

THE WAY WE FINANCE

CAPITAL PROJECTS 2004 - 2014

INVESTING IN EDMONTON

TRANSFORMING | **EDMONTON**

BRINGING OUR CITY VISION TO LIFE



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INTRODUCTION

Edmontonians look to their City to build, improve and repair the infrastructure essential to their overall health, wellbeing and enjoyment. From the river valley parks system, to the expanding LRT network, to the vital drainage system, Edmontonians are investing in the infrastructure that ensures their city is one of the world's most livable urban centres.

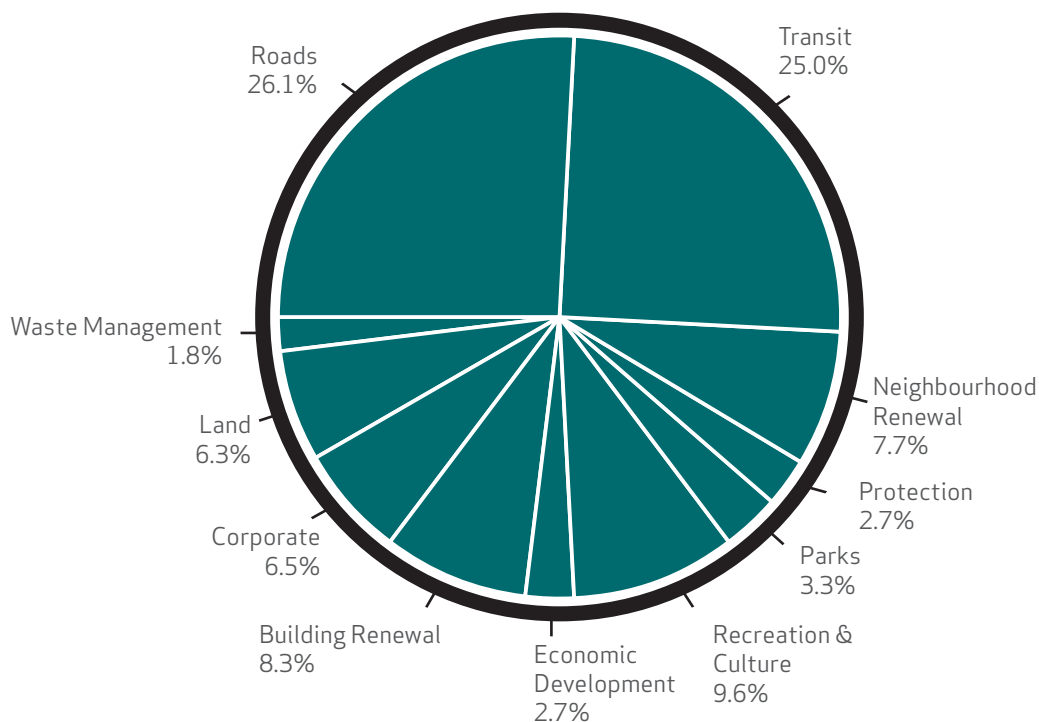
For the period from 2004 to 2014, the City of Edmonton will invest \$9.3 billion in capital projects that include building new community recreation centres and waste utility projects, replacing the drainage infrastructure, renewing roads, curbs, streetlights and sidewalks in Edmonton's mature neighbourhoods, and expanding our transit system. This level of investment is unprecedented in this city's history.

CAPITAL PLANNING

Construction costs escalated dramatically in the last decade increasing approximately 70 percent from 2002 to a peak in 2008. This rapid escalation of capital project costs meant the annual growth in the City's capital spending had to be very substantial — particularly from 2006 to 2008 — simply to meet inflation related cost increases. Costs de-escalated in 2009 and 2010 but were still 50 percent over 2002 levels. City funding for infrastructure increased significantly after 2006 through the use of debt and increases in grant funding from the Province (Alberta Municipal Infrastructure Program [AMIP], Municipal Sustainability Initiative [MSI], City Transportation Fund, GreenTrip) and the Federal government (Federal Gas Tax, Building Canada Fund and Infrastructure Stimulus Funding), and by the fast-tracking of grant funding.

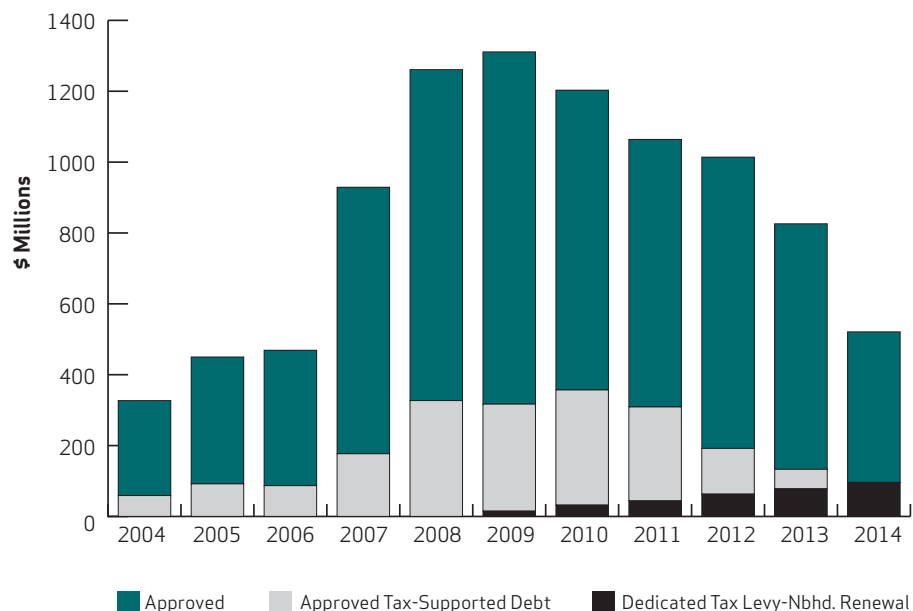
Looking ahead to 2012 - 2021, known available annual funding reduces to approximately half of the 2009 - 2011 level. This change is due primarily to the lower use of debt, but is also affected by reductions to MSI and to Edmonton's share of the City Transportation Funding. Levels in 2015 - 2018 are also impacted by the repayment of grant fast-tracking.

2004 - 2014 CAPITAL EXPENDITURES



2004 – 2014 CAPITAL FUNDING

Showing Approved Projects and Projected Funding Levels for the Current Capital Cycle



DELIBERATE, PLANNED INVESTMENT

This deliberate, planned investment in infrastructure is rooted in Edmontonians' vision for their city — a thriving, welcoming, safe, affordable and sustainable community in which people enjoy their freedom to explore, experiment, experience, excel and expect the most out of every day. It also addresses an “infrastructure deficit” created by most Canadian municipalities in the 1980s and 1990s, when they focused on balancing operating budgets at the expense of infrastructure spending. Edmonton's dramatic steps starting in 2004 were needed to address our past infrastructure deficit, tackle a backlog of renewal projects and deliver new infrastructure. From bridge construction to public transit, neighbourhood revitalization to libraries, fire and police protection to parks and recreation and waste management, all Edmontonians benefit from these investments.

TRANSFORMATIONAL DEVELOPMENTS

Building a great city demands both financial stewardship and vision. Consequently, the City is also investing in transformational developments in the downtown core to renew and strengthen the heart of the City. A prosperous downtown core is a foundation to a healthy City Region.



Capital investments, such as this spray deck after installation, improve quality of life.

BUILDING A GREAT CITY

The 2012 - 2014 Capital Budget was approved in December 2011 in the amount of \$2.8 billion, plus \$178 million for projects initiated in 2012 - 2014 that will be completed beyond 2014. This current three-year budget is lower than the \$3.6 billion in the 2009 - 2011 Capital Budget, which was necessary to accelerate key growth projects and make inroads on infrastructure renewal. The approved 2012 - 2014 Capital Budget was split between 54% for growth and 46% for renewal projects. Since the approval of the 2012 - 2014 Capital Budget in December 2011, adjustments and carry forward of funds from the 2009 - 2011 Capital Budget have been approved to bring the capital spending for 2012 - 14 to \$3.5 billion. Not included above is the Drainage and Waste Utilities. The Capital Budget for these City-run utilities is funded through utility fees, not property taxes. The Drainage and Waste Utilities plan to spend \$523 million on projects in 2012 - 2014, down from the Capital Budget of \$635 million in 2009 - 2011.



99 Street / Scona Road renewal.



Capital construction is balanced between renewal projects, such as the rehabilitation of the Quesnell Bridge (above), and projects supporting growth, such as building new recreation centres.

TRANSFORMATIONAL PROJECTS

QUARTERS

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

To facilitate this redevelopment requires approximately \$166 million in funding: \$56 million for Phase I and an estimated \$110 million for future phases. Project scope will include land acquisition, water and drainage

improvements, remediation of contaminated sites, relocation of some existing utilities, sidewalks, streetscapes and public space improvements. The project is to be financed in part by a Community Revitalization Levy (CRL), which is a funding mechanism whereby municipalities can dedicate future property tax revenue in a designated area to pay for a new public facility or new infrastructure in that area.

To date, Council has approved \$56 million for Phase I of the Quarters project.



Artist's concept of development in the Quarters.

LRT EXPANSION

Advancing the City's LRT system remains a key priority. A number of key LRT projects have been advanced, with the goal to expand LRT service to all sectors of the City by 2040.

South LRT

The South LRT Extension began with the opening of Health Sciences Station on the University of Alberta campus at the south end of Edmonton's LRT network in January 2006. Construction of new tracks and LRT stations deeper into south Edmonton was divided into two phases:

- Phase one extended track from Health Sciences to new stations at McKernan/Belgravia and South Campus. This section of track and both new stations opened in 2009.
- Phase two extended track from South Campus to new stations at Southgate and Century Park. This section of track and both new stations opened in 2010.
- This LRT line was named the Capital Line in 2013.

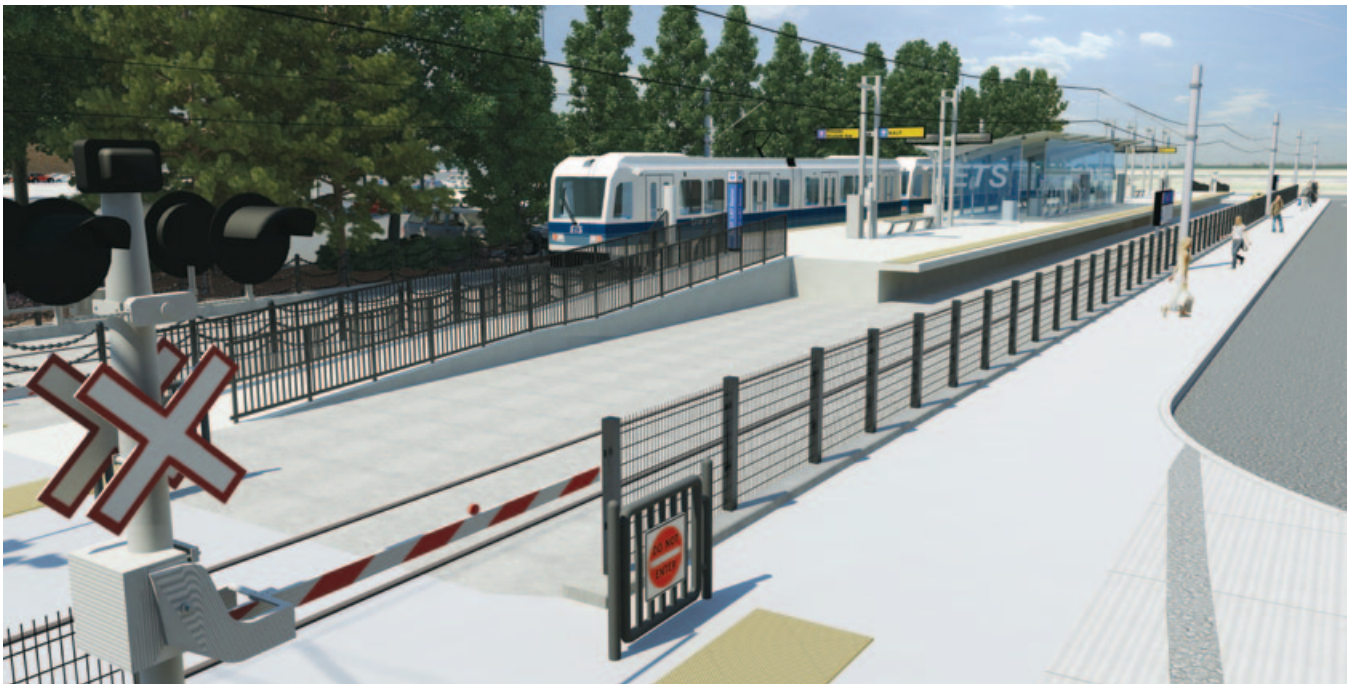
North LRT to NAIT

The \$755 million North LRT to NAIT is a 3.3 km extension from Churchill LRT Station in downtown Edmonton northwest to NAIT. It's the first segment of a planned LRT expansion to Edmonton's north city limits near St. Albert. Construction of this phase is well underway and is slated for completion in 2014. The full line will be called the Metro Line.

Southeast to West LRT

The expansion of Southeast to West LRT has been identified by Council as its next priority.

The full build out of what will be called the Valley Line is estimated to have a capital cost of about \$3.2 billion (based on 2019 operations commencement), which includes design, construction, utility re-locations, land acquisition, a light rail vehicle (LRV) maintenance facility and a fleet of new low-floor LRVs. Given the magnitude of the projected capital costs, the City does not have the financial capacity to undertake the full 27 kilometre Valley Line project, and is therefore pursuing a staged approach to delivering the system.



Expansion of the LRT network is a top priority.

Given that the Valley Line operations and maintenance facility will be located along the southeast leg of the system (northeast intersection of Whitemud Drive and 75 Street), the Valley Line Stage 1 (Mill Woods Town Centre to Centre West) will be constructed first, and the system will be expanded incrementally towards the west as funding becomes available for this project. Valley Line Stage 1 is estimated to have a capital value of \$1.8 billion.

To date, the expenditure of up to \$201 million has been authorized for:

- completion of preliminary engineering of the full 27 kilometre Valley Line;
- land acquisition of all necessary right-of-way along Stage 1, and any opportunity and critical acquisitions along the remainder of the system
- advanced utility re-locations and any advanced building demolitions needed to facilitate utility re-locations along Stage 1.

The current project schedule has Stage 1 commencing revenue service in late 2019, if the \$1.8 billion capital cost can be secured by the fall of 2013. Currently, the City is committed to allocating \$800 million towards Stage 1 and is looking to the provincial and federal governments for a total of \$1 billion. To date, the federal government has committed \$250 million through its Public-Private Partnership (PPP) Canada grant program, and the City continues to explore other avenues for funding from the other orders of government.

The scope and timelines associated with the incremental expansions to the west will be largely dependent upon the amount and timing of future funding for the Valley Line.



Construction of the LRT line to NAIT will be complete in 2014.

CAPITAL CITY DOWNTOWN PLAN AND ARENA DISTRICT

The Capital City Downtown Plan identified a number of “Catalyst Projects” which are intended to stimulate activity in the core and improve infrastructure, increase urban densification, focus economic activity, and facilitate greater transit connectivity in the downtown. Several of these Catalyst Projects, as well as a number of other Council-identified projects are proposed to be funded through the Capital City Downtown Community Revitalization Levy (CRL) as directed by Council on May 8, 2013. The CRL is subject to approval by Council at a Public Hearing and by the Provincial Government. For more information on the CRL go to www.edmonton.ca/crl

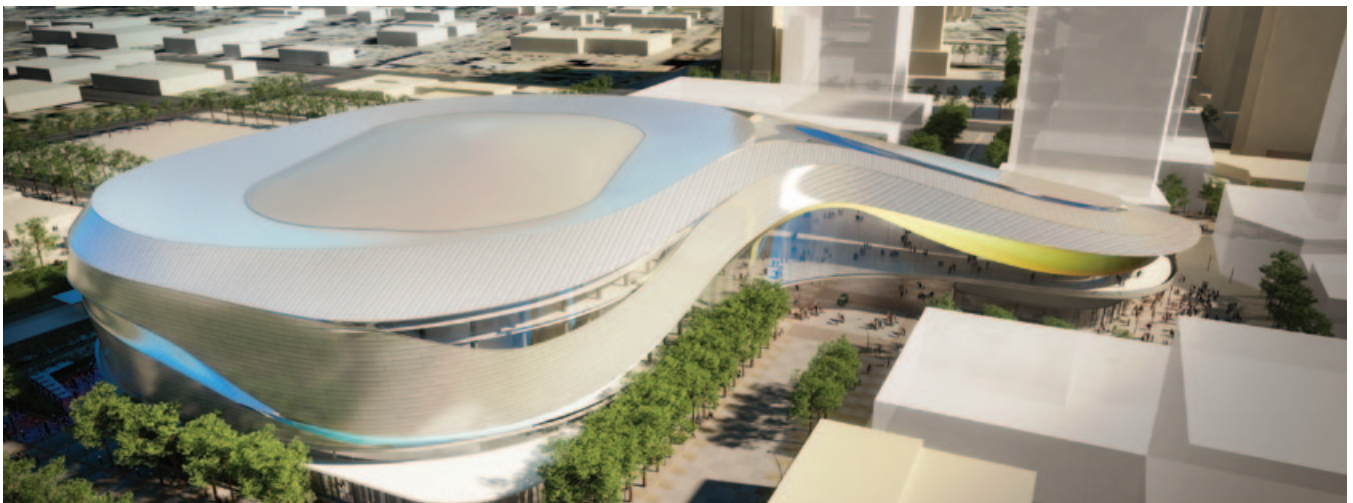
Edmonton City Council approved the master and location-related agreements to design and build a new Downtown Arena. There are ancillary agreements that will be finalized and approved. The total cost of the project will be \$604.5 million. The entire project includes the Arena, Winter Garden, community rink, LRT connection, pedestrian corridor and the land. The City will contribute \$279 million to the project (\$200 million directly to the Arena and \$79 million to related infrastructure), none of which will be generated by increasing taxes. Instead, this initiative will be funded through several sources: the CRL, the redirection of subsidy currently provided to Rexall Place, increased parking revenues related to the development, and taxes generated directly by the new facility. For more information on the downtown arena project go to www.edmonton.ca/downtownarena

Phase I — Anticipated Capital City Downtown CRL Projects (preliminary estimates in 2013 dollars):

- Downtown Arena — \$199 million
- Downtown Stormwater Drainage Servicing — \$15 million
- Green and Walkable Downtown — Arena Civic Interface — \$35 million
- Jasper Avenue New Vision — \$28 million
- Jasper Avenue New Vision Underground Infrastructure Allowance — \$27 million
- Projects in the Civic Precinct — \$23 million
- River Valley Promenades — \$11 million
- 105 St/102 Ave Park — \$2 million

Future Projects approved in concept (budgets have not been presented for approval). Implementation will depend on the level of CRL revenues actually generated:

- Downtown Stormwater Drainage Servicing — \$32 million
- Central Warehouse Housing Incentive Program — \$12 million
- Warehouse Campus Neighbourhood Central Park — \$46 million
- Green and Walkable Downtown — Other Streetscape Improvements — \$62 million
- Edmonton Downtown Academic and Cultural Centre — (The City's potential contribution has not been determined.)



Artist's concept of the Downtown Arena.

WEST ROSSDALE REDEVELOPMENT

The West Rosedale Urban Design Plan will create a signature precinct with improvements to arterial roads and a portion of the river valley promenade. The Plan will facilitate the development of the West Rosedale lands from a largely vacant, under-developed area into an attractive, well-designed community of approximately 3,000 people. West Rosedale will create a major entranceway to downtown Edmonton, while acknowledging the historical and archaeological significance of the neighbourhood. It will accomplish this through high quality urban design, and attention to the public environment, and parks.

In addition, this project will include: infrastructure upgrades, roadway and streetscape improvements, land acquisitions, lot consolidation, land sales and underground infrastructure upgrade and development of public space, streets, trails and public buildings.

This neighbourhood will be integrated with the River Crossing Initiative including projects like the replacement of the Walterdale Bridge, the Touch the Water Promenade, and potentially the repurposed Rosedale Generating Station.



West Rosedale connects the downtown and the river valley.

BLATCHFORD — REDEVELOPMENT OF THE CITY CENTRE AIRPORT LANDS

The Blatchford Redevelopment will transform 217 hectares of land into a leading-edge sustainable community.

This mixed-use redevelopment in the heart of Edmonton will be walkable, transit-oriented community for families that features a large parkland, all within minutes of downtown Edmonton. As a noteworthy example of progressive urban planning, Blatchford will use technologies such as solar power, district energy and green building standards to showcase best practices in sustainable design.

With construction anticipated to begin in 2014, the Blatchford redevelopment will be carried out over a number of phases. This allows plans to be adjusted to adopt new ideas and provide more cost/revenue certainty as Council approves the budgets for each phase.

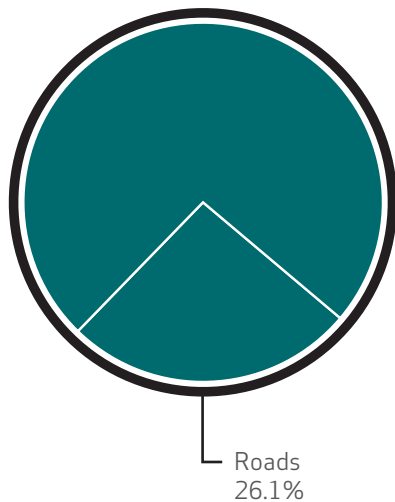
To date, Council has approved two capital budgets for the Blatchford Redevelopment:

- \$79.6 million for property interest acquisitions at the City Centre Airport.
- \$14.8 million budget for the civil engineering, site preparation, preliminary engineering (where design is currently) and detailed engineering for the first stages of the Blatchford Redevelopment.



Artist's concept of one area in the Blatchford Redevelopment.

ROADS



Percent of total capital spending 2004 – 2012

Well-maintained and constructed roadways are vital to Edmonton. Arterial and collector roads are required to effectively move people by mass transit and to efficiently facilitate the movement of commercial goods. Maintaining roads in all areas of the city significantly contributes to the quality of life for residents and the economic and environmental sustainability of a city.

QUICK FACTS (AS OF JANUARY 1, 2013)

- 189 bridge structures (including 29 culverts)
- 831 km of arterial roads
- 99,649 lights along streets, alleys, and walkways
- 3,053 parking meters
- 149,000 traffic signs
- Over 300 km of shared-used paths and shared-use sidewalks
- 460 km unpaved single track and unimproved trails
- 175 km of on-street bike routes (bike lanes, shared-use lanes and signed only routes)

MANDATE:

The services of the Roads program include:

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

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

THE LAST 9 YEARS 2004 – 2012:

Population and neighbourhood growth led the City to undertake keystone projects over the past nine years.

For 2004 – 12, \$1.86 billion was allocated to Roads (excluding Neighborhood Renewal). Some of the key projects included:

- \$800 million for arterial rehabilitation and network improvements
- \$754 million for bridge rehabilitation
- \$96 million for street lighting and traffic safety improvements
- \$49 million for snow storage and facilities improvements
- \$57 million for neighbourhood rehabilitation
- \$50 million for slide repairs and other geo-environmental issues
- \$60 million for Active Mode initiatives and planning studies

COMPLETED PROJECT HIGHLIGHTS:

- The **Quesnell Bridge** is the busiest bridge in Edmonton, with approximately 120,000 vehicles per day and 4,000-5,000 pedestrian and cyclist trips per week. Completed in 2011, this is the first major rehabilitation/widening of the bridge since it was built in 1967. The \$161 million project to replace all bridge components (girders, trusses, deck, and pedestrian bridge) and widen the roadway has extended the life of the bridge by up to 50 years.
- The **Dawson Bridge**, at 97 years old, needed major repairs, including replacement of the road deck; replacement of old-style rivets with modern, high-strength bolts; repair and replacement of damaged trusses; construction of a new widened wooden sidewalk; and a completely new coat of paint. The major components of the \$18 million bridge project was completed in 2010.
- The intersection at **23 Avenue and Gateway Boulevard/Calgary Trail** serves over 100,000 vehicles per day, and was rated one of the most congested and collision-prone intersections in the city. In 2007, construction began on two bridges that would take 23 Avenue traffic over Gateway Boulevard and Calgary Trail (as well as the railway tracks), and allow for the free flow of traffic beneath. All structures were opened to traffic in September 2010, with the final paving on Gateway Boulevard and Calgary Trail completed in 2011. The overall cost of the project was \$254 million.
- Construction of **Whitemud Dr/17 St. Interchange** provides free flow travel on Whitemud Drive and Anthony Henday Drive. The \$35 million overpass helps accommodate increasing traffic volumes and improves vehicle and pedestrian safety.
- The City of Edmonton spent \$1.6 million to build 21 kilometers of **On-Street Bicycle Routes** in 2011. The City plans to install close to 500 kilometers of on-street cycling facilities within the next 10 to 20 years. Building more on-street bicycle routes will make cycling easier and help Edmontonians to lower their transportation costs, stay active, reduce traffic congestion and decrease vehicle emissions.



The Quesnell Bridge, Edmonton's busiest bridge, was fully rehabilitated in 2011.

THE NEXT 2 YEARS (2013 – 14):

For 2013 and 2014, \$558 million is budgeted for Roads projects, including:

- \$292 million for arterial rehabilitation and network improvements
- \$175 million for bridge rehabilitation
- \$31 million for street lighting and traffic safety improvements
- \$39 million for snow storage and facilities improvements
- \$6 million for geo-environmental issues
- \$14 million for Active Mode initiatives

Upcoming Project Highlights:

- Arterial Network Improvements program includes alignment improvements at key arterial roadway intersections to address safety and operational concerns. The project includes design and construction. Components are typically completed over a two year period. Year 1: concept and design; Year 2: construction. Projects include:
 - Guardian Road / Lewis Estates Boulevard Widening
 - 153 Avenue: Manning Drive – 50 Street Widening

- 34 Street (23 – 34 Avenue) Widening
- 38 Avenue (21 – 34 Street) Widening
- 34 Avenue (34 – 48 Street) Widening
- 23 Avenue (34St – Mill Woods Road E) Widening
- 91 Street (30 – 41 Avenue SW) First Half
- The Walterdale Bridge has served Edmonton for nearly 100 years and is reaching the end of its usable life. The bridge spans the North Saskatchewan River near EPCOR's water treatment plant on 105 Street. Construction of a replacement bridge is scheduled for 2013-15 with a cost of \$155 million.
- The 102 Avenue Bridge over Groat Road is a 100-year-old bridge with a steel deck which is nearing the end of its life span. It needs to be demolished, and will be replaced with a current design standard concrete deck bridge starting in July 2014 and completed in the fall of 2015 for \$32 million.
- The 41 Avenue/Highway 2 Interchange includes a road/rail grade separation of the Canadian Pacific Railway (CPR) tracks east of Highway 2. The City will also make improvements to the arterial roads in the area. The \$205 million project is cost-shared by the federal/provincial/municipal governments.



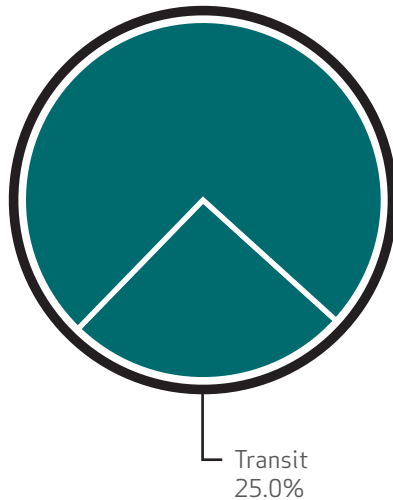
The Walterdale Bridge, now 100 years old, will be replaced in 2015 by an iconic connection over the North Saskatchewan River.

- The Pavement Management Facility project is to expand the existing Northeast Yard in order to provide a permanent facility for the Pavement Management Section of Roadway Maintenance. This project is currently in the construction stage, with completion planned for October 2014. Currently, pavement management resources (staff and equipment) are housed in temporary facilities in multiple yards. The new \$18 million permanent facility will consolidate resources into one location and provide sufficient capacity to accommodate additional service levels in the future.
- The Kennedale snow storage facility site is a City-use-only site and serves Roadway Maintenance Districts and the City's contracted snow removal services. The City will dedicate an existing City-owned property located at 13104 50A St. for Roadway Maintenance. This property is north of the existing Kennedale snow site and will allow the site to be expanded from 300,000 cubic metres to over 600,000 cubic metres. The \$5 million investment will provide greater capacity for snow storage to meet service level commitments to citizens.
- The \$13 million Arterial Street Lighting Rehabilitation project aims to ensure that the light poles are structurally sound, in operational working order, and provide optimal lighting levels. Aging streetlight infrastructure increases risk for motorists and pedestrians, requiring maintenance to an appropriate standard. This project focuses on the Major Arterial Network and includes funding for rehabilitation and replacement of aging streetlight infrastructure, and installation of new street lighting and walkway lighting. The Department has achieved cost savings both with maintenance and energy consumption through innovative design and new streetlight technologies.
- The Active Modes project strives to be pedestrian and bicycle-friendly. The City supports all forms of Active Transportation by providing infrastructure, facilities, programs and initiatives including sidewalks, curb ramps, shared pathways, marked bicycle and shared-use lanes, and end-of-trip facilities.



Almost a century old, the Dawson Bridge, was rehabilitated in 2010.

TRANSIT



Percent of total capital spending 2004 – 2012

Transit includes:

- Transit projects
- Associated fleet
- Associated facilities and buildings

Quick Facts (January 1, 2013):

- Annual ridership 82.8 million conventional transit and 932,000 DATS
- Bus/DATS fleet of 1,132 (including contracted DATS vehicles)
- Light Rail Vehicle fleet of 94
- 26 bus terminals
- 20.3 km of LRT track
- 15 LRT stations
- 6 garages

MANDATE:

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

- Bus transit
- Light rail transit (LRT)
- Specialized service for citizens with disabilities (DATS)

THE LAST 9 YEARS 2004 – 2012:

Edmonton's public transit system realized significant investment during this period. Between 2004 – 2012 Edmonton's population rose by 16.7% while annual transit ridership increased almost 56%, from 53.1 million to 82.8 million trips. This increase reflects additional bus and LRT service to the community (28% more service hours), capital investment in LRT and buses, customer service enhancements, and improved marketing. LRT weekday boardings grew from 42,160 in 2004 to 97,120 passengers in 2012, an increase of over 130%. The rise in number of LRT passengers over these nine years stems primarily from the South LRT extension from the University Station to Century Park (LRT ridership increased by over 30% from 2009 – 2012).

Investment in the DATS program also provided significant benefits to people with disabilities with an increase in trip volumes from 855,000 to 932,000, or 9%, in the time frame of 2004 – 2012.

For 2004 – 12, \$1.76 billion was allocated to Edmonton Transit System. Key projects include:

- \$733 million for expansion of LRT to South Century Park.
- \$459 million for work on the Downtown to NAIT LRT, up to the end of 2012
- \$43 million to purchase 37 light rail vehicles
- \$51 million on preliminary engineering and property acquisition for the River Valley Line

- \$48 million for new bus transit centers opened in Leger, South Campus, Meadows, Eaux Claires and Lewis Farms, and renovated transit centers completed at Westmount and Belvedere (along with the new park 'n ride facility). Opened Percy Wickman Garage in 2006 to accommodate the DATS fleet and new operations.
- \$138 million for replacement and growth buses. The bus and DATS City-owned fleet increased from 874 vehicles to 1,062 by 2012, an increase of 21%. Edmonton Transit achieved a milestone in 2010 when its bus fleet became fully accessible with the replacement of the last GM buses with New Flyer low-floor buses.
- \$282 million for renewal work which included upgrades, rehabilitation and replacements for LRT signal and electrification systems, safety and security systems, and aging buses and transit facilities. Edmonton Transit's newest garage facility, Centennial Garage, opened in 2010.
- \$6 million for new technology introduced to improve the efficiency and effectiveness of service – mobile data terminals in the vehicles and new scheduling software being the cornerstones.



LRT ridership jumped 30% after completing the line to Century Park.

THE NEXT 2 YEARS 2013 – 2014:

For 2013 and 2014, \$561 million is budgeted for Edmonton Transit System for making public transportation accessible and convenient for all areas of the city. Upcoming projects include:

- \$296 million for the completion of the 3.3 km Downtown to NAIT LRT extension, with operations commencing in 2014 (includes three new LRT stations and replacement of the Kingsway Transit Centre)
- \$146 million for preliminary engineering design and land for the southeast and west LRT lines.
- \$6 million to complete the South LRT (Heritage) project.
- \$6 million for innovation will be seen in Smart Bus (phase one implementation in 2012) and Smart Fare collection technology. City Council approved funding in 2012 for a smart fare system as part of the regional initiative to improve inter-municipal transit services in the Capital Region with implementation proposed over the next two to three years.
- \$107 million for ongoing repairs and rehabilitation work to keep transit facilities and equipment safe and serviceable. Replacement buses, extensive station repairs, and systems and communication renewal are on the agenda based on lifecycle assessment and the desire to avoid greater costs that will result from delaying the work. Central LRT Station refurbishment commenced in 2012 and is scheduled for completion later in 2013, and Northgate Transit Centre refurbishment was completed earlier in 2013. The Transit Control Centre will be renovated and completed by the end of 2013. The oldest bus garage, Westwood, will be refurbished to enable operations until 2016 when it is scheduled to be replaced by the new Northeast Garage (located at Yellowhead Trail and Fort Road). Additional buses, bus transit centers, and park-n-ride facilities will be needed to meet growth and achieve the goal of shifting transportation mode.

TRANSPORTATION NEIGHBOURHOOD RENEWAL



Neighbourhood Renewal Program
7.7%

Percent of total capital spending 2004 – 2012

Transportation Neighbourhood Renewal is one component of a three-part Building Great Neighbourhoods Program:

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

Quick Facts — Inventory (Jan. 1, 2013):

- Approx. 680 km of collector roads
- Approx. 2,136 km of local roads
- Approx. 1150 km of alleys
- Approx. 4,974 km of sidewalks
- Approx. 4,000 km of local storm, sanitary and combined sewer



Neighbourhood Renewal road overlay.

Neighbourhood Renewal Program Summary: 2009 – 2014

- Neighbourhood Reconstruction : (approx. 220 linear km)
- Neighbourhood Overlay : (approx. 335 linear km)
- Collector/Local Road Renewal (approx. 190 linear km)
- Northeast Road Replacement (approx. 10 linear km)
- Alley (50/50 LI) reconstruction in Sakaw and Mcleod (approx. 5 km)
- Total Transportation Neighbourhood Renewal: approx. 760 linear km

MANDATE:

In 2008, City Council established a Neighbourhood Renewal Program to revitalize infrastructure in the City's mature neighbourhoods, first by allocating funds from Provincial funding programs (AMIP and MSI), and secondly by establishing a funding pool developed from a dedicated tax levy that started in 2009.

This source of ongoing funding is required to develop a sustainable program which will eventually replace funding commitments from other orders of government. The dedication of an annual property tax levy toward the renewal and reconstruction of neighbourhood streets and sidewalks has greatly increased the City's capacity to address neighbourhood renewal needs.

This program delivered by Transportation Services works in mature neighbourhoods to reconstruct or maintain:

- Streets
- Sidewalks, curbs, gutters
- Street lighting
- Collector roads
- Multi-use trails

The type of work depends on the condition of infrastructure and coordination with other projects in a neighbourhood. The three types of work are:

- Reconstruction (roads, sidewalks, curbs, and streetlights are replaced).
- Overlay (roads are repaved and sidewalk trip hazards removed).
- Micro surfacing (roads are resealed with a thin asphalt layer).

Reconstruction of neighbourhoods continues over two to three years, while overlays and micro surfacing in neighbourhoods are usually completed in one year.

Neighbourhood LED street and alley light retrofits are also part of Neighbourhood Renewal program.

The Transportation Neighbourhood Renewal program is coordinated with the two other City programs dedicated to the deliberate and sustainable investment in neighbourhood infrastructure. The Drainage Renewal Program is funded by a dedicated drainage utility funding source and addresses underground storm and sanitary system renewal and replacement. The Great

Neighbourhoods Capital program is focused on improving the livability of Edmonton neighbourhoods by renewing amenities such as streetscaping or work on community facilities. More detail on this program is in the Recreation & Culture section.

THE LAST 9 YEARS 2004 - 2012:

For 2004 - 12, \$440 million is allocated to Neighbourhood Renewal Program. Projects include:

2004 - 2008: Even before the introduction of the Neighbourhood Renewal Program, the City invested in its neighbourhoods, albeit not at the current level. Eleven Neighbourhood-wide reconstruction projects were started:

Youngstown (west of 163 St)	(2004)
York	(2004 - 2005)
McQueen	(2005)
Holyrood	(2005 - 2007)
Idylwylde	(2005 - 2007)
Rundle Heights	(2005 - 2006)
Wellington	(2006 - 2007)
West Meadowlark Park	(2006 - 2007)
Crestwood	(2007 - 2008)
Parkview (west of 142 St)	(2007 - 2008)
Parkdale	(2008 - 2009)



Sidewalk renewal.

The \$57 million cost for these works, as they predate the Neighbourhood Renewal Program is reported in the roads section.

- **2009 - 2012:** (\$440 million) After the Neighbourhood Renewal Program Tax Levy (2009 - 2012) was introduced, neighbourhood-wide projects were undertaken in 46 neighbourhoods (14 reconstructions and 32 overlays). In addition, approx. 118 km of collector and local roads were renewed and 5 km of alley were reconstructed.

- 14 Neighbourhood reconstructions started: (approx. 127 linear km)

Meadowlark Park	(2009 - 2010)
Lendrum Place	(2009 - 2010)
Rio Terrace	(2010 - 2011)
Sherbrooke	(2010 - 2011)
Fulton Place	(2010 - 2011)
Parkallen	(2010 - 2012)
Capilano	(2011 - 2013)
West Jasper Place	(2011 - 2012)
King Edward Park	(2012 - 2014)
Terrace Heights	(2012 - 2013)
Dovercourt	(2012 - 2013)
Woodcroft	(2012 - 2013)
Canora	(2012 - 2013)
Windsor Park	(2012 - 2013)

- 32 Neighbourhood overlay started (approx. 222 linear km):

Delwood	2009
Sakaw	2009
Stone Industrial	2010
Summerlea	2010
Balwin	2010
McLeod	2010
Ogilvie Ridge	2010
Westridge	2010
Cloverdale	2010
Lymburn	2010
Patricia Heights	2010
Daly Grove	2010
Kameyosek	2011
McIntyre Industrial	2011

Weir Industrial	2011
Calllingwood North	2011
Belvedere	2011
Hagmann Estate Industrial	2011
Duggan	2011
Menisa	2011
Casselman	2011
Bearspaw	2011
Richfield	2011
Crawford Plains	2011
McArthur Industrial	2011 - 2012
High Park Industrial	2011 - 2012
Greenview	2011 - 2012
Alberta Park Industrial	2012
Wilson Industrial	2012
McNamara Industrial	2012 - 2013
Bisset	2012
Ekota	2012

- Collector/Local Road Renewal — 112 linear km (2009 - 2012)
- Northeast Road Replacement — 6 linear km (2009 - 2012)
- Alley (50/50 LI) Reconstruction in Sakaw and Mcleod (approx. 5 km)

THE NEXT 2 YEARS 2013 - 2014:

For 2013 and 2014, \$275 million is budgeted for the Transportation Neighbourhood Renewal Program which includes:

- 8 Neighbourhood reconstruction started: (approx 94 linear km)

Argyll	(2013 - 2014)
Grovenor	(2013 - 2014)
North Glenora	(2013 - 2014)
Hazeldean	(2013 - 2014)
Delton	(2013 - 2014)
Cromdale	(2014 - 2015)
Glenora	(2014 - 2016)
Laurier Heights (west of 139 St)	(2014 - 2015)

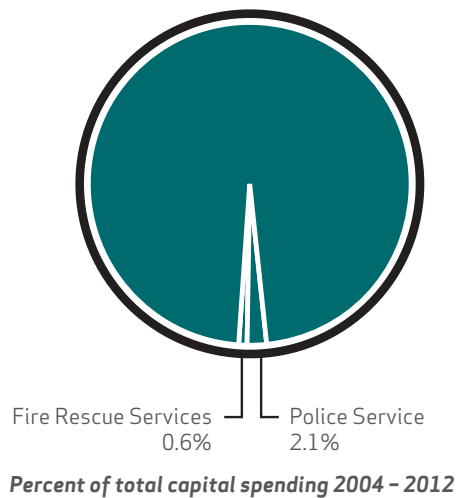
- 12 Neighbourhood overlay started:
(approx 112 linear km)

Aldergrove	2013
Bannerman	2013
Ramsey Heights	2013
Lago Lindo	2013
Laurier Heights (east of 139 St)	2013
Pollard Meadows	2013
Brander Gardens	2013
Sweet Grass	2014
Ormsby Place (east of 187A St)	2014
Dechene	2014
Newton	2014
Evansdale	2014
- Collector/Local Road Renewal — 76 linear km (2013 – 2014)
- Northeast Road Replacement — 4 linear km (2013 – 2014)
- The City will be investing in Neighbourhood LED street and alley light retrofits in the following neighbourhoods: Athlone - Dunvegan (west of 135 Street), Balwin, Bannerman, Beacon Heights, Bearspaw, Belmead, Belvedere, Bergman, Bisset, Crawford Plains, Daly Grove, Dechene, Delwood, Elmwood, Forest Heights, Glengarry, Greenview, Keheewin, Kenilworth, Lymburn, Lynnwood, McArthur Industrial, Menisa, Newton, Ormsby Place, Ramsay Heights Ritchie, Riverdale, Sakaw, and Sherwood.



The Transportation Neighbourhood Renewal program has undertaken improvements in 46 neighbourhoods since 2009.

PROTECTION



Protection includes

- Police projects
- Fire Rescue projects

Quick Facts (Jan. 1, 2013):

- 735 police vehicles
- 5 police stations
- 27 fire stations
- 97 fire trucks



Air 2 was added to EPS service in 2009.

MANDATE:

Police

Edmonton Police Services (EPS), under the governance of the Edmonton Police Commission, identifies its mission as being to increase public safety through excellence in the prevention, intervention and suppression of crime and disorder. This supports many of the overall City goals such as the Way We Live and the Way We Move.

Fire Rescue

Fire Rescue Services protects life, property and the environment through the delivery of essential public services, helping to make Edmonton a safer, more livable city.

THE LAST 9 YEARS (2004 – 2012):

For 2004 – 12, \$119 million was allocated to Edmonton Police Services and \$23 million to Fire Rescue Services.

Key projects include:

- \$57 million for growth projects for police in this period include the opening of the South East Division Station in 2006 and the construction of the South West Division Police Station (opening in June 2013), which will allow EPS to provide better service to the south side of the City and meet the seven-minute response time target for priority calls.
- \$39 million for the replacement of the Records Management System and implementation of ancillary systems such as business intelligence significantly updated the technological capabilities of the EPS. Major vehicles replaced during this period included the Mobile Command Post utilized extensively at major incidents, the Armoured Rescue unit and a Major Crime Scene Forensics unit.
- \$16 million for vehicle replacements and addition of the Air-2 helicopter in 2009 provided additional capacity to increase the effectiveness of the helicopter program. Renewal of the fleet, facilities, equipment and technology continued in this period.

- \$5 million for specialized police equipment that have reached the end of their economic life.
- \$14 million for Fire Rescue growth projects included the construction of new fire stations in the Lake District (#25) and Ellerslie (#27) neighbourhoods to improve service and response times to the growth areas of the city. Design and land purchases were also made on three further fire stations for Heritage Valley, Lewis Farms and Pilot Sound.
- \$9 million for renewal projects included technology and equipment upgrades to enhance firefighter and public safety as well as the replacement of obsolete fire stations in the Lauderdale (#10), Capilano (#11) and Norwood (#5) neighbourhoods.
- \$3 million for replacement of critical firefighting and safety equipment will continue and the Fire Rescue Training Tower will be converted to utilize Liquid Propane Gas in order to improve staff health and safety as well as reduce environmental impacts of live burn training.
- \$4 million for Fire Rescue will complete the planning and design work for the replacement of the aging dispatch system radio infrastructure in time for the 2015 – 2018 Capital Budget submission in coordination with other emergency response and civic radio users.

THE NEXT 2 YEARS (2013 – 2014):

For 2013 and 2014, \$71 million is budgeted for Edmonton Police Services and \$35 million for Fire Rescue Services which include these projects:

- \$43 million for growth projects include the initial construction stages of the EPS North West Campus. This will include a new Northwest Division Station that will provide improvements in service to a growing area of the city, a new arrest processing facility to replace the existing overcrowded space in Police Headquarters and a new Police Training Centre to centralize the majority of EPS training.
- \$28 million for renewal investment is required for technology and communications upgrades, building maintenance and renovation and an assessment of the City's Public Radio Public Safety System for renewal dependent on decisions related to the provincial interoperable radio network for emergency responders.
- \$28 million for Fire Rescue will begin the construction of new fire stations in the Heritage Valley and Lewis Farms neighbourhoods and the design for the Pilot Sound station will be completed. Based on the experience of recent growth fire stations, Fire Rescue Services anticipates seeing an improvement of around 30-40% in response times in the primary response zones as soon as the new stations become operational.



Three new police stations will be in operation by 2014.



Two new fire stations were built since 2009 and three new fire stations are underway.

RECREATION & CULTURE



Percent of total capital spending 2004 – 2012

Includes:

- Community & Recreation Facilities
- Public Library
- Specialty Facilities (including major partners)

Quick Facts (June 2013):

- 3 Multi-Purpose Recreation Centres
- 5 Outdoor Pools
- 6 Standalone Pools
- 6 Pools & Arenas
- 15 Arenas (standalone)
- 3 Golf Courses
- 8 Cemeteries
- 2 Seniors Centres
- 3 Golf Courses
- 9 Specialty Facilities
- Multiple Partner Facilities
- 17 Libraries / 2 Library Lending machines
- 13,692,229 visits to the libraries
- 10,362,921 items borrowed from the libraries
- Libraries are the second most visited place in Edmonton

MANDATE:

Community Services is responsible for community facility development which contributes directly to the achievement of the six 10-year goals, especially the Way We Live.

THE LAST 9 YEARS (2004 – 2012):

For 2004 – 12, \$436 million was allocated to Community & Recreation Facilities (includes Community Standards/Strategies) and \$73 million to Edmonton Public Library.

- \$282 million of investment to accommodate city growth which funded initial phases or completion of several major community recreation facilities including:
 - Terwillegar Community Recreation Centre (*the funding is reported under Building Renewal Program*);
 - Commonwealth Community Recreation Centre & Field House;
 - Fort Edmonton Park Capitol Theater, Midway Carousel & Exhibit, Avro Shed, and Administrative Offices;
 - St. Francis Xavier Sport Centre;
 - Queen Elizabeth Pool & spray deck relocation and redevelopment in Kinsmen Park;
 - Artificial Turf Playing Surfaces (Jasper Place Bowl, Mill Woods Park);
 - Victoria Golf Course Maintenance Building; and
 - Boyle Community Centre.
- \$131 million of significant renewal work has been completed to protect the City's long-term investment in many facilities, including:
 - Commonwealth Stadium Artificial turf & Seat replacement;
 - Valley Zoo Master Plan Implementation, utilities & improvements, Polar Extremes - Arctic Shores (Sea Mammals) exhibit, Service Entry, Animal Care Facility, Lemur Building, Vet Hospital, Nocturnal Wing, and various other Animal exhibit;

- Retaining wall, generator, and fence upgrades to Central Lions Community Recreation Centre redevelopment;
 - Northgate Lions Senior Citizens Centre upgrades;
 - Arena Rehabilitation (Bill Hunter, Callingwood, Confederation, Londonderry and Mill Woods);
 - Leisure Centre Upgrades (Confederation, Grand Trunk, Hardisty, Mill Woods, O'Leary and Peter Hemmingway);
 - Fred Broadstock outdoor pool redevelopment;
 - John Janzen Nature Centre rehabilitation;
 - Kinsmen Sport Centre – HVAC replacement;
 - Muttart Conservatory upgrades; and
 - Victoria Golf Course Driving Range upgrades.
- \$23 million for the Great Neighbourhoods Capital Program, to help improve the livability of Edmonton's established neighbourhoods by investing in the redevelopment, revitalization, reinvestment and renewal of Edmonton. Capital projects (which complement the Transportation Neighbourhood Renewal Program and the Drainage Capital Program) are underway in several neighbourhoods, including Downtown (Capital Boulevard), Beverly, Alberta Avenue, Jasper Place. Projects include decorative poles, lighting improvements, alley and sidewalk enhancements, connections between parks, transit stations and community facilities have been completed in more than a dozen other city neighbourhoods.
 - \$13 million for investment in public libraries over the last nine years has increased significantly as a result of City Council's support in funding a backlog of library and technology projects. Key projects completed in 2004 – 2012 period include the rehabilitation and renewal of several libraries: Stanley A. Milner, Idylwylde, Sprucewood, and Strathcona. Rehabilitation and renewal at the Stanley A. Milner Library include renovations to the first through fourth floors, children's library, and renewal of elevators, mechanical, electrical and security systems. Other projects include the construction of new buildings to replace existing library branches in Highlands, Jasper Place and Mill Woods.
 - \$22 million for the purchase of Library materials, furniture and equipment.
 - \$29 million to address growth with the construction and completion of a new library branch in the Lessard neighbourhood (Lois Hole Library) and construction of two new libraries in Clareview and Meadows as part of City multi-use recreation facilities.
 - \$9 million for information technology renewal including investment in a self service check-out and check-in system. This technology has allowed the library to minimize the need for increased staff to manage growth in customer visits and items borrowed. One new lending machine was implemented in the Century Park LRT station with another planned at the Grant MacEwan University in 2013.



Edmonton's heritage is kept alive with investments such as the recreation of the Capitol Theatre in Fort Edmonton Park.

THE NEXT 2 YEARS (2013 - 2014):

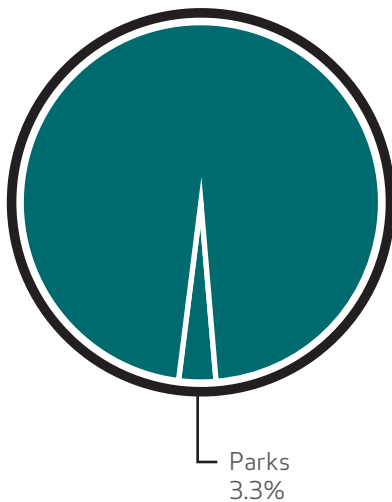
For 2013 and 2014, \$305 million is budgeted for Community & Recreation Facilities (includes Community Standards/Strategies) and \$76 million for Edmonton Public Library.

- \$161 million for several new recreations facilities are schedule to open in 2014, including
- Clareview Community Recreation Centre, Meadows Community Recreation Centres, Mill Woods Seniors Centre and Multicultural, Artificial Turf (Clareview Park), Borden Park Natural Swimming Experience, and Abbottsfield Community Recreation Centre
- \$92 million for a number of recreation facility renewals are underway including Valley Zoo Master Plan Implementation, utilities & improvements (Entry Wander, Camel Barn, Reptile Wing and utilities upgrades); Fort Edmonton Park (Utilities replacement & Master Plan implementation); and Municipal Cemeteries Improvements (Northern Lights & South Haven).
- \$52 million for the Great Neighbourhoods Capital program.
- \$38 million is for the next two years, work will continue in completing the construction of a number of library building projects including two new libraries in Clareview and Meadows, and the replacement of the Highlands, Jasper Place and Mill Woods libraries. Prior to the next budget cycle planned for 2015, the library will be working at securing land and developing schematic designs for the Calder and Capilano library branches.
- \$18 million for the purchase of Library materials, furniture and equipment.
- \$5 million continuing investment in technology and IT infrastructure renewal for the Library system
- \$15 million for Library facilities rehabilitation.



The iconic pyramids of the Muttart Conservatory received upgrades to extend their life and increase capacity for serving Edmontonians and visitors.

PARKS



Percent of total capital spending 2004 – 2012

Includes:

- Parks
- Natural areas
- Roadway landscapes
- Land acquisition

Quick Facts (Jan. 1, 2010):

- Maintained Turf 4,261 ha
- Maintained Beds 1,578,500 m²
- Sports Fields 1,657
- Trees 329,927
- Playgrounds 352 (maintained)
- Parks 920

MANDATE:

Community Services is responsible for developing/ redeveloping, managing and preserving existing parks and open space to create an attractive city for residents and visitors.

THE LAST 9 YEARS (2004 – 2012):

For 2004 – 12, \$210 million was allocated to Parks.

- \$111 million of significant accomplishments in response to city growth have included:
 - River Valley: Louise McKinney Riverfront Park (Phase I & II), Alf Savage Centre (Whitemud Park Trail Head Building), Whitemud Park Amenity Building, and New Fort Edmonton Park footbridge & trails



Louise McKinney Riverfront Park upgrades have increased access to Edmonton's most cherished attribute, the North Saskatchewan River Valley.

- District & City Level Parks: Belle Rive new park development, The Hamptons new park development, Leger new park development, and Ivor Dent Sports Park (Multi-sport Tournament & Recreation Site)
- Neighbourhood Parks: Cannon Ridge new park development, Hollick Kenyon new park development, Hudson new park development, Britnell new park development, Suder Greens new park development, 11 new P3 school sites, seven new natural area acquisitions for biodiversity
- \$99 million for rehabilitation and redevelopment in Parks which include:
 - River Valley: Numerous river valley trails, bridges, parking lots and land slide renewal projects, and drought tree replacement
 - District & City Level Parks: Jackie Parker Park new park redevelopment and drought tree replacement
 - Neighbourhood Parks: 161 new and renewal Neighbourhood Parks & Outdoor Aquatic amenity projects in 129 neighbourhoods, numerous Play Space renewal projects, and numerous Sport Field renewal projects



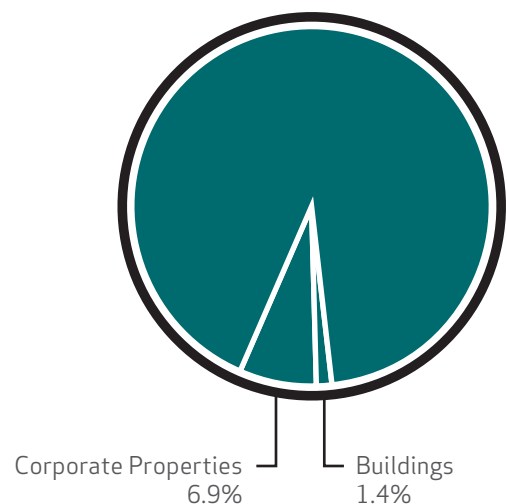
Maintaining Edmonton's 920 parks is a top priority.

THE NEXT 2 YEARS (2013-2014):

For 2013 and 2014, \$93 million is budgeted for Parks.

- \$29 million for future new park development growth projects with a number of growth projects be completed in the next two years and remain the responsibility of Community Services including:
 - The Meadows District Park development
 - Clareview District Park development
 - Eaux Claire Neighbourhood Park development
 - 34 Neighbourhood Parks and Outdoor Aquatic Amenity projects (underway)
 - McConachie District Park, Windermere District Park, Cameron Heights School Park, Webber Greens School & Park Site, River Valley Alliance & River Valley connective infrastructure projects.
- \$64 million of renewal work will continue in a number of River Valley, District, City Level and Neighbourhood Parks through parkland development partnerships and a range of park rehabilitation and renewal projects. Examples include:
 - River Valley: Louise McKinney Riverfront Park (Phase III), Queen Elizabeth Park Renewal, Buena Vista / Laurie Park Renewal, Victoria Park Pavillion, Kinsmen Park, Playground, William Hawrelak Park Lake Redevelopment, and Tree planting & naturalization
 - District & City Level Parks: Callingwood Park (park renewal & new park pavillion), Borden Park (park renewal & new park pavillion), Castle Downs Park (park renewal & new park pavillion), John Fry Park (park renewal & new park pavillion), Mill Woods Park (park renewal & new park pavillion), and Tree planting & naturalization
 - Neighbourhood Parks: 38 Neighbourhood Parks & Outdoor Aquatic amenity projects
 - Other park renewal projects: 83 parks conservation and utilities and access projects, 26 Play Space renewal projects, and 22 Sport Field renewal projects

CORPORATE PROPERTIES & BUILDINGS



Percent of total capital spending 2004 - 2012

Includes:

- Renewal of existing facilities
- Design and Construction of new facilities
- Purchases of land

QUICK FACTS (JAN. 1, 2013):

- 866 owned buildings maintained by Facility Maintenance Services
- \$4.9 billion in total replacement value
- 15.5 million sq. ft. of area maintained by Facility Maintenance Services
- 65% of buildings are more than 30 years old

MANDATE:

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

Community Services/Project Management and Maintenance Services will maximize the benefits of having

completed building condition assessments by emphasizing the importance of reinvesting in city facilities. This will ensure the maximum possible service life of the city's assets.

THE LAST 9 YEARS (2004 - 2012):

For 2004 - 2012, \$680 million was allocated to the following projects:

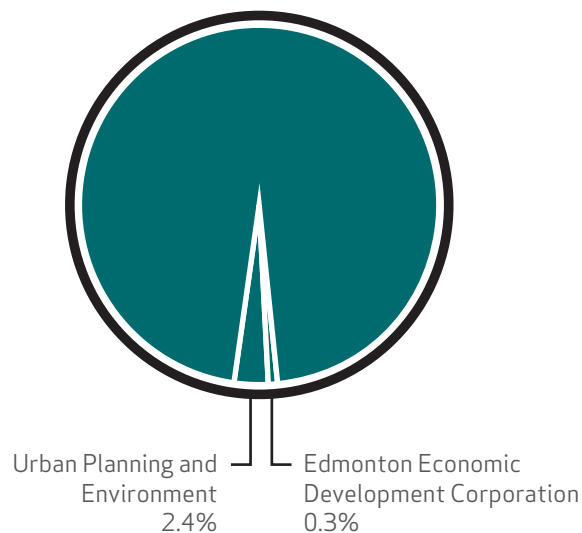
- \$180 million in facility reinvestment, including roof repairs, HVAC replacement, and ice plants, to existing facilities like the Callingwood Arena, Stanley Milner Library Parkade, Queen Elizabeth Pool, Hardisty Fitness and Leisure Centre, Commonwealth Stadium, and Fort Edmonton Park Administration Building
- \$17 million in the design of the downtown arena
- \$152 million for the new Terwillegar Community Recreation Centre
- \$91 million for the New Southwest Transit Garage
- \$23 million for upgrades to and constructing the new Meadows fire station and Fire Training Facility
- \$12 million for the Fort Road Redevelopment
- \$53 million for strategic land acquisition
- \$152 million for residential and commercial land development occurring before the creation of the Land Enterprise unit (See Land section)

THE NEXT 2 YEARS (2013 - 2014):

For 2013 - 14, \$91 million is allocated to the following Projects:

- \$15 million to further work on the Downtown Arena design and the completion of various projects from previous years
- \$76 million in facility reinvestment, including roof repairs, fire alarm system upgrades, and Shaw Conference Centre escalators

ECONOMIC DEVELOPMENT



Percent of total capital spending 2004 – 2012.

MANDATE:

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

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

Includes:

- Northeast and Other Established Industrial Areas
- Downtown, The Quarters and Boyle Renaissance
- Technology Business Centre Joint Venture
- Biotechnology Centre
- Edmonton Research Park
- Shaw Conference Centre



The Shaw Conference Centre, in the heart of downtown overlooking the river valley, is a component of Edmonton's economic development strategy.

THE LAST 9 YEARS (2004 – 2012):

For 2004 – 2012, \$80 million was allocated to Sustainable Development and Edmonton Economic Development Corporation for these projects:

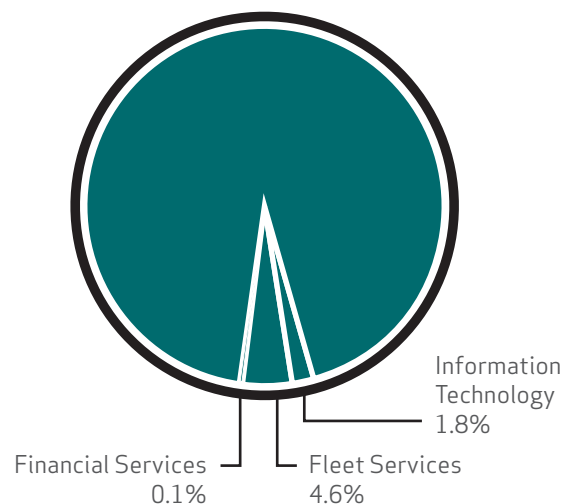
- \$55 million for considerable renewal work including the Quarters Downtown, Boyle Renaissance and the Jasper Avenue main street design study. This also includes park land and natural area acquisition & conservation projects.
- \$25 million for Biotechnology Centre, Shaw Conference Centre upgrades, and other rehabilitation projects.

THE NEXT 2 YEARS (2013 – 2014):

For 2013 and 2014, \$167 million is budgeted for projects that include:

- \$44 million for renewal of some ageing neighbourhoods. A new Community Revitalization Levy will help finance a comprehensive package of work, including drainage upgrades on 96 Street, which serves as the backbone for the other streets and avenues in The Quarters Downtown. Streetscaping will be carried out on 96 Street north of Jasper Avenue, in Boyle Renaissance and around the site planned for development in the Five Corners. Other Capital City Downtown Plan catalyst projects include investments in the Jasper Avenue New Vision, Green and Walkable Streets, Warehouse Campus Neighbourhood Central Park, high profile bikeway system, river valley promenades and McKay Avenue central gathering place.
- \$82 million for the River Valley Alliance Connective Infrastructure, current planning and Energy/Greenhouse Reduction projects.
- \$41 million of future new park development growth projects which includes park land and natural area acquisition & conservation projects, advance park development partnership and Whitemud slides properties acquisition.
- \$4 million for continuing renewal and upgrade needs at the Biotechnology Centre.

CORPORATE SUPPORT



Percent of total capital spending 2004 – 2012

Includes:

- Information Technology
- Fleet Services
- Financial Services

MANDATE:

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

Fleet Services provides maintenance and repair services across 15 garage locations, along with fleet safety, fuel management and fleet administration.

Financial Services provides strategic and technical advice, and financial services to all departments, authorities, boards and commissions of the City of Edmonton.

THE LAST 9 YEARS:

For 2004 – 12, \$489 million was allocated to Corporate Services.

- \$134 million for investments in Information Technology, including launching an open data catalogue, which makes public data available to citizens and software developers, and WorkSpace Edmonton, which provides business units with the

office technology and productivity tools to meet their future directions and needs.

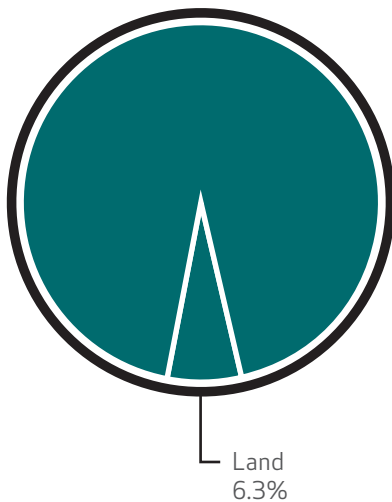
- \$79 million for Fleet facilities improvements, including expansion of Kennedale and the purchase and renovation of the Ellerslie Maintenance Facility, and the opening of the first new Transit bus garage in 28 years, the Centennial Garage. A new Fleet Management Information System has been implemented, along with 311 Online. New systems include Traffic Safety Analytics and the Building Facilities Maintenance Management Data Mart.
- \$5 million for the growth purchase and replacement of hoists, fuel tanks, underground tanks, tools and fire apparatus in Fleet Services.
- \$270 million for growth and replacements for municipal, Fire Rescue and Police vehicles. Significant projects for Fleet have been the Sustainable Fleet Action Plan, Bus Mid-Life Refurbishment, and the replacement of the DATS bus fleet.
- \$1 million for design and development of the enhanced Capital & Operating Budget System and for the advancement of the Cashier System replacement.

THE NEXT 2 YEARS (2013 – 2014):

For 2013 and 2014, \$114 million is budgeted for Corporate Services.

- \$36 million for Information Technology investment
- \$12 million to continue replacement of fleet repair shop equipment, including hoists, to support fleet diversity, complexity and safety of staff. With a focus on environmental stewardship, the replacement of fuel tanks will ensure adequate fuel storage capacity to meet operational demand and emergency response plans.
- \$60 million for ongoing replacement of vehicles and equipment, together with the Sustainable Fleet Management Action Plan ensures an appropriate fleet is maintained for services.
- \$6 million for the completion of the Capital & Operating Budget Systems, development of the Long Range Financial Planning Model to support The Way We Finance and Tax Assessment and Collection System Investment Project Phase 2.

LAND



Percent of total capital spending 2004 – 2012.

Includes:

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



Land Enterprise includes acquiring land for City projects such as LRT expansion, and sale of land for development, such as at Station Pointe.

MANDATE:

Land Enterprise Branch acquires land for capital projects and development at optimal cost to the City.

Land Enterprise also promotes initiatives in sustainability, revitalization and urban form through residential and industrial land development activities.

THE LAST 9 YEARS (2004 – 2012):

For 2004 – 12, \$273 million was allocated to Land Enterprise:

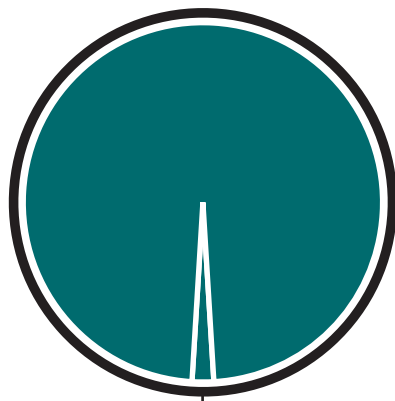
- \$150 million for strategic land acquisition focused on opportunities that complement future capital projects.
- \$123 million for residential and industrial development projects have included Belvedere (Station Pointe), Blatchford (City Centre Lands), Legacy Pointe, Hollick-Kenyon Modular Home Pilot Project, Rampart Industrial and Pylypow Industrial areas.

THE NEXT 2 YEARS (2013 – 2014):

For 2013 and 2014, \$313 million is budgeted for Land Enterprise.

- \$51 million for continuation of strategic land acquisition, including some of the land acquisition for future LRT.
- \$262 million of growth opportunities in the future decade include Blatchford Redevelopment, Belvedere Redevelopment, new commercial/industrial development, general residential land development, new residential development, industrial land acquisition and other industrial land development.

UTILITIES



Utilities (Waste Management)
1.8%

Percent of total capital spending 2004 - 2012.

Before Waste Management started the transition to become a utility in 2008, its capital expenditure was supported by the tax base. Currently, the Drainage & Waste Management Utilities capital projects are funded through utility rates and debt, and their operating and capital budgets are submitted through the Utilities Committee. The following focuses on tax-supported capital, before Waste Management completely converted to a utility.

THE LAST 9 YEARS (2004 - 2012):

For 2004 - 12, \$171 million was allocated to Waste Management.

- \$171 million for waste management infrastructure, material recovery, processing and transfer facility organic management system enhancement, Southwest and Northeast Eco stations, Kennedale facilities and expansion, and construction/demolition facility.



Capital investments in Waste Management and Drainage Services are now funded through utility fees.

APPENDIX

APPENDIX

CITY OF EDMONTON DEBT (2012—2014)

(in \$000s)

	DECEMBER 2012 (Actual)	PROJECTED INCREMENTAL CHANGE IN DEBT 2013 (Projected)	2014 (Projected)
Tax—supported			
Long—term			
Multipurpose Recreation Centres	\$ 148,546	\$ 128,739	\$ 14,247
Commonwealth Stadium			
Clareview Multipurpose			
Meadows Multipurpose			
Whitemud/Quesnell Bridge	135,512	1,018	—
North LRT (NAIT Line)	109,689	—	—
Terwillegar Community Recreation Centre	102,341	4,139	—
Roadways:			
Whitemud Drive East (34 Street Interchange)	17,401	—	—
23 Ave – Gateway Blvd	7,846	—	—
Mature Neighbourhood Road Rehab. and improvements to Arterial Roads	20,456	—	—
Southeast to West LRT	32,366	28,500	34,000
Great Neighbourhoods	31,801	25,348	15,000
Rehab of Existing Rec Facilities:	23,627	—	—
Kinsmen Aquatic Centre			
Mill Woods Ice Plant			
Grand Trunk Leisure Centre			
Callingwood Arena			
Victoria Golf Course			
Valley Zoo — Sea Mammals Exhibit, Entry Plaza, and	20,879	21,560	—
Wander Walkways			
North Central Field House	16,907	—	—
Jasper Place Library Branch	11,641	2,016	—
Outdoor recreational facilities —	10,056	110	—
Neighbourhood/District Park Development			
LRT Signal System Replacement (NE Line)	9,471	—	—
Lois Hole/Clareview Branch Libraries	8,594	2,785	854
Central Lions Senior Centre	7,072	—	—
Southeast Police station	5,945	—	—
Belle Rive Fire Station	5,737	—	—
Shaw Conference Centre Upgrades	5,541	—	—
Parking lots (Eaux Claire & Lewis Estate)	5,095	300	—
Queen Elizabeth Pool and	4,589	125	—
Peter Hemingway Leisure Centre			
Leger Neighbourhood: collector roadway and servicing	4,469	800	—
Walterdale Bridge	4,187	43,800	69,200
Fred Broadstock pool redevelopment	3,480	—	—
Bill Hunter Arena	2,808	—	—
South LRT Platform Extensions	2,554	—	—
Fort Edmonton Park Rehabilitation	2,320	—	—
Multi Sport Tournament Site — remediation	1,446	—	—
Downtown Arena Design (Note 1)	—	30,000	—
Downtown Arena Land (Note 1)	—	26,000	—
Downtown Arena — Construction (Note 1)			123,901

	DECEMBER 2012 (Actual)	PROJECTED INCREMENTAL CHANGE IN DEBT 2013 (Projected)	2014 (Projected)
Tax—supported			
Energy & greenhouse gases	—	4,950	—
Northwest Police station	—	17,604	15,177
Fleet Services — Ellerslie Building	45,978	—	—
Fort Road and Quarters Phase 1 (CRLs)	36,879	24,639	16,770
Parks (Nature Reserve)	5,435	12,560	—
Industrial Infrastructure	4,000	—	—
Short—term (Note 2)	120,000	—	—
South LRT (Note 3)	490,443	—	—
Total — Tax—supported	1,465,112	374,993	289,149
Self—liquidating (Note 4)			
Drainage Services	377,137	74,823	74,016
Waste Management	221,115	23,065	18,577
Other (Local improvements, Northlands and Non—Profit Housing etc.)	169,557	7,500	7,500
Total Self—liquidating	767,809	105,388	100,093
Total Debt Position December 31, 2012	\$ 2,232,921		
New Debt to be Borrowed 2013 & 2014		\$ 480,381	\$ 389,242
Debt Repaid		(98,091)	(112,228)
Annual Increase in Debt		382,290	277,014
Cumulative Balance of Debt	\$ 2,232,921	\$ 2,615,211	\$ 2,892,225
Debt Limit—MGA (Note 5)	4,178,294	4,387,209	4,606,569
Debt Limit Available	1,945,373	1,771,998	1,714,344
% of Debt Limit used	53.4%	59.6%	62.8%
% of Debt Limit available	46.6%	40.4%	37.2%

DEBT SERVICING 2013	MGA* Total Debt (35%)	DMFP ** Total Debt (22%) (Note 6)	DMFP ** Tax— Supported Debt (15%)
Debt Servicing Limit (2013)	\$ 731,201	\$ 459,612	\$ 256,954
Debt Servicing Cost (2013 projected)			
Tax—supported			
Long—term			
SLRT (federal fuel tax)	44,723	44,723	44,723
Other	68,849	68,849	68,849
Short—term	34,839	2,839	2,839
Self—liquidating (net of EPCOR & Sinking Fund)	75,105	75,105	
	\$ 223,516	\$ 191,516	\$ 116,411
% of Debt Servicing Limit used	30.57%	41.67%	45.30%
% of Debt Servicing Limit available	69.43%	58.33%	54.70%

* Municipal Government Act

** Debt Management Fiscal Policy

Notes:

1. Debt servicing for the downtown arena project will be funded by a combination of Community Revitalization Levy (CRL) revenues, grants, ticket surcharge revenues, parking revenue and lease revenue from the Edmonton Arena Corporation. For further information on the financing of the Downtown Arena project go to http://www.edmonton.ca/city_government/projects_redevelopment/the-agreement.aspx
2. Short-term debt is intended to manage the timing of grants from the federal and provincial governments. In some cases construction expenses are incurred before the grant money is available. Principal repayments are due at the end of the term and will be covered by grant funding.
3. The federal fuel tax has been specifically directed to fund debt servicing costs for the South LRT.
4. Self-liquidating debt includes debt assumed to fund capital expenditures for activities or programs which are self-funded, including utilities and local improvements.
5. The Municipal Government Act and related regulations establish limits for municipal debt levels. The debt limit for total debt assumes an annual 5% revenue increase.
6. Debt Servicing is simply the amount of money required to service, or pay back, the debt. In order to ensure its financial sustainability, the City of Edmonton self imposed Debt Servicing Limits per Debt Management Fiscal Policy (DMFP). Debt Servicing limits are based on:
 - a) 22% of City revenues for total Debt; and
 - b) 15% of Qualifying Revenues for Tax-Supported Debt

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