



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Special Council Meeting

Jubilee Centre Council Chamber
9909 Franklin Avenue, Fort McMurray

Wednesday, December 11, 2013
9:30 a.m.

Agenda

Call To Order

Adoption of Agenda

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

1. Elsie Hutton, Chief Financial Officer, 2014 Budget and Financial Plan
2. 2014 City Centre Operating Budget
3. 2014 City Centre Capital Budget

Reports

4. 2014 Operating Budget, 2015 and 2016 Financial Plan
5. 2014 Capital Budget, 2015 – 2019 Capital Plan

Adjournment

2014 Budget and Financial Plan

Expanding Financing and Funding Options Delivery of Big Plans

Council Meeting
December 11, 2013

Expanding Financing and Funding Options

- 2014 Operating Budget, 2015 – 2016 Financial Plan
- 2014 Capital Budget, 2015 – 2019 Financial Plan

Sections 242 – 247 of the
Municipal Government Act

2014 Budget Process

Apr 23	Council adopted Fiscal Management Strategy 2013-2015
Jun	2014 Budget Workshop conducted for cross-functional Municipal Budget Committee
Jul–Oct	Internal reviews of 2014 Proposed Budget
Nov	
12	2014 Proposed Budget presented to Council
15/16/18/26	2014 Budget workshop-Audit & Budget Committee
Dec 11	Final Budget before Council for approval

2014 Budget and Financial Plan

Expanding Financing and Funding Options Delivery of Big Plans

Aligned with the various Council approved strategic plans listed below:

- Municipal Development Plan
- Strategic Plan
- Business Plan
- Master Plans and studies
- Fiscal Management Strategy

2014 Budget – Guiding Principles

Fiscal Health Measures

- Sustainability
- Flexibility
- Vulnerability

Debt / Debt Service Limit

Debt Limit = 2.0 x Revenue

Debt Limit per Debt Management Policy

– 2.0 X Revenue x 85%

Debt Service Limit = 0.35 x Revenue

Debt Service Limit per Debt Management Policy

– 0.35 x Revenue x 85%

Fiscal Management Strategy Compliance

	2014	2015	2016
LOW RISK: Property Tax Revenue Neutral + Construction Growth	√	√	√
Emerging Issues Reserve - \$50M uncommitted minimum balance, max. 15% of prior year's audited property tax revenue	√	√	√
Capital Infrastructure Reserve - \$50M uncommitted minimum balance	√	√	√

Fiscal Management Strategy Compliance, cont'd

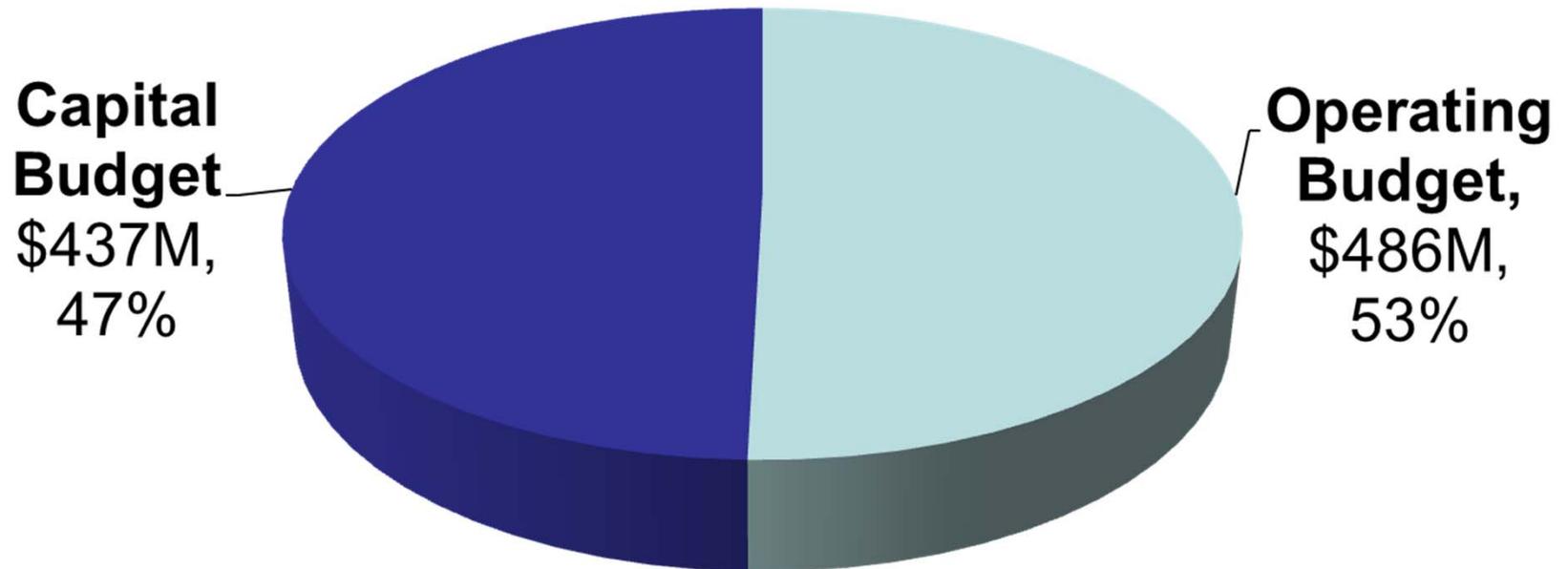
	2014	2015	2016
Debt Limit at 85% of MGA Limit	72%	78%	84%
Debt Service Limit at 85% of MGA Limit	13%	12%	13%

2014 Personnel Budgeting

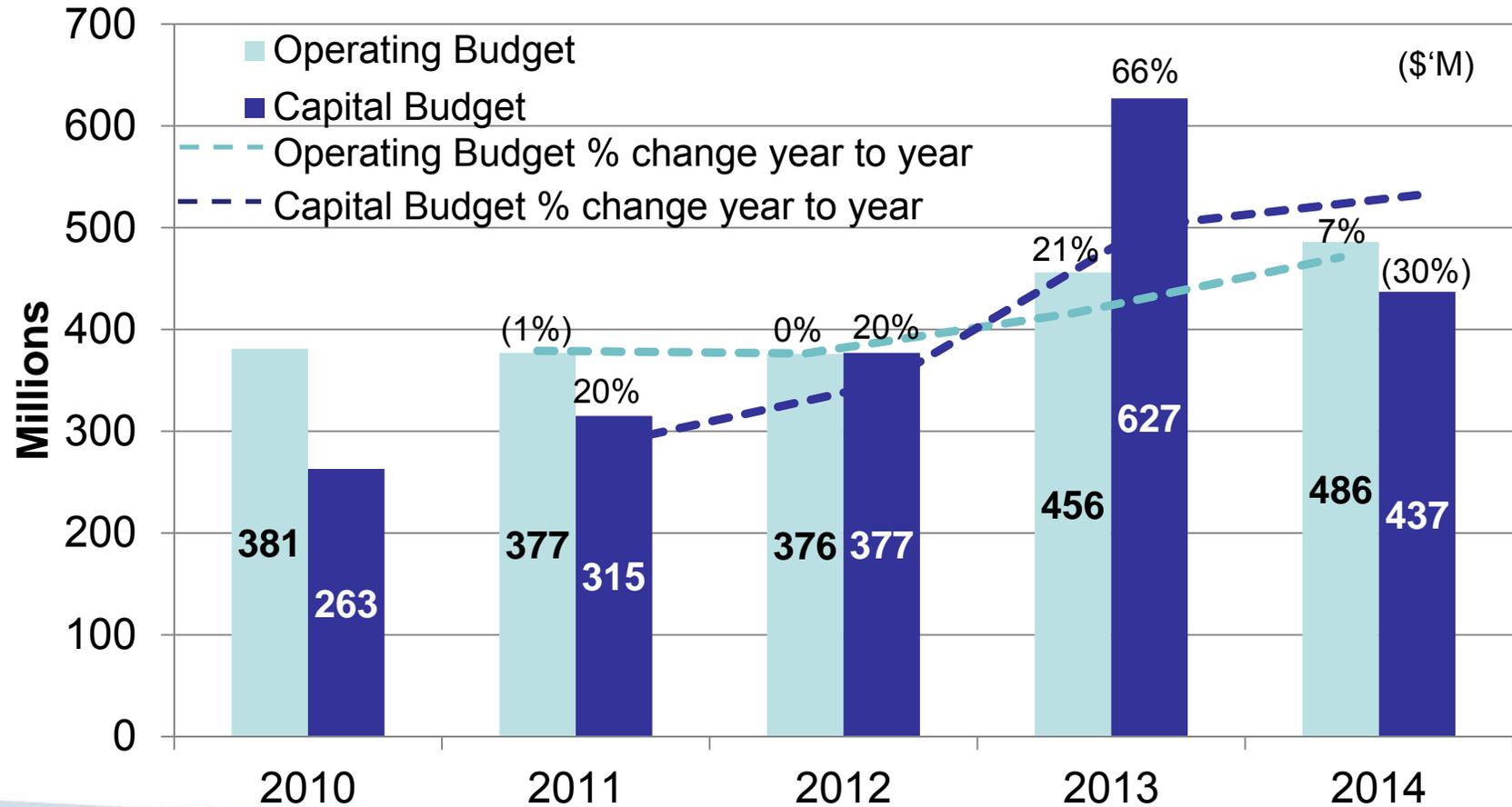
Full Time Equivalents (FTEs) – Division	2013	2014
Executive Offices, includes RES/RCMP	356	391
Corporate & Community Services	277	312.5
Financial Services	125	135.5
Public Infrastructure	597	511
City Centre	18	23
Total FTEs	1,373	1,373

2014 Operating and Capital Budgets

Total 2014 = \$923M



Operating and Capital Budgets Trend 2010 - 2014



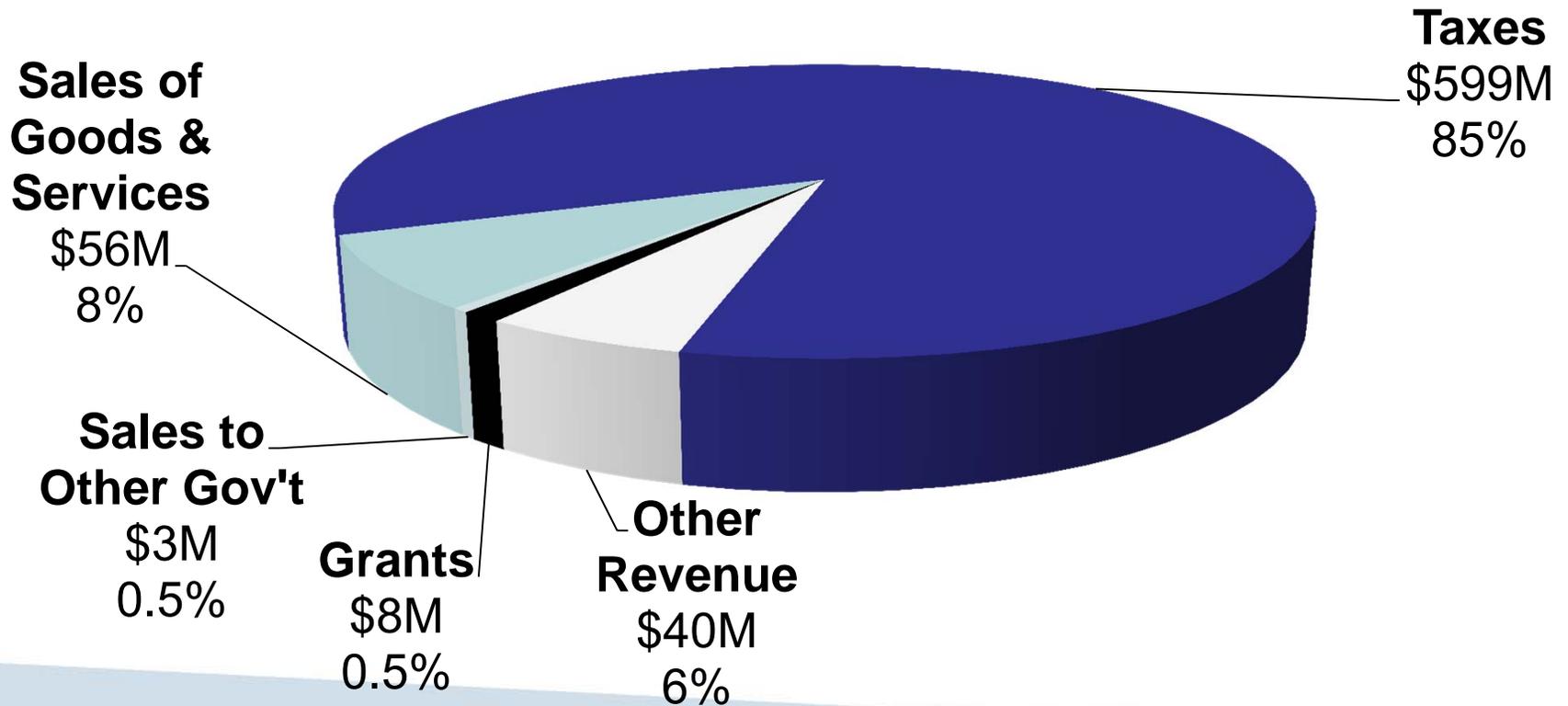
2014 Operating Budget and 2015 - 2016 Financial Plan

2014 Operating Budget Analysis

Revenue	\$706,385,655
Operating Expenses	(486,288,455)
Funding available for transfer for capital	220,097,200
Transfers for Capital Purposes	(220,097,200)
Balanced Budget	\$ -

Sources of Funds

Total 2014 Budget Revenue = \$706M



2014 Property Tax Breakdown

	(\$'M)	%
Residential Taxes	37	6
Non-Residential	78	13
Machinery & Equipment	458	74
Local Improvement Taxes	1	0
Linear Taxes	43	7
Sub-Total	617	100
Estimated Assessment Adjustments	(18)	
Total	599	

2014 Operating Revenue

Approved 2013 Budget*	2014 Budget	Increase
\$676,535,568	\$706,385,655	\$29,850,087

*Amended budget approved by Council on 23 April, 2013 –2015 Fiscal Management Strategy

2014 Operating Revenue Increases (Decreases)

	2014 Budget (\$'M)
Taxes	47
Sales of Goods & Services	(1)
Other Revenue from Own Services	(2)
Conditional Grants	(6)
Other Transfers	(8)
Total Increase	30

2014 Revenue Adjustments

- Allowance for possible tax appeal losses – (\$18M)
- Contingency for impact of new contract with Alberta Health Service – (\$6M)

Operating Expenses Budget Comparison

Approved 2013 Budget	2014 Budget	Increase
\$456,160,390	\$486,288,455	\$30,128,065

Excludes transfer for capital purposes

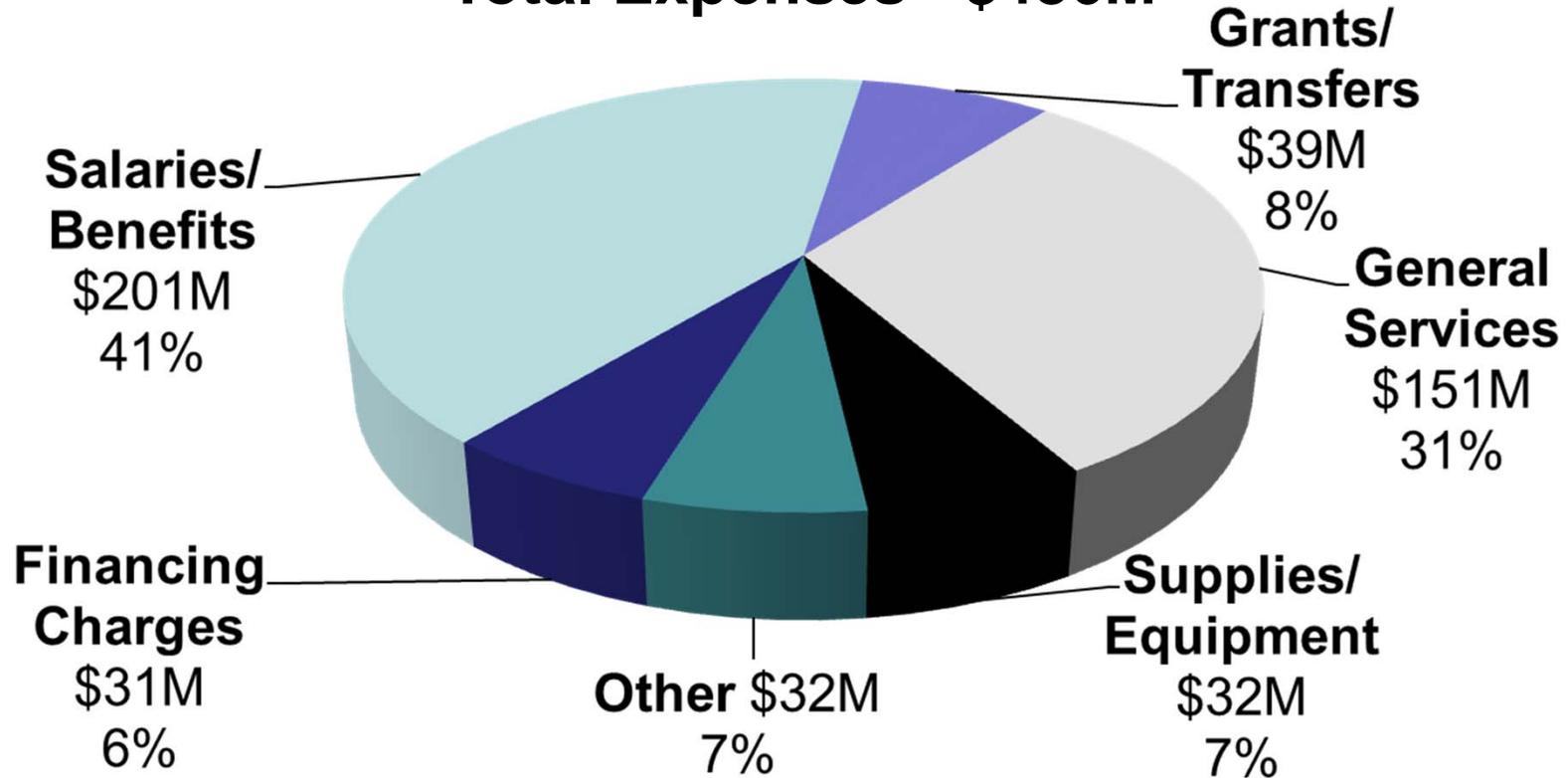
2014 Operating Expense Increases

	Budget to Budget* (\$'M)
Personnel salaries & benefits	12
General services & contracts	8
Purchases from other government	1
Supplies and equipment	3
Grants/transfers/others	6
Net Change	\$30

*Excludes transfer for capital purposes

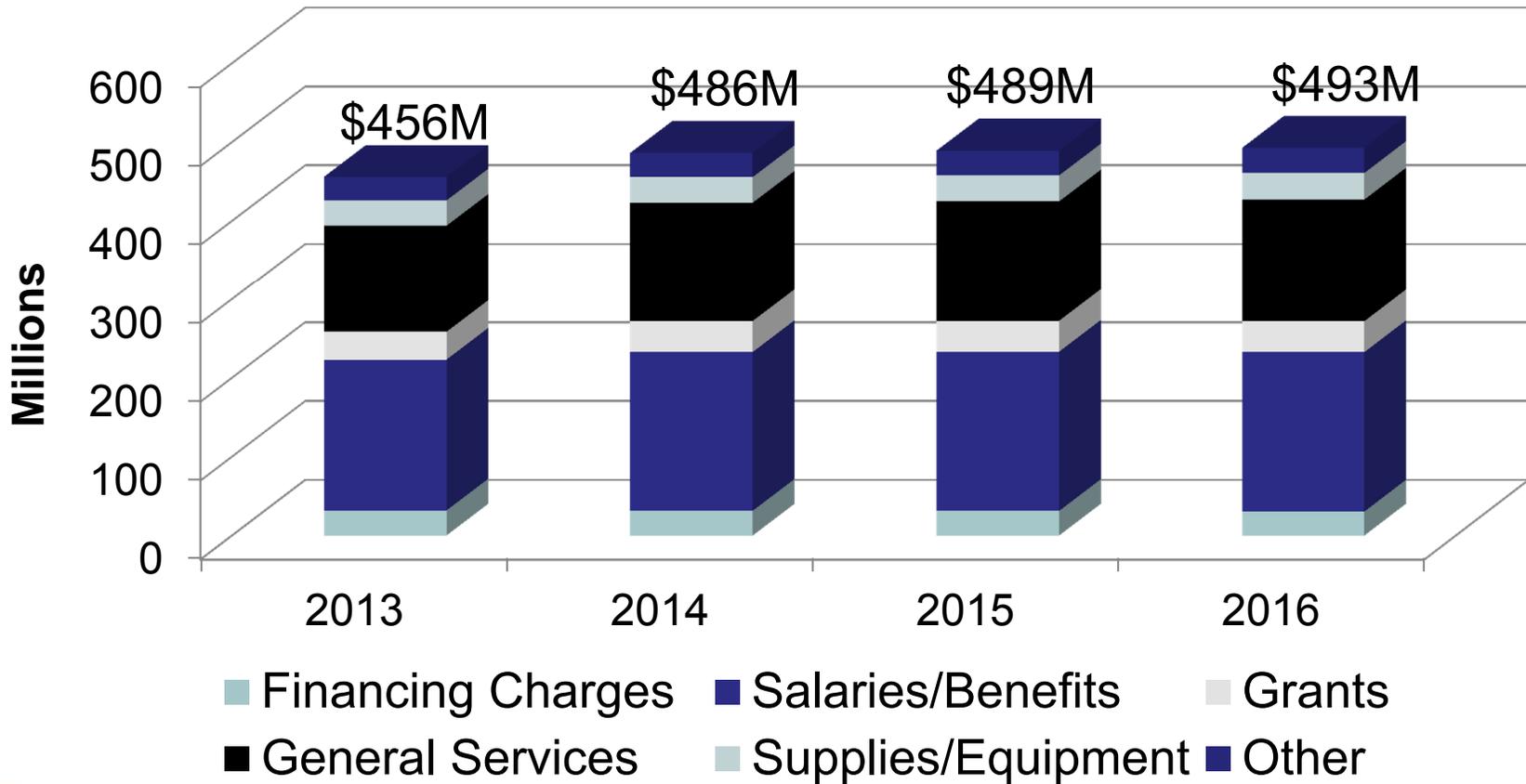
2014 Operating Budget - Expenses Summary

Total Expenses - \$486M



Excludes transfer for capital/reserve purposes

2013 Projection to 2016 Budgets and Financial Plan



2014 Capital Budget and 2015-2019 Capital Plan

Capital Budget Guidelines

2014 Capital budget and 2015-2019 Capital Plan is based on previously Council approved strategic plans listed below:

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

Audit & Budget Committee

2014 Capital Budget Changes

Budget Increases (2014)

- Northside multi-use facility (Twin Arena, Phase 1) \$28.8M
- Jubilee Centre Renovation 6.0M
- Rural Infrastructure Rehabilitation (Const.) 2.5M
- River Bank Protection (Pre Design) 2.5M
- Tourist Sewage Dump Stations (Design/Const.) 1.5M
- South Regional Reversible Effluent Pipeline (Design) 1.5M
- Janvier Swimming Pool (Design) 0.75M
- Janvier Skateboard Park 0.30M

Audit & Budget Committee

2014 Capital Budget Changes, cont'd

Budget Increases (2014), cont'd

- Anzac and Conklin Spray Park 0.2M
- Zamboni (Back up) 0.14M
- Conversion of Street Lights to LED – Rural 0.13M
- Skateboard Park & Walking Trail – Gregoire Lake 0.05M

Total Budget Increases – 2014 \$44.37M

Multi-Year impact of changes

- South Regional Reversible Effluent Pipeline (Const.)\$66.0M
- Jubilee Centre Renovation (2015) \$2.0M

Audit & Budget Committee

2014 Capital Budget Changes, cont'd

Budget Reductions/Cancellations (2014)

- MacDonald Island Bridge (Cancelled)(2014 & prior) (\$50.0M)
- Sports & Entertainment Centre (Pre Const.)* (\$16.6M)
- Borealis Park (Pre/Const.)* (\$11.4M)
- City Centre Downtown Core Streetscapes* (\$3.3M)
- Gateways Construction* (\$3.0M)
- Water/Waste Water (Pre Const.)* (\$2.5M)
- Parking Garage Entertainment District (Predesign)* (\$2.1M)

* Project re-prioritized to future years

Audit & Budget Committee 2014 Capital Budget Changes

Budget Reductions/Cancellations (2014) cont'd

Multi-Year impact of changes

* Project re-prioritized to future years

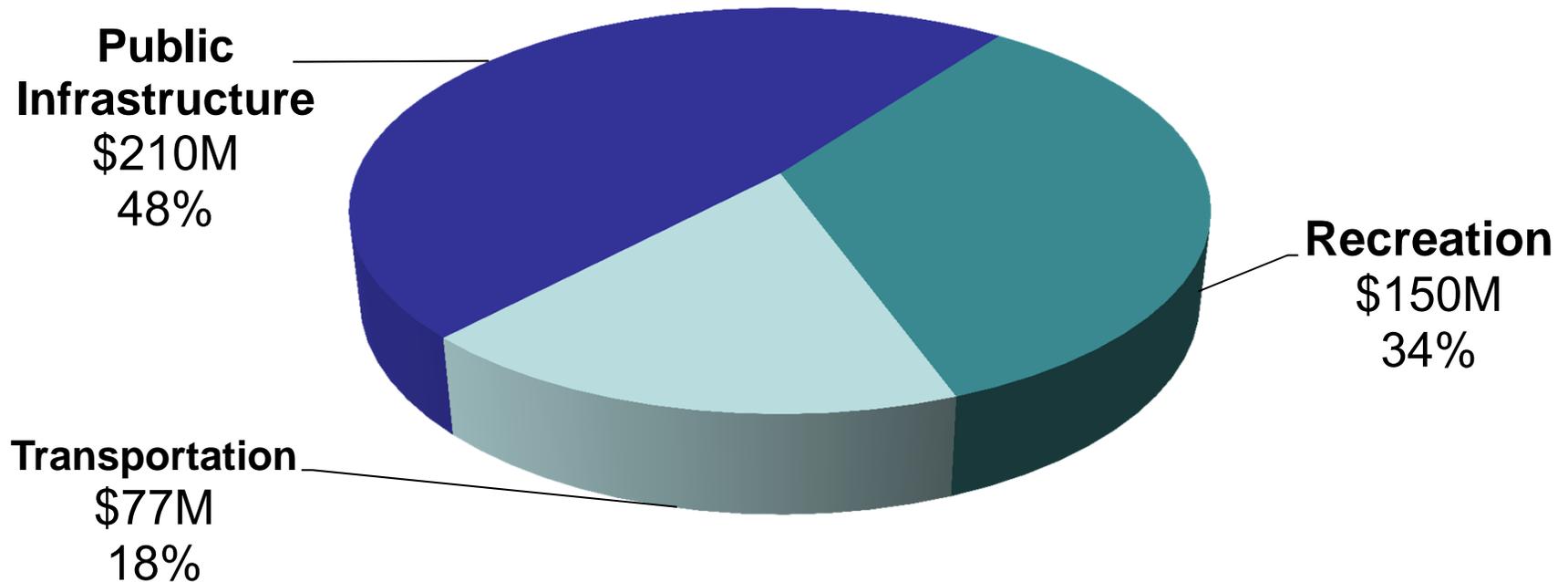
Capital Grants Funding

2014 Capital budget and 2015-2019 Capital Plan include the following Capital Grants:

- Vista Ridge Capital Grant (2014-2016) \$13.2M
- MacDonald Island Capital Grant (2014) \$5.5M

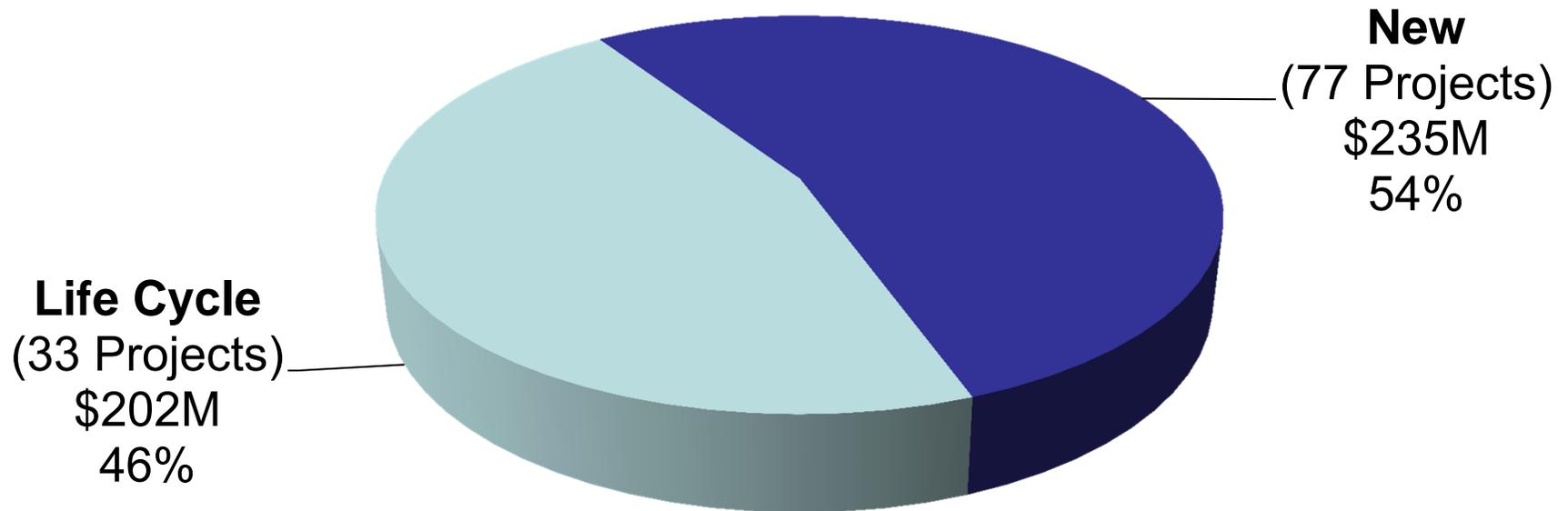
2014 Capital Budget, by category

Total 2014 (110 Projects) = \$437M



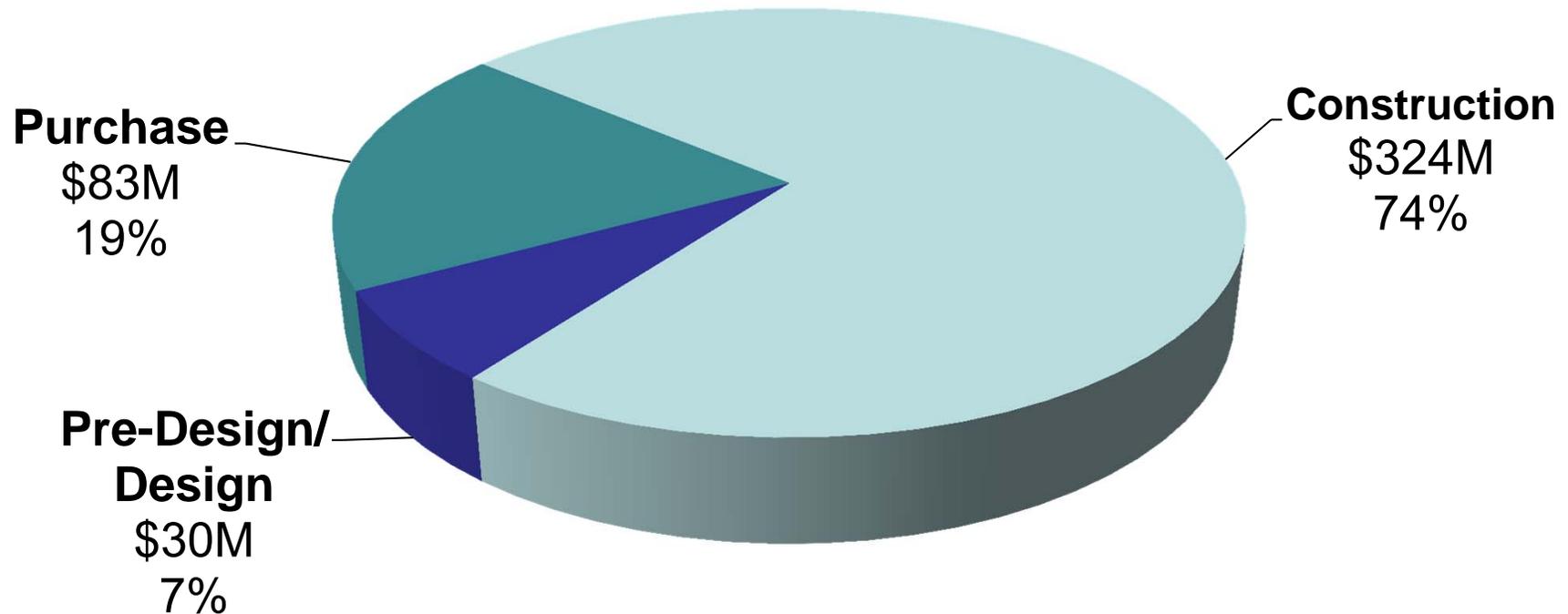
2014 Capital Budget, by nature

Total 2014 (110 Projects) = \$437M



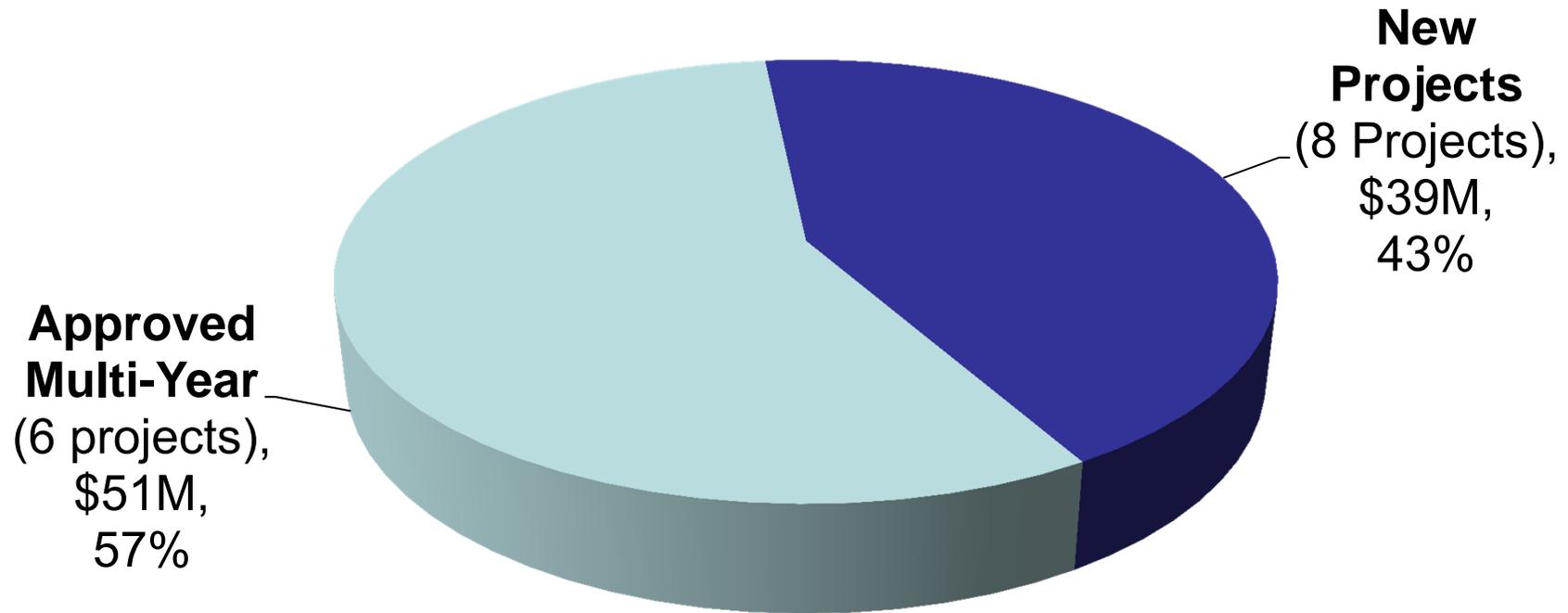
2014 Capital Budget, by type

Total 2014 = \$437M



2014 Capital Budget, City Centre Projects

Total 2014 = \$90M (14 Projects)



2014 Capital Budget, by Wards

	Multi-Year (\$M)	New (\$M)	Total (\$M)
Ward 1	136	174	310
Ward 2	13	4	17
Ward 3	-	21	21
Ward 4	25	7	32
Regional	21	28	49
Multi - Rural	7.5	0.5	8
Total	\$202.5	\$234.5	\$437

*Ward 1 includes City Centre projects (\$90M)

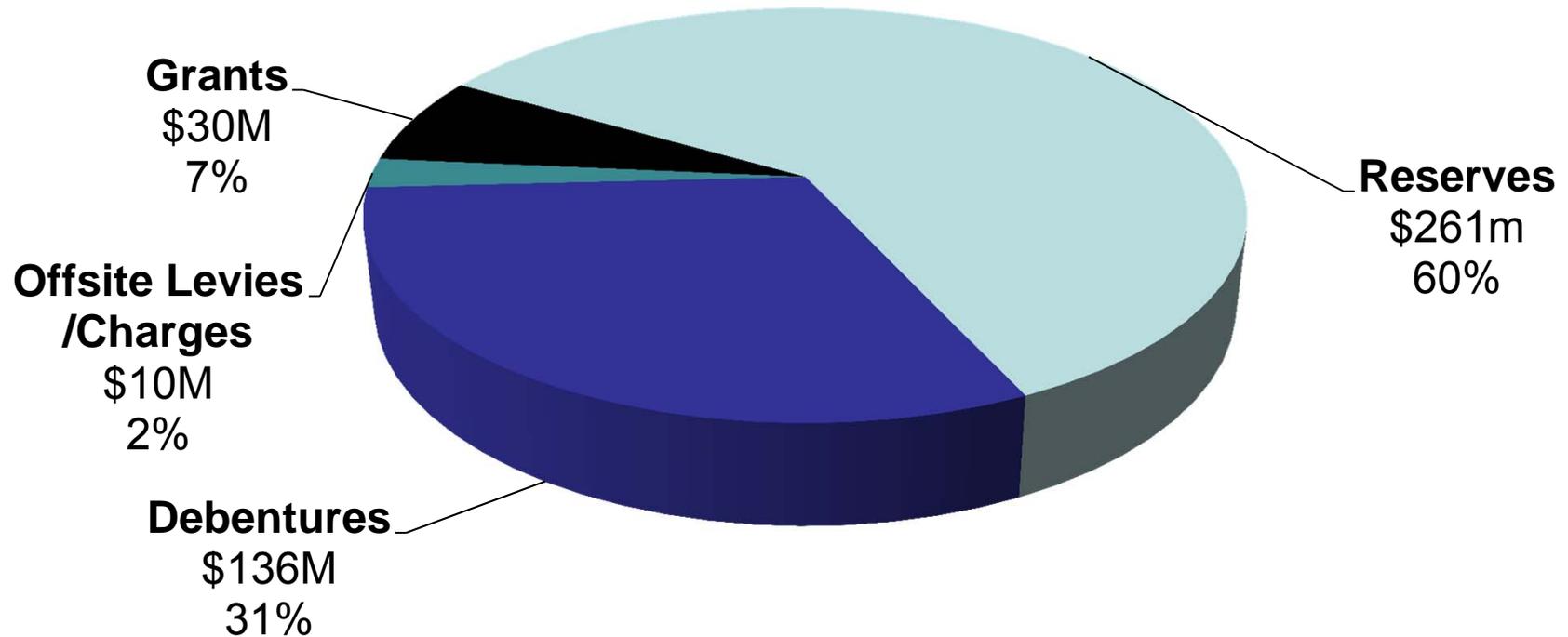
2014 Capital Budget Funding

Capital Infrastructure Reserve	\$ 261,255,675
Debentures	135,856,567
Offsite Levies/Charges	10,000,000
Grants*	30,035,000
Total	\$ 437,147,242

*Grants Funding is based on existing approved agreements

2014 Capital Projects by Funding Source

Total 2014 Budget = \$437M



Available Funds for Capital Spend

	Reserves (\$'M)	Debt (\$'M)	Grants (\$'M)	Levies/ Charges (\$'M)	Total (\$'M)
2014	264	179	30	10	483
2015	211	100	30	5	346
2016	204	100	30	5	339
2017	204	27	30	5	266
2018-19	407	32	60	10	509
TOTAL	\$1,290	\$438	\$180	\$35	\$1,943

2014 Budget and 5 Year Capital Plan

	Plan-RMWB (\$'M)	ACF* (\$'M)	Total (\$'M)
2014	437	120	557
2015	523	669	1,192
2016	415	800	1,215
2017 - 2019	870	591	1,461
TOTAL	2,245	2,180	4,425

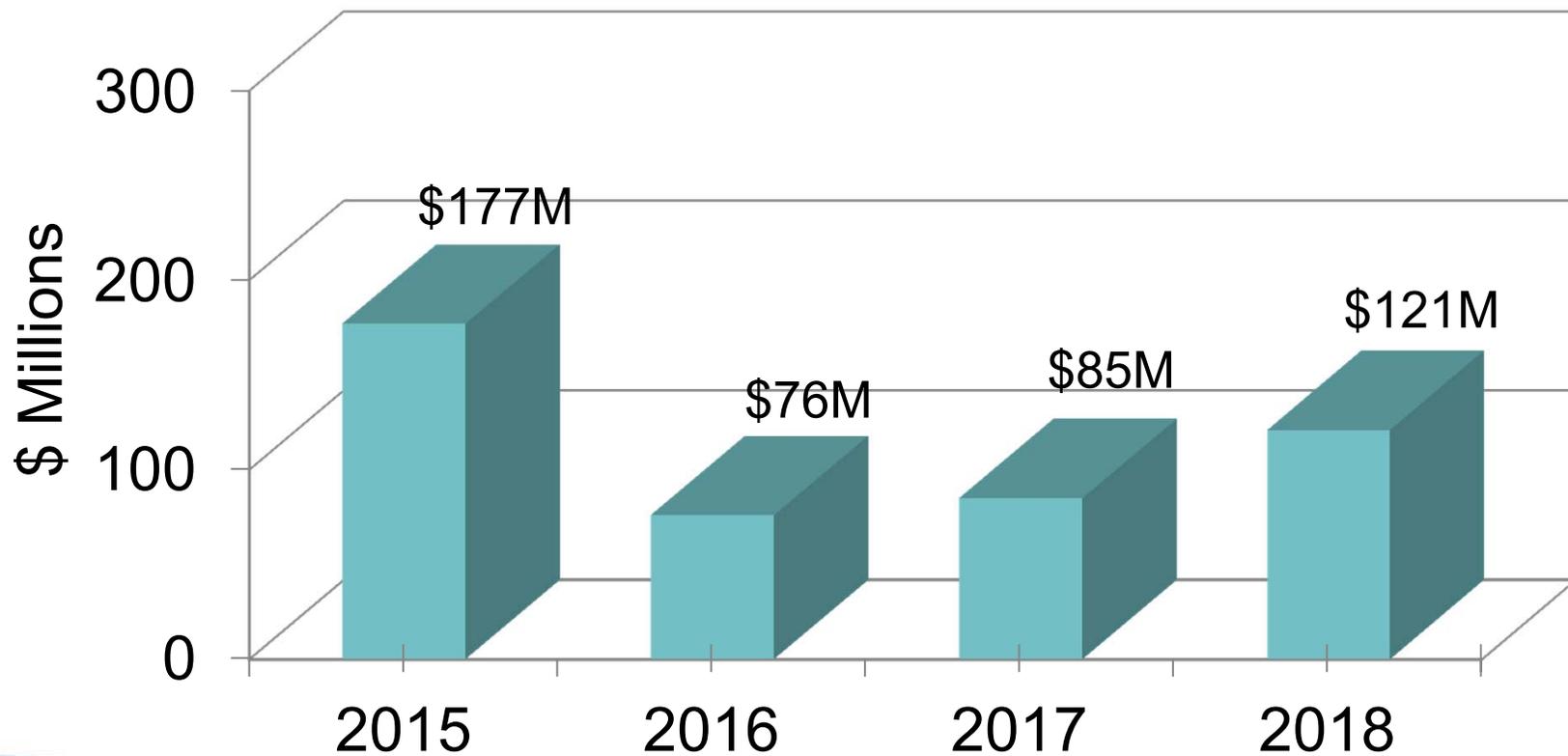
*Alternative Capital Finance (ACF)

Unfunded Capital Projects, by years

	Capital Plan (\$'M)	Available Fund (\$'M)	Surplus/(Shortfall) (\$'M)
2015	523	346	(177)
2016	415	339	(76)
2017	351	266	(85)
2018	375	254	(121)
TOTAL	1,664	1,205	(459)

Available fund based on no tax increases strategy and debt max. 85%
excluding ACF funded projects

Unfunded Capital Projects Summary*



*Excluding ACF funded projects

Alternative Capital Financing (ACF)

- ACF needs to be considered for funding future Capital Projects
- No specific funding for projects to be considered under ACF for 2013
- Full Impact of ACF funding on debt is not incorporated

Potential Alternative Capital Financing Projects

2014

- Anzac Waste Water Treatment Plant Outfall Line; Pre-design and Design
- Fort McMurray Waste Water Treatment Plant Facility Process Improvements; Pre-design and Construction
- Green Energy/Utility Distribution Systems; Pre-design, Design and Construction
- Landfill Eco Park Service; Design and Construction
- North Waste Heat Capture and Creation; Pre-design and Design

Potential Alternative Capital Financing Projects

2014, cont'd

- Northern Utility Corridor; Pre-Design, Design and Construction
- Regional Green Energy – Zero Waste (remote sites)
- South Utility Corridor; Construction
- Intelligent City Infrastructure; Pre Construction (City Centre)

Potential Alternative Capital Financing Projects

2015

- South Regional Wastewater Treatment Facility; Construction
- North Waste Heat Capture and Creation; Construction
- Fort MacKay Waste Water Treatment Plant; Design
- Sports & Entertainment Arena; Construction (City Centre)
- Intelligent City Infrastructure; Pre Construction (City Centre)
- Northside Recreation Centre; Construction

Potential Alternative Capital Financing Projects

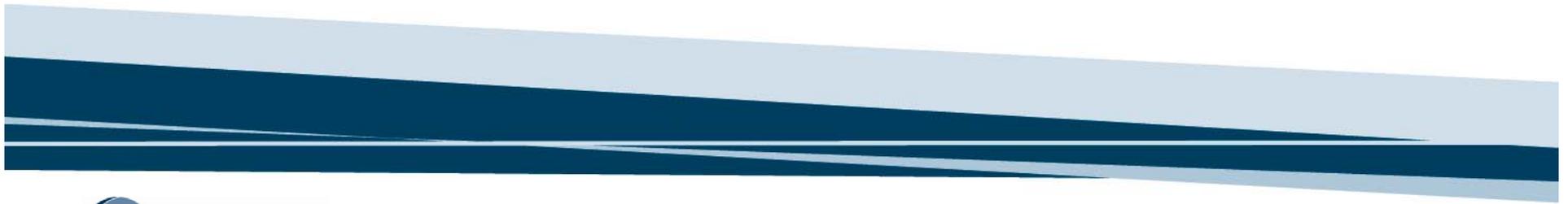
2016

- Fort MacKay Waste Water Treatment Plant; Construction
- Parking Garage in Entertainment District; Construction (City Centre)
- Civic Centre – City Hall *
- Civic Centre – City Offices *
- Civic Centre – Underground Parking *

*Cost Estimates/cash flow not yet provided

2014 Budget and Financial Plan

Debt Overview



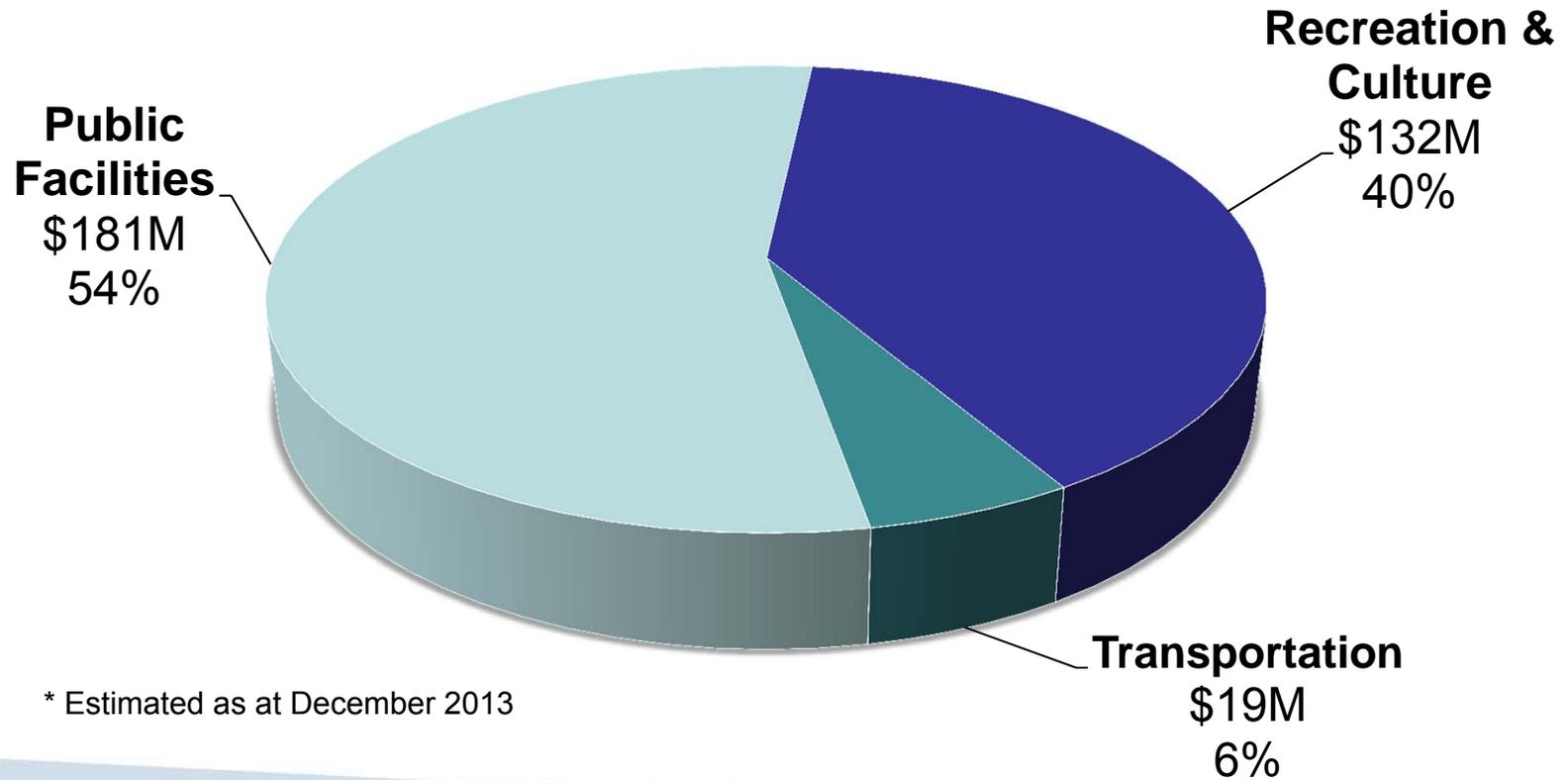
Debt Overview

2012 Actual Debt – Outstanding	\$347.3M
2012 Committed Debt	\$731.7M
2013 Actual Debt	\$332.2M
2013 Committed Debt	\$956.0M
2014 Actual Debt	\$317.0M
2014 Committed Debt	\$1,019.9M

2013 and 2014 - Estimated

Debt Overview

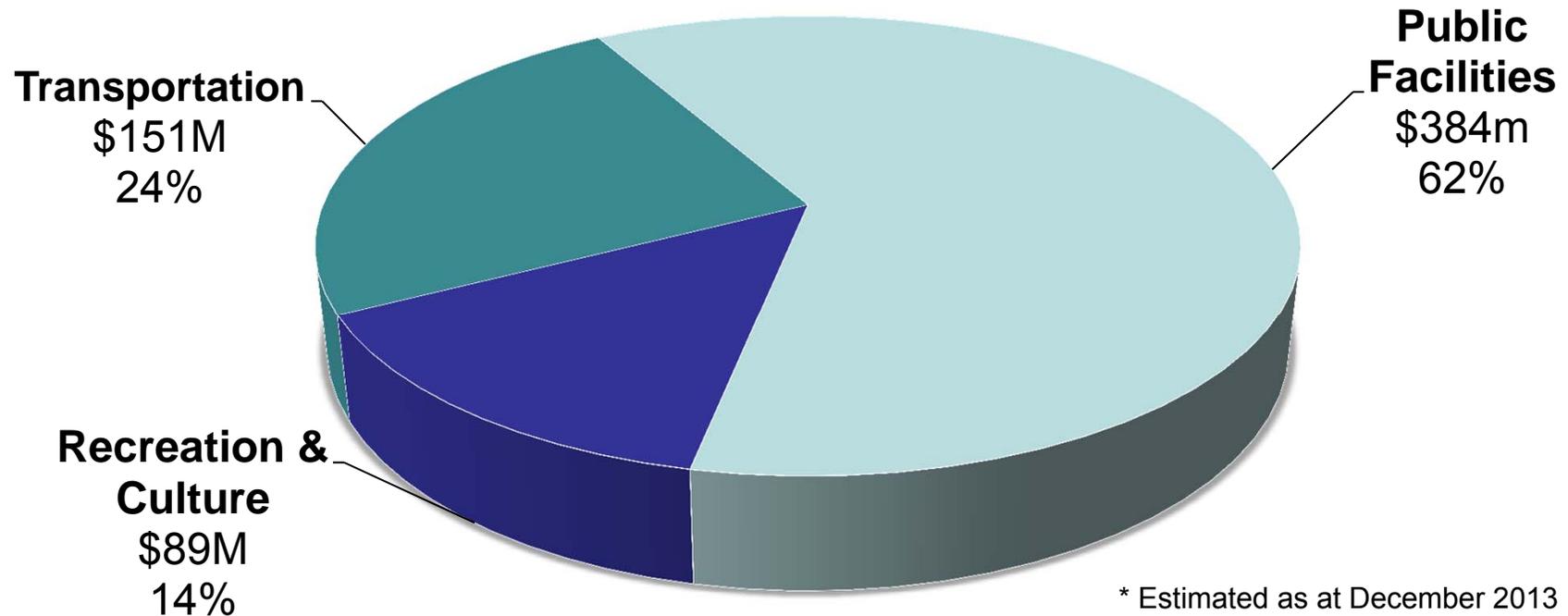
Actual Debt - by Category \$332M



* Estimated as at December 2013

Debt Overview

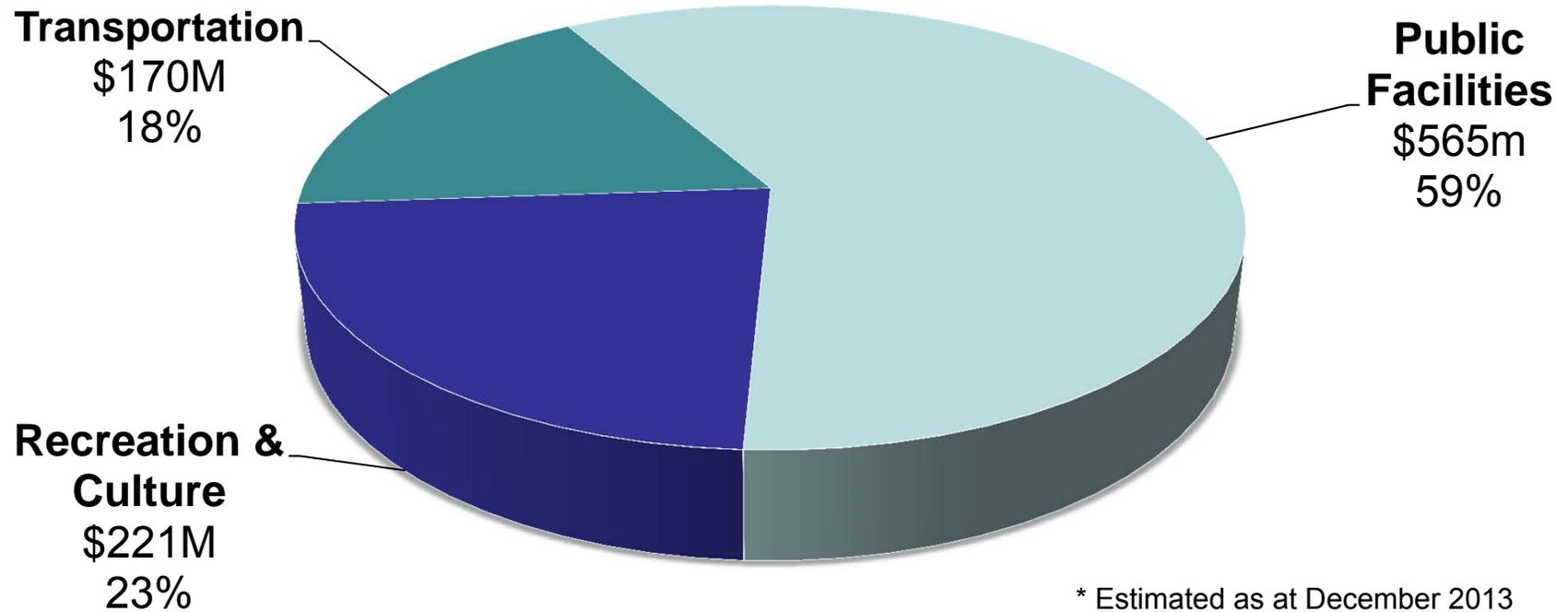
Undrawn Debt - by Category \$624M



* Estimated as at December 2013

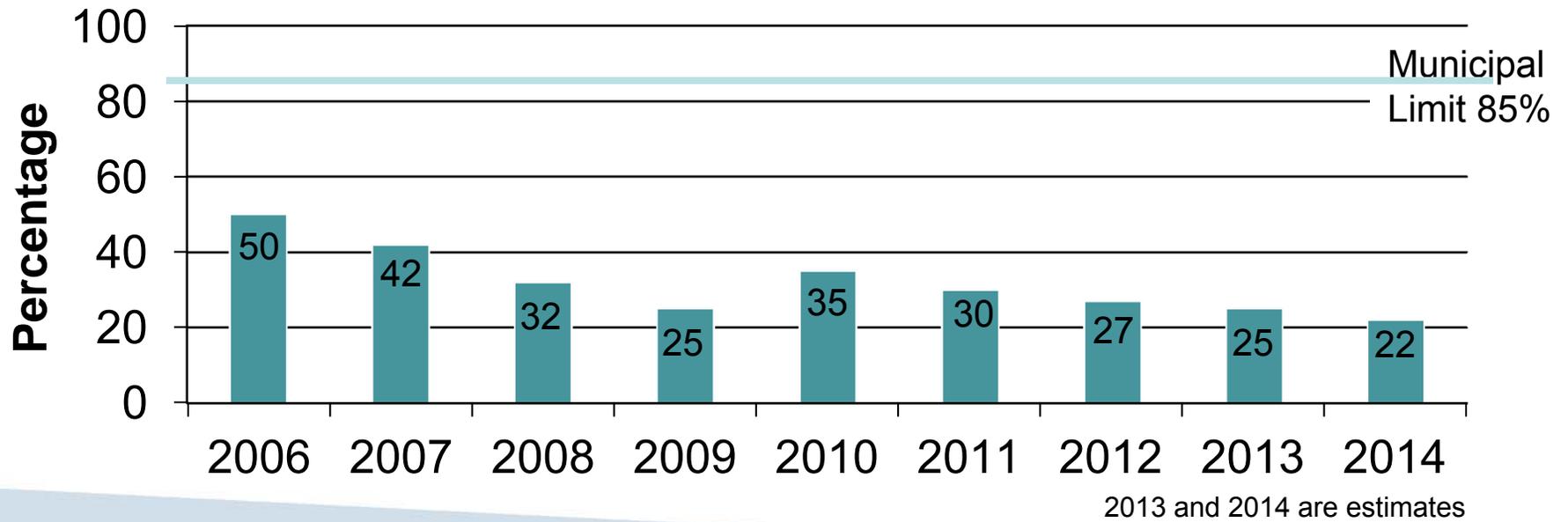
Debt Overview

Total Committed Debt - by category \$956M



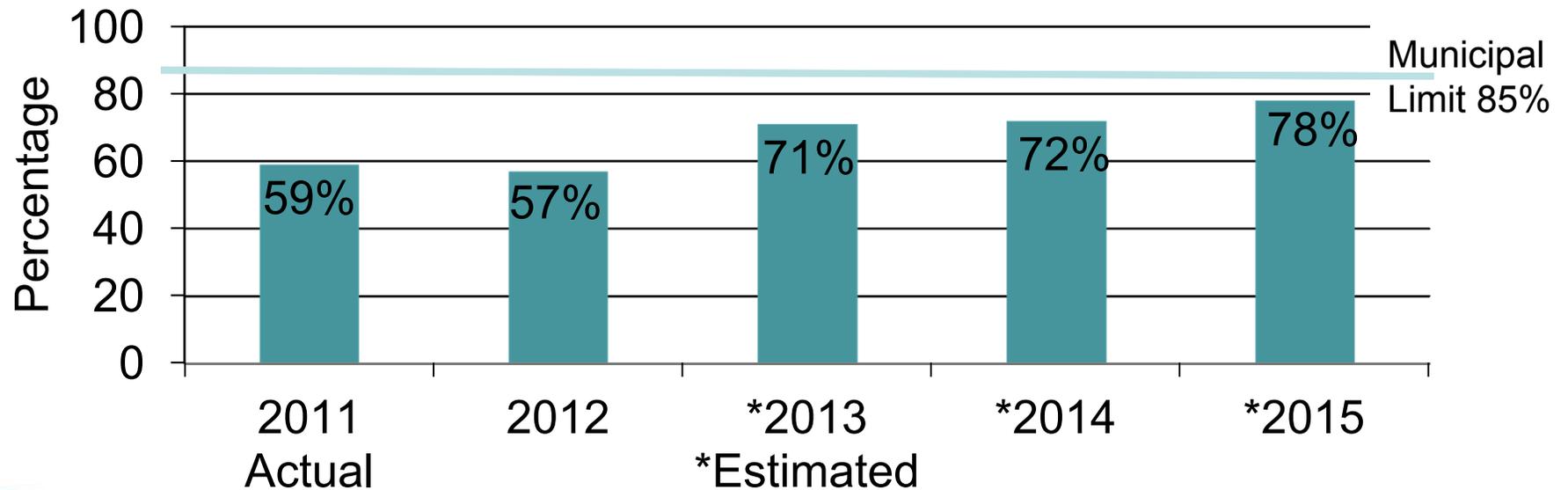
Actual Debt %

- The *Municipal Government Act* (MGA) debt limit is 2.0 X revenue
- The Municipality's current debt limit is established at 85% of the MGA limit

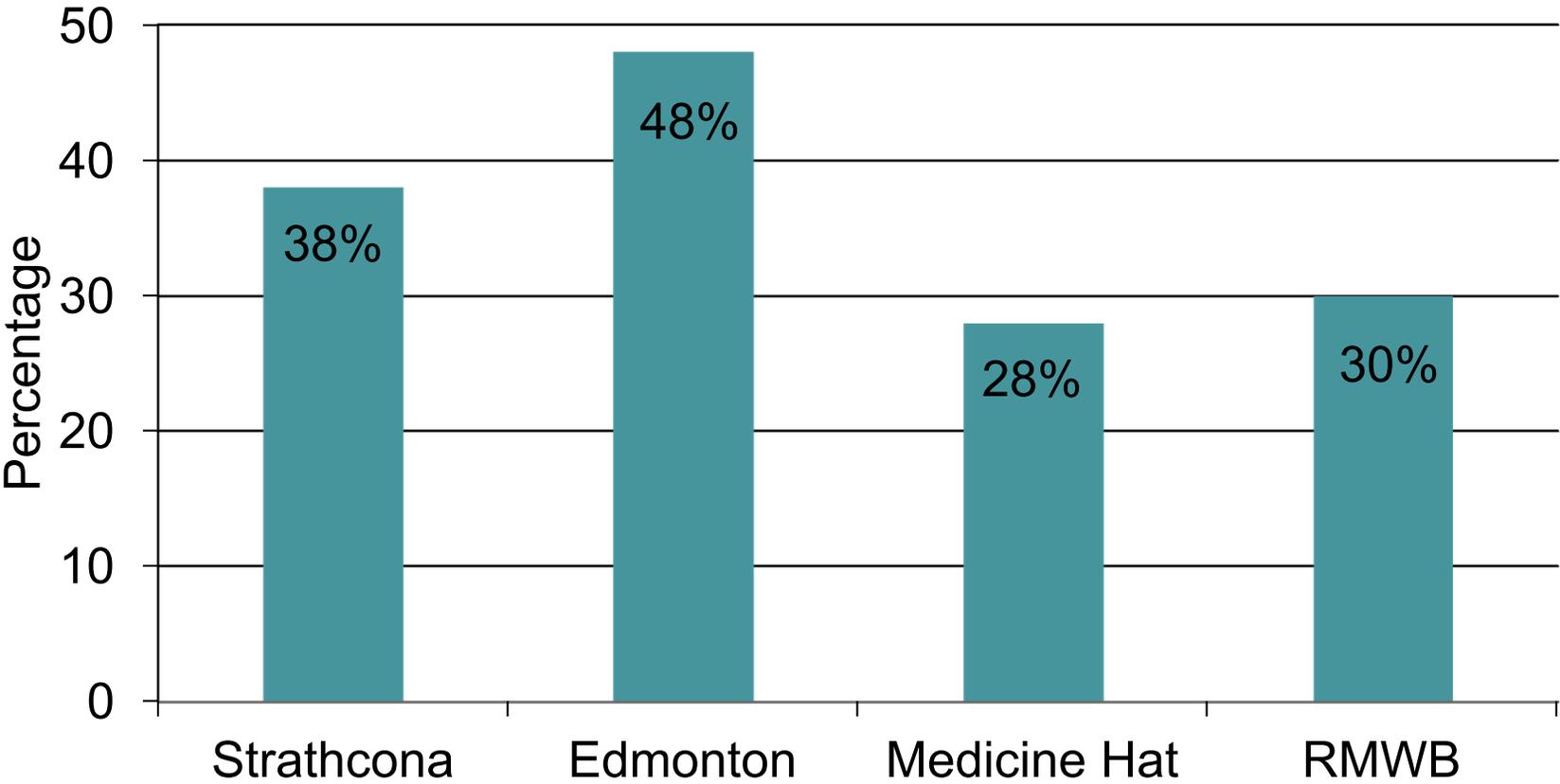


Committed Debt %

- The *Municipal Government Act* (MGA) debt limit is 2.0 X revenue
- Municipality's current debt limit is established at 85% of the MGA limit

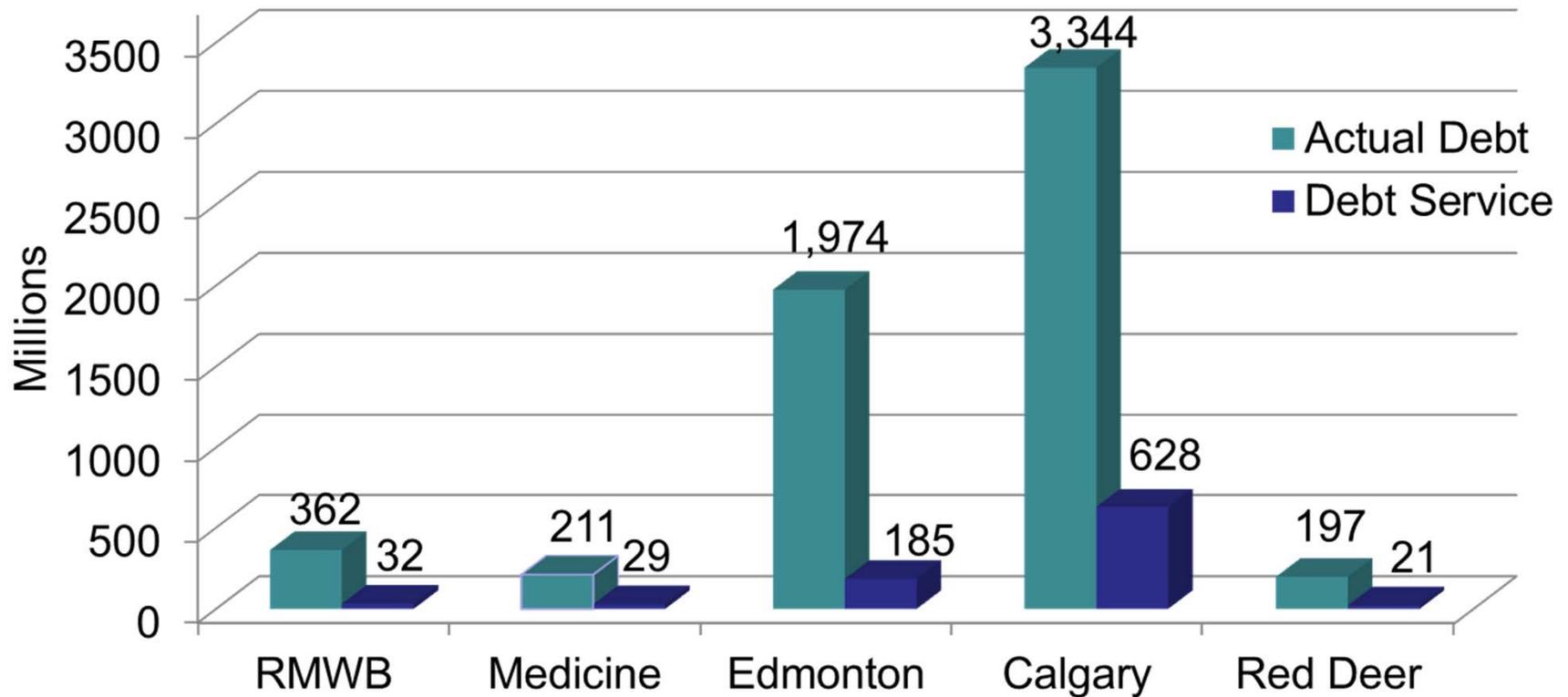


Actual Debt % Comparison



Source: 2011 data on the Municipal Affairs website

Debt and Debt Service Comparison



2011 available data on the Municipal Affairs website

Debt Service

Actual Debt Service 2011	\$32,790,631
Actual Debt Service 2012	\$32,011,669
Budgeted Debt Service 2013	\$32,011,669
Projected Debt Service 2013 *	\$31,431,500
Budgeted Debt Service 2014 *	\$30,810,500

Actual debt borrowing not anticipated for 2014

* 2013 and 2014 are estimates

2014 Budget and Financial Plan

Next Steps

Budget Management and Next Steps

- Debenture Bylaw approvals by Council early 2014
- Flexibility to manage within approved budget in 2014
- Update Fiscal Management Strategy 2014-2016
- 2014 Property Tax Rate Bylaw

2014 Budget and Financial Plan

Expanding Financing and Funding Options Delivery of Big Plans

Council Meeting
December 11, 2013

CITY CENTRE 2014 OPERATING BUDGET

DIVISIONAL OPERATING BUDGET SUMMARY

	2013 Approved Operating Budget (a) \$	2013 Operating Projection* (b) \$	2014 Proposed Operating Budget (c) \$	Change 2013 Approved Budget vs 2014 Proposed Budget		Change 2013 Operating Projection Vs 2014 Proposed Operating Budget	
				(a) to (c) \$	%	(b) to (c) \$	%
REVENUES							
Taxes	-	-	-	-	-	-	-
Grants in Lieu - Taxes	-	-	-	-	-	-	-
Sales to Other Governments	-	-	-	-	-	-	-
Sales - Goods - Services	-	-	-	-	-	-	-
Other Revenue from Own Services	-	-	3,200	3,200	-	3,200	-
Sale of Fixed Assets	-	-	-	-	-	-	-
Conditional Grants	-	-	-	-	-	-	-
Other Transfers	-	64,000	-	-	-	(64,000)	-
TOTAL REVENUES	-	64,000	3,200	3,200	-	(60,800)	(95)
EXPENSES							
Salaries Wages & Benefits	2,381,616	2,260,261	3,773,200	1,391,584	58	1,512,939	67
Contracted & General Services	6,782,151	6,619,820	5,429,500	(1,352,651)	(20)	(1,190,320)	(18)
Purchases from Government	-	-	-	-	-	-	-
Materials Goods Supplies & Utilities	1,490,000	450,900	840,000	(650,000)	(44)	389,100	86
Small Equipment & Furnishing	7,000	37,000	182,500	175,500	2,507	145,500	393
Transfers & Grants	-	-	-	-	-	-	-
Financial Service Charges	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-
Depreciation Expenses	-	-	-	-	-	-	-
TOTAL EXPENSES	10,660,767	9,367,981	10,225,200	(435,567)	(4)	857,219	9
Operating Surplus (Deficit)	(10,660,767)	(9,303,981)	(10,222,000)	438,767	(4)	(918,019)	10
Contribution to Capital	-	-	-	-	-	-	-
Transfer to Reserve	-	-	-	-	-	-	-
Transfer from Reserve	-	-	-	-	-	-	-
SURPLUS/(DEFICIT)	(10,660,767)	(9,303,981)	(10,222,000)	438,767	(4)	(918,019)	10
<i>*As at September 30, 2013</i>							
CITY CENTRE	Revenues	Expenses	2014 Proposed Operating Budget	2014 Proposed FTE			
	\$	\$	\$				
DEPARTMENTS							
Operations and Administration	-	3,357,900	(3,357,900)	8			
Business Development	3,200	2,605,600	(2,602,400)	7			
Planning and Design	-	2,540,900	(2,540,900)	7			
Construction and Infrastructure	-	252,500	(252,500)	-			
Community Relations	-	1,468,300	(1,468,300)	1			
TOTALS	3,200	10,225,200	(10,222,000)	23			

Legend	
Other than first year of a multi-year project	2013 & Prior Approved (Sept 2013)
First year of a pre-approved multi-year project - Construction Phase	2013
First year of a multi-year project	2014
Single year project	2015

Capital Budget Requests, City Centre

Ref. #	Budget Approval Year	Project Name	2013 & Prior Approved (Sept 2013)	2014 Request	2015 Request	2016 Request	2017 Request	2018 Request	2019 Request	2020 Request	2021 Request	2022 Request	2023 Request	2024 Request	2025 Request	2026 Request	2027 Request	2028 Request	2029 Request	2030 Request	Total Budget All years
1	2013	Arts and Events - Construction	2,279,678	-	1,200,000	1,200,000	1,300,000	1,300,000	1,300,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,479,678
2	2013	City Centre Downtown Core Streetscapes - Construction	1,583,110	-	14,100,000	24,700,000	18,400,000	14,300,000	14,300,000	27,800,000	27,800,000	27,800,000	27,800,000	27,800,000	27,800,000	27,800,000	27,800,000	27,800,000	27,800,000	27,800,000	100,883,110
3	2013	Civic Centre - Festival Plaza Pre-Construction	-	-	-	4,900,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,900,000
4	2013	District Energy System - Construction	12,786,204	14,509,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	27,295,204
5	2013	Fraser Av. and McLeod St. Extension - Design and Construction	2,500,000	1,100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,600,000
6	2013	Jubilee Centre/McMurray Experience Construction	2,500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,500,000
7	2013	Jubilee Centre/McMurray Experience Pre-Construction	500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	500,000
8	2012	Jubilee Plaza Design and Construction	8,000,000	8,919,917	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,919,917
9	2013	MacDonald Island Bridge Construction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10	2013	MacDonald Island Bridge Pre Construction	3,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,000,000
11	2013	MacDonald Island Bridge Pre Construction	246,965	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	246,965
12	2013	Parking Garage Entertainment District Pre-Construction	300,000	-	16,900,000	9,600,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	26,800,000
13	2013	Performing and Visual Arts Center Pre-Construction	14,878,107	23,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37,878,107
14	2013	Snye Park System - Construction	1,006,858	-	16,600,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,606,858
15	2013	Sports & Entertainment Centre - Pre-Construction	250,000	2,600,000	2,700,000	2,800,000	2,900,000	1,500,000	1,500,000	-	-	-	-	-	-	-	-	-	-	-	12,750,000
16	2013	Surface Parking Relocation/Improvement - Construction	500,000	1,300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,800,000
17	2013	Surface Parking Relocation/Improvements Pre-Construction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
18	2013	Water / Waste - City Centre - Construction	500,000	-	1,200,000	3,600,000	2,500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	7,300,000
19	2013	Water / Waste - City Centre - Pre-Construction	-	-	1,300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,300,000
20	2015	Business Incubator - Construction	-	-	1,800,000	7,900,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,700,000
21	2014	Cleanwater Park System (Riverside Park System) - Construction	-	3,200,000	21,000,000	4,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	28,200,000
22	2014	Cleanwater Park System (Riverside Park System) - Remediation	-	14,300,000	6,500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,800,000
23	2015	Gateways Construction	-	-	3,000,000	-	1,500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	4,500,000
24	2015	Morrison Street Upgrades - Construction	-	-	3,800,000	6,300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,100,000
25	2016	Safety/Security Facility - City Centre Construction	-	-	-	3,900,000	8,100,000	8,400,000	8,400,000	8,600,000	8,600,000	8,600,000	8,600,000	8,600,000	8,600,000	8,600,000	8,600,000	8,600,000	8,600,000	8,600,000	29,000,000
26	2015	Signage & Wayfinding - Construction	-	-	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	14,400,000
27	2014	Waterways & Horse Pasture Park - Design & Construction	-	1,500,000	500,000	14,500,000	8,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	24,500,000
28	2016	Borealis Park Construction	-	-	-	8,600,000	7,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	15,600,000
29	2014	City Centre Downtown Core Streetscapes - Pre-Construction	-	500,000	3,000,000	7,100,000	4,900,000	-	-	-	-	-	-	-	-	-	-	-	-	-	15,500,000
30	2014	Flood Protection - Construction	-	13,000,000	36,000,000	24,000,000	36,000,000	41,000,000	41,000,000	41,000,000	41,000,000	41,000,000	41,000,000	41,000,000	41,000,000	41,000,000	41,000,000	41,000,000	41,000,000	41,000,000	150,000,000
31	2014	Flood Protection - Pre-Construction	-	5,000,000	3,000,000	2,000,000	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	13,000,000
32	2015	Fraser and Manning Construction	-	-	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	18,000,000
33	2014	Fraser and Manning Pre-Construction	-	500,000	1,600,000	1,600,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,700,000
34	2016	Borealis Park Pre-Construction	-	-	-	2,800,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,800,000
35	2015	Franklin Avenue Transit Infrastructure - Pre Construction	-	-	6,400,000	39,300,000	10,100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	55,800,000
36	2014	Gateways Pre-Construction	-	500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	500,000
37	2015	Morrison Street Upgrades - Pre-Construction	-	-	2,600,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,600,000
38	2013	Safety & Security Pre-Construction	-	-	5,100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,100,000
39	2015	Waterfront Park System Utility Relocations - Construction	-	-	8,250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,250,000
			50,830,922	89,928,917	166,850,000	175,400,000	109,000,000	73,800,000	44,800,000	710,609,839											



PROJECT NAME Arts & Events - Construction **\$** **8,479,678**

Order Code (if assigned)

Cost Estimate

Project Location Fort McMurray
Project Category Cultural & Historical
Type of Project New Asset - Acquisition and/or Installation
Municipal Function 74-Cultural Bldg & Facility, 75-Cultural Services

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

PROJECT DESCRIPTION AND SCOPE

Develop cultural facilities in conjunction with the development of a variety of indoor and outdoor spaces for informal cultural events and activities that will reinforce community pride and enhance culture experience.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	2,279,678					2,279,678	
2014	-					-	
2015	1,200,000					1,200,000	
2016	1,200,000					1,200,000	
2017	1,300,000					1,300,000	
2018	1,300,000			455,735		844,265	
Thereafter	1,200,000					1,200,000	
Total	8,479,678	-	-	455,735	-	8,023,943	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

6

PROJECT SPONSOR DEPARTMENT City Centre
PROJECT SPONSOR Ron Taylor
SPONSOR EXECUTIVE DIRECTOR Ron Taylor
PROJECT DELIVERY DEPARTMENT City Centre
DELIVERY DEPARTMENT CONTACT Ron Soskolne
PROJECT MANAGER (if assigned) Ron Soskolne

- Reviewed/Approved
- Reviewed/Authorized
- Reviewed/Accepted



PROJECT NAME City Centre Downtown Core Streetscapes - Construction **\$ 100,883,110**

Order Code (if assigned) 600721

Cost Estimate

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

Project Location Fort McMurray

Project Category Transportation

Type of Project New Asset - Construction

Municipal Function 32-Road Transport, 34-Public Transport

PROJECT DESCRIPTION AND SCOPE

Enhance the streetscape of major corridors in the City Centre downtown core. This request includes cost related to the construction of street upgrade that will enhance the appearance and attractiveness of public realm. The major corridors include Morrison Street, Main Street, Hardin Street, Prairie Loop Boulevard, Franklin Avenue and MacDonald Avenue.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	1,583,110					1,583,110	
2014	-						
2015	14,100,000			9,442,896		4,657,104	
2016	24,700,000			24,700,000			
2017	18,400,000			18,400,000			
2018	14,300,000			14,300,000			
Thereafter	27,800,000			27,800,000			
Total	100,883,110	-	-	94,642,896	-	6,240,214	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

30

PROJECT SPONSOR DEPARTMENT City Centre

PROJECT SPONSOR Ron Taylor

Reviewed/Authorized

SPONSOR EXECUTIVE DIRECTOR Ron Taylor

Reviewed/Approved

PROJECT DELIVERY DEPARTMENT Engineering

DELIVERY DEPARTMENT CONTACT Emdad Haque

Reviewed/Accepted

PROJECT MANAGER (if assigned) TBD



CURRENT PROJECT NAME: Civic Centre - Festival Plaza - Pre-Construction

AMENDED PROJECT NAME:

ORDER CODES (if assigned): 600722

Project Deferral

CURRENT PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2012 & Prior	-					
2013	2,431,063			2,431,063		
2014	2,503,995			2,503,995		
2015	-					
Thereafter	-					
TOTAL	4,935,058	-	-	4,935,058	-	-

DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

Preconstruction work on the Civic Centre Festival Plaza will commence in 2016 to better align with other City Centre projects that will have to begin before construction of the festival plaza.

AMENDED PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2012 & Prior	-					
2013	-			-		
2014	-			-		
2015	-			-		
Thereafter	4,900,000			4,900,000		
TOTAL	4,900,000	-	-	4,900,000	-	-

FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process? Yes
 Will the change result in an addition or cancellation of a capital project? No
 Will the underlying scope change alter the nature and type of capital project? No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects? Yes
 Will the change result in Council set debt and debt service limits being exceeded? No

In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.

PROJECT ACCOUNTABILITY

PROJECT MANAGER ASSIGNED	Kashif Khan	Date:	26-Nov-13
DELIVERY DEPARTMENT DIRECTOR	Emdad Haque	Date:	26-Nov-13
DELIVERY EXECUTIVE DIRECTOR	Henry Hunter	Date:	26-Nov-13
SPONSOR DEPARTMENT DIRECTOR	Ron Taylor	Date:	26-Nov-13
DIRECTOR OF FINANCE	Kola Olamadji	Date:	26-Nov-13
CHIEF FINANCIAL OFFICER	Elsie Hutton	Date:	26-Nov-13
DEPUTY CHIEF ADMINISTRATIVE OFFICER (if necessary)		Date:	
POSTED BY (for Finance only)		Date:	



PROJECT NAME District Energy System - Construction **\$** **27,295,204**

Order Code (if assigned) 0682013 500466 600829

Cost Estimate

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

Project Location Fort McMurray
Project Category Transportation
Type of Project New Asset - Design/Construction
Municipal Function 32-Road Transport

PROJECT DESCRIPTION AND SCOPE

This project includes the design and construction of District Energy Supply and Return Pipe within the road alignment of the Prairie Loop Boulevard (PLB). The design and installation will include two pipes and appurtenances along the proposed alignment of PLB. The project will be carried out in phases from Franklin Av. to Riedel St., from Riedel St. to McLeod St, from McLeod St. to Hardin Str. and from Hardin St. to Morrison St. The project is required to ensure that district energy supply and return pipes are installed while the construction of PLB is taking place. This will prevent future stripping of the road surface and would result in less impact to the future vehicular and pedestrian traffic. The previously approved budget under project 600829 did not include the installation from Riedel St. westerly towards Morrison St. This budget does not include construction of lateral or collection system. This should be budgeted separately.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	12,786,204			12,786,204			
2014	14,509,000			14,509,000			
2015	-						
2016	-						
2017	-						
2018	-						
Thereafter	-						
Total	27,295,204	-	-	27,295,204	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

42

PROJECT SPONSOR DEPARTMENT City Centre
PROJECT SPONSOR City Centre
SPONSOR EXECUTIVE DIRECTOR Ron Taylor
PROJECT DELIVERY DEPARTMENT Engineering
DELIVERY DEPARTMENT CONTACT Emdad Haque
PROJECT MANAGER (if assigned) Kashif Khan

- Reviewed/Authorized
- Reviewed/Approved
- Reviewed/Accepted



PROJECT NAME Fraser Ave and MacLeod St Extension - Design and Construction \$ **3,600,000**

Order Code (if assigned) 0722013 500470 600833

Cost Estimate

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

Project Location Fort McMurray
Project Category Transportation
Type of Project New Asset - Design/Construction
Municipal Function 32-Road Transport

PROJECT DESCRIPTION AND SCOPE

The scope of this project includes pre-design design and construction of the extension Fraser Ave. (East) to connect to McLeod St. and the extension of McLeod St. (North) to connect to Prairie Loop Boulevard. The project is aligned with the Corridor policies and actions in the City Center Area Redevelopment Plan. The scope will include vehicular and pedestrian access to enhance connectivity and streetscape in City Centre. This project includes interface with Prairie Loop Boulevard (PLB) to ensure construction coordination. This project is funded from other City Centre projects that will not proceed this year and are included in the 2013 capital budget.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	2,500,000			2,500,000			
2014	1,100,000			1,100,000			
2015	-						
2016	-						
2017	-						
2018	-						
Thereafter	-						
Total	3,600,000	-	-	3,600,000	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

48

PROJECT SPONSOR DEPARTMENT City Centre
PROJECT SPONSOR City Centre
SPONSOR EXECUTIVE DIRECTOR Ron Taylor
PROJECT DELIVERY DEPARTMENT Engineering
DELIVERY DEPARTMENT CONTACT Emdad Haque
PROJECT MANAGER (if assigned) Kashif Khan

- Reviewed/Authorized
- Reviewed/Approved
- Reviewed/Accepted



CURRENT PROJECT NAME: Jubilee Centre/McMurray Experience Construction

AMENDED PROJECT NAME:

ORDER CODES (if assigned): 600738

Project Amendment

CURRENT PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2012 & Prior	-					
2013	5,000,000			5,000,000		
2014	6,500,000			6,500,000		
2015	-					
Thereafter	-					
TOTAL	11,500,000	-	-	11,500,000	-	-

DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

A reduction of Scope has resulted in a significant decrease in budget. It is the intention to build the McMurray Experience in two phases: the first phase will be municipally funded and this amendment provides the necessary funds for Construction. The second phase will be built from funding from the Oil Sands Companies to assist with the cost associated to support the McMurray Experience as a valuable tool for recruiting.

AMENDED PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2012 & Prior	-					
2013	2,500,000			2,500,000		
2014	-					
2015	-					
Thereafter	-					
TOTAL	2,500,000	-	-	2,500,000	-	-

FISCAL RESPONSIBILITY POLICY CRITERIA:

- Will the change result in an efficient administrative and project delivery process? Yes
- Will the change result in an addition or cancellation of a capital project? No
- Will the underlying scope change alter the nature and type of capital project? No

- Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects? Yes
- Will the change result in Council set debt and debt service limits being exceeded? No

In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.

PROJECT ACCOUNTABILITY

PROJECT MANAGER ASSIGNED	Ron Soskolne	Date:	26-Nov-13
DELIVERY DEPARTMENT DIRECTOR		Date:	
DELIVERY EXECUTIVE DIRECTOR	Ron Taylor	Date:	26-Nov-13
SPONSOR DEPARTMENT DIRECTOR	Ron Taylor	Date:	26-Nov-13
DIRECTOR OF FINANCE	Kola Olamadji	Date:	26-Nov-13
CHIEF FINANCIAL OFFICER	Elsie Hutton	Date:	26-Nov-13
DEPUTY CHIEF ADMINISTRATIVE OFFICER (if necessary)		Date:	
POSTED BY (for Finance only)		Date:	

CURRENT PROJECT NAME: Jubilee Centre/McMurray Experience Pre Construction

AMENDED PROJECT NAME:

ORDER CODES (if assigned): 600739

Project Amendment

CURRENT PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2012 & Prior	-					
2013	2,000,000			2,000,000		
2014	-					
2015	-					
Thereafter	-					
TOTAL	2,000,000	-	-	2,000,000	-	-

DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

A reduction of Scope has resulted in a significant decrease in budget. It is the intention to build the McMurray Experience in two phases: the first phase will be municipally funded and this amendment provides the necessary funds for Pre-Construction (PreDesign, Design and Engineering). The second phase will be built from funding from the Oil Sands Companies to assist with the cost associated to support the McMurray Experience as a valuable tool for recruiting.

AMENDED PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2012 & Prior	-					
2013	500,000			500,000		
2014	-					
2015	-					
Thereafter	-					
TOTAL	500,000	-	-	500,000	-	-

FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process? Yes
 Will the change result in an addition or cancellation of a capital project? No
 Will the underlying scope change alter the nature and type of capital project? No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects? Yes
 Will the change result in Council set debt and debt service limits being exceeded? No

In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.

PROJECT ACCOUNTABILITY

PROJECT MANAGER ASSIGNED	Ron Soskolne	Date:	18-Oct-13
DELIVERY DEPARTMENT DIRECTOR		Date:	
DELIVERY EXECUTIVE DIRECTOR	Ron Taylor	Date:	18-Oct-13
SPONSOR DEPARTMENT DIRECTOR	Ron Taylor	Date:	18-Oct-13
DIRECTOR OF FINANCE	Kola Olamadji	Date:	18-Oct-13
CHIEF FINANCIAL OFFICER	Elsie Hutton	Date:	18-Oct-13
DEPUTY CHIEF ADMINISTRATIVE OFFICER (if necessary)		Date:	
POSTED BY (for Finance only)		Date:	



PROJECT NAME Jubilee Plaza Design and Construction **\$** **16,919,917**

Order Code (if assigned) 0582012 500392 600690

Cost Estimate

Project Location Fort McMurray
Project Category Parks/Recreation
Type of Project New Asset - Design/Construction
Municipal Function 71 - Rec & Culture Administration

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

PROJECT DESCRIPTION AND SCOPE

This project includes the design and construction of Jubilee Plaza: unique large open urban space framed by busy arterial streets that can be used for civic festivities for the City and the Region. The area of over 3500 sq. m on the east side of existing Jubilee Plaza - towards Hardin Street - will be reconfigured to include an ice rink, fountain, sitting area, staging and landscaping areas for winters and summer events. The portion of the building renovation will include a cafe and a space for Fort McMurray Experience.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	8,000,000			8,000,000			
2014	8,919,917			8,919,917			
2015	-						
2016	-						
2017	-						
2018	-						
Thereafter	-						
Total	16,919,917	-	-	16,919,917	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

48

PROJECT SPONSOR DEPARTMENT City Centre
PROJECT SPONSOR City Centre
SPONSOR EXECUTIVE DIRECTOR Ron Taylor
PROJECT DELIVERY DEPARTMENT Engineering
DELIVERY DEPARTMENT CONTACT Emdad Haque
PROJECT MANAGER (if assigned) Kashif Khan

- Reviewed/Authorized
- Reviewed/Approved
- Reviewed/Accepted



CURRENT PROJECT NAME: MacDonald Island Bridge - Construction

AMENDED PROJECT NAME:

ORDER CODES (if assigned): 600781

Project Cancellation

CURRENT PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2012 & Prior	-					
2013	10,000,000					10,000,000
2014	40,000,000					40,000,000
2015	17,000,000					17,000,000
Thereafter	-					
TOTAL	67,000,000	-	-	-	-	67,000,000

DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

As per council budget committee, this Project is being considered for cancellation subject to formal approval on December 11, 2013.

AMENDED PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2012 & Prior	-					
2013	-					-
2014	-					-
2015	-					-
Thereafter	-					
TOTAL	-	-	-	-	-	-

FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process? Yes
 Will the change result in an addition or cancellation of a capital project? No
 Will the underlying scope change alter the nature and type of capital project? No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects? Yes
 Will the change result in Council set debt and debt service limits being exceeded? No

In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.

PROJECT ACCOUNTABILITY

PROJECT MANAGER ASSIGNED	Bill Larkin	Date:	26-Nov-13
DELIVERY DEPARTMENT DIRECTOR		Date:	
DELIVERY EXECUTIVE DIRECTOR	Ron Taylor	Date:	26-Nov-13
SPONSOR DEPARTMENT DIRECTOR	Ron Taylor	Date:	26-Nov-13
DIRECTOR OF FINANCE	Kola Oladimeji	Date:	26-Nov-13
CHIEF FINANCIAL OFFICER	Elsie Hutton	Date:	26-Nov-13
DEPUTY CHIEF ADMINISTRATIVE OFFICER (if necessary)		Date:	
POSTED BY (for Finance only)		Date:	



CURRENT PROJECT NAME: MacDonald Island Bridge - Preconstruction

AMENDED PROJECT NAME:

ORDER CODES (if assigned): 600780

Project Amendment

CURRENT PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2012 & Prior	-					
2013	9,389,425					9,389,425
2014	-					-
2015	-					-
Thereafter	-					-
TOTAL	9,389,425	-	-	-	-	9,389,425

DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

Project is being amended to accommodate cost to date and other potential liabilities that will be incurred as a result of recommended cancellation of the MacDonald Island Pedestrian Bridge.

AMENDED PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2012 & Prior	-					
2013	3,000,000					3,000,000
2014	-					-
2015	-					-
Thereafter	-					-
TOTAL	3,000,000	-	-	-	-	3,000,000

FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process? Yes
 Will the change result in an addition or cancellation of a capital project? No
 Will the underlying scope change alter the nature and type of capital project? No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects? Yes
 Will the change result in Council set debt and debt service limits being exceeded? No

In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.

PROJECT ACCOUNTABILITY

PROJECT MANAGER ASSIGNED	Bill Larkin	Date:	26-Nov-13
DELIVERY DEPARTMENT DIRECTOR		Date:	
DELIVERY EXECUTIVE DIRECTOR	Ron Taylor	Date:	26-Nov-13
SPONSOR DEPARTMENT DIRECTOR	Ron Taylor	Date:	26-Nov-13
DIRECTOR OF FINANCE	Kola Oladimeji	Date:	26-Nov-13
CHIEF FINANCIAL OFFICER	Elsie Hutton	Date:	26-Nov-13
DEPUTY CHIEF ADMINISTRATIVE OFFICER (if necessary)		Date:	
POSTED BY (for Finance only)		Date:	



PROJECT NAME Parking Garage in Entertainment District **\$ 4,546,965**
Preconstruction

Order Code (if assigned) 600784

Cost Estimate

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

Project Location Fort McMurray

Project Category Transportation

Type of Project New Asset - Pre-Design/Design
19-Other Gen. Gov't Serv, 32-Road Transport,

Municipal Function 34-Public Transport

PROJECT DESCRIPTION AND SCOPE

Develop a phased parking strategy to ensure adequate parking will be provided to serve existing and new developments in the City Centre. This request includes the costs for site analysis and preparation, pre-design, and design.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	246,965			246,965			
2014	-			-			
2015	4,000,000			4,000,000			
2016	300,000			300,000			
2017	-			-			
2018	-			-			
Thereafter	-			-			
Total	4,546,965	-	-	4,546,965	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

36

PROJECT SPONSOR DEPARTMENT City Centre

PROJECT SPONSOR Ron Taylor

Reviewed/Authorized

SPONSOR EXECUTIVE DIRECTOR Ron Taylor

Reviewed/Approved

PROJECT DELIVERY DEPARTMENT Engineering

DELIVERY DEPARTMENT CONTACT Emdad Haque

Reviewed/Accepted

PROJECT MANAGER (if assigned)



PROJECT NAME Performing and Visual Arts Centre - Pre - Construction **\$ 26,800,000**

Order Code (if assigned) 600785

Cost Estimate

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

Project Location Fort McMurray
Project Category Cultural & Historical
Type of Project New Asset - Pre-Design/Design
Municipal Function 68,71,74,75

PROJECT DESCRIPTION AND SCOPE

An iconic building for regional arts and culture events (eg. Concerts, festivals, cultural celebrations, plays, dance performances and conferences) 10,000-12,000 seats. This building will respond to the high demand for public entertainment spaces, provide entertainment in the day, evening and all year round, add to the recreational uses of the Snye and Clearwater Park. Budget includes (pre-design, design and engineering)

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	300,000			300,000			
2014	-						
2015	16,900,000			16,900,000			
2016	9,600,000			9,600,000			
2017	-						
2018	-						
Thereafter	-						
Total	26,800,000	-	-	26,800,000	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

36

PROJECT SPONSOR DEPARTMENT City Centre

PROJECT SPONSOR Ron Taylor

SPONSOR EXECUTIVE DIRECTOR Ron Taylor

PROJECT DELIVERY DEPARTMENT Engineering

DELIVERY DEPARTMENT CONTACT Dawny George

PROJECT MANAGER (if assigned) _____

- Reviewed/Authorized
- Reviewed/Approved
- Reviewed/Accepted



PROJECT NAME Sports and Entertainment Centre - Pre Construction **\$ 17,606,858**

Order Code (if assigned)

Cost Estimate

Project Location Fort McMurray
Project Category Parks/Recreation
Type of Project New Asset - Pre-Design/Design
Municipal Function 71-Rec & Culture Admin, 72-Rec Bldg & Facility, 73-Recreation Services

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

PROJECT DESCRIPTION AND SCOPE

Predesign, design and site preparation for the construction of the Sports and Entertainment Centre. This facility will accommodate major spectator entertainment and sporting events. The cost will be leveraged by the municipal alternative financing strategy. This request represents a portion of total cost with potential for alternative financing arrangement. An estimate for the Private contribution is shown on the Other portion of the cash flows and funding sources.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	1,006,858					1,006,858	
2014	-					-	
2015	16,600,000					16,600,000	
2016	-						
2017	-						
2018	-						
Thereafter	-						
Total	17,606,858	-	-	-	-	17,606,858	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

24

PROJECT SPONSOR DEPARTMENT City Centre Reviewed/Authorized

PROJECT SPONSOR Ron Taylor

SPONSOR EXECUTIVE DIRECTOR Ron Taylor Reviewed/Approved

PROJECT DELIVERY DEPARTMENT City Centre Through Public Private Partnership

DELIVERY DEPARTMENT CONTACT Ron Taylor Reviewed/Accepted

PROJECT MANAGER (if assigned) John Harrop



PROJECT NAME Surface Parking Relocation / Improvement - Construction \$ **12,750,000**

Order Code (if assigned) 600804

Cost Estimate

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

Project Location Fort McMurray

Project Category Transportation

Type of Project New Asset - Construction

Municipal Function 19-Other Gen. Gov't Services, 32-Road Transport, 34-Public Transport

PROJECT DESCRIPTION AND SCOPE

Construct surface parking infrastructure in alignment with the phased parking strategy to ensure adequate parking will be provided to serve existing and new developments in the City Centre. This budget will cover the cost of relocating and re-designing parking in the City Centre downtown core.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	250,000			250,000			
2014	2,600,000					2,600,000	
2015	2,700,000					2,700,000	
2016	2,800,000					2,800,000	
2017	2,900,000					2,900,000	
2018	1,500,000					1,500,000	
Thereafter	-						
Total	12,750,000	-	-	250,000	-	12,500,000	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

36

PROJECT SPONSOR DEPARTMENT City Centre

PROJECT SPONSOR Ron Taylor

Reviewed/Authorized

SPONSOR EXECUTIVE DIRECTOR Ron Taylor

Reviewed/Approved

PROJECT DELIVERY DEPARTMENT Engineering

DELIVERY DEPARTMENT CONTACT Engineering

Reviewed/Accepted

PROJECT MANAGER (if assigned)



PROJECT NAME Surface Parking Relocation / Improvement - Pre-Construction **\$ 1,800,000**

Order Code (if assigned) 600805 **Cost Estimate** _____

Project Location Fort McMurray Detailed (+/-15%)

Project Category Transportation Preliminary (+/-30%)

Type of Project New Asset - Pre-Design/Design Conceptual (+/- 50%)

Municipal Function 19-Other Gen. Gov't Services, 32-Road Transport, 34-Public Transport Strategic (+/- 100%)

PROJECT DESCRIPTION AND SCOPE

Develop a phased parking strategy to ensure adequate parking will be provided to serve existing and new developments in the City Centre. This request includes the costs for site analysis and preparation to facilitate the construction of new surface parking. This request will also cover the cost of relocating and re-designing parking in the City Centre downtown core.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	500,000			500,000			
2014	1,300,000			1,300,000			
2015	-						
2016	-						
2017	-						
2018	-						
Thereafter	-						
Total	1,800,000	-	-	1,800,000	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

36

PROJECT SPONSOR DEPARTMENT City Centre

PROJECT SPONSOR Ron Taylor Reviewed/Authorized

SPONSOR EXECUTIVE DIRECTOR Ron Taylor Reviewed/Approved

PROJECT DELIVERY DEPARTMENT Engineering

DELIVERY DEPARTMENT CONTACT Engineering Reviewed/Accepted

PROJECT MANAGER (if assigned) _____



CURRENT PROJECT NAME: Waste/Water - Construction

AMENDED PROJECT NAME:

ORDER CODES (if assigned): 600810

Project Deferral

CURRENT PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2012 & Prior	-					
2013	-					
2014	1,304,485			37,997		1,266,488
2015	4,030,851			117,403		3,913,448
Thereafter	2,767,857			1,767,857		1,000,000
TOTAL	8,103,193	-	-	1,923,257	-	6,179,936

DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

Project is amended due to phasing amendments in implementation of City Centre program

AMENDED PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2012 & Prior	-					
2013	-					
2014	-					
2015	1,200,000					1,200,000
Thereafter	6,100,000			1,120,064		4,979,936
TOTAL	7,300,000	-	-	1,120,064	-	6,179,936

FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process? Yes
 Will the change result in an addition or cancellation of a capital project? No
 Will the underlying scope change alter the nature and type of capital project? No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects? No
 Will the change result in Council set debt and debt service limits being exceeded? No

In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.

PROJECT ACCOUNTABILITY

PROJECT MANAGER ASSIGNED		Date:	
DELIVERY DEPARTMENT DIRECTOR	Emdad Haque	Date:	26-Nov-13
DELIVERY EXECUTIVE DIRECTOR	Henry Hunter	Date:	26-Nov-13
SPONSOR DEPARTMENT DIRECTOR	Ron Taylor	Date:	26-Nov-13
DIRECTOR OF FINANCE	Kola Oladimeji	Date:	26-Nov-13
CHIEF FINANCIAL OFFICER	Elsie Hutton	Date:	26-Nov-13
DEPUTY CHIEF ADMINISTRATIVE OFFICER (if necessary)		Date:	
POSTED BY (for Finance only)		Date:	



PROJECT NAME Water / Waste Pre-Construction \$ **1,800,000**

Order Code (if assigned) 600811

Cost Estimate

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

Project Location Fort McMurray

Project Category Environmental

Type of Project New Asset - Pre-Design/Design

Municipal Function 37-Storm Sewer & Drainage, 41-Water Supply & Distribution, 42-Sanitary Sewer - Coll/Disposal, 43-Solid Waste - Coll/Disposal

PROJECT DESCRIPTION AND SCOPE

Explore sustainable and environmentally friendly best practices to manage waste and water in City Centre. This request includes the feasibility study, site design and preparation work for the construction of sustainable waste and water system in City Centre.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	500,000			500,000			
2014	-			-			
2015	1,300,000			1,300,000			
2016	-						
2017	-						
2018	-						
Thereafter	-						
Total	1,800,000	-	-	1,800,000	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

30

PROJECT SPONSOR DEPARTMENT City Centre

PROJECT SPONSOR Ron Taylor

Reviewed/Authorized

SPONSOR EXECUTIVE DIRECTOR Ron Taylor

Reviewed/Approved

PROJECT DELIVERY DEPARTMENT Engineering

DELIVERY DEPARTMENT CONTACT Emdad Haque

Reviewed/Accepted

PROJECT MANAGER (if assigned) _____



PROJECT NAME Clearwater Park System (Riverside Park System) - Construction **\$ 28,200,000**

Order Code (if assigned)

Cost Estimate

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

Project Location Fort McMurray
Project Category Parks/Recreation
Type of Project New Asset - Acquisition and/or Installation
Municipal Function 71- Rec & Culture Admin, 72-Rec Bldg & Facility, 73-Rec Services

PROJECT DESCRIPTION AND SCOPE

Develop a continuous trail system and park areas along Clearwater River for active and passive recreational uses including promenade, lookout features, pedestrian and bike connection across Hangingstone River, the Gardens and the Prairie.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	-						
2014	3,200,000			3,200,000			
2015	21,000,000			21,000,000			
2016	4,000,000			4,000,000			
2017	-						
2018	-						
Thereafter	-						
Total	28,200,000	-	-	28,200,000	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

36

PROJECT SPONSOR DEPARTMENT City Centre
PROJECT SPONSOR Ron Taylor
SPONSOR EXECUTIVE DIRECTOR Ron Taylor
PROJECT DELIVERY DEPARTMENT City Centre
DELIVERY DEPARTMENT CONTACT John Buchko
PROJECT MANAGER (if assigned) John Buchko

- Reviewed/Approved
- Reviewed/Authorized
- Reviewed/Accepted



PROJECT NAME Clearwater Park System (Riverside Park System) - Remediation **\$ 20,800,000**

Order Code (if assigned)

Cost Estimate

Project Location Fort McMurray
Project Category Parks/Recreation
Type of Project New Asset - Acquisition and/or Installation
Municipal Function 71-Rec & Culture Admin, 72-Rec Bldg & Facility, 73-Rec Services

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

PROJECT DESCRIPTION AND SCOPE

Preserve environmentally sensitive areas, construct preventive measures for bank erosion and re-establish healthy environment for both aquatic and terrestrial habitat along Clearwater River.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	-						
2014	14,300,000			14,300,000			
2015	6,500,000			6,500,000			
2016	-						
2017	-						
2018	-						
Thereafter	-						
Total	20,800,000	-	-	20,800,000	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

78

PROJECT SPONSOR DEPARTMENT City Centre
PROJECT SPONSOR Ron Taylor
SPONSOR EXECUTIVE DIRECTOR Ron Taylor
PROJECT DELIVERY DEPARTMENT City Centre
DELIVERY DEPARTMENT CONTACT John Buchko
PROJECT MANAGER (if assigned) John Buchko

- Reviewed/Authorized
- Reviewed/Approved
- Reviewed/Accepted



PROJECT NAME Gateways Construction **\$ 4,500,000**

Order Code (if assigned)

Cost Estimate

Project Location Fort McMurray

Project Category Transportation

Type of Project New Asset - Construction

Municipal Function 19-Other Gen Gov't Serv., 32-Road Transport, 34-Public Transport, 73-Recreation Services

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

PROJECT DESCRIPTION AND SCOPE

Establish distinctive gateway features at the intersection of major corridors, which will include Franklin Avenue, Hardin Street, Hospital Street, and King Street. The project includes signage, sidewalks, lighting, seating, pavement and landscaping. This request includes cost related to construction only.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	-						
2014	-						
2015	3,000,000			3,000,000			
2016	-						
2017	1,500,000			1,500,000			
2018	-						
Thereafter	-						
Total	4,500,000	-	-	4,500,000	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

54

PROJECT SPONSOR DEPARTMENT City Centre

PROJECT SPONSOR Ron Taylor

SPONSOR EXECUTIVE DIRECTOR Ron Taylor

PROJECT DELIVERY DEPARTMENT Engineering

DELIVERY DEPARTMENT CONTACT Emdad Haque

PROJECT MANAGER (if assigned)

Reviewed/Authorized

Reviewed/Approved

Reviewed/Accepted



CURRENT PROJECT NAME: Safety and Security Facility - Construction

AMENDED PROJECT NAME:

ORDER CODES (if assigned): 600794

Project Deferral

CURRENT PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2012 & Prior	-					
2013	-					
2014	5,811,940			169,280		5,642,660
2015	11,972,596			348,716		11,623,880
Thereafter	12,331,774			11,331,774		1,000,000
TOTAL	30,116,310	-	-	11,849,770	-	18,266,540

DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

Project is amended due to phasing amendments in implementation of City Centre program

AMENDED PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2012 & Prior	-					
2013	-					
2014	-					
2015	-					
Thereafter	29,000,000			10,733,460		18,266,540
TOTAL	29,000,000	-	-	10,733,460	-	18,266,540

FISCAL RESPONSIBILITY POLICY CRITERIA:

- Will the change result in an efficient administrative and project delivery process? Yes
- Will the change result in an addition or cancellation of a capital project? No
- Will the underlying scope change alter the nature and type of capital project? No

- Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects? Yes
- Will the change result in Council set debt and debt service limits being exceeded? No

In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.

PROJECT ACCOUNTABILITY

PROJECT MANAGER ASSIGNED		Date:	
DELIVERY DEPARTMENT DIRECTOR	Emdad Haque	Date:	26-Nov-13
DELIVERY EXECUTIVE DIRECTOR	Henry Hunter	Date:	26-Nov-13
SPONSOR DEPARTMENT DIRECTOR	Ron Taylor	Date:	26-Nov-13
DIRECTOR OF FINANCE	Kola Oladimeji	Date:	26-Nov-13
CHIEF FINANCIAL OFFICER	Elsie Hutton	Date:	26-Nov-13
DEPUTY CHIEF ADMINISTRATIVE OFFICER (if necessary)		Date:	
POSTED BY (for Finance only)		Date:	



PROJECT NAME Waterways & Horse Pasture Park - Design & Construction **\$ 24,500,000**

Order Code (if assigned)

Cost Estimate

Project Location Fort McMurray
Project Category Parks/Recreation
Type of Project New Asset - Acquisition and/or Installation
Municipal Function 71-Rec & Culture Admin, 72-Rec Bldg & Facility, 73-Rec Services

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

PROJECT DESCRIPTION AND SCOPE

Develop a continuous trail system along the Clearwater River and construct passive and active recreational uses in the Waterways Park and Horse Pasture Park. This request includes the cost associated with the construction of a boat launch in 2014 and park areas from 2015 to 2017.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	-			-			
2014	1,500,000			1,500,000			
2015	500,000			500,000			
2016	14,500,000			14,500,000			
2017	8,000,000			8,000,000			
2018	-						
Thereafter	-						
Total	24,500,000	-	-	24,500,000	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

36

PROJECT SPONSOR DEPARTMENT City Centre
PROJECT SPONSOR Ron Taylor
SPONSOR EXECUTIVE DIRECTOR Ron Taylor
PROJECT DELIVERY DEPARTMENT City Centre
DELIVERY DEPARTMENT CONTACT John Buchko
PROJECT MANAGER (if assigned) John Buchko

- Reviewed/Authorized
- Reviewed/Approved
- Reviewed/Accepted



PROJECT NAME City Centre Downtown Core Streetscapes - **\$ 15,500,000**
Pre Construction

Order Code (if assigned)

Cost Estimate

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

Project Location Fort McMurray
Project Category Transportation
Type of Project New Asset - Construction
Municipal Function 32-Road Transport, 34-Public Transport

PROJECT DESCRIPTION AND SCOPE

Enhance the streetscape of major corridors in the City Centre downtown core. This request includes cost related to site design and preparation analysis to facilitate the construction of street upgrade. The objective is to enhance the appearance and attractiveness of public realm in City Centre core. The major corridors include Morrison Street, Main Street, Hardin Street, Prairie Loop Boulevard, Franklin Avenue and MacDonald Avenue.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	-						
2014	500,000			500,000			
2015	3,000,000			3,000,000			
2016	7,100,000			7,100,000			
2017	4,900,000			4,900,000			
2018	-						
Thereafter	-						
Total	15,500,000	-	-	15,500,000	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

30

PROJECT SPONSOR DEPARTMENT City Centre
PROJECT SPONSOR Ron Taylor
SPONSOR EXECUTIVE DIRECTOR Ron Taylor
PROJECT DELIVERY DEPARTMENT Engineering
DELIVERY DEPARTMENT CONTACT Emdad Haque
PROJECT MANAGER (if assigned) TBD

- Reviewed/Authorized
- Reviewed/Approved
- Reviewed/Accepted



PROJECT NAME Flood Protection - Construction **\$ 150,000,000**

Order Code (if assigned)

Cost Estimate

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

Project Location Fort McMurray
Project Category Public Safety
Type of Project Lifecycle - Pre-Design/Design
Municipal Function 24-Emergency Measures, 37-Storm Sewer & Drainage

PROJECT DESCRIPTION AND SCOPE

Using various strategies to protect City Centre Area from flooding. Flood protection can be achieved through a variety of strategies, such as berms/dikes (these terms are interchangeable), raising development above anticipated flood levels, mechanical pumping of water to reduce flood elevations, or by diverting surface water elsewhere. The flood protection strategy that we envisioned for City Centre will include a combination of berming, raising development and mechanical pump systems. Types of mitigation will be determined by site suitability and costs. This capital project only includes the cost of construction.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	-						
2014	13,000,000			8,000,000		5,000,000	
2015	36,000,000			34,000,000		2,000,000	
2016	24,000,000			23,000,000		1,000,000	
2017	36,000,000			26,000,000		10,000,000	
2018	41,000,000			31,000,000		10,000,000	
Thereafter	-						
Total	150,000,000	-	-	122,000,000	-	28,000,000	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

70

PROJECT SPONSOR DEPARTMENT City Centre
PROJECT SPONSOR Ron Taylor
SPONSOR EXECUTIVE DIRECTOR Ron Taylor
PROJECT DELIVERY DEPARTMENT Engineering
DELIVERY DEPARTMENT CONTACT Henry Hunter
PROJECT MANAGER (if assigned) John Buchko

- Reviewed/Approved
- Reviewed/Authorized
- Reviewed/Accepted



PROJECT NAME Flood Protection - Pre-Construction **\$** **13,000,000**

Order Code (if assigned)

Cost Estimate

Project Location

Fort McMurray

Project Category

Public Safety

Type of Project

Lifecycle - Pre-Design/Design

Municipal Function

24-Emergency Measures, 37-Storm Sewer & Drainage

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

PROJECT DESCRIPTION AND SCOPE

Using various strategies to protect City Centre Area from flooding. Flood protection can be achieved through a variety of strategies, such as berms/dikes (these terms are interchangeable), raising development above anticipated flood levels, mechanical pumping of water to reduce flood elevations, or by diverting surface water elsewhere. The flood protection strategy that we envisioned for City Centre will include a combination of berming, raising development and mechanical pump systems. Types of mitigation will be determined by site suitability and costs. This capital project only includes the pre-construction cost only. (pre design, design and engineering).

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	-						
2014	5,000,000					5,000,000	
2015	3,000,000					3,000,000	
2016	2,000,000					2,000,000	
2017	2,000,000					2,000,000	
2018	1,000,000					1,000,000	
Thereafter	-						
Total	13,000,000	-	-	-	-	13,000,000	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

70

PROJECT SPONSOR DEPARTMENT

City Centre

PROJECT SPONSOR

Ron Taylor

Reviewed/Authorized

SPONSOR EXECUTIVE DIRECTOR

Ron Taylor

Reviewed/Approved

PROJECT DELIVERY DEPARTMENT

Engineering

DELIVERY DEPARTMENT CONTACT

Henry Hunter

Reviewed/Accepted

PROJECT MANAGER (if assigned)

John Buchko



PROJECT NAME Fraser and Manning Pre - Construction **\$** **3,700,000**

Order Code (if assigned)

Cost Estimate _____

Project Location Fort McMurray

Project Category Transportation

Type of Project New Asset - Pre-Design/Design

Municipal Function 32-Road Transport, 34-Public Transport

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

PROJECT DESCRIPTION AND SCOPE

The Budget is based on construction of 370 metres of new road surface. To create alternative east-west routes to Franklin Avenue and a more continuous pedestrian network, the extension of Fraser Avenue eastward will connect to Reidel and Queen Streets and the extension of Manning Avenue will be created for improved traffic flow and connectivity. This cost includes all pre-design and design for this project.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	-						
2014	500,000			500,000			
2015	1,600,000			1,600,000			
2016	1,600,000			1,600,000			
2017	-						
2018	-						
Thereafter	-						
Total	3,700,000	-	-	3,700,000	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

54

PROJECT SPONSOR DEPARTMENT City Centre

PROJECT SPONSOR Ron Taylor

Reviewed/Authorized

SPONSOR EXECUTIVE DIRECTOR Ron Taylor

Reviewed/Approved

PROJECT DELIVERY DEPARTMENT Engineering

DELIVERY DEPARTMENT CONTACT Emdad Haque

Reviewed/Accepted

PROJECT MANAGER (if assigned) _____



PROJECT NAME Borealis Park Pre-Construction \$ **2,800,000**

Order Code (if assigned)

Cost Estimate

Project Location Fort McMurray
Project Category Parks/Recreation
Type of Project New Asset - Acquisition and/or Installation
Municipal Function 71-Rec & Culture Admin, 72-Rec Bldg & Facility,
73-Recreation Services

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

PROJECT DESCRIPTION AND SCOPE

Redevelop Borealis Park to incorporate with the design of new Civic Centre and Visual and Performing Arts Centre to encourage greater use of the park for more hours of the day and in all seasons. Existing facility and amenities will be relocated to other park areas in City Centre. This request includes all site design and preparation to facilitate the construction of Borealis Park.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	-			-			
2014	-			-			
2015	-			-			
2016	2,800,000			2,800,000			
2017	-						
2018	-						
Thereafter	-						
Total	2,800,000	-	-	2,800,000	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

36

PROJECT SPONSOR DEPARTMENT City Centre
PROJECT SPONSOR Ron Taylor
SPONSOR EXECUTIVE DIRECTOR Ron Taylor
PROJECT DELIVERY DEPARTMENT City Centre
DELIVERY DEPARTMENT CONTACT John Buchko
PROJECT MANAGER (if assigned) John Buchko

- Reviewed/Authorized
- Reviewed/Approved
- Reviewed/Accepted



PROJECT NAME Gateways Preconstruction **\$** **500,000**

Order Code (if assigned)

Cost Estimate

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

Project Location Fort McMurray
Project Category Transportation
Type of Project New Asset - Pre-Design/Design
Municipal Function 19-Other Gen Gov't Serv., 32-Road Transport, 34-Public Transport, 73-Recreation Services

PROJECT DESCRIPTION AND SCOPE

Establish distinctive gateway features at the intersection of major corridors, which will include Franklin Avenue, Hardin Street, Hospital Street, and King Street. The project includes signage, sidewalks, lighting, seating, pavement and landscaping. This request includes cost related to site design and preparation analysis that will facilitate the construction of gateways.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	-						
2014	500,000			500,000			
2015	-						
2016	-						
2017	-						
2018	-						
Thereafter	-						
Total	500,000	-	-	500,000	-	-	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

48

PROJECT SPONSOR DEPARTMENT City Centre
PROJECT SPONSOR Ron Taylor
SPONSOR EXECUTIVE DIRECTOR Ron Taylor
PROJECT DELIVERY DEPARTMENT Engineering
DELIVERY DEPARTMENT CONTACT Emdad Haque
PROJECT MANAGER (if assigned)

- Reviewed/Authorized
- Reviewed/Approved
- Reviewed/Accepted

CURRENT PROJECT NAME: Safety and Security Facility - Pre Construction

AMENDED PROJECT NAME:

ORDER CODES (if assigned): 600795

Project Deferral

CURRENT PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2012 & Prior	-					
2013	-					
2014	5,128,182			5,128,182		
2015	-					
Thereafter	-					
TOTAL	5,128,182	-	-	5,128,182	-	-

DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

Project is amended due to phasing amendments in implementation of City Centre program

AMENDED PROJECT BUDGET

Funded capital project

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2012 & Prior	-					
2013	-					
2014	-					
2015	5,100,000			5,100,000		
Thereafter	-					
TOTAL	5,100,000	-	-	5,100,000	-	-

FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process? Yes

Will the change result in an addition or cancellation of a capital project? No

Will the underlying scope change alter the nature and type of capital project? No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects? Yes

Will the change result in Council set debt and debt service limits being exceeded? No

In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.

PROJECT ACCOUNTABILITY

PROJECT MANAGER ASSIGNED		Date:	
DELIVERY DEPARTMENT DIRECTOR	Emdad Haque	Date:	26-Nov-13
DELIVERY EXECUTIVE DIRECTOR	Henry Hunter	Date:	26-Nov-13
SPONSOR DEPARTMENT DIRECTOR	Ron Taylor	Date:	26-Nov-13
DIRECTOR OF FINANCE	Kola Oladimeji	Date:	26-Nov-13
CHIEF FINANCIAL OFFICER	Elsie Hutton	Date:	26-Nov-13
DEPUTY CHIEF ADMINISTRATIVE OFFICER (if necessary)		Date:	
POSTED BY (for Finance only)		Date:	



PROJECT NAME Waterfront Park System Utility Relocations - Construction \$ **8,250,000**

Order Code (if assigned)

Cost Estimate

- Detailed (+/-15%)
- Preliminary (+/-30%)
- Conceptual (+/- 50%)
- Strategic (+/- 100%)

Project Location Fort McMurray
Project Category Public Safety
Type of Project New Asset - Construction
Municipal Function 19-Other Gen Gov't Serv., 31-Common Services

PROJECT DESCRIPTION AND SCOPE

This capital budget is being requested to relocate two force mains to enable continuous development of the waterfront park system and the civic plaza.

PROJECT CASH FLOWS AND FUNDING SOURCES

YEAR	TOTAL ANNUAL COST	FEDERAL GRANT	PROVINCIAL GRANT	RESERVE	UNDER \$100K RESERVE	DEBENTURE	OTHER
Prior	-						
2014	-						
2015	8,250,000					8,250,000	
2016	-						
2017	-						
2018	-						
Thereafter	-						
Total	8,250,000	-	-	-	-	8,250,000	-

Additional Funding Details:

PROJECT ACCOUNTABILITY

Priority Score

24

PROJECT SPONSOR DEPARTMENT City Centre
PROJECT SPONSOR Ron Taylor
SPONSOR EXECUTIVE DIRECTOR Ron Taylor
PROJECT DELIVERY DEPARTMENT Engineering
DELIVERY DEPARTMENT CONTACT Henry Hunter
PROJECT MANAGER (if assigned) John Buchko

- Reviewed/Approved
- Reviewed/Authorized
- Reviewed/Accepted

Subject: 2014 Operating Budget, 2015 and 2016 Financial Plan

APPROVALS:

Kola Oladimeji, Director
Elsie Hutton, Executive Director
Glen Laubenstein, Chief Administrative Officer

Administrative Recommendation:

THAT the 2014 Operating Budget in the amount of **\$706,385,655** be approved, representing \$486,288,455 for municipal operations and \$220,097,200 as a funding transfer for capital purposes.

Summary:

The *Municipal Government Act* requires that every Alberta municipality approve a budget prior to passing a property tax bylaw with respect to the year. It is advantageous for a municipality to approve a budget prior to the budget year to avoid delays or disruptions in planned activities for the upcoming year.

Background:

The municipal budget process continues to evolve and adapt to our ever-changing environment. The 2014 Operating Budget and Financial Plan were presented to Council on November 12, 2013 and forwarded to the Audit and Budget Committee for review and final budget recommendation to Council. Budget workshops were held on November 15, 16, 18 and 26, 2013. All workshops were open to the public and available via live web streaming on the municipal website.

The Municipal Development Plan, Strategic Plan, Business Plans and City Centre Area Redevelopment Plan are key documents that drive budget development.

Budget/Financial Implications:

The financial parameters placed on the 2014 budget and financial plan are based on the principles contained in the 2013 – 2015 Fiscal Management Strategy (FMS) previously approved by Council.

The Strategy established the following:

- Assume property tax ‘revenue neutral’ plus construction growth philosophy for all property classes in preparing 2013 – 2015 budgets.
- Establish a maximum balance of 15% of prior years’ audited net property taxes, subject to a minimum uncommitted balance of \$50M in the Emerging Issues Reserve, to mitigate property tax revenue risks.

In addition to funding operating expenditures, contributions to the Capital Infrastructure Reserve for capital purposes are also budgeted in the 2014 Operating Budget as follows:

Revenue	\$ 706,385,655
Less: Operating Expenditures	<u>486,288,455</u>
Funding available for transfer for capital purposes	220,097,200
Less: Transfer for capital purposes	<u>220,097,200</u>
Balanced Budget	<u>\$ --</u>

Contributions to the Capital Infrastructure Reserve are committed to specific projects in the 2014 Capital Budget. Funds not committed to projects are required for allocation in the 2015 – 2019 Financial Plan in order to offset the requirement for debt financing and maintain a debt limit within the Debt Management Policy.

Rationale for Recommendation:

The presentation of the 2014 Budget and Financial Plan represented the Audit & Budget Committee’s recommendation to Council on November 26, 2013 following a series of Committee workshops. Subsequent feedback has been incorporated and/or responses prepared in order to arrive at the final 2014 Operating Budget and Financial Plan.

Attachment:

1. 2014 Operating Budget, 2015 and 2016 Financial Plan.

Subject: 2014 Capital Budget, 2015 – 2019 Capital Plan

APPROVALS:

Kola Oladimeji, Director
Elsie Hutton, Executive Director
Glen Laubenstein, Chief Administrative Officer

Administrative Recommendations:

1. THAT the 2014 Capital Budget in the amount of **\$437,147,242** be approved as set out in Attachment 1 - 2014 Capital Budget, dated December 11, 2013.
2. THAT the 2014 Capital Budget funding be approved as follows:
 - Financial Reserves \$ 261,255,675
 - Debenture Financing \$ 135,856,567
 - Grants \$ 30,035,000
 - Offsite Levies/Charges \$ 10,000,000
3. THAT the multi-year projects in progress as set out in Attachment 2 - 2014 Capital Budget – Multi-Year Projects – In Progress – Cash Flow dated December 11, 2013, be approved.
4. THAT new multi-year projects as set out in Attachment 3 - 2014 New Multi Year Project – Cash Flow dated December 11, 2013, be approved.

Summary:

The *Municipal Government Act* requires that every Alberta municipality approve a budget prior to passing a property tax bylaw with respect to that 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 2014 Capital Budget has been developed under the theme “Expanding Financing and Funding Options - Delivery of Big Plans.” The 2014 Capital Budget builds on strategic financial investments started in 2012 towards implementing the Municipal Development Plan (MDP).

Administration presented the proposed 2014 Capital Budget and Capital Plan to Council on November 12, 2013. Council forwarded the proposed budget to the Audit and Budget Committee for review and final budget recommendation to Council. Budget workshops were held on November 15, 16, 18 and 26, 2013. All workshops were open to the public and available via live web streaming on the municipal website.

Workshop sessions were held in public to increase transparency of municipal budgeting practices. Feedback from the Audit and Budget Committee are incorporated.

In funding the 2014 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 the Municipality remains within the Debt Management Policy limit of 85%. In addition, we continue the philosophy of maintaining a minimum uncommitted balance of \$50M in the Capital Infrastructure Reserve.

Budget/Financial Implications:

Recommendations of the Audit and Budget Committee are as follows:

- Council approval of Attachment 1 – 2014 Capital Budget, totaling \$437,147,242 which itemizes the specific capital projects for 2014.
- Council approval of Attachment 2 and Attachment 3, which itemizes New and In Progress Multi-Year Capital Projects in the 2014 Capital Budget, which will allow multiple year projects to proceed seamlessly from one year to the next. 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.

Rationale for Recommendations:

The 2014 Capital Budget includes projects important to developing the region. These projects can be categorized into Public Facilities – \$209,815,000; Recreation and Culture – \$150,391,675; and Transportation – \$76,940,567. 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 to most effectively allocate the Municipality's financial and human resources.

Attachments:

1. 2014 Capital Budget
2. 2014 Capital Budget – Multi-Year Projects – In Progress – Cash flow
3. 2014 New Multi-Year Projects – Cash Flow
4. Possible Alternative Capital Finance Projects
5. 2015 – 2019 Capital Plan

Legend	
Other than first year of a multi-year project	
First year of a pre-approved multi-year project - Construction Phase	
First year of a multi-year project	
Single year project	

1-4 - Ward
5 - Regional (municipality-wide)
9 - Multi-rural

	Major Category	Dept.	Year of original budget	Project Name	Location / Ward	Total Annual Cost	Grants	Reserve	Offsite Levy / Developer Charges	Debtore Financing
1	Public Facilities	AS	2006	Records Management	5	350,000		350,000		
2	Public Facilities	AS	2011	Regional Geomatics Program	5	2,500,000		2,500,000		
3	Public Facilities	CC	2013	District Energy System - Construction	1	14,509,000		14,509,000		
4	Public Facilities	ES	2012	Abasand Heights Pumphouse Upgrades - Pre-Design & Design	1	430,000		430,000		
5	Public Facilities	ES	2007	Anzac WWTP and Effluent Pipeline	4	11,000,000	11,000,000			
6	Public Facilities	ES	2013	Fort Chipewyan WTP Upgrade - Design	2	100,000		100,000		
7	Public Facilities	ES	2013	Janvier Sewage Lagoon Upgrade - Design	4	1,000,000		1,000,000		
8	Public Facilities	ES	2008	Lift Station Upgrades (South)	1	2,400,000				2,400,000
9	Public Facilities	ES	2013	Lower Townsite 4 Way Chamber - Construction	1	5,000,000				5,000,000
10	Public Facilities	ES	2013	Regional SCADA WAN - Construction	5	1,000,000		1,000,000		
11	Public Facilities	ES	2013	South East 881 Water Supply Line - Predesign & Design	4	5,000,000		5,000,000		
12	Public Facilities	ES	2012	South Regional Waste Water Treatment Facility - Pre-Design	1	500,000		500,000		
13	Public Facilities	ES	2013	Urban Infrastructure Rehabilitation 2014 - 2016 Predesign & Design	1	1,000,000		1,000,000		
14	Public Facilities	IT	2007	Enterprise Resource Planning Solution	5	16,900,000		16,900,000		
15	Recreation & Culture	CC	2012	Jubilee Plaza Design and Construction	1	8,919,917		8,919,917		
16	Recreation & Culture	CC	2013	Snye Park System - Construction	1	23,000,000				23,000,000
17	Recreation & Culture	CS	2013	Conklin Multiplex - Construction	4	4,500,000				4,500,000
18	Recreation & Culture	CS	2013	Fort Chipewyan Swimming Pool - Construction	2	9,000,000		9,000,000		
19	Recreation & Culture	CS	2012	MacDonald Island Park Expansion Grant	1	25,000,000		25,000,000		
20	Recreation & Culture	CS	2013	MacDonald Island Utility Expansion Construction	1	11,500,000				11,500,000
21	Recreation & Culture	PO	2013	Rural Community Placemaking - Anzac	4	1,230,000		1,230,000		
22	Recreation & Culture	PO	2013	Rural Community Placemaking - Conklin	4	685,000		685,000		
23	Recreation & Culture	PO	2011	Rural Community Placemaking - Fort Chipewyan	2	2,200,000		2,200,000		
24	Recreation & Culture	PO	2013	Rural Community Placemaking - Janvier	4	685,000		685,000		
25	Recreation & Culture	PO	2013	Rural Community Placemaking-Gregoire Lake Estates	4	685,000		685,000		
26	Transportation	CC	2013	Fraser Av. and McLeod St. Extension - Design and Construction	1	1,100,000		1,100,000		
27	Transportation	CC	2013	Surface Parking Relocation/Improvement - Construction	1	2,600,000				2,600,000
28	Transportation	CC	2013	Surface Parking Relocation/Improvements Pre-Construction	1	1,300,000		1,300,000		
29	Transportation	ENG	2008	Prairie Loop Boulevard	1	9,556,567				9,556,567
30	Transportation	PO	2013	Fort Chipewyan Richardson River Bridge Replacement - Construction	2	2,100,000		2,100,000		
31	Transportation	PO	2013	Rural Infrastructure Rehabilitation - Construction	9	7,500,000				7,500,000
32	Transportation	PO	2012	Transit Bus Replacement 2012-2014	1	935,000	935,000			
33	Transportation	PO	2013	Transit Facility Construction Green Trip Project	1	27,887,500	3,100,000	24,787,500		
				Subtotal		202,072,984	15,035,000	120,981,417	-	66,056,567
34	Public Facilities	CC		Clearwater Park System (Riverside Park System) - Remediation	1	14,300,000		14,300,000		
35	Public Facilities	CC		Flood Protection - Construction	1	13,000,000		8,000,000		5,000,000
36	Public Facilities	ES		Beacon Hill Outfall and Pipeline Upgrades - Construction	1	6,000,000		6,000,000		
37	Public Facilities	ES		Fort Chipewyan WTP Upgrade - Construction	2	1,000,000		1,000,000		
38	Public Facilities	ES		Material Recovery Facility Expansion Construction	5	2,500,000		2,500,000		
39	Public Facilities	ES		Southwest Water Supply Line Phase 1 - Construction	1	8,000,000		8,000,000		
40	Public Facilities	ES		Urban Infrastructure Rehabilitation 2014-2016 Construction	1	40,000,000	13,000,000			27,000,000

	Major Category	Dept.	Year of original budget	Project Name	Location / Ward	Total Annual Cost	Grants	Reserve	Offsite Levy / Developer Charges	Debenture Financing
41	Public Facilities	PO		Building Life Cycle	5	4,100,000		4,100,000		
42	Recreation & Culture	CC		Clearwater Park System (Riverside Park System) - Construction	1	3,200,000		3,200,000		
43	Recreation & Culture	CC		Waterways & Horse Pasture Park - Design & Construction	1	1,500,000		1,500,000		
44	Recreation & Culture	PO		Active Transportation Trail 2014-2016- Construction	1	2,700,000		2,700,000		
45	Transportation	PO		Snow Storage / Reclamation Facility - Construction	1	10,000,000		5,000,000		5,000,000
				Subtotal		106,300,000	13,000,000	56,300,000	-	37,000,000
56	Public Facilities	CC		Flood Protection - Pre-Construction	1	5,000,000		5,000,000		
57	Public Facilities	PO		Tolen Drive Bridge Replacement including Removal of Saprae Creek Tres	5	2,040,000		2,040,000		
58	Public Facilities	RES		Saprae Creek Fire Hall Expansion - Design	3	200,000		200,000		
59	Public Facilities	PO		Tourist Sewage Dump Stations - Construction	1	1,000,000		1,000,000		
60	Public Facilities	PO		Jubilee Centre Renovation / Construction 2014-2015	1	6,000,000		6,000,000		
61	Recreation & Culture	PO		Active Transportation Trail 2014-2016- Design	1	300,000		300,000		
62	Recreation & Culture	PO		Vista Ridge 2014-2016 - Capital Grant	3	6,575,000		6,575,000		
63	Transportation	CC		Fraser and Manning Pre-Construction	1	500,000		500,000		
64	Transportation	CC		Gateways Pre-Construction	1	500,000		500,000		
65	Transportation	CC		City Centre Downtown Core Streetscapes - Pre-Construction	1	500,000		500,000		
66	Transportation	PO		Specialized Transit Bus New Purchases & Replacements 2014-2018	1	290,000		290,000		
67	Transportation	PO		Transit Bus Refurbish Program	1	841,500		841,500		
				Subtotal		23,746,500	-	23,746,500	-	-
68	Public Facilities	EDSS		Heavy Equipment Additions 2014	5	6,558,000		6,558,000		
69	Public Facilities	EDSS		Heavy Equipment Replacements 2014	5	130,000		130,000		
70	Public Facilities	EDSS		Light Equipment Additions 2014	5	925,000		925,000		
71	Public Facilities	EDSS		Light Equipment Replacements 2014	5	175,000		175,000		
72	Public Facilities	ENG		River Bank Protection - PreDesign	1	3,000,000		3,000,000		
73	Public Facilities	ES		Contaminated Soil Land Farm Construction	5	3,000,000		3,000,000		
74	Public Facilities	ES		Fire Supression in Fleet Building - Regional Landfill	5	1,250,000		1,250,000		
75	Public Facilities	ES		Flood Control - Pumps, Hoses, Dams	1	500,000		500,000		
76	Public Facilities	ES		Fort Chipewyan Sewer Line Extension - PreDesign	2	300,000		300,000		
77	Public Facilities	ES		Grayling Terrace Lift Station Assessment and Design - Pre-Design and D	1	500,000		500,000		
78	Public Facilities	ES		Heated Storage Facility for Water Haul Trucks	9	418,000		418,000		
79	Public Facilities	ES		Landfill Gas Management System Pre-design and Design - Regional Lanc	5	400,000		400,000		
80	Public Facilities	ES		Leachate Treatment Management	5	1,500,000		1,500,000		
81	Public Facilities	ES		Material Recovery Facility Expansion Pre-Design and Detail Design	5	500,000		500,000		
82	Public Facilities	ES		Saline Watermain from Hardin Street to King Street Booster Station - Con	3	14,000,000			10,000,000	4,000,000
83	Public Facilities	ES		South Regional Reversible Effluent Pipeline - Design	5	1,500,000		1,500,000		
84	Public Facilities	ES		Southeast Reservoir Upgrade- Design	1	1,000,000		1,000,000		
85	Public Facilities	ES		Tipping Pad Construction	5	1,300,000		1,300,000		
86	Public Facilities	ES		Tipping Pad Pre-Design and Design	5	100,000		100,000		
87	Public Facilities	PO		Gregoire Lake Estates - Road Side Drainage - Construction	4	2,700,000		2,700,000		
88	Public Facilities	PO		Gregoire Lake Estates - Road Side Drainage - Design	4	300,000		300,000		
89	Public Facilities	PO		Tourist Sewage Dump Stations - Design	1	500,000		500,000		
90	Public Facilities	RES		Ambulances Fleet Replacement 2014 (2)	2	450,000		450,000		
91	Public Facilities	RES		Anzac Fire Hall - Design	4	560,000		560,000		
92	Public Facilities	RES		Dangerous Goods Unit	5	500,000		500,000		

	Major Category	Dept.	Year of original budget	Project Name	Location / Ward	Total Annual Cost	Grants	Reserve	Offsite Levy / Developer Charges	Debenture Financing
93	Public Facilities	RES		Fire Hall #6 Pre-Design and Design	1	1,120,000		1,120,000		
94	Public Facilities	RES		Fort MacKay Fire Hall - Design	2	800,000		800,000		
95	Public Facilities	RES		RES Light Vehicle Fleet Replacement (4 vehicles) 2014	2	200,000		200,000		
96	Public Facilities	RES		Rural and Urban Emergency Vehicle - Replacement for Pumper Truck 30	2	750,000		750,000		
97	Public Facilities	RES		SCBA Technician/ Inventory Control Truck	5	50,000		50,000		
99	Recreation & Culture	CS		Casman Centre Generator 2014	1	310,000		310,000		
100	Recreation & Culture	CS		Casman Centre Roof Replacement	1	900,000		900,000		
101	Recreation & Culture	CS		Frank Lacroix Arena Generator 2014	1	135,000		135,000		
102	Recreation & Culture	CS		Janvier Aquatics Facility - Pre-Design	4	750,000		750,000		
103	Recreation & Culture	CS		MacDonald Island Park 2014 - Capital Grant	1	5,499,758		5,499,758		
104	Recreation & Culture	CS		Northside Multi-Use Facility - Phase 1 (Twin Arenas)	1	28,800,000				28,800,000
105	Recreation & Culture	CS		Ross Hennigar / Ron Morgan Park Upgrades 2014	1	2,500,000		2,500,000		
106	Recreation & Culture	CS		Zamboni (Back-up)	1	142,000		142,000		
107	Recreation & Culture	PO		Birchwood Trail Pedestrian Bridge - Pre-Design	1	300,000		300,000		
108	Recreation & Culture	PO		Community Playgrounds (Eagle Ridge, Janvier, Chad Matthies/St. Gabrie	5	1,075,000		1,075,000		
109	Recreation & Culture	PO		Fort Chipewyan Community Garden	2	200,000		200,000		
110	Recreation & Culture	PO		Fort McMurray Bike Park - Construction	1	2,000,000	2,000,000			
111	Recreation & Culture	PO		Sports Fields and Park Upgrades	1	4,600,000		4,600,000		
112	Recreation & Culture	PO		Tennis Court Resurfacing	1	1,500,000		1,500,000		
113	Transportation	PO		Christina River Bridge Construction	4	2,000,000		2,000,000		
114	Transportation	PO		Christina River Bridge Design	4	500,000		500,000		
115	Transportation	PO		Conversion of Existing Streetlights to LED in Janvier, Anzac, Fort MacKay	4	130,000		130,000		
116	Transportation	PO		Intelligent Bus Transit System (IBTS)	1	6,150,000		6,150,000		
117	Transportation	PO		Traffic Signal Upgrades & Installation 2014	5	700,000		700,000		
118	Transportation	PO		Back of Curb Treatments at the King St. Traffic Circle and Along Gregoire	1	1,300,000		1,300,000		
119	Transportation	PO		Gregoire Lake Estates Walking Trail and Skateboard Park - Pre-Design &	3	50,000		50,000		
120	Transportation	PO		Janvier Skateboard Park	4	300,000		300,000		
121	Transportation	PO		Waterpark - Anzac and Conklin - Pre-Design/Design	4	200,000		200,000		
Subtotal						105,027,758	2,000,000	60,227,758	10,000,000	32,800,000
Total Proposed 2014 Projects						437,147,242	30,035,000	261,255,675	10,000,000	135,856,567

Legend
 Other than first year of a multi-year project

1-4 - Ward
 5 - Regional (municipality-wide)
 9 - Multi-rural

Major Category	Approval Year	Dept.	Project Name	Location / Ward	2013 & Prior Approved	2014 Request	2015 Request	2016 Request	2017 Request	2018 Request	Thereafter	Total
A - Original budget/cash flow as approved by Council & Fiscal Policy												
2a - Ongoing multi-year projects with cash flow changes to 2014												
1	Public Facilities	2012	ES	Abasand Heights Pumphouse Upgrades - Pre-Design & Design	1	270,000	-	-	-	-	-	270,000
2	Public Facilities	2007	ES	Anzac WWTP & Effluent Pipeline*	4	29,439,588	-	-	-	-	-	29,439,588
3	Recreation & Culture	2013	CC	Arts and Events - Construction	1	2,279,678	1,565,379	-	1,612,341	3,773,659	-	9,231,057
4	Public Facilities	2013	CC	Business Incubator - Construction	1	-	2,000,000	2,000,000	-	-	-	4,000,000
5	Transportation	2013	CC	City Centre Downtown Core Streetscapes - Construction***	1	1,583,110	1,630,603	1,679,521	-	7,358,827	-	12,252,061
6	Recreation & Culture	2013	CC	Civic Centre - Festival Plaza Pre-Construction	1	2,431,063	2,503,995	-	-	-	-	4,935,058
7	Recreation & Culture	2013	CS	Conklin Multiplex - Construction	4	15,000,000	25,000,000	-	10,000,000	-	-	50,000,000
8	Public Facilities	2012	ES	Conklin Sewage Lagoon Upgrade - Construction	4	25,000,000	10,000,000	-	-	-	-	35,000,000
9	Public Facilities	2013	CC	District Energy System - Construction	1	12,786,204	4,000,000	-	-	-	-	16,786,204
10	Public Facilities	2007	IT	Enterprise Resource Planning Solution	5	22,168,043	9,800,000	6,800,000	-	-	5,200,000	43,968,043
11	Recreation & Culture	2013	CS	Fort Chipewyan Swimming Pool - Construction	2	3,000,000	14,000,000	10,000,000	-	-	-	27,000,000
12	Public Facilities	2013	ES	Fort Chipewyan WTP Upgrade - Design	2	1,000,000	1,500,000	-	-	-	-	2,500,000
13	Transportation	2013	CC	Fraser Av. and McLeod St. Extension - Design and Construction	1	2,500,000	1,098,000	-	-	-	-	3,598,000
14	Public Facilities	2013	ES	Janvier Sewage Lagoon Upgrade - Design	4	500,000	-	-	-	-	-	500,000
15	Recreation & Culture	2013	CC	Jubilee Centre/McMurray Experience Construction	1	5,000,000	6,500,000	-	-	-	-	11,500,000
16	Recreation & Culture	2013	CC	Jubilee Centre/McMurray Experience Pre-Construction	1	2,000,000	-	-	-	-	-	2,000,000
17	Recreation & Culture	2012	CC	Jubilee Plaza Design and Construction**	1	8,000,000	-	-	-	-	-	8,000,000
18	Public Facilities	2008	ES	Lift Station Upgrades (South)	1	16,331,680	-	-	-	-	-	16,331,680
19	Public Facilities	2013	ES	Lower Townsite 4 Way Chamber - Construction	1	5,000,000	8,000,000	-	-	-	-	13,000,000
20	Transportation	2013	CC	MacDonald Island Bridge Construction	1	10,000,000	40,000,000	17,000,000	-	-	-	67,000,000
21	Transportation	2013	CC	MacDonald Island Bridge Pre Construction	1	9,389,425	-	-	-	-	-	9,389,425
22	Recreation & Culture	2012	CS	MacDonald Island Park Expansion Grant	1	100,000,000	29,000,000	2,000,000	-	-	-	131,000,000
23	Recreation & Culture	2013	CS	MacDonald Island Utility Expansion Construction	1	19,000,000	-	-	-	-	-	19,000,000
24	Transportation	2013	CC	Parking Garage Entertainment District Pre-Construction	1	246,965	7,605,740	-	-	-	-	7,852,705
25	Recreation & Culture	2013	CC	Performing and Visual Arts Center Pre-Construction	1	300,000	-	18,914,389	10,759,768	-	-	29,974,157
26	Transportation	2008	ENG	Prairie Loop Boulevard	1	80,145,000	550,000	-	-	-	-	80,695,000
27	Public Facilities	2006	AS	Records Management	5	2,209,310	1,166,000	230,000	-	-	160,000	3,765,310
28	Public Facilities	2013	ES	Regional SCADA WAN - Construction	5	500,000	1,000,000	-	500,000	-	-	2,000,000
29	Recreation & Culture	2011	PO	Rural Community Placemaking - Fort Chipewyan	2	2,800,000	-	-	-	-	-	2,800,000
30	Recreation & Culture	2013	PO	Rural Community Placemaking-Gregoire Lake Estates	4	115,000	500,000	-	-	-	-	615,000
31	Public Facilities	2013	PO	Rural Infrastructure Rehabilitation - Construction	9	20,000,000	5,000,000	-	-	-	-	25,000,000
32	Public Facilities	2013	CC	Safety/Security Facility - City Centre Construction	1	-	5,811,940	11,972,596	12,331,774	-	-	30,116,310
33	Public Facilities	2013	CC	Safety & Security Pre-Construction	1	-	5,128,182	-	-	-	-	5,128,182
34	Recreation & Culture	2013	CC	Snye Park System - Construction	1	14,878,107	22,986,676	-	-	-	-	37,864,783
35	Public Facilities	2013	ES	South East 881 Water Supply Line - Pre-design & Design	4	500,000	2,300,000	-	-	-	-	2,800,000
36	Public Facilities	2012	ES	South Regional Waste Water Treatment Facility - Pre-Design	1	2,500,000	-	-	-	-	-	2,500,000
37	Recreation & Culture	2013	CC	Sports & Entertainment Centre - Pre-Construction	1	1,006,858	24,739,473	-	-	-	-	25,746,331
38	Transportation	2013	CC	Surface Parking Relocation/Improvement - Construction	1	250,000	5,467,262	4,317,042	2,223,276	-	-	12,257,580
39	Transportation	2013	CC	Surface Parking Relocation/Improvements Pre-Construction	1	500,000	666,910	-	-	-	-	1,166,910
40	Transportation	2012	PO	Transit Bus Replacement 2012-2014	1	2,700,000	900,000	-	-	-	-	3,600,000
41	Public Facilities	2013	ES	Urban Infrastructure Rehabilitation 2014 - 2016 Pre-design & Design	1	3,000,000	3,000,000	-	-	-	-	6,000,000
42	Public Facilities	2013	CC	Water / Waste - City Centre Construction	1	-	1,304,485	4,030,851	2,767,857	-	-	8,103,193
43	Public Facilities	2013	CC	Water / Waste Pre-Construction	1	500,000	1,399,732	-	-	-	-	1,899,732
Total Original Budget					424,830,031	246,124,377	78,944,399	38,582,675	1,612,341	11,132,486	5,360,000	806,586,309

Major Category	Approval Year	Dept.	Project Name	Location / Ward	2013 & Prior Approved	2014 Request	2015 Request	2016 Request	2017 Request	2018 Request	Thereafter	Total
B - Revised budget/cash flow												
2b - Ongoing multi-year projects with cash flow changes in 2014												
1	Public Facilities	2012	ES	Abasand Heights Pumphouse Upgrades - Pre-Design & Design	1	270,000	430,000	-	-	-	-	700,000
2	Public Facilities	2007	ES	Anzac WWTP and Effluent Pipeline*	4	29,439,588	11,000,000	6,000,000	5,000,000	-	-	51,439,588
3	Recreation & Culture	2013	CC	Arts and Events - Construction	1	2,279,678	-	1,200,000	1,200,000	1,300,000	1,300,000	8,479,678
4	Public Facilities	2013	CC	Business Incubator - Construction	1	-	-	1,800,000	7,900,000	-	-	9,700,000
5	Transportation	2013	CC	City Centre Downtown Core Streetscapes - Construction***	1	1,583,110	-	14,100,000	24,700,000	18,400,000	14,300,000	100,883,110
6	Recreation & Culture	2013	CC	Civic Centre - Festival Plaza Pre-Construction	1	-	-	4,900,000	-	-	-	4,900,000
7	Recreation & Culture	2013	CS	Conklin Multiplex - Construction	4	15,000,000	4,500,000	20,000,000	10,500,000	-	-	50,000,000
8	Public Facilities	2012	ES	Conklin Sewage Lagoon Upgrade - Construction	4	25,000,000	-	10,000,000	-	-	-	35,000,000
9	Public Facilities	2013	CC	District Energy System - Construction	1	12,786,204	14,509,000	-	-	-	-	27,295,204
10	Public Facilities	2007	IT	Enterprise Resource Planning Solution	5	22,168,043	16,900,000	6,800,000	1,200,000	1,000,000	-	51,068,043
11	Recreation & Culture	2013	CS	Fort Chipewyan Swimming Pool - Construction	2	3,000,000	9,000,000	15,000,000	-	-	-	27,000,000
12	Public Facilities	2013	ES	Fort Chipewyan WTP Upgrade - Design	2	1,000,000	100,000	1,400,000	-	-	-	2,500,000
13	Transportation	2013	CC	Fraser Av. and McLeod St. Extension - Design and Construction	1	2,500,000	1,100,000	-	-	-	-	3,600,000
14	Public Facilities	2013	ES	Janvier Sewage Lagoon Upgrade - Design	4	500,000	1,000,000	-	-	-	-	1,500,000
15	Recreation & Culture	2013	CC	Jubilee Centre/McMurray Experience Construction	1	2,500,000	-	-	-	-	-	2,500,000
16	Recreation & Culture	2013	CC	Jubilee Centre/McMurray Experience Pre-Construction	1	500,000	-	-	-	-	-	500,000
17	Recreation & Culture	2012	CC	Jubilee Plaza Design and Construction**	1	8,000,000	8,919,917	-	-	-	-	16,919,917
18	Public Facilities	2008	ES	Lift Station Upgrades (South)	1	16,331,680	2,400,000	-	-	-	-	18,731,680
19	Public Facilities	2013	ES	Lower Townsite 4 Way Chamber - Construction	1	5,000,000	5,000,000	3,000,000	-	-	-	13,000,000
20	Transportation	2013	CC	MacDonald Island Bridge Construction	1	-	-	-	-	-	-	-
21	Transportation	2013	CC	MacDonald Island Bridge Pre Construction	1	3,000,000	-	-	-	-	-	3,000,000
22	Recreation & Culture	2012	CS	MacDonald Island Park Expansion Grant	1	100,000,000	25,000,000	2,000,000	-	-	-	127,000,000
23	Recreation & Culture	2013	CS	MacDonald Island Utility Expansion Construction	1	19,000,000	11,500,000	-	-	-	-	30,500,000
24	Transportation	2013	CC	Parking Garage Entertainment District Pre-Construction	1	246,965	-	4,000,000	300,000	-	-	4,546,965
25	Recreation & Culture	2013	CC	Performing and Visual Arts Center Pre-Construction	1	300,000	-	16,900,000	9,600,000	-	-	26,800,000
26	Transportation	2008	ENG	Prairie Loop Boulevard	1	80,145,000	9,556,567	9,000,000	-	-	-	98,701,567
27	Public Facilities	2006	AS	Records Management	5	2,209,310	350,000	956,000	250,000	-	-	3,765,310
28	Public Facilities	2013	ES	Regional SCADA WAN - Construction	5	500,000	1,000,000	500,000	-	-	-	2,000,000
29	Recreation & Culture	2011	PO	Rural Community Placemaking - Fort Chipewyan	2	2,800,000	2,200,000	-	-	-	-	5,000,000
30	Recreation & Culture	2013	PO	Rural Community Placemaking-Gregoire Lake Estates	4	115,000	685,000	-	-	-	-	800,000
31	Transportation	2013	PO	Rural Infrastructure Rehabilitation - Construction	9	20,000,000	7,500,000	-	-	-	-	27,500,000
32	Public Facilities	2013	CC	Safety/Security Facility - City Centre Construction	1	-	-	-	3,900,000	8,100,000	8,400,000	29,000,000
33	Public Facilities	2013	CC	Safety & Security Pre-Construction	1	-	-	5,100,000	-	-	-	5,100,000
34	Recreation & Culture	2013	CC	Snye Park System - Construction	1	14,878,107	23,000,000	-	-	-	-	37,878,107
35	Public Facilities	2013	ES	South East 881 Water Supply Line - Predesign & Design	4	500,000	5,000,000	-	-	-	-	5,500,000
36	Public Facilities	2012	ES	South Regional Waste Water Treatment Facility - Pre-Design	1	2,500,000	500,000	5,600,000	-	-	-	8,600,000
37	Recreation & Culture	2013	CC	Sports & Entertainment Centre - Pre-Construction	1	1,006,858	-	16,600,000	-	-	-	17,606,858
38	Transportation	2013	CC	Surface Parking Relocation/Improvement - Construction	1	250,000	2,600,000	2,700,000	2,800,000	2,900,000	1,500,000	12,750,000
39	Transportation	2013	CC	Surface Parking Relocation/Improvements Pre-Construction	1	500,000	1,300,000	-	-	-	-	1,800,000
40	Transportation	2012	PO	Transit Bus Replacement 2012-2014	1	2,700,000	935,000	-	-	-	-	3,635,000
41	Public Facilities	2013	ES	Urban Infrastructure Rehabilitation 2014 - 2016 Predesign & Design	1	3,000,000	1,000,000	3,000,000	-	-	-	7,000,000
42	Public Facilities	2013	CC	Water / Waste - City Centre Construction	1	-	1,200,000	3,600,000	2,500,000	-	-	7,300,000
43	Public Facilities	2013	CC	Water / Waste Pre-Construction	1	500,000	-	1,300,000	-	-	-	1,800,000
Total Revised Budget					402,009,543	168,185,484	150,556,000	74,750,000	31,700,000	25,500,000	40,600,000	893,301,027
Net Change					(22,820,488)	(77,938,893)	71,611,601	36,167,325	30,087,659	14,367,514	35,240,000	86,714,718

* Combined into Anzac WWTP and Effluent Pipeline

** Formerly titled Franklin Square Site Preparation & Construction

*** Formerly titled Central Business District Streetscape - City Centre

Legend	
First year of a pre-approved multi-year project - Construction Phase	1-4 - Ward
First year of a multi-year project	5 - Regional (municipality-wide)
	9 - Multi-rural

Ref. #	Dept	Project Name	Ward	2014 Request	2015 Request	2016 Request	2017 Request	2018 Request	Thereafter	Total
1	ES	Beacon Hill Outfall and Pipeline Upgrades - Construction	1	6,000,000	9,000,000	-	-	-	-	15,000,000
2	PO	Building Life Cycle	5	4,100,000	4,100,000	4,100,000	4,100,000	4,100,000	-	20,500,000
3	CC	Clearwater Park System (Riverside Park System) - Construction	1	3,200,000	21,000,000	4,000,000	-	-	-	28,200,000
4	CC	Clearwater Park System (Riverside Park System) - Remediation	1	14,300,000	6,500,000	-	-	-	-	20,800,000
5	ES	Fort Chipewyan WTP Upgrade - Construction	2	1,000,000	11,000,000	10,000,000	-	-	-	22,000,000
6	PO	Snow Storage / Reclamation Facility - Construction	1	10,000,000	15,000,000	-	-	-	-	25,000,000
7	ES	Southwest Water Supply Line Phase 1 - Construction	1	8,000,000	22,000,000	-	-	-	-	30,000,000
8	ES	Urban Infrastructure Rehabilitation 2014-2016 Construction	1	40,000,000	35,000,000	25,000,000	-	-	-	100,000,000
9	CC	Waterways & Horse Pasture Park - Design & Construction	1	1,500,000	500,000	14,500,000	8,000,000	-	-	24,500,000
Subtotal				88,100,000	124,100,000	57,600,000	12,100,000	4,100,000	-	286,000,000
10	PO	Active Transportation Trail 2014-2016- Construction	1	2,700,000	4,500,000	1,800,000	-	-	-	9,000,000
11	PO	Active Transportation Trail 2014-2016- Design	1	300,000	500,000	200,000	-	-	-	1,000,000
12	CC	City Centre Downtown Core Streetscapes - Pre-Construction	1	500,000	3,000,000	7,100,000	4,900,000	-	-	15,500,000
13	CC	Flood Protection - Construction	1	13,000,000	36,000,000	24,000,000	36,000,000	41,000,000	-	150,000,000
14	CC	Flood Protection - Pre-Construction	1	5,000,000	3,000,000	2,000,000	2,000,000	1,000,000	-	13,000,000
15	CC	Fraser and Manning Pre-Construction	1	500,000	1,600,000	1,600,000	-	-	-	3,700,000
16	PO	Jubilee Centre Renovation / Construction 2014-2015 - NEW	1	6,000,000	2,000,000	-	-	-	-	8,000,000
17	ES	Material Recovery Facility Expansion Construction	5	2,500,000	2,500,000	-	-	-	-	5,000,000
18	RES	Saprae Creek Fire Hall Expansion - Design	3	200,000	750,000	-	-	-	-	950,000
19	PO	Specialized Transit Bus New Purchases & Replacements 2014-2018	1	290,000	477,000	348,000	382,980	631,917	-	2,129,897
20	PO	Tolen Drive Bridge Replacement including Removal of Saprae Creek Tre	5	2,040,000	2,000,000	-	-	-	-	4,040,000
21	PO	Tourist Sewage Dump Stations - Construction - MOVED FROM 2015	5	1,000,000	2,000,000	-	-	-	-	3,000,000
22	PO	Transit Bus Refurbish Program	1	841,500	556,920	1,158,388	688,416	447,470	-	3,692,694
23	CS	Vista Ridge 2014-2016 - Capital Grant	3	6,575,000	5,460,000	1,150,000	-	-	-	13,185,000
Subtotal				41,446,500	64,343,920	39,356,388	43,971,396	43,079,387	-	232,197,591
Total				129,546,500	188,443,920	96,956,388	56,071,396	47,179,387	-	518,197,591

CC - City Centre
CS - Comm. Serv.
ES - Env. Serv.

Budget Approval Year	Project Name	Sponsor Dept	Major Category	2014 Request	2015 Request	2016 Request	2017-2019 Request Subtotal	Total Budget All years
Utility Corporation								
1	2014 Anzac Waste Water Treatment Plant Outfall Line - Pre-design and Design*	ES	Public Facilities	5,000,000	-	-	-	5,000,000
2	2014 Fort McMurray WasteWater Treatment Plant Facility Process Improvements - Construction	ES	Public Facilities	10,000,000	100,000,000	100,000,000	-	210,000,000
3	2014 Fort McMurray WasteWater Treatment Plant Facility Process Improvements - Pre-design*	ES	Public Facilities	2,330,000	6,880,000	-	-	9,210,000
4	2014 Green Energy / Utility Distribution System - Construction	ES	Public Facilities	20,000,000	80,000,000	200,000,000	370,000,000	670,000,000
5	2014 Green Energy / Utility Distribution System - Design	ES	Public Facilities	10,000,000	20,000,000	20,000,000	30,000,000	80,000,000
6	2014 Green Energy / Utility Distribution System - Pre Design*	ES	Public Facilities	1,000,000	-	-	-	1,000,000
7	2014 Landfill Eco Park Service - Construction	ES	Public Facilities	17,500,000	80,000,000	30,000,000	-	127,500,000
8	2014 Landfill Eco Park Service - Design*	ES	Public Facilities	1,500,000	-	-	-	1,500,000
9	2014 North Waste Heat Capture and Creation Design & Pre-design*	ES	Public Facilities	3,200,000	-	-	-	3,200,000
10	2014 Northern Utility Corridor - Construction	ES	Public Facilities	10,000,000	70,000,000	120,000,000	50,000,000	250,000,000
11	2014 Northern Utility Corridor - Design	ES	Public Facilities	10,000,000	15,000,000	5,000,000	-	30,000,000
12	2014 Northern Utility Corridor - Pre-Design	ES	Public Facilities	12,000,000	-	-	-	12,000,000
13	2014 Regional Green Energy - Zero Waste (remote sites)	ES	Public Facilities	9,900,000	-	-	-	9,900,000
14	2014 South Utility Corridor - Construction	ES	Public Facilities	5,000,000	85,000,000	60,000,000	-	150,000,000
15	2015 South Regional Wastewater Treatment Facility - Construction	ES	Public Facilities	-	30,000,000	50,000,000	58,000,000	138,000,000
16	2015 North Waste Heat Capture and Creation - Construction	ES	Public Facilities	-	33,000,000	33,000,000	-	66,000,000
17	2015 Fort MacKay WWTP - Design*	ES	Public Facilities	-	1,500,000	500,000	-	2,000,000
18	2016 Fort MacKay WWTP - Construction	ES	Public Facilities	-	-	20,000,000	20,000,000	40,000,000
Subtotal, Utility Corporation				117,430,000	521,380,000	638,500,000	528,000,000	1,805,310,000
City Centre								
19	2016 Parking Garage in Entertainment District Construction	CC	Public Facilities	-	-	17,600,000	14,500,000	32,100,000
20	2015 Sports & Entertainment Arena - Construction	CC	Recreation & Culture	-	51,600,000	63,900,000	16,400,000	131,900,000
21	2014 Intelligent City Infrastructure Pre - Construction	CC	Public Facilities	2,600,000	-	-	-	2,600,000
22	2015 Intelligent City Infrastructure Construction	CC	Public Facilities	-	1,100,000	3,500,000	13,800,000	18,400,000
Subtotal, City Centre				2,600,000	52,700,000	85,000,000	44,700,000	185,000,000
Other ACF								
23	2015 Northside Recreation Centre - Construction	CS	Recreation & Culture	-	94,800,000	77,200,000	18,000,000	190,000,000
Subtotal, Other ACF				-	94,800,000	77,200,000	18,000,000	190,000,000
Total, Possible Alternative Capital Funding				120,030,000	668,880,000	800,700,000	590,700,000	2,180,310,000

* Pre-Design / Design to be funded by RMWB

Legend	
	Other than first year of a multi-year project
	First year of a pre-approved multi-year project - Construction Phase
	First year of a multi-year project
	Single year project

1-4	Ward
5	Regional (municipality-wide)
9	Multirural

Ref. #	Major Category	Sponsor Dept	Budget Approval Year	Project Name	Ward	Total Annual Cost
2015 Capital Plan						
1	Public Facilities	ES	2007	Anzac WWTP and Effluent Pipeline	4	6,000,000
2	Public Facilities	ES	2014	Beacon Hill Outfall and Pipeline Upgrades - Construction	1	9,000,000
3	Public Facilities	PO	2014	Building Life Cycle	5	4,100,000
4	Public Facilities	CC	2014	Clearwater Park System (Riverside Park System) - Remediation	1	6,500,000
5	Public Facilities	ES	2012	Conklin Sewage Lagoon Upgrade - Construction	4	10,000,000
6	Public Facilities	IT	2007	Enterprise Resource Planning Solution	5	6,800,000
7	Public Facilities	CC	2014	Flood Protection - Construction	1	36,000,000
8	Public Facilities	CC	2014	Flood Protection - Pre-Construction	1	3,000,000
9	Public Facilities	ES	2014	Fort Chipewyan WTP Upgrade - Construction	2	11,000,000
10	Public Facilities	ES	2013	Fort Chipewyan WTP Upgrade - Design	2	1,400,000
11	Public Facilities	PO	2014	Jubilee Centre Renovation / Construction 2014-2015 - NEW	1	2,000,000
12	Public Facilities	ES	2013	Lower Townsite 4 Way Chamber - Construction	1	3,000,000
13	Public Facilities	ES	2014	Material Recovery Facility Expansion Construction	5	2,500,000
14	Public Facilities	AS	2006	Records Management	5	956,000
15	Public Facilities	AS	2011	Regional Geomatics Program	5	1,500,000
16	Public Facilities	ES	2013	Regional SCADA WAN - Construction	5	500,000
17	Public Facilities	RES	2014	Saprae Creek Fire Hall Expansion - Design	3	750,000
18	Public Facilities	ES	2012	South Regional Waste Water Treatment Facility - Pre-Design	1	5,600,000
19	Public Facilities	ES	2014	Southwest Water Supply Line Phase 1 - Construction	1	22,000,000
20	Public Facilities	PO	2014	Tolen Drive Bridge Replacement including Removal of Saprae Creek Tre	5	2,000,000
21	Public Facilities	ES	2013	Urban Infrastructure Rehabilitation 2014 - 2016 Pre-design & Design	1	3,000,000
22	Public Facilities	ES	2014	Urban Infrastructure Rehabilitation 2014-2016 Construction	1	35,000,000
23	Public Facilities	CC	2013	Water / Waste - City Centre - Pre-Construction	1	1,300,000
24	Recreation & Culture	PO	2014	Active Transportation Trail 2014-2016- Construction	1	4,500,000
25	Recreation & Culture	PO	2014	Active Transportation Trail 2014-2016- Design	1	500,000
26	Recreation & Culture	CC	2013	Arts and Events - Construction	1	1,200,000
27	Recreation & Culture	CC	2014	Clearwater Park System (Riverside Park System) - Construction	1	21,000,000
28	Recreation & Culture	CS	2013	Conklin Multiplex - Construction	4	20,000,000
29	Recreation & Culture	CS	2013	Fort Chipewyan Swimming Pool - Construction	2	15,000,000
30	Recreation & Culture	CS	2012	MacDonald Island Park Expansion Grant	1	2,000,000
31	Recreation & Culture	CC	2013	Performing and Visual Arts Center Pre-Construction	1	16,900,000
32	Recreation & Culture	CC	2013	Sports & Entertainment Centre - Pre-Construction	1	16,600,000
33	Recreation & Culture	CS	2014	Vista Ridge 2014-2016 - Capital Grant	3	5,460,000
34	Recreation & Culture	CC	2014	Waterways & Horse Pasture Park - Design & Construction	1	500,000
35	Transportation	CC	2013	City Centre Downtown Core Streetscapes - Construction	1	14,100,000
36	Transportation	CC	2014	City Centre Downtown Core Streetscapes - Pre-Construction	1	3,000,000
37	Transportation	CC	2014	Fraser and Manning Pre-Construction	1	1,600,000
38	Transportation	CC	2013	Parking Garage Entertainment District Pre-Construction	1	4,000,000
39	Transportation	ENG	2008	Prairie Loop Boulevard	1	9,000,000
40	Transportation	PO	2014	Snow Storage / Reclamation Facility - Construction	1	15,000,000
41	Transportation	PO	2014	Specialized Transit Bus New Purchases & Replacements 2014-2018	1	477,000
42	Transportation	CC	2013	Surface Parking Relocation/Improvement - Construction	1	2,700,000
43	Transportation	PO	2014	Tourist Sewage Dump Stations - Construction - MOVED FROM 2015	5	2,000,000
44	Transportation	PO	2014	Transit Bus Refurbish Program	1	556,920
45	Public Facilities	ES	2015	Beacon Hill Water Supply Upgrade -Construction	1	10,000,000
46	Public Facilities	CC	2015	Business Incubator - Construction	1	1,800,000
47	Public Facilities	ES	2015	Confederation Way Sanitary Sewer Bypass	1	15,000,000
48	Public Facilities	ES	2015	Janvier Sewage Lagoon Upgrade - Construction	4	4,000,000
49	Public Facilities	ES	2015	South Regional Reversible Effluent Pipeline - Const. - FROM ACF	9	16,850,000
50	Public Facilities	CC	2013	Water / Waste - City Centre - Construction	1	1,200,000
51	Public Facilities	ES	2015	Water Towers - Construction	1	6,000,000
52	Recreation & Culture	PO	2015	Greely Road Community Park Upgrades	1	100,000
53	Recreation & Culture	PO	2015	Rural Community Placemaking - Fort MacKay	2	140,000
54	Recreation & Culture	PO	2015	St. Paul's/Thickwood Community Park Upgrades	1	200,000
55	Transportation	CC	2015	Gateways Construction	1	3,000,000
56	Transportation	CC	2015	Morrison Street Upgrades - Construction	1	3,800,000
57	Transportation	ENG	2015	Parsons Creek West Access Road - Construction	1	39,000,000
58	Transportation	CC	2015	Signage & Wayfinding - Construction	1	1,800,000
59	Public Facilities	RES	2015	Anzac Fire Hall - Construction	4	2,000,000
60	Public Facilities	RES	2015	Fire Hall #1 Relocation - Design	1	520,000
61	Public Facilities	RES	2015	Fire Hall #6 - Construction	1	4,000,000
62	Public Facilities	RES	2015	Fire Training Centre - Pre-Design & Design	5	350,000
63	Public Facilities	ES	2015	Southeast Reservoir Upgrade- Construction	1	6,000,000
64	Transportation	PO	2015	Draper Road Upgrading - Construction	3	4,000,000
65	Transportation	CC	2015	Franklin Avenue Transit Infrastructure - Pre Construction	1	6,400,000
66	Transportation	CC	2015	Fraser and Manning Construction	1	4,500,000
67	Transportation	PO	2015	Traffic Signal Rehabilitation 2014-2015	5	200,000
68	Transportation	PO	2015	Transit Bus Shelters - Replacements 2015-2018	1	600,000

69	Public Facilities	ES	2015	Abasand Heights Pumphouse Upgrades Construction	1	5,000,000
70	Public Facilities	RES	2015	Ambulances Fleet Replacement 2015	5	225,000
71	Public Facilities	AT	2015	Assessment and Taxation System Enhancements	5	2,000,000
72	Public Facilities	RES	2015	Fort MacKay Fire Hall - Construction	2	2,800,000
73	Public Facilities	ES	2015	Grayling Lift Station - Construction	1	15,000,000
74	Public Facilities	IT	2015	IT Infrastructure Planned Replacement	5	500,000
75	Public Facilities	ES	2015	MacKenzie Lift Station Diversion & MacKenzie Blvd Sewer Upgrade	1	8,000,000
76	Public Facilities	IT	2015	Mobile Computing Environment	5	1,000,000
77	Public Facilities	RES	2015	RES Light Vehicle Fleet Replacement (2 vehicles) 2015	7	100,000
78	Public Facilities	CC	2013	Safety & Security Pre-Construction	1	5,100,000
79	Public Facilities	CC	2015	Waterfront Park System Utility Relocations - Construction	1	8,250,000
80	Recreation & Culture	PO	2015	Anzac Off Leash Dog Park	4	150,000
81	Recreation & Culture	PO	2015	Father Beauregard/Ecole Boreal Community Park Upgrades - Design	1	160,000
82	Recreation & Culture	PO	2015	Natural Playgrounds - Construction	1	630,000
83	Recreation & Culture	PO	2015	Natural Playgrounds - Design	1	70,000
84	Transportation	PO	2015	Draper Road Upgrading - Design	3	500,000
85	Transportation	CS	2015	Fort Chipewyan Airport Rehabilitation	2	6,000,000
86	Transportation	PO	2015	Fort Chipewyan Hamlet Walkways	2	50,000
87	Transportation	PO	2015	Fort Chipewyan Winter Road Upgrade to All Weather Road - Design & Ge	2	2,800,000
88	Transportation	CC	2015	Morrison Street Upgrades - Preconstruction	1	2,600,000
89	Transportation	PO	2015	Storage Building for Salt - Roads	1	500,000
90	Transportation	PO	2015	Storage Building for Sand- Roads	1	500,000
Total 2015 Capital Plan						523,394,920

2016 Capital Plan

1	Public Facilities	RES	2015	Anzac Fire Hall - Construction	4	945,000
2	Public Facilities	ES	2007	Anzac WWTP and Effluent Pipeline	4	5,000,000
3	Public Facilities	ES	2015	Beacon Hill Water Supply Upgrade -Construction	1	7,000,000
4	Public Facilities	PO	2014	Building Life Cycle	5	4,100,000
5	Public Facilities	CC	2015	Business Incubator - Construction	1	7,900,000
6	Public Facilities	ES	2015	Confederation Way Sanitary Sewer Bypass	1	5,000,000
7	Public Facilities	IT	2007	Enterprise Resource Planning Solution	5	1,200,000
8	Public Facilities	RES	2015	Fire Hall #1 Relocation - Design	1	600,000
9	Public Facilities	RES	2015	Fire Hall #6 - Construction	1	5,000,000
10	Public Facilities	RES	2015	Fire Training Centre - Pre-Design & Design	5	600,000
11	Public Facilities	CC	2014	Flood Protection - Construction	1	24,000,000
12	Public Facilities	CC	2014	Flood Protection - Pre-Construction	1	2,000,000
13	Public Facilities	ES	2014	Fort Chipewyan WTP Upgrade - Construction	2	10,000,000
14	Public Facilities	ES	2015	Janvier Sewage Lagoon Upgrade - Construction	4	4,000,000
15	Public Facilities	AS	2006	Records Management	5	250,000
16	Public Facilities	ES	2015	South Regional Reversible Effluent Pipeline - Const. - FROM ACF	9	35,106,000
17	Public Facilities	ES	2015	Southeast Reservoir Upgrade- Construction	1	6,000,000
18	Public Facilities	ES	2014	Urban Infrastructure Rehabilitation 2014-2016 Construction	1	25,000,000
19	Public Facilities	CC	2013	Water / Waste - City Centre - Construction	1	3,600,000
20	Public Facilities	ES	2015	Water Towers - Construction	1	4,000,000
21	Recreation & Culture	PO	2014	Active Transportation Trail 2014-2016- Construction	1	1,800,000
22	Recreation & Culture	PO	2014	Active Transportation Trail 2014-2016- Design	1	200,000
23	Recreation & Culture	CC	2013	Arts and Events - Construction	1	1,200,000
24	Recreation & Culture	CC	2014	Clearwater Park System (Riverside Park System) - Construction	1	4,000,000
25	Recreation & Culture	CS	2013	Conklin Multiplex - Construction	4	10,500,000
26	Recreation & Culture	PO	2015	Greely Road Community Park Upgrades	1	1,400,000
27	Recreation & Culture	CC	2013	Performing and Visual Arts Center Pre-Construction	1	9,600,000
28	Recreation & Culture	PO	2015	Rural Community Placemaking - Fort MacKay	2	1,400,000
29	Recreation & Culture	PO	2015	St. Paul's/Thickwood Community Park Upgrades	1	2,300,000
30	Recreation & Culture	CS	2014	Vista Ridge 2014-2016 - Capital Grant	3	1,150,000
31	Recreation & Culture	CC	2014	Waterways & Horse Pasture Park - Design & Construction	1	14,500,000
32	Transportation	CC	2013	City Centre Downtown Core Streetscapes - Construction	1	24,700,000
33	Transportation	CC	2014	City Centre Downtown Core Streetscapes - Pre-Construction	1	7,100,000
34	Transportation	PO	2015	Draper Road Upgrading - Construction	3	5,000,000
35	Transportation	CC	2015	Franklin Avenue Transit Infrastructure - Pre Construction	1	39,300,000
36	Transportation	CC	2015	Fraser and Manning Construction	1	4,500,000
37	Transportation	CC	2014	Fraser and Manning Pre-Construction	1	1,600,000
38	Transportation	CC	2015	Morrison Street Upgrades - Construction	1	6,300,000
39	Transportation	CC	2013	Parking Garage Entertainment District Pre-Construction	1	300,000
40	Transportation	ENG	2015	Parsons Creek West Access Road - Construction	1	33,000,000
41	Transportation	CC	2015	Signage & Wayfinding - Construction	1	1,800,000
42	Transportation	PO	2014	Specialized Transit Bus New Purchases & Replacements 2014-2018	1	348,000
43	Transportation	CC	2013	Surface Parking Relocation/Improvement - Construction	1	2,800,000
44	Transportation	PO	2015	Traffic Signal Rehabilitation 2014-2015	5	300,000
45	Transportation	PO	2014	Transit Bus Refurbish Program	1	1,158,388
46	Transportation	PO	2015	Transit Bus Shelters - Replacements 2015-2018	1	600,000
47	Public Facilities	ES	2016	Rural Water/Sewer Servicing Construction	9	30,000,000
48	Public Facilities	CC	2016	Safety/Security Facility - City Centre Construction	1	3,900,000
49	Public Facilities	ES	2016	South Sewer Network Lift Station and Gravity Flow Diversions	1	7,500,000
50	Recreation & Culture	PO	2016	Off Highway Vehicle Staging Areas and Trails 2014	5	100,000

51	Public Facilities	ES	2016	Athabasca Water Treatment Plant Expansion - Phase 2 Pre-Design and I	1	2,000,000
52	Recreation & Culture	CC	2016	Borealis Park Construction	1	8,600,000
53	Transportation	PO	2016	Fort Chipewyan Winter Road Upgrade to All Weather Road - Construction	2	14,000,000
54	Transportation	PO	2016	Urban Infrastructure Rehabilitation 2017 - 2019 - Design	1	2,000,000
55	Public Facilities	RES	2016	Ambulances Fleet Replacement 2016	5	225,000
56	Public Facilities	RES	2016	RES Light Vehicle Fleet Replacement (1 vehicles) 2016	6	50,000
57	Public Facilities	RES	2016	Rural and Urban Emergency vehicle - Replacement	7	800,000
58	Public Facilities	RES	2016	Saprae Creek Fire Hall Expansion - Construction	3	750,000
59	Recreation & Culture	CC	2016	Borealis Park Pre-Construction	1	2,800,000
60	Recreation & Culture	CC	2013	Civic Centre - Festival Plaza Pre-Construction	1	4,900,000
61	Recreation & Culture	PO	2016	Real Martin Drive Park - Pre-design and Design	1	300,000
62	Recreation & Culture	PO	2016	Syncrude Athletic Park Expansion - Design	1	900,000
63	Transportation	PO	2016	Public Operations Central & North Facilities - Pre-Design and Design	1	7,500,000
Total 2016 Capital Plan						414,482,388

2017 Capital Plan

1	Public Facilities	RES	2015	Anzac Fire Hall - Construction	4	487,000
2	Public Facilities	ES	2016	Athabasca Water Treatment Plant Expansion - Phase 2 Pre-Design and I	1	10,000,000
3	Public Facilities	PO	2014	Building Life Cycle	5	4,100,000
4	Public Facilities	IT	2007	Enterprise Resource Planning Solution	5	1,000,000
5	Public Facilities	CC	2014	Flood Protection - Construction	1	36,000,000
6	Public Facilities	CC	2014	Flood Protection - Pre-Construction	1	2,000,000
7	Public Facilities	ES	2016	Rural Water/Sewer Servicing Construction	9	30,000,000
8	Public Facilities	CC	2016	Safety/Security Facility - City Centre Construction	1	8,100,000
9	Public Facilities	ES	2015	South Regional Reversible Effluent Pipeline - Const. - FROM ACF	9	14,000,000
10	Public Facilities	ES	2016	South Sewer Network Lift Station and Gravity Flow Diversions	1	7,000,000
11	Public Facilities	CC	2013	Water / Waste - City Centre - Construction	1	2,500,000
12	Recreation & Culture	CC	2013	Arts and Events - Construction	1	1,300,000
13	Recreation & Culture	CC	2016	Borealis Park Construction	1	7,000,000
14	Recreation & Culture	PO	2016	Off Highway Vehicle Staging Areas and Trails 2014	5	1,100,000
15	Recreation & Culture	CC	2014	Waterways & Horse Pasture Park - Design & Construction	1	8,000,000
16	Transportation	CC	2013	City Centre Downtown Core Streetscapes - Construction	1	18,400,000
17	Transportation	CC	2014	City Centre Downtown Core Streetscapes - Pre-Construction	1	4,900,000
18	Transportation	PO	2015	Draper Road Upgrading - Construction	3	5,000,000
19	Transportation	PO	2016	Fort Chipewyan Winter Road Upgrade to All Weather Road - Construction	2	23,000,000
20	Transportation	CC	2015	Franklin Avenue Transit Infrastructure - Pre Construction	1	10,100,000
21	Transportation	CC	2015	Fraser and Manning Construction	1	4,500,000
22	Transportation	CC	2015	Gateways Construction	1	1,500,000
23	Transportation	CC	2015	Signage & Wayfinding - Construction	1	1,800,000
24	Transportation	PO	2014	Specialized Transit Bus New Purchases & Replacements 2014-2018	1	382,980
25	Transportation	CC	2013	Surface Parking Relocation/Improvement - Construction	1	2,900,000
26	Transportation	PO	2014	Transit Bus Refurbish Program	1	688,416
27	Transportation	PO	2015	Transit Bus Shelters - Replacements 2015-2018	1	600,000
28	Transportation	PO	2016	Urban Infrastructure Rehabilitation 2017 - 2019 - Design	1	8,000,000
29	Public Facilities	ES	2017	Athabasca Water Treatment Plant Expansion - Phase 2 Construction	1	100,000,000
30	Public Facilities	RES	2017	Fire Hall #1 Relocation - Construction	1	4,000,000
31	Transportation	PO	2017	Public Operations Central & North Facilities - Construction	1	26,500,000
32	Public Facilities	RES	2017	Ambulances Fleet Replacement 2017	5	225,000
33	Public Facilities	RES	2017	Emergency Communications Technology Upgrades	1	200,000
34	Public Facilities	RES	2017	Replacement Rescue Truck	5	400,000
35	Public Facilities	RES	2017	RES Light Vehicle Fleet Replacement (5 vehicles) 2017	3	250,000
36	Public Facilities	ES	2017	Saprae Creek Water Network Upgrades - Design	3	3,000,000
37	Recreation & Culture	PO	2017	Father Beauregard/Ecole Boreal Community Park Upgrades - Construction	1	1,600,000
Total 2017 Capital Plan						350,533,396

2018 Capital Plan

1	Public Facilities	ES	2017	Athabasca Water Treatment Plant Expansion - Phase 2 Construction	1	150,000,000
2	Public Facilities	ES	2016	Athabasca Water Treatment Plant Expansion - Phase 2 Pre-Design and I	1	10,000,000
3	Public Facilities	PO	2014	Building Life Cycle	5	4,100,000
4	Public Facilities	RES	2017	Fire Hall #1 Relocation - Construction	1	5,000,000
5	Public Facilities	CC	2014	Flood Protection - Construction	1	41,000,000
6	Public Facilities	CC	2014	Flood Protection - Pre-Construction	1	1,000,000
7	Public Facilities	ES	2016	Rural Water/Sewer Servicing Construction	9	30,000,000
8	Public Facilities	CC	2016	Safety/Security Facility - City Centre Construction	1	8,400,000
9	Recreation & Culture	CC	2013	Arts and Events - Construction	1	1,300,000
10	Transportation	CC	2013	City Centre Downtown Core Streetscapes - Construction	1	14,300,000
11	Transportation	PO	2015	Draper Road Upgrading - Construction	3	6,800,000
12	Transportation	CC	2015	Fraser and Manning Construction	1	4,500,000
13	Transportation	PO	2017	Public Operations Central & North Facilities - Construction	1	33,400,000
14	Transportation	CC	2015	Signage & Wayfinding - Construction	1	1,800,000
15	Transportation	PO	2014	Specialized Transit Bus New Purchases & Replacements 2014-2018	1	631,917
16	Transportation	CC	2013	Surface Parking Relocation/Improvement - Construction	1	1,500,000
17	Transportation	PO	2014	Transit Bus Refurbish Program	1	447,470
18	Transportation	PO	2015	Transit Bus Shelters - Replacements 2015-2018	1	600,000
19	Public Facilities	ES	2018	Saprae Creek Water Network Upgrades - Construction	3	15,000,000
20	Recreation & Culture	PO	2018	Real Martin Drive Park - Construction	1	1,500,000
21	Transportation	PO	2018	Urban Infrastructure Rehabilitation 2017 - 2019 - Construction	1	30,000,000
22	Public Facilities	RES	2018	Ambulances Fleet Replacement 2018	5	225,000
23	Public Facilities	ES	2018	Pressure Reducing Valves Upgrade	5	1,000,000
24	Public Facilities	RES	2018	RES Light Vehicle Fleet Replacement (6 vehicles) 2018	4	300,000
25	Public Facilities	RES	2018	Rural & Urban Emergency Vehicle Replacement for (Pumper truck 310)	5	800,000
26	Recreation & Culture	PO	2018	Timberlea Community Park Bleachers	1	4,000,000
27	Transportation	PO	2018	North Snow Storage Facilities Construction	1	7,500,000
Total 2018 Capital Plan						375,104,387

2019 Capital Plan						
1	Public Facilities	IT	2007	Enterprise Resource Planning Solution	5	3,000,000
2	Public Facilities	CC	2016	Safety/Security Facility - City Centre Construction	1	8,600,000
3	Public Facilities	ES	2018	Saprae Creek Water Network Upgrades - Construction	3	15,000,000
4	Recreation & Culture	CC	2013	Arts and Events - Construction	1	1,200,000
5	Recreation & Culture	PO	2018	Real Martin Drive Park - Construction	1	2,500,000
6	Transportation	CC	2013	City Centre Downtown Core Streetscapes - Construction	1	27,800,000
7	Transportation	PO	2017	Public Operations Central & North Facilities - Construction	1	33,700,000
8	Transportation	CC	2015	Signage & Wayfinding - Construction	1	7,200,000
9	Transportation	PO	2018	Urban Infrastructure Rehabilitation 2017 - 2019 - Construction	1	40,000,000
10	Public Facilities	RES	2019	Fire Training Centre - Construction	5	3,000,000
11	Public Facilities	RES	2019	Ambulances Fleet Replacement 2019	5	225,000
12	Public Facilities	RES	2019	Fort MacKay Water Tanker	2	400,000
13	Public Facilities	RES	2019	Rural & Urban Emergency Vehicle Replacement for (Pumper truck 311)	6	800,000
Total 2019 Capital Plan						143,425,000

