



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

Council Meeting

Jubilee Centre Council Chamber
9909 Franklin Avenue, Fort McMurray

Tuesday, December 14, 2010
5:00 p.m.

Agenda

Call to Order

Opening Prayer

Adoption of Agenda

Minutes of Previous Meetings

1. Regular Meeting – November 30, 2010

Delegations

Those individuals in attendance at the meeting will be provided with an opportunity to address Council regarding an item on the agenda, with the exception of those items for which a Public Hearing is required or has been held. Consistent with all delegations, each presentation will be allowed a maximum of five minutes.

Presentations and Related Reports

2. 2011 Operating Budget and Financial Plan and 2011 Capital Budget and Financial Plan
 - Elsie Hutton, Chief Financial Officer
3. 2011 Operating Budget and Financial Plan
4. 2011 Capital Budget, 2012 – 2017 Financial Plan

Reports

5. 2011 Capital Budget Amendment – 9717 Franklin Avenue Property Leasehold Improvement
6. Lower Townsite Redevelopment Incentive Program
7. 2015 Western Canada Summer Games
8. Appointments to Council Committees (Confidential)
9. Designation of Appointer Representative of Fort McMurray Airport Authority

Bylaws

10. Fort Chipewyan Métis Local – (Lots 15, 16, Block 8, Plan 5642 NY)
 - Bylaw No. 10/032 – Municipal Development Plan Amendment (1st reading)
 - Bylaw No. 10/033 – Land Use Bylaw Amendment (1st reading)
11. Bylaw 10/036 – Land Use Bylaw Amendment – Longboat Landing (Amending Legal Description)

Reporting - Boards and Committees

Adjournment

2011 Budget and Financial Plan

Council Meeting
December 14, 2010

2011 Operating Budget

Balanced

- Strong financial position
- Quality of life programs addressed

Responsive

- Sustainable and relevant budget for today and future
- Aligned department operations with goals and strategies

Predictable

- Aligned with the Fiscal Management Strategy for the future

2011 Operating Budget Process

- June – October Internal review of 2011 proposed budget
- July – Council adopted Fiscal Management Strategy
- November – Council budget workshop
- December – Budget presented to Council for approval

Budget General Guidelines

- Current revenues support current expenditures
- Align business plans and budgets with approved plans, and guiding documents such as Envision Wood Buffalo, Rural Services Delivery Review etc.
- Maintain approved fiscal stability reserves
- Provide sufficient asset maintenance and replacement funding
- Maintain quality of life programs
- Identify any changes to service levels for Council approval

Personnel Budgeting

- Vacancy rates creating budget surpluses
- Annualized budget for personnel costs
- Corporate reduction of 10% of budgeted funding to acknowledge ongoing vacancies – (\$17.8M)
- Manage within existing approved 1,371.63 positions prior to requesting additional approval
- Access to Emerging Issues Reserve funding in the event performance exceeds budget expectations
- Vacancy reporting to Senior Leadership Team

2011 Operating Budget

Revenue	\$528,974,848
Operating Expenditures	372,569,875
Excess of Revenue over Expenditures	\$156,404,973
Less: Transfers for Capital Purposes	155,304,973
Transfer to Emerging Issues Res.	1,100,000
Balanced Budget	\$ -

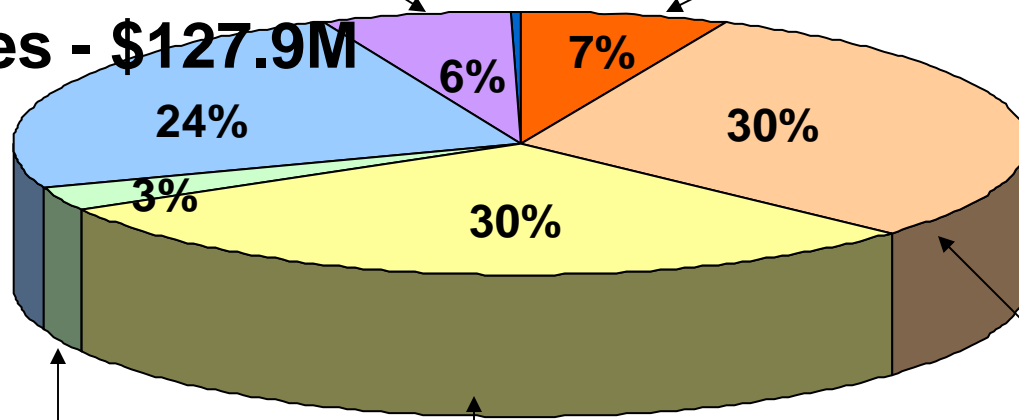
2011 Operating Budget* = \$ 528,974,848

Other - \$2.1M

Supplies/Equip. - \$32M

Financing Charges - \$35.2M

General Services - \$127.9M



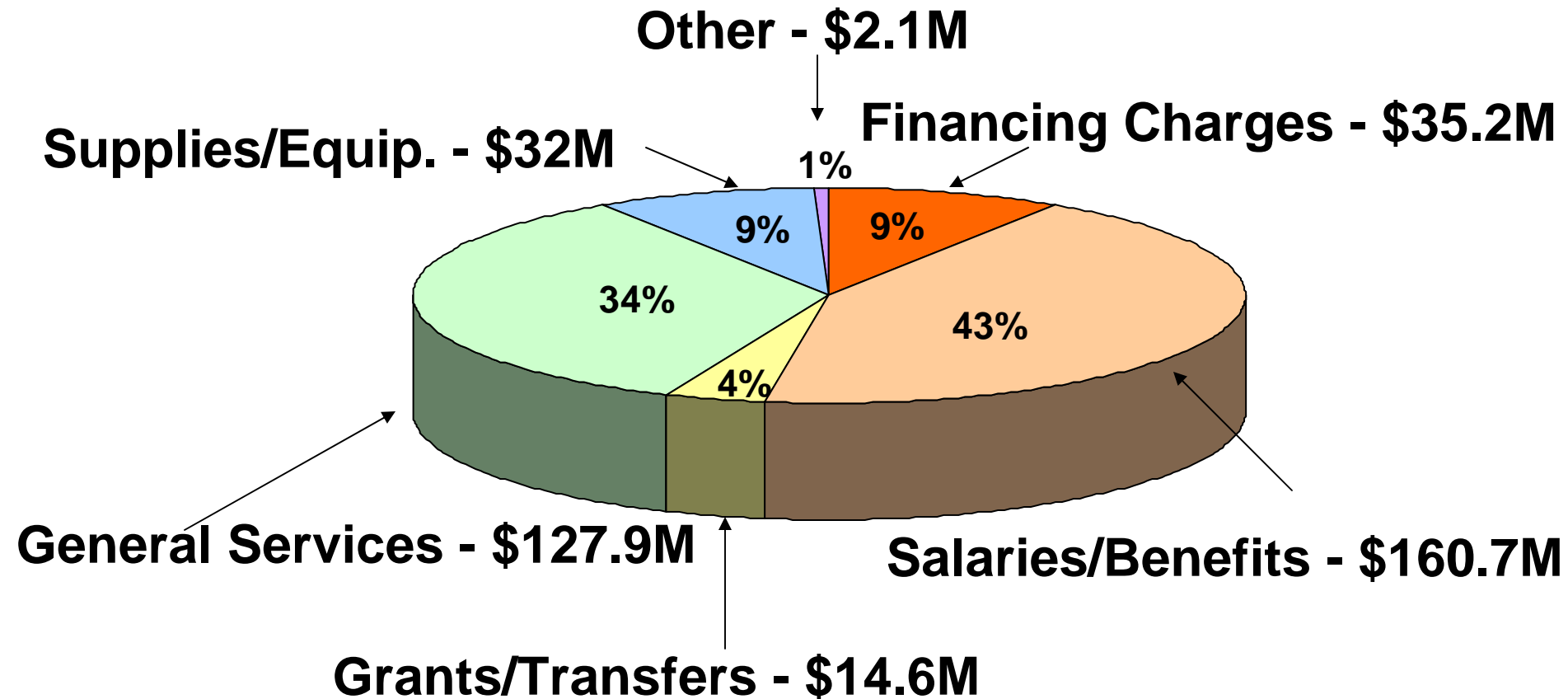
Grants/Transfers - \$14.6M

Salaries/Benefits - \$160.7M

Transfer for capital/reserve purposes - \$156.4

*Includes transfer for capital/reserve purposes

2011 Operating Budget = \$ 372,569,875



*Excludes transfer for capital/reserve purposes

Operating Expenditures

2010 Budget	2011 Budget	Increase
\$345,906,826	\$372,569,875	\$26,663,049

*Excludes transfer for capital/reserve purposes

Budget Changes

	Budget to Budget* (in millions)
Personnel salaries & benefits	\$0.5
General services & contracts	12.9
Supplies and equipment	1.6
Grants/transfers/other	(3.0)
Financing charges	14.7
Net Change	\$26.7

*Excludes transfer for capital/reserve purposes

Budget Highlights

Office of the Deputy Chief Administrative Officer

- Implementation of Economic Development Strategy - \$490K
- Marketing/Branding Strategy - Economic Dev. - \$173K

Budget Highlights - continued

Corporate Services Division

- Hosting Corporate Challenge - \$95K
- Creation of a new branch – Treasury
- Enhanced focus on contract administration and contracted procurement support - \$300K
- Development of Total Reward Strategy
- Drug and Alcohol Program
- Management Training Program - \$695K
- Ongoing corporate-wide training for SAP - \$526K
- Microsoft Office 2010 software upgrade - \$456K
- Consultants, contracts, professional services - \$1.1M

Budget Highlights - continued

Public Infrastructure Division

- General engineering provided by partnership - \$1.4M
- Servicing study for water/waste water/storm water - \$250K
- Fringe Area study update - \$250K
- Regional Transportation Network study - \$250K
- Infrastructure Management study - \$250K
- Light rail pre-feasibility study - \$100K
- Engineering - condition assessment program - \$125K
- Asset Management program development - \$300K
- Coaching and succession planning – \$50K

Budget Highlights - continued

Public Infrastructure Division - continued

- Waste/water/transportation master plan update - \$700K
- Electronic river monitoring program - \$50K
- Off-site levy charges update - \$50K
- Developer charges update - \$100K
- Optimization studies of assets - \$281K
- Solid Waste Master Plan update - \$50K
- Utility rates review, regulatory compliance consulting - \$300K
- Curbside recycling equipment purchase completion - \$908K

Budget Highlights - continued

Public Services Division

- Cash grants to community organizations - \$13.7M
 - MacDonald Island Parks and other recreational facilities and groups
 - Fort McMurray Public Library
 - Fort McMurray Historical Society and other heritage and cultural groups
 - Victim Services, Justin Slade Youth Foundation, Volunteer Wood Buffalo, Events Wood Buffalo, Canadian Mental Health and other agencies

Budget Highlights - continued

Public Services Division - continued

- Turf maintenance and insect control - \$227K
- Transfer of funds from Community Initiatives Reserve to offset increased grants - \$884K
- Increased lease and maintenance costs - \$1.5M
- Municipal wide parking strategy, business licensing review, land use bylaw review - \$295K
- Increased transit due to additional routes, permanent road markings, traffic signal maintenance, repairs - \$3.4M

Budget Highlights - continued

Public Safety Division

- Service Delivery Review – RCMP/Bylaw - \$100K
- Dangerous Goods study - \$300K
- Business Continuity Management Program - \$50K
- Mock exercise - \$26K
- Feasibility studies – regional growth and service delivery standards - \$150K
- Implementation of new training facility - \$50K
- Mobile Data Terminal purchases – phase II - \$250K
- Annual citizen survey and bylaw review - \$45K

Where does the money come from?

Total 2011 Budget Revenue = \$ 528,974,848

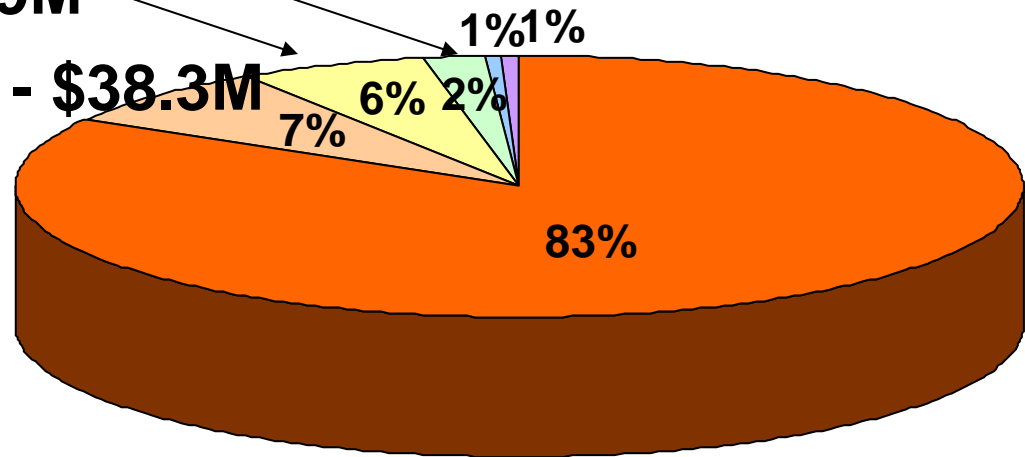
Other Transfers - \$3.0M

Grants - \$9.8M

Sales to Other Gov'ts - \$3.1M

Other Revenue - \$31.9M

Sales Goods/Services - \$38.3M



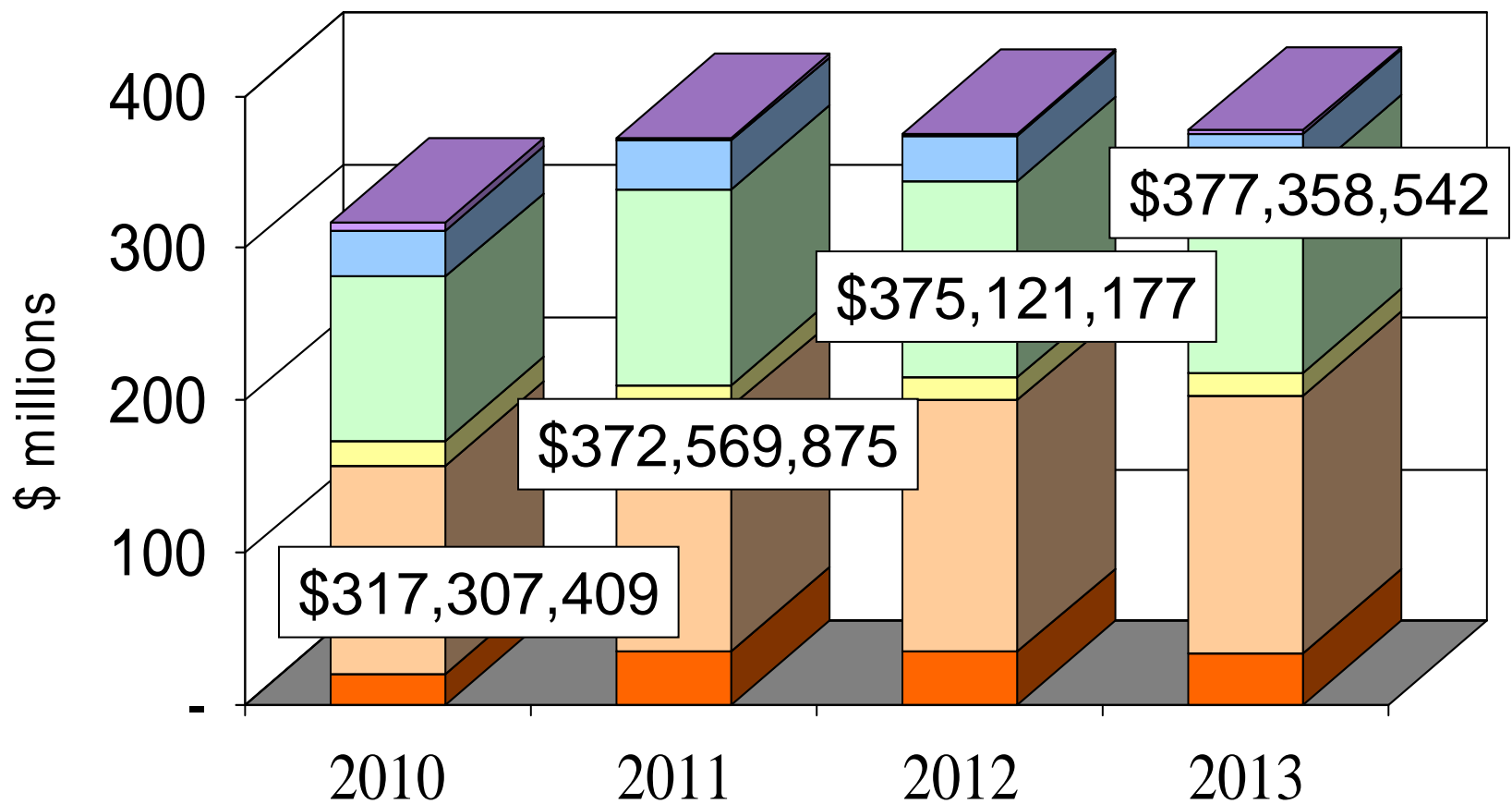
Taxes - \$442.8M

Municipality-Wide

Amended Revenue Budget 2010	Revenue Budget 2011	Increase
\$515,701,192	\$528,974,848	\$13,273,656

Budget Changes

	2011 Budget (in millions)
Taxes	\$ 11.8
Sales to other governments	1.0
Sales of Goods & Services	0.9
Other Revenue	4.9
Grants	(3.2)
Transfers	(2.1)
Total Increase	\$ 13.3



Financing Charges
Grants
Supplies/Equipment

Salaries/Benefits
General Services
Internal Transfers

Budget Management and Next Steps

- Flexibility to manage within approved budget in 2011
- Amortization is not included in budget
- Tax Rate Bylaw

2011 Operating Budget and 2012-2013 Financial Plan

Council Meeting
December 14, 2010

2011 Capital Budget and 2012-2017 Financial Plan

Council Meeting
December 14, 2010

2011 Capital Overview

Balanced

- Renewed emphasis on Regional projects that support both Urban and Rural residents

Aligned

- Regional growth

Sustainable

- Maintain and replace existing infrastructure

Capital Budget Guidelines

Alignment with municipal reports/studies:

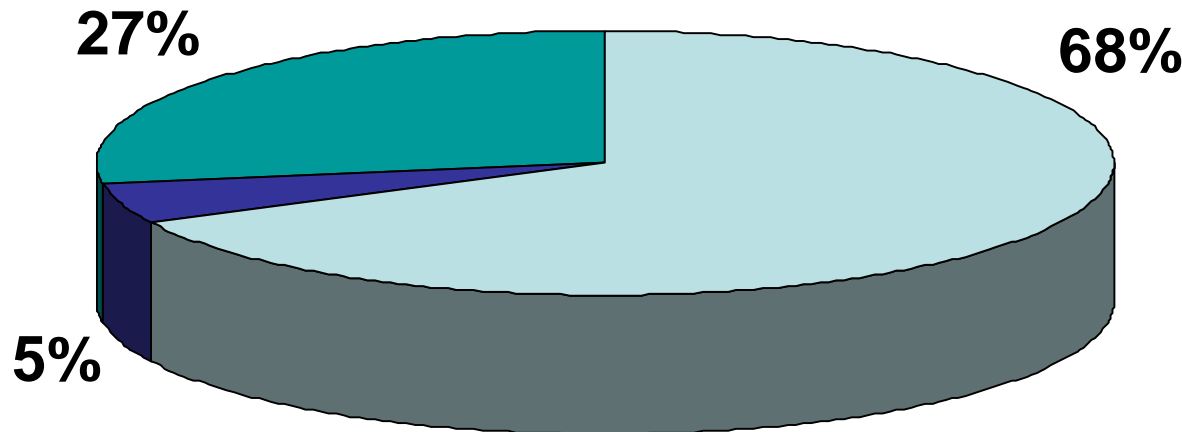
- Envision Wood Buffalo
- Municipal Development Plans
- Area Structure Plans
- Area Redevelopment Plans
- Master Plans
- Fort McMurray Community Development Plan (FMCDP)
- Asset replacement cycles

2011 Capital Budget By Category

Total 2011 = \$314,860,521

Transportation - \$86.5M

Public Facilities - \$212.4M



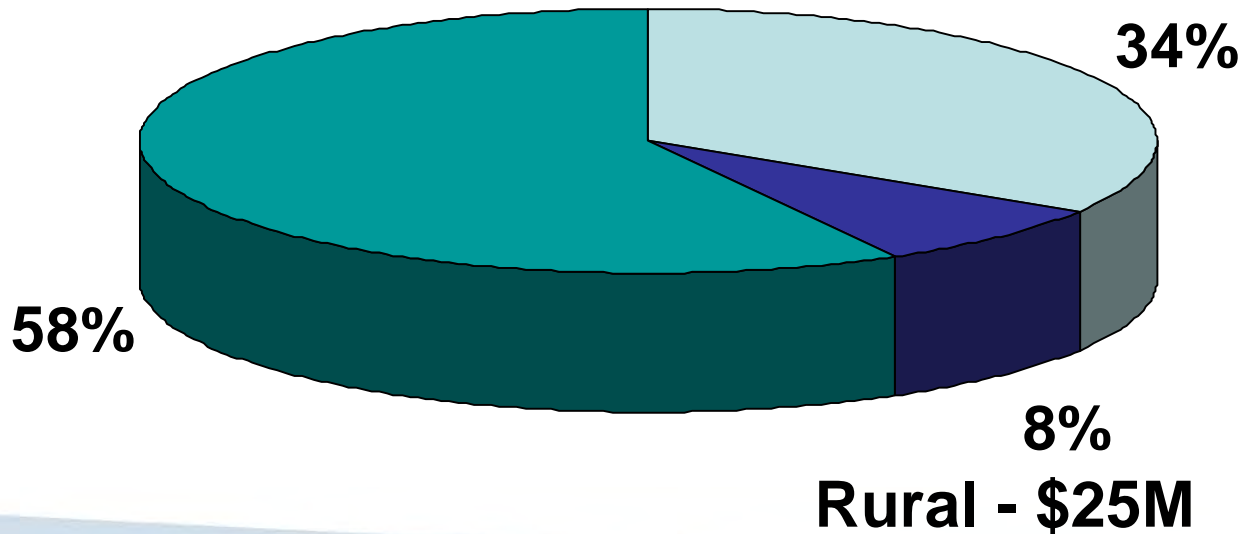
Recreation and Culture - \$15.9M

2011 Capital Budget By Location

Total 2011 = \$314,860,521

Regional - \$182.3M

Urban - \$107.6M



2011 Capital Budget

Capital Infrastructure Reserve	\$ 165,604,639
Debentures	118,143,882
Grants	27,935,000
Pay As You Go (operating budget)	3,177,000
Total	\$ 314,860,521

Debt Limit and Service Calculation

Debt Limit = 2.0 X Revenue

Debt Limit per Debt Management Policy

2.0 X Revenue X 75%

Debt Service Limit = 0.35 X Revenue

Debt Service Limit per Debt Management Policy

0.35 X Revenue X 75%

Debt

2008 Actual Debt Outstanding **\$244.9M**

2009 Actual Debt Outstanding **\$237.2M**

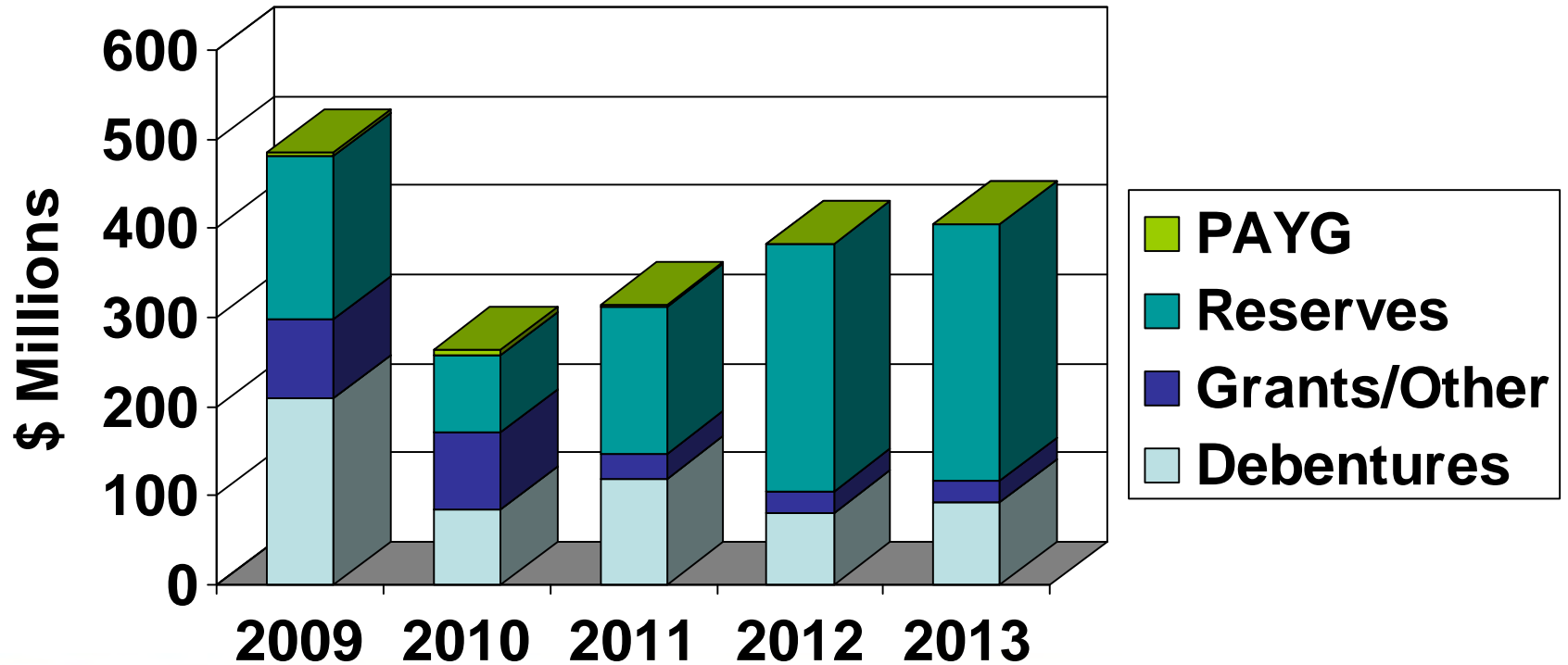
2010 Actual Debt Outstanding* **\$377.4M**

2010 Committed Debt Outstanding **\$611.6M**

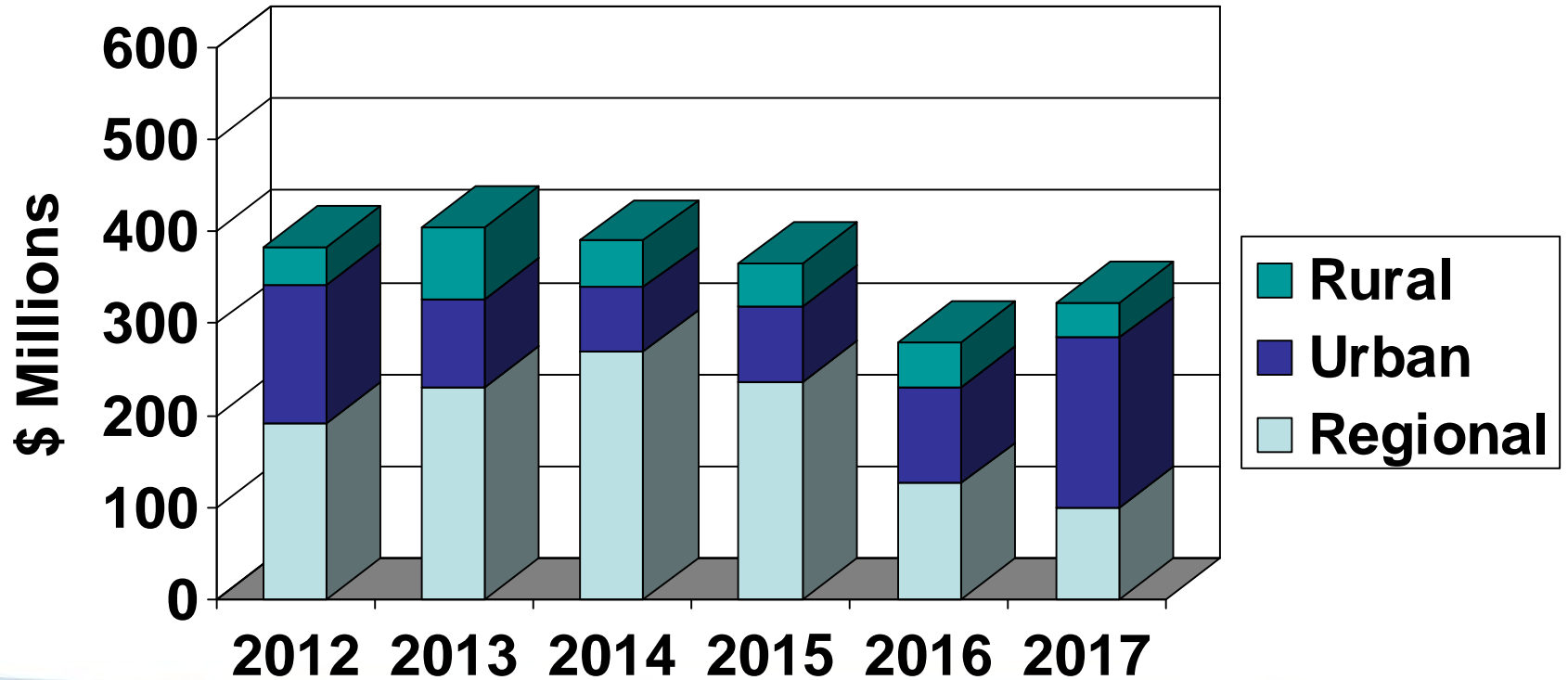
2011 Committed Debt Outstanding **\$714.7M**

**Includes new 2010 Debt*

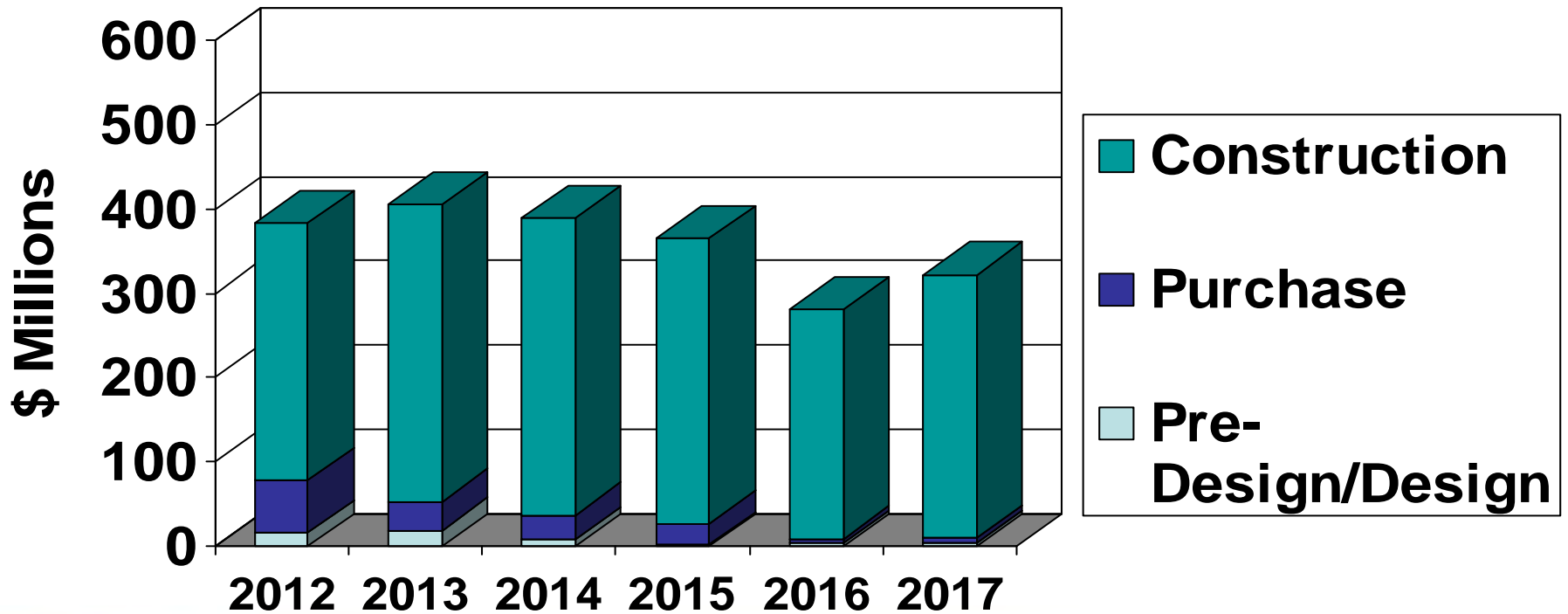
Capital Budget Summary



2012 – 2017 Capital Plan By Location

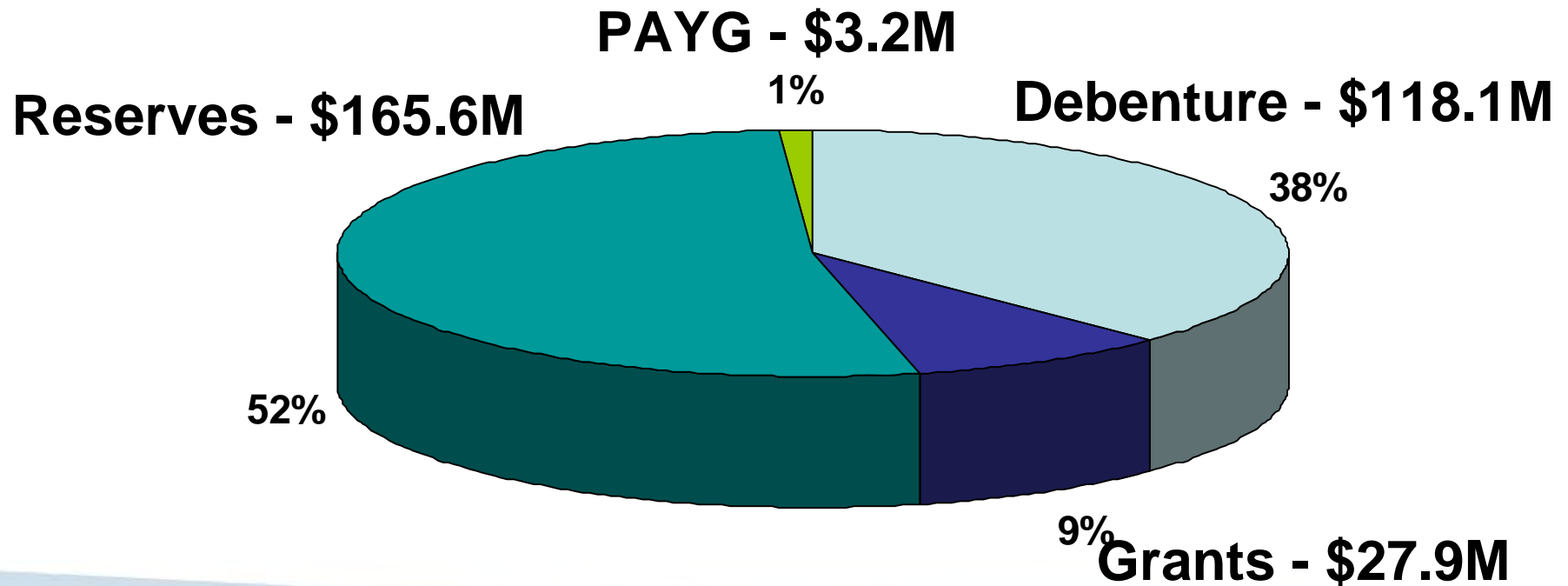


2012 – 2017 Capital Plan By Type



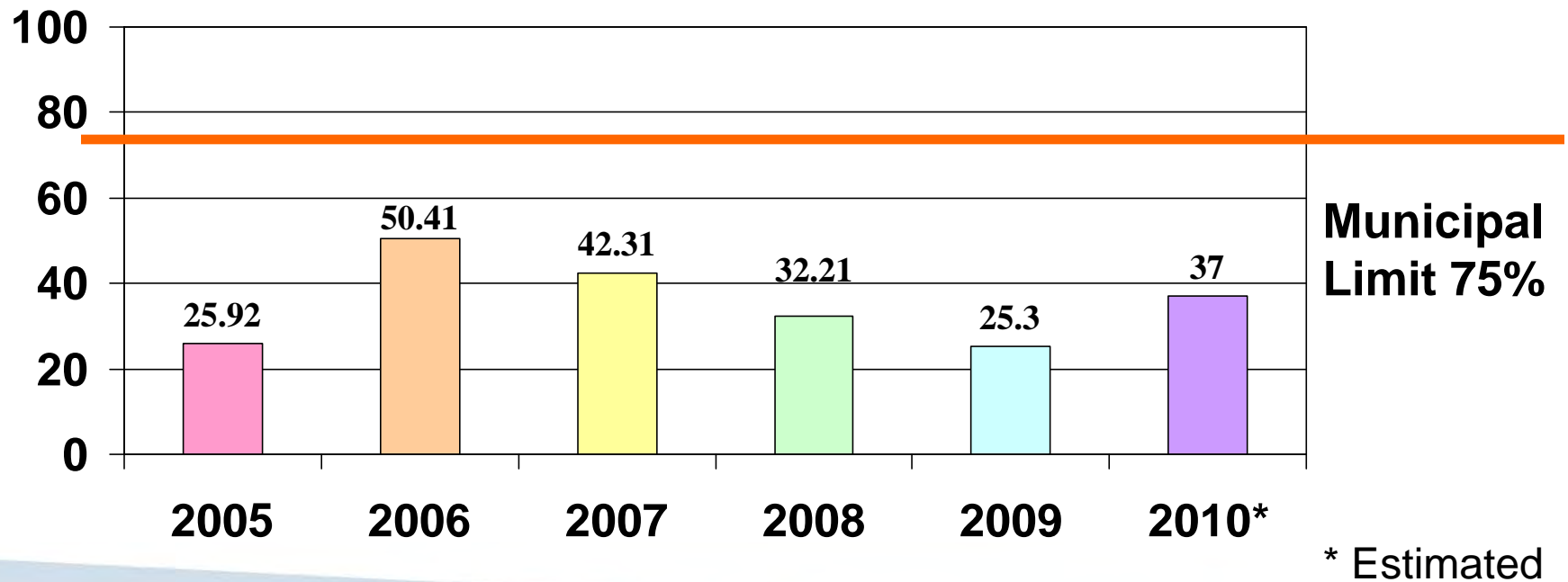
2011 Capital Projects by Funding Source

Total 2011 Budget = \$314,860,521



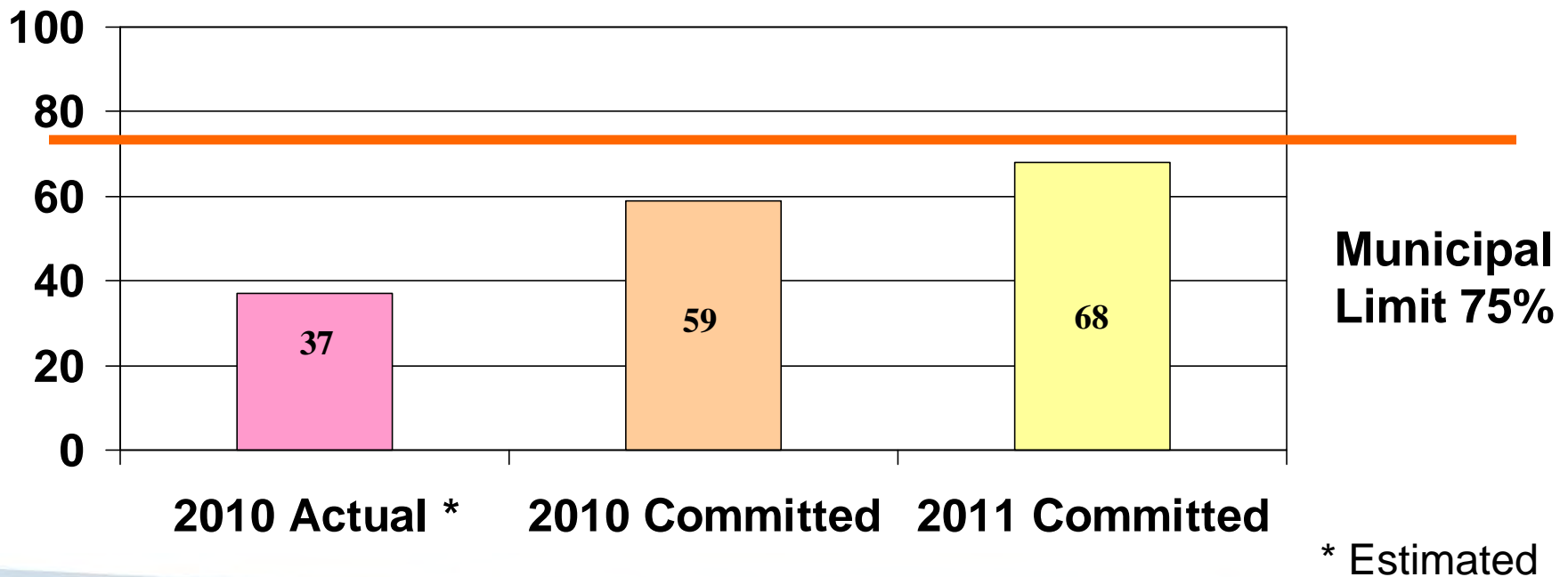
Actual Debt %

- The *Municipal Government Act* (MGA) debt limit is 2.0 X revenue
- Municipality's debt limit is established at 75% of the MGA limit



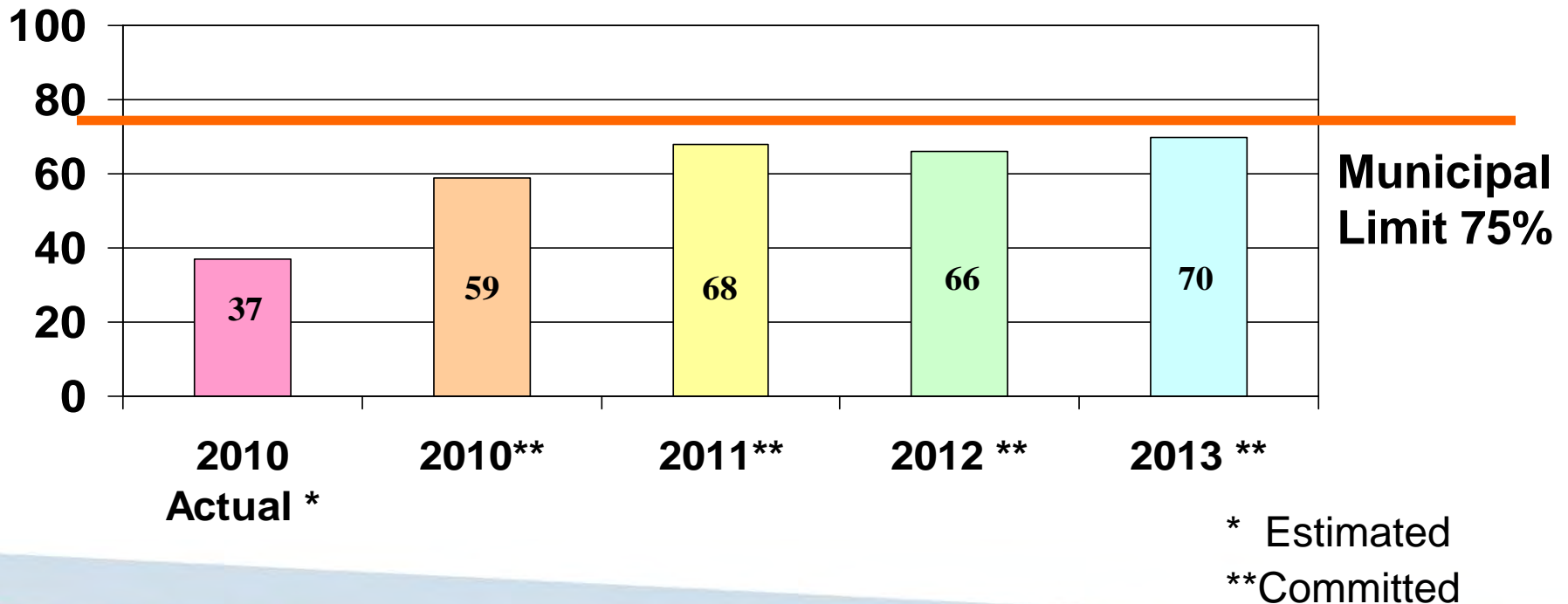
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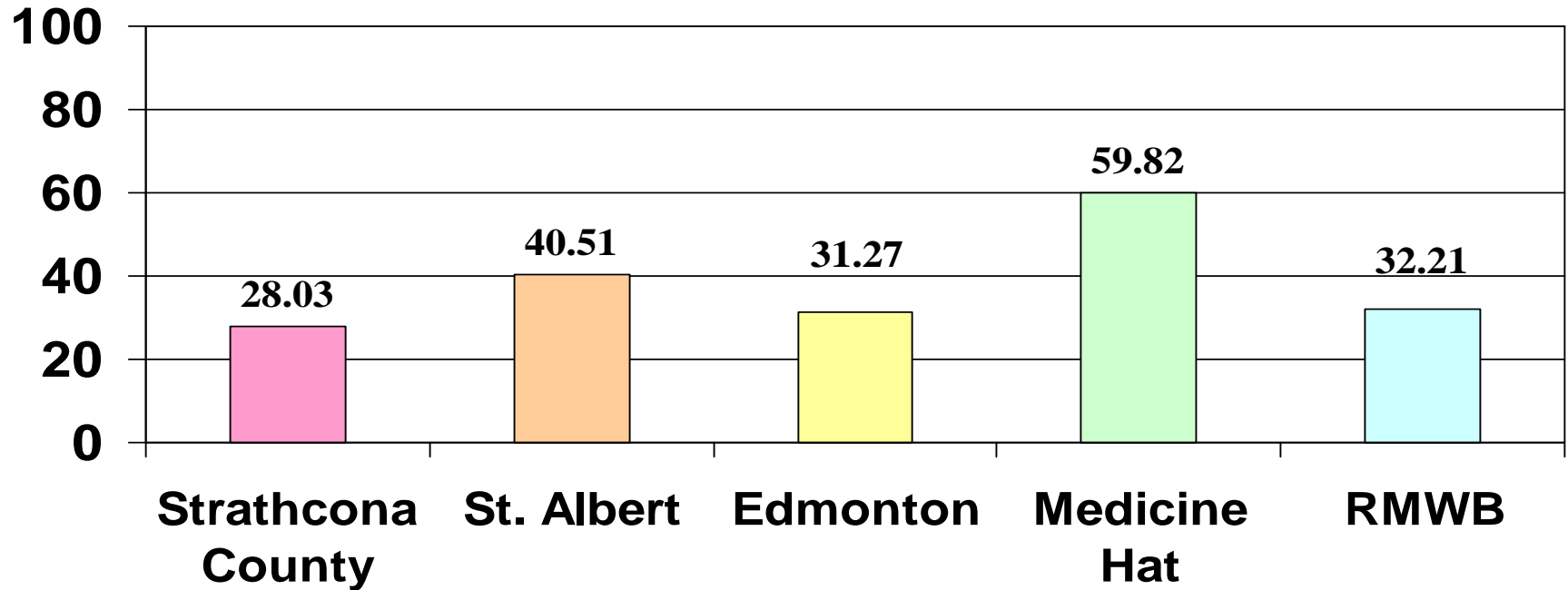


Debt %

- The *Municipal Government Act* (MGA) debt limit is 2.0 X revenue
- Municipality's debt limit is established at 75% of the MGA limit



2008 Actual Debt % Comparison



Debt Service

Actual Debt Service 2009	\$20,529,368
Actual Debt Service 2010	\$20,529,368
Budgeted Debt Service 2011	\$34,647,458

Capital Infrastructure Reserve

Uncommitted Balance, estimated Dec. 2010	\$118.3M
Contribution to reserve budgeted 2011	152.1M
2011 Proposed Capital Budget funding req.	<u>(165.6M)</u>
Uncommitted Balance, estimated 2011	\$104.8M
Minimum reserve balance	<u>(50.0M)</u>
Reserve funding available for financial plan	\$ 54.8M

Next Steps

- Ongoing capital budget amendments
- Debenture bylaw preparation process
- Ongoing project progress monitoring

2011 Capital Budget and 2012-2017 Financial Plan

Council Meeting
December 14, 2010

Subject: 2011 Operating Budget and Financial Plan**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Terry Morton, Divisional Manager
Elsie Hutton, Director

Administrative Recommendation(s):

1. THAT the 2011 Operating Budget in the amount of \$528,974,848 as set out in Attachment 1 (2011 Operating Budget, dated December 14, 2010) be approved.
2. THAT the 2012 – 2013 Financial Plan in the amount of \$584,274,839 and \$602,067,532 respectively, as set out in Attachment 1 (2011 Operating Budget, 2012 – 2013 Financial Plan, dated December 14, 2010) be used as the basis for the development of the respective subsequent budgets.

Summary:

The *Municipal Government Act* requires that every Alberta municipality approve an operating budget prior to passing a property tax bylaw in respect of the year. It is advantageous for a municipality to approve a budget prior to the budget year to ensure no delays or disruptions in planned activities for the upcoming year.

Background:

The 2011 Operating Budget has a number of qualities that are key to a sound financial foundation. The qualities identified include:

Balanced – representing a strong financial position as well as addressing continuation of quality of life programs.

Responsive – representing a sustainable and relevant budget for today and the future. Department operations are aligned with goals and strategies.

Predictable – representing alignment with the Fiscal Management Strategy.

Administration presented the proposed 2011 Operating Budget and Financial Plan on November 18th in a public meeting. Budget discussions in a public setting were initiated in order to increase transparency of municipal budgeting.

The monitoring of previous budget performance resulted in an additional corporate-wide budget guideline relative to personnel budgeting for 2011. A \$17.8M expenditure decrease resulted

from applying a 10% reduction to personnel costs for 2011. The adjustment was implemented to acknowledge ongoing corporate vacancies. In the event the budget assumption proves to be too aggressive and vacancy rates improve corporately, funding from the Emerging Issues Reserve will be requested.

In addition to funding operating expenditures, Contributions to the Capital Infrastructure Reserve and Emerging Issues Reserve are also budgeted in the 2011 Operating Budget as follows:

Revenue	\$528,974,848
Less: Operating Expenditures	<u>372,569,875</u>
Revenue over Expenditures	\$156,404,973
Less: Transfer to Capital Infrastructure Reserve	152,127,973
Transfer for Capital (Pay As You Go)	3,177,000
Transfer to Emerging Issues Reserve	<u>1,100,000</u>
Balanced Budget	<u>\$ -</u>

Contributions to Capital Infrastructure Reserve are committed to specific projects in the 2011 Capital Budget. Funds not committed to projects are required for allocation in the 2012 – 2017 Financial Plan in order to offset the requirement for debt financing in order to maintain a debt limit of 75% of the legislated maximum.

Effective January 1, 2009, municipalities must calculate amortization on their tangible capital assets. In the future, amortization expense will be budgeted. Section 243(3) of the *Municipal Government Act of Alberta* (MGA) requires the adoption of a balanced budget. Municipal Finance Clarification Regulation (Alberta Regulation 235/2008) includes the transitional provision that excludes the amortization on tangible capital assets from the calculation of total expenditures per Section 243(3). The transitional regulation allows amortization to be recorded, but the resulting expense does not have to be funded to remain in compliance with the MGA, therefore a deficit budget in this circumstance would be allowable.

Budget/Financial Implications:

The 2011 Operating Budget is aligned with the Fiscal Management Strategy previously supported by Council for budget development purposes, as well as departmental business plans. In conclusion, the 2011 Operating Budget and 2012 – 2013 Financial Plan captures the revenues and expenditures necessary to deliver municipal services within available revenue sources. Information contained within the 2012 – 2013 Financial Plan will be used as the basis for the development of subsequent budgets.

Attachment:

1. 2011 Operating Budget, 2012 and 2013 Financial Plan – December 14, 2010

Regional Municipality of Wood Buffalo
2011 Operating Budget, 2012 and 2013 Financial Plan - December 14, 2010

Description	2011 Budget	2012 Plan	2013 Plan	2011 to 2012 Change Increase (Decrease)	Change %	2012 to 2013 Change Increase (Decrease)	Change %
Revenue							
Taxes	\$ 442,789,022	\$ 497,781,076	\$ 514,061,573	\$ 54,992,054	12.42%	\$ 16,280,497	3.27%
Sales to Other Governments	3,089,435	2,566,232	2,636,445	(523,203)	-16.94%	70,213	2.74%
Sales of Goods/Services	38,384,828	39,526,812	40,595,419	1,141,984	2.98%	1,068,607	2.70%
Other Revenue	31,854,388	32,218,903	32,590,773	364,515	1.14%	371,870	1.15%
Conditional Transfers and Grants	9,797,332	9,611,332	9,603,332	(186,000)	-1.90%	(8,000)	-0.08%
Other Transfers	3,059,843	2,570,484	2,579,990	(489,359)	-15.99%	9,506	0.37%
Total Revenue	\$ 528,974,848	\$ 584,274,839	\$ 602,067,532	\$ 55,299,991	10.45%	\$ 17,792,693	3.05%
Expenditures							
Personnel Salaries and Benefits	\$ 160,719,587	\$ 165,379,059	\$ 169,206,077	\$ 4,659,472	2.90%	\$ 3,827,018	2.31%
General Services	105,962,548	106,629,913	104,718,167	667,365	0.63%	(1,911,746)	-1.79%
Purchases from Other Governments	21,937,136	22,616,634	23,052,950	679,498	3.10%	436,316	1.93%
Materials, Goods and Supplies	25,365,007	25,254,412	25,695,635	(110,595)	-0.44%	441,223	1.75%
Fixed Asset Acquisitions	6,629,200	4,357,615	4,412,218	(2,271,585)	-34.27%	54,603	1.25%
Transfers and Grant Payments	14,637,472	14,763,963	14,677,553	126,491	0.86%	(86,410)	-0.59%
Financing Charges	35,183,143	34,603,615	34,058,683	(579,528)	-1.65%	(544,932)	-1.57%
Other Transfers and Bad Debts	2,135,782	1,515,966	1,537,259	(619,816)	-29.02%	21,293	1.40%
Total Expenditures	\$ 372,569,875	\$ 375,121,177	\$ 377,358,542	\$ 2,551,302	0.68%	\$ 2,237,365	0.60%
Excess Revenue over Expenditures	\$ 156,404,973	\$ 209,153,662	\$ 224,708,990	\$ 52,748,689	33.73%	\$ 15,555,328	7.44%
Transfer for Capital Purposes	155,304,973	208,053,662	223,608,990	52,748,689	33.96%	15,555,328	7.48%
Transfer to Emerging Issues Reserve	1,100,000	1,100,000	1,100,000	-	0.00%	-	0.00%
Net Change	\$ -	\$ -	\$ -	\$ -	-	\$ -	-

Subject: 2011 Capital Budget, 2012 – 2017 Financial Plan**APPROVALS:**

Kelly Kloss, Chief Administrative Officer, Acting
Terry Morton, Divisional Manager
Elsie Hutton, Director

Administrative Recommendation(s):

1. THAT the 2011 Capital Budget in the amount of \$314,860,521, be approved as follows:
 - Public Facilities - \$212,453,521
 - Transportation - \$86,485,000
 - Recreation and Culture - \$15,922,000
2. THAT the 2011 Capital Budget funding be approved as follows:
 - Financial Reserves - \$165,604,639
 - Debenture Financing - \$118,143,882
 - Grants - \$27,935,000
 - Pay As You Go (Operating Budget) - \$3,177,000
3. THAT new multiple year projects as set out in Attachment 2 (2011 Capital Budget – New Multiple Year Projects Budget by Year dated December 14, 2010) be approved.
4. THAT the multiple year projects in progress as set out in Attachment 3 (2011 Capital Budget – Multiple Year Projects - In Progress dated December 14, 2010) be approved.

Summary:

The *Municipal Government Act* requires that every Alberta municipality approve a budget prior to passing a property tax bylaw in respect of the year. It is advantageous for a municipality to approve a budget prior to the budget year to ensure no delays or disruptions in planned activities for the upcoming year.

Background:

The 2011 Capital budget is positioned as balanced, aligned and sustainable:

Balanced – bringing a renewed emphasis on regional projects that support both urban and rural residents.

Aligned – to regional growth needs.

Sustainable – in maintaining current infrastructure along with new growth for the region.

Administration presented the proposed 2011 Capital Budget and Financial Plan on November 18th in a public meeting. Budget discussions in a public setting were initiated in order to increase transparency of municipal budgeting practices.

Completion of 2010 projects continues. Monthly project milestone reports and the new partnership formation with two engineering firms to deliver capital projects and project planning are key contributors to the success to date and in the future.

In funding the 2011 Capital Budget, approved grant funding was applied to eligible projects, followed by allocation of the Capital Infrastructure Reserve funds. Debt financing was then applied ensuring to remain within the Debt Management Policy limits of 75%. In addition, allocation of the Capital Infrastructure Reserve continues to maintain a \$50M minimum balance over the life of the financial plan. Funds not committed to projects are required for allocation in the 2012 – 2017 Financial Plan in order to offset the requirement for debt financing in order to maintain a maximum debt limit of 75% of the legislated maximum.

Budget/Financial Implications:

Attachment 1 itemizes the specific capital projects for 2011. Council approval of Attachment 2 and Attachment 3 which itemizes New and In Progress Multiple Year Capital Projects in the 2011 Capital Budget will allow multiple year projects to proceed seamlessly from one year to the next since Council will be providing, in effect, pre-budget approval for future years. Although Administration will be held to the cash flows as identified on the schedule, tenders may be awarded for the term of the project.

The 2011 Capital Budget includes proposed capital projects totaling \$314,860,521 funded as follows:

Financial Reserves	\$165,604,639
Debenture Debt Financing	118,143,882
Federal and Provincial Grants	27,935,000
Pay As You Go (Operating Budget Funding)	<u>3,177,000</u>
Total 2011 Capital Project Costs	<u>\$314,860,521</u>

The 2012 – 2017 Financial Plan proposed capital project costs are as follows:

2012	\$382,759,222
2013	\$405,138,800
2014	\$389,959,400
2015	\$365,780,800
2016	\$280,235,000
2017	\$321,892,100

Rationale for Recommendation(s):

The 2011 Capital Budget includes projects important to the growth and vibrancy of the Regional Municipality of Wood Buffalo. These projects can be categorized into Public Facilities - \$212,453,521, Transportation - \$86,485,000 and Recreation and Culture - \$15,922,000. The Capital Budget continues to be a very dynamic document as priorities, funding, capital estimates and timing of infrastructure change. Thus, capital budget amendments are expected in order to most effectively allocate the Municipality's financial and human resources.

Attachments:

1. 2011 Capital Budget – December 14, 2010
2. 2011 Capital Budget – New Multiple Year Projects – Budget by Year– December 14, 2010
3. 2011 Capital Budget – Multiple Year Projects - In Progress – December 14, 2010
4. 2012 – 2017 Capital Plan – December 14, 2010

Regional Municipality of Wood Buffalo

2011 Capital Budget

Attachment 1 - December 14, 2010

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Operating Budget	Debenture Financing	Page
	First year of a multiple year project	1-4=Ward						
	Other than first year of a multiple year project	5=Regional (municipality-wide)						
	Single year project							
2011 Capital Plan - Funded								
Public Facilities	Abrams Land - Servicing and Site Preparation	1	11,400,000		11,400,000			4
Public Facilities	Ambulance Fleet Replacements	5	400,000		400,000			5
Public Facilities	Anzac Sewage Lagoon Upgrade	4	3,000,000		3,000,000			6
Public Facilities	Anzac Tanker Replacement	4	300,000		300,000			7
Public Facilities	Athabasca Water Treatment Plant Expansion	5	48,900,000				48,900,000	8
Public Facilities	Beacon Hill Water Supply Upgrade - Design	1	400,000		400,000			9
Public Facilities	Beaconhill Pumphouse	1	500,000		500,000			10
Public Facilities	Bylaw Area Expansion	5	895,000		895,000			11
Public Facilities	Communication Backup Generator Replacement	1	40,000			40,000		12
Public Facilities	Conklin Water Treatment Plant Expansion (Upgrade)	4	5,426,341		5,426,341			13
Public Facilities	Council Chambers Hardware Upgrade	1	500,000		500,000			14
Public Facilities	Data Warehouse	5	150,000		150,000			15
Public Facilities	E-Government - Call Centre Technology	5	300,000		300,000			16
Public Facilities	Electronic Agenda & Voting	5	500,000		500,000			17
Public Facilities	Enterprise Resource Planning Solution Phase 1	5	3,000,000		3,000,000			18
Public Facilities	Enterprise Resource Planning Solution Phase 2	5	2,500,000		2,500,000			19
Public Facilities	E-permitting Phases 2 & 3	5	726,100		726,100			20
Public Facilities	Fire Safety House Replacement	5	100,000			100,000		21
Public Facilities	Fort Chipewyan Rural SCADA and PLC Upgrades	2	400,000		400,000			22
Public Facilities	Fort Chipewyan Water Line Replacements - Construction	2	2,400,000		2,400,000			23
Public Facilities	Fort MacKay Intake and Raw Water Reservoir - Design	2	1,000,000		1,000,000			24
Public Facilities	GIS Software Lifecycle Replacement	5	1,000,000		1,000,000			25
Public Facilities	Google API Premier	5	70,000			70,000		26
Public Facilities	Heavy Equipment Additions 2011	5	4,330,000		4,330,000			27-28
Public Facilities	Heavy Equipment Replacements 2011	5	4,245,000		4,245,000			29-30
Public Facilities	Heavy Rescue	5	725,000		725,000			31
Public Facilities	Infrastructure Relocation Highway 63 - Phase II	5	23,000,000	13,000,000	10,000,000			32
Public Facilities	Janvier WTP Intake - Construction	4	5,000,000		5,000,000			33
Public Facilities	Jubilee Building Major Maintenance Upgrades 2011-2013	5	1,210,000		1,210,000			34
Public Facilities	Jubilee Building Technology Upgrades	5	75,000			75,000		35
Public Facilities	Jubilee Center Renovation 2011 - Construction (6th Floor)	5	7,000,000		7,000,000			36
Public Facilities	Jubilee Parking Garage - Land Acquisition	5	5,000,000		5,000,000			37
Public Facilities	Jubilee Parking Garage - Pre-Design & Design	5	500,000		500,000			38
Public Facilities	Landfill Gas Management System - Construction	5	1,000,000		1,000,000			39
Public Facilities	Landfill Gas Management System - Design	5	430,000		430,000			40
Public Facilities	Lift Station Upgrades (South)	5	1,895,680		1,895,680			41
Public Facilities	Light Equipment Additions 2011	5	2,552,000		2,552,000			42
Public Facilities	Light Equipment Replacements 2011	5	1,042,000		1,042,000			43-44
Public Facilities	Lower Townsite Booster - Land Acquisition	1	2,000,000		2,000,000			45
Public Facilities	Lower Townsite Booster - Pre- Design	1	300,000		300,000			46
Public Facilities	Lower Townsite Reservoir Upgrade - Construction	1	8,000,000		12,918		7,987,082	47

Regional Municipality of Wood Buffalo

2011 Capital Budget

Attachment 1 - December 14, 2010

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Operating Budget	Debenture Financing	Page
	First year of a multiple year project	1-4=Ward						
	Other than first year of a multiple year project	5=Regional (municipality-wide)						
	Single year project							
Public Facilities	Municipal Data Storage Expansion 2011	5	90,000			90,000		48
Public Facilities	Plotter & Scanner Replacements 2011-2013	5	50,000		50,000			49
Public Facilities	RCMP Project Room Fit-Up	5	75,000			75,000		50
Public Facilities	Regional Landfill Cell II and III and Stockpile Pad Construction	5	2,000,000		2,000,000			51
Public Facilities	Rural & Urban Emergency Vehicle Replacement 2011	5	800,000		800,000			52
Public Facilities	Rural Entry Sign Lighting	5	50,000			50,000		53
Public Facilities	Rural Servicing Draper - Design	3	1,100,000		1,100,000			54
Public Facilities	Server for Bylaw Vehicle Video Cameras	5	60,000			60,000		55
Public Facilities	Server Replacements 2011-2013	5	90,000		90,000			56
Public Facilities	Shop/Office Space at WWTP Construction	5	4,000,000	4,000,000				57
Public Facilities	Solid Waste Office/Shop & Fleet Building	5	1,619,600		1,619,600			58
Public Facilities	South Municipal Facility (Component 1) - South Station	5	8,000,000		8,000,000			59
Public Facilities	South Municipal Facility (Component 2) - Pre-Design and Design	5	5,000,000	4,000,000	1,000,000			60
Public Facilities	South Municipal Facility (Components 2) - Construction	5	26,500,000				26,500,000	61
Public Facilities	Syncrude Timberlea Athletic Park Expansion - Land Acquisition	1	3,000,000		3,000,000			62
Public Facilities	Transfer Stations & Recycling Depot Construction	5	2,000,000	2,000,000				63
Public Facilities	Video Conferencing Technology	5	50,000			50,000		64
Public Facilities	Water Supply SE - Supply Line - Mackenzie to SE	5	5,756,800				5,756,800	65
Total Public Facilities			212,453,521	23,000,000	99,699,639	610,000	89,143,882	
Recreation & Culture	Abasand Cemetery Gate Replacement	1	75,000			75,000		66
Recreation & Culture	Abasand Cemetery Lighting	1	80,000			80,000		67
Recreation & Culture	Beacon Hill Lookout	1	250,000		250,000			68
Recreation & Culture	Beacon Hill School Trail Rehabilitation	1	95,000			95,000		69
Recreation & Culture	Beacon Hill Water Spray Park	1	100,000		100,000			70
Recreation & Culture	Birchwood Trail Lighting	1	98,000			98,000		71
Recreation & Culture	Bleacher Replacement	5	95,000			95,000		72
Recreation & Culture	Casman Centre - Arena Lighting	1	75,000			75,000		73
Recreation & Culture	Casman Centre - Sound System	1	100,000			100,000		74
Recreation & Culture	Central Irrigation System	5	60,000			60,000		75
Recreation & Culture	Commissioned Public Art	5	180,000		180,000			76
Recreation & Culture	Confederation Trail Rehabilitation	1	95,500			95,500		77
Recreation & Culture	Downtown Cemetery Light Upgrade	1	25,000			25,000		78
Recreation & Culture	Downtown Cemetery Turf Upgrade	1	50,000			50,000		79
Recreation & Culture	Downtown Cemetery Upgrades	1	98,000			98,000		80
Recreation & Culture	Fort Chipewyan Slo Pitch Irrigation	2	95,000			95,000		81
Recreation & Culture	Fort Chipewyan Swimming Pool - Design & Site Selection	2	1,100,000		1,100,000			82
Recreation & Culture	Frank Lacroix - Arena Lighting	1	75,000			75,000		83
Recreation & Culture	Frank Lacroix - Storage Garage	1	45,000			45,000		84
Recreation & Culture	Gazebo	1	49,000			49,000		85
Recreation & Culture	Handicap Accessible Flower Beds	5	95,000			95,000		86
Recreation & Culture	Heritage Park Redevelopment - Capital Grant	5	2,000,000		2,000,000			87

Regional Municipality of Wood Buffalo

2011 Capital Budget

Attachment 1 - December 14, 2010

Major Category	Project Name	Location/ Ward	Total Annual Cost	Grants	Reserve	Operating Budget	Debenture Financing	Page
	First year of a multiple year project	1-4=Ward						
	Other than first year of a multiple year project	5=Regional (municipality-wide)						
	Single year project							
Recreation & Culture	Justin Allen Memorial Playground Upgrade	1	90,000			90,000		88
Recreation & Culture	Liberty Swing	1	50,000			50,000		89
Recreation & Culture	Miskanaw Golf Course Rehabilitation (Grant)	5	600,000		600,000			90
Recreation & Culture	Outdoor Boarded Rink Pile Repairs	5	90,000			90,000		91
Recreation & Culture	Prairie Creek Trail Connector	1	750,000		750,000			92
Recreation & Culture	Rural Community Placemaking - Fort Chipewyan	2	400,000		400,000			93
Recreation & Culture	Rural Community Placemaking - Sapræ Creek	3	700,000		700,000			94
Recreation & Culture	Rural Off Highway Vehicle Fencing	5	80,000			80,000		95
Recreation & Culture	Shetland Garden Playground Expansion	1	80,000			80,000		96
Recreation & Culture	Silin Forest Trail Rehabilitation	1	100,000			100,000		97
Recreation & Culture	Sportsfield Restoration Soccer - Westwood	1	500,000		500,000			98
Recreation & Culture	Sportsfield Sand Silo Additions	5	95,000			95,000		99
Recreation & Culture	St. Johns Ambulance/Justin Slade Bldg. Renovation	1	3,100,000		3,100,000			100
Recreation & Culture	St. Laurent Way Playground Replacement	1	90,000			90,000		101
Recreation & Culture	Steel Gates with Municipal Logo	5	95,000			95,000		102
Recreation & Culture	Thickwood/St. Pauls School Trail	1	95,500			95,500		103
Recreation & Culture	Trail Snow Groomer	5	200,000		200,000			104
Recreation & Culture	Vista Ridge - Snow Making Equipment and Installation Grant	3	2,750,000		2,750,000			105
Recreation & Culture	Vista Ridge Tow Behind Ice Resurfacer	3	61,000			61,000		106
Recreation & Culture	Waterways Staircase Handrail	1	35,000			35,000		107
Recreation & Culture	Westview/Westwood Community Park Upgrades	1	1,025,000		1,025,000			108
	Total Recreation & Culture		15,922,000		13,655,000	2,267,000		
Transportation	Anzac - Asphalt Roadside Walkways - Construction	4	1,000,000		1,000,000			109
Transportation	Fort Chipewyan Winter Road Improvements 2011	2	300,000			300,000		110
Transportation	Franklin Avenue Revitalization - Construction	1	15,000,000		15,000,000			111
Transportation	Franklin Avenue-Hwy 63 Interface - Design & Construction	1	10,000,000				10,000,000	112
Transportation	Lower Townsite West Loop Road	1	5,000,000				5,000,000	113
Transportation	Rural Road Rehabilitation 2010	5	11,000,000		11,000,000			114
Transportation	Saline Creek Drive and Bridge - Construction	1	14,000,000				14,000,000	115
Transportation	Transit Bus Additions 2011	1	2,700,000	2,700,000				116
Transportation	Transit Bus Replacements 2011	1	900,000	900,000				117
Transportation	Transit Bus Shelter Replacements & Additions 2011-2013	1	585,000	585,000				118
Transportation	Urban Infrastructure Rehabilitation 2011 - 2013	1	25,000,000		25,000,000			119
Transportation	Urban Road Rehabilitation 2010	1	1,000,000	750,000	250,000			120
	Total Transportation		86,485,000	4,935,000	52,250,000	300,000	29,000,000	
	Total 2011 funded Projects		314,860,521	27,935,000	165,604,639	3,177,000	118,143,882	

Regional Municipality of Wood Buffalo

Attachment 2 - December 14, 2010

2011 Capital Budget - New multiple year projects - budget by year

Major Category	Project Name	Location/ Ward	2011	2012	2013	2014	Thereafter	Total	Page
	First year of a multiple year project	1-4=Ward							
	Other than first year of a multiple year project	5=Regional (municipality-wide)							
	Single year project								
Multiple year projects - first year									
Public Facilities	Data Warehouse	5	150,000	580,000				730,000	15
Public Facilities	E-permitting Phases 2 & 3	5	726,100	500,000				1,226,100	20
Public Facilities	Janvier WTP Intake - Construction	4	5,000,000	500,000				5,500,000	33
Public Facilities	Jubilee Building Major Maintenance Upgrades 2011-2013	5	1,210,000	1,000,000	1,000,000			3,210,000	34
Public Facilities	Landfill Gas Management System - Construction	5	1,000,000	8,000,000	2,070,000			11,070,000	39
Public Facilities	Plotter & Scanner Replacements 2011-2013	5	50,000	50,000	50,000			150,000	49
Public Facilities	Regional Landfill Cell II and III and Stockpile Pad Construction	5	2,000,000	6,000,000				8,000,000	51
Public Facilities	Server Replacements 2011-2013	5	90,000	90,000	90,000			270,000	56
Recreation & Culture	Beacon Hill Water Spray Park	1	100,000	1,020,000				1,120,000	70
Recreation & Culture	Rural Community Placemaking - Fort Chipewyan	2	400,000	2,400,000				2,800,000	93
Transportation	Franklin Avenue Revitalization - Construction	1	15,000,000	15,000,000	15,000,000			45,000,000	111
Transportation	Transit Bus Shelter Replacements & Additions 2011-2013	1	585,000	1,100,000	1,100,000			2,785,000	118
Transportation	Urban Infrastructure Rehabilitation 2011 - 2013	1	25,000,000	35,000,000	35,000,000			95,000,000	119
Total			51,311,100	71,240,000	54,310,000			176,861,100	
Total 2012 - "Thereafter"							125,550,000		

Notes

1. The above schedule shows total project cost for each multi year project starting in 2011.
2. Council is requested to pre-approve \$125,550,000 in future project cash flows.

Regional Municipality of Wood Buffalo

2011 Capital Budget - Multiple year projects - in progress

Attachment 3 - December 14, 2010

Major Category	Project Name	Location/ Ward	2010 & Prior	2011	2012	2013	2014	Thereafter	Total	Page
	First year of a multiple year project	1-4=Ward								
	Other than first year of a multiple year project	5=Regional (municipality-wide)								
	Single year project									
	Multiple year projects - other than first year									
	Original budget/cash flow as approved by Council									
Public Facilities	Abrams Land - Servicing and Site Preparation	1	12,400,000	11,400,000	1,900,000				25,700,000	4
Public Facilities	Anzac Sewage Lagoon Upgrade	4	2,150,000	12,050,000	7,800,000				22,000,000	6
Public Facilities	Athabasca Water Treatment Plant Expansion	5	93,367,337	48,900,000	23,500,000	15,700,000			181,467,337	8
Public Facilities	Beaconhill Pumphouse	1	6,825,000	500,000					7,325,000	10
Public Facilities	Conklin Water Treatment Plant Expansion (Upgrade)	4	14,273,659	5,426,341					19,700,000	13
Public Facilities	E-Government - Call Centre Technology*	5	1,900,000						1,900,000	16
Public Facilities	Enterprise Resource Planning Solution Phase 1	5	6,150,000	3,000,000					9,150,000	18
Public Facilities	Enterprise Resource Planning Solution Phase 2	5	600,000	2,500,000	2,200,000				5,300,000	19
Public Facilities	Fort Chipewyan Rural SCADA and PLC Upgrades	2	200,000	400,000					600,000	22
Public Facilities	Fort Chipewyan Water Line Replacements - Construction	2	1,000,000	2,400,000					3,400,000	23
Public Facilities	Heavy Rescue	5	125,000	725,000					850,000	31
Public Facilities	Infrastructure Relocation Highway 63 - Phase II	5	10,000,000	23,000,000					33,000,000	32
Public Facilities	Landfill Gas Management System - Design*	5	570,000	130,000					700,000	40
Public Facilities	Lift Station Upgrades (South)*	5	12,331,680						12,331,680	41
Public Facilities	Lower Townsite Reservoir Upgrade - Construction	1	6,000,000	13,000,000	6,000,000				25,000,000	47
Public Facilities	Shop/Office Space at WWTP Construction	5	10,200,000	6,800,000					17,000,000	57
Public Facilities	Solid Waste Office/Shop & Fleet Building	5	11,780,400	1,619,600					13,400,000	58
Public Facilities	South Municipal Facility (Component 1) - South Station	5	16,500,000	8,000,000					24,500,000	59
Public Facilities	South Municipal Facility (Component 2) - Pre-Design and Design	5	5,000,000	5,000,000					10,000,000	60
Public Facilities	South Municipal Facility (Components 2) - Construction	5		26,500,000	33,400,000	33,700,000	27,100,000	22,200,000	142,900,000	61
Public Facilities	Transfer Stations & Recycling Depot Construction	5	2,500,000	2,000,000					4,500,000	63
Public Facilities	Water Supply SE - Supply Line - Mackenzie to SE	5	4,288,000	5,756,800					10,044,800	65
Transportation	Franklin Avenue-Hwy 63 Interface - Design & Construction	1	5,000,000	10,000,000					15,000,000	112
Transportation	Lower Townsite West Loop Road*	1	23,600,000	10,350,000	16,250,000				50,200,000	113
Transportation	Rural Road Rehabilitation 2010	5	2,000,000	11,000,000					13,000,000	114
Transportation	Saline Creek Drive and Bridge - Construction*	1	29,500,000						29,500,000	115
Transportation	Urban Road Rehabilitation 2010	1	3,000,000	1,000,000					4,000,000	120
	Ongoing multi year projects not requiring funds in 2011									
Transportation	Fort Mackay Bridge Replacement*		23,720,800						23,720,800	
Public Facilities	Civic Centre Construction**		9,500,000	12,500,000	73,750,000	72,750,000	65,000,000	80,500,000	314,000,000	
Total			314,481,876	223,957,741	164,800,000	122,150,000	92,100,000	102,700,000	1,020,189,617	
	Revised budget/cash flow									
Public Facilities	Abrams Land - Servicing and Site Preparation	1	12,400,000	11,400,000	1,900,000				25,700,000	4
Public Facilities	Anzac Sewage Lagoon Upgrade	4	2,150,000	3,000,000	9,050,000	7,800,000			22,000,000	6
Public Facilities	Athabasca Water Treatment Plant Expansion	5	93,367,337	48,900,000	39,200,000				181,467,337	8
Public Facilities	Beaconhill Pumphouse	1	6,825,000	500,000					7,325,000	10

Regional Municipality of Wood Buffalo

2011 Capital Budget - Multiple year projects - in progress

Attachment 3 - December 14, 2010

Major Category	Project Name	Location/ Ward	2010 & Prior	2011	2012	2013	2014	Thereafter	Total	Page
	First year of a multiple year project	1-4=Ward								
	Other than first year of a multiple year project	5=Regional (municipality-wide)								
	Single year project									
Public Facilities	Conklin Water Treatment Plant Expansion (Upgrade)	4	14,273,659	5,426,341					19,700,000	13
Public Facilities	E-Government - Call Centre Technology	5	1,600,000	300,000					1,900,000	16
Public Facilities	Enterprise Resource Planning Solution Phase 1	5	6,150,000	3,000,000					9,150,000	18
Public Facilities	Enterprise Resource Planning Solution Phase 2	5	600,000	2,500,000	2,200,000				5,300,000	19
Public Facilities	Fort Chipewyan Rural SCADA and PLC Upgrades	2	200,000	400,000					600,000	22
Public Facilities	Fort Chipewyan Water Line Replacements - Construction	2	1,000,000	2,400,000					3,400,000	23
Public Facilities	Heavy Rescue	5	125,000	725,000					850,000	31
Public Facilities	Infrastructure Relocation Highway 63 - Phase II	5	10,000,000	23,000,000					33,000,000	32
Public Facilities	Landfill Gas Management System - Design	5	270,000	430,000					700,000	40
Public Facilities	Lift Station Upgrades (South)	5	6,436,000	1,895,680	4,000,000				12,331,680	41
Public Facilities	Lower Townsite Reservoir Upgrade - Construction	1	6,000,000	8,000,000	11,000,000				25,000,000	47
Public Facilities	Shop/Office Space at WWTP Construction	5	10,200,000	4,000,000	2,800,000				17,000,000	57
Public Facilities	Solid Waste Office/Shop & Fleet Building	5	11,780,400	1,619,600					13,400,000	58
Public Facilities	South Municipal Facility (Component 1) - South Station	5	16,500,000	8,000,000					24,500,000	59
Public Facilities	South Municipal Facility (Component 2) - Pre-Design and Design	5	5,000,000	5,000,000					10,000,000	60
Public Facilities	South Municipal Facility (Components 2) - Construction	5		26,500,000	33,400,000	33,700,000	27,100,000	22,200,000	142,900,000	61
Public Facilities	Transfer Stations & Recycling Depot Construction	5	2,500,000	2,000,000					4,500,000	63
Public Facilities	Water Supply SE - Supply Line - Mackenzie to SE	5	4,288,000	5,756,800					10,044,800	65
Transportation	Franklin Avenue-Hwy 63 Interface - Design & Construction	1	5,000,000	10,000,000					15,000,000	112
Transportation	Lower Townsite West Loop Road	1	11,800,000	5,000,000	15,000,000	18,400,000			50,200,000	113
Transportation	Rural Road Rehabilitation 2010	5	2,000,000	11,000,000					13,000,000	114
Transportation	Saline Creek Drive and Bridge - Construction	1	1,500,000	14,000,000	14,000,000				29,500,000	115
Transportation	Urban Road Rehabilitation 2010	1	3,000,000	1,000,000					4,000,000	120
Ongoing multi year projects not requiring funds in 2011										
Transportation	Fort Mackay Bridge Replacement*		14,940,000		5,780,800	3,000,000			23,720,800	
Public Facilities	Civic Centre Construction**		9,500,000		12,500,000	73,750,000	72,750,000	145,500,000	314,000,000	
Revised Total			259,405,396	205,753,421	150,830,800	136,650,000	99,850,000	167,700,000	1,020,189,617	
Net Change			(55,076,480)	(18,204,320)	(13,969,200)	14,500,000	7,750,000	65,000,000		

Notes

1. The above schedule shows total project cost for each multi year project that started prior to 2011.

2. Council is requested to pre-approve the yearly changes in cash flow.

* - approved in 2009 with cash flow intended for 2010. However, project did not require funds in 2010 and therefore not part of the 2010 budget

** - approved in 2010 with cash flow intended for 2011. However, project does not require funds in 2011 and therefore not part of the 2011 budget

Regional Municipality of Wood Buffalo

2012 - 2017 Capital Plan

Attachment 4 - December 14, 2010

Major Category	Project Name	Location/ ward	Total Annual Cost	Grants	Reserve	Operating Budget	Debenture Financing	Page
	First year of a multiple year project	1-4=Ward						
	Other than first year of a multiple year project	5=Regional (municipality-wide)						
	Single year project							
2012 Capital Plan - Funded								
Public Facilities	Plotter & Scanner Replacements 2011-2013	5	50,000		50,000			
Public Facilities	Server Replacements 2011-2013	5	90,000		90,000			
Recreation & Culture	Historic Park/Museum - Pre-Design	5	100,000		100,000			
Recreation & Culture	Birchwood Trail Network Expansion - Design	1	150,000		150,000			
Public Facilities	Communication Links - Design	5	200,000		200,000			
Transportation	Fort Chipewyan Firebag Bridge Rehabilitation - Pre-Design & Design	2	200,000		200,000			
Public Facilities	Household Hazardous Waste Building	5	250,000		250,000			
Public Facilities	Replacement Rescue	3	250,000		250,000			
Public Facilities	Rural & Urban Emergency Wildland Unit	5	250,000		250,000			
Public Facilities	Abasand Heights Pumphouse Upgrade - Pre-Design	1	270,000		270,000			
Recreation & Culture	Arts & Culture Centre - Pre-Design	5	300,000		300,000			
Transportation	Fort Chipewyan Winter Road Improvements 2012-2014	2	300,000		300,000			
Public Facilities	Low-Profile Parkade Rescue	1	300,000		300,000			
Public Facilities	South East Loop Supply Line - Design	5	300,000		300,000			
Public Facilities	Fire Training Center - Pre-Design & Design	5	350,000		350,000			
Public Facilities	Enterprise Resource Planning Solution Phase 2	5	2,200,000		2,200,000			
Public Facilities	Conklin/Janvier Supply Line - Design	4	400,000		400,000			
Public Facilities	E-Permitting Phases 2 & 3	5	500,000		500,000			
Public Facilities	Fort McMurray Welcome Signs	5	500,000		500,000			
Public Facilities	Janvier WTP Intake - Construction	4	500,000	500,000				
Recreation & Culture	Parsons Creek Multi-Use Facility - Pre-Design & Design	1	500,000		500,000			
Transportation	Traffic Signal Rehabilitation 2012	1	500,000	375,000	125,000			
Public Facilities	Light Equipment Additions 2012	5	521,622		521,622			
Public Facilities	Anzac Fire Hall Expansion - Design	4	560,000		560,000			
Public Facilities	Data Warehouse	5	580,000		580,000			
Public Facilities	Heavy Equipment Replacements 2012	5	595,000		595,000			
Public Facilities	Rural Servicing Gregoire Lake Estates - Design	4	600,000		600,000			
Public Facilities	Downtown Fire Hall - Design	1	800,000		800,000			
Recreation & Culture	Father Beauregard/Ecole Boreal Community Park Upgrades - Design	1	880,000		880,000			
Public Facilities	Jubilee Center Renovation 2012 - Design (2nd & 3rd Floor)	5	900,000		900,000			
Transportation	Transit Bus Additions 2012	1	900,000	900,000				
Public Facilities	Airport Lift Station Upgrade	5	1,000,000		1,000,000			
Public Facilities	Jubilee Building Major Maintenance Upgrades 2011-2013	5	1,000,000		1,000,000			
Public Facilities	Saprae Creek Fire Hall Expansion & Fleet	3	1,000,000		1,000,000			
Recreation & Culture	Beacon Hill Water Spray Park	1	1,020,000		1,020,000			
Recreation & Culture	North Timberlea Perimeter Trail Upgrade	1	1,100,000		1,100,000			
Transportation	Transit Bus Shelter Replacements & Additions 2011-2013	1	1,100,000	825,000	275,000			
Public Facilities	Light Equipment Replacements 2012	5	1,213,800		1,213,800			
Recreation & Culture	Syncrude Timberlea Athletic Park Expansion - Design	1	1,243,000		1,243,000			
Transportation	Transit Bus Replacements 2012	1	1,350,000	1,350,000				
Public Facilities	North Municipal Facility - Pre-Design	5	1,400,000		1,400,000			

Regional Municipality of Wood Buffalo

2012 - 2017 Capital Plan

Attachment 4 - December 14, 2010

Major Category	Project Name	Location/ ward	Total Annual Cost	Grants	Reserve	Operating Budget	Debenture Financing	Page
	First year of a multiple year project	1-4=Ward						
	Other than first year of a multiple year project	5=Regional (municipality-wide)						
	Single year project							
Public Facilities	Architectural Upgrades Owned-Leased 2012-2013	5	1,500,000		1,500,000			
Public Facilities	Jubilee Parking Garage - Construction	5	1,500,000		1,500,000			
Recreation & Culture	Vista Ridge - Chair Lift Replacement Grant	3	1,500,000		1,500,000			
Public Facilities	WWTP Process Capacity Improvements- Design	5	1,500,000		1,500,000			
Recreation & Culture	Greely Road Community Park Upgrades	1	1,600,000		1,600,000			
Recreation & Culture	Interpretive Centre - Design	5	1,650,000		1,650,000			
Public Facilities	Portable Generator for Environmental Facilities	5	1,700,000		1,700,000			
Public Facilities	Fort MacKay Firehall Renovation/Addition	2	1,750,000		1,750,000			
Public Facilities	Abrams Land - Servicing and Site Preparation	1	1,900,000		1,900,000			
Recreation & Culture	Heritage Park Redevelopment 2012 - Capital Grant	5	2,000,000		2,000,000			
Public Facilities	Lower Townsite Booster - Construction	1	2,000,000		2,000,000			
Transportation	Rural Road Rehabilitation 2012	5	2,000,000	2,000,000				
Public Facilities	Rural Servicing Conklin - Design	4	2,000,000		2,000,000			
Recreation & Culture	Rural Community Placemaking - Fort Chipewyan	2	2,400,000		2,400,000			
Recreation & Culture	St. Paul's/Thickwood Community Park Upgrades	1	2,500,000		2,500,000			
Public Facilities	Shop/Office Space at WWTP Construction	5	2,800,000		2,800,000			
Recreation & Culture	Fort Chipewyan Swimming Pool - Construction	2	3,000,000		3,000,000			
Recreation & Culture	Heritage Marine Park - Capital Grant	5	3,000,000		3,000,000			
Recreation & Culture	Horse Pasture Regional Park - Design	5	3,000,000		3,000,000			
Public Facilities	Snow Storage Facilities - Design and Construction	5	3,000,000		3,000,000			
Public Facilities	Heavy Equipment Additions 2012	5	3,505,000		3,505,000			
Public Facilities	Beacon Hill Water Supply Upgrade - Construction	1	4,000,000		4,000,000			
Public Facilities	Lift Station Upgrades (South)	5	4,000,000		4,000,000			
Recreation & Culture	Urban & Rural Cemetery Development - Construction	5	4,000,000		4,000,000			
Public Facilities	Jubilee Center Renovation 2012 - Construction (5th Floor)	5	4,400,000		4,400,000			
Public Facilities	Festival Site - Land Purchase	5	4,500,000		4,500,000			
Transportation	Fort MacKay Bridge Replacement	2	5,780,800		5,780,800			
Public Facilities	Fire Training Center - Land Acquisition	5	6,000,000		6,000,000			
Public Facilities	Hwy 69 Industrial Sewer - Construction	1	6,000,000		6,000,000			
Transportation	Lower Townsite East Loop Road - Phase II	1	6,000,000	6,000,000				
Public Facilities	Regional Landfill Cell II and III and Stockpile Pad Construction	5	6,000,000		6,000,000			
Recreation & Culture	MacDonald Island - Synthetic Field Development (Construction Grant)	5	7,500,000		7,500,000			
Public Facilities	Landfill Gas Management System - Construction	5	8,000,000		8,000,000			
Public Facilities	Anzac Sewage Lagoon Upgrade	4	9,050,000		9,050,000			
Public Facilities	North Municipal Facility - Land Acquisition	5	10,000,000		10,000,000			
Public Facilities	Fort MacKay Intake and Raw Water Reservoir - Construction	2	11,000,000	11,000,000				
Public Facilities	Lower Townsite Reservoir Upgrade - Construction	1	11,000,000		11,000,000			
Recreation & Culture	MacDonald Island - Non Profit Centre (Construction Grant)	5	12,000,000		12,000,000			
Public Facilities	Civic Centre - Construction	5	12,500,000				12,500,000	
Transportation	Saline Creek Drive and Bridge - Construction	1	14,000,000				14,000,000	
Transportation	Franklin Avenue Revitalization - Construction	1	15,000,000		15,000,000			
Transportation	Lower Townsite West Loop Road	1	15,000,000				15,000,000	
Public Facilities	Thickwood Reservoir Replacement - Construction	1	27,400,000		27,400,000			

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	First year of a multiple year project	1-4=Ward						
	Other than first year of a multiple year project	5=Regional (municipality-wide)						
	Single year project							
Public Facilities	South Municipal Facility (Components 2) - Construction	5	33,400,000		33,400,000			
Transportation	Urban Infrastructure Rehabilitation 2011 - 2013	1	35,000,000		35,000,000			
Public Facilities	Athabasca Water Treatment Plant Expansion	5	39,200,000				39,200,000	

Total 2012 Funded Projects

382,759,222 22,950,000 279,109,222 80,700,000

2013 Capital Plan - Funded

Public Facilities	Plotter & Scanner Replacements 2011-2013	5	50,000		50,000			
Public Facilities	Server Replacements 2011-2013	5	90,000		90,000			
Transportation	Fort Chipewyan Quarry Road Widening 2013-2015	2	150,000		150,000			
Public Facilities	Light Equipment Additions 2013	5	200,000		200,000			
Public Facilities	Fort MacKay Water Tanker	2	210,000		210,000			
Public Facilities	Conklin WTP Distribution Pump	4	225,000		225,000			
Public Facilities	Janvier WTP Distribution Pump	4	225,000		225,000			
Transportation	Fort Chipewyan Winter Road Improvements 2012-2014	2	300,000		300,000			
Recreation & Culture	Riverfront Park - Design	1	300,000		300,000			
Public Facilities	Fort Chipewyan Blue Shop Roof Upgrade	2	302,000		302,000			
Public Facilities	Fire Training Center - Pre-Design & Design	5	350,000		350,000			
Public Facilities	Conklin/Janvier Supply Line - Design	4	400,000		400,000			
Public Facilities	Abasand Heights Pumphouse Upgrade - Pre-Design	1	430,000		430,000			
Transportation	King Street Access Realignment for Fire Hall #1	1	500,000		500,000			
Recreation & Culture	Father Beauregard/Ecole Boreal Community Park Upgrades - Construction	1	600,000		600,000			
Recreation & Culture	Historic Park/Museum - Design	5	700,000		700,000			
Public Facilities	Rural Servicing Janvier - Design	4	700,000		700,000			
Recreation & Culture	Trail Connectors - Wood Buffalo - Dickinsfield - STAP	5	750,000		750,000			
Public Facilities	Downtown Fire Hall - Design	1	800,000		800,000			
Public Facilities	Jubilee Center Renovation 2013 - Design	5	850,000		850,000			
Transportation	Transit Bus Additions 2013	1	900,000	900,000				
Transportation	Transit Bus Replacements 2013	1	900,000	900,000				
Public Facilities	Jubilee Building Major Maintenance Upgrades 2011-2013	5	1,000,000		1,000,000			
Public Facilities	Technology Infrastructure Upgrades 2013	5	1,000,000		1,000,000			
Recreation & Culture	Thickwood Heights/Timberlea - Multiuse Facility - Design	5	1,000,000		1,000,000			
Public Facilities	Tourist Sewage Dump Stations - Pre-Design	5	1,000,000	1,000,000				
Recreation & Culture	Abasand/Waterways/Longboat Landing Trail Connectors	1	1,020,000		1,020,000			
Transportation	Hwy 63 North Extension Surface Improvement	5	1,100,000	825,000	275,000			
Transportation	Transit Bus Shelter Replacements & Additions 2011-2013	1	1,100,000	825,000	275,000			
Public Facilities	North Municipal Facility - Design	5	1,176,000		1,176,000			
Recreation & Culture	Off-Highway Vehicle Staging Areas and Trails 2013 - 2014	5	1,200,000		1,200,000			
Public Facilities	Rural Servicing Anzac - Design	4	1,200,000		1,200,000			
Recreation & Culture	Rural Community Placemaking - Conklin	4	1,400,000		1,400,000			
Recreation & Culture	Rural Community Placemaking - Fort MacKay	2	1,400,000		1,400,000			
Recreation & Culture	Rural Community Placemaking - Janvier	4	1,400,000		1,400,000			
Public Facilities	Architectural Upgrades Owned-Leased 2012-2013	5	1,500,000		1,500,000			

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	Single year project							
Public Facilities	Fort MacKay WTP 3-Phase	2	1,500,000	1,500,000				
Public Facilities	Janvier PLC Upgrade	4	1,500,000	1,500,000				
Public Facilities	Saprae Creek Fire Hall Expansion & Fleet	3	1,500,000		1,500,000			
Public Facilities	Fort MacKay Firehall Renovation/Addition	2	1,750,000		1,750,000			
Recreation & Culture	Birchwood Trail Network Expansion - Construction	1	2,000,000		2,000,000			
Public Facilities	Communication Links - Construction	5	2,000,000		2,000,000			
Public Facilities	Lower Townsite Booster - Construction	1	2,000,000		2,000,000			
Transportation	Rural Road Rehabilitation 2013	5	2,000,000	2,000,000				
Public Facilities	Landfill Gas Management System - Construction	5	2,070,000		2,070,000			
Public Facilities	Anzac Fire Hall Expansion - Construction	4	2,487,000		2,487,000			
Transportation	Fort Chipewyan Firebag Bridge Rehabilitation - Construction	2	2,500,000		2,500,000			
Recreation & Culture	MacDonald Island - Synthetic Field Development (Construction Grant)	5	2,500,000		2,500,000			
Public Facilities	Heavy Equipment Additions 2013	5	2,720,000		2,720,000			
Public Facilities	Light Equipment Replacements 2013	5	2,805,000		2,805,000			
Public Facilities	Heavy Equipment Replacements 2013	5	2,828,800		2,828,800			
Public Facilities	Conklin Waste Water Treatment Upgrade - Design	4	3,000,000	3,000,000				
Transportation	Fort MacKay Bridge Replacement	2	3,000,000		3,000,000			
Recreation & Culture	Real Martin Drive Regional Park	5	3,000,000		3,000,000			
Public Facilities	Tourist Sewage Dump Stations	5	3,000,000		3,000,000			
Recreation & Culture	Urban & Rural Cemetery Development - Construction	5	3,000,000		3,000,000			
Transportation	Draper Road Upgrading - Construction	3	4,000,000		4,000,000			
Public Facilities	Jubilee Parking Garage - Construction	5	4,000,000		4,000,000			
Recreation & Culture	MacDonald Island - Non Profit Centre (Construction Grant)	5	4,000,000		4,000,000			
Public Facilities	Arts & Culture Centre - Land Acquisition	5	4,700,000		4,700,000			
Public Facilities	Historic Park/Museum - Land Acquisition	5	5,000,000		5,000,000			
Recreation & Culture	Interpretive Centre - Construction	5	5,000,000		5,000,000			
Public Facilities	North Snow Storage Facilities - Land Purchase & Construction	5	5,000,000		5,000,000			
Recreation & Culture	Syncrude Timberlea Athletic Park Expansion - Construction	1	5,000,000		5,000,000			
Public Facilities	Thickwood Reservoir Replacement - Construction	1	5,000,000		5,000,000			
Recreation & Culture	Horse Pasture Regional Park - Construction	5	5,200,000		5,200,000			
Public Facilities	Hwy 69 Industrial Sewer - Construction	1	6,000,000		6,000,000			
Public Facilities	Rural Servicing Gregoire Lake Estates - Construction	4	6,000,000		6,000,000			
Public Facilities	Jubilee Center Renovation 2013 - Construction (2nd & 3rd Floor)	5	7,500,000		7,500,000			
Public Facilities	Rural Servicing Draper - Construction	3	7,500,000		7,500,000			
Public Facilities	Anzac Sewage Lagoon Upgrade	4	7,800,000		7,800,000			
Recreation & Culture	Festival Site - Construction	5	8,000,000		8,000,000			
Public Facilities	Rural Servicing Conklin - Design	4	8,000,000		8,000,000			
Recreation & Culture	Fort Chipewyan Swimming Pool - Construction	2	10,000,000		10,000,000			
Public Facilities	WWTP Process Capacity Improvements - Construction	5	10,000,000		10,000,000			
Public Facilities	Fort MacKay Intake and Raw Water Reservoir - Construction	2	11,000,000	11,000,000				
Transportation	Franklin Avenue Revitalization - Construction	1	15,000,000		15,000,000			
Transportation	Lower Townsite West Loop Road	1	18,400,000				18,400,000	
Public Facilities	South East Loop Supply Line - Construction	5	27,000,000		27,000,000			
Public Facilities	South Municipal Facility (Components 2) - Construction	5	33,700,000		33,700,000			

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	Single year project							
Transportation	Urban Infrastructure Rehabilitation 2011 - 2013	1	35,000,000		35,000,000			
Public Facilities	Civic Centre - Construction	5	73,750,000				73,750,000	

Total 2013 Funded Projects

405,138,800	23,450,000	289,538,800	92,150,000
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2014 Capital Plan - Funded

Public Facilities	Plotter & Scanner Replacements 2014-2016	5	50,000		50,000		
Transportation	Fort Chipewyan Quarry Road Widening 2013-2015	2	150,000		150,000		
Public Facilities	Light Equipment Additions 2014	5	200,000		200,000		
Public Facilities	Remedy Replacement	5	200,000		200,000		
Transportation	Draper Road Upgrading - Design	3	250,000		250,000		
Transportation	Fort Chipewyan Winter Road Improvements 2012-2014	2	300,000		300,000		
Public Facilities	Conklin/Janvier Supply Line - Design	4	400,000		400,000		
Public Facilities	Downtown Fire Hall - Design	1	400,000		400,000		
Recreation & Culture	Father Beaugard/Ecole Boreal Community Park Upgrades - Construction	1	500,000		500,000		
Transportation	Traffic Signal Rehabilitation 2014	1	500,000		500,000		
Transportation	Transit Bus Additions 2014	1	900,000		900,000		
Transportation	Transit Bus Replacements 2014	1	900,000		900,000		
Public Facilities	Anzac Fire Hall Expansion - Construction	4	943,000		943,000		
Public Facilities	Jubilee Building Major Maintenance Upgrades 2014-2016	5	1,000,000		1,000,000		
Public Facilities	Technology Infrastructure Upgrades 2014	5	1,000,000		1,000,000		
Transportation	Transit Bus Shelter Replacements & Additions 2014-2016	1	1,100,000		1,100,000		
Public Facilities	Fire Hall #6 - Design	1	1,120,000		1,120,000		
Public Facilities	Fire Hall #7 - Design	1	1,120,000		1,120,000		
Public Facilities	Electronic Information Management System Upgrades	5	1,200,000		1,200,000		
Recreation & Culture	Off-Highway Vehicle Staging Areas and Trails 2013 - 2014	5	1,200,000		1,200,000		
Recreation & Culture	Rural Community Placemaking - Anzac	4	1,400,000		1,400,000		
Public Facilities	Architectural Upgrades Owned-Leased 2014-2016	5	1,500,000		1,500,000		
Public Facilities	VOIP Upgrades / Replacements	5	1,500,000		1,500,000		
Public Facilities	Light Equipment Replacements 2014	5	1,590,000		1,590,000		
Public Facilities	Lower Townsite Booster - Construction	1	1,700,000		1,700,000		
Transportation	King Street Access Realignment for Fire Hall #1	1	2,000,000		2,000,000		
Transportation	Rural Road Rehabilitation 2014	5	2,000,000		2,000,000		
Recreation & Culture	Historic Park/Museum - Design	5	2,400,000		2,400,000		
Transportation	Fort Chipewyan Firebag Bridge Rehabilitation - Construction	2	2,500,000		2,500,000		
Recreation & Culture	North Parsons Trail Network - Design	1	2,500,000		2,500,000		
Public Facilities	Fire Training Center - Construction	5	3,000,000		3,000,000		
Public Facilities	Jubilee Centre Renovation 2014 - Exterior Facelift	5	3,000,000		3,000,000		
Recreation & Culture	Birchwood Trail Network Expansion - Construction	1	3,125,000		3,125,000		
Public Facilities	Janvier Sewage Lagoon Upgrade - Construction	4	4,000,000		4,000,000		
Recreation & Culture	Syncrude Timberlea Athletic Park Expansion - Construction	1	4,000,000		4,000,000		
Public Facilities	Abasand Heights Pumphouse Upgrade - Construction	1	5,000,000		5,000,000		
Public Facilities	Conklin Waste Water Treatment Upgrade - Construction	4	5,000,000		5,000,000		

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	Single year project							
Transportation	Draper Road Upgrading - Construction	3	5,000,000		5,000,000			
Recreation & Culture	Horse Pasture Regional Park - Construction	5	5,000,000		5,000,000			
Public Facilities	Jubilee Parking Garage - Construction	5	5,000,000		5,000,000			
Recreation & Culture	Interpretive Centre - Construction	5	5,500,000		5,500,000			
Public Facilities	Rural Servicing Gregoire Lake Estates - Construction	4	6,000,000		6,000,000			
Public Facilities	Heavy Equipment Additions 2014	5	6,035,000		6,035,000			
Public Facilities	Heavy Equipment Replacements 2014	5	6,276,400		6,276,400			
Recreation & Culture	Festival Site - Construction	5	7,000,000		7,000,000			
Public Facilities	Jubilee Centre Renovation 2014 - Construction	5	7,250,000		7,250,000			
Recreation & Culture	Anzac Multi-Use Facility - Construction	4	7,500,000		7,500,000			
Public Facilities	North Snow Storage Facilities - Land Purchase & Construction	5	7,500,000		7,500,000			
Public Facilities	Rural Servicing Draper - Construction	3	7,500,000		7,500,000			
Recreation & Culture	Riverfront Park - Construction	1	7,900,000		7,900,000			
Recreation & Culture	Arts & Culture Centre - Construction	5	8,500,000		8,500,000			
Recreation & Culture	Historic Park/Museum - Construction	5	10,000,000		10,000,000			
Public Facilities	Rural Servicing Anzac - Construction	4	10,000,000		10,000,000			
Recreation & Culture	Thickwood Heights/Timberlea - Multiuse Facility - Construction	5	25,000,000		25,000,000			
Public Facilities	North Municipal Facility - Construction	5	26,500,000				26,500,000	
Public Facilities	South Municipal Facility (Components 2) - Construction	5	27,100,000				27,100,000	
Public Facilities	WWTP Process Capacity Improvements - Construction	5	30,000,000		30,000,000			
Transportation	Urban Infrastructure Rehabilitation 2014 - 2016	1	37,000,000		37,000,000			
Public Facilities	Civic Centre - Construction	5	72,750,000				72,750,000	
Total 2014 Projects			389,959,400	25,000,000	238,609,400		126,350,000	

2015 Capital Plan - Funded

Public Facilities	Plotter & Scanner Replacements 2014-2016	5	50,000		50,000			
Public Facilities	Municipal Float	5	75,000		75,000			
Public Facilities	Server Replacements 2015-2017	5	90,000		90,000			
Transportation	Bridge Rehab/Construction Mission Creek	2	100,000		100,000			
Public Facilities	Meeting Rooms Technology	5	100,000		100,000			
Public Facilities	Rural Servicing Fort MacKay Sewer - Pre-Design	2	100,000		100,000			
Public Facilities	Rural Servicing Fort MacKay Water - Pre-Design	2	100,000		100,000			
Transportation	Fort Chipewyan Quarry Road Widening 2013-2015	2	150,000		150,000			
Public Facilities	Emergency Communication Technology Upgrades	5	200,000		200,000			
Public Facilities	Light Equipment Additions 2015	5	200,000		200,000			
Transportation	Draper Road Upgrading - Design	3	250,000		250,000			
Transportation	Transit Bus Shelter Replacements & Additions 2014-2016	1	275,000		275,000			
Transportation	Fort Chipewyan Airport Terminal - Design	2	300,000		300,000			
Public Facilities	Conklin/Janvier Supply Line - Design	4	400,000		400,000			
Transportation	Fort Chipewyan Winter Road Improvements 2015-2017	2	400,000		400,000			

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	Single year project							
Recreation & Culture	Father Beauregard/Ecole Boreal Community Park Upgrades - Construction	1	500,000		500,000			
Public Facilities	Heavy Equipment Replacements 2015	5	520,000		520,000			
Public Facilities	Light Equipment Replacements 2015	5	670,800		670,800			
Transportation	Transit Bus Additions 2015	1	900,000		900,000			
Public Facilities	Jubilee Building Major Maintenance Upgrades 2014-2016	5	1,000,000		1,000,000			
Public Facilities	Technology Infrastructure Upgrades 2015	5	1,000,000		1,000,000			
Transportation	Transit Bus Replacements 2015	1	1,350,000		1,350,000			
Public Facilities	Architectural Upgrades Owned-Leased 2014-2016	5	1,500,000		1,500,000			
Recreation & Culture	Anzac Multi-Use Facility - Construction	4	1,750,000		1,750,000			
Transportation	Rural Road Rehabilitation 2015	5	2,000,000		2,000,000			
Public Facilities	Fire Training Center - Construction	5	3,000,000		3,000,000			
Public Facilities	Abasand Heights Pumphouse Upgrade - Construction	1	4,000,000		4,000,000			
Public Facilities	Janvier Sewage Lagoon Upgrade - Construction	4	4,000,000		4,000,000			
Recreation & Culture	North Parsons Trail Network - Construction	1	4,700,000		4,700,000			
Public Facilities	Downtown Central Park - Land Acquisition	1	5,000,000		5,000,000			
Transportation	Draper Road Upgrading - Construction	3	5,000,000		5,000,000			
Public Facilities	Fire Hall #6 (Construction) & Equipment (Parsons Creek)	1	7,000,000		7,000,000			
Public Facilities	Fire Hall #7 (Construction) & Equipment (Saline Creek)	1	7,000,000		7,000,000			
Public Facilities	Rural Servicing Anzac - Construction	4	10,000,000		10,000,000			
Public Facilities	Rural Servicing Janvier - Construction	4	10,000,000		10,000,000			
Recreation & Culture	Historic Park/Museum - Construction	5	12,500,000		12,500,000			
Public Facilities	Rural Servicing Conklin - Construction	4	14,000,000		14,000,000			
Public Facilities	Downtown Fire Hall - Land Acquisition	1	15,000,000		15,000,000			
Recreation & Culture	Arts & Culture Centre - Construction	5	18,000,000		18,000,000			
Public Facilities	South Municipal Facility (Components 2) - Construction	5	22,200,000				22,200,000	
Public Facilities	WWTP Process Capacity Improvements - Construction	5	30,000,000		30,000,000			
Public Facilities	North Municipal Facility - Construction	5	33,400,000				33,400,000	
Transportation	Urban Infrastructure Rehabilitation 2014 - 2016	1	37,000,000		37,000,000			
Recreation & Culture	Thickwood Heights/Timberlea - Multiuse Facility - Construction	5	45,000,000		45,000,000			
Public Facilities	Civic Centre - Construction	5	65,000,000				65,000,000	
Total 2015 Funded Projects			365,780,800	25,000,000	220,180,800		120,600,000	

2016 Capital Plan - Funded

Public Facilities	Plotter & Scanner Replacements 2014-2016	5	50,000		50,000			
Public Facilities	Server Replacements 2015-2017	5	90,000		90,000			
Public Facilities	Light Equipment Additions 2016	5	200,000		200,000			
Public Facilities	RCMP Station Expansion	5	200,000		200,000			
Transportation	Transit Bus Shelter Replacements & Additions 2014-2016	1	245,000		245,000			
Public Facilities	Conklin/Janvier Supply Line - Design	4	400,000		400,000			
Transportation	Fort Chipewyan Winter Road Improvements 2015-2017	2	400,000		400,000			
Public Facilities	Light Equipment Replacements 2017	5	500,000		500,000			

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	Single year project							
Transportation	Traffic Signal Rehabilitation 2016	1	500,000		500,000			
Transportation	Transit Bus Additions 2016	1	900,000		900,000			
Transportation	Bridge Rehab/Construction Mission Creek	2	1,000,000		1,000,000			
Public Facilities	Emergency Communication Technology Upgrades	5	1,000,000		1,000,000			
Public Facilities	Jubilee Building Major Maintenance Upgrades 2014-2016	5	1,000,000		1,000,000			
Public Facilities	Technology Infrastructure Upgrades 2016	5	1,000,000		1,000,000			
Public Facilities	E-Government - Service Wood Buffalo	5	1,200,000		1,200,000			
Transportation	Transit Bus Replacements 2016	1	1,350,000		1,350,000			
Public Facilities	Rural Servicing Fort MacKay Sewer - Design	2	1,450,000		1,450,000			
Public Facilities	Rural Servicing Fort MacKay Water - Design	2	1,450,000		1,450,000			
Public Facilities	Architectural Upgrades Owned-Leased 2014-2016	5	1,500,000		1,500,000			
Public Facilities	Fire Hall #6 (Construction) & Equipment (Parsons Creek)	1	2,000,000		2,000,000			
Public Facilities	Fire Hall #7 (Construction) & Equipment (Saline Creek)	1	2,000,000		2,000,000			
Transportation	Rural Road Rehabilitation 2016	5	2,000,000		2,000,000			
Public Facilities	Upgrade Pressure Reducing Valves	1	2,000,000		2,000,000			
Recreation & Culture	Downtown Central Park - Design & Construction	1	2,200,000		2,200,000			
Transportation	Fort Chipewyan Airport Terminal - Construction	2	4,500,000		4,500,000			
Recreation & Culture	North Parsons Trail Network - Construction	1	5,000,000		5,000,000			
Transportation	Draper Road Upgrading - Construction	3	6,900,000		6,900,000			
Public Facilities	Rural Servicing Anzac - Construction	4	10,000,000		10,000,000			
Public Facilities	Rural Servicing Janvier - Construction	4	10,000,000		10,000,000			
Public Facilities	WWTP Process Capacity Improvements - Construction	5	10,000,000		10,000,000			
Public Facilities	Rural Servicing Conklin - Construction	4	14,000,000		14,000,000			
Transportation	Transit Transfer Stations	1	16,000,000		16,000,000			
Recreation & Culture	Thickwood Heights/Timberlea - Multiuse Facility - Construction	5	20,000,000		20,000,000			
Public Facilities	North Municipal Facility - Construction	5	33,700,000				33,700,000	
Recreation & Culture	Parsons Creek Multi-Use Facility - Construction	1	35,000,000				35,000,000	
Transportation	Urban Infrastructure Rehabilitation 2014 - 2016	1	37,000,000		37,000,000			
Public Facilities	Civic Centre - Construction	5	53,500,000				53,500,000	
Total 2016 Funded Projects			280,235,000	25,000,000	133,035,000		122,200,000	

2017 Capital Plan - Funded

Public Facilities	Plotter & Scanner Replacements 2017-2019	5	50,000		50,000			
Public Facilities	Server Replacements 2015-2017	5	90,000		90,000			
Public Facilities	Light Equipment Additions 2017	5	200,000		200,000			
Transportation	Transit Bus Shelter Replacements & Additions 2017-2019	1	245,000		245,000			
Transportation	Fort Chipewyan Winter Road Improvements 2015-2017	2	400,000		400,000			
Transportation	Transit Bus Additions 2017	1	900,000		900,000			
Public Facilities	RCMP Station Expansion	5	1,000,000		1,000,000			
Public Facilities	Architectural Upgrades Owned-Leased 2017-2019	5	1,500,000		1,500,000			
Transportation	Rural Road Rehabilitation 2017	5	2,000,000		2,000,000			
Public Facilities	Light Equipment Replacements 2018 and onwards	5	2,157,100		2,157,100			
Transportation	Transit Bus Replacements 2017	1	2,250,000		2,250,000			

**Regional Municipality of Wood Buffalo
2012 - 2017 Capital Plan**

Attachment 4 - December 14, 2010

Major Category	Project Name	Location/ ward	Total Annual Cost	Grants	Reserve	Operating Budget	Debenture Financing	Page
	First year of a multiple year project	1-4=Ward						
	Other than first year of a multiple year project	5=Regional (municipality-wide)						
	Single year project							
Public Facilities	Waste Water Treatment Plant Expansion - Design	5	4,000,000		4,000,000			
Public Facilities	Conklin/Janvier Supply Line - Construction	4	5,000,000		5,000,000			
Public Facilities	Downtown Fire Hall - Construction	1	5,000,000		5,000,000			
Recreation & Culture	Downtown Central Park - Design & Construction	1	8,000,000		8,000,000			
Public Facilities	Rural Servicing Janvier - Construction	4	8,000,000		8,000,000			
Public Facilities	Hwy 69 Sewer Storage Tank RTC	1	9,000,000		9,000,000			
Public Facilities	Recycling Facilities	5	10,000,000		10,000,000			
Public Facilities	Rural Servicing Anzac - Construction	4	10,000,000		10,000,000			
Public Facilities	Rural Servicing Conklin - Construction	4	14,000,000		14,000,000			
Public Facilities	Downtown Sewer Capacity Increase 2017	1	15,000,000		15,000,000			
Public Facilities	Athabasca Water Treatment Plant Expansion Phase II	5	25,000,000		25,000,000			
Public Facilities	Civic Centre - Construction	5	27,000,000				27,000,000	
Public Facilities	North Municipal Facility - Construction	5	27,100,000				27,100,000	
Transportation	Urban Infrastructure Rehabilitation 2017 - 2019	1	39,000,000		39,000,000			
Recreation & Culture	Parsons Creek Multi-Use Facility - Construction	1	105,000,000				105,000,000	
Total 2017 Funded Projects			321,892,100	25,000,000	137,792,100		159,100,000	

**Subject: 2011 Capital Budget Amendment – 9717 Franklin Ave Property
Leasehold Improvements****APPROVALS:**

Glen Laubenstein, Chief Administrative Office
Carol Theberge, Divisional Manager

Administrative Recommendation(s):

THAT the 2011 Capital Budget be amended as outlined in Attachment 1 (Capital Budget Amendment Request – 9717 Franklin Avenue Leasehold Improvement – Design and Construction, dated December 14th, 2010).

Summary:

By reducing the number of office work spaces to be developed and employing an “open-office” design approach, the property at 9717 Franklin Avenue can be developed in an affordable cost effective manner to help the Municipality meet our medium term office space requirements.

Background:

The property at 9717 Franklin Avenue was acquired in 2007 on a ten year (renewable) lease as an interim office growth space for our increasing workforce. However, it could not be developed as originally intended due to prohibitive costs of \$8.9M for hazardous materials remediation and safety code upgrades, which legal advice confirms are the responsibility of the Municipality. When the costs for these items were combined with the costs of renovating the property to make it a workable office environment for 94 employees on two floors in 2009, the total cost was \$6.6M.

Although the long term cost per square foot was lower than other options, as illustrated in Attachment 2 – Alternative Lease Space Comparison, which was presented in July 2010, Council did not approve a capital budget request to proceed with the development. Efforts to negotiate release from the lease or to sub lease the property have been unsuccessful. Ongoing lease payments (\$2.5M) and minimum building operating costs (\$1.1M) will be \$3.6M over the life of the lease whether the facility is used or not.

An update of our medium term office accommodation requirements indicates that we do need the space the facility offers but, due to lower than previously predicted staff growth, we can still meet our medium term needs if we develop the property with fewer workspaces. Administration has reviewed the options for a productive use of the property and produced a revised building use concept. By developing only the main floor of the property, and employing an “open-office”

concept, we can accommodate approximately 40 -50 staff in a unique, productive work environment and can reduce architectural and construction costs by over \$2M.

Revised costs to renovate this property, including asbestos and mold abatement, safety code upgrades, water or sewer infrastructure and leasehold improvements, are now \$4.3M including contingency. This converts to just over \$300/sq. ft. for 14,000 sq. ft., which amortizes to \$47/sq. ft. annually over the remaining 6.5 years of the lease. The lease also gives the Municipality the right to renew for an additional five years in 2017 at fair market rates, which would further reduce the annualized costs if exercised

Attachment 3 – 9717 Construction Cost Comparison, provides a comparison of full costs proposed in 2007 and 2009 with the cost to renovate using the open concept approach (identified as 2010 costs).

Alternatives:

Even to use the property as a storage site requires over \$2 M in expenditures for hazardous materials and safety code upgrades. At this point the only other practical economic alternative is to leave the property vacant.

Budget/Financial Implications:

The project, if approved, will be funded from the Capital Infrastructure Reserve.

Rationale for Recommendation(s):

Current lease spaces in other properties the Municipality leases begin to expire in 2013. Utilizing the property at 9717 Franklin Avenue will provide a bridge until the Jubilee renovation is complete and new Municipal facilities are constructed. The cost per square foot for other lease spaces can be more than three times the cost per square footage of the property at 9717 Franklin Avenue. It is recommended to renovate the property at 9717 Franklin Avenue in an open office design as the best economically viable and most expedient option available at this time.

Attachments:

1. Capital Budget Amendment Request – Lease Space Design and Construction – 9717 Franklin Avenue, December 14, 2010
2. Alternative Lease Space Comparison (July, 2010)
3. 9717 Construction Cost Comparison

Regional Municipality of Wood Buffalo
Capital Budget Amendment Request
Amendment Date: December 14, 2010

Attachment 1

CURRENT PROJECT NAME: 9717 Franklin Avenue Lease Improvement - Design & Construction

AMENDED PROJECT NAME:

Capital Code (if applicable):

PROJECT Number (if applicable): New Project

PROJECT LOCATION: Fort McMurray

DIVISION: Public Services

DEPARTMENT / BRANCH: Community Services, Accommodation Services

MUNICIPAL FUNCTION 12 - Gen Administration

CURRENT PROJECT BUDGET

[Select current funding status](#)

Current Priority Score

54

<i>Year</i>	<i>Annual Cost</i>	<i>Fed Grants</i>	<i>Prov Grants</i>	<i>Reserves</i>	<i>Operating Budget</i>	<i>Other Sources</i>	<i>Debtenture Financed</i>
<i>Prior</i>	-						
<i>2010</i>	-						
<i>2011</i>	-			-			
<i>Thereafter</i>	-						
<i>TOTAL</i>	-	-	-	-	-	-	-

DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

The 9717 Franklin Avenue property is leased for 7 years with the possibility of renewal for another ten years at market rates. The proposed renovation of the space is low cost, open concept. This inexpensive renovation coupled with below market lease costs renders this project cost effective.

AMENDED PROJECT BUDGET (Only required if project is new, deferred, or amended)

[Select amended funding status](#)

Amended Priority Score

54

<i>Year</i>	<i>Annual Cost</i>	<i>Fed Grants</i>	<i>Prov Grants</i>	<i>Reserves</i>	<i>Operating Budget</i>	<i>Other Sources</i>	<i>Debtenture Financed</i>
<i>Prior</i>	-						
<i>2010</i>							
<i>2011</i>	4,277,900			4,277,900			
<i>Thereafter</i>	-						
<i>TOTAL</i>	4,277,900	-	-	4,277,900	-	-	-

ADDITIONAL INFORMATION

Community Svcs./Accommodation Services
 Sponsor Department/Branch

Darrel Shymoniak/Accommodation Services
 Project Lead

PLEASE NOTE: Deferred projects must follow the budget process. Deferring a project to a future year does not grant pre-budget approval for that project.

CAPITAL PRIORITY SCORE

0

HIGH PRIORITY - Project has incurred costs or will need to start in the first year of the 5-year capital plan

MEDIUM PRIORITY - Project does not need to start until the second or third year of 5-year capital plan

LOW PRIORITY - Project does not need to start until the fourth or fifth year of 5-year capital plan

NOT APPLICABLE - Criterion does not apply to this capital project

		High Yr 1	Medium Yr 2 or 3	Low Yr 4 or 5	N/A	Score
		6	3	1	0	
Criteria						
Health or Safety Issue	7					0
Legislation Changes	6					0
Maintain Existing Assets	5	x				30
Maintain Current Service Levels	4	x				24
Increase Efficiencies	3					0
Increase Level of Existing Service	2					0
New Service	1					0
Total Priority Score						54

TABLE 1- Lease Space Comparison (Offices)

Attachment 2

	9717 Developed 28,000 square feet 9717 Franklin Avenue		Market 2 28,000 square feet Tower Corp Building	Market 3 28,000 square feet (available 13,000 square feet) Suncor Business Center	Market 4 28,000 square feet (can be used only by 5 years) Trailer Complex (land be purchased)
Basic Lease					
Monthly	\$ 30,333.33		\$ 109,666.66	\$ 58,333.33	\$ 40,595.62
Annual	\$ 363,999.96 Based on \$13/sqf		\$ 1,315,999.92 Based on \$47/sqf*	\$ 699,999.96 Based on \$25/sqf**	\$ 487,147.44 Based on Table 2
7 years	\$ 2,547,999.72		\$ 9,211,999.44	\$ 4,899,999.72	\$ 3,410,032.08
Operational cost					
Monthly	\$ 12,850.00		\$ 18,660.00	\$ 32,666.66	\$ 20,960.60
Annual	\$ 154,200.00 Based on \$5.5/sqf		\$ 223,920.00 Based on \$8/sqf	\$ 391,999.92 Based on \$14/sqf***	\$ 251,527.25 Based on Table 2
7 years	\$ 1,079,400.00		\$ 1,567,440.00	\$ 2,743,999.44	\$ 1,760,690.75
Leasehold improvements	\$ 7,208,300.00 Proposed in 2009		\$ 5,600,000.00 Based on \$200/sqf	\$ 8,400,000.00 Based on \$300/sqf	\$ 7,923,344.30 Based on Table 2
Total Cost 7 year lease	\$ 10,835,699.72		\$ 16,379,439.44	\$ 16,043,999.16	\$ 13,094,067.13
Cost per annum lease	\$ 1,547,957.10		\$ 2,339,919.92	\$ 2,291,999.88	\$ 1,870,581.02
Cost per square foot per annum	\$ 55.28		\$ 83.57	\$ 81.86	\$ 66.81
Unoccupied Brick 7 years Cost			\$ 3,627,399.72	\$ 3,627,399.72	\$ 3,627,399.72
Additional Cost per sqf per annum			\$ 18.51	\$ 18.51	\$ 18.51
Available for occupancy	Winter 2011/2012		Fall/Winter 2012	Spring 2012	Fall/Winter 2011
Expiry Lease Date	May, 2017 ****		No limits	November, 2016	Max 5 years

Brick Costs Undeveloped	
Lease 7 years	\$ 2,547,999.72
Operational 7 years	\$ 1,079,400.00
Total Brick Cost Unoccupied	\$ 3,627,399.72

* Low range
** Rate from Nov.1.2011
*** \$3.45/sqf (developer) +\$10.55 (estimate)
**** Possible extension for next 5years
Operating Cost - 9717 Franklin Avenu- \$1.92 (utili) + \$2.00 (snow..) + \$2.00(maint) = \$5.5

9717 Construction Cost Comparison

The following chart summarizes the costs associated with the design and construction of the space at 9717 Franklin Avenue. The 2007 figures reflect the original estimate to create a complete office treatment in 2007. The 2009 figures reflects the lower cost of completing that same project in that year. The 2010 figures are current costs associated with creating the open concept project.

9717 Franklin Avenue Cost Comparison							
Construction Component	2007	2009 update	2010 Updated				
Mechanical	1,940,000.00	1,649,000.00	1,649,000.00				
Electrical	1,000,000.00	850,000.00	850,000.00				
Architectural	2,540,000.00	1,469,000.00	200,000.00				
Office	672,000.00	672,000.00	140,000.00				
Telecommunications	1,000,000.00	700,000.00	300,000.00				
Abatements	650,000.00	750,000.00	750,000.00				
Sub total	7,802,000.00	6,090,000.00	3,889,000.00				
Contingency	200,000.00		388,900.00				
Design @11.87%	926,097.40	545,000.00	-				
Total Cost	8,928,097.40	6,635,000.00	4,277,900.00				

Subject: Lower Townsite Redevelopment Incentive Program**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Carol Theberge, Divisional Manager
Dennis Peck, Director

Administrative Recommendation(s):

THAT development charges be reduced by sixty percent (60%) for new developments in the Lower Townsite Area Redevelopment Plan area (Attachment 1) if applications are received or approved in 2011.

Summary:

In recognition of the need to support redevelopment of the Lower Townsite, an incentive program is recommended to encourage and accelerate development in the Lower Townsite area. Administration will undertake to monitor the program and conduct a comprehensive review as part of the Municipal Development Plan review and report back to Council in 2011.

Background:

The current Municipal development philosophy is that private development pays its full impact cost. This cost is defined through the off-site levies and development charges that are collected prior to issuance of a development permit. These fees are then applied to the appropriate infrastructure projects affected by the development.

On May 29, 2009, Council approved the Lower Townsite Area Redevelopment Plan. The Plan expressed Council's desire to see a significant redevelopment of the Lower Townsite to create a more vital area with a significantly higher density of activity (commercial and residential); however, due to the significant municipal infrastructure (water, sewer, and roads) required, off-site levies and development charges significantly increase the property development barriers investors face in taking advantage of the zoning changes in the Lower Townsite Area Redevelopment Plan.

It is common practice for municipalities to identify areas of special development interest and to develop incentive programs to facilitate investment by developers (Attachment 2). Introducing an incentive program at this time will present a very positive signal of the Municipality's support for the long-term community objectives it has expressed in the Lower Townsite Area Redevelopment Plan.

Alternatives:

1. Continue with a philosophy that development pays full impact cost.
2. Implement an incentive program in designated areas.

Budget/Financial Implications:

Lower Townsite infrastructure improvements:

<i>Year</i>	<i>Cost (in millions of dollars)</i>
2011	\$50
2012	\$40
2013	\$55
<u>2014</u>	<u>\$45</u>
<i>Total</i>	<i>\$190</i>

For 2015 – 2020: \$25 million per year

Total ten year cost (2011 – 2020): \$340 million

The average annual cost of infrastructure over the next ten years is estimated to be \$34 million per year. The offset funding will come from the budget for Capital Plan projects.

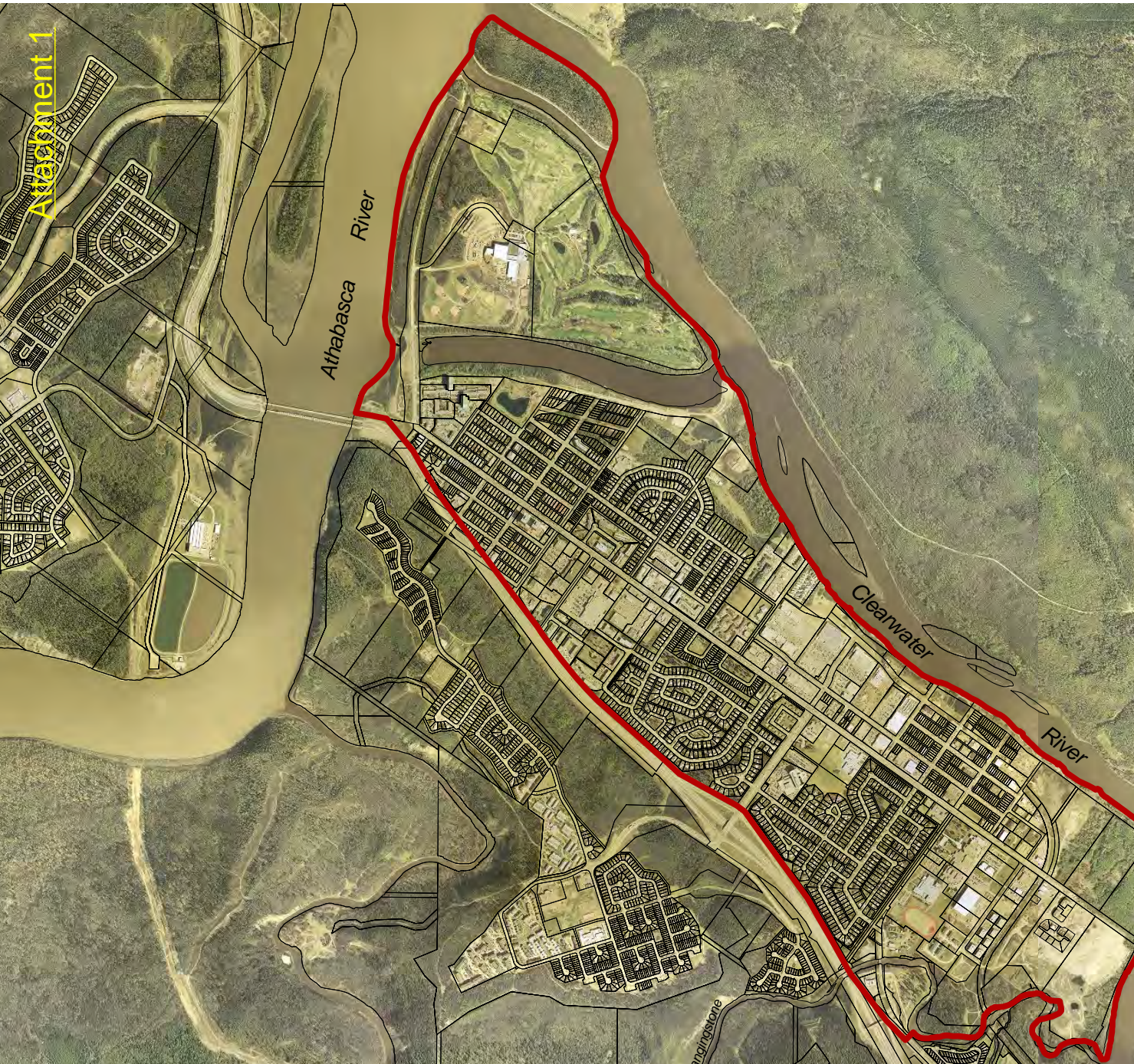
Rationale for Recommendation(s):

Establishing incentives is an accepted methodology for municipalities to direct the location and pace of development in areas of special interest. Land use planning initiatives (e.g., Area Redevelopment Plans in Alberta) are key tools in defining the objectives of such incentives. Attachment 2 illustrates examples of such incentives (note: this is not a comprehensive listing, but represents the results of phone survey undertaken in November of 2010).

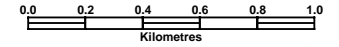
In an effort to encourage and accelerate development in the Lower Townsite, Administration recommends that a Lower Townsite Redevelopment Incentive Program be established. The purpose of this program is to recognize developers' intention of meeting the provisions of the Lower Townsite Area Redevelopment Plan, and provide incentive for more timely development. In addition, by supporting the redevelopment of the Lower Townsite, the program has the advantage of supporting the growth of this key tax base over the long term.

Attachments:

1. Outline of Lower Townsite Area Redevelopment Plan Area
2. Incentives used by other Municipalities



MAP 3: LOWER TOWN SITE AREA REDEVELOPMENT PLAN BOUNDARY



Note: This boundary follows the rivers in the 2007 Urban Photography

* Incentive Programs Used by Other Canadian Municipalities				
FINANCIAL	Program Name		Form/ Area	Specific Information
	Edmonton	Development Incentive Program	Multi-unit Residential	Reimbursement grant per new dwelling for a mixed use project.
		Development Incentive Program	New Retail & Commercial Business Interior Improvements	Reimbursement grant of 50% of construction costs - maximum of \$15,000.
		Development Incentive Program	New Retail & Commercial Building Development	Reimbursement of 5% of construction costs - maximum of \$40,000.
	Vancouver	STIR: Short Term Incentives for Rentals	Affordable Housing throughout the City	Development Cost Levy waiver (on rental units only).
		Heritage Building Rehabilitation Program	Heritage Buildings	Property tax exemption for up to 10 years.
	Victoria	Secondary Rental Suite Grant	Throughout the City	Each individual grant will equal 25% of construction costs, to a maximum grant of \$5,000.
	London	Community Improvement Plan	Downtown	Façade Improvement Loan & Grant, Building Code Upgrade Loan & Grant, Lighting, Signing and Awning Grant, Heritage Building Assessment Grant, Residential Development Charges Exemption, Tax Increment Grant.
	Toronto	Eco-Roof Incentive Program	Priority for commercial, industrial and institutional projects within the City's "designated employment districts"	Provides funds for green or cool roof projects -\$50 / square metre, max \$100,000. Eligible cool roof projects will receive \$2 - 5 / square metre up to \$50,000.
		Brownfields Remediation Tax Assistance	Brownfields	Eligible when Brownfields remediation is undertaken to develop the property for employment uses, excluding retail.
		Better Buildings Partnership	Throughout the City	Financial assistance to maximize the outcomes of a wide range of energy efficiency and renewable energy projects.
	Ottawa	Affordable Housing Development	Downtown Core Only	Reduced property taxes, relief from development charges (DC) and building permit fees, planning application fees, and parkland levies.
		Action Ottawa	New affordable rental housing for moderate and low-income households	Capital Grants and long-term lease opportunities on City-owned land at nominal rates.
	Hamilton	Hamilton Downtown Multi-Residential Investment Program	Commercial/Residential	Loan to redevelop commercial space to residential multi-unit dwellings.
	Brampton	Development Charges Incentive Program	Vacant lots, redevelopment, expansions, additions within the Central Area	Financial incentive to pay a part or all of the City portion of the development charges.
	Barrie	Community Improvement Plan	Downtown	Tax Increment Grant Program - grant for application and permit fees.
	Saskatoon	Downtown Housing Incentives	Downtown	Tax abatement for new construction of housing in the downtown.
		Façade Appearance Grant	Downtown	Façade improvements within specified neighbourhoods of the downtown are eligible for a cash grant.
	Regina	Housing Incentives Policy: Tax Incentives	Inner City	Providing incentives for housing development in inner city areas as to stimulate new rental housing development.
		Downtown Residential Tax Incentives Policy	Downtown	Tax incentives for new housing.
	Kamloops	City Centre Revitalization Tax Exemption	Within the City Centre	Tax incentive bylaw to encourage revitalization specifically for the development of new buildings and improvements to existing buildings.

* This matrix is not a comprehensive list of incentive programs, and was created on the basis of a phone survey completed by Planning Development from

BYLAW RELAXATIONS	Vancouver	STIR: Short Term Incentives for Rentals	Affordable Housing throughout the City	Parking requirement reductions (on rental units only); discretion on unit size; increased density.
		Heritage Building Rehabilitation Program	Heritage Buildings	Density bonusing
	Maple Ridge, B.C.	Town Centre Investment Incentives Program	Town Centre	Reduced parking requirements
	Kelowna, B.C.	Parking Credits for Mixed Use Developments	Urban Centre	Parking requirement reductions for new mixed use developments.
	Mississauga	Heritage Conservation Tax Credit Program	Heritage Buildings	Tax credit to a maximum of 50% of the net private investment over ten year period.
	Calgary	Incentive Programs for Heritage Conservation	Density Transfer for Heritage Conservation	Historic buildings located in the CM-2 District are eligible to transfer unused development potential to other sites within the same Land Use District.
		Incentive Programs for Heritage Conservation	Commercial conversion to Office Use of existing residential buildings	Conversion of residential buildings to commercial use if the structure is listed on The City of Calgary's Inventory of Potential Heritage Sites.
TIME	Vancouver	STIR: Short Term Incentives for Rentals	Affordable Housing throughout the City	Expedited permit processing.

* This matrix is not a comprehensive list of incentive programs, and was created on the basis of a phone survey completed by Planning Development from

Subject: 2015 Western Canada Summer Games**APPROVALS:**

Glen Laubenstein, Chief Administrative Officer
Carol Theberge, Divisional Manager

Administrative Recommendation(s):

THAT the Regional Municipality of Wood Buffalo advise the Alberta Minister of Tourism, Parks and Recreation of its intent to submit a bid to host the 2015 Western Canada Summer Games.

Summary:

A Council resolution supporting the Municipality's interest in hosting the 2015 Western Canada Summer Games is a requirement of the games bidding process. We are not obligated to bid, but if we do not submit a letter of intent, we cannot submit a bid at a later date. If we choose to bid a complete bid package will be presented to council in March 2011.

Previous multi-sport games hosted by the Municipality

1992 – Alberta Winter Games

2003 - Alberta Senior Summer Games

2004 - Arctic Winter Games

Numerous individual sports, both national and provincial competitions.

Background:

In October the Regional Municipality of Wood Buffalo received an invitation from the Ministry of Tourism, Parks and Recreation, to submit a letter of intent to bid on the 2015 Western Canada Summer Games. The Western Canada Summer Games is an event dedicated to the development of sport excellence by four western provinces and three territories. Every 4 years 2,500 athletes, 300 officials, and 400 coaches participate in eighteen sport disciplines over 11 days. This will require over 3,000 volunteers from the community. Typically the games are hosted in Alberta every 15 to 20 years.

The letter of intent allows the Municipality to keep their options open. By not submitting the intent to bid letter, all options to bid at later date are extinguished. The Municipality is not bound to submit a bid and can withdraw from the process at anytime.

Games process

- Invitations to bid sent to Municipalities – October 2010
- Letter of Intent to bid from Municipality – 17 December 2010
- Municipality forms bid committee from community, prepares and submits bid – 1 April 2011
- Host bid committee – May 2011
- Winning bid announced - May 2011
- Host community contingent attends 2011 Games – Kamloops - August 2011
- 2015 Western Canada Games – August 2015 (specific dates to be determined by host community)

A bid to host the Games requires that the Letter of Intent be received by the Ministry of Tourism, Parks and Recreation by December 17, 2010.

Budget/Financial Implications:

Municipal contribution of \$2 million is the estimated operational cost of hosting the games, the Economic impact is estimated at \$2.6 million. The return estimate does not include the \$1.575 million games operating contribution from the Provincial Government (Alberta Tourism, Parks & Recreation). The anticipated economic impact will be generated from external resources. Any revenues or shortfalls in the cost of operation of the Games will be the responsibility of the host community.

Anticipated Budget requirements:

There are a number of budget implications over the next 5 years.

2011 – January – March – Bid Package preparation - \$20,000 completed.

2011 – May – If chosen as a finalist we will be required to host community visit for the games selection committee - \$10,000.

2011 – May – Successful bidder will be chosen. – Celebration \$5000.00

2011 – August - Send host community delegation to Kamloops to view the 2011 Western Canada Summer Games \$10,000

2012 – 2015 - 2 million in operational costs to host the games.

Economic Impact

Economic Impact Spending Formulas: Western Canada Summer Games				
Model	Visitors	Days	Spending	Economic Impact
Bloomington	3000	5.5	\$183.00	\$3,019,500.00
Greater Augustus Sports Council	3000	5.5	\$167.00	\$2,755,500.00
Greater Cincinnati Sports and Events Commission	3000	5.5	\$125.00	\$2,062,500.00

Visitors = Athletes, coaches, officials

Days = each sport is only half the time of the 11 day event

Source: RMWB Economic Development

Average	\$2,612,500.00
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Following a meeting with Alberta Tourism, Parks and Recreation the estimated cost recovery breakdown is as follows: 40% Alberta Government, 40% Hosting Municipality and 20% Host Society (Community).

2015 Western Canada Games Estimate Revenue

Alberta Operational grant	\$	1,575,000
Municipal Grant	\$	2,000,000
Community Sponsorship	\$	500,000
	\$	4,075,000

Any facility upgrades or requirements have yet to be determined. It is anticipated any planned future upgrades that are required will be reprioritized in the Municipal capital planning process.

Rationale for Recommendation(s):

The Western Canada Summer Games move from province to province, and in 2015, will be hosted in Alberta. If the Municipality's bid is successful, this will be the first time the Western Canada Summer Games would be held in a northern community. The last major games hosted by the Municipality were the 2004 Arctic Winter Games and prior to that, the 2003 Alberta Senior Summer Games.

Hosting the 2015 Western Canada Summer Games would provide a unique opportunity to showcase and promote Wood Buffalo as a vibrant, diverse and innovative region. It will also enable western Canadians to visit the region and see many lifestyle opportunities and a great place to live, work and play. The 2015 Western Canada Games will create 3,000 young Wood Buffalo ambassadors.

**Subject: Designation of Appointer Representative of Fort McMurray
Airport Authority****APPROVALS:**

Kelly Kloss, Deputy Chief Administrative Officer
Michael Evans, Executive Director

Administrative Recommendation(s):

THAT the Chief Administrative Officer and Executive Director, Stakeholder Relations, be designated as Appointer's Representatives to the Fort McMurray Airport Authority to exercise the Regional Municipality's rights and obligations as specified in the *Regional Airports Authorities Act* (Alberta) and the Authority's Articles of Incorporation.

Summary:

The Municipality is required by the *Regional Airports Authorities Act* to appoint one or more Appointer's representatives to the Fort Mc Murray Airport Authority. The representatives would attend the statutorily required annual meeting between the Authority and its Appointers for the Regional Municipality.

Background:

The petition to create the Authority was submitted by four appointing organizations – the Regional Municipality of Wood Buffalo, Fort McMurray Chamber of Commerce, Oil Sands Developers Group and the Canadian Union of Public Employees (CUPE) – each of which is obligated to designate one or more Appointer's Representatives.

The Act requires that the Authority meet with its Appointers' representatives every year to present its "annual financial statements, together with the auditor's report on them, and its annual report, for the previous fiscal year, and a statement of its operational goals for the current fiscal year" (Section 27(c), *Regional Airports Authorities Act*).

Alternatives:

Council could designate a different representative than those recommended by the Administration.

Rationale for Recommendation(s):

The designation of Appointer's Representative(s) is a legislative requirement.

Subject: Fort Chipewyan Métis Local – (Lots 15, 16, Block 8, Plan 5642NY)
Bylaw No. 10/032 - Municipal Development Plan Amendment
Bylaw No. 10/033 – Land Use Bylaw Amendment

APPROVALS:

D'arcy Elliott, Chief Operating Officer
Carol Theberge, Divisional Manager
Dennis Peck, Director

Administrative Recommendation:

1. THAT Bylaw No. 10/032, being an amendment to the Municipal Development Plan to change the designation of Lots 15, 16, Block 8, Plan 5642NY from Hamlet Residential to Hamlet Core, be read a first time.
2. THAT Bylaw No. 10/033, being an amendment to the Land Use Bylaw to change the designation of Lots 15, 16, Block 8, Plan 5642NY from Hamlet Residential (HR) District to Hamlet Commercial (HC) District, be read a first time.

Summary:

An application was made by the Métis Local 125 (the land owner) to amend the Municipal Development Plan and Land Use Bylaw in order to construct a community centre on Lots 15, 16, Block 8, Plan 5642NY in the hamlet of Fort Chipewyan.

The authority to amend a Municipal Development Plan and Land Use Bylaw is vested with Council under the Municipal Government Act.

Background:

The subject property is located in central Fort Chipewyan. Presently, the lands are vacant and designated Hamlet Residential in the Municipal Development Plan, Core Area in the Fort Chipewyan Area Structure Plan and Hamlet Residential District (HR) in the Land Use Bylaw.

Policy 6, Section 4.1 in the Fort Chipewyan Area Structure Plan states that “the Core Area shall be designated to include commercial, residential and institutional/public land use districts”; however, this conflicts with the Municipal Development Plan and the Land Use Bylaw which designate the subject property for residential uses.

Currently, the applicant uses a temporary office in the multiplex building in the core area, but it does not meet their needs. The applicant, therefore, proposes to develop an office and community centre on the subject lands in a new central location near the present location.

While the proposed use will consume two residential lots for a community centre, and there is significant concern with the availability of residential lots on the market, there are actually a number of vacant lots within Fort Chipewyan (eighty-eight vacant residential lots in total, including the two subject properties); however, many of these vacant lots are not available at this time for use by individual members of the public. Currently, Administration is preparing an Area Structure Plan and the Fort Chipewyan Residential Land Disposition Plan to address this issue.

The applicant will be required to host a public open house for the proposed amendments prior to the Public Hearing (second reading) for Bylaw No. 10/032 and Bylaw No. 10/033.

Alternatives:

1. Approve the amendments.
2. Approve the amendments subject to conditions.
3. Deny the amendments.

Rationale for Recommendation:

The proposed Hamlet Commercial District (HC) will provide for a mixture of uses thereby allowing for the development of a multi-purpose facility in the proposed location. The development will also enhance quality of life in the community and reinforce the central core of Fort Chipewyan.

Changing the designation of the subject property from Hamlet Residential to Hamlet Core in the Municipal Development Plan, and from Hamlet Residential (HR) District to Hamlet Commercial (HC) District in the Land Use Bylaw will bring consistency to the Municipal Development Plan, Fort Chipewyan Area Structure Plan and the Land Use Bylaw, as well as support the proposed development.

Attachments:

1. Bylaw No.10/032
2. Bylaw No. 10/033

BYLAW NO. 10/032

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO
AMEND MUNICIPAL DEVELOPMENT PLAN BYLAW NO. 00/005**

WHEREAS Section 639 of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to enact a bylaw adopting a Municipal Development Plan.

AND WHEREAS Section 191(1) of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to adopt a bylaw to amend a Municipal Development Plan.

NOW THEREFORE, the Council of the Regional Municipality of Wood Buffalo, in the Province of Alberta, in open meeting hereby enacts as follows:

1. THAT Bylaw 00/005 is hereby amended by redesignating Lot 15 & 16, Block 8, Plan 5242NY from Hamlet Residential to Hamlet Core in Map 10a of the Municipal Development Plan.
2. THAT the Chief Administrative Officer is authorized to consolidate this bylaw.
3. THAT this bylaw shall be passed and become effective when it receives third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this _____ day of _____, A.D 2010.

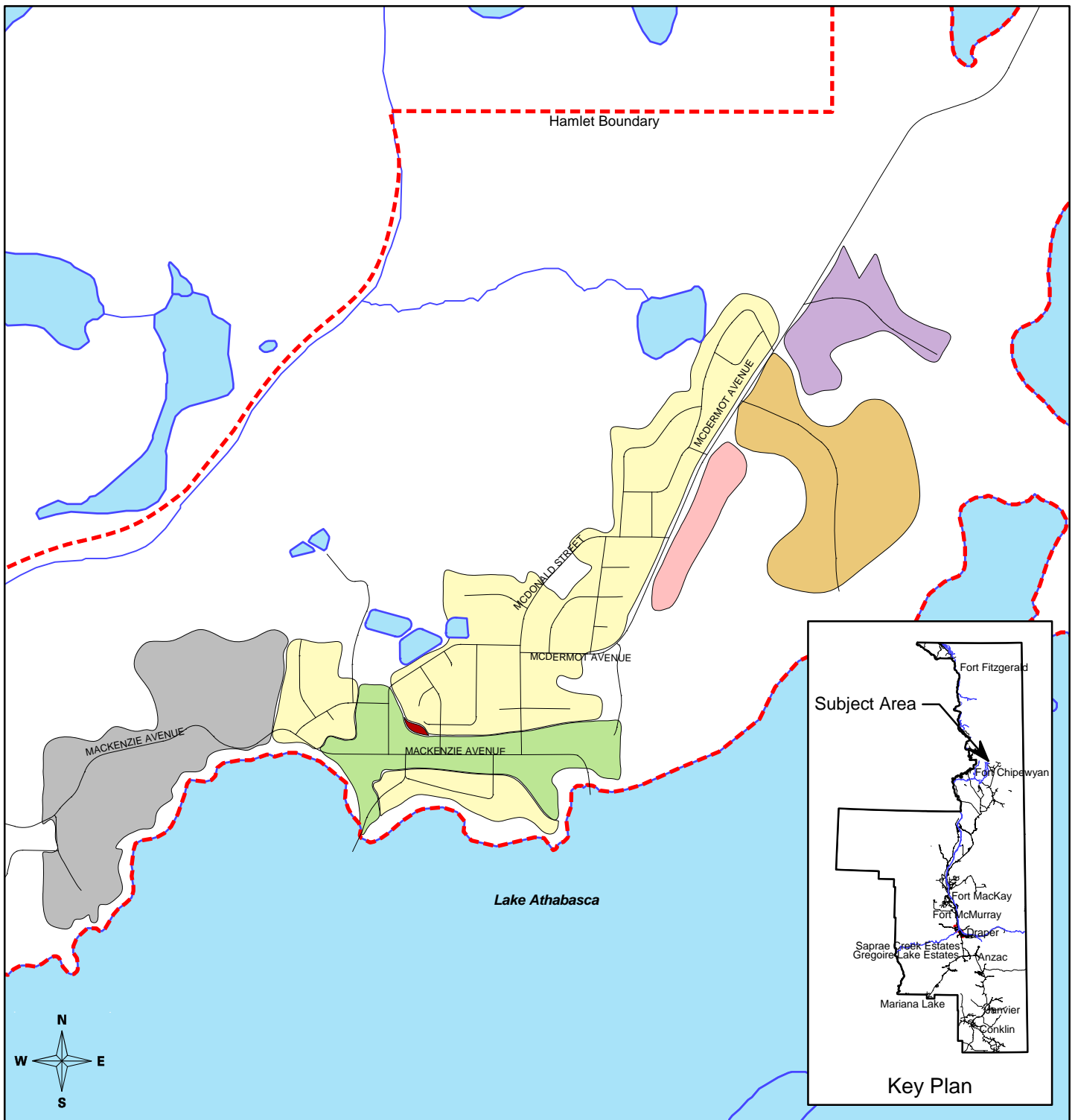
READ a second time this _____ day of _____, A.D. 2010.

READ a third and final time this _____ day of _____, A.D. 2010.


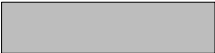

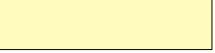



SIGNED and PASSED this _____ day of _____, A.D. 2010.

Mayor

Chief Legislative Officer



Municipal Development Plan Amendment (Fort Chipewyan)

	From Hamlet Residential to Hamlet Core		
	Country Residential		Future Hamlet Commercial
	Hamlet Residential		Future Hamlet Residential
	Hamlet Core		Hamlet Commercial/ Industrial

BYLAW NO. 10/033

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO
AMEND LAND USE BYLAW NO. 99/059**

WHEREAS Section 639 of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to enact a bylaw adopting a Land Use Bylaw.

AND WHEREAS Section 191(1) of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to adopt a bylaw to amend a Land Use Bylaw.

NOW THEREFORE, the Council of the Regional Municipality of Wood Buffalo, in the Province of Alberta, in open meeting hereby enacts as follows:

1. THAT Bylaw 99/059 is hereby amended by redesignating Lot 15 & 16, Block 8, Plan 5242NY from HR – Hamlet Residential District to HC – Hamlet Commercial District.
2. THAT the Chief Administrative Officer is authorized to consolidate this bylaw.
3. THAT this bylaw shall be passed and become effective when it receives third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this _____ day of _____, A.D 2010.

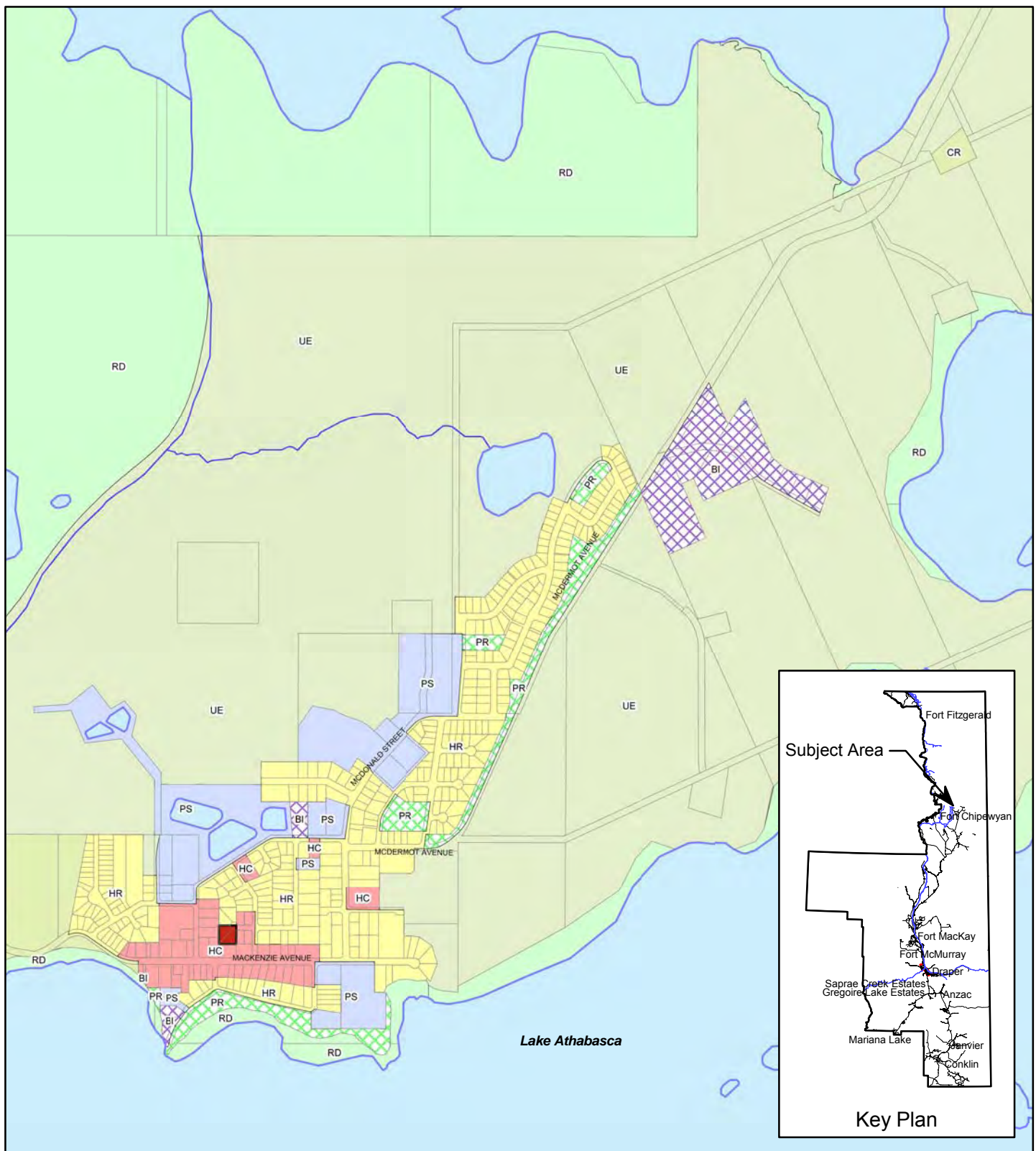
READ a second time this _____ day of _____, A.D. 2010.

READ a third and final time this _____ day of _____, A.D. 2010.

SIGNED and PASSED this _____ day of _____, A.D. 2010.

Mayor

Chief Legislative Officer



Land Use Bylaw Amendment (Fort Chipewyan)



From HR - Hamlet Residential District to HC - Hamlet Commercial District - Part of Lot 15 & 16, Block 8, Plan 5642NY



**Subject: Bylaw No. 10/036 – Land Use Bylaw Amendment
– Longboat Landing****APPROVALS:**

Dennis Peck, Director, Planning and Development
Carol Theberge, Divisional Manager, Public Services
Kelly Kloss, Deputy Chief Administrative Officer

Administrative Recommendation(s):

THAT Bylaw No. 10/036 be amended by deleting existing legal descriptions from section 1 and replacing it with the following legal descriptions:

- Lot 1, Block 3, Plan 082 4071; Unit 3, Plan 074 0808; Unit 8, Plan 074 0836; Plan 074 0893; Plan 074 1021; Plan 074 1008; Plan 074 0836; Lot 1, Block 4, Plan 102 6380; Lot 1, Block 5, Plan 102 6380; Plan 082 1160; Units 3 to 7, Plan 102 6170; and Plan 074 0839.

Summary:

An application has been made to amend the Land Use Bylaw to redesignate Lot 1, Block 3, Plan 082 4071; Unit 3, Plan 074 0808; Units 6 to 8, Plan 074 0836; Plan 074 0893; Plan 082 1660; Plan 074 1021; Plan 074 1008 and Plan 074 0836 from Direct Control High Density Residential District (DC-R4) to Longboat Landing District (LBL-R4).

The authority to amend the Land Use Bylaw is vested with Council under the Municipal Government Act.

Background:

In July 2005, Council approved the Longboat Landing, Volume 1: Land Use Planning Brief (2005). The Brief was guided by the 2001 Lower Townsite Area Redevelopment Plan and described a Comprehensive Land Use Plan for the future development in the Longboat Landing area. The plan included high-rise apartments, 4-storey apartments, stacked townhouses and row townhouses, all with a total of 1,100 housing units.

On June 15, 2005, a Development Permit was issued for a total of 168 units that consisted of two apartment buildings (39 units each), nine stacked townhouses (54 units), and row townhouses (36 units).

In 2005, the Longboat Landing area was designated Direct Control High Density Residential District (DC-R4) to provide Council with control of the site and ensure that development was in alignment with the 2001 Lower Townsite Area Redevelopment Plan, and the Longboat Landing, Volume 1: Land Use Planning Brief.

In January 2008, a 72-Unit Apartment Building (DP 2007-1822) that varied from the Longboat Landing Comprehensive Land Use Brief was approved by Council; however, it was approved on the condition that no further development for building forms that are not in conformance with the previous Council approval would be supported without first considering an amendment to the Planning Brief.

Rationale for Recommendation(s):

The current Direct Control High Density Residential District (DC-R4) is based on a very specific development submission that outlined internal road layout, numbers of specific buildings, configuration and type of buildings, and the overall site landscape. This, however, provides very little flexibility in land use and has resulted in a lengthy process that requires even minor changes to go to Council for approval. Removing the site from Direct Control will save, on average, three months for each development permit.

Administration recommends that the subject area be redesignated Longboat Landing District (LBL-R4). Redesignating the lands will simplify the Development Permit approval process, and facilitate the development of the subject area as the project will likely involve a series of applications. The Lower Townsite Area Redevelopment Plan (2009) will provide conceptual guidance, and the Longboat Landing District (LBL-R4) will provide the technical framework for Administration to review all subsequent applications.

If approved by Council, redesignating the subject area from Direct Control High Density Residential District (DC-R4) to a Longboat Landing District (LBL-R4) will allow the development to achieve the objectives of the updated Lower Townsite Area Redevelopment Plan (2009).

This proposed district will be the same as the DC-R4 District with the exception of the following changes:

Food Service, Minor Restaurant:

- This addition allows for small restaurants such as coffee shops and other amenities for the residents of Longboat Landing.

Retail, Convenience:

- This addition allows for small retail uses to locate in the ground floor of apartment buildings with 50 units or greater.

Community Service Facility:

- This addition allows for potential new community facilities that will serve the residents of Longboat Landing.

Townhouse:

- This addition helps to provide a variety of housing types and fits with the vision of Longboat Landing.

Project Accommodation:

- This use has been removed because it does not fit with the vision of Longboat Landing.

Satellite Dish Antenna and Amateur Radio Antenna:

- These uses were removed as they fall under federal jurisdiction and cannot be properly enforced. Satellite dishes have become much smaller and have less visual impact than when the use was added to the Land Use Bylaw.

This application to redesignate the lands does not alter the approved portion of available sanitary sewer, and water capacity within the Lower Townsite. Development will still be limited by the servicing constraints to the site, and the developer will be able to address changes in market demography for the currently approved housing types.

Since presenting Bylaw No. 10/036 for first reading at the November 30th Council meeting, a new plan of subdivision for the site was registered with Land Titles. As a result, the properties involved have a new legal description, which requires that the bylaw be amended before being considered for second and third readings. It should be noted that the amended legal descriptions do not change the original intent of the proposed bylaw.

Attachments:

1. Bylaw No. 10/036

BYLAW No. 10/036

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO
AMEND LAND USE BYLAW NO. 99/059**

WHEREAS Section 639 of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to enact a bylaw adopting a Land Use Bylaw.

AND WHEREAS Section 191(1) of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to adopt a bylaw to amend a Land Use Bylaw.

NOW THEREFORE, the Council of the Regional Municipality of Wood Buffalo, in the Province of Alberta, in open meeting hereby enacts as follows:

1. THAT Land Use Bylaw No. 99/059 is hereby amended by:
 - (a) Redesignating Lot 1, Block 3, Plan 082 4071; Unit 3, Plan 074 0808; Units 6 to 8, Plan 074 0836; Plan 074 0893; Plan 082 1660; Plan 074 1021; Plan 074 1008; Plan 074 0836 (Longboat Landing) from Direct Control High Density Residential District (DC-R4) to Longboat Landing District (LBL-R4), as depicted in Schedule A.
 - (b) Adding the attached Schedule B as new Section 209 – LBL-R4 – Longboat Landing District and forming part of the Land Use Bylaw.
2. THAT the Chief Administrative Officer is authorized to consolidate this bylaw.
3. THAT this bylaw shall be passed and become effective when it receives third reading and is signed by the Mayor and Chief Legislative Officer.

READ a first time this 30th day of November, A.D 2010.

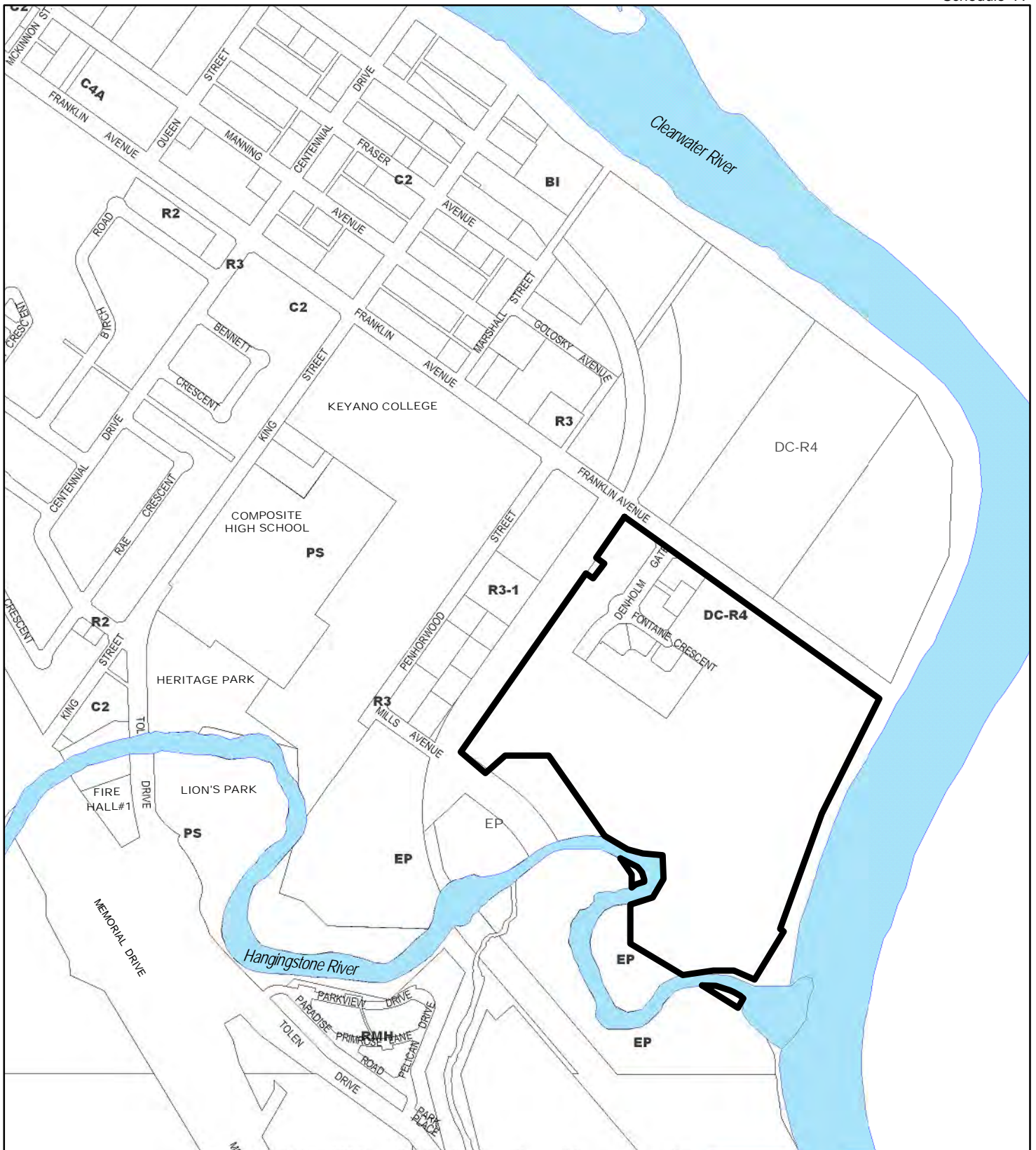
READ a second time this _____ day of _____, A.D. 2010.

READ a third and final time this _____ day of _____, A.D. 2010.

SIGNED and PASSED this _____ day of _____, A.D. 2010.

Mayor

Chief Legislative Officer



LAND USE BYLAW AMENDMENT



From DC-R4 - Direct Control High Density Residential District
 To LBL-R4 - Longboat Landing District
 Lot 1, Block 3, Plan 0824071
 Unit 3, Plan 0740808, Units 6 To 8, Plan 0740836
 Plan 0740893, Plan 0821660, Plan 0741021, Plan 0741008, Plan 0740836



209. LBL – R4 Longboat Landing District

209.1 Purpose

The purpose of this District is to establish special land use and development regulations to accommodate medium/high density residential development and to ensure a high and comprehensive standard of form and appearance appropriate to the site in conformance with the Lower Townsite Area Redevelopment Plan for Longboat Landing. This district is also intended to provide the Municipality with the necessary control over development to address the issues of flooding, flood protection and the necessity for filling land within the Clearwater River Valley Flood Plain Area, as well as the environmental circumstances, unique character and recreational opportunities of the Clearwater River Valley and the servicing and transportation challenges in this area.

209.2 Permitted Uses:

The following are permitted uses:

**Accessory Building
Home Occupation
Park
Parking Lot or Structure**

209.3 Discretionary Uses - Development Officer

The following are discretionary uses that may be approved by the Development Officer having regard for the policies contained in the Lower Townsite Area Redevelopment Plan (2009) and the Longboat Landing Outline Plan (2009):

**Apartment Building
Child Care Facility
Educational Service Facility (accessory to a Religious Assembly only)
Food Service, Minor Restaurant
Home Business
Public Use
Public Utility
Religious Assembly
Residential Sales Centre
Retail, Convenience
Senior Citizen Housing
Townhouse**

209.4 Discretionary Uses - Planning Commission

The following are discretionary uses that may be approved by the Municipal Planning Commission having regard for the policies contained in the Lower Townsite Area Redevelopment Plan (2009) and the Longboat

**Landing Outline Plan (2009):
Cluster Housing
Community Service Facility**

209.5 Site Provisions

In addition to the General Regulations contained in Part 5, the following standards shall apply to every development in this district. The Development Authority may require a higher standard than those contained in Part 5 or the standards contained in this District to achieve the vision of the Lower Townsite Area Redevelopment Plan and to address the unique character and limitations of the area.

- (a) Front Yard Setback (minimum): 3.0 m**
- (b) Side Yard Setback (minimum): 3.0m**
- (c) Rear Yard Setback (minimum): 3.0m**
- (d) Building Separation (minimum): in accordance with Section 88**
- (e) Building Height (maximum):**
 - (i) Apartment Building: 54.0m**
 - (ii) Townhousing, Cluster Housing and Religious Assembly: 10.0m**
- (f) Density (maximum):**
 - (i) Cluster Housing, Townhousing: 60 units / ha**
 - (ii) Apartment Building: 90 units/ ha, except the Approving Authority may allow additional density where site landscaping exceeds 30 percent of the lot area or site area, (additional density will be proportionate to the amount of additional landscaping), or where it is of the opinion that the amenity of the development benefits the community.**

- (g) Lot Width (minimum):**
 - (i) Apartment Building: 30.0 m**
 - (ii) Cluster Housing: 7.5 m per unit**
 - (iii) Street-Oriented Townhousing (interior lot): 4.5 m per unit**
 - (iv) Street-Oriented Townhousing (corner lot or end unit): 9.0 m**
- (h) Lot Area (minimum):**
 - (i) Street-Oriented Townhousing (interior lot): 50.0m² per unit**
 - (ii) Street-Oriented Townhousing (corner lot or end unit): 85.0m² per unit**
 - (iii) Non-Street Oriented Townhousing: 0.2 ha**
 - (iv) Cluster Housing: 0.2 ha**
 - (v) Apartment Building: 0.14 ha**
- (i) Private Amenity Area (minimum):**
 - (i) For at-grade units: 6.0 m² per unit**
 - (ii) For above grade units: 4.0m² per unit**
- (j) Convenience retail stores.**
 - (i) shall be limited to the main floor of an apartment building containing at least 50 dwelling units;**
 - (ii) shall be limited to the ground floor of a residential building along Prairie Loop Boulevard;**
 - (iii) shall provide a separate, outside principal entrance;**

(iv) may reduce the required front yard to zero.

(k) Landscaping:

- (i) A minimum of 30 percent of the entire site area of Longboat Landing plus all adjoining municipal boulevards shall be landscaped in accordance with Section 72 of Part 5 (General Regulations).
- (ii) One tree for each 35 m² and one shrub for each 25 m² of any required yard.
- (iii) One (1) tree shall be sited for every five (5) stalls in a parking lot with 25 stalls or greater as per Section 72.7 of this Bylaw.

(l) Garbage Disposal:

Garbage and waste materials shall be stored in weatherproof and animal proof containers and shall be visually screened from all adjacent sites and public thoroughfares to the satisfaction of the Development Authority.

(m) Parking:

Parking shall be provided in accordance with Part 7 of this Bylaw.

- (n) Notwithstanding Subsection 61.4 of this Bylaw and Subsections (a), (b), (c) and (d) above, all buildings, structures, parking lots, etc. shall maintain a minimum setback of 30.0 m from the highest valley break of the Clearwater River as determined by a qualified professional engineer.
- (o) In addition to the private amenity area identified in Subsection (i) above, any residential development containing 100 or more dwelling units in this district shall provide playground area with play structure(s) to the satisfaction of the Development Authority. The playground area shall be considered part of the landscaped area.
 - (i) Playground or playgrounds shall be provided with a minimum of 1.0 m² for each dwelling unit on the site or lot and shall be considered part of the landscaped area. The play structure shall conform to CSA standards.