date, project commitments initiated through the fund have exceeded \$4.5 million. These projects will result in projected annual energy savings of at least \$700,000 and annual greenhouse gas emission reductions of more than 7.5 kilotonnes of CO<sub>2</sub>. In 2003, the energy reduction plan was enhanced to \$30 million with approved applications to be funded by debenture borrowing from the Alberta Capital Finance Authority. In 2004, the Provincial government announced the Municipal energy efficiency program (MEfirst!), a 5-year non-interest bearing loan program.

City Council approved the establishment of the Enterprise Portfolio Reserve on July 21, 1998 with Policy C479 "Fiscal Policy for the Enterprise Reserve" to manage facilities and programs within the Enterprise Model (Kinsmen Sports Centre, Fort Edmonton Park, Valley Zoo, John Jansen

Enterprise Portfolio Reserve	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	4,839	\$ 4,026
Transfer (to) operating budget	(3,785)	-
Transfer from operating budget	2,866	555
Transfer (to) from capital budget	(65)	(143)
Interest	171	148
Budgeted ending balance	\$ 4,026	\$ 4,586

Nature Center, Muttart Conservatory, Commonwealth Stadium, Municipal Golf Courses and Municipal cemeteries). Tax levy support for the Enterprise Portfolio was frozen at 1998 levels excluding specific items. Annual Operating surpluses or deficits for the Enterprise Portfolio are dealt with from the reserve. Capital acquisitions for Enterprise facilities or new Enterprise facilities are funded by the reserve and/or other funding sources. Replacement of existing capital items within the portfolio are eligible for funding from General Financing. This reserve is used to develop business opportunities described within each facility business plan and serves as an operational reserve for cyclical downturns. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned. City Council accepted the Enterprise Model Review report on October 7, 2003.

# Reserve Funds

The purpose of the Façade and Storefront Improvement Reserve is to "encourage owners of Retail and Commercial Buildings in Targeted Areas to invest in renovations that improve the appearance and function of their Building Facades and Storefronts with regard for the

	\$ Thousands	
	2008	2009
	Actual	Approved
<b>Façade and Storefront Improvement Reserve</b>		
Budgeted opening balance	\$ 913	\$ 630
Transfer (to) operating budget	(283)	(701)
Transfer from operating budget		
Transfer (to) from capital budget		90
Interest		
Budgeted ending balance	\$ 630	\$ 19

interface between public pedestrian space and street oriented retail and commercial activities". The program is a matching grant program whereby owners develop project proposals with the City.

Tracks amounts that have been approved from the Financial Stabilization Reserve for specific purposes in current or future years.

	\$ Thousands	
	2008	2009
	Actual	Budget
<b>Financial Stabilization Fund Appropriated</b>		
Budgeted opening balance	\$ 27,469	\$ 31,823
Transfer (to) operating budget	(13,060)	(12,712)
Transfer from operating budget		
Transfer (to) other reserve	33,863	4,000
Transfer (to) from capital budget	(16,449)	(5,052)
Interest	-	-
Budgeted ending balance	\$ 31,823	\$ 18,059

To protect the City against unforeseen operating costs and to maintain a stable tax base. Under City Policy C217 - Reserve and Operating Equity Accounts, the full amount of any general government operating surplus is transferred to the Financial Stabilization Reserve to achieve a target balance of

	\$ Thousands	
	2008	2009
	Actual	Budget
<b>Financial Stabilization Fund Unappropriated</b>		
Budgeted opening balance	\$ 83,953	\$ 85,413
Transfer (to) operating budget		
Transfer from operating budget	189	
Transfer from surplus	35,134	
Transfer (to) from capital budget		
Transfer (to) other reserve	(33,863)	(4,000)
Interest	-	-
Budgeted ending balance	\$ 85,413	\$ 81,413

7% of general government operating expenditures to a maximum of \$85million.

# Reserve Funds



This reserve was established August 14, 1992 as a condition of an ongoing agreement between the City of Edmonton and Fort Edmonton Historical Foundation. A maximum of \$5,000 annually from Fort Edmonton Park operations is contributed to this reserve to fund unusual, unexpected and necessary repairs of the steam railway system at the facility. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned.

Fort Edmonton Train Maintenance	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 146	\$ 156
Transfer (to) operating budget	-	(5)
Transfer from operating budget	5	5
Transfer (to) from capital budget	-	-
Interest	5	5
Budgeted ending balance	\$ 156	\$ 161

This reserve was approved in 1985, with Council direction to separate the residential portion from the commercial/industrial portion in the Parkland Purchase Reserve. Funds received from developers and the sale of parkland in residential areas is used to purchase and develop parkland in residential areas. The funds are generated as a result of the 10% parkland dedication required in accordance with the Municipal Government Act (MGA). Interest earnings are applied to the reserve.

Funds in Lieu—Residential	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 18,248	\$ 15,324
Transfer (to) operating budget		
Transfer from operating budget	185	
Transfer (to) from capital budget	(3,770)	(1,162)
Interest	661	357
Budgeted ending balance	\$ 15,324	\$ 14,519



## Reserve Funds

The purpose of the Heritage Conservation Reserve is to implement City Policy C450B - Policy to Encourage the Designation and Rehabilitation of Municipal Historic Resources in Edmonton. This reserve will provide funding through the designation of historically significant

Heritage Conservation	\$ Thousands	
	2008	2009
	Actual	Approved
Budgeted opening balance	\$ 2,492	\$ 2,896
Transfer (to) operating budget		
Transfer from operating budget	404	
Transfer (to) from capital budget		
Interest		
Budgeted ending balance	\$ 2,896	\$ 2,896

structures and the payment of required compensation such as grants, tax cancellation, rebate of property taxes, or a payment equal to the value of the amount of taxes payable on the designated historic building and substantial rehabilitation. This reserve will also provide funding for maintenance grants, promoting heritage, and special heritage projects including limited demonstrative restoration projects. No interest earnings are applied to this reserve.

Based on policy C204 - Public Works Reserve Policy and noted in policy C200A - Financing of Local Improvements. An accumulated reserve of \$250,000 is maintained to provide for future losses on local improvement construction. Any

Local Improvements	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 250	\$ 250
Transfer (to) operating budget		
Transfer from operating budget		
Transfer (to) from capital budget		
Interest	-	-
Budgeted ending balance	\$ 250	\$ 250

accumulated excess over \$250,000 will be used to finance the City's share of local improvement costs. Should losses on local improvements exceed the reserve balance then they are to be financed from the general municipal surplus.

The Edmonton Public Library maintains a number of reserves primarily from donations and grants received from other orders of Government. These funds are intended for specific purposes and not general use. Additions to and withdrawals from these reserves are governed by the Library Board.

Library	\$ Thousands	
	2008	2009
	Actual	Budget
Opening balance	\$ 5,154	\$ 7,816
Transfer (to) operating budget	(3,045)	(2,433)
Transfer from operating budget	5,677	191
Transfer (to) from capital budget	(200)	0
Interest	230	116
Closing balance	\$ 7,816	\$ 5,690

## Reserve Funds

Approved March 2, 1999, the Natural Area reserve was established to handle external funds provided for acquisition of natural areas. The expected sources of financing are from general financing, sale of surplus parkland, and other partner funding. Some of the funds may be used for the capital development of trails, interpretive signage, parking, etc. Interest earnings are applied to the reserve.

Natural Areas	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 4,290	\$ 5,251
Transfer (to) operating budget		
Transfer from operating budget	1,000	
Transfer (to) from capital budget	(191)	
Other - Operating Income		1,000
Interest	152	161
Budgeted ending balance	\$ 5,251	\$ 6,412

As provided by the agreement (January 1, 2004 - December 31, 2013) between the City of Edmonton and Edmonton Northlands, the City is entitled to share in certain operating profits of Rexall Place, under a formula as outlined in the agreement. The profits are to be held in the reserve to assist in funding facility capital improvements as defined in the agreement.

Northlands Capital (Mun. Airport)	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 1,118	\$ 2,069
Transfer (to) operating budget		
Transfer from operating budget	895	
Transfer (to) from capital budget		(2,043)
Interest	56	67
Budgeted ending balance	\$ 2,069	\$ 93

The reserve, approved in May 1968, receives funds from:

- Money received from sale of municipal reserve lands in industrial and commercial areas or in the river valley communities (where land was originally purchased with Parkland Reserve funds).
- Money received from Parkland Reserve Designated Properties within Asset Management.

Parkland Reserve	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 6,590	\$ 12,618
Transfer (to) operating budget		
Transfer from operating budget	10	
Transfer (to) from capital budget	5,720	(165)
Interest	298	80
Budgeted ending balance	\$ 12,618	\$ 12,533

The Municipal Government Act (MGA) requires that such funds must be used for "a public park, a public recreation area, school authority purposes, or to separate areas of land that are used for different purposes". The funds collected can be used anywhere in the City for the required purposes. Interest earnings are applied to the reserve.

## Reserve Funds

The Perpetual Care Reserve was established July 21, 1960 to comply with provincial legislation requiring a portion of funds received from sales of plots, crypts and niches to be saved for future site care. Later legislation rescinded the requirement for municipalities to maintain this reserve. City of Edmonton continued the practice to ensure funds will be available for the long term care of City owned Cemeteries. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned.

Perpetual Care	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 3,763	\$ 3,920
Transfer (to) operating budget	(146)	-
Transfer from operating budget	303	-
Transfer (to) from capital budget	-	-
Interest	-	-
Budgeted ending balance	\$ 3,920	\$ 3,920

The City self-insures the first \$1.0 million of every claim rather than using a standard auto policy. Under Section 67 of the Motor Vehicle Administration Act, it specifies that the Corporation must maintain a separate insurance fund. The amount is established annually by the Superintendent of Insurance for the Province and the City is required to sign a statutory declaration indicating that a separate insurance fund of the required amount is maintained. The amount of \$2.5 million is the current requirement. Since the City records an ongoing liability for claim estimates, the established limit in the reserve has remained reasonably stable.

Self Insurance	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 2,500	\$ 2,500
Transfer (to) operating budget		
Transfer from operating budget		
Transfer (to) from capital budget		
Interest	-	-
Budgeted ending balance	\$ 2,500	\$ 2,500

Funding set up to mitigate the risks associated with the use of the Federal Fuel Tax program to fund the SLRT debenture borrowing and to fund cost escalations on the SLRT. Council approved the strategy of placing in this reserve the accumulating annual tax levy increase of 0.25% per year for 3 years commencing in 2006. In April 2008 with the Federal Gas Tax program being made permanent, Council approved that the reserve be made available for city-wide LRT expansion.

SLRT Risk Mitigation Strategy	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 4,870	\$ 9,814
Transfer (to) operating budget		
Transfer from operating budget	4,944	5,317
Transfer (to) from capital budget		(5,000)
Interest	-	-
Budgeted ending balance	\$ 9,814	\$ 10,131

## Reserve Funds

City Council cancelled all outstanding levies for the Combined Sewer Relief Program effective January 1, 1995. The Sewer Redevelopment Surcharge continued until 2002 and was placed in this reserve to fund the combined sewer relief charges scheduled until 2010.

Storm Development Charges Reserve	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 311	\$ 156
Transfer (to) operating budget	(174)	(98)
Transfer from operating budget		
Transfer (to) from capital budget		
Interest	19	3
Budgeted ending balance	\$ 156	\$ 61

Provides a clear segregation of tax revenues collected for tax-supported debt servicing requirements and accommodates the timing differences between receipt of taxes and debt servicing requirements.

Tax Supported Debt	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 5,284	\$ 8,731
Transfer (to) operating budget		
Transfer from operating budget	4,171	
Transfer (to) from capital budget	(724)	
Interest	-	-
Budgeted ending balance	\$ 8,731	\$ 8,731

As provided by the License Agreement (November 1, 2004 - October 31, 2009) between the City of Edmonton and the Northern League in Edmonton Inc., the rents and fees collected under the License Agreement are to be retained in a separate reserve account to be used for future structural repairs to Telus Field.

Telus Field Capital Reserve	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 68	\$ 90
Transfer (to) operating budget		
Transfer from operating budget	22	23
Transfer (to) from capital budget		
Interest	-	-
Budgeted ending balance	\$ 90	\$ 113



## Reserve Funds

The reserve was established in 1990 in accordance with Policy C456 - Corporate Trees Management Policy. When departments and/or other agencies remove trees and shrubbery in the course of construction or repairs on City-owned property, funds are placed in the reserve.

Funds are transferred out of the reserve to replace the trees and shrubbery upon completion of the project, with a view to protect the urban forest. No interest is applied to this reserve.

Tree Management	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 914	\$ 887
Transfer (to) operating budget	(27)	
Transfer from operating budget		
Transfer (to) from capital budget		
Interest	-	-
Budgeted ending balance	\$ 887	\$ 887

The Waste Management Stabilization Reserve provides for the stabilization the funding of initiatives contained in the Waste Management Strategic Plan. The reserve will be used to moderate the cost impacts of changes to waste service delivery, particularly in processing and disposal activities at the Edmonton Waste Management Centre.

Waste Management Rate Stabilization	\$ Thousands	
	2008	2009
	Actual	Budget
Budgeted opening balance	\$ 14,670	\$ 18,960
Transfer (to) operating budget	(10,520)	
Transfer from operating budget	3,689	
Transfer (to) from capital budget		
Interest	600	
Budgeted ending balance	\$ 18,960	\$ 8,440

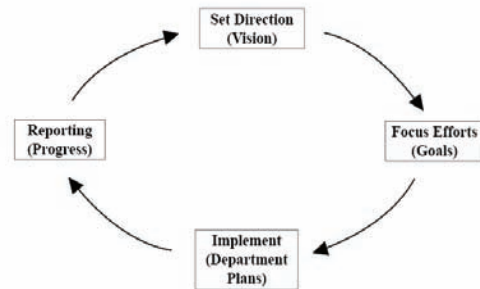
## OVERVIEW

### Process

The strategic plan was created using a four-step process.

**Set Direction (Vision):** Council initiated the strategic planning process in the fall of 2007 by calling on citizens to share their vision of Edmonton in 2040. The input received from over 2200 Edmontonians was used to create the City Vision and help set the overall direction of the strategy.

**Focus Efforts (Goals):** To focus the City's actions towards achieving the vision, Council identified six 10-year strategic goals that will direct long-term planning for the City. Three-year priority goals that contribute to the achievement of the strategic goals provide direction over the course of Council's term.



**Implement:** The initiatives necessary to implement the strategic plan will be summarized in department business plans. Departments will outline the actions they will undertake to achieve the three-year priority goals and specify the operating budgets necessary to support these activities.

**Report:** The strategic plan includes performance measures for the 10-year strategic goals. These measures will form the basis for an annual reporting of the progress toward (or away) from the 10-year goals and in realizing the vision. Measurements of success of the strategy will undergo a regular review by Council.

As the three-year goals will guide decision-making at the department level, the progress of the City in support of these priority goals will be reflected in department business plans.

### Term and Scope of Strategic Plan

This strategic plan is intended to guide and inform planning done by the City for a 10-year planning horizon. Three-year goals specify the priorities to focus on within that timeframe and reflect the department planning cycles and Council's term.

However, this is a dynamic and evolving plan – created using an assessment of the operating environment and community input at a specific point in time. New issues, challenges, trends and opportunities will emerge throughout the 10-year life of the strategy. In addition to Council's annual review of the progress of implementation, every three years an extensive review and update of the plan will occur to reflect changes in the operating environment and to ensure Council priorities are addressed.

Although the City Vision could guide agencies and other City building partners, this strategy only covers the businesses of the municipal corporation under the purview of the City Manager.

### Use

The strategic plan will be used in the following ways:

- *To align all planning decisions.*

All City actions will work toward the achievement of a common goal. To this end, the framework Transforming Edmonton was created to integrate the new Municipal Development Plan, and all other major 10-year strategic planning initiatives with the overarching vision and goals outlined in this document.

- *As direction to the development of department business plans and budgets*

The strategy is the basis for all city departments in the development of their business plans. The activities and resource allocation of the departments should demonstrate alignment with, and the achievement of, the three-year priority goals of the strategy.

## Conditions of Success

Because much of the success of this strategy depends on the City's operational environment, the City will work to enhance the following areas:

- organizational capacity (e.g. fiscal and human);
- sound management practices and processes;
- enabling infrastructure. (e.g. information technology); and
- effective communication.

## VISION

*A creative description of Edmonton's future, the vision guides our decisions, helps us set direction and encourages us to align our priorities as we work to make Edmonton the city we want it to become in 2040.*

Take a river boat from one shore of the world's largest urban park to the other, from the university to the legislature. From the water, look up and consider the skyline, the bustling core and the towers and urban villages to the east and west.

The people on the sidewalks and trails, from First Nations to new Canadians, linked by a common purpose — to learn, to prosper, to celebrate. Take the LRT in any direction from here and you'll be in the heart of somewhere special. Welcome to Edmonton, the capital of Alberta, a northern city of art and ideas, research and energy.

- Edmonton is an energy city. Energy drawn from the ground and from above; from the sun and wind. But the true power of Edmonton is the democratic spark in its people.
- Edmonton is a city of design — urban design, architectural design, and environmental design. Walk its safe, leafy neighbourhoods, ride its efficient and accessible transportation system. The city has grown up; now we're building smarter.
- Edmonton links the continent with the north and with Asia. This cooperative regional economy is powerful and diverse, oriented toward the future. Visit the universities and colleges, the humming research parks, the downtown office towers: Edmonton is a destination for advanced technologies, health care, and green energy.
- Edmonton is a recreation city, an arts city. It is a city that embraces all seasons. Run, ride or ski on its trails and fields, cheer in its arenas and stadiums. Enjoy the museums, galleries, clubs, and theatres. Read its novels, watch its films. Spend an hour or a week in the glorious North Saskatchewan River Valley, the world's largest preserved park.
- Edmonton is a city of many cultures, educational opportunities, and all political and social orientations; yet its citizens are inspired by a shared vision and the certainty that this city on a river is one of the most special places on earth.

## PRINCIPLES

Four principles underpin the development and implementation of this strategic plan.

### Integration

A holistic view of strategic planning that acknowledges the inter-related and inter-dependent reality of complex urban environments. Goals and priorities set for different elements in urban planning are as inter-related ecosystems and considered in terms of how they impact, support and drive each other.

### Sustainability

A way of living which meets the needs of the present and does not compromise the ability of future generations to meet their own needs. Urban planning takes an integrated, holistic view of urban environments and defines sustainability in the context of interrelated ecosystems encompassing economic, social, environmental and cultural sustainability.

The principle of sustainability also includes financial sustainability, ensuring urban planning recognizes and addresses resource constraints and capacities.

### Livability

An interrelated set of factors that influences people to choose a place to live and reinforces their sense of well-being there. The concept of livability is based on the knowledge that the economic and social life of the community is intimately linked to its natural and built environment, and together these elements impact social and cultural goals. Livability factors include:

- **Social capital:** The human capital of the people within a city in all their diversity and potential, together with an urban culture that reflects people's social values and makes them feel included and respected.
- **Amenities:** A clean and well-designed community that allows many choices of lifestyle and includes open and green spaces, respect for historic features and intangibles such as a sense of place and fostering community character.
- **Economic prosperity:** Sustainable economic and employment opportunities.
- **Safety:** A sense of personal and community safety and overall social order.
- **Access to social services and infrastructure:** such as healthcare, education, recreation and arts and culture.
- **Environment:** An environment sustained for current and future generations through responsible practices. Clean air and water, access to local food supplies and the healthy co-existence of natural and urban environments.
- **Affordability:** The ability of people of all incomes to have access to affordable core needs such as housing, food, transit and core social services. The recognition as well that affordability of other amenities affects the overall competitiveness of a city in attracting and retaining residents and impacts the quality of life of those who live there.
- **Ease of mobility and movement:** Accessible roads and transportation modes that meet the requirements and choices of society, communities and people of all ages and needs.
- **Participation:** Political and democratic processes that allow people to participate in decisions that affect them.





## Innovation

A planning approach and operational culture within a municipality which encourages and enables continuous improvement and the exploration and adoption of new techniques, technologies, products and ways of operating in order to improve results and lead progressive change.

## GOALS

*Six ten-year strategic goals were established to provide a clear focus for the future. Priority goals shape the City's actions in the near term and performance measures will assist in measuring progress towards the vision.*

### Ten-year strategic goal:

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

*Elaboration:* With the goal to preserve and sustain Edmonton's environment, the City intends to leverage existing strengths and new innovations to improve the environment in a sustainable way and minimize the ecological footprint of the City. Striving to preserve natural resources as City building partners and the municipal corporation deliver services to citizens, emphasis will be placed on both preservation and sustainability.

### Progress Measures:

- Consumption of non-renewable and non-recyclable resources decreases.  
*Indicators:*
  1. Citywide water used (total, per capita, sector)
  2. Citywide solid waste generated (total, per capita, sector)
  3. Citywide energy used (total, per capita, sector)
  4. Greenhouse gas (GHG) emissions
  5. Ecological footprint
- Natural environment is protected, enhanced and restored  
*Indicator:*
  1. Acres of greenspace (as percentage of total space)
- Environmental health of the city improves (e.g. air and water quality, hazardous waste)  
*Indicators:*
  1. Air quality index
  2. Water quality index
  3. City-wide wastewater generation (total, per-capita, and sector)
  4. City purchases of hazardous material

### Three-year priority goals: \*

- Increase and broaden advancement towards zero waste;
- Reduce water consumption (per capita);
- Increase use of renewable energy (in city operations);
- Reduce greenhouse gas emissions (in city operations);
- Improve air, water and soil quality (in city operations); and
- Increase access and proximity to ecological (natural and groomed) systems.

\* Progress measures for three-year priority goals will be included in department business plans.



## Ten-year strategic goal:

Improve Edmonton's Livability: Edmonton is one of Canada's most livable cities because it is welcoming to all; is safe and clean; fosters its heritage and supports its arts and multicultural communities; encourages active lifestyles through recreational opportunities; and engages its citizen's in the city's vision and directions.

*Elaboration:* To improve Edmonton's livability, the City intends to focus on the people concerns associated with improved livability by concentrating efforts on prevention and getting to the root causes or barriers that are in the way of achieving a more livable city. This goal is focused specifically on the strategic areas of welcoming, safety perception, cleanliness and aspects important to the notion of urban village creation.

## Progress Measures:

- Edmonton is consistently rated as one of Canada's most livable cities in these areas:
  - Community involvement and participation (e.g. participation in Capital City Clean-up);
  - Arts and cultural activities reflect the cultural diversity of the people (example: number of cultural festivals);
  - Look and feel of the City (e.g. public spaces are attractive and well maintained);
  - Satisfaction with quality of the built environment (e.g. proximity to transit and services);
  - Emotional health and well-being (e.g. personal safety);
  - Preservation of heritage buildings, sites and objects.

### *Indicators:*

1. Select social indicators (City of Edmonton Genuine Progress Indicators) as compared to Alberta and Canadian average (e.g. crime, volunteerism, free time, commuting)
  2. Select indicators from the Federation of Canadian Municipalities' Quality of Life Reporting System (e.g., personal safety, civic engagement )
- Citizens' perceive that Edmonton is a very livable city

### *Indicators:*

1. Residents' perceptions of safety in their neighbourhoods, downtown and on public transit
2. Resident's perceptions of the accessibility and affordability of recreational / leisure activities
3. Residents' perceptions that the city is attractive and well-maintained
4. Residents' perceptions that the city supports arts and multicultural communities
5. Residents' perceptions that the city provides opportunities for and values citizen input

## Three-year priority goals:

- Enhance social connectedness for all citizens;
- Reduce and prevent crime in our: transit, downtown and communities;
- Reduce litter, graffiti and vandalism in target areas;
- Preserve, celebrate and support Edmonton's heritage, arts and culture;
- Reduce barriers to participation in recreation activities and local programs;
- Improve community engagement and participation; and
- Increase the supply and range of affordable housing to meet citizen's needs.

## Ten-year strategic goal:

**Transform Edmonton's Urban Form:** Edmonton has increased its density and optimized existing infrastructure while maintaining and revitalizing strong, vibrant neighborhoods; ensuring high standards of urban design; adopting best land use practices; and preserving natural areas and public spaces.

*Elaboration:* In setting the goal to transform Edmonton's urban form, the City recognizes the realities of the changing economics of urban service delivery. A more balanced use of dwelling densities, mixed-use, and place making which recognizes the strategic importance of building neighborhoods differently is envisioned. This goal implies Edmonton's role should be shifting to more of an urban center within a thriving region and a prioritization of the placement of natural and public spaces.

## Progress Measures:

- Average density of Edmonton's housing stock increases  
*Indicator:* Number of dwellings per hectare for new housing projects on buildable land
- Amount of transit-oriented development projects increases  
*Indicators:*
  1. Percent of population that is within 400 / 800 metres of a transit node / corridor
  2. Percent of population that is within 400 / 800 metres of a park or open space > 10 hectares
  3. Percent of population that is within 400 / 800 metres of commercial services
- Spending on infrastructure maintenance optimized  
*Indicator:* Infrastructure condition and life expectancy (e.g. asset grading condition A-F)
- Number of acres of public open space increases  
*Indicator:* Number of acres of public open space as a percentage of total (by community and total)

## Three-year priority goals:

- Increase dwelling density<sup>1</sup> with conditions such as:
  - recognizing unique neighbourhood, commercial, industrial characteristics and service needs;
  - transit oriented development (TOD);
  - adequate & affordable housing & living environments;
  - a mix-use of residential & commercial development;
  - eco-efficient;
  - safe; and
  - aesthetically pleasing.
- Strategically invest in select infrastructure as set by the Long-range Financial Plan and the Strategic Infrastructure Financial Strategy;
- Refocus spending on renewing existing infrastructure relative to investment in new infrastructure; and
- Improve city's urban architecture and urban form to ensure it meets environmental standards and exemplifies excellence in urban, architectural and landscape design.

<sup>1</sup> per capita excluding river valley in calculation.



## Ten-year strategic goal:

Shift Edmonton's Transportation Modes: Modes of transportation shift to “fit” Edmonton’s urban form and enhanced density while supporting the city’s planning, financial and environmental sustainability goals.

*Elaboration:* In shifting Edmonton’s transportation modes the City recognizes the importance of mobility shifts to contribute to the achievement of other related goals. To do so suggests the need to transform the mix of transport modes, with emphasis on road use for goods movement and transiting people and transit use for moving people. This goal reflects the need for a more integrated transportation network comprising of heavy rail, light rail, air and ground transport, and recognizes the important contribution that transportation makes to environmental goals.

## Progress Measures:

- Residents use of sustainable modes of transportation (e.g., bus, bike, pedestrian, LRT) increases

### Indicators:

- Transit ridership per capita
  - Vehicle ownership per capita and by household location
  - Length and quality of cycling network
  - Mode split into central areas (through cordon count surveys)
  - Residents perceptions of the accessibility and affordability of sustainable transportation options
- The ability to move goods through and around the city is optimized.

### Indicators:

- Travel time / congestion on inner/outer ring road or highway connector
- Percent of intermodal and warehouse facilities within 1,600 meters of inner/outer ring road or highway connector

## Three year priority goals:

- Increase transit ridership
- Ensure transit sustainability through appropriate cost recovery ratio;
- Reduce barriers to the use of different mode of transportation
- Increase traffic safety
- Select and remedy high congestion areas to better facilitate travel through and around the city.

## Ten-year strategic goal:

Ensure Edmonton's Financial Sustainability: Edmonton is financially sustainable, with the revenue resources required to support its plans and provide the infrastructure performance and services citizens need.

*Elaboration:* In ensuring Edmonton’s financial sustainability, the City recognizes the tie between demands on the City and the limited means to address these demands. The City will work to diversify revenue sources while maintaining the obligations the City has to its citizens. This goal relies on the revenue benefits that could be realized from the other goals, such as Economic Diversity and Urban Form transformation.

## Progress Measure:

- Revenue resources increase and diversify
- Indicator:* Total and percent of city revenue from all sources

## Three year priority goal:

- Increase revenue sources and reduce reliance on residential property tax to meet strategic infrastructure and service needs





## Ten-year strategic goal:

**Diversify Edmonton's Economy:** Edmonton is recognized as an economic powerhouse, maximizing the diversity of its economic advantages, including its location as Port Alberta and as a portal to the north; as the urban centre of regional industrial development; as a knowledge and innovation centre for value-added and green technologies and products; and as a place that attracts and supports entrepreneurs.

*Elaboration:* To diversify Edmonton's economy, the City recognizes the economic advantages are those existing strengths. Leverage points include Edmonton's physical locale, centers of excellence and industrial/entrepreneurial comparative advantage with local, northern and Asian opportunities. Specific target areas are logistics, eco-industrial and environmental technology knowledge transfer. In establishing this goal, the City recognizes the separate roles of Edmonton Economic Development Corporation and the Municipal Corporation and envisions the City's role to be that of an enabler.

## Progress Measure

- Economic diversity increases in targeted business areas (clusters).

### *Indicator:*

1. Select economic indicators (Edmonton's Genuine Progress Indicators) as compared to Alberta and Canadian average
2. Percentage of jobs in defined sectors (e.g. "green-collar" jobs)

## Three-year priority goals:

- Work with both public and private sector partners, to improve the favourable business and investment climate for:
  - Eco-industrial based economy;
  - Logistics and servicing for the needs of the North and Asia;
  - Green technology development and commercialization; and
  - Entrepreneurs.
- Invest in transportation network to support Port Alberta.
- Improve, continuously, the capacity and capability of the organization in the delivery of services to business and citizens.

**Accrual Basis.** Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues. Externally restricted earnings are accounted for as deferred revenue until used for the purpose specified. Expenditures are recognized in the period the goods and services are acquired and a liability is incurred or transfers are due.

**Activity.** A subdivision of an operating budget program, usually a major administrative or functional unit.

**Alberta Municipal Infrastructure Program (AMIP).** A grant from the Province of Alberta to assist municipalities in addressing their core infrastructure backlog and longer term infrastructure requirements. Core infrastructure is strictly defined as municipal roads, bridges, public transit vehicles and facilities, water and waste water systems and facilities, storm drainage systems and facilities, emergency service vehicles and facilities and infrastructure management systems. Funding is a per capita amount beginning in 2005 with funding over a five-year period, and project completion over a ten year period.

**Annualization.** Represents the financial impact of implementing an approved service package over the full fiscal year.

**Appropriate.** To approve funds for specific purpose or project.

**Assessment.** The valuation of a property for property taxation purposes. Property Taxes are calculated by multiplying the property assessment by the tax rate expressed in terms of mills (thousands).

**Assessment Classes.** All assessed property within the City of Edmonton is divided into the following assessment classes:

- Residential Property - single family and other residential
- Non-residential Property
- Farmland
- Machinery and Equipment

**Authorities.** Autonomous organizations with separate boards or commission, but related to the City of Edmonton through operating agreements, which usually include financial obligations.

**Bond Rating.** This is a measure of the City's capacity to repay debt.

**Budget.** A financial plan and a service delivery guide for a given period of time.

**Budget Adjustment.** Amendments to the approved operating and capital budgets are made through the budget adjustment process, which outlines the procedures and defines the approval authority of City Council, the City Manager, and General Managers.

**Budget Guidelines.** Overall parameters set by City Council that must be followed in the preparation of the budget.

**Business Tax.** Revenue generated through the collection of taxes levied on the net annual rental values of premises occupied or entered for the purpose of doing business. On May 8th, 2007, City Council passed a motion to shift business tax revenue to the non-residential property tax class over a four-year period (2008 - 2011).

**Bylaws.** Legislation enacted by City Council under the provisions of the Municipal Government Act.

**Capital Budget.** Provides the statutory approval to expend funds in the undertaking of specified capital improvements or developments and to appropriate the required financing. Approval is granted on a three-year basis for projects beginning the first year of the planned period.

**Capital Financing.** The funding provided to capital projects through operating budget contributions, reserves, debt, and grants from other orders of government or other sources.

**Capital Priorities Plan Committee (CPPC).** A team of Branch Managers assigned with the responsibilities of allocating financing to the Capital Priorities Plan, reviewing and approving capital projects and providing advice/direction for overall infrastructure requirements.

**Capital Priorities Plan (CPP).** The CPP represents the City's five year plan for capital investment in existing infrastructure and new growth.

**Capital Project.** Expenditures relating to the acquisition, construction, upgrade or rehabilitation of a City's asset that is prioritized through the Capital Priorities Plan process.

**Census.** An official enumeration of a population.

**Census Metropolitan Area (C.M.A.).** The threshold as defined by Statistics Canada where census data is being gathered for an agglomeration that has an urban core of 100,000 people.

**City Council.** A group of elected representatives with powers given by the Provincial Government to provide good government to a community.

**City Manager.** An individual appointed by City Council to serve as the Chief Administrative Officer of the municipality.

**Civic Program.** Departments that directly report to the City Manager. Each Civic Department is comprised of one or more programs for budgetary purposes.

**Committed.** Committed fund balances and reserves designates funding that has been earmarked or set-aside for a specific project or operating program.

**Committees.** A group of individuals delegated to perform a specific function or functions.

**Consumer Price Index (CPI).** Reflects the impact of inflation on the purchasing power for goods and services.

**Core Infrastructure.** Refers to municipal roads, bridges, public transit vehicles and facilities, water and wastewater systems and facilities, emergency service vehicles and facilities, and infrastructure management systems.

**Corporate Expenditures.** Expenditures which cannot be directly associated with a specific program/department and therefore are budgeted under the Corporate Program.

**Corporate Revenues.** Revenues which cannot be directly associated with a specific program/department and therefore are budgeted under the Corporate Program.

**Cost Impacts.** Cost increases due to inflation, personnel contract settlements, annualization, and historical performance. It represents the re-costing of the current year's budget in terms of next year's dollars.

**Debt.** An obligation resulting from the borrowing of money. The City of Edmonton categorizes debt as follows:

- **Tax-supported debt** refers to debt issued to provide funding for capital expenditures, the retirement of which is being paid for using tax levy revenues.
- **Self-liquidating debt** refers to debt issued, generally for municipal enterprise operations that is repaid through the fees generated from the operations.

**Debenture.** The sale of a municipal bond to the Alberta Capital Financing Authority.



**Debt Limit.** The Provincially-legislated limit by which a municipality may incur debt. The debt limit is defined as two times revenue net of capital government transfers. Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

**Debt Service Limit.** The Provincially-legislated borrowing limit by which a municipality may incur. The debt service limit is calculated at 0.35 times of the revenue net of capital government transfers. Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

**Demographics.** Various statistics used to characterize human populations.

**Duplex/Triplex.** A house with two or three dwelling units sharing common walls or floors.

**Expenditures.** Costs associated with the provision of municipal services.

**Edmonton Socio-Economic Outlook.** A report prepared by the Economic Trends and Research, produced twice a year, with forecasts of major economic and social indicators over the next five years. Civic departments use this forecast in preparing their capital priority plans and operating budgets. They also use it in their strategic and business planning.

**Effectiveness.** Is (1) the ratio of standard, estimated or budgeted performance to actual performance expressed as a percentage; (2) the outcome or output received from an approach or program. Ideally it is a quantitative measure which can be used to evaluate the level of performance in relation to some standard, set of criteria, or end objective; (3) the actual accomplishment of delivering acceptable outputs, on time, within the quality requirements specified. It is the ratio of Actual Output (A.O.) divided by Expected Output (E.O.). *Note: Effectiveness may be stated in terms of outcomes in place of outputs.*

**Efficiency.** Is the relationship between the planned resource requirements, such as labour or machine time, for task(s) and the actual resource time charged to the task(s). It is the ratio of the Resources Expected or forecasted to be Consumed (R.E.C.) divided by Resources Actually Consumed (R.A.C.).

**EPCOR.** Edmonton Power Corporation, a wholly owned subsidiary of the City of Edmonton.

**Franchise Fees.** Fees in lieu of taxes or compensation for exclusive rights, based on an agreement with the holder of a special franchise. e.g. ATCO Gas.

**Full-Time Equivalent (FTEs).** The hours and associated costs one full-time employee would work in a year.

**Fund Accounting.** Funds within the City of Edmonton consolidated financial statements consist of the

operating, capital, and reserve funds, defined below:

- Operating fund reflects the financial activities associated with the provision of general municipal and utility services during the year. It includes the Civic/Corporate Programs, Boards & Authorities, Land Enterprise, Mobile Equipment Services, Drainage Services, Ed Tel Endowment Fund, and the Excess Earnings on Sinking Fund.
- Capital fund reflects the financial activities associated with the acquisition, construction, and funding of capital assets.
- Reserve fund reflects funds authorized by City Council to be set aside for the funding of future operating and capital expenditures, including municipal equity.

**General Financing.** Represents funding from the annual tax levy base, and is commonly referred to as Pay-As-You-Go (PAYG) financing. Pay-As-You-Go is budgeted within the operating budget to finance tax-supported capital expenditures.

**General Managers.** Department heads of civic programs.

**Grants.** Funding provided by a senior order of government.

**Infrastructure.** Facilities on which the continuance and growth of a community depends (e.g. roads, sewers, public buildings, parks, storm sewers, etc.).

**Infrastructure Canada Alberta Program (ICAP).** A body set up to administer the Federal Infrastructure Program (FIP) called Strengthening Federal, Provincial and Municipal infrastructure. Funding is shared 1/3 from each order of government: Canada, Alberta, and the City of Edmonton.

**Infrastructure Gap.** A term used to describe the funding shortfall between capital investment requirements and funding availability.

**Local Improvements.** The construction or replacement of roads, sidewalks, lanes and underground services for which a portion is paid by the abutting property owner.

**Market Value Assessment.** Provincial government legislation requires that properties must be assessed on an annual basis to reflect current market conditions. Starting in 1999, all properties were assessed at market or on the basis of provincial regulations and were taxed on this value by the City of Edmonton.

**Municipal Enterprise Operations.** Refers to those activities for which tax dollars are not anticipated to be required to fund the operations. They are financially self-funded operations established to provide management and control of major activities of the City. Land Enterprise and Mobile Equipment Services are Municipal Enterprises.

**Municipal Equity.** The amount calculated as the excess of Total Assets less Total Liabilities and any funding set aside for specific purposes in Reserves.

**Municipal Government Act (MGA).** Provincial legislation setting out the powers and responsibilities of Alberta municipalities.

**Municipal Sustainability Initiative (MSI).** Grant funding from the Province of Alberta for capital projects, including municipal roads, bridges, public transit vehicles and facilities, water and waste water systems and facilities, storm drainage systems and facilities, emergency service vehicles and facilities, infrastructure management systems and solid-waste management systems and facilities. MSI grants end 2017.

**Non-Residential Construction Price Index.** Measures the cost of construction materials and labour used for commercial, industrial, and institutional development.

**One-time Items.** Expenditures associated with a limited term (typically one operating period) that will not become an ongoing part of the base budget in future years.

**Operating Budget.** Planned revenues and expenditures that are consumed in the delivery of services during an annual operating cycle (January through December).

**Outcome.** Outputs quantify the amount of work completed, while outcomes (or effectiveness) report the results achieved as expressed in the eyes of the customer, or in the case of the City of Edmonton, Citizens.

**Output.** Are goods or services created by inputs. Examples of Outputs are units produced and hours of service provided.

**Pay-As-You-Go (PAYG).** General Financing represents funding from the annual tax levy base, and is commonly referred to as Pay-As-You-Go (PAYG) financing. Pay-As-You-Go is budgeted within the operating budget to finance tax-supported capital expenditures.

**Payment-in-Lieu of Taxes.** Payments equivalent to municipal property taxes, made by the federal and provincial governments for Crown-owned properties.

**Performance Measures.** Qualitative or quantitative measures or indicators of progress toward specified outcomes or goals. A means for determining how a program is accomplishing its mission through the delivery of products, services, or processes by measuring quantity, effectiveness, and/or efficiency.

**Program.** A program represents a group of like services or activities in delivering a service, with a definable client and a clear benefit or outcome.

**Project.** A single project is a non-routine capital work with a “singular” identity. The location, time and design of a single project are clearly identifiable. A composite project is the grouping of routine capital improvements.

**Property Tax.** Revenue generated through the collection of taxes levied on real property assessment, including realty and business tax.

**Reserves.** Represent amounts appropriated from surplus for designated requirements.

**Retained Earnings.** Equity accounts that represent the accumulated surpluses from operations, that are not for general distribution, but rather are used to fund capital projects, leverage debt, or are reinvested in service delivery.

**Revenue.** Funds the City receives and records as income. Revenue is broken down by major sources as follows: user fees, fines, permits, grants from other orders of government, utility dividends, franchise fees, Ed Tel Endowment fund, and investment earnings.

**Self-liquidating Debentures.** Debt issued by municipal enterprise operations that is repaid through the fees generated by operations.

**Service Package.** New service or service increased from growth that require funds are presented to Council for their approval through the annual budget process.

**Senior Management Team (SMT).** Refers to the working team consisting of the City Manager and the eight General Managers.

**Sinking Fund.** The City of Edmonton makes annual payments into the Sinking Fund as required by each debenture issue. These funds are invested by the Sinking Fund in securities as approved by existing legislation. The annual rate of return required by the issue is allocated to meet the future debt requirements. Earnings in excess of those requirements are maintained within the Fund as unappropriated surplus, which may be used as approved by Council.

**Tangible Capital Asset.** Tangible capital assets are non-financial assets having physical substance that meet all of the following criteria:

- (a) are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other



- tangible capital assets;
- (b) have useful economic lives extending beyond an accounting period;
- (c) have been acquired to be used on a continuing basis; and
- (d) are not intended for sale in the ordinary course of business.

**Tax Rate.** Municipal property tax revenue is calculated by applying the tax rate to the projected assessment base. The tax rate is expressed in terms of mills. One mill is one thousandth of the assessment base. Additional property tax revenue is generated through an increase in the tax rate and/or growth in the assessment base.

**Tax-Supported Operations.** Civic Departments, Commissions, Boards, and Authorities are funded in whole or in part through revenue from property tax, business tax, and payment-in-lieu of taxes.

**Uncommitted.** Uncommitted Operating Fund balances and reserves designates funding that is not earmarked or set aside for a specific capital project or operating program initiative and is available for allocation.

**Unconditional Operating Grants.** An amount provided by other orders of government to municipalities for operating purposes, without any requirements as to the area in which the fund is used.

**Utility Operations.** Refers to Drainage Services (include Sanitary Utility and Land Drainage Utility) where tax dollars are not needed to support the operations. The utility rates are governed by the Utility Fiscal Policy.

