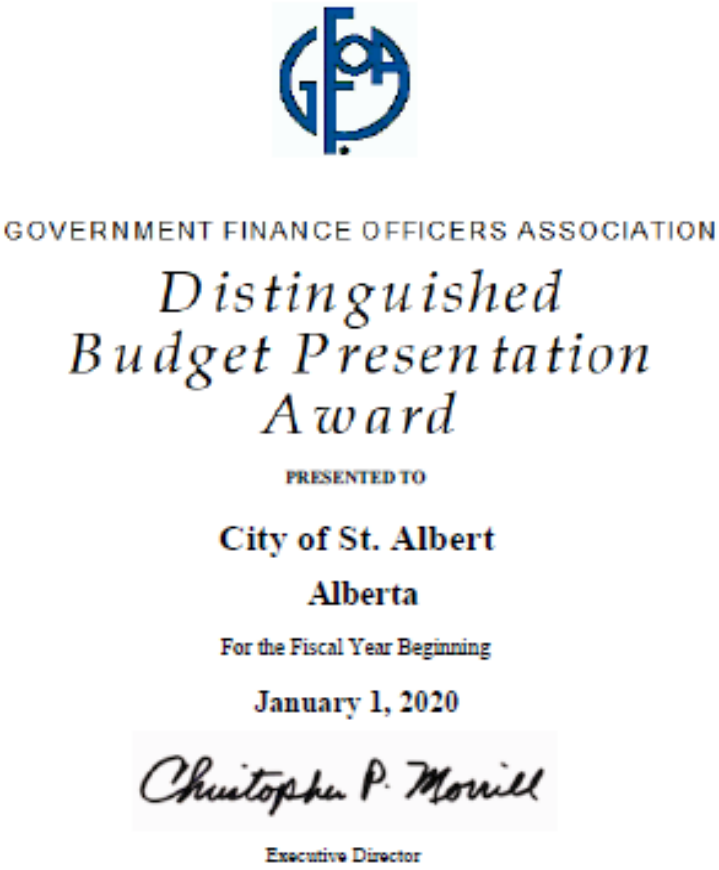


PROPOSED FINANCIAL PLAN + 2021 BUDGET

Proposed Municipal and Utility Budgets

October 2020



The City has received the award for Distinguished Budget Presentation for 15 consecutive years. This award, presented by the Government Finance Officers Association of the United States and Canada (GFOA), is presented to governments who publish high-quality Financial Plans and Budgets.

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of St. Albert, Alberta, for its Annual Budget for the fiscal year beginning January 1, 2020. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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CHIEF ADMINISTRATIVE OFFICER MESSAGE

The past year has been marked globally by the COVID-19 pandemic, which is anticipated to result in long-term financial, economic, and social impacts. As a result, the City of St. Albert has had to adjust and adapt its operations, services and programs to accommodate this new reality.

The City's response to the pandemic continues to be guided by the need to protect residents, visitors, patrons and staff, while also exercising fiscal responsibility. We had to cancel events, close facilities and suspend programs that could not be continued. As we slowly started to re-open facilities and re-start programs, we took additional steps to provide the safest possible environment. These measures and resulting actions meant reduced revenues and increased costs. Through reallocation of resources, cost-saving initiatives, deferrals of projects and changes in service levels, Administration successfully reduced a projected $14.4 million deficit to $500 thousand, while at the same time maintaining core service provision through the pandemic.

However, these actions were one-time to manage the short to medium term COVID-19 impacts. To ensure a fiscally sustainable plan in the medium to long term, a thorough examination of the programs and services offered by the City is prudent. As a result, Ernst and Young has been retained to conduct an Operational and Fiscal Corporate Review and will present opportunities for the City to consider in two phases (Q4 2020 and Q2 2021).

While the Operational and Fiscal Corporate Review is underway, further restraint is required in developing the 2021 proposed budget, reflecting the current realities and future outlook of the local, provincial, national and global economies and the continued decline of historical revenue sources without offsetting by new revenue sources.

Administration has developed a proposed budget that considers these factors and realities through:

- Prioritizing services and service levels;
- Supporting growth to move Council's Strategic Plan forward; and,
- Maintaining and planning for key infrastructure projects to support our recovery.

Long-term fiscal sustainability is a top priority and requires informed decisions at the right time to avoid further unplanned stress on the City's finances. We must focus on revenue-generation opportunities, cost-saving initiatives, process efficiency improvements and the creation of regional partnerships and collaborative opportunities where beneficial. The corporate review will assist in making informed decisions in an appropriate timeframe and will identify opportunities within the focus areas.

Over the past few months, Administration and Council have completed a host of cost reduction and efficiency exercises based on our continuous improvement initiatives and our Priority Based Business Planning and Budgeting process. We have also limited our new spending requests to address only the most vital of projects. As a result of this work, only three business cases totaling $855 thousand are being proposed, including six emergency services personnel, an Intermunicipal Development Plan with Sturgeon County and corporate initiatives intended to support investment and economic growth.

For 2021, Administration is proposing an operating budget of $112.4 million, which yields an overall average municipal property tax increase of 1.1 per cent.

Without one-time application of reserve funding as described below, the actual cost to provide Council-approved services under the current operational guidelines is a $3.8 million net increase to the 2021 budget, which would have resulted in a 3.5 per cent tax increase. This is primarily driven by:

- $8.7 million reduction in revenue
- ($6.5) million in expense savings
- $1.6 million to address funding deficits for existing municipal infrastructure, as per Council direction.

As a portion of our 2020 COVID related impacts will be reimbursed by the Province under the Municipal Operating Support Transfer (MOST) grant program, we are able to carry-forward approximately $7 million of the savings we generated in 2020 through cost and service reductions. Administration is recommending that $2 million of these savings be utilized to reduce the tax impact in 2021 while the remainder be added to reserves to manage ongoing impacts during recovery in 2022 and 2023. As well, Administration is also recommending that an additional $544 thousand (-0.5 per cent) from new assessment growth (which is the additional taxes generated from new properties) be used to offset the proposed tax increase.

After application of these additional recommendations, the proposed tax increase was reduced to 1.1 per cent. Council will also have the opportunity to discuss proposed service level adjustments with the goal of further reducing the budget to a possible zero percent.

The proposed budget for 2021 is a continuation of one-time strategies, focusing on expense reductions along with permanent decisions to maintain fiscal sustainability into the future, while the Operational and Fiscal Corporate Review underway will provide opportunities for additional permanent decisions to be considered to manage the medium to longer term fiscal sustainability of the City.

The proposed Municipal Capital Budget is comprised of 44 projects totaling $39.4 million, which includes:

- 10 capital charters addressing community growth total $6.0 million for consideration
- 29 capital charters addressing RMR (Repair, Maintain & Replace existing infrastructure) totaling $26 million, approved in July 2020
- 5 capital charters of $7.4 million, approved in September 2020

The proposed Utility Capital Budget of $19.6 million includes 11 capital projects, which focus on 10 RMR projects at $19.1 million and one growth project at $500 thousand. The proposed monthly utility bill will yield an average decrease of $0.40 (0.03 per cent) compared to last year.

I encourage you to visit budget.stalbert.ca for further details about the budget process and public participation opportunities.

Thank you for your interest. Should you have any questions, please contact me by phone or email.

Kevin Scoble
Chief Administrative Officer
780-459-1502
budget@stalbert.ca

INTRODUCTION, OVERVIEW AND STRATEGIC FRAMEWORK

City Administration is pleased to present the 2021 Proposed Budget document which provides an overview of the City's various corporate and financial plans for the 2021 Budget and future endeavours. The recommendations within this document are based on the City of St. Albert Council Strategic Plan.

The 2021 Proposed Budget is divided into four sections:

Introductory Section – includes a message from the Chief Administrative Officer and provides an overview of the City of St. Albert, including its city profile, government structure, and Strategic Framework.

Financial Summaries Section – provides consolidated budgets for Municipal and Utility operations as well as Capital, including operating revenue and expenditure sources. This section also includes recommended New Operating Business Cases and Debt commitments.

Function Information Section – provides a summary of current staff and any staffing requirements relating to new business cases and includes a Financial Plan for each of the City's Functions.

Appendices Section – includes 2021 recommended Operating Business Cases, Capital Project Charters – Municipal Growth (2021 Recommended and 2021 Unfunded). This section also provides a listing of commonly used Acronyms and a Glossary.



OVERVIEW AND STRATEGIC FRAMEWORK

CITY PROFILE

One of the most beautiful cities in Alberta, St. Albert has long been recognized as a community of choice with its picturesque landscape, celebrated parks and trail system, state-of-the-art amenities, inviting neighbourhoods with tree-lined streets, lively arts and culture, and outstanding attractions and events. Today, St. Albert is a vibrant city with a population of 66,082 (2018 Census report).



St. Albert continues to be recognized as one of the best places to live in both Alberta and Canada. In August 2019, the city received its most recent accolade, after Maclean's Magazine named St. Albert the top community in Alberta.

With direct access to resource development in northern Alberta and markets in the Edmonton Metropolitan Region, excellent transportation networks, and a highly-educated workforce, St. Albert is positioned to attract business and industry to support our local community, its growth, and the surrounding region.

History of Settlement in St. Albert

We respectfully acknowledge that we are on Treaty 6 territory, traditional lands of First Nations and Métis peoples. As treaty People, Indigenous and non-Indigenous, we share the responsibility for stewardship of this beautiful land.

Father Albert Lacombe and Bishop Alexander Taché, on January 14, 1861, proclaimed Mission Hill as the home of the St. Albert mission settlement. By 1870, St. Albert was the largest agricultural settlement west of Winnipeg, with a population of approximately 1,000. The village of St. Albert was established on December 7, 1899 by order of Council. St. Albert was declared a New Town in the mid 1950s. The City of St. Albert was incorporated on January 1, 1977 and currently covers a total area of 4,973 hectares.

Government Structure

The City of St. Albert's mandate is to provide social and recreational programs, protective services, transportation systems, public utilities, and other local services to the community. The municipality consists of two branches – a legislative branch (comprising City Council), and an administrative branch (led by the Chief Administrative Officer).

City Council consists of a Mayor and six Councillors. Council is elected at large by residents to serve a four-year term and governs in accordance with powers granted under the *Municipal Government Act*. City Council provides strategic direction to Administration through plans, bylaws, policies, and other governance processes. The last municipal election took place in October 2017.

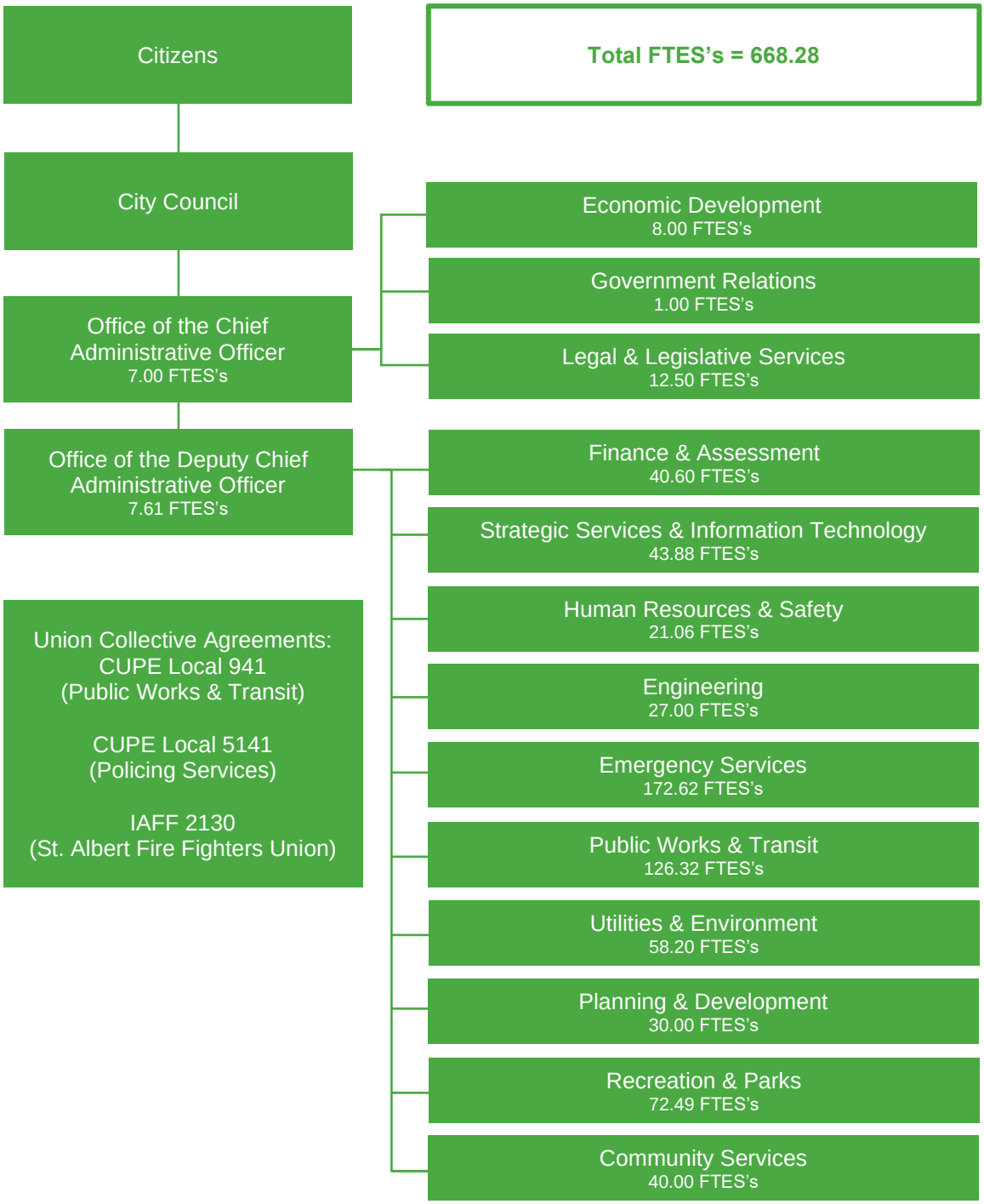
The Chief Administrative Officer (CAO) is Council's only employee. The CAO oversees 668.28 permanent full-time equivalent positions along with seasonal and other non-permanent staff who carry out the day-to-day operations of the City.

CITY COUNCIL



Councillor Natalie Joly, Councillor Sheena Hughes, Councillor Ray Watkins, Mayor Cathy Heron, Councillor Wes Brodhead, Councillor Ken MacKay, Councillor Jacquie Hansen

ORGANIZATION CHART

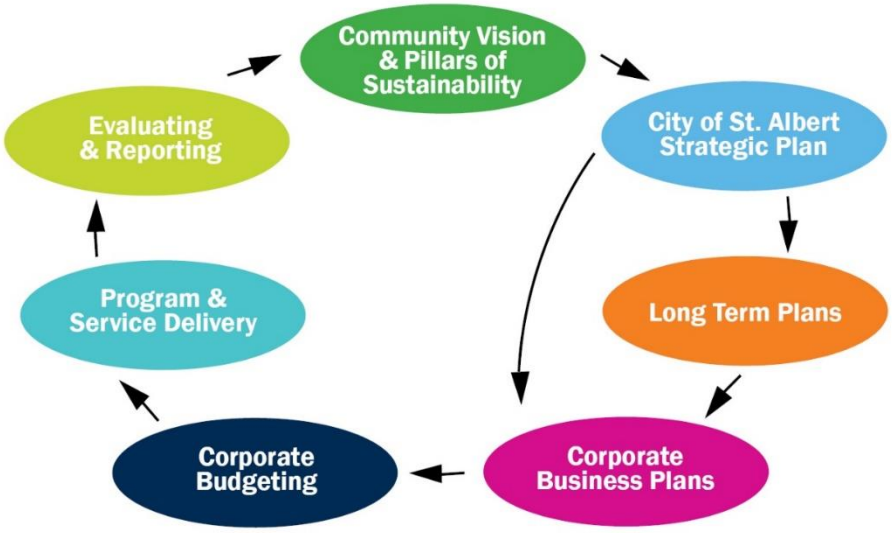


STRATEGIC FRAMEWORK

The Financial Plan and Budget serves as the City's roadmap to maintain programs and services and advance priority projects and initiatives for the future.

The Proposed 2021 Budget outlines the City's financial expenses and revenues including new business (business cases) and capital investments (capital charters) required to maintain and optimize City programs, services, and operations. Although a rolling three-year budget is prepared to enhance the process and reinforce the commitment to long-term fiscal strategies, Administration presents a one-year budget for Council's approval. This process ensures the most current economic climate and costs associated with delivering services to the community are applied.

To plan effectively, Administration uses a strategic framework that encompasses the range of planning activities that are carried out to effectively manage the municipal corporation. This structured framework provides clarity, directs the City's future, and provides a balanced approach to achieving long-term plans while focusing on short-term actions. The framework is comprised of seven key elements, as depicted in the figure below:



COMMUNITY VISION

In 2014, 7000 residents were engaged in the creation of the Community Vision and the Pillars of Sustainability. The Community Vision describes the direction St. Albert residents would like the community to move in, defining the unique identity that makes our City thrive now and into the future.

A vibrant, innovative, and thriving city that we all call home, that sustains and cherishes its unique identity and small-town values. We are the Botanical Arts City.

Pillars of Sustainability

The people of St. Albert embrace a balanced sustainable living philosophy which is at the core of our city's soul. We remain committed to our sustainable community vision and celebrate our stories and successes as we continue to write the next chapter of St. Albert's history.



Social – We are a friendly and inclusive community of passionate equals, where everyone feels a sense of belonging. We believe that community starts with the person next door.



Economic – We prosper and excel through a strong and diverse economy that is supported by forward-thinking commerce, outstanding local businesses, and a dynamic downtown core.



Built Environment – We build our community towards the future to sustain balanced development, with a reverent eye to the past, honouring our unique settlement history and distinct identity.



Natural Environment – We protect, embrace, and treasure our deeply-rooted connections with the natural environment through championing environmental action.



Culture – We are proud of our storied history that has fed and nurtured our festive and culturally-rich community.

The City will continue to ensure that related elements within the strategic framework align to the Community Vision and Values including the City's business planning and budgeting.

COUNCIL GOVERNANCE

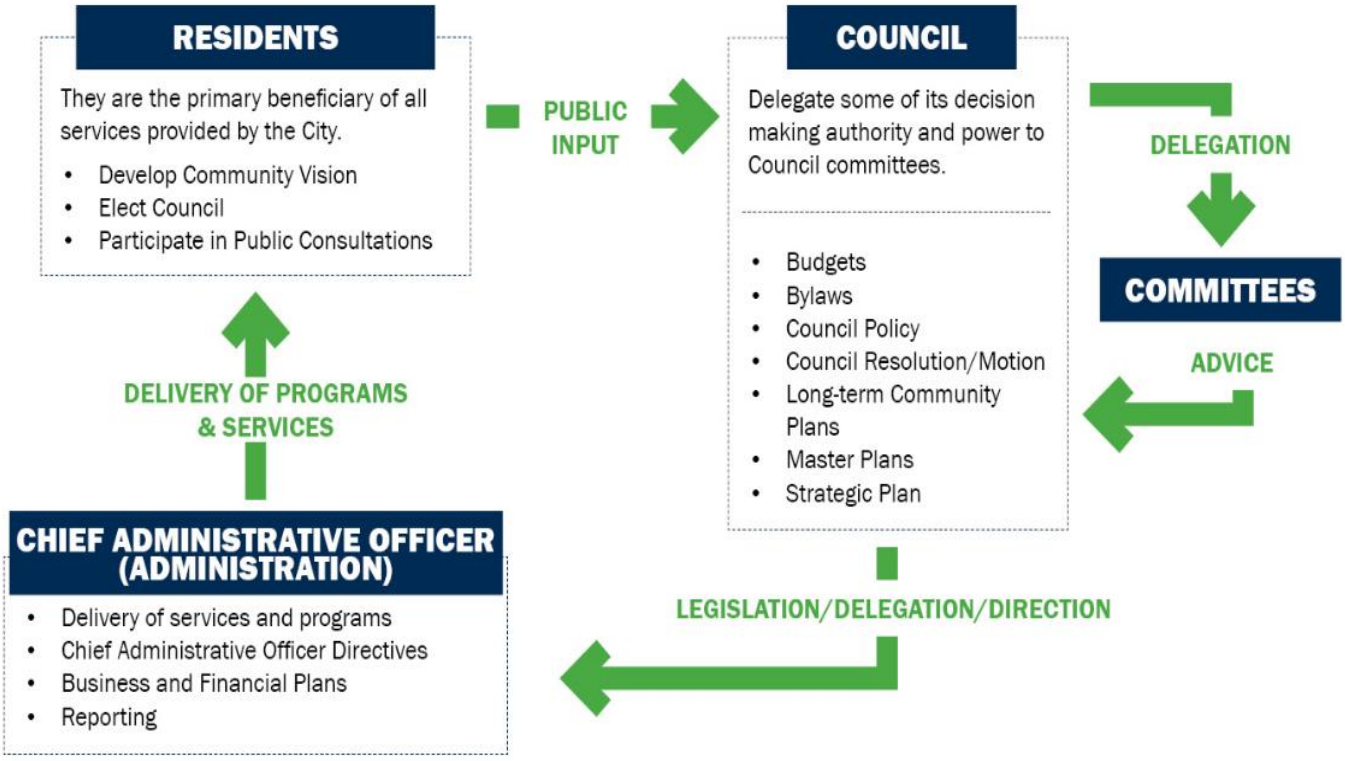
Council governs by establishing the strategic direction for the City while Administration is responsible for the operation and implementation of Council's direction. A Mayor and six Councilors govern the City of St. Albert. They are elected at-large by residents and serve a four-year term.

Governance is achieved through bylaws, resolutions and Council policies which are passed and approved by Council. The policies are shaped through consultation with the public, advice from experts and Administration. Bylaws can have the same impact on the community as federal or provincial statutes, and they are enforceable through the public justice system. Council policies are statements that set standards of performance or discretionary duties for the City and Administration.

Beyond bylaws and policies, Council's direction is articulated through the City's Strategic Plan. The direction is then implemented by Administration through the Corporate Business Plan, program and service delivery, Administrative Directives, Master Plans, Long-term Plans, Business plans and the Budget approved by Council. Council has one employee; the Chief Administrative Officer who oversees the operation of the City.

Administration organizes public consultation sessions for residents to provide input on strategic and budget items for Council's consideration before direction to Administration is provided. Council may also seek input through Council committees. While some committees fulfill statutory requirements set out by legislation, others can be established to provide advice to Council.

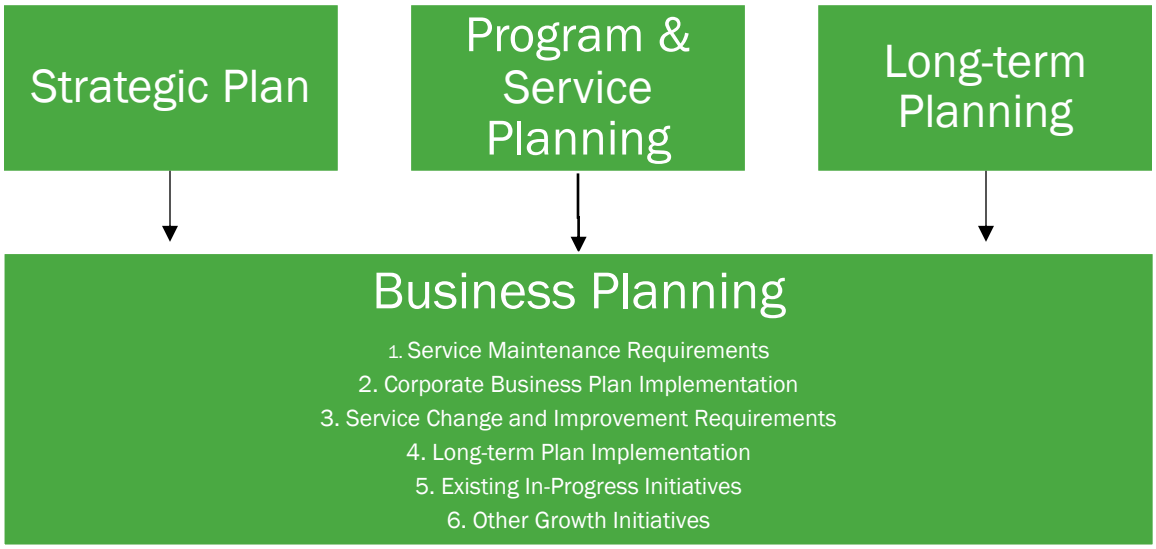
The illustration on the following page depicts the City's governance model as well as Council's direction as described above including the roles of key stakeholders.


RESIDENTS
They are the primary beneficiary of all services provided by the City.
• Develop Community Vision
• Elect Council
• Participate in Public Consultations
PUBLIC INPUT
COUNCIL
Delegate some of its decision making authority and power to Council committees.
• Budgets
• Bylaws
• Council Policy
• Council Resolution/Motion
• Long-term Community Plans
• Master Plans
• Strategic Plan
DELEGATION
COMMITTEES
ADVICE
DELIVERY OF PROGRAMS & SERVICES
CHIEF ADMINISTRATIVE OFFICER (ADMINISTRATION)
• Delivery of services and programs
• Chief Administrative Officer Directives
• Business and Financial Plans
• Reporting
LEGISLATION/DELEGATION/DIRECTION

BUSINESS PLANNING FRAMEWORK & APPROACH

To build comprehensive business plans Administration follows a business planning framework that contains three streams of inputs including the Strategic Plan, Program and Service Planning and Long-Term Planning.

From those three streams, six key areas of focus were identified



With these six areas of focus in mind, City departments developed three-year plans and budgets.

The City departments use the annual Integrated Business Planning and Budgeting Philosophy instruction to guide their business planning and budget development process. This document includes direction for business planning and assumptions for the annual budget, information on the current economic climate, legislative changes, and other factors specific to St. Albert.

For the 2021 budget, the impacts of the ongoing COVID-19 pandemic related to the City's service delivery and finances were highlighted for consideration in department budget preparation. In particular, to off-set the loss of revenue and decrease in service delivery due to restrictions, departments were instructed to identify savings within their operating budget, bring forward new business cases, including new employee requests, only if required to meet the immediate safety concerns, meet regulatory requirements, or justified opportunities to generate new revenue.

COUNCIL STRATEGIC PLAN

Early in 2020, St. Albert City Council participated in a strategic planning retreat to update the goals and priorities set in 2019. From the retreat, the City of St. Albert Council Strategic Plan, with the addition of Social Well-being under Priority #5, was reaffirmed. The Strategic Plan contains six priorities:

STRATEGIC PRIORITY #1: **Growth Policy Framework: Develop a robust policy framework to guide growth.**
Revise the Municipal Development Plan framework to provide direction to growth needs, annexation positioning, and our role in regional government.
STRATEGIC PRIORITY #2: **Economic Development: Enhance business/commercial growth.**
St. Albert will work towards an innovative, investment-positive environment that will support and encourage the development of new, existing, and emerging sectors.
STRATEGIC PRIORITY #3: **Building a Transportation Network: Integrated transportation systems.**
Increase the efficient and effective movement of people and goods in St. Albert through integrated modal planning and regional cooperation.
STRATEGIC PRIORITY #4: **Infrastructure Investment: Identify, build and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies.**
Update and implement the Capital Plan based on an assessment of community needs and financial capacity, including a review of all funding options and shared use opportunities.
STRATEGIC PRIORITY #5: **Housing and Social Well-being: Enhance housing options and social supports.**
Facilitate an increase in the variety of housing types and provide social supports to respond to changing demographics and accommodate the diverse needs of residents.
STRATEGIC PRIORITY #6: **Environmental Stewardship: Explore innovative environmental and conservation opportunities.**
Seek innovative practices to protect waterways and green spaces and reduce our environmental footprint, to ensure the vitality of our natural resources for future generations.

2019-2021 CORPORATE BUSINESS PLAN

From the defined Council priorities, Executive Leadership developed key actions that would need to be accomplished over the next four years to progress towards and achieve these priorities. These actions were captured in the City of St. Albert Corporate Business Plan. In total, 33 initiatives were identified through the Corporate Business Plan in support of Council's priorities.

In addition to addressing Council's priorities, seven Administrative Priorities were developed to maintain the strength and service delivery capacity of the organization.

These priorities include:

A.1. Regional Collaboration
A.2. Organizational Culture
A.3. Mandated Service Requirements
A.4. Business Process Improvements
A.5. Service Enhancement Opportunities
A.6. Smart City
A.7. Social Programming

There are 25 initiatives identified in the Corporate Business Plan to support of Administrative priorities.

PROGRAM & SERVICE PLANNING

The City of St. Albert maintains a Service and Service Level Inventory in order to articulate the services and levels of service provided to the community. These services, and the work required to maintain, change, or optimize them, are taken into consideration as business plans and budgets are being developed. For the 2021 budget, Administration made necessary adjustments to the proposed budget related to Services and Service Levels to reflect the impacts of COVID-19 on City operations.

LONG-TERM PLANS

Administration develops community long-term plans to articulate high-level strategies relating to the needs of the community and providing a roadmap for achieving these goals. These plans range from 10 to 25 years and are used to form the development of Council's Strategic Plan, Functional Business Plans, and the budget.

The City of St. Albert's Municipal Development Plan (MDP), Flourish, is currently in the process of being updated. The MDP is expected to act as the foundational document for all future long-term strategy documents. Following the adoption of the updated MDP in late 2021, the City will implement a framework to ensure clear alignment among all long-term planning strategies of the City moving forward.

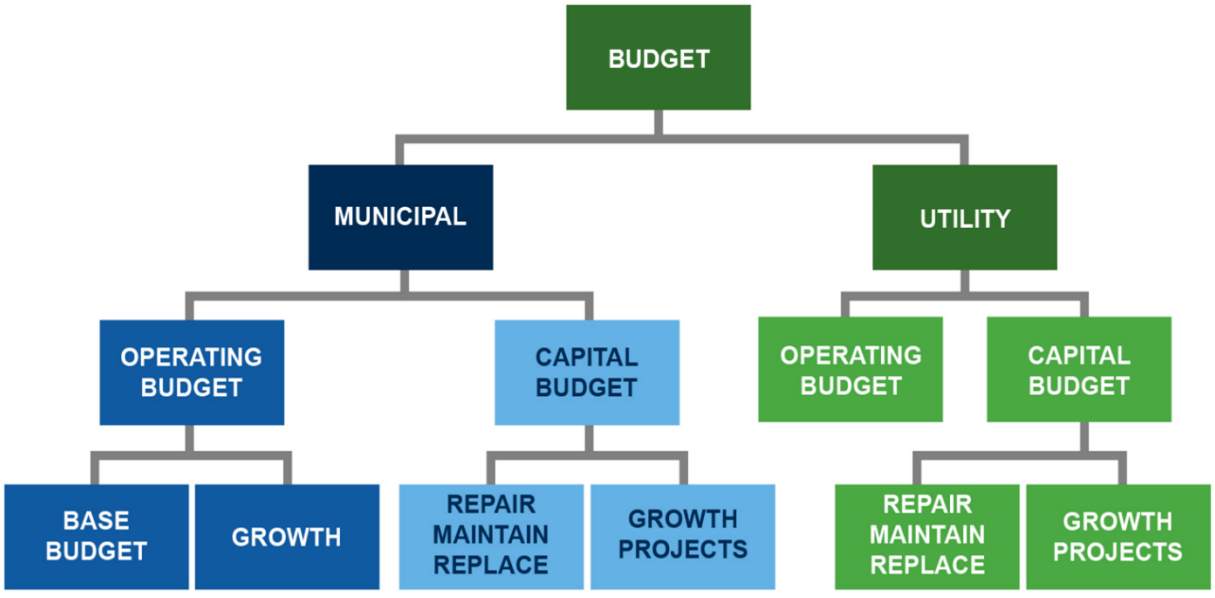
Community long-term plans that are currently in place have been used to guide the development of the 2021-2023 Functional Business Plans and 2021 Budget.

CORPORATE BUDGETING

A municipal budget is developed and approved annually to finance the delivery of programs and services to the community according to Council approved service levels. Preparation of the corporate budget is one of the most critical initiatives undertaken by Administration as it acts as the fiscal plan that provides the resources required to make progress towards achieving the Community Vision and Council priorities.

Administration uses Council's approved Services and Service Levels, strategic direction, and priorities as the foundation on which to build the annual Operating and Capital Budgets. In developing the budget, the City utilizes approved financial policies since conforming to these policies allows for a consistent approach across City departments, while ensuring alignment with Council's fiscal direction. Administration establishes the budget with a strong understanding of its impacts on future years and the ability to fund those impacts, thus solidifying the City's commitment to responsible and sustainable fiscal policy.

The City of St. Albert's budget is divided into two entities, Municipal and Utility

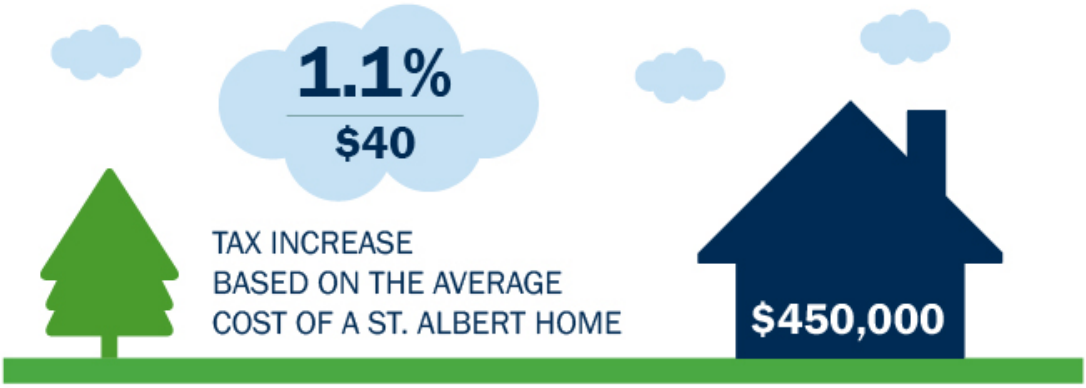


The utility budget resources capital investments in utility related infrastructure and ensures that adequate dollars are in place to maintain reliable service delivery. The municipal budget allows for investments in priority infrastructure and is fundamental in the provision of City programs and services.

MUNICIPAL OPERATING BUDGET

The 2021 proposed Operating Budget of $112.4 million results in a 1.1 per cent property tax increase. This increase relates to maintaining service levels not directly impacted by COVID-19 and includes the 1.5 per cent increase in infrastructure funding. For an average house costing $450,000, this means an increase of $40 per year.

The actual tax rate will not be finalized until May 2021 after the assessment roll is completed.



Tax Dollars at Work

The Operating Budget funds services such as snow removal, trail maintenance, transit, and recreation programs for residents. The annual budget is built to maintain those services at Council approved service levels. Efforts are also made to continue to optimize service delivery to ensure community needs are met. The service categories are:



**Corporate Financing includes the portion of the tax levy used to support required debt payments, provides contributions to municipal capital reserves and projects, it also includes common corporate revenues and expenses such as interest income and bank fees.*

Distribution of Tax Dollars

For an average house valued at $450,000, the homeowner will see a $3,802 property tax bill, an increase of $40 for 2021. The distribution of tax dollars to various service categories is illustrated below.



Excludes Provincial Education Levy, Homeland Housing Levy, and utility charges.

The 1.1 per cent approved property tax increase includes optimized services and advanced priorities. Highlights include:

General Government

- Infrastructure capital funding strategy (RMR)
- Support for COSA Corporate Promotion

Fire Services

- Emergency Services personnel

Planning & Economic Development

- Intermunicipal Development Plan

MUNICIPAL CAPITAL BUDGET

The Capital Budget provides for investments in infrastructure and capital assets such as: constructing, buying, or maintaining assets including roads, sidewalks, buildings, vehicles, equipment, and land. This portion of the budget is important for critical maintenance of existing infrastructure and the future growth of our city.

For 2021, the municipal capital plan investment by asset category is illustrated below:



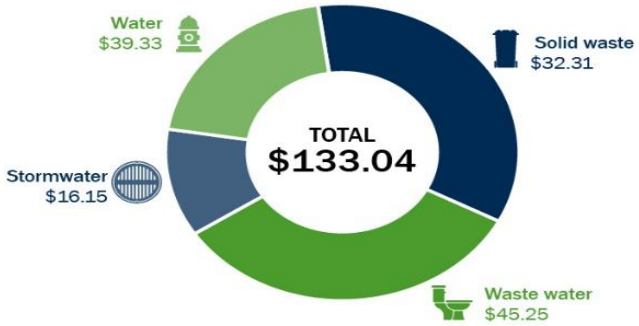
UTILITY BUDGET

The Utility Rates fund the operating and capital costs for water, wastewater, storm water, and solid waste programs that support St. Albert's ability to provide clean, safe drinking water to its residents, as well as protect the natural environment through wastewater treatment, stormwater and solid waste management.



DISTRIBUTION OF UTILITY BILL

The proposed typical monthly bill for 2021 is $133.04, a decrease of 0.03 per cent from the prior year. The allocations of monthly rates are as follows:



UTILITY CAPITAL BUDGET

For 2021, the proposed utility capital plan investment by asset category is illustrated below:





PROGRAM AND SERVICE DELIVERY

CITY SERVICES

The City provides a wide range of services related to:

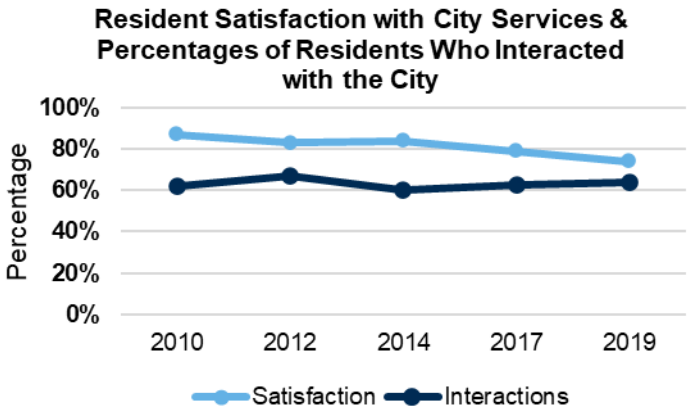
- community events,
- community safety,
- community social support and development,
- culture and heritage programming,
- economic development,
- environmental sustainability,
- recreation and sports programming,
- transit, and
- transportation and infrastructure.

Everyday, residents encounter services that are offered through the City and make positive impacts on the community. This section includes an overview of city services along with key statistics to help illustrate the context in which these services are delivered.

CUSTOMER ACCESS SERVICE

Front Counter Service

City staff provide front counter services to address needs and inquiries including:



- tax and assessment inquiries,
- revenue collection and payment,
- utility account management,
- business licences and permits/licences issuance,
- planning and development inquiries,
- engineering inquiries,
- construction information desk,
- police and bylaw inquiries,
- cemetery management,
- Freedom of Information and Protection of Privacy (FOIP) requests; and,
- cultural and recreational program information and registration.

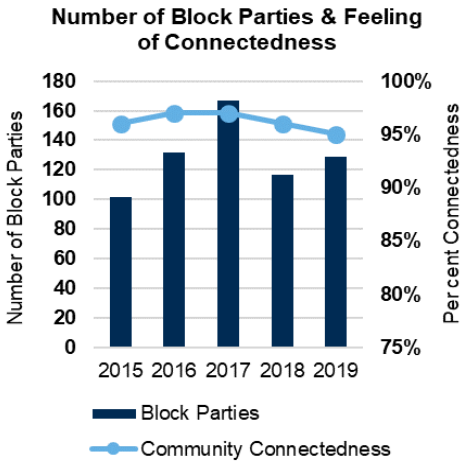
Provision of Food and Beverages

The City provides food and beverage service at six locations through lease agreements, including Woodlands Water Play Park, Grosvenor Outdoor Pool, Iginla Arena, Fountain Park Recreation Centre, Larry Olexiuk Field, and Servus Place. Additionally, the City operates the Starbucks within Servus Place.

COMMUNITY DEVELOPMENT

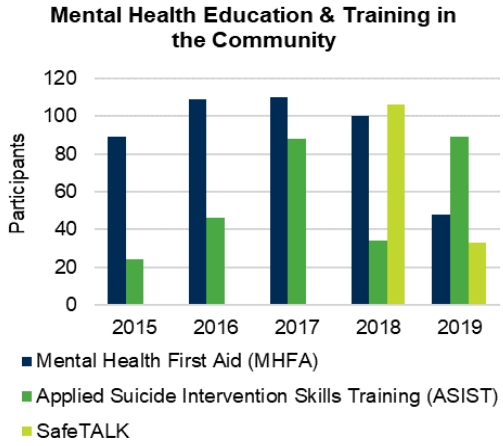
Community and Neighbourhood Capacity Building

The City seeks out and creates opportunities to educate and promote awareness of social issues that may affect individuals or groups. Services are proactive to reach out to community members that may not have the capacity to advocate for themselves and to bring community members together to address issues and solve problems.



Community Groups Support and Capacity Building

St. Albert highly values the work of groups and individuals who are active in promoting the community's well-being and development in areas including arts and culture, recreation, and environmental protection. The City maintains contact with active community groups, creates opportunities for residents to volunteer on community issues and service delivery, and works with groups to facilitate and support their activities.



Community Granting and Support for Delivery of Services

St. Albert provides various grants to not-for-profit organizations and residents in the areas of special events, sport and culture development, operational funding, capital renovations and development, and environmental initiatives. Additional grants are provided for the delivery of preventative social services, heritage programming and services, and library services. Partnerships are also funded with community groups for the delivery of sport and recreation programs.

Community Events

The City hosts arts, cultural, recreational, and environmental events and festivals throughout the year including the Northern Alberta International Children's Festival, Servus Place Halloween Haunt, Canada Day, Clean and Green RiverFest and Earth Hour, among others.

ENVIRONMENTAL PROTECTION AND STEWARDSHIP

ENVIRONMENTAL STRATEGY, RISK AND COMPLIANCE

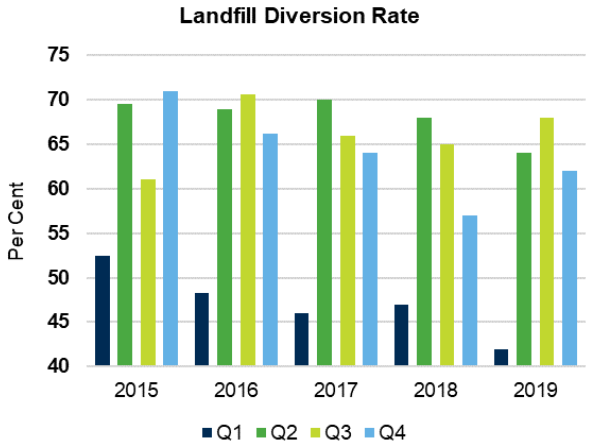
These services are aimed at measuring and monitoring the quality of St. Albert's air, water, and other natural resources, ensuring that environmental protection and compliance is incorporated into City activities, and responding to toxic spills and environmental liability issues.

To do this, the City monitors: air quality, greenhouse gas emissions, energy management, water quality of the Sturgeon River, solid waste generation, and water consumption. Spills and releases are also monitored, reported, and recorded in a central database.

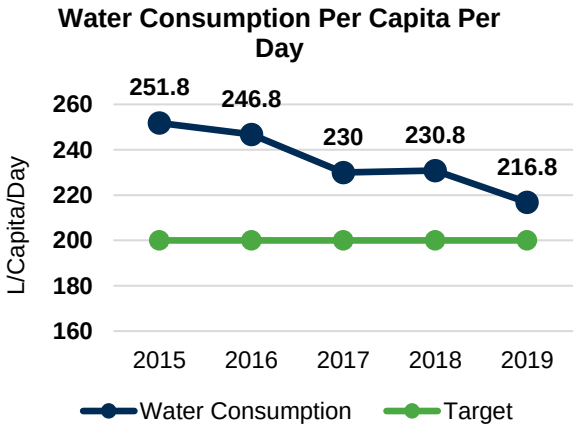
Waste Management

Waste collection and disposal services ensure that possible waste is recycled into resources such as compost and that hazardous wastes are properly disposed. St. Albert offers a complement of waste management services to the community including:

- collection, processing and disposal of landfill, organic waste and recyclable material for residents, City facilities and community schools; and
- a centralized site where residents can bring yard waste, recycling, hazardous waste, and electronics for proper disposal.



Quarter One remains the quarter with the most diversion challenges. Recent global changes to recycling have impacted residents' ability to divert waste.



Residents are using less water per capita per day and on average are nearing the City's target of 200 L/capita/day.

Urban Forestry and Turf Maintenance

A beautiful and functioning natural environment is a keystone of quality of life in St. Albert. Trees and greenspaces in the City's urban, park and natural area settings are monitored and maintained to optimize their aesthetic, recreational and environmental values. The City provides services such as:

- grass cutting, fertilizing, aerating, sweeping,
- litter collection of sports fields, parks, and natural areas,
- maintenance of the urban tree canopy, including:
    - tree planting, maintenance, and inspections, and
- maintenance of healthy turf and urban forests in public areas.

Water, Stormwater and Wastewater Management

The municipal water supply system is municipally operated to provide safe drinking water to all residents. The City manages neighbourhood drainage problems and the stormwater runoff that ultimately flows into the Sturgeon River and collects and treats wastewater.

LAND AND ECONOMIC DEVELOPMENT

Land Use Planning

Administration assesses needs and plans for future community and City buildings, capital improvement projects, schools, and affordable housing. The City is also responsible for processing and coordinating statutory plans, amendments and subdivision and condominium applications.

Development

Administration reviews and processes applications for approval and enforcement of the Land Use Bylaw. The service includes review of:

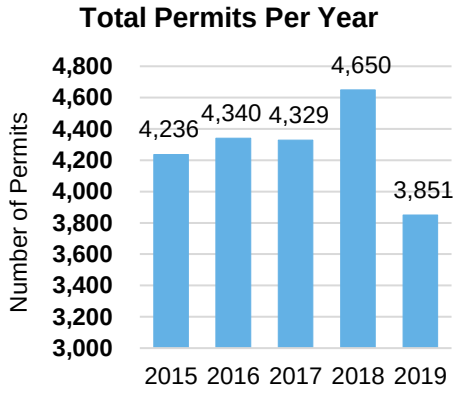
- new development and infill-related infrastructure required to service lands,
- traffic-related data to growth impacts, and
- proposed development (non-traffic control related) signage.

This work also includes:

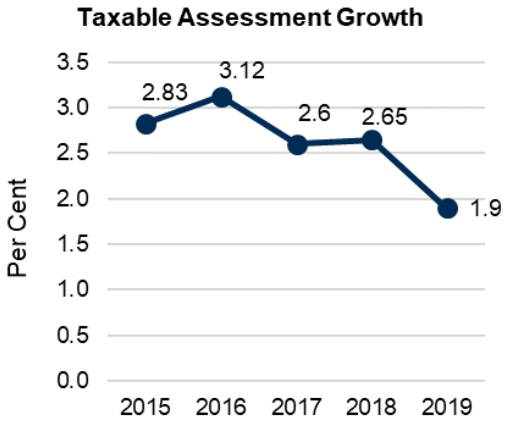
- calculating levies,
- requesting to off-set approved projects, and
- ensuring that any work approved is consistent with best practices.

Once approved, the City issues servicing permits required to connect new development into any City utilities.

The City oversees land development for private and public purposes for the community. Key services include:



Total number of building permits in 2019 declined from 2018 levels. This reflects the challenging economic environment.



Assessment Growth for 2019 was 1.9%. This level of growth is lower than previous years.

- working with developers to process construction applications and permits to ensure compliance with planning goals and regulations, and
- administering the Off-Site Levy Program to provide for infrastructure to serve and mitigate the impacts of new development.

Construction Management

The City plans, budgets, and manages capital projects from the initial concept phase, through design, construction, and project closeout. This includes "repair, maintain and replace" (RMR) projects and new community infrastructure. Additionally, On-Street Construction Permit Applications and associated traffic accommodation plans are reviewed and issued upon compliance.

Business Attraction, Retention and Expansion

The health of local business is vital to making sure St. Albert remains a vibrant community. The City provides support and business development services to entrepreneurs, existing businesses, new businesses, tourism operators, and investors through targeted capacity building and grant programs. Additionally, developers are provided project review and ongoing management support of land and real estate developments, from initial contact to project completion.

Sponsorship and advertising opportunities are provided to the business community at various City facilities and physical spaces, such as recreation facilities.

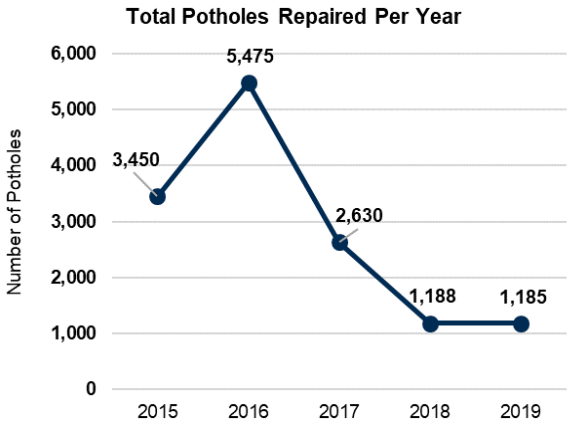
MOVEMENT OF PEOPLE AND GOODS

Transportation Management

The City provides transportation management services by way of traffic signals and systems, traffic signs and markings to support safe and efficient movement of goods and people. The City is responsible for planning, installing, replacing, inspecting, and maintaining these assets and systems.

Additionally, the City collects transportation network data as related to network safety and operations. The information is used for network growth analysis and warrant studies (traffic control and pedestrian crossings).

The City also reviews and approves routing for the transfer of large loads and dangerous goods through the city.



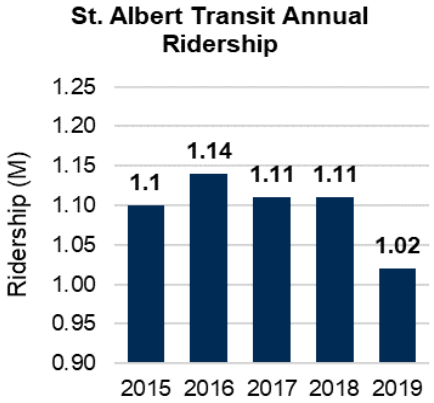
The graph above shows traditional pothole repairs. In recent years, the City has been more proactive in its repairs and have also incorporated new techniques that would not be captured in these numbers.

Roadway Repair and Maintenance

These services focus on ensuring that roadway infrastructure provides effective movement of people and goods. Key programs the City also provides are roadway surface repair and maintenance, and street cleaning.

Transit Program

The City offers local and commuter conventional transit, specialized transit (Handibus) for residents with reduced mobility, and charter bus services. For St. Albert residents, public transit services provide safe, reliable, equitable, convenient, and cost-effective travel within the city and to and from Edmonton.

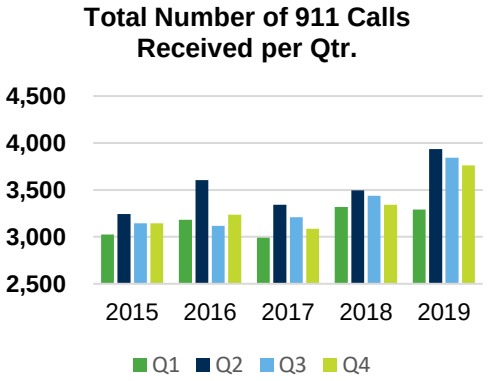


Transit overall ridership appears to be exhibiting a trend of stabilization, which is positive in a challenging environment that has seen slightly declining transit ridership across Canada and the United States due to economic conditions, aging demographics and the growth of alternative transportation options such as shared-ride services.

PUBLIC SAFETY

Fire Prevention, Response and Enforcement

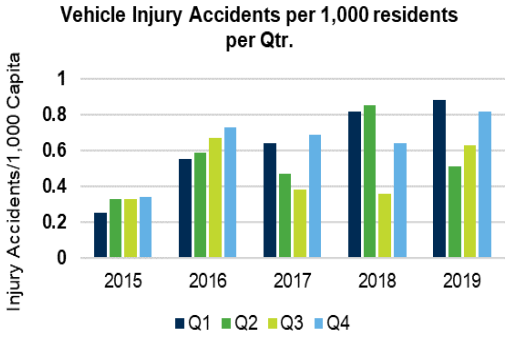
The City of St. Albert is responsible for fire prevention, response, and enforcement. This includes response to emergency and fire calls from 911 operators, evaluation, and other forms of notification, and dispatching the appropriate response units. Fire services responds to all types of emergency events including fire, rescue, service calls, dangerous goods releases, motor vehicle accidents and ice/water rescue.



Generally, the City is seeing an overall increase in the total number of 911 calls year over year, which is to be expected with year over year population growth.

Additionally, services are provided through the operation of an after-hours emergency call centre for City of St. Albert and emergency call-in functions.

Enforcement of the Alberta Fire Code and other relevant laws pertaining to safety and prevention, including information and inspections, form a key part of the fire prevention services in addition to the design, delivery and evaluation of public education programs to promote fire and home safety and preparedness.



2019 experienced more vehicle injury accidents than previous years, in most quarters because of poor weather and road conditions.

Medical Emergency

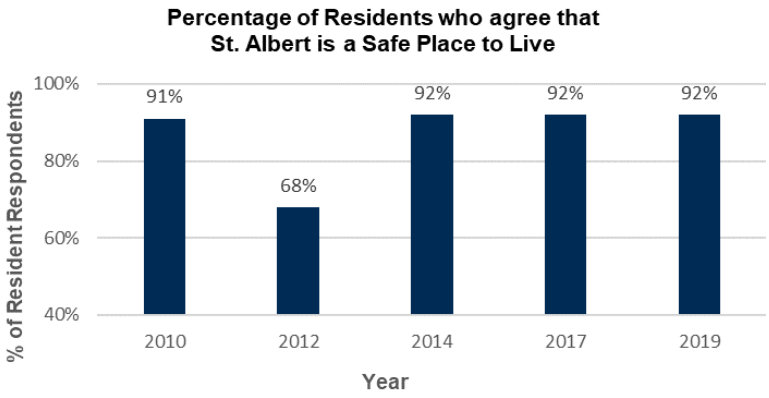
The City offers dispatch services for fire and medical response teams for St. Albert as well as regional municipalities to ensure sufficient coverage in case of emergency. Additionally, the Medical First Response (MFR) service is provided for very serious medical emergencies or when there is a known delay in response for an ambulance.

Bylaw and Provincial Act Enforcement

St. Albert's bylaw services respond to public complaints and enforce municipal bylaws and provincial statutes. This includes, but is not limited to community standards enforcement, animal control, parking enforcement, as well as the Alberta Traffic Safety Act and portions of the Alberta Gaming and Liquor Act.

Policing Services

Policing Services in the City of St. Albert are under contract with Public Safety Canada and the RCMP is designated as the Municipal Police Service. As per the agreement, the RCMP provides services necessary to preserve the peace, protect life and property, prevent crime and offences against the laws of Canada and Alberta. This includes:



- apprehending criminals, offenders and others who may be lawfully taken into custody,
- executing all warrants, and
- providing services necessary to prevent bylaw offences after giving due consideration to policing demands.

The RCMP determines appropriate policing responses in accordance with the Municipal Police Services Agreement. Calls received from within the St. Albert jurisdiction are transferred to the appropriate service provider (fire/ambulance) or recorded and disseminated to RCMP and Municipal Enforcement employees.

RECREATION, PARKS AND CULTURE

Public Art

St. Albert recognizes public art as a defining characteristic of our community identity. As such, the City is responsible for the maintenance of the City's public art inventory, through the maintenance, addition, and removal of pieces from the inventory.

Arts and Culture Programming

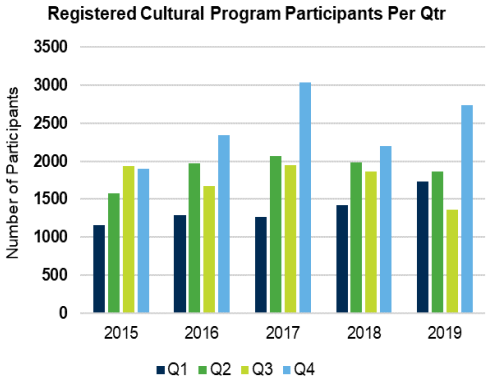
The City greatly values the role of the arts and artists in St. Albert. To create opportunities for people to participate, the City offers classes in performing arts such as drama, musical theatre, and dance and to engage in visual arts opportunities and programs.

St. Albert operates cultural venues, including The Arden Theatre, rehearsal studios, and St. Albert Place Visual Arts Studios.

Recreational Programming

The City coordinates recreation programming opportunities for registered and drop-in participants at community facilities, parks, and open spaces. These services include:

- aquatics,
- recreation,
- fitness,
- childminding services, and
- parks.



Participation in cultural activities are remaining consistent year-over-year.

Cultural Facility Access

The City coordinates booking opportunities and access to cultural facilities operated by the City. This includes bookings at St. Albert Place Visual Arts Studios, The Arden Theatre, and St. Albert Place lobby and plaza.

Recreational and Sport Facility Access

The City offers access to:

- aquatic facilities,
- dry floor, artificial turf, natural turf,
- ball diamonds,
- open level areas,
- fitness equipment (indoor and outdoor),
- gymnasiums,
- track facilities,
- ice arenas,
- indoor gymnasium space, and
- recreational play structures for a full spectrum of recreational activities

Facilities are offered for both scheduled and spontaneous use.

The City also provides access to purpose-built recreational environments dedicated to specialty recreation and sports activities, such as the skateboard park and the BMX track. In addition, running/walking tracks and amenities are available. The City also maintains ice dedicated for recreational and sporting uses.

The City, in conjunction with community groups, provides programming at indoor and outdoor aquatic facilities including Grosvenor Outdoor Pool, Fountain Park Recreation Centre, and Woodlands Water Play Park.

Some recreation and sport facilities also provide a space for events such as social gatherings, business conferences and meetings. St. Albert provides facility services assistance at recreation facilities to support users and meet their needs in safe and clean facilities.

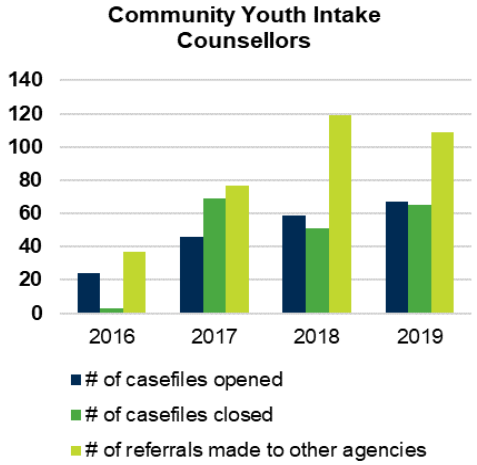
Parks and Open Spaces

St. Albert operates and maintains neighbourhood and community parks to give residents varied opportunities to spend time outdoors passively and actively. Many parks and open spaces are served by trail connections for pedestrians and cyclists to enjoy landscapes like the Sturgeon River shoreline and Big Lake. There are also dog parks so residents can enjoy outdoor activities with their dogs.

SOCIAL SUPPORT

Counselling and Outreach Services

This program includes free, confidential counselling to school-aged children, youth, young adults, adults, and families. The City provides counselling and outreach services primarily focused on school-aged children and their families. Opportunities are also provided for youth to build interpersonal and leadership skills. Local venues are available for connecting with other youth and with mentors.



Community counselling and supports provide direct support to youth and young adults through information and referral, initial assessment, and consultation, and outsources links to community resources and advocacy.

GOVERNANCE AND PUBLIC COMMUNICATION AND PARTICIPATION

Governance

Administration provides technical advice and expertise regarding compliance with governing legislation and coordination of the development of agendas, reports, materials and minutes/records for Council and committee meetings. Additionally, the City coordinates key legislative processes such as municipal elections and municipal censes.

Public Communication and Participation

The City also places a high priority on including public input into plans and actions that shape the City's future. Residents' opinions and satisfaction are included in decision making processes to continuously optimize service delivery to the community.

Staff advise on, plan, and execute strategies to inform residents and communicate the value of the City's programs, services and initiatives, and Council's goals and priorities. The City's social media, web presence, communications, media relations, and publicity for City activities and events are managed in-house.

FINANCIAL SUMMARIES

PROPOSED CONSOLIDATED OPERATING BUDGET (MUNICIPAL & UTILITY)

(In Thousands of Dollars)

	2020 Revised	2021 Proposed	2022 Planned	2023 Planned
REVENUES				
Sales & User Fees	$63,791	$57,756	$66,473	$67,227
Other Revenue	7,547	7,834	7,856	7,945
Assessment Growth Revenue	-	600	-	-
Fines & Penalties	4,020	4,025	4,048	4,050
Government Transfers	3,706	3,655	3,634	3,632
Ambulance Contracted Services Revenue	2,802	2,802	2,802	2,802
Licenses & Permits	3,274	3,299	3,317	3,339
Franchise Fees	5,278	6,176	6,174	6,361
Interest Income	5,501	4,601	4,601	4,601
Transfers To/From Reserves	3,627	2,511	2,272	1,530
	99,546	93,259	101,177	101,487
EXPENSES				
Salaries, Wages, & Benefits	83,254	80,735	84,916	85,627
Contracted & General Services	36,415	33,308	34,250	34,377
Transfers To/From Operations/Capital	5,623	5,468	5,075	5,076
Materials, Goods, Supplies & Utilities	15,830	14,964	16,292	16,392
Purchases From Other Governments	21,867	23,525	24,356	24,751
Other Expenditures	7,833	8,256	10,255	12,142
Debenture Principal Repayment	4,638	6,062	6,312	5,879
Debenture Interest Repayment	1,594	1,647	1,397	1,139
Transfers To Organizations & Individuals	3,214	3,205	3,206	3,206
Bank Charges & Short Term Interest	3,524	2,936	2,977	2,977
Transfers To/From Reserves	24,974	26,146	28,460	28,664
	208,766	206,252	217,496	220,230
Municipal Requirement	$109,220	$112,993	$116,319	$118,743
2021 Proposed Business Cases		856	669	795
Growth Revenue Applied Against Base		600		
Residual Growth Balance		544		
	-	2,000	669	795
Municipal Tax Levy	$109,220	$114,993	$116,988	$119,539
Reserve Transfer		2,000		
Residual Growth Balance applied		544		
		2,544		
Proposed Municipal Tax Levy	$109,220	$112,448	$116,988	$119,539
Non Cash Budget				
Amortization of Tangible Capital Assets	-	26,348	27,156	28,372
Contributed Tangible Capital Assets	-	9,508	7,688	11,217



OPERATING REVENUE AND EXPENDITURE SOURCES

REVENUE

Administration has explored various options of alternative sources of revenue, while ensuring service levels are maintained. Revenue from sales and user fees, government grants, licenses, permits and other sources of revenue such as franchise fees help offset the overall property tax requirement.

Sales and User Fees

Included in this category are all fees that are charged to customers based on usage. Examples include fees for transit, recreation facilities, subdivision and development fees, ticket sales and rental of ice arenas, etc.

Other Revenue

This category includes miscellaneous revenues, donations, and local grants.

Assessment Growth Revenue

This category includes revenue derived from new construction and development activity within the municipality, including both residential and non-residential development.

Fines and Penalties

This category includes revenue received for fines issued by the RCMP and Bylaw section under the Traffic Code, photo enforcement fines, and penalties on late payment of taxes.

Government Transfers

This category includes conditional grants from other levels of government. These grants must be used as directed by the granting government.

Ambulance Contracted Services Revenue

The City of St. Albert contracts with Alberta Health Services to provide ambulance services to residents.

Licenses and Permits

Included in this category are building permits, business licenses, alarm permits, dog licenses, tobacco licenses, and cannabis licenses.

Franchise Fees

The City of St. Albert receives franchise fee revenue from the Natural Gas and Electricity supplier. The franchise fee is charged to customers as a percentage of the supplier’s cost of delivering the commodity.

Interest Income

This includes interest earned on investments.

Transfer To/From Reserves

Transfers to/from reserves are budgeted to offset one-time operating expenditures such as the Civic Election and Civic Census.

EXPENDITURES

The effects of inflation on contracted services and materials, goods and supplies continue to put pressure on costs associated with delivering the City's programs and services. Administration continues to look for ways to reduce expenses while maintaining Services and Service Levels.

Amortization of Tangible Capital Assets

Amortization is the write-off of a capital asset over its expected period of use.

Salaries, Wages and Benefits

This category includes base salaries, merit increases, pension, employment insurance, health care costs and additional benefit costs.

Contracted and General Services

This category includes contracts for the transit drivers, security, janitorial and network infrastructure contracts. It also includes external professional services for audit, legal, engineering, artists, communications, insurance premiums and damage claims.

Contributed Assets

This category includes donated assets from external third parties and generally result from development of new sites where developers have completed the base infrastructure and the assets are then turned over to the City.

Transfers To/From Operations/Capital

This category includes funding for the Library as well as the annual transfer of funding for capital projects and lifecycle reserves.

Materials, Goods, Supplies and Utilities

This represents a variety of goods, such as operating and program supplies, gas and oil, sand, salt and gravel, chemicals and equipment, vehicle parts, telephone, and utilities.

Purchases from Other Governments

This category identifies the cost of purchasing RCMP services, water from EPCOR (the City of Edmonton) and wastewater treatment from the Alberta Capital Region Wastewater Commission.

Other Expenditures

This includes the Council and Corporate contingency.

Debenture Principal and Interest Repayment

Relates to debt payments on long-term debentures.

Transfers to Organizations and Individuals

Included in this category is the funding transferred to FCSS agencies and ‘Outside Agencies’ such as the Arts and Heritage Foundation.

Bank Charges & Short-Term Interest

Included in this category are bank and merchant fees and interest expense related to reserves and deferred revenue.

Transfers To/From Reserves

Operating Budgeted transfers to/from reserves include funding for the Census and Election.

The following page highlights the Municipal Operating Budget by Object:

MUNICIPAL OPERATING BUDGET BY OBJECT

(In Thousands of Dollars)

	2020 Revised	2021 Proposed	2022 Planned	2023 Planned
Revenues				
Sales & User Fees	$24,982	$17,204	$24,827	$24,826
Other Revenue	7,507	7,794	7,816	7,905
Assessment Growth Revenue	-	600	-	-
Fines & Penalties	3,745	3,750	3,775	3,775
Government Transfers	3,706	3,655	3,632	3,632
Ambulance Contracted Services Revenue	2,802	2,802	2,802	2,802
Licenses & Permits	3,274	3,299	3,317	3,339
Franchise Fees	5,278	6,176	6,174	6,361
Interest Income	5,501	4,601	4,601	4,601
Transfers To/From Reserves	2,937	1,138	899	848
	59,732	51,019	57,843	58,089
Expenses				
Salaries, Wages, & Benefits	77,792	75,129	79,115	79,802
Contracted & General Services	27,341	24,264	25,127	25,255
Transfers To/From Operations/Capital	4,277	4,121	4,094	4,094
Materials, Goods, Supplies & Utilities	14,785	13,869	15,192	15,286
Purchases From Other Governments	10,301	10,610	10,928	10,928
Other Expenditures	6,640	6,913	8,712	10,465
Debenture Principal Repayment	4,257	5,002	5,226	5,460
Debenture Interest Repayment	1,293	1,334	1,110	876
Transfers To Organizations & Individuals	3,214	3,205	3,206	3,206
Bank Charges & Short Term Interest	3,522	2,935	2,976	2,976
Transfers To/From Reserves	15,530	16,630	18,476	18,484
	168,952	164,012	174,162	176,832
Municipal Requirement	$109,220	$112,993	$116,319	$118,743
2021 Proposed Business Cases		856	669	795
Growth Revenue Applied Against Base		600		
Residual Growth Balance		544		
	-	2,000	669	795
Municipal Tax Levy	$109,220	$114,993	$116,988	$119,539
Reserve Transfer		2,000		
Residual Growth Balance applied		544		
		2,544		
Revised Municipal Requirement	$109,220	$112,448	$116,988	$119,539
Non Cash Budget				
Amortization of Tangible Capital Assets	-	19,961	20,527	21,096
Contributed Tangible Capital Assets	-	8,822	6,977	8,654

UTILITY OPERATIONS BUDGET

There are numerous challenges facing today's Utility operations, such as the replacement of aging infrastructure and the ongoing effects of changing environmental standards. These challenges continue to create significant upward pressure on utility rates. Long-term planning and minimal rate fluctuations are critical to Council's financial policies and the principle of the self-sustainability of Utility operations.

The City's capital strategy for its Utility is to maintain a self-funding approach, in which the net revenue that is collected through its utility rates will be placed in a reserve to fund future Utility capital projects. With these approaches, a 10-year plan is developed for future planning so that both non-recurring and ongoing projects have adequate financial resources and future fluctuations to the Capital Budget are mitigated.

The City has established a Utility Model to derive its rates over a 10-year period. Several factors are taken into consideration through the development of the 2021 utility rates:

- Utility operations and services are reviewed annually to ensure inflationary costs and other expenditures are minimal,
- A mitigation strategy and comprehensive engineering assessment has been developed to better measure the condition of its existing infrastructure and project the cost of future infrastructure work as detailed in the Utility Master Plan,
- 10-Year Capital Plan that ensures infrastructure continues to be reliable, consistent, and maintained,
- And, appropriate funding is examined, along with the effective use of government funding.

The following page highlights the Utility Operating Budget by Object:

UTILITY OPERATING BUDGET BY OBJECT

(In Thousands of Dollars)

	2020 Revised	2021 Proposed	2022 Planned	2023 Planned
Revenues				
Sales & User Fees	$38,809	$40,552	$41,646	$42,401
Other Revenue	40	40	40	40
Fines & Penalties	275	275	275	275
Transfers To/From Reserves	690	1,373	1,373	682
	39,814	42,240	43,334	43,398
Expenses				
Salaries, Wages, & Benefits	5,462	5,606	5,801	5,825
Contracted & General Services	9,073	9,044	9,123	9,122
Transfers To/From Operations/Capital	1,347	1,347	981	982
Materials, Goods, Supplies & Utilities	1,045	1,095	1,100	1,107
Purchases From Other Governments	11,566	12,915	13,428	13,823
Other Expenditures	1,193	1,343	1,543	1,676
Debenture Principal Repayment	381	1,060	1,086	419
Debenture Interest Repayment	301	313	286	263
Bank Charges & Short Term Interest	2	1	1	1
Transfers To/From Reserves	9,444	9,516	9,985	10,180
	39,814	42,240	43,334	43,398
Net	$-	$-	$-	$-
Amortization of Tangible Capital Assets	-	6,388	6,629	7,275
Contributed Tangible Capital Assets	-	686	711	2,564

Utility Rates

The Utility Fiscal Policy and Rate Setting Model provides a methodology that clearly reflects the annual increment costs of goods and/or services purchased, administrative overhead and capital requirements for each of the four business units: water, wastewater, storm and solid waste.

As such, the proposed average monthly bill for 2021 is $133.04, a decrease of 0.03% from the prior year. The allocations of monthly rates are as follows:

Monthly Utility Rates
(In Dollars)

		2020		2021	Variance
Water					
Flat Rate	$	10.20	$	10.21	
Water Rate/m3	$	1.75	$	1.82	
Supplemental Capital Contribution	$	2.98	$	-	
Total	**$**	**41.18**	**$**	**39.33**	
Wastewater					
Flat Rate	$	11.47	$	11.47	
Variable Rate/m3 - 80%	$	2.32	$	2.51	
Variable Rate/m3 - 100%	$	1.86	$	2.01	
Supplemental Capital Contribution	$	3.20	$	1.65	
Total	**$**	**44.37**	**$**	**45.25**	
Storm					
Single	$	16.11	$	16.15	
Condo	$	11.08	$	11.08	
Non-residential (Industrial/Comm)	$	43.09	$	43.09	
Supplemental Capital Contribution	$	-	$	-	
Total	**$**	**16.11**	**$**	**16.15**	
Solid					
Flat Rate	$	8.41	$	8.96	
Cart - 60 Litre	$	1.16	$	1.19	
Cart - 120 Litre	$	4.87	$	4.99	
Cart - 240 Litre	$	10.04	$	10.09	
Curbside Organics	$	6.72	$	6.72	
Recycling	$	6.54	$	6.54	
Refuse Stickers	$	2.25	$	2.25	
Supplemental Capital Contribution	$	-	$	-	
Total	**$**	**31.78**	**$**	**32.31**	
Fee for Paper Bill					
Average Monthly Residential Bill*	**$**	**133.44**	**$**	**133.04**	**0.03%**

*Based on a single-family residence using 16 m3 and 240L container option for solid waste.

OPERATING BUSINESS CASES

Executive Leadership Team (EL) utilizes a Business Case Assessment tool to evaluate all requested operating business cases, which improves the process of prudent and practical planning to align with strategies. This tool assists Administration in determining a concise and cohesive list of business cases to be presented to Council as part of the 2021 Proposed Business Plan and Budget.

All business cases are classified as: 1) regulated by a governing body (Regulated); 2) Council directed (Council); 3) required as part of the City's base operations (Base); 4) related to growth (Growth).

Growth business cases are further evaluated from new assessment revenue based on the following criteria:

- Service Maintenance Requirements
- Corporate Business Plan Implementation
- Service Change and Improvement Requirements
- Long-term Plan Implementation
- Other Growth Initiatives

The Municipal operating business cases best meeting these criteria, and within the collective funding thresholds are presented to Council for final approval.

Administration is proposing the following:

- 3 growth business cases valued at $0.9 million to support initiatives related to new operating programs or recommended changes to service levels. These initiatives are funded from new assessment growth revenue having no tax impact to residents.

Council is considering the following:

- 2 business cases totaling $0.1M for a Social Housing Coordinator and an Alpine Park Pickleball Courts Sound Study.

MUNICIPAL BUSINESS CASES (RECOMMENDED)

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2021 $	PROPOSED 2022 $	PROPOSED 2023 $
	Growth Business Cases				
Planning & Development Intermunicipal Development Plan	As part of the City's annexation negotiation process, the City committed to undertaking an Intermunicipal Development Plan with Sturgeon County. The business case will serve to allocate funding for this deliverable.	-	160,000	-	-
Emergency Services Fire/Medic Personnel	Hire five (5) Fire/Medics to ensure service levels are adequate when Fire Station 4 is opened in 2023. Hire one (1) Training Officer position to ensure duties related to Fire/EMS training have proper oversight.	6.00	682,900	679,000	730,000
Strategic Services & Information Technology COSA Corporate Promotion	With the recent move of the Marketing Specialist to Corporate Communications and Design, there is currently no available budget to develop the necessary marketing materials to support Council, Executive Leadership, Economic Development and Intergovernmental Relations. Resources are required to assist these groups in conducting negotiations and promotions of St. Albert with the business, development and government sectors to improve the City's investment and growth opportunities.	-	50,000	50,000	50,000
Operating Impacts	Operating impacts from Growth Capital		(37,300)	(59,800)	15,400
Total Growth Business Cases		**6.00**	**$ 855,600**	**$ 669,200**	**$ 795,400**
	Funding Sources				
Assessment Growth Available (70% of $2.0 Million)			$ 1,400,000		
Less Growth Business Cases			(855,600)		
Residual Balance of Assessment Growth - Applied to Base			**$ 544,400**		
	Council Consideration				
Social Housing Coordinator	Consideration for a Social Housing Specialist position, whose role will be to advance social housing supports for all vulnerable groups in St. Albert, and the youth supportive housing capital project as per the recommendations of the Mayor's Task Force to End Homelessness.	1.00	82,000	121,000	127,000
Alpine Park Pickleball Courts Sound Study	To complete a sound study at the Alpine Park Pickleball Courts.	-	10,000	-	-
Total Council Consideration		**1.00**	**$ 92,000**	**$ 121,000**	**$ 127,000**

CAPITAL (MUNICIPAL & UTILITY)

The Capital Budget provides for investments in infrastructure and capital assets such as constructing, buying, or maintaining assets including roads, sidewalks, bridges, buildings, vehicles, equipment, and land.

The annual Capital Budget process is developed by incorporating all project charters over the 10-year period. The 10-Year Capital Plan is a long-term planning document that provides key strategic inputs for the upcoming budget year, a framework for the three-year budget plan and future-outlook of long-range capital requirements.

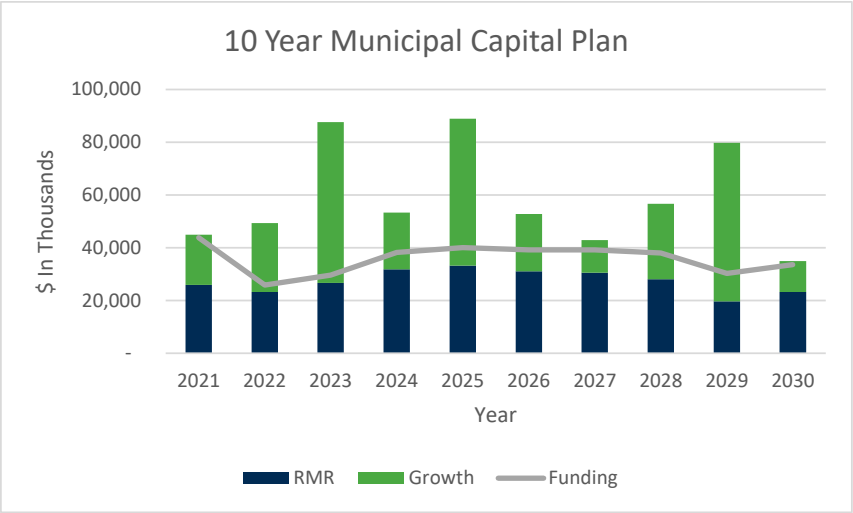
The City divides its capital investment into two categories:

1. **Repair, Maintain, and Replace (RMR)** - Capital initiatives that relate to maintaining current service levels that are required by lifecycle plans and are considered a replacement or rehabilitation of existing infrastructure, facilities, and equipment.

2. **Growth** - Capital initiatives that are required to meet future demand relating to facilities, equipment, technology, and infrastructure for the development of cultivating and strengthening the community.

The City's 10-Year Capital Plans reflect the long-term capital requirements of the City for the next 10 years. The municipal plan includes approximately $592 million in capital investment, of which $274 million is attributed to RMR projects and the remaining $318 million is for growth related initiatives.

As illustrated in the chart below, the City faces a significant shortfall over the next 10 years. As a result, Administration performed an evaluation to prioritize growth capital initiatives.



The 10-Year Utility Capital Plan has identified approximately $149 million in capital investment. The plan includes projects ranging from various utility management levels of service rehabilitation and sedimentation erosion control.

RMR is approved earlier in the budget process to ensure adequate funding is made available for maintaining existing infrastructure. On July 6, 2020 Council approved the 2021-2030 RMR Capital Plans, which include 29 Municipal projects totaling $23.4 million and10 Utility capital projects totaling $19.1 million.

In late summer, the Federal and Provincial Governments provided stimulus funding options to Municipalities. As a result, on September 28, 2020 Council approved funding for 5 capital growth projects totaling $7.4 million and a $2.6 million increase to RMR.

Growth capital projects are then prioritized based on the remaining funds and according to the Capital Project Prioritization Matrix tool using the following criteria to evaluate and prioritize the Capital Growth Charters recommended to Council:

- The worthiness of the project in relation to factors such as financial feasibility, public health, safety, and impact on community,
- Fulfilment of the city's legislated, legal, and mandated requirements,
- Link to Council priorities, bylaws, policies, and strategic plan,
- Increase in infrastructure capacity to address existing service deficiencies and meet future growth need,
- Increase or optimize the efficiency of an existing asset or process,
- Consequence, including project life cycle and reputation; and,
- Payback/return on investment and specialized grants.

Through this evaluation, Administration recommends funding 10 municipal capital growth projects in the amount of amount of $6.0 million and 1 utility growth project in the amount of $0.5 million. This recommendation postpones 15 municipal capital projects in the amount of $5.7 million.

Capital Funding and Expenditures

The Municipal Capital Budget expenditures are funded through various sources. The City utilizes grants as the primary source of funding, although not all projects are eligible for grant funding and may not meet the minimum requirements. In such cases, other sources such as: reserves and tax supported funds are utilized for the remainder of funding capital projects. Often, a tax supported fund (Pay-As-You-GO or PAYG) is applied to projects that are smaller in nature, while the use of reserves is regularly planned and are applied for the use of lifecycle and replacement projects.

Capital Project – Operating Impacts

As part of the Capital Budget process and planning, the City incorporates all ongoing operating costs that will be incurred due to the implementation of capital projects. The preparation of the Capital Budget is consistently established around two criteria:

1. The need, type, and resources of the capital improvements; and,
2. Operating impacts relating to the capital improvement.

For 2021, the net operating impacts on the Municipal Recommended Growth capital projects equates to an operating decrease of $37 thousand. The savings is associated with energy savings due to the installation of solar panels within City Buildings.

The 2021 Utility Growth operating impacts equate to $106 thousand and are incorporated in the utility rates.

The remaining costs are incorporated into the Operating Budget to be consistent with the City's approach to ensuring a sustainable future.

Capital Project – Public Art

In accordance with Council Policy C-CS-04, Public Art Policy $0.2M is being recommended to be funded through the Municipal Capital Budget.

The following charts provide details on the City's 10 Year RMR and Growth capital plans:

10 Year Municipal RMR Capital Plan

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ENG											
ENGS-001	Arterial Rehab Prgm	1,735,000	1,680,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000
ENGS-002	Collector Roadway Prgm	957,000	957,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000
ENGS-003	Local Roadway Prgm	1,313,000	1,515,000	1,680,000	1,680,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000
ENGS-004	Roadway Rehab Prgm	2,099,500	2,457,000	2,477,000	2,457,000	2,301,000	1,987,000	1,967,000	1,967,000	1,987,000	1,987,000
ENGS-005	Permanent Line Marking Rehab	250,000	250,000	250,000	265,000	265,000	265,000	275,000	275,000	275,000	275,000
ENGS-006	Multi-Use Trail Rehab Prgm	385,000	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500
ENGS-007	Sidewalk Program	500,000	500,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000
ENGS-008	Transportation Systems Mgmt	732,000	715,000	630,000	780,000	595,000	595,000	815,000	540,000	540,000	815,000
ENGS-014	Paved Parking Lot Prgm		609,250	715,750	1,035,250	988,500	213,000	213,000	213,000	213,000	213,000
ENGS-017	Back Lanes Prgm		1,215,000	1,215,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000
ENGS-042	Bridge Prgm	275,000	252,800	690,300	70,000	70,000	70,000	70,000	70,000	70,000	70,000
ENGS-060	Traffic Signal Maintenance	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
ENG Total		**8,746,500**	**10,923,550**	**11,921,550**	**11,215,750**	**10,663,000**	**9,573,500**	**9,783,500**	**9,508,500**	**9,528,500**	**9,803,500**
STRAT SVC & IT											
ITSV-001	IT Office Automation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50000	50,000	50,000
ITSV-002	IT Lifecycle Replace Plan	790,000	745,000	920,500	512,000	790,500	922,500	782,500	784500	730,000	1,000,000
STRAT SVC & IT Total		**840,000**	**795,000**	**970,500**	**562,000**	**840,500**	**972,500**	**832,500**	**834500**	**780,000**	**1,050,000**
COMM SVCS											
CULTR-001	Arden Theatre Lifecycle Plan	228,100	79,800	243,100	41,700	169,500	8,300	117,700	229900	18,200	112,200
CULTR-023	Visual Arts Studio Lifecycle	38,500	29,200	7,700	46,200	53,700	14,000	93,700	5500	12,700	7,900
CULTR-034 (New)	Pottery Studio Gas Kiln Upgrade	140,300									
COMM SVCS Total		**406,900**	**109,000**	**250,800**	**87,900**	**223,200**	**22,300**	**211,400**	**235400**	**30,900**	**120,100**
EMERG SVCS											
FIRE-001	Emergency Equip Replace Plan	272,200	107,400	278,500	117,200	254,400	184,000	87,000	239100	320,500	195,500
FIRE-026	Fire Station #1 - Decommissioning		852,500								
EMERG SVCS Total		**272,200**	**959,900**	**278,500**	**117,200**	**254,400**	**184,000**	**87,000**	**239100**	**320,500**	**195,500**

10 Year Municipal RMR Capital Plan (Cont'd)

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PW & TRAN											
PW-001	PW Mobile Equip Replace Plan	1,847,000	2,777,200	3,195,000	3,227,000	3,406,250	3,497,750	2,884,450	3001450	1,438,700	1,589,500
PW-006	Shop & Yard Equip Replace	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40000	40,000	40,000
PW-031	Municipal Facilities - Repairs & Renewal	6,257,800	4,775,000	5,092,600	4,770,000	4,770,000	4,770,000	4,770,000	4770000	4,770,000	4,770,000
TRAN-001	Transit Bus Lifecycle Replace	758,000	995,100	3,257,000	10,280,000	11,525,200	9,159,000	10,438,200	8120000	1,015,000	4,375,000
PW & TRAN Total		**8,902,800**	**8,587,300**	**11,584,600**	**18,317,000**	**19,741,450**	**17,466,750**	**18,132,650**	**15931450**	**7,263,700**	**10,774,500**
ENV											
ENV-003	Servus Place LED Lighting Retrofit	750,500									
PW-004	Energy Efficiency Replace Prgm	131,000		131,000		131,000					
ENV Total		**881,500**		**131,000**		**131,000**					
REC & PARKS											
COMS-001	Community Capital Grant Prgm	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250000	250,000	250,000
RECR-001	Aquatics Lifecycle Replace Plan	89,500	417,200	123,900	447,600	75,000	256,500	221,200	275600	747,400	143,400
RECR-003	City Sportsfield Rehab Prgm	316,700									
RECR-025	City Playground Lifecycle Prgm	160,000	378,900	378,900	378,900	378,900	378,900	378,900	378900	378,900	378,900
RECR-070 (New)	Fowler Athletic Park Refurbishment	2,870,000									
RECR-071 (New)	Larose Park Court Refurbishment	470,000									
SERV-001	Servus Lifecycle Replacement Prgm	1,776,500	786,500	777,500	496,600	682,200	1,956,700	659,600	455300	450,600	543,700
REC & PARKS Total		**5,932,700**	**1,832,600**	**1,530,300**	**1,573,100**	**1,386,100**	**2,842,100**	**1,509,700**	**1359800**	**1,826,900**	**1,316,000**
RMR Total		**25,982,600**	**23,207,350**	**26,667,250**	**31,872,950**	**33,239,650**	**31,061,150**	**30,556,750**	**28,108,750**	**19,750,500**	**23,259,600**

10 Year Municipal Growth Capital Plan

2021 Approved Municipal Growth Capital

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ENGS-054	Intersection Enhancements	1,805,000									
ENV-002	Solar Photovoltaics (PV) Program	1,500,000									
RECR-049	Neighborhood Park Development	2,039,600									
ENGS-068	Active Transport Plan	1,100,000									
FIRE-027	Emergency Operation Center	972,800									
		7,417,400	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

2021 Recommended Municipal Growth Capital

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
RECR-050	RWP Meadowview - Construction	3,155,900		3,135,300				1,188,400			
ENGS-058	Traffic Calming Strategies	613,000	550,000	625,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
PLAN-005	Land Use Bylaw Update	465,800									
ENGS-069	ITS Strategy Implementation	498,000	514,500	488,000	562,000	447,000	380,000	380,000	380,000	380,000	380,000
RECR-065	Community Amenities Site Planning	500,000	1,000,000								
FIRE-028	Key Lock Box System	47,800									
PLAN-006	Lakeview/Badger Lands ASP	400,000	346,000								
CSS-007	Smart Facility Monitoring	80,800	90,900								
FIRE-023	Fire #2 Security Upgrade		45,000								
CULTR-033	SAP Flag Poles	12,700									
ITSV- 016 (NEW) *	MEO E-Ticketing System *	50,000									
	Public Art	230,700	244,500	259,200	274,800	291,300	291,300	291,300	291,300	291,300	291,300
		6,054,700	**2,790,900**	**4,507,500**	**1,336,800**	**1,238,300**	**1,171,300**	**2,359,700**	**1,171,300**	**1,171,300**	**1,171,300**

*New Charter to address Government mandated changes to the E-Ticketing System

2021 Unfunded Municipal Growth Capital

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ENGS-073	Fowler Way					38,985,000					
ENGS-075	Villeneuve Rd Rebuild				800,000		7,125,000				
TRAN-004	Transit Growth Buses	2,500,000				1,750,000				1,750,000	
ENGS-054	Intersection Enhancements		440,000		3,665,000			250,000		2,145,000	
ENGS-010	Transport Master Plan (TMP) Update		800,000						800,000		
TRAN-007	N Park & Ride Transit Center		-							17,100,000	
RECR-049	Neighborhood Park Development		968,400	2,190,900	585,700	1,598,400	3,691,800	511,700	528,600	1,081,200	2,756,500
CULTR-005	Founders Walk Phase 3		1,230,000								
ENGS-068	Active Transport Plan		400,000	400,000	400,000	400,000	400,000	500,000	500,000	500,000	500,000
CULTR-009	Heritage Park Phase 3 – Agricultural Pavilion and Visitors Reception	960,800	4,929,400	177,200							
CULTR-010	Heritage Park Ph 4 - Event Grounds				1,679,100	607,000					
CULTR-030	Heritage Park Phase 5 Museum	-							14,681,500	1,546,400	
ENGS-077	Neil Ross Road Extension - OSL 100%	-	120,000		2,200,000		1,200,000		8,500,000	-	
PLAN-010	Revit Strat for Mature Neighbourhoods	204,000									
ENGS-078	LeClair Way West Extension - OSL 100%			130,000			2,300,000	800,000		23,000,000	
ENV-001	Contaminated Sites Remediation	150,000									
CSS-008	Facility Water & Energy Audits	50,500									
DARP-005	Millennium Park Design Phase 2 & Construction	279,800	1,747,100			1,126,200		7,007,000	1,001,000		
ITSV-015	Website Refresh			50,000							
RECR-045	Oakmont Trail Phase 2	298,400		436,800	247,000	514,800					
RECR-040	Dog Friendly Park Development		202,000		936,600						
PW-018	PW Satellite Shop					362,900	2,985,100				
POLI-006	Policing Bldg Accomm		832,500	9,250,000							
ENGS-076	City Parking Lot Structure Upgrades			311,000	140,000	1,901,000	482,000	881,600	372,800	685,300	1,293,300
TRAN-003	Transit Waiting Shelters	61,200				63,000				65,000	
SERV-004	6th Arena Ice Surface	56,000	2,057,000	20,975,000							
SERV-010	Servus Place Expansion - 25m, 8 Lane Pool	420,000	1,539,000	21,376,000							
SERV-008	Fitness Expansion	480,000	5,895,000								
DARP-016	DARP Project Prioritization	102,000									
CSS-005	Cogeneration	60,600	1,000,000								
DARP-006	Perron Street Pedestrian Improvements			730,300		5,714,480					
DARP-007	Grandin Road Improvemt						217,500			2,162,400	
DARP-011	St Anne St. Pedestrian Improvemts						-		876,000		5,931,300
DARP-014	St. Thomas St. Median Improvemts						278,500			2,838,100	
DARP-015	Tache Street Green Corridor						129,200			5,884,000	
DARP-003	Civic Square			53,600	155,000		1,611,600				

2021 Unfunded Municipal Growth Capital – continued

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
CULTR-032	Story Boards		82,300								
FIRE-033	Fire Training Facility		100,000	430,000	4,300,000	-					
TRAN-024	Transit Garage Expansion		550,000		4,876,000	1,272,000					
POLI-005	Maloney Front Counter Security Renos	18,000	200,000								
FIRE-031	Reception Centre Group Lodging Supplies	49,000									
ENGS-067	Subdivision Entrance Signage				115,000	115,000	115,000	115,000	115,000	115,000	101,000
		5,690,300	**23,092,700**	**56,510,800**	**20,099,400**	**54,409,780**	**20,535,700**	**10,065,300**	**27,374,900**	**58,872,400**	**10,582,100**
Grand Total Municipal Growth Capital		**19,162,400**	**25,883,600**	**61,018,300**	**21,436,200**	**55,648,080**	**21,707,000**	**12,425,000**	**28,546,200**	**60,043,700**	**11,753,400**

2021 Municipal Capital Funding

Project No.	Project Name	BUDGET	PAYG	Lifecycle Reserves	MSI	BMTG	FGTF	MSP Grant	ICIP Transit Grant	Other Grants	Capital/ Growth Stab Reserve
ENGS-001	Arterial Rehab Prgm	1,735,000			1,735,000						
ENGS-002	Collector Roadway Prgm	957,000					957,000				
ENGS-003	Local Roadway Prgm	1,313,000			1,313,000						
ENGS-004	Roadway Rehab Prgm	2,099,500				2,099,500					
ENGS-005	Permanent Line Marking Rehab	250,000					250,000				
ENGS-006	Multi-Use Trail Rehab Prgm	385,000					385,000				
ENGS-007	Sidewalk Program	500,000					500,000				
ENGS-008	Transportation Systems Mgmt	732,000				732,000					
ENGS-042	Bridge Prgm	275,000					275,000				
ENGS-060	Traffic Signal Maintenance	500,000					500,000				
ITSV-001	IT Office Automation	50,000	50,000								
ITSV-002	IT Lifecycle Replace Plan	790,000		790,000							
CULTR-001	Arden Theatre Lifecycle Plan	228,100		228,100							
CULTR-023	Visual Arts Studio Lifecycle	38,500	38,500								
CULTR-034	Pottery Studio Gas Kiln Upgrade	140,300	140,300								
FIRE-001	Emergency Equip Replace Plan	272,200		272,200							
PW-001	PW Mobile Equip Replace Plan	1,847,000		1,847,000							
PW-004	Energy Efficiency Replace Prgm	131,000	131,000								
PW-006	Shop &Yard Equip Replace	40,000	40,000								
PW-031	Municipal Facilities - Repairs & Renewa	6,257,800	2,000,000	1,527,000	1,500,000				973,000		257,800
TRAN-001	Transit Bus Lifecycle Replace	758,000		758,000							
ENV-003	Servus Place LED Lighting Retrofit	750,500	750,500								
COMS-001	Community Capital Grant Prgm	250,000	250,000								
RECR-001	Aquatics Lifecycle Replace Plan	89,500		89,500							
RECR-003	City Sportsfield Rehab Prgm	316,700	86200						230,500		
RECR-025	City Playground Lifecycle Prgm	160,000		160,000							
RECR-070 (New)	Fowler Athletic Park Refurbishment	2,870,000					574,000		2,296,000		
RECR-071 (New)	Larose Park Court Refurbishment	470,000					128,000		342,000		
SERV-001	Servus Lifecycle Replacement Prgm	1,776,500		483,700					1,292,800		
RMR TOTAL		**25,982,600**	**3,486,500**	**6,155,500**	**4,548,000**	**2,831,500**	**3,569,000**		**5,134,300**		**257,800**

2021 Municipal Capital Funding – continued

Project No.	Project Name	BUDGET	PAYG	Lifecycle Reserves	MSI	BMTG	FGTF	MSP Grant	ICIP Transit Grant	Other Grants	Capital/ Growth Stab Reserve
Growth Projects Approved											
ENGS-054	Intersection Enhancements	1,805,000						1,805,000			
ENV-002	Solar Photovoltaics (PV) Program	1,500,000						1,050,000		450,000	
RECR-049	Neighborhood Park Development	2,039,600					407,900		1,631,700		
ENGS-068	Active Transport Plan	1,100,000	220,000						880,000		
FIRE-027	Emergency Operation Center	972,800	194,600						778,200		
Approved Growth Total		**7,417,400**	**414,600**				**407,900**	**2,855,000**	**3,289,900**	**450,000**	
Recommended Growth Projects											
RECR-050	RWP Meadowview - Construction	3,155,900			3,155,900						
ENGS-058	Traffic Calming Strategies	613,000					613,000				
PLAN-005	Land Use Bylaw Update	465,800	465,800								
ENGS-069	ITS Strategy Implementation	498,000	498,000								
RECR-065	Community Amenities Site Planning	500,000	500,000								
FIRE-028	Key Lock Box System	47,800	47,800								
PLAN-006	Lakeview/Badger Lands ASP	400,000	400,000								
CSS-007	Smart Facility Monitoring	80,800	80,800								
CULTR-033	SAP Flag Poles	12,700	12,700								
POLI-008 (NEW)	MEO E-Ticketing System	50,000	50,000								
	Public Art	230,700									230,700
Recommended Growth Total		**6,054,700**	**2,055,100**		**3,155,900**		**613,000**				**230,700**
GROWTH TOTAL		**13,472,100**	**2,469,700**		**3,155,900**		**1,020,900**	**2,855,000**	**3,289,900**	**450,000**	**230,700**
TOTAL		**39,454,700**	**5,956,200**	**6,155,500**	**7,703,900**	**2,831,500**	**4,589,900**	**2,855,000**	**8,424,200**	**450,000**	**488,500**

2021 Municipal Capital Projects – Operating Impacts

Rank	Charter Name	2021	2022	2023
CSS-007	Smart Facility Monitoring	10,000	(45,000)	(100,000)
ENGS-058	Traffic Calming Strategies	12,500	15,000	12,500
ENGS-068	Active Transport Plan	1,700	1,700	1,700
ENV-002	Solar Photovoltaics (PV) Program	(80,000)	(80,000)	(80,000)
FIRE-027	Emergency Operation Center	-	30,000	30,000
FIRE-028	Key Lock Box System	3,500	3,500	3,500
ITSV-106	MEO E-Ticketing System	15,000	15,000	15,000
RECR-049	Neighborhood Park Development	-		45,100
RECR-050	RWP Meadowview - Construction	-		87,600
Growth TOTAL		**(37,300)**	**(59,800)**	**15,400**

10 Year Utility RMR Capital Plan

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ADMIN											
UTIL-002	Utility Master Plan	-	-	975,000	-	-	-	-	-	-	
ADMIN Total		**-**	**-**	**975,000**	**-**	**-**	**-**	**-**	**-**	**-**	
STORM											
STORM-002	STORM Infrastructure Rehab	3,105,000	2,075,000	3,035,000	2,200,000	1,170,000	745,000	1,970,000	295,000	1,750,000	2,000,000
STORM-004	STORM Mgmt LOS	9,540,000	1,375,000	4,340,000	2,095,000	2,665,000	2,695,000	2,665,000	1,390,000	1,950,000	2,000,000
STORM-007	Sediment and Erosion Control	1,616,000	1,165,000	2,398,000	500,000	500,000	1,165,000	500,000	1,165,000	500,000	1,165,000
STORM Total		**14,261,000**	**4,615,000**	**9,773,000**	**4,795,000**	**4,335,000**	**4,605,000**	**5,135,000**	**2,850,000**	**4,200,000**	**5,165,000**
WASTEWTR											
WASWT-001	WASTWT Rehab Prgm	268,000	268,000	268,000	268,000	268,000	268,000	268,000	268,000	268,000	268,000
WASWT-002	WASTWT Household Service Replace	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
WASWT-003	WASTWT Main Replacement	688,000	688,000	1,250,000	688,000	688,000	1,250,000	688,000	688,000	1,250,000	688,000
WASWT-004	WASTWT Collection System LOS	490,000	3,054,000	460,000	2,840,000	460,000	2,840,000	460,000	2,840,000	490,000	2,840,000
WASWT-020	WASTWT Lift Station Studies	-	-	-	-	-	-	-	200,000	-	
WASTEWTR Total		**1,696,000**	**4,260,000**	**2,228,000**	**4,046,000**	**1,666,000**	**4,608,000**	**1,666,000**	**4,246,000**	**2,258,000**	**4,046,000**
WATER											
WATER-003	Water System Infrastructure Rehab	530,000	530,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
WATER-004	Water Network LOS	2,440,000	4,400,000	6,780,000	1,692,000	1,790,000	852,000	1,855,000	690,000	1,800,000	2,000,000
WATER-006	Pump Station and Reservoir Rehab Prgm	200,000	2,500,000	21,700,000	-	-	-	200,000	-	-	
WATER Total		**3,170,000**	**7,430,000**	**29,030,000**	**2,242,000**	**2,340,000**	**1,402,000**	**2,605,000**	**1,240,000**	**2,350,000**	**2,550,000**
SOLIDW											
SOLWA-001	Recycle Yard Upgrades	-	-	30,000	-	-	32,500	-	-	-	
SOLIDW Total		**-**	**-**	**30,000**	**-**	**-**	**32,500**	**-**	**-**	**-**	
RMR Total		**19,127,000**	**16,305,000**	**42,036,000**	**11,083,000**	**8,341,000**	**10,647,500**	**9,406,000**	**8,336,000**	**8,808,000**	**11,761,000**

10 Year Utility Growth Capital Plan

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029
STORM										
STORM-006	Vacuum Debris Drying Pad			109,500						
STORM Total				**109,500**						
WASTEWTR										
WASTW-009	Vacuum Debris Drying Pad			109,500						
WASTW-021	Vac Truck	500,000								
WASTEWTR Total		**500,000**		**109,500**						
WATER										
WATER-018	Giroux West Water Transmission Main			702,000						
WATER-019	Levasseur Water Transmission Main			789,800						
WATER-020	LockhartWater Transmission Main			175,500						
WATER Total				**1,667,300**						
SOLIDW										
SOLWA-002	Compost Transfer Site		227,000	273,000						
SOLIDW Total			**227,000**	**273,000**						
Growth Total		**500,000**	**227,000**	**2,159,300**						

2021 Utility Growth Capital Projects – Operating Impacts

Project No.	Project Name	2021	2022	2023
WASTW-021	Vac Truck	106,400	268,400	268,400
Growth Total		**106,400**	**268,400**	**313,900**



DEBT

The City's long-term debt relates to 5 projects detailed in the table below:

2020 – 2023 Debt

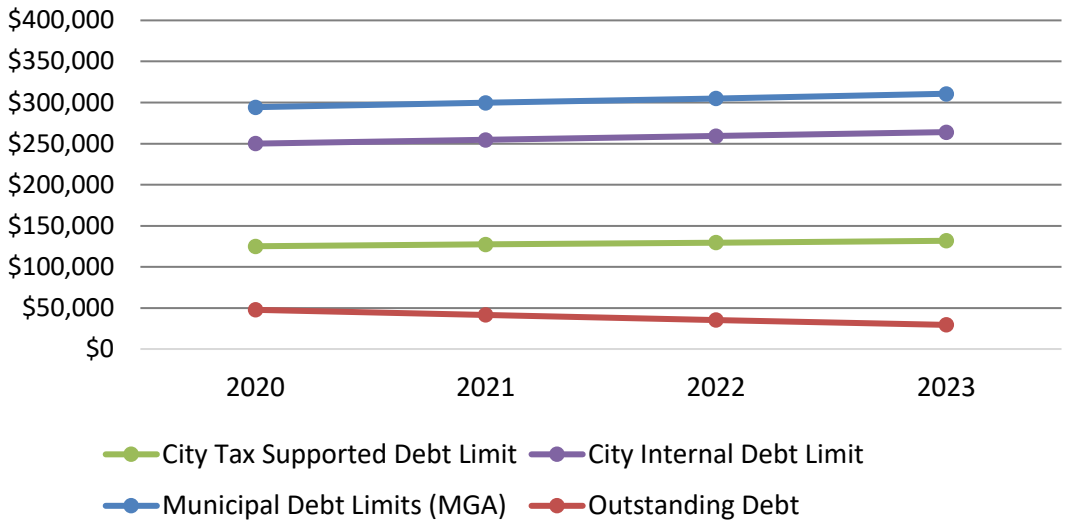
(In thousands of dollars)

	2020	2021	2022	2023
Debt Outstanding (as at December 31)				
Ray Gibbon Drive Stage 1 and 2	$ 13,337	$ 11,658	$ 9,902	$ 8,065
Servus Credit Union Place	11,077	8,295	5,378	2,317
Phase 3 North Interceptor	10,417	9,357	8,271	7,852
* Ray Gibbon Upgrades	8,000	7,667	7,327	6,982
* North St. Albert Trail	5,000	4,792	4,580	4,364
Total Debt Outstanding	$ 47,831	$ 41,770	$ 35,458	$ 29,579
Debt Payments				
Ray Gibbon Drive Stage 1 and 2	2,269	2,269	2,269	2,269
Servus Credit Union Place	3,281	3,281	3,281	3,281
Phase 3 North Interceptor	1,373	1,373	1,373	682
Ray Gibbon Upgrades	-	484	484	484
North St. Albert Trail	-	302	302	302
Total Debt Payments	$ 6,924	$ 7,710	$ 7,710	$ 7,019

* To be obtained by the end of 2020

Debt Limit vs Outstanding Debt

(In thousands of dollars)



The 2020 debt outstanding is projected to be $47.8 million and is under the City Tax Supported Debt Limit of $125 million, the limits established by the Province of Alberta and the City's internal limits. The City also plans to obtain additional debt in 2021 for the Ray Gibbon Upgrades and North St. Albert Trail projects.

FUNCTION INFORMATION

COUNCIL

Council is the City's governing body providing high level direction in the nature of:

- Developing corporate strategy and related policies
- Ensuring municipal powers are exercised appropriately; and
- Ensuring municipal duties and functions are fulfilled

Council Function
(In Thousands of Dollars)
FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Proposed Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$3	$3	$18	$4	$4	$4	$(14)
TOTAL	$3	$3	$18	$4	$4	$4	$(14)
EXPENDITURES							
Salaries, Wages & Benefits	$487	$564	$567	$567	$567	$567	-
Contracted & General Services	$138	$154	$166	$153	$153	$153	$13
Materials, Goods, Supplies & Utilities	$37	$34	$49	$35	$35	$35	$14
Transfers To Organizations & Individuals	$8	$2	-	$12	$12	$12	$(12)
Other Expenditures	-	-	$15	$15	$15	$15	-
Transfers To/From Reserves	$50	-	-	-	-	-	-
TOTAL	$720	$754	$797	$782	$782	$782	$15
NET	$(717)	$(751)	$(779)	$(778)	$(778)	$(778)	$1

SIGNIFICANT CHANGES

Revenue

$14 decrease due to one time funding received for Inter-City Forum.

Expense

$13 decrease in contracted and general services due to reductions in special events expenses.

$14 decrease in materials, goods, supplies and utilities due to expenses associated with one time funding for Inter-City forum.

$12 increase in transfers to organizations due to reduction in 2020 grants.

EXECUTIVE LEADERSHIP

Executive Leadership provide direct advice to Council and corporate leadership on all aspects of the municipal corporation including supporting Council in their governance role. This function funds the offices of the; Chief Administrative Officer (CAO), Deputy Chief Administrative Officer (DCAO), Intergovernmental Relations and Community Relations.

Executive Leadership Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Proposed Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Conditional Grants	$441	$465	$483	$440	$440	$440	$(43)
Other Revenue	$38	-	-	-	-	-	-
Transfers To/From Reserves	-	-	$1,037	-	$27	-	$(1,037)
TOTAL	$479	$465	$1,520	$440	$467	$440	$(1,080)
EXPENDITURES							
Salaries, Wages & Benefits	$1,073	$1,113	$2,201	$2,012	$2,034	$2,049	$189
Contracted & General Services	$163	$174	$1,254	$206	$235	$208	$1,048
Materials, Goods, Supplies & Utilities	$27	$24	$36	$27	$31	$31	$9
Other Expenditures	-	-	-	-	-	-	-
Transfers To/From Reserves	$48	-	$327	$14	$14	$14	$313
Transfers To/From Operations/Capital	$4,258	$4,678	$4,349	$4,349	$4,349	$4,349	-
TOTAL	$5,569	$5,989	$8,167	$6,607	$6,663	$6,650	$1,560
NET	$(5,090)	$(5,524)	$(6,647)	$(6,167)	$(6,196)	$(6,210)	$480

SIGNIFICANT CHANGES

Revenue

$43 thousand decrease in conditional grants due to one time Municipal Internship funding.

$1,037 thousand decrease in transfers from reserves due to one time funding for Service Level Review.

Expenses

$189 thousand decrease in salaries and wages due to allocation of vacant pool.

$1,048 thousand decrease in contracted and general expenses due to Service Level Review and Municipal Internship.

$313 thousand decrease in transfer to reserves due to one time transfer of library savings to mitigate the 2020 financial impact of COVID-19.



GENERAL GOVERNMENT

Functional Overview

The General Government functional area provides strategic guidance, planning, advice and resources to Council and the corporation to support the City's initiatives today and in the future for the benefit of St. Albert.

The following departments are funded through this function:

- Legal & Legislative Services
- Economic Development
- Finance & Assessment
- Human Resources & Safety
- Strategic Services & Information Technology

The following is an overview of the proposed work to be undertaken by the function between 2021-2023. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

The function is involved in the following strategic initiatives from the Corporate Business Plan:

#	COUNCIL STRATEGIC PRIORITY	LEGAL & LEGISLATIVE SERVICES	ECONOMIC DEVELOPMENT	FINANCE & ASSESSMENT	HUMAN RESOURCES & SAFETY	STRATEGIC SERVICES & IT
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth					
2	**Economic Development:** Enhance business/commercial growth					
3	**Building a Transportation Network:** Integrated transportation systems					
4	**Infrastructure Investment:** Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies					
5	**Housing and Social Wellbeing:** Enhance housing options and social supports					
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities					

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	LEGAL & LEGISLATIVE SERVIVES	ECONOMIC DEVELOPMENT	FINANCE & ASSESSMENT	HUMAN RESOURCES & SAFETY	STRATEGIC SERVICES & IT
A.1	**Regional Collaboration**					
A.2	**Organizational Culture**					

#	ADMINISTRATIVE PRIORITIY	LEGAL & LEGISLATIVE SERVIVES	ECONOMIC DEVELOPMENT	FINANCE & ASSESSMENT	HUMAN RESOURCES & SAFETY	STRATEGIC SERVICES & IT
A.3	Mandated Service Requirements					
A.4	Business Process Improvements					
A.5	Service Enhancement Opportunities					
A.6	Smart City					
A.7	Social Programming					

Resource Requests

The following resources have been identified to pursue the implementation of the Strategic Plan and other key business and service delivery areas:

Maintain Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
MEO E-Ticketing System (ITSV-016)	50,000	CC Growth Municipal	Recommended

Change or Optimize Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
COSA Corporate Promotion	50,000	OBC Growth	Recommended

No additional resources are recommended in these areas:

- Corporate Business Plan Implementation
- Long Term Plan Initiatives
- Existing In-Progress Initiatives
- Other Growth Initiatives

General Government Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Proposed Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$387	$487	$300	$313	$283	$283	$13
Penalties & Costs On Taxes	$914	$991	$920	$925	$950	$950	$5
Licenses & Permits	$819	$854	$878	$828	$846	$868	$(50)
Conditional Grants	$2	$46	-	-	-	-	-
Other Revenue	$242	$35	$12	$12	$12	$12	-
Transfers To/From Reserves	$308	$84	$625	$501	$234	$210	$(124)
TOTAL	$2,671	$2,498	$2,735	$2,579	$2,325	$2,323	$(156)
EXPENDITURES							
Salaries, Wages & Benefits	$12,969	$13,122	$14,274	$14,295	$14,529	$14,743	$(21)
Contracted & General Services	$3,594	$4,289	$5,636	$4,961	$4,948	$5,008	$675
Materials, Goods, Supplies & Utilities	$357	$399	$399	$535	$517	$517	$(136)
Transfers To Organizations & Individuals	$139	$21	$15	$15	$15	$15	-
Other Expenditures	$14	$13	$50	$87	$87	$87	$(37)
Transfers To/From Reserves	$653	$473	$98	$98	$90	$98	-
Transfers To/From Operations/Capital	$69	$89	-	-	-	-	-
TOTAL	$17,794	$18,406	$20,472	$19,992	$20,186	$20,467	$480
NET	$(15,123)	$(15,908)	$(17,737)	$(17,413)	$(17,861)	$(18,144)	$324

SIGNIFICANT CHANGES

Revenues:

$50 thousand decrease in Business licenses to align with historical and anticipated sales.

$124 thousand decrease in transfers from reserve due to one time Litigation expense offset partially by 2021 election costs.

Expenses:

$675 thousand decrease in contracted & general services due reduction in learning & development, printing to mitigate the financial impact of COVID-19 and one time Litigation expense offset by a reallocation of expenses to materials, goods and supplies.

$136 thousand increase in materials, goods and supplies due to a reallocation of expenses from contracted & general services.



Community & Recreation Services

Functional Overview

The Community and Recreation Services functional area provides external services in the areas of culture, community, and social development as well as recreation and parks. The function also acts as the liaison for local boards and outside agencies such as the, Arts and Heritage Foundation, St. Albert Seniors Centre, Community Services Advisory Board, Strategy and Mobilization (SAM) Committee and the Affordable Housing Advisory Board (in cooperation with the Planning department). The following departments are funded through this function:

- Community Services
- Recreation and Parks

The following is an overview of the proposed work to be undertaken by the function between 2021-2023. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

The function is involved in the following strategic priorities from the Corporate Business Plan.

#	COUNCIL STRATEGIC PRIORITY	COMMUNITY SERVICES	RECREATION & PARKS
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth		
2	**Economic Development:** Enhance business/commercial growth		
3	**Building a Transportation Network:** Integrated transportation systems		
4	**Infrastructure Investment:** Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies		
5	**Housing and Social Wellbeing:** Enhance housing options and social supports		
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities		

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	COMMUNITY SERVICES	RECREATION & PARKS
A.1	**Regional Collaboration**		
A.2	**Organizational Culture**		
A.3	**Mandated Service Requirements**		

#	ADMINISTRATIVE PRIORITIY	COMMUNITY SERVICES	RECREATION & PARKS
A.4	**Business Process Improvements**		
A.5	**Service Enhancement Opportunities**		
A.6	**Smart City**		
A.7	**Social Programming**		

Resource Requests

The following resources have been identified to pursue the implementation of the Strategic Plan and other key business and service delivery areas:

Maintain Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
RWP Meadowview Construction (RECR-050)	3,155,900	CC Growth Municipal	Recommended

Corporate Business Plan Implementation

ACTIVITY	$ REQUEST	SOURCE	STATUS
Social Housing Coordinator	82,000	OBC Growth	Council Consideration
Alpine Park Pickleball Courts Sound Study	10,000	OBC Growth	Council Consideration

Change or Optimize Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
SAP Flag Poles (CULTR-033)	12,700	CC Growth Municipal	Recommended
Community Amenities Site Planning (RECR-065)	500,000	CC Growth Municipal	Recommended

No additional resources are recommended in these areas:

- Long Term Plan Initiatives
- Existing In-Progress Initiatives
- Other Growth Initiatives

Community & Recreation Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Proposed Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$9,100	$8,934	$9,313	$4,600	$9,208	$9,208	$(4,713)
Interest Income	$3	$1	$1	$1	$1	$1	-
Rentals	$2,817	$2,865	$2,899	$2,296	$2,886	$2,886	$(603)
Conditional Grants	$1,660	$1,657	$1,559	$1,536	$1,512	$1,512	$(23)
Other Revenue	$566	$545	$542	$312	$275	$275	$(230)
Transfers To/From Reserves	$133	$108	$259	$1	$3	$3	$(258)
TOTAL	$14,278	$14,110	$14,573	$8,745	$13,885	$13,885	$(5,827)
EXPENDITURES							
Salaries, Wages & Benefits	$15,620	$16,226	$17,154	$14,064	$17,129	$17,291	$3,090
Contracted & General Services	$2,145	$2,353	$2,474	$1,920	$2,324	$2,324	$554
Materials, Goods, Supplies & Utilities	$3,326	$3,455	$3,614	$3,103	$3,901	$3,942	$511
Transfers To Organizations & Individuals	$3,204	$3,082	$3,069	$3,022	$3,022	$3,022	$47
Bank Charges & Short Term Interest	$109	$108	$98	$59	$98	$98	$39
Other Expenditures	$200	$219	$205	$210	$215	$215	$(5)
Transfers To/From Reserves	$351	$440	$429	$130	$173	$173	$299
Transfers To/From Operations/Capital	$827	$717	$941	$603	$695	$695	$338
TOTAL	$25,780	$26,601	$27,984	$23,110	$27,558	$27,761	$4,874
NET	$(11,502)	$(12,491)	$(13,411)	$(14,365)	$(13,673)	$(13,876)	$(954)

SIGNIFICANT CHANGES

Revenue

$4,713 thousand decrease in sales and user fees due to reduced volume from COVID-19 with corresponding decrease in expenses.

$603 thousand decrease in rentals due to reduced volume from COVID-19 with corresponding decrease in expenses.

$230 thousand decrease other revenue due to a reduction in sponsorships due to COVID-19.

$258 thousand decrease in transfer to reserve due to one time funding for public art projects such as RWP West, Stephen Barr Memorial Sculpture, Repainting Alberta Grain Elevator projects not in 2021.

Expense

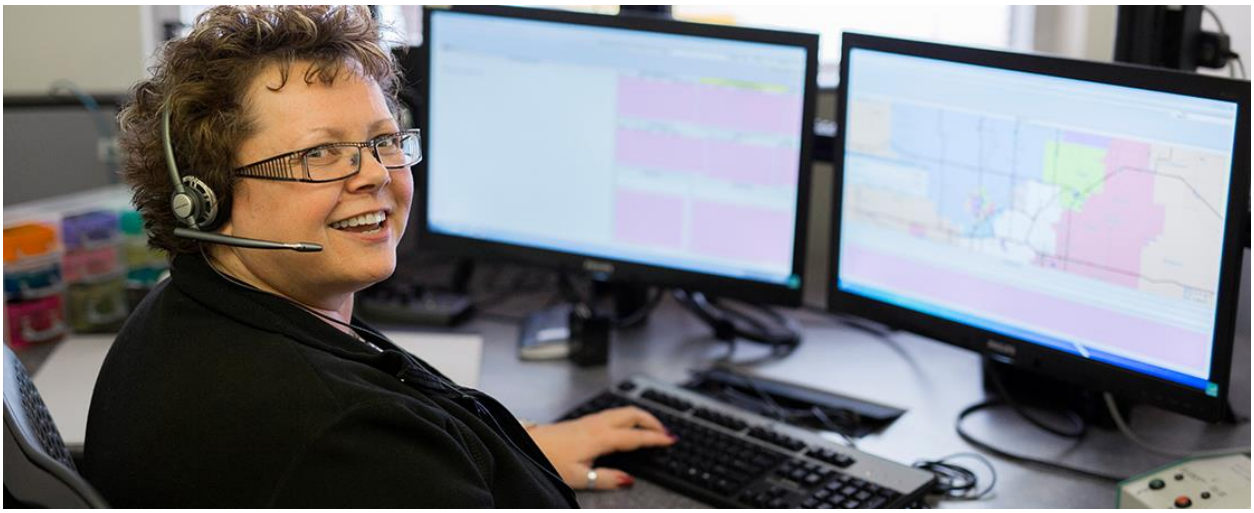
$3,090 thousand decrease in salaries & wages due to a reduction in casual wages due to reduced volume from COVID-19 offset by personnel costs due to moving building maintenance from Public Works to Rec and Parks.

$554 thousand decrease in contracted services due to reduced volume from COVID-19.

$511 thousand decrease in materials, goods, supplies and utilities due to reduced volume from COVID-19.

$299 thousand decrease in transfers to/from reserves due to one time reserve transfers not budgeted in 2021 and a reduction in refurbishment reserve transfers due to lower rentals and performances from COVID-19.

$338 thousand decrease in transfer from operations due to a reduction in internal transfers to reflect moving building maintenance from Public Works to Rec and Parks and reduced volume from COVID-19



EMERGENCY SERVICES

Functional Overview

The Emergency Services functional area provides external services in the areas of fire and policing. The function is responsible for the delivery of essential programs and services that ensure the overall safety and security of residents.

The following is an overview of the proposed work to be undertaken by the function between 2021-2023. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

The function is involved in the following strategic priorities from the Corporate Business Plan.

#	COUNCIL STRATEGIC PRIORITY	EMERGENCY SERVICES
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth	
2	**Economic Development:** Enhance business/commercial growth	

#	COUNCIL STRATEGIC PRIORITY	EMERGENCY SERVICES
3	**Building a Transportation Network:** Integrated transportation systems	
4	**Infrastructure Investment:** Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies	
5	**Housing and Social Wellbeing:** Enhance housing options and social supports	
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities	

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	EMERGENCY SERVIVES
A.1	**Regional Collaboration**	
A.2	**Organizational Culture**	
A.3	**Mandated Service Requirements**	
A.4	**Business Process Improvements**	
A.5	**Service Enhancement Opportunities**	
A.6	**Smart City**	
A.7	**Social Programming**	

Resource Requests

The following resources have been identified to pursue the implementation of the Strategic Plan and other key business and service delivery areas:

Maintain Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
Emergency Services Fire/Medic Personnel	682,900	OBC Growth	Recommended
Key Lock Box System (FIRE-028)	47,800	CC Growth Municipal	Recommended

No additional resources are recommended in these areas:

- Corporate Business Plan Implementation
- Change or Optimize Service Levels
- Long Term Plan Initiatives
- Existing In-Progress Initiatives
- Other Growth Initiatives

Emergency Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Proposed Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$1,296	$1,209	$1,222	$1,232	$1,232	$1,232	$10
Licenses & Permits	$365	$416	$322	$396	$396	$396	$74
Fines	$3,513	$3,860	$2,825	$2,825	$2,825	$2,825	-
Rentals	$24	$24	$24	$24	$24	$24	-
Conditional Grants	$1,566	$1,767	$1,547	$1,562	$1,562	$1,562	$15
Other Revenue	$2,684	$2,686	$2,803	$2,803	$2,803	$2,803	-
Transfers To/From Reserves	-	$369	$32	-	-	-	$(32)
TOTAL	$9,448	$10,331	$8,775	$8,842	$8,842	$8,842	$67
EXPENDITURES							
Salaries, Wages & Benefits	$21,044	$22,827	$22,873	$23,244	$23,611	$23,818	$(371)
Contracted & General Services	$1,761	$1,805	$1,738	$1,738	$1,743	$1,743	-
Purchases From Other Governments	$9,898	$8,812	$10,301	$10,610	$10,928	$10,928	$(309)
Materials, Goods, Supplies & Utilities	$790	$830	$1,060	$953	$970	$975	$107
Bank Charges & Short Term Interest	$4	$3	$4	$4	$4	$4	-
Other Expenditures	$955	$1,061	$1,354	$1,496	$1,516	$1,535	$(142)
Transfers To/From Reserves	$149	$1,426	$138	$135	$135	$135	$3
Transfers To/From Operations/Capital	-	-	-	-	-	-	-
TOTAL	$34,600	$36,764	$37,468	$38,181	$38,906	$39,138	$(713)
NET	$(25,152)	$(26,433)	$(28,693)	$(29,339)	$(30,064)	$(30,296)	$(646)

SIGNIFICANT CHANGES

Revenue

$74 thousand increase in licenses & permits due to increase volume in dog licenses.

Expenses

$371 thousand increase in salaries and benefits due to annualization of salary costs.

$309 thousand increase in purchases from other governments due to an increase in the per member rate in the RCMP contract.

$107 thousand decrease in materials, goods, supplies & utilities due to a decrease in uniform purchases in 2021. 11 new hires in 2020.

$142 thousand increase in other expenditures due to equipment charges for Emergency Services vehicles.



PUBLIC WORKS & TRANSIT

Functional Overview

The Public Works and Transit functional area ensures that St. Albert residents are proud of our parks, facilities, and roads through quality infrastructure management and through professional, courteous, and efficient service. The Public Works and Transit function also provides safe, reliable local and commuter transportation to residents.

The following is an overview of the proposed work to be undertaken by the function between 2021-2023. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

The function is involved in the following strategic initiatives from the Corporate Business Plan:

#	COUNCIL STRATEGIC PRIORITY	PUBLIC WORKS & TRANSIT
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth	
2	**Economic Development:** Enhance business/commercial growth	
3	**Building a Transportation Network:** Integrated transportation systems	

#	COUNCIL STRATEGIC PRIORITY	PUBLIC WORKS & TRANSIT
4	**Infrastructure Investment:** Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies	
5	**Housing and Social Wellbeing:** Enhance housing options and social supports	
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities	

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	PUBLIC WORKS & TRANSIT
A.1	**Regional Collaboration**	
A.2	**Organizational Culture**	
A.3	**Mandated Service Requirements**	
A.4	**Business Process Improvements**	
A.5	**Service Enhancement Opportunities**	
A.6	**Smart City**	
A.7	**Social Programming**	

Resource Requests

No additional resources are being recommended in this functional area at this time.

Public Works & Transit Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Proposed Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$4,604	$4,420	$4,694	$2,365	$4,740	$4,740	$(2,329)
Licenses & Permits	$20	$17	$24	$24	$24	$24	-
Rentals	$522	$1,040	$983	$968	$967	$967	$(15)
Unconditional Grants	-	-	-	-	-	-	-
Conditional Grants	$121	$132	$117	$117	$117	$117	-
Other Revenue	$89	$(73)	-	-	-	-	-
Materials, Goods, Supplies & Utilities	$461	$461	$461	$461	$461	$461	-
Other Expenditures	$4,892	$5,183	$6,191	$6,661	$6,821	$6,909	$470
Transfers To/From Reserves	$51	$32	$31	-	-	-	$(31)
Transfers To/From Operations/Capital	$347	$333	$333	$333	$333	$333	-
TOTAL	$11,106	$11,544	$12,835	$10,928	$13,463	$13,551	$(1,907)
EXPENDITURES							
Salaries, Wages & Benefits	$13,375	$14,118	$13,423	$13,513	$13,739	$13,781	$(90)
Contracted & General Services	$12,808	$13,610	$14,425	$14,346	$14,394	$14,337	$79
Materials, Goods, Supplies & Utilities	$6,425	$6,335	$6,894	$6,374	$6,894	$6,937	$520
Other Expenditures	$3,033	$3,162	$3,697	$3,867	$3,917	$3,967	$(170)
Transfers To/From Reserves	$1,954	$3,024	$2,757	$2,834	$2,935	$2,935	$(77)
Transfers To/From Operations/Capital	$(1,225)	$(999)	$(1,178)	$(858)	$(951)	$(951)	$(320)
TOTAL	$36,369	$39,252	$40,017	$40,075	$40,929	$41,007	$(58)
NET	$(25,263)	$(27,708)	$(27,182)	$(29,145)	$(27,466)	$(27,456)	$(1,965)

SIGNIFICANT CHANGES

Revenues:

$2,329 thousand decrease in transit sales & user fees due to reduced volume from COVID-19 with corresponding decrease in expense.

$470 thousand increase in other expenditures for garage recoveries which reflects updated equipment charge usage and rates.

Expenses:

$91 thousand increase in salaries, wages due to annualization of salary costs.

$78 thousand increase in contracted & general services from Transit contracts due to reduced volume from COVID-19, offset by reallocation of corporate lease costs from Corporate Finance, Transit maintenance costs for Smart Fare, and increased Insurance premiums.

$519 thousand decrease in materials, goods & supplies from Transit gas and vehicle maintenance due to reduced volume from COVID-19, offset by higher Public Works equipment maintenance.

$171 thousand increase in other expenditures to reflect updated equipment charge usage rates.

$78 thousand increase in transfers to reserve due to increase to PW Replacement Reserve for Vacuum Truck.

$320 thousand decrease in transfer from operations due to elimination of interdepartmental transfer with Servus.



PLANNING & ENGINEERING SERVICES

Functional Overview

The Planning and Engineering functional area, a key contributor in assisting the community in achieving the strategies within the City of St. Albert Strategic Plan that focuses around the Built Environment and Service Delivery Strategy.

The Engineering Services and Planning and Development departments work closely together to manage the City's growth and sustainability. This includes monitoring the quality and safety of buildings, land developments and public infrastructure. Programs delivered through the Utilities and Environment department support environmental stewardship both for the corporation and the community.

The following departments are funded through this function:

- Engineering Services
- Planning & Development
- Utilities & Environment

The following is an overview of the proposed work to be undertaken by the function between 2021-2023. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

The function is involved in the following strategic initiatives from the Corporate Business Plan:

#	COUNCIL STRATEGIC PRIORITY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT	UTILITIES & ENVIRONMENT
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth			
2	**Economic Development:** Enhance business/commercial growth			
3	**Building a Transportation Network:** Integrated transportation systems			
4	**Infrastructure Investment:** Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies			
5	**Housing and Social Wellbeing:** Enhance housing options and social supports			
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities			

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT	UTILITIES & ENVIRONMENT
A.1	**Regional Collaboration**			
A.2	**Organizational Culture**			
A.3	**Mandated Service Requirements**			
A.4	**Business Process Improvements**			

#	ADMINISTRATIVE PRIORITIY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT	UTILITIES & ENVIRONMENT
A.5	Service Enhancement Opportunities			
A.6	Smart City			
A.7	Social Programming			

Resource Requests

The following resources have been identified to pursue the implementation of the Strategic Plan and other key business and service delivery areas:

Corporate Business Plan Implementation

ACTIVITY	$ REQUEST	SOURCE	STATUS
Intermunicipal Development Plan	160,000	OBC Growth	Recommended
Lakeview/Badger Lands ASP (PLAN-006)	400,000	CC Growth Municipal	Recommended
Land Use Bylaw Update (PLAN-005)	300,000	CC Growth Municipal	Recommended
Traffic Calming Strategies (ENGS-058)	613,000	CC Growth Municipal	Recommended
ITS Strategy Implementation (ENGS-069)	498,000	CC Growth Municipal	Recommended

Long-Term Plan Initiatives

SERVICE	$ REQUEST	SOURCE	STATUS
Smart Facility Monitoring (CSS-007)	80,800	CC Growth Municipal	Recommended

No additional resources are recommended in these areas:

- Maintain Service Levels
- Change or Optimize Service Levels
- Existing In-Progress Initiatives
- Other Growth Initiatives

Planning & Engineering Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Proposed Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$1,267	$1,334	$1,170	$1,170	$1,170	$1,170	-
Licenses & Permits	$1,448	$1,450	$2,050	$2,050	$2,050	$2,050	-
Conditional Grants	$63	$14	-	-	-	-	-
Other Revenue	$144	$23	$16	$16	$16	$16	-
Transfers To/From Reserves	-	-	$620	-	-	-	$(620)
TOTAL	$2,922	$2,821	$3,856	$3,236	$3,236	$3,236	$(620)
EXPENDITURES							
Salaries, Wages & Benefits	$6,963	$7,382	$7,301	$7,434	$7,506	$7,555	$(133)
Contracted & General Services	$745	$732	$835	$715	$715	$715	$120
Materials, Goods, Supplies & Utilities	$2,455	$2,753	$2,732	$2,842	$2,845	$2,848	$(110)
Transfers To Organizations & Individuals	-	-	$8	$33	$33	$33	$(25)
Bank Charges & Short Term Interest	$39	$26	$40	$32	$34	$34	$8
Other Expenditures	$100	$99	$715	$117	$119	$121	$597
Transfers To/From Reserves	$266	$131	-	-	-	-	-
Transfers To/From Operations/Capital	$(47)	$(127)	-	-	-	-	-
TOTAL	$10,519	$10,997	$11,631	$11,174	$11,252	$11,306	$457
NET	$(7,597)	$(8,176)	$(7,775)	$(7,938)	$(8,016)	$(8,070)	$(163)

SIGNIFICANT CHANGES

Revenue:

$620 thousand decrease in transfer from reserves to do one time funding for Sturgeon Annexation payment.

Expenses:

$133 thousand increase in salaries, wages and benefits due to allocation from vacant pool and annualization of salary costs.

$120 thousand decrease in contracted and general services to mitigate the financial impact of COVID-19.

$110 thousand increase in materials, good and supplies based on anticipated increase in electricity charges.

$597 thousand decrease in other expenditures due to one time funding for Sturgeon Annexation payment.

CORPORATE FINANCING

Corporate Financing function supports required debt payments, provides contributions to municipal capital reserves and projects it also includes common corporate revenues and expenses such as interest income, and bank fees.

Corporate Financing Function

(In Thousands of Dollars)
FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Proposed Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Property Taxes (Net Municipal)	$228	$128	$250	$800	$200	$200	$550
Sales & User Fees	$4,533	$4,370	$4,352	$4,229	$4,307	$4,307	$(124)
Franchise & Concession Contracts	$2,316	$4,108	$5,278	$6,176	$6,174	$6,361	$899
Interest Income	$5,268	$5,515	$5,500	$4,600	$4,600	$4,600	$(900)
Rentals	$24	$19	$6	$6	$6	$6	-
Other Revenue	$55	$244	$35	$132	$32	$32	$97
Transfers To/From Reserves	-	-	-	$302	$302	$302	$302
Transfers To/From Operations/Capital	-	-	-	-	-	-	-
TOTAL	$12,424	$14,384	$15,421	$16,245	$15,622	$15,808	$824
EXPENDITURES							
Property Taxes (Net Municipal)	$83	$6	-	-	-	-	-
Salaries, Wages & Benefits	$1,671	$517	-	-	-	-	-
Contracted & General Services	$799	$779	$815	$224	$614	$767	$591
Materials, Goods, Supplies & Utilities	-	-	-	-	-	-	-
Transfers To Organizations & Individuals	$88	$89	$122	$123	$124	$124	$(1)
Bank Charges & Short Term Interest	$3,256	$3,666	$3,380	$2,840	$2,840	$2,840	$540
Debenture Interest	$1,665	$1,464	$1,293	$1,334	$1,110	$876	$(41)
Other Expenditures	$56	$36	$605	$1,121	$2,844	$4,526	$(516)
Transfers To/From Reserves	$11,789	$12,224	$11,809	$13,447	$15,129	$15,129	$(1,638)
Transfers To/From Operations/Capital	-	-	$137	-	-	-	$137
Principal Repayments	$4,302	$4,502	$4,257	$5,002	$5,226	$5,460	$(745)
TOTAL	$23,710	$23,283	$22,418	$24,091	$27,886	$29,721	$(1,673)
NET	$(11,286)	$(8,899)	$(6,997)	$(7,846)	$(12,264)	$(13,913)	$(849)

SIGNIFICANT CHANGES

Revenues:

$550 thousand increase in property taxes due to assessment growth revenue applied to base offset by anticipated reduction in supplementary tax revenue.

$124 thousand decrease in sales & user fees from utility administration fee based on projected corporate assumptions.

$899 thousand increase in franchise fees due to increase in local access fee.

$900 thousand decrease in interest income based on rates and investment base.

$97 thousand increase in other revenue due to one time funding for TELUS 5G.

$302 increase in transfer from reserves fund debt payments on North St. Albert Trail.

Expenses:

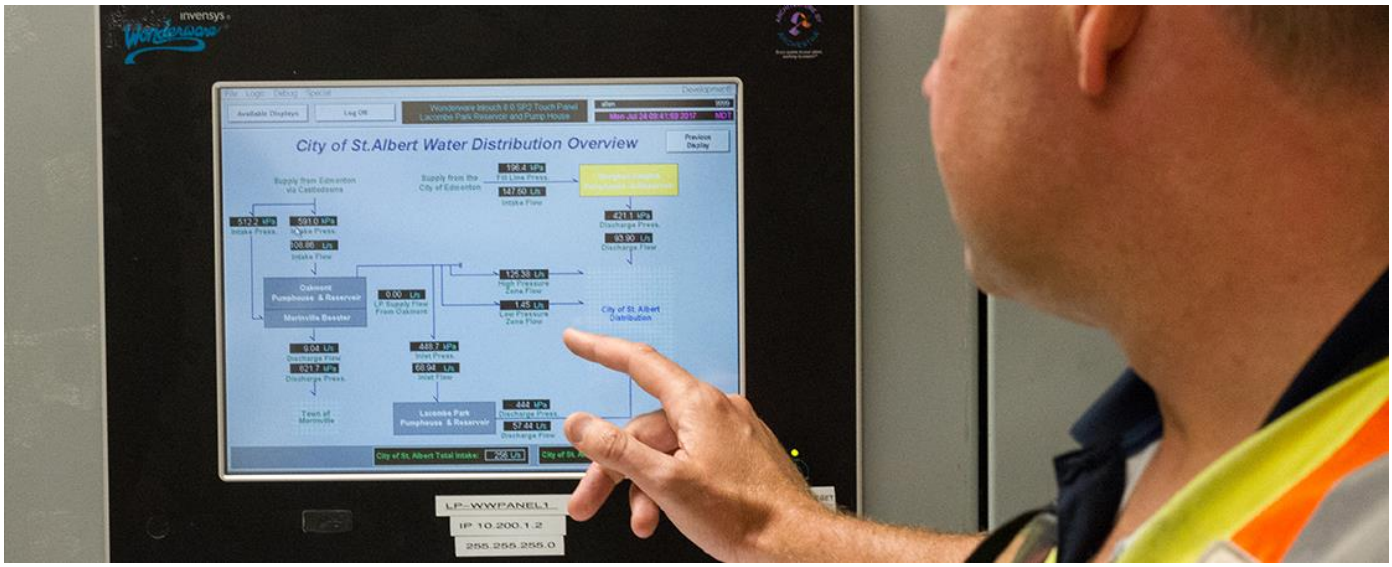
$591 thousand decrease in contracted & general services due to reallocation of leases to PW department.

$540 thousand decrease in bank charges & short term interest due based on rates and forecasted reserve and deferred revenue balances.

$516 thousand increase in other expenditures for Corporate Contingency.

$1,638 thousand increase in transfer to reserves due to approved 1.5% increase for Infrastructure Funding Strategy.
$137 thousand decrease in transfer from operations due to transfer of 2020 approved grant programs to reserve to mitigate the financial impact of COVID-19.

$745 thousand increase in principle repayments related to new debt.



UTILITY SERVICES

Functional Overview

The Utility Services functional area provides water, wastewater, storm water, garbage collection and disposal, compost, and recycling services for residents of St. Albert. The Utility Services function also ensures that the City's Utilities infrastructure is developed and maintained in a cost-effective manner consistent with regulated safety and environmental standards.

The following departments are funded through the Utility Services Function:

- Water
- Wastewater
- Stormwater
- Solid Waste Management

The following is an overview of the proposed work to be undertaken by the function between 2021-2023. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

The function is involved in the following strategic initiatives from the Corporate Business Plan:

#	COUNCIL STRATEGIC PRIORITY	UTILITY SERVICES
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth	
2	**Economic Development:** Enhance business/commercial growth	
3	**Building a Transportation Network:** Integrated transportation systems	
4	**Infrastructure Investment:** Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies	
5	**Housing and Social Wellbeing:** Enhance housing options and social supports	
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities	

Additional Administrative Priorities

#	ADMINISTRATIVE PRIORITIY	UTILITY SERVICES
A.1	**Regional Collaboration**	
A.2	**Organizational Culture**	
A.3	**Mandated Service Requirements**	
A.4	**Business Process Improvements**	
A.5	**Service Enhancement Opportunities**	
A.6	**Smart City**	
A.7	**Social Programming**	

Resource Requests

The following resources have been identified to pursue the implementation of the Strategic Plan and other key business and service delivery areas:

Corporate Business Plan Implementation

ACTIVITY	$ REQUEST	SOURCE	STATUS
Vac Truck (WASTW-021)	500,000	CC Growth Utility	Recommended

Utilities Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Proposed Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$38,508	$38,059	$38,809	$40,552	$41,646	$42,401	$1,743
Penalties & Costs On Taxes	$141	$217	$275	$275	$275	$275	-
Conditional Grants	$20	$16	-	-	-	-	-
Other Revenue	$64	$67	$40	$40	$40	$40	-
Transfers To/From Reserves	$433	$799	$690	$1,373	$1,373	$682	$683
TOTAL	$39,166	$39,158	$39,814	$42,240	$43,333	$43,398	$2,426
EXPENDITURES							
Salaries, Wages & Benefits	$5,159	$5,621	$5,462	$5,607	$5,801	$5,825	$(145)
Contracted & General Services	$8,270	$8,716	$9,073	$9,044	$9,123	$9,122	$29
Purchases From Other Governments	$11,154	$11,105	$11,566	$12,915	$13,428	$13,823	$(1,349)
Materials, Goods, Supplies & Utilities	$1,004	$932	$1,045	$1,095	$1,099	$1,107	$(50)
Bank Charges & Short Term Interest	$2	$1	$2	$1	$1	$1	$1
Debenture Interest	$253	$309	$301	$313	$286	$263	$(12)
Other Expenditures	$887	$959	$1,193	$1,343	$1,543	$1,676	$(150)
Transfers To/From Reserves	$11,687	$10,533	$10,110	$10,181	$10,285	$10,480	$(71)
Transfers To/From Operations/Capital	$423	$545	$681	$681	$681	$682	-
Principal Repayments	$180	$369	$381	$1,060	$1,086	$419	$(679)
Funds Acquired Closeout	$148	$49	-	-	-	-	-
TOTAL	$39,166	$39,140	$39,814	$42,240	$43,333	$43,398	$(2,426)
NET	-	$18	-	-	-	-	$

SIGNIFICANT CHANGES

Revenues:

$1,743 thousand increase in sales and user fees primarily due increased rates for the purchase of water and wastewater treatment.

Expenses:

$145 thousand increase in salaries, wages and benefits for solid waste staffing support and Utility Contingency adjustments.

$1,346 thousand increase in purchases form other governments due to increases in water purchase and wastewater treatment costs.

$50 thousand increase in materials, goods, supplies and utilities due to increases in electricity and natural gas costs.

$150 thousand increase in other expenditures to reflect updated equipment charge usage rates and Utility Contingency.

$679 thousand increase in principal repayments for Project 9.

PROPOSED FINANCIAL PLAN + 2021 BUDGET

APPENDICES

OPERATING BUSINESS CASES (2021 RECOMMENDED)

CAPTIAL PROJECT CHARTERS – MUNICIPAL GROWTH (2021 RECOMMENDED)

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2021 UNFUNDED)

ACRONYMS

GLOSSARY

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2021-22
BUSINESS CASE NAME:	St. Albert/Sturgeon County Intermunicipal Development Plan
LEAD DEPARTMENT:	Planning & Development

TYPE:	○ Mandatory (legal, risk, safety) ○ Maintain Service Levels ◉ Growth Requirement (new or enhanced service levels) ○ Corporate Business Plan
SCOPE STATEMENT:	As part of the City's annexation negotiation process, the City committed to undertaking an Intermunicipal Development Plan with Sturgeon County. The business case will serve to allocate funding for this deliverable.

BUSINESS CASE JUSTIFICATION:	Current State - The current Intermunicipal Development Plan (IDP) between Sturgeon County and the City of St. Albert was originally adopted in May 2001. In 2010, Sturgeon County repealed the IDP in 2010 by bylaw 1220/10. Through the adoption process of Flourish (the new Municipal Development Plan), the City will rescind the IDP. As per the Annexation Agreement between the City and the County, development of a new IDP was agreed upon. Issue – To address growth and policy issues outside of city limits, the Sturgeon County and City of St. Albert Annexation Negotiation Committees agreed to develop an IDP as part of annexation negotiations. Costs are assumed to be shared between the City and the County. Opportunities – The development of a new IDP between the City and County will help to provide greater certainty for areas immediately outside of the City of St. Albert, and may assist the City and County in identifying opportunities for servicing cost savings, shared servicing, etc.

	Risks – The commitment to work with Sturgeon County on an Intermunicipal Development Plan was an important part of the annexation negotiations. To not adequately fund or prepare for the development of an IDP would violate the terms of the Annexation agreement, and subject the City to possible legal challenge.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 1. Growth Policy Framework Activity: 1.2 Complete negotiations for Sturgeon County annexation and provide Administrative Priority: A.1. Regional Collaboration Activity: N / A

FINANCIAL INFORMATION:	**Year**		
	2021	Total Revenue: $	-
		Total Expense: $	160,000
		Net Budget: $	**-**
	2022	Total Revenue: $	-
		Total Expense: $	-
		Net Budget: $	**-**
	2023	Total Revenue: $	-
		Total Expense: $	-
		Net Budget: $	**-**

	(•) One time ( ) Ongoing If one time, indicate number of years: 1-2
ASSOCIATED CAPITAL PROJECT:	Provide the name of the associated capital project charter. N/A
CAPITAL IMPACTS:	Indicate year, capital costs, and departments impacted.

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2021
BUSINESS CASE NAME:	Emergency Services Personnel
LEAD DEPARTMENT:	FIRE

TYPE:	○ Mandatory (legal, risk, safety) ○ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels) ◉ Corporate Business Plan
SCOPE STATEMENT:	Hire five (5) Fire/Medics to ensure service levels are adequate when Fire Station 4 is opened in 2023. Hire one (1) Training Officer position to ensure duties related to Fire/EMS training have proper oversight.

BUSINESS CASE JUSTIFICATION:	Current State – If the City of St. Albert continues to grow and develop, the Emergency Services which provides protection of life and property for its citizens, must expand with it. In addition, with the proposed annexation and the building of Fire Station 4, an adequate number of Emergency Services Personnel (ESP) must be hired to deem the Fire Station Operational. In 2009 the City undertook a Service Level Review for Fire Services which included the construction of Fire Station 4. The proposed date for the construction of Fire Station 4 is now set at 2023. To effectively staff Station 4, 32 FTE's are required (30 Fire/Medics, one Assistant Chief Medical liaison, and one Training Officer). These hires would allow for the proper staffing of one engine crew (5 Fire/Medics x 4 Platoons) and one aerial crew (2.5 Fire/Medics x 4 Platoons). These numbers reflect a manpower ratio which is necessary to allow for vacation time, training, sick leave etc. In 2020, 10 Fire/Medics and one Assistant Chief Medical Liaison were hired. This proposal is requesting for 6 more staff members - 5 Fire/Medics and one Training Officer, to be hired in 2021. The remaining 15 Fire/Medics will be hired in years 2022 and 2023 (7 in 2022 and 8 in 2023). Reasons to split the hiring into four separate years include the following:

	1) Capacity – There are only a small number of integrated Fire / EMS personnel on the market in any given year (schools train a limited number of Advanced Care Paramedics). With a small pool of potential recruits to begin with, along with the fact that many services are trying to attract the same individuals, hiring qualified people is very challenging. By separating the hire over three years, chances of hiring properly trained Fire/EMS personnel increases. 2) Training – With limited funds and only one Chief Training Officer, it is very difficult to train many recruits at the same time. In addition, limited equipment issues along with the costs involved in training a large group of new employees at the same time becomes very difficult. 3) Seniority/Experience - A large number of rookies hired in the same year leads to risk / safety issues. If spread over several years, the first two groups can gain some important Fire/EMS experience before the opening of Station 4. 4) EMS Experience – It is important that new recruits gain as much experience as possible running Emergency Medical calls early in their career. If there is a large group of new ESP's hired all at once, they would only be able to provide emergency medical care on a limited basis. This is because there are only two front line ambulances on the road at any given time, limiting the amount of time each rookie attends on the ambulance. This could further erode their limited skill set early on in their career In addition to the hiring of 5 Fire/Medics in 2021, it is important that one FTE Training Officer be hired at the same time. For a number of years, through the efforts of the Chief Training Officer, some assistance from operational staff, and through external contracts, Fire Services has been able to manage work associated with training of operational staff. As a result, with community growth, it is no longer practical or cost effective to continue with the current practice. An additional Training Officer position is required to meet the demand of an expanding operation. Due to a projected increase in operational staff and contract obligations within the collective agreement, and additional Training Officer position is required in order to meet our legislative and contractual obligations. Continuing with the current structure poses a variety of risks: • Burnout of the existing Chief Training Officer • Violation of the collective agreement • Loss of AHS contract due to failure to provide required training (MCP's) Given the anticipated growth and expansion in Emergency Services, it is imperative that new and existing operational staff receive the proper training in a timely manner. This will assist in

	mitigating risks to the organization should an incident occur that is attributed to a lack of adequate training. Issue – With the continued growth of the city, increased call Fire and EMS volumes, expansion into the annexed lands, and the development of high rise and wide rise buildings, increased manpower is required to keep the citizens of St. Albert safe. Opportunities – Not only will the addition of these new positions allow for the utilization of Station 4 (and proper oversight of all issues related to training), it will in the short term decrease the need for overtime by covering positions by individuals who are presently off on leave (short term, long term, special leave, transitory illness etc.). Presently, SAFS staffing is depleted due to the aforementioned reasons which is leading to excessive overtime, fatigue, and low department morale. The hiring of these individuals would help alleviate some of these issues. Risks – Some of the risks of not hiring include: 1) Without proper staffing levels at Station 4 once it is completed, there would be a safety risk to the community, especially with the increase in high rise and wide rise buildings, and to those living in the proposed annexed lands due to improper Fire/EMS support; 2) Higher insurance rates and the potential for double spatial separation issues in the annexed lands; 3) Increased staff overtime, fatigue, and decreased morale, which could lead to a deterioration of service to the citizens within the community; 4) With respect to the Training Officer position there is the risk of staff burnout (to our existing Training Officer), loss of AHS contract, increase in overtime, and possible litigation. 5) Staff Burnout/morale issues; and 6) Loss of AHS contract due to contractual non-compliance.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 1. Growth Policy Framework Activity: N / A Administrative Priority: A.3. Mandated Service Requirements Activity: N / A

FINANCIAL INFORMATION:	**Year**			
	2021	Total Revenue:	$	N/A
		Training Officer Expense:	$	140,100
		5 Fire/Medics Expense:	$	542,800
		Net Budget:	$	682,900
	2022	Total Revenue:	$	N/A
		Training Officer Expense:	$	143,800
		5 Fire/Medics Expense:	$	535,200
		Net Budget:	$	679,000
	2023	Total Revenue:	$	N/A
		Training Officer Expense:	$	143,800
		5 Fire/Medics Expense:	$	586,200
		Net Budget:	$	730,000

	○ One time ◉ Ongoing If one time, indicate number of years: _____
ASSOCIATED CAPITAL PROJECT:	Fire-005
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2021
BUSINESS CASE NAME:	COSA Corporate Promotion
LEAD DEPARTMENT:	Strategic Services and Information Technology

TYPE:	○ Mandatory (legal, risk, safety) ○ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels) ◉ Corporate Business Plan
SCOPE STATEMENT:	With the recent move of the Marketing Specialist to Corporate Communications and Design, there is currently no available budget to develop the necessary marketing materials to support Council, Executive Leadership, Economic Development and Intergovernmental Relations. Resources are required to assist these groups in conducting negotiations and promotions of St. Albert with the business, development and government sectors to improve the City's investment and growth opportunities.

BUSINESS CASE JUSTIFICATION:	**Current State –** Currently, with the exception of City Lights, all marketing dollars are within individual department budgets and are focused on meeting individual program and department needs. There is no common voice, tone or approach to marketing across the corporation. This type of corporate-wide approach is essential to provide consistent messaging to the investment community, developers, industry groups, key external stakeholders, provincial and federal investment attraction agencies, business and government. A corporate-wide approach would enable Administration to move beyond profiling individual programs and services and create a more holistic message that profiles the broader and far-reaching value being offered by the City. **Issue –** In St. Albert, residents carry a bigger share of the tax burden (80 per cent) compared to businesses (20 per cent), even though businesses pay a higher mill rate than residents, yet less than most communities in the Edmonton Region. In order to address this tax imbalance, without shifting the burden among the existing classes of taxpayers, St. Albert needs to attract more non-residential growth and investment and find new ways to generate revenue. St. Albert is poised to see significant non-residential growth in several areas of the City, namely South Riel and

	Lakeview Business District; however, the market conditions for attracting investment capital are extremely competitive in the Metro Edmonton Region. It will be increasingly challenging to attract St. Albert's proportionate share of private sector investment without adequate resources to support the promotion of the investment opportunity that exists within St. Albert. One key advantage is the City's admirable position of having attractive land positions in a suburban market associated with critical regional infrastructure. In addition, the recent economic downturn because of COVID-19 has resulted in reduced revenues and increased operating costs for the City, along with additional pressure from the Provincial Government to provide low to zero percent tax increases to residents and businesses. As a result, more than ever the time has come for St. Albert to demonstrate the City's value proposition for private investment and actively promote growth opportunities in our community to improve the tax ratio and increase direct revenue options to the City, while directly heading off long-term financial sustainability issues and fast tracking economic recovery. In order to do this, Council, Executive Leadership, Economic Development and Intergovernmental Relations must be provided with the resources to effectively communicate and position St. Albert in the province and country. **Opportunities** – Resources would be applied to assist the Corporate Communications and Design branch, working in cooperation with Economic Development and Intergovernmental Relations, to develop targeted resources to promote St. Albert as a first-class investment opportunity within the Edmonton region and Western Canada as a whole, align our direction with various investment and growth opportunities, and ensure that our outward communications and market engagement are consistent with the direction of the Provincial Government on economic growth and recovery. Developing the resources in this way will assist in identifying and bolstering St. Albert's implicit value as an optimal place for investment and opportunity. **Risks –** Without this streamlined, focused approach, St. Albert will continue to be under recognized for the efficiencies we have made and the significant opportunities for investment available in our community. In the near future, St. Albert will be bringing to market approx. 620 acres of developable land for non-residential uses in the Lakeview Business District. Internal City staff will be hard-pressed to create an effective, long-term plan to position and market the immediate and future investment potential within Lakeview and the City as a whole, jeopardizing the City's ability to attract residents, businesses, investment and new revenue-generating options.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 1. Growth Policy Framework Activity: N / A Administrative Priority: N / A Activity: A.4.3 Organizational productivity and capacity

FINANCIAL INFORMATION:	**Year**		
	2020		
	Total Revenue:	$	-
	Total Expense:	$	50,000
	Net Budget:	$	50,000
	2021		
	Total Revenue:	$	-
	Total Expense:	$	50,000
	Net Budget:	$	50,000
	2022		
	Total Revenue:	$	-
	Total Expense:	$	50,000
	Net Budget:	$	50,000

	○ One time ◉ Ongoing If one time, indicate number of years:
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2021
BUSINESS CASE NAME:	Mayor's Task Force to End Homelessness – Social Housing Specialist
LEAD DEPARTMENT:	Community Services

TYPE:	○ Mandatory (legal, risk, safety) ○ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels) ○ Corporate Business Plan
SCOPE STATEMENT:	This **Operating Business Case** is being developed to be considered as part of the 2021 budget process for a *Social Housing Specialist* position, whose role will be to advance social housing supports for all vulnerable groups in St. Albert, and the youth supportive housing capital project as per the recommendations of the Mayor's Task Force to End Homelessness.
BUSINESS CASE JUSTIFICATION:	**Justification** The Mayor's Task Force to End Homelessness was formed in January 2018 in response to the increasing numbers of homeless people living in St. Albert. Task Force Final report and recommendations were approved by Council on August 17, 2020 through motion CB-20-053 stating: 1. That a **Capital Project Charter,** along with future operating impacts, be developed and added to the 2021-2030 Growth Capital Plan to be considered as part of the 2021 budget process for the construction and operation of a new youth transitional home, using an advocacy model; 2. That an **Operating Business Case** be developed to be considered as part of the 2021 budget process for a *Social Housing Specialist* position, to advance and support the social housing needs of all vulnerable groups in St. Albert, and 3. That the Mayor's Task Force continue to support and advocate the coordination of homelessness prevention strategies among local, regional, provincial, and national organizations, as well as the public and private sectors.

	Current State Housing takes on different forms and exists on a continuum from homelessness to market ownership. The Task Force final report identifies a service delivery gap along the continuum of housing support and services as it relates to a coordinated approach to **'Social Housing".** The Social Housing Specialist position will coordinate and implement actions and strategies(including support services) to address the social needs of vulnerable residents to prevent homelessness and improve housing stability along the housing continuum from homelessness to social housing. The City of St Albert **Affordable Housing Laision** position in the Planning Department focuses on housing from a development perspective, implementing strategies and actions to improve housing diversity and affordability through changes to the housing supply in partnership with the development industry and housing affiliated organizations in St. Albert and the Edmonton region. This position focuses primarily on improving housing choices along the continuum from social to market housing. **The Social Housing Specialist** would be responsible to advance homeless prevention strategies for all vulnerable groups in St. Albert based on their social needs, and will work collaboratively with the existing Affordable Housing Liaison to bring a community development approach to homelessness prevention strategies that respond to the needs of these vulnerable groups. **Issue** As of December 2019, there were 167 unique individuals who experienced periods of episodic homelessness in St. Albert including families with children. The increasing number of vulnerable people in St. Albert point to the need for city-based social interventions to prevent homelessness at any stage. The impacts of the COVID-19 pandemic on vulnerable groups related to basic needs, including housing are emerging and are anticipated to increase the number of homeless people in our community. **Opportunities** The Task Force final report provides evidence that vulnerable groups in our community are underserved. With the approval of this position, vulnerable groups will benefit from enhance services and supports related to social housing.

	The investment in a Social Housing Specialist will provide opportunity for a new service delivery approach, including new and expanded internal (city) and community collaborations, and solicitation of interested parties through an Expression of Interest in alignment with the capital feasibility study for the transitional youth home. A Social Housing Specialist would elevate and coordinate city (internal) and community efforts to advance homeless prevention strategies for vulnerable groups in our community. This is an opportunity to build community capacity and 'readiness' to respond to the existing social housing situation and the much-anticipated impacts that COVID-19 pandemic will have on vulnerable groups living in St. Albert. **Risks** Stable housing is a key determinant of health for individuals, family, and community.[1] Moreover, the costs to the community and the economy of not preventing and addressing homelessness are significant. If this position is not approved, vulnerable groups will continue to be underserved in our community. By not investing in a Social Housing Specialist, homeless prevention strategies will not be fully implemented and in turn, the number of homeless people will continue to rise. Vulnerable groups in our community will experience increased mental health and substance abuse issues and will not be able to meet basic needs. This will put an added strain on local social services. The City of St. Albert is not currently on the radar for federal or provincial funding towards homeless initiatives and will continue to face funding shortfalls unless active solutions are pursued to increase the city's visibility in this area.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 5. Housing Activity: 5.4 Explore interim housing options to support vulnerable populations. Administrative Priority: N / A Activity: N / A

FINANCIAL INFORMATION:	Year			
	2021	Total Revenue:	$	
		Total Expense:	$	82,000
		Net Budget:	$	**-**
	2022	Total Revenue:	$	-
		Total Expense:	$	121,000
		Net Budget:	$	**-**
	2023	Total Revenue:	$	-
		Total Expense:	$	127,000
		Net Budget:	$	**-**

	○ One time ◉ Ongoing If one time, indicate number of years: _____

[1] "Housing and Health: An Overview of The Literature," Health Affairs Health Policy Brief, June 7, 2018. DOI: 10.1377/hpb20180313.396577

ASSOCIATED CAPITAL PROJECT:	This business case is directly linked to the Capital Project Charter Youth Transitional Home Feasability Study that includes an investigation of *costing* estimates (capital and operating), *location options (site/facility considerations)* and the development of *collaborative partnerships* needed to support a youth transitional home in St. Albert. The Social Housing Specialist will be responsible for implementing the Youth Transitional Home feasilibility study, expecting to realize project cost savings through the development of partnerships with other orders of government, social agencies and the private sector towards capital and operating costs.
CAPITAL IMPACTS:	**2021:** Phase 1: Youth Transitional Home Feasibility Study ($115,000) **2022:** Phase 2: Design and Development, Land and Site Servicing, and Public Engagement ($753,725) **2023:** Phase 3: Construction, Landscaping, and Equipment ($1,101,500) **Note; 2022 and 2023 estimates provided to include potential future costs and will be determined based on recommendations from feasibility study*

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2021
BUSINESS CASE NAME:	Alpine Park Pickleball Courts Sound Study
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	○ Mandatory (legal, risk, safety) ○ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels) ◉ Corporate Business Plan
SCOPE STATEMENT:	To complete a sound study at the Alpine Park Pickleball Courts.

BUSINESS CASE JUSTIFICATION:	**Current State** In 2018, the tennis and tarmac area at Alpine Park was redeveloped into twelve pickleball courts that are currently operating in the Park. The City has received noise complaints of noise emanating from the courts since 2019 from residents that live adjacent to Alpine Park. **Issue** Administration provided information to Council on acoustic panels proposed to mitigate the noise emanating from the courts in April of 2020 as a possible solution to the noise concerns at Alpine Park. A sound study conducted on the site by an independent third-party acoustic specialist will quantify the pickleball sounds and will assess and confirm the ability of the proposed acoustic panels to mitigate this noise. **Opportunities** This sound study will quantify the sound created by the play of pickleball at the Alpine Pickleball Courts. The proposed project will have an acoustic consultant conduct noise monitoring at various site locations at Alpine Park. The acoustic consultant will collect the data and provide a report and summary of the noise created and the ability for the acoustic panels to mitigate this noise on the site. The data collection will be done throughout one full day when weather is optimal, and the courts are at full play at various times.

	This project will provide Council more information on the severity of the noise at the site to inform their decision on the necessity to proceed with acoustic panels at the pickleball courts in future. **Timing** Q2 2021 – Noise monitoring to take place when the courts re-open for public use (May) Q2 2021 – Acoustic consultant to prepare report of results which would be reported to Council at the end of Q2 2021. Q3 2021 – Administration to implement any action or Council direction from this report. **Risks** If this business case is not approved the noise impact on the pickleball courts will not be affirmed.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N / A Activity: N / A Administrative Priority: N / A Activity: N / A

FINANCIAL INFORMATION:	**Year**			
	2021	Total Revenue:	$	-
		Total Expense:	$	10,000
		Net Budget:	$	**-**
	2022	Total Revenue:	$	-
		Total Expense:	$	-
		Net Budget:	$	**-**
	2023	Total Revenue:	$	-
		Total Expense:	$	-
		Net Budget:	$	**-**

	(•) One time ( ) Ongoing If one time, indicate number of years: **1**
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A



CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2021 RECOMMENDED)

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021-2027
CHARTER NUMBER:	RECR-050
CHARTER NAME:	RWP West – Meadowview Construction
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	○ RMR ○ GROWTH	
	This charter involves construction of new park amenities and trail connections in the Meadowview area. Meadowview encompasses the area between Ray Gibbon Drive and the Trestle Bridge, including Grey Nuns White Spruce Park.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	◉ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	The project involves construction of new park amenities and Red Willow trail connections in the Meadowview area which includes the Grey Nuns White Spruce Park (GNWSP) as identified in the Red Willow Park West Master Plan update completed in 2018 and detailed design in 2020. Work for 2021 is the construction of Phase One - Grey Nuns White Spruce Park.	

PROJECT CHARTER JUSTIFICATION:	**Current State:** Phase One (GNWSP) detailed design was completed in 2020 and is ready for construction in 2021.  The 2018 Red Willow Park West Master Plan and the public engagement conducted in October 2019 contributed to the final park design. The design of this park provides connectivity to the existing Red Willow Park Trail system and the Riverside neighbourhood with multi-use trails as well as nature trails for a quieter experience with a focus on forest protection, nature appreciation and education. The GNWSP will be a gateway to this area and a destination for residents and visitors. Increased need for park space has occurred due to the Riverside neighbourhood build out continuing with nearly 10,000 residents expected at completion, as well as overall increased pedestrian traffic occurring in the Grey Nuns White Spruce Park. Development of this park and trail system aligns to current Administration and resident priorities. Parks, green spaces, and trails were the top factor contributing to a high quality of life in the City, ranking substantially higher than any other factor (City of St. Albert 2019 Community Satisfaction Survey). This project also aligns to the updated MDP, which emphasizes highly connected trail systems, continued development and expansion of the Red Willow Park system and well planned and high-quality park spaces. Construction of these park amenities will improve the quality of life to all St. Albert residents, improve recreation, education and stewardship opportunities and protect key areas of the forest. As a Conservation Park within the City's guidelines, a balance of public access and conservation of the natural features is a priority for the development of these amenities. Completing the trail along the north side of the river between Riverside and downtown St. Albert provides connectivity on both sides of the river and is consistent with the level of service we provide in most neighborhoods along the Sturgeon River. Completion of this project also supports meeting the vision of the Active Transportation Strategy for St. Albert. It brings pedestrian and cycling traffic away from street traffic into a highly scenic area, increasing comfort and attractiveness for all trail users.

	There is strong support for the construction of this project, identified through public engagement carried out as part of the Red Willow Park West Master Plan update in 2018. Public engagement during detailed design resulted in over 140 surveys were completed, and 77 people attending the open house. Stakeholders representing eight organizations were also consulted through separate meetings and communications. Public and stakeholder engagement captured strong support for the following key themes. **Protection of forest with use of disturbed areas:** To ensure minimal impact to the existing forest, the picnic shelter, picnic tables, outdoor classrooms and nature interpretive area are consolidated in the existing disturbed area. Park trails will travel through cleared areas and follow existing footpaths where possible. **Wildlife corridors:** Maintaining wildlife corridors is very important and development of trails will be located away from the edge of the river to ensure wildlife can travel freely. New buffer plantings will provide gaps to allow wildlife access. **Minimal clearing:** Trail width is varied through the park to be as narrow as possible to minimize tree clearing and impacts with construction. **Boardwalks:** The use of boardwalks in key areas will protect wet and sensitive natural areas while still permitting access and connectivity. **Landscaping:** a variety of methods will be used to screen or highlight areas, providing necessary direction of people and establishing key restoration sites. Long term restoration of the forest is being planned in concert with the Grey Nuns Working Group for sustainability. **Project History:** **1991:** Red Willow Park Master Plan is completed from Riverlot 56 to Big Lake. Red Willow Park is deemed an open space corridor along the Sturgeon River which is managed to conserve St. Albert's unique natural and cultural heritage, and to provide a land and facility base for recreation pursuits, accessible to all. Out of the 1991 Red Willow Park Master Plan, major park development such as Kingswood, Lions Park and Woodlands occurred. **2003:** Red Willow Park West Master Plan is completed as this area (west of the Trestle Bridge) has changed significantly since 1991 and a new Master Plan is needed. Riel Recreation Park develops through this plan. **2011:** Grey Nuns White Spruce Forest Bylaw 31/2011 designated the forest as a Municipal Historic Resource. This has provided valuable protection to the forest. **2014:** Grey Nuns White Spruce Park Management Plan created with the purpose to provide strategies to preserve and maintain the forest while allowing appropriate use of the park for the enjoyment of residents. **2018:** The City updates the Red Willow Park West Master Plan to ensure alignment with key City and Provincial initiatives such as 2014 Riverside Area Structure Plan, Grey Nuns White Spruce Park Management Plan, Heritage

	Sites Functional Study and Lois Hole Provincial Park Management Plan. This plan also included expansion into Carrot Creek greenway. **2019/2020:** Detailed design was initiated in 2019 and completed in 2020. This step includes completion of public engagement and stakeholder engagement, completion of design processes and permitting from multiple agencies including ATCO gas, CN Rail, Alberta Culture – *Historic Resources Act* and Albert Environment – *Water Act* approvals. Phase One (GNWSP) project is readied for tender process in 2021 if funding is approved. **Project Phases:** In consideration of the numerous environmental assessments and permits required, ATCO and CN right of ways and the complexity of adjacent land ownership, the project has been broken into 3 phases. Due to these complexities, costs are significantly higher than previously anticipated. As detailed design is near completion, costs included in this charter are confidently reflective of the true costs of construction in such a complex and sensitive environment. **2021 - Phase One: (Grey Nuns White Spruce Park)** Park design can be found at this link. Construction of: • Central interpretive area (Picnic area, picnic shelter, portable washrooms, interpretative play area, outdoor classroom) • Multi use asphalt trail(1.1km) from Ray Gibbon Drive bridge crossing around the East portion of the forest to Hogan Road. • Accessible granular trails(2.7km) • Nature wood chip trails (1.0km) • Gateways (entrance signage and access controls such as fencing, bollards etc.) that create controlled entry points and manage access to ensure forest protection. • Small viewpoint within the forest • Viewpoint along the multi-use trail providing river views. **2023 - Phase Two: Red Willow Park West Trail Connection (Ray Gibbon Drive to Trestle Bridge)** Construction of: • Multi use trail(1.4km) from the GNWSP along the Sturgeon River, connecting to the existing trail on the east side of the trestle bridge. • Boardwalks through environmental sensitive areas. • Viewpoint at Meadowview Lane to give opportunity for nature viewing and educational opportunities. **2027 - Phase Three: Grey Nuns White Spruce Park Riverside Entrance** Future parking lot and completion of trail connections to Phase One and Two. Construction of this phase is dependent on stages of Riverside development and the reconfiguration of Hogan Road and is not anticipated for at least 5 years. Timing of this phase will be reviewed annually.

	Design and construction of: • Permanent bus and resident parking lot to replace temporary Hogan Road parking, • Remaining trail connections from Riverside to Phase One and Two trails. **Opportunities** Construction of these amenities provide the appropriate access and use of this valuable area. Through the Municipal Historic Resource Bylaw 31/2011, the City is committed to providing protection to the forest. Residents are currently accessing the forest along user created trails and access points. Appropriate trails and amenities need to be created to ensure the sensitive areas in the forest can be protected. Encouraging recreation with low impact recreation amenities such as a natural interpretive play area, picnic shelter and outdoor classrooms give residents and educational groups opportunities to enjoy this unique park setting in a responsible manner. Information about the forest and history can also be communicated through the amenities, creating an environmental stewardship focus. **Grants and Sponsorship:** The City will look to secure alternative funding through grants, partnerships, and sponsorship sources. Recreation and Parks will actively pursue alternative funding sources as the environmental focus of this area and the uniqueness of Grey Nuns White Spruce Park could garner interest from unique granting bodies and potential partners. Alternate funding sources include: Private companies Service Clubs Provincial and Federal Grants Environmental Grants **Risks** Risks of not completing this project: - Grey Nuns White Spruce Forest continues to incur damage from random use - City incurs greater costs to repair forest - Trail connectivity is not completed, and this creates safety and liability concerns when people create their own routes. - Riverside residents continue to require detours to access the Red Willow Trail System and cannot effectively use the trail system for active transportation - Residents continue to create and use their own paths, leading to potential environmental concerns (soil issues, garbage, wildlife impacts) - Construction costs increase due to delays - Environmental and other assessments need to be repeated due to project delays Risks within completing this project: - Environmental issues identified may require greater remediation than anticipated. - Construction delays due to weather and permitting requirements.

	- Lack of qualified candidates that have environmental sensitive construction experience.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: 3.8 Integrate active transportation into the planning process for the Transportation Administrative Priority: N / A Activity: Choose an item.
STAKEHOLDER IDENTIFICATION:	**Internal Stakeholders:** Extensive internal consultations have occurred during detailed design and will occur throughout construction as this project impacts many departments including: • Capital Projects Office • Environment • Public Works • Engineering • Planning • Utilities • Municipal Enforcement • Fire • Transportation • Culture • RCMP **External stakeholders:** Extensive consultation with groups and the public occurred at the Master Plan stage and continued during detailed design. Major stakeholders are: • Genstar • Private landowners • Arts and Heritage Foundation • ATCO • Canadian National Railway • St. Albert Men's Slowpitch • Big Lake Environmental Support Society (BLESS) • Grey Nuns White Spruce Park Working Group • Sturgeon River Watershed Alliance • Government of Alberta – Environment and Parks • General Public
TIMELINE:	2021- Phase 1- Grey Nuns White Spruce Park 2023- Phase 2- RWP West trail connection 2027-Phase 3- GNWSP Riverside Entrance

FINANCIAL INFORMATION:	Investment Year	
	2021	$ 3,155,900
	2022	
	2023	$ 3,135,300
	2024	
	2025	
	2026	
	2027	$ 1,188,400
	2028	
	Total	$ 7,479,600
		See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:		(•) Yes ( ) No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029
Land Determined Costs									
Concept Planning									
Detailed Planning and Design	100,000		50,000						
Site servicing							550,000		
Construction	2,015,900		2,095,400						
Landscaping	324,700		300,500				182,400		
Construction Management	197,600		100,600				84,300		
Contingency 20%	517,700		499,300				298,100		
Public Participation Activities									
Escalation 3%			89,500				17,000		
Approvals 5%							56,600		
TOTAL	**3,155,900**		**3,135,300**	**-**	**-**	**-**	**1,188,400**	**-**	**-**

Comments:

20% contingency is a consistent standard, 3% escalation for 2023-costs for Phase 2 costs for CN trestle bridge trail connection cost in Phase 2 is based on preliminary with CN . Detailed design not completed on this portion until 2021where costs will be refined.

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	Operational impacts for Phase One in 2021 include maintenance of trails, park structures and amenities as well as and required White Spruce Forest tree management beginning in 2023.

	2021	2022	2023	2024	2025	2026
	Phase 1	Phase 1	Phase 1	Phase 1	Phase 1 & 2	Phase 1 & 2
Trail maintenance			7,652	7,652	11,217	11,217
Boardwalk and Viewpoint maintenance			3,656	3,656	4,664	4,664
Park building maintenance			9,000	9,000	9,000	9,000
Park amenity maintenance			16,025	16,025	17,625	17,625
Interpretive play space			3,000	3,000	3,000	3,000
Park/Grass maintenance			3,296	3,296	3,296	3,296
Hazard Tree Management			45,000	45,000	45,000	45,000
TOTAL	-	-	87,629	87,629	93,801	93,801

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
CHARTER NUMBER:	ENGS-058
CHARTER NAME:	Neighbourhood Traffic Calming Strategies
LEAD DEPARTMENT:	Engineering

TYPE:	○ RMR ○ GROWTH	
	This project targets the completion of traffic safety improvements within neighbourhoods, inclusive of school zones / playground zones.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ◉ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	This project enacts on City Council Policy C-TS-02 Neighbourhood Traffic Calming and recommendations of the Safe Journeys to School report.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u> This updated Project Charter for 2021, has combined the Neighbourhood Traffic Calming and Safe Journeys to School programs. The Safe Journeys to School charter (ENGS-063) is eliminated and the remaining functions of work associated with school site improvements relevant to safety for pedestrians and traffic flow will be addressed as priority locations for integration of traffic calming and site improvements. Table 1.0 below, identifies that from 2015 - 2019, between 30% to 35% of all public roadway collisions occurred within communities. This equals a total of approximately 1,595 collisions occurring in neighbourhoods within this time frame, that is inclusive of 171 incidents involving severe outcomes. Table 1.0: Annual Collision Occurrences in Neighbourhoods

Year	Total City-wide Collisions	Community Roadway Collisions	% Total of City-wide collisions	Injury & Fatal Collisions on Community Roads	PDO Collisions on Community Roads
2015	865	271	31%	12	259
2016	961	292	30%	38	254
2017	1,001	347	35%	30	317
2018	1,012	336	33%	40	296
2019	973	349	36%	51	298
Totals	4,812	1,595	33%	171	1,424

According to the 2017 Collision Cost Study; the total direct cost of EACH collision by collision type is calculated at the following:

- Fatality Collision = $225,558 / collision
- Injury Collision = $48,341 / collision
- PDO (Property Damage Only) = $14,065 / collision

*Direct costs represent the losses to the people involved in collisions and to insurance companies, employers, and taxpayers, who often bear the greatest proportion of direct costs. They are calculated from data sources such as: property damage, emergency response, health services, legal and funeral, travel delay and environmental costs, and productivity lost at work.

The estimated total cost of collisions occurring on community roadways in St. Albert from 2015 to 2019 is valued at $28,472,088 or averaged to $5,694,417.60 /year.

The top neighbourhood locations in ranking for collision frequency summarized over the past three years (2017 to 2019) are highlighted in Table 2.

Table 2.0: Top Neighbourhood Collision Locations based on Frequency

Rank (in Frequency of collisions)	Neighbourhoods /Severity	2017 Collisions	2018 Collisions	2019 Collisions	Total (3-Year Collision Frequency)
1	**Lacombe Park**	**48**	**36**	**36**	**120**
	Injury	4	4	5	13
	PDO	44	32	31	107
2	**Erin Ridge**	**32**	**39**	**31**	**102**
	Injury	3	6	2	11
	PDO	29	33	29	91
3	**Grandin**	**33**	**30**	**31**	**94**
	Fatal	1			1
	Injury	4	1	4	9
	PDO	28	29	27	84

Each of the above communities are in process of being addressed through this program, with varying stages of work complete from

	public engagement and temporary measures to full permanent construction and Traffic Calming Plans being implemented. Issues 1) Performing cost estimates for construction of unknown plans are subject to a high degree of change due to potential influences of resident feedback, additional requests, unknown site conditions and results of engineering evaluation. 2) Road right of way limitations may impact requested or optimal design changes to intersections, in terms of constraints for space. 3) Public Perception versus Priority Levels: There are instances to which residents may have an opinion on where the City should be investing and what improvements should be completed. Although these may be aligned with areas for improvement completion, the schedule or priority may not align. 4) Disruption: Due to the nature of the required construction, there may be substantial disruption generated to road users and residents that may also take a substantial time frame. Efforts must be made to mitigate disruption and ensure continuous services throughout construction. 5) Continued congestion. Mitigation measures and improvements are not ultimately amending or influencing actual parent pickup /drop off needs and resulting volumes of traffic at schools in peak periods. Overall congestion and limited availability to accommodate such high volume (on site at the school or in the vicinity of the school on these collector roadways) continue to be issues. 6) Road user behaviour: Despite engineered roadway improvements, behaviour that directly violates the Traffic Safety Act or St. Albert Traffic Bylaw can directly impact the safety to multiple road users. Miss-use of parking areas, stopping areas or pedestrian crossings, or lack of attention to surroundings will require attention through enforcement. Opportunities 1) Temporary measures: Use of temporary measures provides opportunity for “testing” potential design changes prior to full investment of permanent construction. This gives residents and Administration opportunity to formulate opinions and evaluate impacts. 2) Communication / Transparency: There is opportunity to proactively communicate background information on roadway safety improvements, such as how programs are planned and implemented. 3) Evaluation: Data collection associated with vehicle speeds and collision data analysis will be utilized as effective quantitative measures of effectiveness of implementing neighbourhood traffic safety improvements. Non-quantitative evaluation may also be utilized through resident engagement and feedback

	associated with comfort and confidence of neighbourhood traffic safety. 4) Funding: There may be opportunity to target a specific percentage of traffic enforcement violations for funding of Traffic Safety initiatives, such as the Neighbourhood Traffic Calming program. 5) Return on Investment: Beyond quality of life improvement and residential satisfaction and confidence in a safe transportation network; traffic safety improvements that reduce motor vehicle collisions have a direct return on investment to the community through reduced costs of collisions. <u>Risks</u> 1) Quantity of neighbourhod requests and staff limitations / budget limitations to address multiple requests (solution is the identified prioritization) 2) Failure of "temporary" measures, resulting in extended timelines or necessary extension of the process 3) Adjustment of priority locations due to updated traffic data verification 4) Rising construction costs 5) Weather (Schedule); Weather impact on equipment operation 6) Safety of traffic and pedestrians 7) Traffic Delays / roadway efficiency 8) Priority of other construction projects (road overlays, road reconstructs) 9) Rise of scope of work and associated costs during the creation and finalization of traffic calming plans.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: 3.11 Implement the prioritized inventory of approved Transportation Safety Plan programs and projects.
STAKEHOLDER IDENTIFICATION:	• Residents / Businesses – Quality of life and confidence of a safe and reliable transportation network. • Council – Timelines and strategies of the project to communicate effectively and efficiently with residents. • Businesses (in vicinity of projects) – Impacts to their area, collaboration on land use • Capital Projects team – alignment to completion with all network improvements. • Public Works / Transit / Fire / EMS – as network users and stakeholders providing services that may be impacted by traffic design changes; allowing for input in planning and updates of schedules.
TIMELINE:	<u>Year 1</u> • Q1: RFP for consulting services • Q2 /Q3: Resident engagement / data collection / Plan Creation • Q3 / Q4: Temporary measure installation • 1 Year Evaluation of measures

	Year 2 or 3 (pending evaluation results and construction season schedule): • Q2: Construction tendering • Q3 / Q4: Construction Ongoing monitoring		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 613,000**
		2022	**$ 550,000**
		2023	**$ 625,000**
		2024	**$ 500,000**
		2025	**$ 500,000**
		2026	**$ 500,000**
		2027	**$ 500,000**
		2028	**$ 500,000**
		2029	**$ 500,000**
		2030	**$ 500,000**
		Total	**$ 5,288,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			(•) Yes ( ) No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	$70,000	$155,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000
Site Servicing										
Strucure/Building Construction	$450,000	$320,000	$500,000	$370,000	$370,000	$370,000	$370,000	$370,000	$370,000	$370,000
Landscaping										
Construction Management	$65,000	$50,000	$55,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000
Commissioning and QA/QC										
Contingency	$28,000	$25,000	$30,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000	$40,000
Public Participation Activities										
Equipment										
TOTAL	$613,000	$550,000	$625,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000

Comments:

1) Scope of work addresses prioritized work from previous Neighbourhood Traffic Calming projects in process with Safe Journeys to School recommendations. Final program planning delivered on projects 3+ years out, may be subject to change to address network safety priorities or resident requests.

2) Current program delivery plans are provided as an attachment to this Charter.

3) The current program planning aligns to scope of work up to and including 2024, with 2025 and forward program funding recommended to be held at $500,000 and finalized as further design or site investigations are performed.

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	Seasonal, snow & ice as well as sidewalk maintenance. It is understood that for Equipment usage – the Utilities Department covers equipment and resources to Perform these actions; estimated at $2,500 per pedestrian curb extension location annually. 2020 Operational costs are inclusive of planned 2019 installs as well as previous installs not captured with operational impacts. Operational impacts are assumed at 5 sites constructed per year.

OPERATING IMPACTS	2021	2022	2023
Snow clearing and drainage maintenance @ $2,500 per crossing per year	12,500	15,000	12,500
TOTAL			

Note – Operational impact from traffic calming measures are currently being monitored for improved reporting and estimating and are substantially high-level estimates.

Costs are associated with snow clearing, de-icing (for certain sites), street sweeping. This work may involve multiple call outs and are dependent upon seasonal conditions. Design of measures such as curb extensions have been adjusted based on outcomes of operational impacts and mitigation of resource demands and costs.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021-22
CHARTER NUMBER:	PLAN-005
CHARTER NAME:	Land Use Bylaw Update
LEAD DEPARTMENT:	Planning & Development

TYPE:	Choose one: ○ RMR ○ GROWTH	
RMR or Growth	This project is considered as a growth project as it is tied to an increasing population and increased need for facilities & services.	
ASSET CATEGORY:	Choose one: ○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ◉ Land & Land Improvements
SCOPE STATEMENT:	To ensure that St. Albert has effective zoning to enable future development, a Land Use Bylaw Update is required. Ideally the update to the Land Use Bylaw Update will commence after a new Municipal Development Plan (PLAN-001) is complete, to address the new direction within the associated MDP growth plan. For the 2021 Project Charter, the cost estimate was reduced by ~60% in anticipation of Administration carrying out the bulk of the project, with a reduced amount of help from consultants.	

PROJECT CHARTER JUSTIFICATION:	The Municipal Government Act requires each municipality to have a Land Use Bylaw (LUB). Section 17.2 of the MDP requires compliance between the MDP and the LUB. Current State – The existing Land Use Bylaw (LUB) was extensively updated in 2005. Since the adoption of that LUB, a major residential district revision was undergone in 2016-2018,

	however, no significant review of non-residential districts has occurred. Issue – In 2018, the City began re-writing its Municipal Development Plan (MDP) to ensure conformity with the 2017 Edmonton Metropolitan Region Growth Plan. Administration anticipates first reading of the MDP rewrite to occur in Q4 2020. In order to align with the policy changes of the amended MDP, subsequent changes are required of the MDP. Opportunities – The amendment of the MDP creates an opportunity for the City to undertake an in-depth analysis of its Land Use Bylaw and modernize to better reflect industry trends, community desires, etc. Risks – A risk of not updating the Land Use Bylaw is that policy of the new MDP may not be fully enacted through the LUB, or that conflicts may be created between the two documents. A failure to update the LUB may reduce the City's competitiveness within the region.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 1. Growth Policy Framework Activity: 1.3 Investigate and recommend alternative solutions to improve the competitiveness Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	• Council (Secondary – funding, communication) • Planning & Development (Primary – conduct research, engagement, document drafting) • Engineering (Secondary – provide input on potential linkages and impacts) • Economic Development (Secondary – provide input on potential linkages and impacts) • Businesses & Development industry (secondary – engagement, input) • Residents (secondary – engagement, input)
TIMELINE:	1. Engagement, research, drafting (2021-22)

FINANCIAL INFORMATION:	**Investment Year**	**2021**	$ 465,807
		2022	
		2023	
		2024	
		2025	
		2026	
		2027	
		2028	
		2029	
		2030	
		Total	**$ 465,807**
			See Capital Project Worksheet for details.

OPERATIONAL IMPACTS:		○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning	465,807									
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**465,807**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	N/A

OPERATING IMPACTS	2021	2022	2023
TOTAL	-	-	-

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
CHARTER NUMBER:	ENGS-069
CHARTER NAME:	Intelligent Transportation Systems (ITS) Strategy Implementation
LEAD DEPARTMENT:	Engineering

TYPE:	○ RMR ○ GROWTH	
	ITS is the application of sensing, analysis, control, and communication technologies to enhance safety, mobility and efficiency of the transportation network and empower greater information sharing.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ◉ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	This project will enact recommendations identified within the Intelligent Transportation Systems (ITS) Strategic Plan (2018) to improve upon efficiency, safety, and information sharing from the city's road network.	

PROJECT CHARTER JUSTIFICATION:	Current State In 2018, an Intelligent Transportation System (ITS) Strategy was completed, which formalizes and documents the community's vision, objectives, principles, and priorities for integrating ITS. With the Strategy, an Implementation Plan was developed to strategically deliver on the priorities of the ITS Strategy. The priority of actions for short-term delivery of the ITS Strategy and this project are: - Data collection and management – this is the information that will be used to monitor and report back on the network and impacts of improvements.

	- Adaptive Signal control: This is the shift in signal timing operations to improve efficiency along corridors in and through the City. It shifts from the current system of pre-set time of day plans that function off single location data to a system using increased sensing to respond to real time demand. - System capabilities that will result in improved monitoring and response to network issues that will minimize disruption to the network and will improve service delivery with existing resources - Preparing for and implementing equipment that shall provide real time information to road users, assisting with condition warnings, allow for improved pre-trip planning From 2018 – 2020, two different technologies of adaptive signal controls were applied to the network: one along the Boudreau corridor and one along the St Albert Trail corridor. At the time of development of this charter, final evaluations were not complete; however, it anticipated that at the end of 2020 there will be a final recommendation on the technology to advance. <u>Issues</u> - Expansive network needs and priorities: The transportation network must meet the needs of varying, and sometimes conflicting, priorities of road users. Optimizing movement for the overall improved movement of people through the network (versus individual sites) and prioritizing safety is the objective. - Project alignment: With ITS solutions there are numerous stakeholders, components, and areas to focus on. Implementing “one off” improvements may result in disjointed planning and loss of effective / efficient management. The solution is the ITS Strategy to maintain priority and focus resources. <u>Opportunities</u> - Communication / Transparency: The completion of a strategic document to identify, prioritize and schedule work surrounding construction of new sidewalk and trails results in proactive communicate for background information and scheduling that may be available for public to view throughout the program. - Enhancing our data collection in terms of information captured and locations at which the data is collected will improve on evidence-based decision making for network improvements and capital investment as well as operational information to share with road users. - Network evaluation: Data is a critical component of performing evaluations of network operations, efficiency, and safety. Through collection of data on-going analysis may be performed to evaluate results of completing network improvements and ITS installations. The evaluation could be a strategic quantitative analysis on results of this program.

	- Project alignment: There is opportunity to complete ITS integration within alternative transportation network improvement capital projects (Ray Gibbon Drive / North St Albert Trail, Fowler Way). When doing so, it may create efficiency for completion and economic benefit through efficiencies of construction, as well it reduces disruption and negative impacts of construction to road users. Risks - Technology: Technology is fast to change and difficult to stay fully ahead of. Improving infrastructure to one degree may restrict other improvements or result in lost costs as further upgrades are necessary. Ensuring projects and programs integrate known technology as well as account for "upcoming" and relevant impacts within industry will be critical to a sustainable system. - Public Perception versus Priority Levels: There are instances to which residents may have an opinion on where the City should be investing and what improvements need to be completed. Continued communication and "evidence-based" approaches to project completion will allow for information sharing on results of ITS integration. - Unscheduled disruption, damage due to construction activities or malfunctioning equipment associated with the communications network which impacts levels of service of ITS infrastructure and services to the public. - Construction costs / unknowns: Construction costs may vary annually based simply on the industry, or be impacted directly by the actual scope of work required to accommodate infrastructure within an area due to scope increase related to addressing grading, utility conflicts, land requirements, tree conflicts, etc. - Poor weather conditions to allow for construction completion. - Missed collaborative efforts between departments for construction activity
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: 3.9 Implement the approved Intelligent Transportation System (ITS) strategy.
STAKEHOLDER IDENTIFICATION:	• City Council • Residents (public) / Businesses • Corporate Communications • Engineering • Transit (inclusive of regional stakeholders) • Innovation and Technology Services • Economic Development • Public Works • Fire / EMS (inclusive of regional stakeholders)

	• Smart City Alliance partners • Capital Region jurisdictions (City of Edmonton, Sturgeon County, Strathcona County) • Alberta Transportation		
TIMELINE:	Annually: Q1: Tendering / RFP for equipment or technology Q2 / Q3: Installations of field equipment Q4: Integration of technology and network monitoring		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 498,000**
		2022	**$ 514,500**
		2023	**$ 488,000**
		2024	**$ 562,000**
		2025	**$ 447,000**
		2026	**$ 380,000**
		2027	**$ 380,000**
		2028	**$ 380,000**
		2029	**$ 380,000**
		2030	**$ 380,000**
		Total	**$ 4,409,500**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	$170,000	$195,000	$145,000	$200,000	$145,000	$100,000	$100,000	$100,000	$100,000	$100,000
Site Servicing	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000
Strucure/Building Construction	$70,000	$90,000	$80,000	$90,000	$70,000	$70,000	$70,000	$70,000	$70,000	$70,000
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	$23,000	$24,500	$23,000	$27,000	$22,000	$30,000	$30,000	$30,000	$30,000	$30,000
Public Participation Activities										
Equipment	$225,000	$195,000	$230,000	$235,000	$200,000	$170,000	$170,000	$170,000	$170,000	$170,000
TOTAL	$498,000	$514,500	$488,000	$562,000	$447,000	$380,000	$380,000	$380,000	$380,000	$380,000

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

1) 2021 – 2025 ITS Program Delivery Plans are provided as an attachment to this document.
2) Years 2026 – 2030 are general budgets held for future programming and priorities
3) Price estimates are based from 2019 received pricing for Adaptive signal operations; and are subject to change based on technology chosen.

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	N/A

OPERATING IMPACTS	2020	2021	2022
TOTAL	-	-	-

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	RECR-065
CHARTER NAME:	Community Amenities Site Planning
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	○ RMR ○ GROWTH	
	This charter is to fund the master planning for the new community amenities site.	
ASSET CATEGORY:	○ Civic Facilities ◉ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	To complete conceptual plan for a community amenities site including identification of facility components, site concept plan development, and public engagement.	

PROJECT CHARTER JUSTIFICATION:	This project charter is to fund the initial high-level concept plan for the new campus amenities site. This phase would assess the community need for different amenities and services, building off work previously completed and confirm the communities need and desires through public engagement. This information would then be used to create a high-level site plan. This work is required at this time to stay ahead of future planning in the area, ensuring the site is aligned to developer plans for construction of the area. This work will also support ensuring all potential future amenities fit cohesively together, with roadways, stormwater management and pedestrian accesses that match the site.
	
	The work in year one would include:
	- **Identification of Facility Components**
	  ○ Community Needs Assessment
	  ○ Stakeholder and Public Engagement

	- **Site Concept Plan Development**
	  o Preliminary Site Design/Concept
	  ▪ Including geotechnical as needed
	  o High Level Costing
	
	The work in year two would include:
	• **Functional study**
	  o Programming plan
	  o Operating model and cost analysis
	• **Investigation of partnership opportunities**
	• **Technical studies including**
	  o Geotechnical
	  o Environmental assessment
	  o Traffic impact assessment
	• **Refined concept plan and costing**
	Current State
	The City has identified the need for new public facilities to support the delivery of service and has, for a number of years, been working on identifying land needs associated with the possible provision of community facilities. The required land has been identified and approved by Council within the Range Road 260 Area Structure Plan (ASP). A servicing and grading plan for the area is being completed by the Developer, supported by Administration.
	The City has received multiple requests for land or facilities over the last number of years. In 2017, the City included three ballot questions during the municipal election. The ballot questions related to the planning of an additional branch library (7,802 for/13,346 against), a 6th sheet of ice (9,982 for/10,850 against), and additional aquatic space (12,050 for/8,922 against).
	In July 2018, Council voted to seek expressions of interest to help the City solve its various recreation needs, and in February 2019, Council directed Administration to recommend up to 35 acres of land for community amenities. In January 2020, Council selected the RR260 lands.
	In exploring options for developing the community amenities site, Administration is considering a variety of factors including location of land, type of facility being requested, compatibility between facilities and the selected parcel, compatibility between facilities on the same site, land cost, onsite and offsite servicing costs, recoverable costs, ability to spur non-residential growth by providing servicing, etc.

	Issues • With the identification of the location for the campus site, and servicing and land acquisition work progressing, there is a need for funding to carry out the necessary planning. • Increased demand for facilities will continue to grow as the population increases. • There are many factors to consider when building and operating multi million-dollar public facilities. In-depth analysis and detailed costing with dedicated resources is required. • Any potential sites will need a new Area Structure Plan (ASP), or an amendment to an existing ASP. **Opportunities** • Providing funding for feasibility assessment will enable a thorough review of possible site locations, site services and related project plans and scopes. • Providing funding for preliminary cost analysis will help to provide informed decision making and financial planning to move to the next phases in project such as preliminary design, detailed design, and construction. • Deeper analysis of partnership proposals will provide informed decision making on viable alternate funding or operating models for future recreation facilities. • Funding approved in the 2021 budget will enable work to continue to move forward on the goal of new facility development. • The site could have potential stimulus for surrounding development. **Risks** • That the plan will not align with all other existing Corporate Business Plan initiatives, and/or long-term plans. • Facilities will not be identified in a timely and appropriate manner. • Residents needs will not be met. • Phasing could have implications for the City debt limits. • Cost estimates are based on existing and upcoming similar projects in the province and industry consultation. There are still high levels of uncertainty with this project that will be resolved as the scope of the project becomes refined. More specific costing will occur through decisions directed by this work.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: 4.1 Identify opportunities for shared Recreation, Social and Culture activities and

	Activity: 4.2 Update Capital Plan on project prioritization, criteria, and weightings. Activity: 4.3 Explore non-traditional funding options including regional partnerships. Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new assets and Activity: 4.6 Identify feasible strategies for near term development horizons for community facilities inclusive of land, financing, and partnership opportunities. Administrative Priority: N / A		
STAKEHOLDER IDENTIFICATION:	Recreation and Parks. • Project Management. Capital Projects Office, and Engineering. • Advisory. Public Works. • Advisory. Community Recreation. • Advisory. Planning. • Advisory. Community Services. • Advisory. Sport partners, Recreation groups, public. • Public engagement.		
TIMELINE:	2021		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 500,000**
		2022	**$ 1,000,000**
		Total	**$ 1,500,000**
OPERATIONAL IMPACTS:			○ Yes ◉ No
ASSOCIATED OPERATING BUSINESS CASE:			Operational impact can be assessed once a concept plan and functional study is developed.

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning	350,000	1,000,000								
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities	150,000									
Equipment										
TOTAL	500,000	1,000,000	-	-	-	-	-	-	-	-

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	There are no operating expenses associated with this charter.

OPERATING IMPACTS	2021	2022	2023
TOTAL	-	-	-

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	FIRE-028
CHARTER NAME:	Key Lock Box System
LEAD DEPARTMENT:	Fire Services

TYPE:	○ RMR ○ GROWTH	
	This is a new emerging fire response issue.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ◉ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	The St. Albert Fire Services (SAFS) has a delegated responsibility to inspect properties to ensure a reasonable level of safety, as defined by the Safety Codes Act. Related to this is the requirement for an exterior lockbox for all buildings in St. Albert which have fire protection systems which send signals to the Fire Department. These lockboxes contain keys which typically access the entry, fire alarm panel, mechanical rooms, elevator override, and roof areas. The lockbox system presently being used within the City of St. Albert is becoming outdated. Issues such as the uniformity of devices (barrel keys and magnetic keys), corrosion, security, theft, and lost or stolen keys have become growing concerns with respect to the present lock box system.	

PROJECT CHARTER JUSTIFICATION:	The SAFS has been enforcing the lock box requirements as prescribed by the Alberta Fire Code. The facility owner is responsible for placing and

	maintaining a lockbox which is acceptable to the SAFS. Regionally, all adjacent cities currently have similar lockbox requirements. However, Strathcona County, Spruce Grove, and Edmonton have identified issues (around management of keys, and the maintenance of the boxes) with the current lockboxes in use. In response to these challenges, these adjacent municipalities have collaborated in sourcing a product with a more reliable and secure system. The regional partners have also identified a responsibility on their part to ensure due diligence on the security of keys issued to the Fire Departments. In recent years, the SAFS has replaced approximately 10 to 15 lock boxes which have not functioned properly. They have also had to repair approximately 20 to 30 lock boxes which have had lock mechanism issues. The lock box system proposed by our regional partners for implementation has features which address these common concerns. The system components include an administrator platform, system management software, electronic keys (eKey), 'eKey Secure' for key retention in vehicles, and e-programmers for key charging/programming, and the box with an e-lock. The advantages to the new system relate to the construction of the lock box, the nature of the access, and the controls placed around access. Some of the features of the system are: • No physical key – the eKey is charged and has the power needed to activate the lock • The eKey has a timer – the key expires and is unusable if the timer expires before placed back in the eKey Secure of eProgrammer • Audit trail – all access to lock boxes is recorder and the information downloaded to a database • Users can be added or deleted • Boxes are UL 1037 listed for resistance to prolonged attempts at breaching • Placement of keys inside does not affect latch mechanism • Boxes are gasketed, preventing corrosion of keys

	• Lock boxes may be accessible for mutual aid partners at request of jurisdictions		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: N / A Administrative Priority: N / A Activity: N / A		
STAKEHOLDER IDENTIFICATION:	Public Works, Building Maintenance		
TIMELINE:	January 2021 – RFP (possible sole source) completion August 2021 – Installation of new system complete		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 47,840**
		2022	**$ -**
		2023	**$ -**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 47,840**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			(•) Yes ( ) No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			N / A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	47,840									
TOTAL	47,840	-	-	-	-	-	-	-	-	-

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	

OPERATING IMPACTS	2021	2022	2023
Ongoing Licensing Fees	3,500	3,500	3,500
Licensing			
TOTAL	3,500	3,500	3,500

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021-22
CHARTER NUMBER:	PLAN-006
CHARTER NAME:	Lakeview/Badger Lands Area Structure Plan
LEAD DEPARTMENT:	Planning & Development

TYPE:	Choose one: ○ RMR ○ GROWTH	
RMR or Growth	This project is considered as a growth project as it is tied to an increasing population and increased need for facilities & services. This Area Structure Plan is intended to enable future growth on the west boundary of St. Albert.	
ASSET CATEGORY:	Choose one: ○ Civic Facilities ◉ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	The Area Structure Plan will encompass both Lakeview and Badger Lands, which will provide detailed answers to key servicing provision, land use, and development phasing. The project will also provide a high-level master plan for the remainder of the western lands (approximately twelve (12) quarter sections), to ensure adequate servicing is available for private investment and development. This plan is envisioned to provide a strategic direction for future development within this area, in keeping with the new Municipal Development Plan. For the 2021 Project Charter, the cost estimate was reduced by ~45% in anticipation of ASP requirements being reduced and deferred to a neighbourhood structure plan level planning document.	

PROJECT CHARTER JUSTIFICATION:	Current State – Currently the lands west of Ray Gibbon Drive remain undeveloped. The only approved ASP within the study area is Range Road 260 ASP. ASPs are a required step to enable development of lands. Issue – Development on the western side of Ray Gibbon Drive is limited by servicing constraints and existing infrastructure provision. This has meant the lands have been slow to develop. A portion of these lands contain the City of St. Albert's non-residential lands. These lands are an important opportunity to enable non-residential investment, a key economic development priority. Opportunities – Past Corporate Business Plans have included the development of an Area Structure Plan for both Lakeview and Badger Lands as an opportunity to facilitate development of the Lakeview Business Park, and lands west of Ray Gibbon Drive (the 20-21 business plan has this work identified as removed and/or rescoped). While development of individual ASPs provides clarity for a portion of this area (e.g. Range Road 260), expanding the study area to include the lands west of Ray Gibbon Drive between ~Big Lake and the City-Owned Badger Lands will enable a new planning process that is more in line with the new Edmonton Metropolitan Region Board (EMRB) Growth Plan requirements. This would provide strategic direction regarding future land use and investment needs to develop these lands, which will help diversify the City's revenue sources. Risks – Should this charter not be approved, area structure plan development of these lands will be dependent on individual landowners and developers. This will delay the development of these lands, and stand in the way of creating shovel-ready employment lands.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 2. Economic Development Activity: 2.1 Enable an approved Area Structure Plan (ASP) for the Lakeview and Badger Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	• Council (Secondary – funding, engagement) • Planning & Development (Primary – conduct research, engagement, document drafting) • Engineering (Secondary – provide input on potential linkages and impacts) • Public Works (Secondary – provide input on potential linkages and impacts) • Utilities (Secondary – provide input on potential linkages and impacts)

	• Economic Development - (Secondary – provide input on potential linkages and impacts) • Businesses & Development industry (secondary – engagement, input) • Residents (secondary – engagement, input)		
TIMELINE:	2. Research, Concept Plan Development (2021) 3. Engagement, document drafting (2021-22)		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	$ 400,000
		2022	$ 346,018
		2023	
		2024	
		2025	
		2026	
		2027	
		2028	
		2029	
		2030	
		Total	**$ 746,018**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning	400,000	346,018								
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**400,000**	**346,018**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	N/A

OPERATING IMPACTS	2021	2022	2023
TOTAL	**-**	**-**	**-**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	CSS-007
CHARTER NAME:	Smart Facility Monitoring
LEAD DEPARTMENT:	Utilities & Environment

TYPE:	○ RMR ○ GROWTH	
	The project is growth capital as it involves the design and installation of new technologies that improves the condition of the asset beyond its original performance standard.	
ASSET CATEGORY:	◉ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	Funding for smart facility monitoring, which will allow for remote and onsite real time monitoring of energy use by facility. This will provide long term financial saving opportunities projected at approximately $100,000 annually.	

PROJECT CHARTER JUSTIFICATION:	**Current State –** In 2014, City Council approved the updated Environmental Master Plan which included the greenhouse gas target of 20 per cent reduction of total corporate greenhouse gas emissions from 2008 levels by 2020. **Issue –** If this target is to be achieved, deep carbon reductions are required. To identify opportunities to reduce St. Albert's carbon footprint within its civic facilities, an energy and water audit was undertaken over 2015. The ongoing detailed review and analysis of utilities data to track issues and identify energy savings opportunities is innovative and aligned with Smart City. Other recommendations from the audit have been put forward as separate growth (CSS-005 and ENV-002) project charters.

	Opportunities - The installation of smart building monitoring systems provides accessible, real time energy data to building operators and the public. If the data reviewed regularly it is purported to assist operators in finding 5% utilities savings yearly (a 5% savings on utilities across the 11 facilities reviewed as part of the audit would equate to approximately $100,000 annually). The installations of these systems are also aligned with the recommendations of the Smart City Master Plan. The payback attributed to this investment is anticipated to be 2 years, providing long term operating dollar savings across the corporation. There are substantial opportunities as the City implements this technology to ensure that each facility is programed to operate in an optimal manner maximizing heating, cooling, and electrical costs. It will provide the necessary hard data to implement operational changes to mitigate non-required expenses. Example of a smart building monitoring system display (Siemens Apogee)  **Risks –** Smart Building Monitoring Systems with real time monitoring has been shown to improve an organization's ability to manage its utilities. The key to success is to resource the monitoring and responses with an analyst (although you cannot manage what you don't measure, if you don't analyze and act you cannot manage). There is a risk that the financial savings and carbon footprint reductions identified will not be fully realized through the installation of these types of systems. If resourced properly, the risk of this is deemed to be low. As the cost of utilities continues to increase, operating costs will increasing accordingly, without capitalizing on saving opportunities that this installment can identify, the cost of the 11 facilities that are targeted may continue to increase over their operational lifespan.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: 4.4 Identify an inventory of existing facilities including an assessment of condition and Administrative Priority: N / A

	Activity: N / A		
STAKEHOLDER IDENTIFICATION:	Facility staff and patrons of will require advanced notice of the installation schedule for the Smart Facility Monitoring systems, as this project has the potential to impact scheduled programming and access to these facilities during the length of the installation.		
TIMELINE:	The piloting of a Smart Building Monitoring System in one facility is underway. Depending on the results of the pilot, additional monitors will be installed in other facilities in 2021 and 2022 (approximately five per year).		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	$ 80,800
		2022	$ 90,900
		2023	$ -
		2024	$ -
		2025	$ -
		2026	$ -
		2027	$ -
		2028	$ -
		2029	$ -
		2030	$ -
		Total	**$ 171,700**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			(•) Yes ( ) No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	80,800	90,900								
TOTAL	**80,800**	**90,900**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:
Installation of approximately 5 systems per year in 2021and 2022, including equipment and training of facility staff.

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	**Note –** 5% of energy costs for the eleven facilities equates to approximately $100,000. Training costs are based on Siemens Apogee Energy Efficiency system tr (four days for three individuals).

OPERATING IMPACTS	**2021**	**2022**	**2023**
Training of facility operators	$10,000		
Energy cost avoidance (appromximately 5% per facility estimate)	TBD	$45,000	$100,000
TOTAL	**$10,000**	**$45,000**	**$100,000**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	CULTR-033
CHARTER NAME:	SAP Flag Poles
LEAD DEPARTMENT:	Community Services

TYPE:	○ RMR ○ GROWTH	
	To meet the standards of Council C-CAO-19 Flag Display and begin to address recommendation 10 from the Payhonin Reconciliation Report.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ◉ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	To start to invest in infrastructure that contributes to reconciliation and address Payonin Reconciliation report recommendation 13: "Consider the installation of two additional flag poles at all Municipal flagpole locations to have Metis and Treaty 6 flags permanently flying" starting with St Albert Place.	

PROJECT CHARTER JUSTIFICATION:	Supply and installation of 2 municipal flag poles (25-foot flag poles) at St Albert Place. Payhonin Reconciliation St Albert Final Report identified the following two related recommendations: ***Recommendation 10:*** *Amend the flag policy to have the Treaty 6 and Métis flags hung next to the Canadian flag, followed by the provincial and municipal flags, recognizing that First Nations and Métis Nations are sovereign entities. This should apply to all flags that are under the control of the City of St. Albert and located in both indoor and outdoor venues.*

	Recommendation 13: *Consider the installation of two additional flag poles at all Municipal flagpole locations to have Métis and Treaty 6 flags permanently flying.* Current State – Currently the four flag poles at St Albert Place display a National Flag of Canada, Flag of the Province of Alberta, and the City of St. Albert Municipal Flag and any other flag flown on the Community Flag Pole that celebrates Community Groups or recognizes a significant event or activity sponsored or supported by the City, including special commemorations. Issue – Currently, only the community flag pole would be available to support one of the two flags included in recommendation 13, but then there would be no flag pole available for the other flag in recommendation 13, nor a pole available for Community Groups and special recognition. Opportunities – This project charter would allow the City to address recommendation 13 and begin to address recommendation 10 from the Payhonin report without considerable changes to operations at St Albert Place and minimal ongoing operational impacts.  *Metis Nation Flag and Treaty 6 Territory First Nation Flag* Risks – Reconciliation is a process, involving symbolic and practical actions, that contribute towards the development of respectful relationships between Indigenous and non-Indigenous people. Adding the extra flags may require some additional communication to help the public understand this change. Not pursuing the flag poles may place the City under scrutiny for a perceived unwillingness to support the ongoing reconciliation process. Updating the flags at St Albert Place may renew interest in addressing meeting the standard of Council Policy C-CAO-19 Flag Display at Servus Place, Beaudry Place, Dez Liggett, St. Albert Business Centre, Fire Hall 1 & 2, Fowler Athletic Park and Riel Multipurpose Field. The last charter submitted to address these

	locations by Strategic Services identified $171,000 in capital investment.		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N / A Activity: Choose an item. Administrative Priority: A.2. Organizational Culture Activity: A.1.1 Indigenous Reconciliation		
STAKEHOLDER IDENTIFICATION:	Internal: - Public Works & Transit - Strategic Services and Information Technology - Community Services External: - Community Groups - Residents - General Public		
TIMELINE:	Acquisition: Q1 2021 Installation: Q2 2021		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 12,700**
		2022	**$ -**
		2023	**$ -**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 12,700**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			(•) Yes ( ) No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	1,122									
Public Participation Activities										
Equipment	11,526									
TOTAL	**12,648**			-	-	-	-	-	-	-

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:
Equipment pricing includes 2 25' STA 25N Ewing Commercial Cone Tapered Aluminum with internal halyard system, anchor base with aluminum cover, halyard of plastic chain and

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	Flag replacement as required

OPERATING IMPACTS	2021	2022	2023
TOTAL	-	-	-

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
	ITSV- 016 (New)
CHARTER NAME:	MEO E-Ticketing System
LEAD DEPARTMENT:	Strategic Services and Information Technology

TYPE:	○ RMR ○ GROWTH	
	Service enhancement	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan. Studies. & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ◉ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	Upgrade 7 vehicles to an E-Ticketing system mandated by the Albert Government/Solicitor Generals Office to be implemented by Fall 2021	

PROJECT CHARTER JUSTIFICATION:	Support is required to install and utilize an E-Ticking system mandated by the Albert Government/Solicitor Generals Office. **Current State** – St. Albert MES Community Peace Officers enforce the Alberta Traffic Safety Act as well as a number of other Provincial Statues as part of their service to the community. The Government of Alberta has recently announced an initiative that will see the Alberta's justice system is undergo a number of changes to create efficiencies, improve public safety and modernize resolution systems. One of the changes that is occurring in 2021 relates to how Traffic Safety Act offences are processed in Alberta. Currently many Peace Officer agencies hand write traffic tickets and paper copies are hand delivered and manually entered into the courts records management system for processes. Starting in fall of 2021 Peace Officer agencies wishing to continue to issue Traffic Safety Act tickets will be required to utilize an E-ticketing platform that will electronically transfer ticket data from the issuing agency to the court records management system.

	Issue – The current IT budget does not include funding to complete this project. As the project is being mandated by the GOA we have a requirement to comply and implement the system. **Risks** – This is a mandatory requirement coming from the GOA and if we are unable to secure funding, likely implications may be that the Courts will not accept the paper copy tickets for traffic offences that we normally write. This would have negative implications on the traffic safety program and as a result, negative implications on fine revenue. **Opportunities** – The new E-ticketing system will allow for St. Alberts Community Peace Officers to continue to deliver traffic safety services to the community while supporting the Alberta Government's initiative in transforming the Justice and ticket resolution processes to gain efficiencies, reduce process errors and help keep officers on the streets rather than in the court rooms.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: 2.4 Employ Smart City strategies as an enabler for commerce sustainment and growth Administrative Priority: A.4. Business Process Improvements / Financial Sustainability Activity: A.2.2 Legislative Requirements
STAKEHOLDER IDENTIFICATION:	External: Public Internal: Municipal Enforcement, Information Technology
TIMELINE:	2021 – System will need to be publicly tendered, contracted for and installed by Fall 2021. The GOA has not yet provided a specific date for final activation.

FINANCIAL INFORMATION:	**Investment Year**		
	2021	**$**	**50,000**
	2022	**$**	**-**
	2023	**$**	**-**
	2024	**$**	**-**
	2025	**$**	**-**
	2026	**$**	**-**
	2027	**$**	**-**
	2028	**$**	**-**
	2029	**$**	**-**
	2030	**$**	**-**
	Total	**$**	**50,000**
		See Capital Project Worksheet for details.	

OPERATIONAL IMPACTS:		(•) Yes ( ) No An additional $15,000 per year would need to be added to the IT Licensing base budget, beginning in 2022 to cover the ongoing licensing costs of the system.
ASSOCIATED OPERATING BUSINESS CASE:		n/a

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	50,000									
TOTAL	50,000	-	-	-	-	-	-	-	-	-

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:
Note that the exact devision between public engagement/testing costs, and those for design and development work, are unknowable at this time.

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	License fees

OPERATING IMPACTS	2021	2022	2023
Licensing Fees	15,000	15,000	15,000
TOTAL	15,000	15,000	15,000

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2021 UNFUNDED)

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2029
CHARTER NUMBER:	TRAN-004
CHARTER NAME:	Transit Growth Buses
LEAD DEPARTMENT:	Public Works and Transit

TYPE:	☐ RMR ☒ GROWTH	
	To increase the size of the Transit fleet to accommodate growth in demand for transit, physical expansion of the City of St. Albert, and the increase in general traffic congestion.	
ASSET CATEGORY:	☐ Civic Facilities ☐ Master Plan, Studies, & Other ☐ Roads & Other Engineered Structures ☐ Historical/Cultural	☐ Parks & Trails ☒ Mobile & Other Equipment ☐ Land & Land Improvements
SCOPE STATEMENT:	As identified under the Transportation Master Plan and Transit Long Term Department Plan, StAT will purchase additional buses for the transit fleet in order to accommodate increased demand resulting from population growth, to address the growing challenges to schedule reliability and bus availability.	

PROJECT CHARTER JUSTIFICATION:	The Transit Long Term Department Plan has identified Capital and Operating Budget needs out to 2027. These are based on an expanded community size and population, maintenance of the established service standards, introduction of new service into new communities, delivering reliable service to the customer base by maintaining industry acceptable fleet spare ratios and route restructuring to improve service due to the opening of the new Naki Transit Center.. There are four key aspects supporting the need for purchasing new buses: 1.) To maintain a spare ratio that will ensure that buses will be available to meet the daily service requirements, 2.) That buses that are beyond their life cycle requiring increased maintenance but currently in use due to lack of available replacements can be retired, 3.) The move from the Village Transit Center to the new Naki Transit Center requires additional travel time which need more

	buses to maintain the same level of service according to St. Albert service standards, 4.) Introduction of new service into the Jensen Lakes, Erin Ridge and Riverside communities when the road network is completed that would allow for the safe implementation of transit buses for the introduction of conventional or on-demand service. Bus purchases identified in this charter are potentially eligible for Province of Alberta and Federal grant funding that may align with funding programs aimed at supporting the purchase of transit infrastructure-and most specifically for clean energy solutions. Without additional buses, transit would have to continue to maintain buses beyond their life cycle and postpone the introduction into new growth communities. This will be in direct conflict with council approved service standards. System reliability will suffer as transit is operating with a lower than expected spare ratio. Since the original charter to purchase new buses was deferred in the 2019 budget process and again in the 2020 budget process, those past due life cycle buses have been retained and increase the potentiality of service interruption. Current State – The population of St Albert continues to incrementally grow, and new subdivision populations are poised to warrant the introduction of peak period transit service as a minimum. Continued deferral will jeopardize the service equity within the City. Issue – Rate of development / increased demand has been severely affected by current economic circumstances (oil, Covid-19 etc.) Specific timelines for potential implementation are only representative of timelines within the 10-year plan. Opportunities – If budget is not adequate, additional funds, either grants or pay-as-you go will be sought to complete the project. Perhaps future Federal PTIF funds could be used for part of this project. A complete review of service methodologies is being carried out in 2020 which may allow for continued deferral of “like for like” units. An on-Demand pilot program is being monitored that may enable reduced conventional bus requirement Risks – If Transit fleet expansion does not keep up with population growth, Transit will lose its share of the transportation market and will not be able to meet Council approved service standards. System reliability will continue to erode as congestion builds in major corridors, further diminishing passenger confidence. The potential for assumption of responsibilities for Transit Service delivery maybe assigned to a regional commission. Without local provision of resources to service additional routes there may be delay in acquiring them from a regional commission.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: 3.4 Continue to pursue an integrated Regional Transit Commission. This also aligns with: Activity 3.5 Complete the Campbell Park and Ride facility and finish the Transit Local Route and adjust schedules to accommodate additional travel times and continue to meet approved service standards Administrative Priority: A.1. Regional Collaboration Activity: A.1.2 Edmonton Metropolitan Region Board	
STAKEHOLDER IDENTIFICATION:	**Primary** • St Albert Transit / Fleet Management • Contractors (for additional drivers) **Secondary** • St Albert Risk & Insurance Department • Purchasing department (for purchasing process) • Transit users	
TIMELINE:	2020 / 21 – Develop specifications and tender (templates). 2021 / 22– Receive and commission buses. 2021 and beyond – Repeat process as defined by additional routes service needs at that time.	
FINANCIAL INFORMATION:	**2021 Investment**	$2,500,000
	2022 Investment	
	2023 Investment	
	2024 Investment	.
	2025 Investment	$1,750,000
	2026 Investment	
	2027 Investment	
	2028 Investment	
	2029 Investment	$1,750,000
	Total (10 years)	**$6,000,000**

OPERATIONAL IMPACTS:	☒ Yes ☐ No Refer to Operating Impacts Worksheets for details.
ASSOCIATED OPERATING BUSINESS CASE:	Expanded service due to Naki Transit Center. Expanded service hours to implement new service in the Jensen Lakes, Riverside and Erin Ridge North communities.

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Plan and Design										
Site Servicing										
Structure/Building Const.										
Landscaping										
Construction Management										
Commissioning QA/QC										
Contingency										
Public Part Activities										
Equipment	$2,500,000				$1,750,000				$1,750,000	
TOTAL										
									$6,000,000	

Comments:

Actual implementation dates for various route additions are pending, growth, demand, success of on-demand pilot etc.

OPERATING IMPACTS WORKSHEET

☐ One Time ☒ Ongoing	Pending impacts of RTSC / On Demand service revisions / Community Growth

OPERATING IMPACTS	2023	2025	2029
Addition of new routes	$260,000		
Addition of new routes		$260,000	
Addition of new routes			$260,000
TOTAL	$260,000	$260,000	$260,000

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021-2023
CHARTER NUMBER:	CULTR-009
CHARTER NAME:	Heritage Park Phase 3 – Agricultural Pavilion and Visitors Reception
LEAD DEPARTMENT:	Community Services/Arts and Heritage Foundation

TYPE:	○ RMR ○ GROWTH	
	Capital initiative required to further develop cultural and historical infrastructure for community use.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan. Studies. & Other ○ Roads & Other Engineered Structures ◉ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	Part of the overall Heritage Park Development located on River Lots 23 and 24 along Meadowview Drive. Development of the Agricultural Pavilion and Visitors Reception building.	

PROJECT CHARTER JUSTIFICATION:	**Current State** – The St. Albert Heritage Site Functional Plan was approved by City Council in 2009. It was intended to develop a strategy around restoring, designing, and programming a heritage site around the Grain Elevators, Train Station, and River Lots 23 and 24. The goal of the plan included restoring and preserving historical resources creating a public place to satisfy a variety of cultural and social needs. Outcomes of the plan provided further opportunity to create an active recreational space including the possibility of connecting to the Red Willow Park and Trail System. Throughout 2019 and 2020 work has been underway to revise the St. Albert Heritage Site Functional Plan, to address work that was completed out of phasing, and ensure the most cost-effective implementation of the plan and align with work being carried out by

	other City departments including the Red Willow Park and Trail System. To date the following work has been completed at the Heritage Park location: • Restoration and preservation of grain elevators • Stabilization and restoration of Chevigny House and Brosseau Granary (August 2020) • Stabilization and restoration of Cunningham and Hogan houses. • Initial servicing, site grading and landscaping on river lots 23 & 24. The original plan included 5 phases. Phase 1, 2A, and 2B are complete. The updates to the Functional plan replace Phase 3 French Canadian Farms with Phase 1: Agricultural Pavilion and Visitors Reception. A new entrance is required because of changes to rail crossing to accommodate area structure plan changes to Riverside. **Issue** - This phase focuses on the development of the Agricultural Pavilion and Visitors Reception building. Work includes the building, required services, two parking lots (for visitors and staff) and a new entry plaza. This will become the entrance and welcome location for the Heritage Sites. To facilitate this development a new maintenance yard and building will also be developed and the existing storage buildings and shop on site will be moved to this yard. As visitors pass through the entrance plaza, they will encounter the Agricultural Pavilion & Visitors Reception. This proposed building features an enclosed space with large garage doors and two covered open wings. The enclosed space would include a workshop to repair or restore equipment, a place to store valuable or fragile equipment, or an educational area to learn about historic farming. In the open winged sections of the building, antique farm equipment will be displayed The Agricultural Pavilion is not a new building, it's based on the Machine Display Shed in the 2010 version of the Functional Plan. Currently the agricultural artifacts that support and enhance the agricultural history of the area are displayed outside on a seasonal basis or remain in storage. To protect these artifacts from the elements and provide visitors and school groups with improved interpretation a pavilion that has a combination of enclosed and covered storage, and classroom space is required. The Agricultural Pavilion & Visitors Reception will allow the museum to properly care for its agricultural collections while providing public access and a more comprehensive experience for visitors. It will also extend the museum's ability to program year-round.

	The building will also house a new visitor's reception area, small interpretive space and public washrooms that could be accessible both internally as well as from the outside of the building. These washrooms will provide for the needs of visitors attending events being held on the event grounds as well as for Red Willow Park trail users. Currently there are only two public washrooms onsite (located in the train station). Servicing for additional washrooms at the heritage sites was completed in phase 2. An open gravel area provides space for large farm equipment to be displayed. At particular times, visitors will see demonstrations that show how farm equipment works. This space may also be used to show machinery as it is being repaired or restored. Phase 1 includes the relocation of the maintenance workshop and storage facilities.  **Opportunities** – As an interpretive heritage site, this project is eligible for funding at the provincial and federal levels. Grants and partnerships will need to be actively pursed throughout all phases of the project. A strong relationship with the Arts and Heritage Foundation (AHF) will assist in accessing additional funding sources. As a non-profit charitable organization AHF is eligible to apply for grants that are unavailable to municipalities. The St. Albert Heritage sites presents the opportunity to interpret through built heritage and land settlement a rich complexity of stories; the culture and history of the Métis, the Hudson Bay Company role in preparing the West for settlement, the influence of the Roman Catholic Church and its missionaries in settling nomadic people into agrarian settlements, the River Lot System of land use, the arrival of French-Canadians, and the agricultural, social and economic development of the St. Albert area as represented by the railway and the grain elevators. The development of this site into a heritage resource is important to the identity of St. Albert. The

<table>
<tr><td></td><td>stories told on the site need to be presented to the public, engaging residents in a piece of common heritage.

The recommended phases of the updated plan can be as smaller sub phases if available funding is restricted.

Risks - Funding for existing grants have been reduced in the 2019-23 Business Plan for the Department of Culture, Multiculturalism and Status of Women.

Public Works has not had an opportunity to review changes to plan and landscaping, so further refinement may be required. Design and landscaping selection would be completed to provide operational efficiency, including cost of ownership, in consultation with public works.

Without a washroom facility on site designed to address pandemic related event guidelines; the opportunities for the Heritage Sites to be used as a safe, accessible event hosting location for community gatherings may be limited.</td></tr>
<tr><td>STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:</td><td>Council Priority: 4. Infrastructure Investment

Activity: 4.1 Identify opportunities for shared Recreation, Social and Culture activities and

Administrative Priority: A.1. Regional Collaboration

Activity: A.1.1 Indigenous Reconciliation</td></tr>
<tr><td>STAKEHOLDER IDENTIFICATION:</td><td>
<table>
<tr><th>Name & Role</th><th>Responsibility or Contribution</th></tr>
<tr><td>Community Services</td><td>Project sponsor, public engagement, design review, stakeholder liaison.</td></tr>
<tr><td>Arts and Heritage Foundation</td><td>Public engagement, design review, and facility management and operation</td></tr>
<tr><td>Capital Project Office</td><td>Project management and construction execution</td></tr>
<tr><td>Public Works</td><td>Planning, advisory, construction support and maintenance</td></tr>
<tr><td>Legal Services, Risk & Insurance and Purchasing</td><td>Risk Assessment, agreement support and procurement process support.</td></tr>
<tr><td>Planning and Development</td><td>Planning, advisory, construction support, permits and inspections</td></tr>
<tr><td>Engineering</td><td>Planning, advisory, construction support</td></tr>
<tr><td>Recreation and Parks</td><td>Planning, advisory</td></tr>
<tr><td>Stakeholders: Includes community, and BLESS (internal and external)</td><td>Advisory, notification of construction, disruption of service and issue resolution</td></tr>
</table>
</td></tr>
<tr><td>TIMELINE:</td><td>2021 – RFP for engineering services for Phase 1 required work.</td></tr>
</table>

		2022/2023 – Construction of Agricultural Pavilion and Visitor Reception. Open Space, Amenities, and Landscaping	
Investment Year	**2021**	$	960,800
	2022	$	4,929,400
	2023	$	177,200
	2024	$	-
	2025	$	-
	2026	$	-
	2027	$	-
	2028	$	-
	2029	$	-
	2030	$	-
	Total	**$**	**6,067,400**
		See Capital Project Worksheet for details.	

OPERATIONAL IMPACTS:		(•) Yes ( ) No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	133,530	355,460	14,466							
Site Servicing	21,250	99,000								
Strucure/Building Construction	591,500	3,438,165								
Landscaping			120,550							
Construction Management										
Commissioning and QA/QC										
Contingency	214,463	1,036,755	42,193							
Public Participation Activities										
Equipment										
TOTAL	**960,743**	**4,929,380**	**177,209**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

To address Sustainability Policy 2% plus $45,000 for a workshop was added to determin what third party system would be used. - Numbers provided from Capital Projects.

1A - Maintenance Yard		
1. Grading & Earthworks		$20,000
2. Removals		$3,000
3. Gravel Yard		$51,000
4. Deep Utility Servicing		$21,250
5. Maintenance Yard		$17,500
6. Remove and Relocate Buildings		$125,000
7. New Maintenance Garage		$375,000
	Subtotal Phase 1B	**$612,750**
1B - Agricultural Pavilion & Visitor Reception		
1. Grading & Earthworks		$75,875
2. Miscellaneous Removals		$7,500
3. Parking Lot (27 Stalls)		$243,740
4. Parking Lot (67 Stalls)		$361,800
5. Bus Drop-Off Road Widening		$25,000
6. Hard Surfaced Walks, Trails, & Plaza		$133,875
7. Deep Utility Servicing		$99,000
8. Agricultural Pavilion + Visitor Centre		$1,866,725
9. Entrance Plaza		$98,650
10. Security Lighting and Surveillance		$50,000
	Subtotal Phase 1B	**$2,962,165**
1C - Open Space, Amenities, Landscape		
1. Tree Planting		$4,550
2. Native Planting Beds		$116,000
	Subtotal Phase 1B	**$120,550**
	Phase 1 Subtotal	**$3,695,465**
	Engineering & Approvals (12%)	$443,456

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	Maintenance and programming. Costs TBD. Operational costs within buildings and Heritage Site activation would be within AHF budget. City has been responsible for maintenance of landscaping and parking lots. This needs to be reviewed further with Pb Public Works.

OPERATING IMPACTS	2021	2022	2023
TOTAL	**-**	**-**	**-**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021-22
CHARTER NUMBER:	PLAN-010
CHARTER NAME:	Mature Neighbourhood Revitalization Strategies
LEAD DEPARTMENT:	Planning & Development

TYPE:	Choose one: ○ RMR ○ GROWTH	
RMR or Growth	This project is considered as a growth project as it is tied to an increasing population and increased need for facilities & services. This project is intended to enable the Planning and Development Department to investigate and propose improved processes regarding the implementation of infill development within the City's Mature Neighbourhoods.	
ASSET CATEGORY:	Choose one: ○ Civic Facilities ◉ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	Building upon policies identified within the new Municipal Development Plan, this project will enable the Planning and Development Department to investigate different ways to successfully implement infill development proposals.	

PROJECT CHARTER JUSTIFICATION:	Current State – Currently the MDP promotes infill but does not strategically identify where it will occur. Limited infill has occurred within the mature communities and within the downtown. Currently the Land Use Bylaw has an Established Neighborhood Overlay District, which is used to ensure that new development is compatible with the existing neighbourhood character and streetscape. Issue – The Established Neighborhood Overlay District speaks specifically to single-detached houses, duplexes, or semi-detached houses, infill development. Currently there is limited policy direction

	and development guidelines for rezoning that result in an intensification of land uses (e.g. going from an R1 to R3A district). Opportunities – The Corporate Business Plan identifies development of revitalization strategies for mature neighborhoods. This policy direction will enable the Planning and Development Branch to explore where intensification should be located, what intensification development will look like, how the community can be included within the decision making, and what policies/ guidelines are required. Risks – Should this charter not be approved infill will be directed as per the MDP policy. While this will provide some certainty to both the development industry and local community, conflicts are expected to increase between these stakeholders. This is because the EMRB has identified that infill development is required within all communities as a sustainability goal and must be incorporated as part of a community's growth plan.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 5. Housing Activity: 5.2 Develop revitalization strategies for mature neighbourhoods. Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	• Council (Secondary – funding, engagement) • Planning & Development (Primary – conduct research, engagement, document drafting) • Engineering (Secondary – provide input on potential linkages and impacts) • Public Works (Secondary – provide input on potential linkages and impacts) • Utilities (Secondary – provide input on potential linkages and impacts) • Economic Development - (Secondary – provide input on potential linkages and impacts) • Businesses & Development industry (secondary – engagement, input) • Residents (secondary – engagement, input)
TIMELINE:	4. Research, Concept Plan Development (2021) 5. Engagement, document drafting (2021-22)

FINANCIAL INFORMATION:	**Investment Year**	**2021**	$ 204,000
		2022	
		2023	
		2024	
		2025	
		2026	
		2027	
		2028	
		2029	
		2030	
		Total	**$ 204,000**
			See Capital Project Worksheet for details.

OPERATIONAL IMPACTS:		○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning	204,000									
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**204,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	N/A

OPERATING IMPACTS	2021	2022	2023
TOTAL	**-**	**-**	**-**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	ENV-001
CHARTER NAME:	Contaminated Sites Remediation
LEAD DEPARTMENT:	Utilities & Environment

TYPE:	○ RMR ○ GROWTH	
	City-owned contaminated sites are existing environmental liabilities that require risk management or remediation.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ◉ Land & Land Improvements
SCOPE STATEMENT:	Three City-owned contaminated sites (Public Works Yard/Jack Kraft Facility, Snow Storage Site/Badger Lands and Public Works Satellite Yard/Riel Drive) will require risk management and/or remediation actions based on environmental investigations conducted in 2016-2019.	

PROJECT CHARTER JUSTIFICATION:	**Current State -** During a financial audit conducted in 2012 the City's auditors identified that the City of St. Albert needed to address a new Public Sector Accounting Board (PSAB) policy related to environmental liabilities of contaminated sites (PSAB 3260 – Effective April 1, 2014). The recommendation provided by the auditor stated that the *"City needs to develop a process to complete environmental site assessments to identify measure and record the City's environmental liabilities*", of which the city owns. The recommendation also stated that the "*City needs to review estimates related to liabilities for contaminated sites and account for them by April 1, 2014"*. **Issue -**

	To address this recommendation, between 2013 and present, the Environment Department has implemented an environmental assessment process designed to satisfy the audit finding, comply with PSAB and conform fully with the Province of Alberta`s Contaminated Site Policy Framework (October 31, 2014). Three City owned sites (Public Works Yard/Jack Kraft, Snow Storage Site/Badger Lands, and the Public Works Satellite Yard/Riel Drive) were identified through this process that are impacted with salt contamination. High level estimates of the environmental liabilities were determined from the initial studies, but further environmental assessments of these sites are planned for 2018/2019. These assessments will refine the liabilities estimates as well as provide recommendations for further risk management and/or remediation actions required. **Opportunities -** This project charter outlines the high-level cost estimates from the initial environmental assessments. It is anticipated that these costs will be refined with further investigations in 2020. When possible it would be ideal to implement a redevelopment of sites, and capitalize on bigger projects to mitigate small contracted dollar costs. **Risks –** Significant risk is associated with the management of City-owned contaminated sites, as failure to adequately comply with provincial and federal legislation may result in investigations, enforcement, or fines. These cost estimates in this charter are high level and preliminary and do not include potential costs related to third party impacts.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N / A Activity: N / A Administrative Priority: A.4. Business Process Improvements / Financial Sustainability Activity: A.4.2 Auditing / External Agencies
STAKEHOLDER IDENTIFICATION:	2021 – Detailed risk assessment and remediation plans developed for Snow Storage Site. 2021 – Detailed risk assessment and remediation plans developed for Public Works Satellite Yard.
TIMELINE:	**2021** Snow Storage Site Risk Management Studies **2021** Public Works Satellite Yard Risk Management studies

FINANCIAL INFORMATION:	**Investment Year**	**2021**	$	150,000
		2022	$	-
		2023	$	-
		2024	$	-
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	-
		Total	**$**	**150,000**
			See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.	
ASSOCIATED OPERATING BUSINESS CASE:				

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	150,000									
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**150,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	

OPERATING IMPACTS	2021	2022	2023
TOTAL	**-**	**-**	**-**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	CSS-008
CHARTER NAME:	Opportunity Reassessment – Facility Water & Energy Audits
LEAD DEPARTMENT:	Utilities & Environment

TYPE:	○ RMR ○ GROWTH	
	The project is growth capital as it involves a one-time study to reassess the City facility energy and water retrofits to date and identify any new opportunities.	
ASSET CATEGORY:	○ Civic Facilities ◉ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	In 2015, Stantec was engaged to conduct energy and water audits on eleven civic facilities. The audit made several recommendations including one to periodical reassess and re-commission opportunities. It is recommended that any implemented measures be evaluated, and new opportunities reassessed.	

PROJECT CHARTER JUSTIFICATION:	**Current State –** In 2014, City Council approved the updated Environmental Master Plan which included the greenhouse gas target of 20 per cent reduction of total corporate greenhouse gas emissions from 2008 levels by 2020. **Issue –** If this target is to be achieved, deep carbon reductions are required. To identify opportunities to reduce St. Albert's carbon footprint within its civic facilities, an energy and water audit was undertaken over 2015. Evaluation and reporting and the periodic reassessment of opportunities ensure there will be continuous improvement. **Opportunities –** A reassessment of the City's eleven City facilities will allow administration to determine the effectiveness of the existing energy

	and water retrofits, as well as provide opportunities to **achieve great cost and energy savings.** It will additionally provide a holistic reduction that can be implemented, where possible joint upgrades would be implemented to reduce mobilization costs from a contractor perspective. As the cost to operate facilities continues to increase, the municipal tax requirements will be stretched or required to be increased to account for increasing utility and energy costs. Investing in, the in-depth assessment of civic facilities where dollars are spent can inform future charters that would decrease operating cost reducing the tax burden of facilities. **Risks –** Continuous improvement is an important component of any energy management approach. Evaluation, reporting, and re-commissioning are an important check on the overall program. There is a risk if energy management is not established as an ongoing program, that the benefits of retrofits will not be maximized, and new opportunities will not be identified.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: 4.4 Identify an inventory of existing facilities including an assessment of condition and Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	Consultation with internal stakeholders would be required prior to the commencement of the opportunity reassessment.
TIMELINE:	The study would be conducted in 2021. This would allow for any retrofits and new technologies that were implemented in 2017-2020 to be evaluated as part of the reassessment.

FINANCIAL INFORMATION:

Investment Year	**2021**	$	50,500
	2022	$	-
	2023	$	-
	2024	$	-
	2025	$	-
	2026	$	-
	2027	$	-
	2028	$	-
	2029	$	-
	2030	$	-
	Total	**$**	**50,500**

See Capital Project Worksheet for details.

OPERATIONAL IMPACTS:		○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning	50,500									
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**50,500**	-	-	-	-	-	-	-	-	-

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:
Project to commence and be completed in 2021

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	

OPERATING IMPACTS	2021	2022	2023
TOTAL	**-**	**-**	**-**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021-2025
CHARTER NUMBER:	DARP-005
CHARTER NAME:	Millennium Park Design Phase 2 & Construction - DARP
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	○ RMR ○ GROWTH	
	The investment is considered growth as it is construction of new recreational amenities and facilities.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	◉ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	This stage of the Millennium Park project will build on the conceptual design completed in 2019. The stage includes detailed design and construction of the community building, park amenities and trails and a four-season water feature/ice surface. Detailed design for the servicing and landscaping of the park is proposed for 2021.	

PROJECT CHARTER JUSTIFICATION:	Extensive public engagement for the site was completed in 2018 and the concept finalized in early 2019. This stage moves the project from concept to detailed design and construction. **Background** The Downtown Area Redevelopment Plan (DARP) provides policy direction on the revitalization of downtown. Further to that, the Economic Prosperity outcome in Council's Strategic Plan includes the goal to encourage a vibrant downtown through the implementation of the DARP. Lively public spaces that infuse areas with a sense of vibrancy are an essential component to the successful revitalization of downtowns. Millennium Park will play a critical placemaking role in downtown by establishing a multi-use, programmed and spontaneous use public space linking the existing Lions Park, St.

	Albert Place and Red Willow Park. It is well known that parks contribute to the community's quality of life, contribute to engaged communities and promote healthy active lifestyles.
	
	Millennium Park will also be a significant demonstration of the City's continuing commitment to downtown revitalization. Public investment leverages private investment. Council's recent commitment on the St. Anne Promenade directly resulted in the initiation of the redevelopment of Grandin Mall by a private landowner.
	
	As communities invest in enhancement projects such as the St. Anne Promenade and Millennium Park, business investment in Downtown will follow. The returns in tax revenues from the economic growth, especially in compact, urban areas, can offset the initial cost of the public expenditure.
	
	Current State
	
	Millennium Park is currently fronted by the St. Anne Street Promenade, with a trail running parallel the river, large native tree stands and no further amenities. The site was identified in DARP as an "active, multi-use park; a center-piece of downtown…". To support implementation of this project, the Millennium Park Concept Plan (DARP-016) was initiated in 2017 and finalized in 2019. In addition, the design concept assumed the charter funding with RECR-038 (Water Play Park) to be included within the Millennium Park project. This concept plan was informed by robust public and internal consultation and will be further refined through detailed design.
	
	This project enables the detailed design and construction of Millennium Park, building from the concept plan across 5 phases, starting in 2021 and completed in 2029. The project is phased to distribute the financial impact.
	
	Phase 1-2: Increase functionality of the site for spontaneous and event use. Prepare site for building in later phases. These phases include:
	
	• Detailed design for servicing and landscaping
	• Site servicing (power, water, sanitary, storm)
	• Construction:
	  ○ Site Grading
	  ○ Landscaping improvements
	  ○ Trail connections to St. Albert Place, Red Willow trails
	  ○ Benches, waste receptacles, picnic tables
	
	Phase 3-5: Program the site with the pavilion and water/ice feature, complete landscaping enhancements.
	
	• Detailed design for building, water/ice feature and landscaping
	• Construction of:
	  ○ Pavilion
	  ○ Water and ice four season play feature
	  ○ Final landscaping and site furnishings

Figure 1: Millennium Park Concept Layout



Issue

Through the Concept Plan process, the scope of Millennium Park has evolved. Through DARP, originally two buildings were envisioned for the park. Based on the initial feasibility costing, it was identified that developing one building on the site was more feasible and charter DARP 004 - Cultural Buildings, was removed from the scope of the project.

The site has several important ecological features, including native tree stands and wetlands. The design incorporates preservation of these features to the greatest extent possible. Care will be required during construction and operation to mitigate impacts to these values.

Opportunities

This park represents a significant opportunity to beautify and activate the downtown area. The central feature of the design is a high-quality pavilion building and water/ice feature. Using glass walls and high ceilings, the building will connect users to the river, inviting the outdoors feel, indoors. The pavilion will support the activities within the Park and extend usage of the site through all seasons and to multiple sectors including cultural and commercial activities. The proposed building is approximately 4500 square feet, and could include washrooms, a leasable space (food/retail vendor), a catering kitchen, a flexible community space, an office space, storage, and mechanical rooms.

Millennium Park will connect Lions Park to St. Albert Place, providing synergies for festivals, special events and community gatherings including the Children's Festival, Farmers Market, and Snowflake Festival. The interface between the pavilion and the

	outdoor space is design to support future performances and community gatherings. Provision of a leasable space will improve services for park and downtown visitors and enable some cost recovery. There may also be opportunities for revenue generation through sponsorship or naming rights and fees for special uses, such as events and rentals. **Risks** The project costing included with the original concept was reviewed in 2020 by Capital Projects Office to assess more current cost comparable and known risks, resulting in a decrease by several million to the charter total cost. Detailed costs of the project will be refined during the detailed design stage, prior to construction. Based upon past experiences when building within the downtown and long the Sturgeon River, there could be unanticipated costs. It is assumed that the costing and contingency are sufficient, however until detailed design is complete, construction costs are estimates only. The project is a substantial investment and there may not be significant resources (financial and staff) to complete. The project is currently split into five independent phases to manage financial aspects as follows: Phase 1: Detailed design (servicing and landscaping) Phase 2: Servicing and base landscaping Phase 3: Detailed design (Pavilion and water/ice feature) Phase 4: Building development Phase 5: Water/ice feature & final site landscaping There are cost efficiencies if the construction of park and building are done at the same time, along with reducing the time the park space is inaccessible to the public. Should funding become available, the project can be combined and completed over approximately 3 years including design and construction. Phasing or funding delays will likely elevate the overall cost of the project due to cost escalation and increased mobilization costs.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: 4.1 Identify opportunities for shared Recreation, Social and Culture activities and Administrative Priority: N / A Activity: N / A

STAKEHOLDER IDENTIFICATION:	Internal Stakeholders: • Planning & Engineering • Economic Development • Culture • Environment External Stakeholders: • St. Albert Chamber of Commerce – Downtown Subcommittee • General public		
TIMELINE:	2021 – Phase 1: Detailed Design – Servicing and Landscaping 2022 – Phase 2: Construction (Servicing and Landscaping) 2025 – Phase 3: Detailed Design (Pavilion/Water & Ice Feature) 2027 – Phase 4: Pavilion Construction 2028 – Phase 5: Water/Ice Feature Construction		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 279,800**
		2022	**$ 1,747,100**
		2023	**$ -**
		2024	**$ -**
		2025	**$ 1,126,200**
		2026	**$ -**
		2027	**$ 7,007,000**
		2028	**$ 1,001,000**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 11,161,100**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			○ Yes ◉ No Operational impacts expected to begin in 2024.
ASSOCIATED OPERATING BUSINESS CASE:			N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	184,400				835,500					
Site Servicing		500,000								
Strucure/Building Construction							5,390,000			
Landscaping		843,900						770,000		
Construction Management										
Commissioning and QA/QC										
Contingency	55,400	403,200			250,700		1,617,000	231,000		
Public Participation Activities	40,000				40,000					
Equipment										
TOTAL	279,800	1,747,100	-	-	1,126,200	-	7,007,000	1,001,000	-	-

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	Ongoing park operational costs will be incurred starting in 2023 and will be confirmed once detail design is accepted.

OPERATING IMPACTS	2021	2022	2023
TOTAL	-	-	-

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021-2025
CHARTER NUMBER:	RECR-045
CHARTER NAME:	Oakmont Trail Phase 2 Development
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	○ RMR ○ GROWTH	
	This project involves the construction of new trail to complete connections between the existing Oakmont trail system and the Red Willow Trail system along the Sturgeon River.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	◉ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	This project includes the completion of site condition assessments, detailed design, and construction of a new trail linkage from the southern edge of the Oakmont neighborhood to the existing Red Willow Trail System on the north side of the Sturgeon River.	

PROJECT CHARTER JUSTIFICATION:	**Current State** Under current conditions, walking and cycling are accommodated within the community of Oakmont and are connected to the larger Red Willow trail network via the Oakmont pedestrian bridge over the river. As identified by the 2018 Active Transportation Plan - Development Strategy and Gaps Assessment, there is no east-west trail connection on the north side of the river adjacent to the Oakmont community, seen in Figure 1. This lack of active mode accommodation causes residents and visitors to detour through Oakmont or create their own paths along the border of the neighbourhood in the environmental reserve.



Figure 1: Oakmont Trails Proposal

Trail Section	Location	Trail Length	Priority for Completion
1 (yellow)	Oak Bay Point to Botanica	730 m	First
2 (blue)	Otter Crescent to Oliver Close	410 m	Second
3 (orange)	Oakmont Place to Bellerose Drive	863 m	Third

1) Trail Section 1 is a current gap with no accommodation for active modes.

	2) Trail Section 2 is a current gap with no accommodation for active modes. It leads to a trail fragment that exists south of the Botanica development. 3) Trail Section 3 is a functional former gravel road; however, it is not aligned to city standards nor optimal for mobility of all ages or abilities. This segment is not maintained as a formal trail. Completion of this project supports meeting the vision of the Active Transportation Strategy for St. Albert. It brings pedestrian and cycling traffic away from street traffic into a highly scenic area, increasing comfort and attractiveness. This trail project also creates more access points from the neighborhood to the Red Willow Trail System. The project supports the CityPlan (2007) MDP goal of connecting the north and south sides along the Sturgeon River. Work in 2021 would include detailed review of the proposed trail alignment including geotechnical and environmental assessments, option development (if required) and detailed design including public participation. If trails are feasible, work in 2023-2025 would include sequential construction of each segment of trail to minimize yearly financial requirements. Each phase connects to existing trails and will not leave remnant or dead-end trails in between phases. **Issue** Due to limited right of way to construct the trail, there may be impacts or constraints related to: - Land stability including slope and soil condition - Potential environmental impacts - Proximity to private property; trail alignment may cause concern to adjacent land owners - Space constraints due to small distance between the river and private property - Need to cross existing stormwater infrastructure To mitigate these issues, priority first phase actions will include geotechnical and environmental assessments to verify the viability of trails in the identified locations. If needed the first phase will include option development for routing, phasing and/or trail design to accomplish the goals of the project. Conversations with the proponent for the Riverbank Landing for options for trail routing would also occur, should that proposal be approved. **Opportunities** 1) Through preliminary site investigations and condition assessments, the opportunity of designing trail connections as identified or providing alternative solutions to deliver on improved connectivity and accommodate walking and cycling will reduce risk and maximize capital investment to enhance the City's trail network. 2) Preliminary site investigations and assessments will provide stronger cost estimates for construction. 3) Trails are highly valued and used by residents, with 70% of residents using trails in the City (2018 Recreation Use and

	Satisfaction survey); completion of this project supports enhanced service delivery. 4) Opportunity through this project to work with Sturgeon County to identify opportunities for trail connections in alignment with their trail development plan. **Risks** Risks of not completing this project: 1) Trail connectivity is not completed resulting in: o Residents continuing to require detours to access to the Red Willow Trail System; cannot effectively use the trail system for active transportation o Residents create and use their own paths, leading to potential environmental concerns (soil issues, garbage, wildlife conflicts) and conflicts with neighboring landowners 2) Assessment, design, and construction costs increase due to delays Risks within completing this project: 1) Trail system connectivity may not be a priority for residents or trail placement may cause public concern 2) Competing priorities and lack of internal resourcing 3) Construction delays due to weather 4) Lack of qualified candidates at planning and construction phases
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: 3.8 Integrate active transportation into the planning process for the Transportation Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	Internal: - Recreation and Parks - Engineering: Capital Projects Office - Public Works - Risk & Insurance - Purchasing - Environment - Utilities External: - Oakmont Neighborhood Residents - General Public - Environmental Advisory Committee - Sturgeon Watershed
TIMELINE:	2021/2022 – Geotechnical investigation, option development, detailed design & public engagement

	2023 – Construction of Trail Segment 1 2024 – Construction of Trail Segment 2 2025 – Construction of Trail Segment 3			
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$**	**298,400**
		2022	**$**	**-**
		2023	**$**	**436,800**
		2024	**$**	**247,000**
		2025	**$**	**514,800**
		2026		
		2027	**$**	**-**
		2028	**$**	**-**
		2029	**$**	**-**
		2030	**$**	**-**
		Total	**$**	**1,497,000**
			See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS: Operational impacts projected to begin 2024			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.	
ASSOCIATED OPERATING BUSINESS CASE:				

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	198,900									
Site Servicing										
Structure/Building Construction										
Landscaping			336,000	190,000	396,000					
Construction Management										
Commissioning and QA/QC										
Contingency	68,900		100,800	57,000	118,800					
Public Participation Activities	30,600									
Equipment										
TOTAL	298,400		436,800	247,000	514,800		-	-	-	-

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:
Costing is derived from the costing for existing similar City projects. Contingency at 30% for all phases, cost escalation of 2% for 2021 and 2022, 0% for subsequent years as per budget instructions.

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	Operational impacts related to ongoing trail maintenance will be incurred beginning in 2025.

OPERATING IMPACTS	2021	2022	2023
Trail & Amenities Landscaping			
TOTAL	-	-	-

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021-2029
CHARTER NUMBER:	TRAN-003
CHARTER NAME:	Transit Waiting Shelters
LEAD DEPARTMENT:	TRANSIT

TYPE:	☐ RMR ☒ GROWTH	
	This project is intended to increase the number of sheltered waiting areas for transit patrons in St. Albert to match community growth.	
ASSET CATEGORY:	☐ Civic Facilities ☐ Master Plan, Studies, & Other ☒ Roads & Other Engineered Structures ☐ Historical/Cultural	☐ Parks & Trails ☐ Mobile & Other Equipment ☐ Land & Land Improvements
SCOPE STATEMENT:	This project is intended to provide sheltered waiting areas for transit patrons in St. Albert.	

PROJECT CHARTER JUSTIFICATION:	Transit Service Standards provide guidelines that Bus shelters will be provided at: · All transit exchanges · All major transfer locations · High usage transit zones · Locations open to the elements As transit ridership has grown, and service introduced in the newly developed neighborhoods, requests for shelters have increased. The shelters for this project would only be required if they were not available from our advertising contractor or from the developers of the land. Aligns with Council priorities to “continue to explore and implement leading practices to manage the safe and efficient movement of goods and people.” Current State – Current program includes new shelters every 4 years to improve the system and keep up with growth. Issue – The contractor only adds shelters where there is high vehicle traffic for advertising, not, where the shelter may actually be required.

	Opportunities – StAT will continue to explore opportunities with our vendor and new developers to include more shelters in their budgets and operations. If the budget is not adequate, StAT will put into operation as many shelters as the budget will allow, with the remainder being deferred to future years. Risks – The number of shelter locations may be limited by the number of acceptable locations. Not having shelters where needed reduces the attractiveness of St. Albert Transit and could impact StAT's ability to maximize ridership.	
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: 3.5 Complete the Campbell Park and Ride facility and finish the Transit Local Route Administrative Priority: N / A Activity: N / A	
STAKEHOLDER IDENTIFICATION:	**Internal** • St Albert Transit • Planning and Engineering (for shelter pad construction within the sidewalk program) • City of St. Albert Risk & Insurance Department (adding more City owned structures) • Public Works (for snow clearing) • Purchasing department (for shelter purchasing process) **Secondary** • Public	
TIMELINE:	2021 - Specs and Tender, installation of shelters. 2025 - Specs and Tender, installation of shelters. 2029 - Specs and Tender, installation of shelters.	
FINANCIAL INFORMATION:	**Year 2021 Investment** **Year 2025 Investment** **Year 2029 Investment**	**$61,200** **$63,000** **$65,000**
	Total	**$189,200**
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	☒ Yes ☐ No Refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:	N/A (Will be provided in the budget cycle for operations)	

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029
Land Determined Costs									
Concept Planning									
Detailed Planning and Design									
Site Servicing									
Structure/Building Construction	$61.200				$63,000				$65,000
Landscaping									
Construction Management									
Commissioning and QA/QC									
Contingency									
Public Participation Activities									
Equipment									
TOTAL	$61,200				$63,000				$65,000

Comments:

Prices are based on commercially available shelters including branding. The entire project will include shelter purchase and concrete pad placement / landscaping.

OPERATING IMPACTS WORKSHEET

☐ One Time ☒ Ongoing	To cover the cost of cleaning and maintenance / year / shelter

OPERATING IMPACTS	2021	2022	2023
Building maintenance / cleaning	$1,000	$2,000	$2,000
TOTAL	$1,000	$2,000	$2,000

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	SERV-004
CHARTER NAME:	6th Arena Ice Surface
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	○ RMR ○ GROWTH	
	The project would be additional to the existing indoor ice surfaces in St. Albert, therefore considered growth.	
ASSET CATEGORY:	◉ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	This project is a single boarded, 200 ft X 85 ft, artificial ice sheet, complete with dressing rooms, refrigeration ice plant, officials room, spectator seating and other related amenities that will be built within the Servus Credit Union Place building, or property.	

PROJECT CHARTER JUSTIFICATION:	The justification for the project charter is based on several documents and factors: - Recreation Master Plan 2012, arena facilities were identified as priority. - Most recent census, as well as the development of new subdivisions identifies steady population growth over the next decade. - Stakeholders have demonstrated that they are utilizing arena facilities for substantial hours outside of St. Albert to accommodate program needs. - There is no secure time frame for additional arena facilities to be built. In 2016, RC Strategies was commissioned to prepare an analysis and conceptual plan in relation to future arena facilities. The report

contains a detailed analysis in relation to additional arena facilities in St. Albert including:

- Market Assessment: (Population and Demographics, Current Provision, St. Albert /Regional Provision)
- Research and Engagement:(Benchmarking, Trends, Participation trends, Infrastructure and Leading Practices, Stakeholder Input)
- Facility Program Analysis
- Arena Type options
- Potential Sites Options

The report was presented to Council on September 19, 2016. From the report's recommendations, Council approved a motion that identified that an additional 6th arena when constructed, will be located on the Servus Place property.

A Motion that reads "That Administration update project charter SERV-004 6th Arena Ice Surface with the 6th Arena being built as a single surface practice sheet attached to Servus Place" be brought forward during the 2017 budget deliberations.

After the RC Strategies report, Administration commissioned Workun Garrick to perform a further in-depth analysis that would identify the best options regarding placement of the arena at Servus Place. Impacts of each location option, potential changes to infrastructure, and operational impacts were analyzed. The final report included analysis, recommended option, conceptual drawings, as well as a cost estimate.

Current State –

Currently there are 5 indoor ice arenas that serve the City of St. Albert:

Facility	Location	Age	Seating Capacity
Jarome Iginla	Iginla/Kinex	43 years (1978)	650
Kinex	Iginla/ Kinex	38 years (1983)	150
Mark Messier	Servus Place	29 years (1992)	450
Troy Murray	Servus Place	29 Years (1992)	150
Go Auto	Servus Place	15 years (2006)	2000

Peak months of ice use are September to end of March. Prime time ice utilization is consistently around 90% of available capacity. From April to August, 2 sheets of ice, typically Mark Messier and Troy Murray arenas, operate to accommodate various programs. The other 3 arenas are utilized for dry floor activities such as lacrosse, ball hockey, and special events.

As illustrated in the chart below, St. Albert's present ratio of indoor arena ice sheets based on population is about average compared to similar sized cities.

Municipality	Population	No. of Ice Sheets	Provision Ratio (No. of residents per ice sheet)
Medicine Hat	63,260	6	10,543
Grande Prairie	69,088	4	17,272
Airdrie	70, 564	5	14,113
Prince George	78,675	6	13,112
Fort McMurray	75,009	4	18,752
Average		5	14, 668
St. Albert	66,082	5	13,216

(2019 available population figures)

Stakeholders have demonstrated that they are utilizing arena facilities for substantial hours outside of St. Albert to accommodate program needs. With the demonstrated demand by ice users for additional ice a 6th indoor arena would alleviate the need for residents to pursue use at arenas outside of the community.

Issue – The detailed plan and design will respond to the need for additional recreational facilities and opportunities, as outlined in the City of St. Albert Recreation Master Plan (BL11/2012). It will serve as a guide to provide balanced provision of recreational services to the community.

It is anticipated that the city population will reach over 74,000 by 2024, based on a base population as per the 2018 census of 66,082, an estimated 1.1% growth rate, as well the opening of new residential sub-divisions.

Opportunities – As identified in the Recreation Master Plan, by looking to enhance and expand Servus Place before building new, St. Albert will extend community use, ensure that existing service levels are maintained, and programs currently subscribed to can continue to be offered; while providing cost savings, staffing efficiencies, and other economies of scale. This plan addresses the identified demand through an addition to the Servus Place existing space.

The RC Strategies Arena/Ice Surface Conceptual Plan provided two options for locations at Servus Place, Option A, located on the South end of the building, Option B, the northeast end of the building. The two options were analyzed further in the Workun Garrick consultant's 2017 report. The report positions the ideal location for the 6th Arena on the North-East side of Servus Place. This location has the least impact on parking and other operational

<table>
<tr><td></td><td>components and blends well with the existing infrastructure. The location will require re-design of the existing Servus Place footprint. The design will include an additional arena, directly connected to the Servus Place facility, re-design of activity areas, and improving operational functions. The design would allow for synergies between the existing facility, as well make allowances for the future expansion of the Fitness Centre.

Risks –

- Minimal public consultation to date
- Consultant availability
- Increased construction costs
- Existing site constraints
- In house resources availability
- Potential impact from proposed sport campus facility plans for St. Albert.
- If 6th Arena is built at Servus Place, it will limit the ability to expand the footprint with other recreation amenities.
- Availability of qualified contractor(s)
- Impact on stakeholders/ user groups</td></tr>
<tr><td>STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:</td><td>Council Priority: 4. Infrastructure Investment

Activity: 4.1 Identify opportunities for shared Recreation, Social and Culture activities and

Administrative Priority: N / A

Activity: N / A</td></tr>
<tr><td>STAKEHOLDER IDENTIFICATION:</td><td><table>
<tr><th>Name & Role</th><th>Responsibility or Contribution</th></tr>
<tr><td>Recreation & Parks</td><td>Project sponsor, public engagement, design review, stakeholder liaison.</td></tr>
<tr><td>Capital Project Office</td><td>Review and/or development of Engineering tender documents, Construction Execution, Project Management.</td></tr>
<tr><td>Public Works Planning</td><td>Future Maintenance and Operations</td></tr>
<tr><td>Legal Services, Risk & Insurance and Purchasing</td><td>Risk Assessment, agreement support and procurement process support.</td></tr>
<tr><td>Stakeholders (internal and external)</td><td>Advisory, Notification of Construction, Disruption of Service, and Issue Resolution</td></tr>
</table></td></tr>
<tr><td>TIMELINE:</td><td>2021: Conceptual Planning and finalizing detailed Scope
2022: Detailed Design work and preparation of Tender documents.

2023: Construction</td></tr>
</table>

FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 56,000**
		2022	**$ 2,057,000**
		2023	**$ 20,975,000**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 23,088,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			(•) Yes ( ) No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning	45,000									
Detailed Planning and Design		2,057,000								
Site Servicing										
Strucure/Building Construction			15,700,000							
Landscaping										
Construction Management			1,879,000							
Commissioning and QA/QC										
Contingency			2,300,000							
Public Participation Activities	11,000									
Equipment			1,096,000							
TOTAL	56,000	2,057,000	20,975,000	-	-	-	-	-	-	-

Comments:

Costs shown are based on the RC Strategies Ice Surface Conceptual Plan report, Option B location, and related cost estimate.
2% escalation added to 2020, 2% for 2021, 2 % for 2022, compounded from original 2019 project charter cost estimate.
Project coordination costs have not been factored or determined in.

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	The project entails an expansion to the existing Servus Place building footprint. Existing infrastructure and operational processes will be integrated into the expansion, however additional resources will be required to manage the additional facility

OPERATING IMPACTS	2021	2022	2023
Staffing, Maintenance, Programming, RMR, Utilites, Equipment			350,000
TOTAL	-	-	350,000

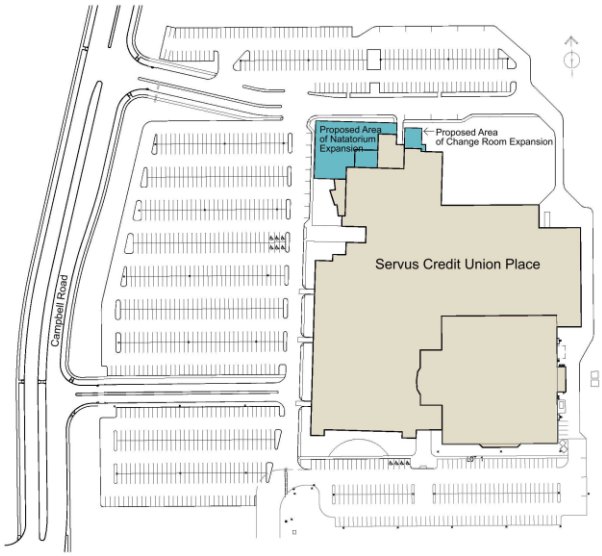
CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	SERV-010
CHARTER NAME:	Servus Place Aquatics Expansion - 25 m, 8 Lane Pool
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	○ RMR ○ GROWTH	
	Project is an expansion to the existing aquatics portion of Servus Place facility, therefore is growth.	
ASSET CATEGORY:	◉ Civic Facilities ○ Master Plan. Studies. & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	The expansion of aquatic facilities at Servus Place to include an 8 lane, 25 metre pool, storage space, mechanical room and expanded aquatic change rooms.	

PROJECT CHARTER JUSTIFICATION:	The project charter is based on an expansion to the existing Landrex Water Play Centre to the north west side of the aquatic centre, with little or no impact to existing road and parking configurations.



The conceptual design is based on the following elements as per the Servus Place Study for 8 Lane 25 m Expansion report prepared by Vic Davies Architects:

- 25 metre – 8 lane pool tank with a surrounding deck.
- Depth to meet minimum FINA minimum standards, 1.0 metres at shallow end, 2.0 metres at deep end.
- 2.2-metre-wide lanes (FPRC lanes are 2.5 metres).
- Reconfiguration and re positioning of existing hot tubs, to ensure traffic flow and lifeguard monitoring.
- Addition of a pool mechanical room.
- Addition of a storage room.
- Reconfiguration/expansion of changerooms to meet increased bather load



Assumptions:

- Utilities infrastructure (Water, sanitary, hydro, gas) exists to service the expansion demands.
- Additional support piles will be required as existing structure was not designed to support additional loads.
- Deck space in presented design is minimal but would accommodate bulk of programming and lane swim needs. It would not support general requirements for swim competitions, such as spectator seating. Expanded deck space would result in impacts to road alignment and parking, at additional cost.
- No diving board is included in the conceptual design. A diving board would result in several design revisions and increase in costs such as change in pool depth, increased ceiling height, increased deck space, and the capacity of the water circulation system.
- There will be a period that the entire Landrex Water Play Centre and changerooms will be completely closed. The length of time of closure and related impacts would not be determined until the detailed design and construction plan is developed.

Current State – Servus Place is a highly successful community facility and is a significant investment in the health, wellness, and economic development of St. Albert.

St. Albert's aquatic facilities on average see over 886,000 users per year through the four aquatic facilities. Fountain Park Recreation

	Centre (year-round), Landrex Water Play Centre (year-round), Woodlands Water Play Park (Summer), and Grosvenor Outdoor Pool (Summer) provide direct provision of aquatic fitness programs, swimming lessons, school lessons, and specialty programs. Over 186,000 participants participate in registered (154,000) and drop in (31,500) aquatic programs per year. Use of the Landrex Water Play Centre (LWPC, Landrex) has remained consistently high since the opening of Servus Place. Based on the current facility traffic, approximately every third person that enters Servus Place utilizes the Landrex Water Play Centre, or approximately 260,000 visitors a year. **Issue** - Increased demand for aquatic lesson programs and lane swimming are reaching thresholds in existing facilities. Current facilities are experiencing high fill rates for aquatic lessons, more demands from lane swimmers, as well as aquatic user groups. **Opportunities -** As identified in the Recreation Master Plan, by looking to enhance and expand Servus Place before building new, St. Albert will extend community use, ensure that existing service levels are maintained, and programs currently subscribed to can continue to be offered. The aquatics expansion plan for an 8 lane, 25 metre pool provides the opportunity to accommodate additional aquatic swim lesson programs, lane swimmers, competitive swim club training, and Servus Place public swimmers. Operational impacts will need to be determined. With no secure timeframe in place for a new aquatic facility, the expansion would address short term community growth and needs. **Risks** • No public consultation has occurred regarding the project. • Program and use impact assessment have not been completed. • Limited or no funding. • Increased construction costs. • Impacts to public users /stakeholders when existing Aquatic Centre is closed due to construction. • Impacts to revenues when existing Aquatic Centre is closed due to construction. • Existing site constraints. • In house resources availability. • Availability of qualified contractor(s). • Potential impact from proposed sport campus facility plans for northwest St. Albert.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: 3.1 Recommend short-, medium-, and long-term options to improve the service level of Administrative Priority: A.3. Mandated Service Requirements		
STAKEHOLDER IDENTIFICATION:	Recreation & Parks - Project sponsor, public engagement, design review, stakeholder liaison. Capital Project Office - Review and/or development of Engineering tender documents, Construction execution, Project Management.		
TIMELINE:	2020 – Public Engagement, detailed design, and planning 2021-22 Construction		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 420,000**
		2022	**$ 1,539,000**
		2023	**$ 21,376,000**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 23,335,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			(•) Yes ( ) No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning	342,000									
Detailed Planning and Design		1,539,000								
Site Servicing										
Strucure/Building Construction			17,101,000							
Landscaping										
Construction Management			1,710,100							
Commissioning and QA/QC										
Contingency			1,710,100							
Public Participation Activities	78,000									
Equipment			855,000							
TOTAL	420,000	1,539,000	21,376,200	-	-	-	-	-	-	-

Comments:
Assumptions:
- Cost estimates based on 2018 consulatnts report, performed by Vic Davies Architects and are considered at a conceptual high level. Vic Davies used a costing formula based on current construction costs for aquatic facilities recently built or under construction. The above estimates are to high-level Class 'D' level estimate (overall cost per sq.ft.) with a range of +/- 35% based on recently completed similar projects.
Commissioning QA /QC, and Equipment (escalation factored in).
Escalation added from 2019 projecr charter 2% for 2020,, 2% for 2021, 2% for 2022..
Detailed Planning and design – 9 % of preliminary construction estimate.
Construction Management 10% of preliminary construction estimate.
Contingency 10% of preliminary construction estimate.
Equipment 5 % of preliminary construction estimate.
Site Servicing and Landscaping are included in Construction Costs
Project coordination costs have not been factored in.
Additional design revisions, re-configurations will result in additional costs.
More extensive design and analysis would be required to validate associated construction impacts, and operating costs.
Public Consultation occurred through the initial Plan for the Future project in 2011, further public consultation would be required which may impact final design

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	The project entails an expansion to the existing Servus Place building footprint. There would be operating impacts 1) related to the closure of the Landrex Aquatic Play Centre during the construction period. 2) additional resources required to service the new expansion. Existing infrastructure and operational processes will be integrated into the expansion, however additional resources will be required to manage the additional facility.

OPERATING IMPACTS	2021	2022	2023
Impacts from closure for construction- Net,loss revenue, staff other expense savings (One Time)		734,000	
Additional operating (Ongoing)-Staffing, Maintenance, Programming, RMR, Utilites, Equipment			587,000
TOTAL	-	734,000	587,000

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	SERV-008
CHARTER NAME:	Servus Place Fitness Expansion
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	○ RMR ○ GROWTH	
	Project is an expansion to the existing Servus Place facility therefore is growth.	
ASSET CATEGORY:	◉ Civic Facilities ○ Master Plan. Studies. & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	The expansion of fitness facilities and changerooms at Servus Place, based on the Servus Place Expansion Analysis - Fitness & Wellness Centre 2016 report.	

PROJECT CHARTER JUSTIFICATION:	Based on approved Council motion (10-2016), Administration was directed to perform an analysis involving a re-scope of the original "Servus Place- A plan for the Future" SERV-007; with a focus on expanding the Fitness change rooms and making the most of existing Fitness Centre floor surface area. A report with the consultants re-scoping, new detailed design drawings and a cost estimate was presented to Council on September 19, 2016. Council through motion, rescinded the original Servus Place Expansion project charter SERV-007, and directed Administration to develop a new project charter specific to the September 19, 2016 Servus Place Expansion Analysis- Fitness & Wellness Centre 2016 report, for consideration as part of the 2018 Growth Capital Budget deliberations. **Current State** – 2021 represents the 15th year of operation of Servus Place. Servus Place continues to be the City of St. Albert's most heavily used recreation facility with approximately 920,000

<table>
<tr><td></td><td>visits annually, 280,000/year of which use the fitness facilities. There have been no modernization enhancements to the Fitness Centre to improve customer experience since opening in 2006.

Issue - Through Servus Place Customer Satisfaction Surveys, the community has articulated a demand for an expansion of the Fitness Centre, specifically as it relates to quality change rooms, selection of fitness equipment and other related amenities.

Opportunities – As identified in the Recreation Master Plan, by looking to enhance and expand Servus Place before building new, St. Albert will extend community use, ensure that existing service levels are maintained, and programs currently subscribed to can continue to be offered, while providing cost savings, staffing efficiencies, and other economies of scale. The Fitness Expansion plan addresses identified issues through reconfiguration of change room facilities, expanded studio space, administration functionality and other amenities.

Risks

- Consultant availability
- Increased construction costs
- Existing site constraints
- In house resources availability
- Availability of qualified contractor(s)
- Potential 6th Arena Expansion to Servus Place impacts
- Potential Servus Place Aquatics Expansion impacts
- impact on stakeholders/ user groups</td></tr>
<tr><td>STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:</td><td>.

Council Priority: 4. Infrastructure Investment

Activity: N / A

Administrative Priority: N / A

Activity: N / A</td></tr>
<tr><td>STAKEHOLDER IDENTIFICATION:</td><td><table>
<tr><th>Name & Role</th><th>Responsibility or Contribution</th></tr>
<tr><td>Recreation & Parks</td><td>Project sponsor, public engagement, design review, stakeholder liaison.</td></tr>
<tr><td>Capital Project Office</td><td>Review and/or development of Engineering tender documents, Construction execution, Project Management.</td></tr>
<tr><td>Legal Services, Risk & Insurance and Purchasing</td><td>Risk Assessment, agreement support and procurement process support.</td></tr>
</table></td></tr>
<tr><td>TIMELINE:</td><td>Detailed design and planning - 2021
Construction - 2022</td></tr>
</table>

FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 480,000**
		2022	**$ 5,895,000**
		2023	**$ -**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 6,375,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			(•) Yes ( ) No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	480,000									
Site Servicing										
Strucure/Building Construction		4,804,000								
Landscaping										
Construction Management		371,000								
Commissioning and QA/QC										
Contingency		480,000								
Public Participation Activities										
Equipment		240,000								
TOTAL	480,000	5,895,000	-	-	-	-	-	-	-	-

Comments:
- Detailed Planning and design – 10 % of preliminary construction estimate.
- Construction Contingency estimate is at 10% of preliminary Construction estimate..
- Equipment estimated at 5% of preminary Cnstruction cost estimate.

Additional expenses including Consultant Fees, Project Management Fees, additional project Soft Costs built in to preliminary constructrion costs.
- Public Consultation occurred through the initial Plan for the Future project in 2011, further public consultation built in to overall costs.
- Conceptual designs completed in 2016
- Escalation added from 2019 project charter, 2 % to 2020, and 2% for 2021 and 2% for 2022.

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	The project entails an expansion, re-purposing to the existing Servus Place building footprint. Existing infrastructure and operational processes will be integrated into the expansion, however additional resources will be required to manage the additional/enhanced facility.

OPERATING IMPACTS	2021	2022	2023
Staffing, Maintenance, Programming, RMR, Equipment, Utilities			280,000
TOTAL	-	-	280,000

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	DARP-016
CHARTER NAME:	DARP Project Prioritization
LEAD DEPARTMENT:	Planning & Development

TYPE:	Choose one: ○ RMR ○ GROWTH	
RMR or Growth	DARP-016 – DARP Project Prioritization is a growth project, as it relates to new capital spending for implementation of the Downtown Area Redevelopment Plan (Bylaw 5/2020, consolidated by Bylaw 7/2016). It is considered as a growth project as it is tied to an increasing population and increased need for facilities & services.	
ASSET CATEGORY:	Choose one: ○ Civic Facilities ◉ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	The project is intended to review and evaluate all recommended capital projects within the DARP implementation strategy and prioritize the potential public expenditures to maximize benefits versus costs.	

PROJECT CHARTER JUSTIFICATION:	The Economic Pillar of Sustainability for the City includes a dynamic downtown core as a part of a strong and diverse economy. The Council-approved statutory Downtown Area Redevelopment Plan (DARP) identifies a number of capital projects that are intended to strengthen the downtown, and foster redevelopment and reinvestment. The following addresses the current state, issue, opportunities, and risks for the proposed project charter. Current State – The DARP was adopted in 2010 and identified a number of capital projects intended to improve the downtown built environment, fostering revitalization and investment within Downtown St. Albert. The plan, however, did not offer a true prioritization of the proposed projects.

	Issue – The DARP includes a number of capital projects, with estimated costs in the tens of millions of dollars. In recognition of limited dollars and capacity, the projects need to be prioritized to ensure that limited resources are being applied in the most efficient way possible, and to reflect current corporate strategic direction. Opportunities – Re-evaluation and prioritization of the proposed DARP projects will enable future public investment to maximize benefits to costs, and to reflect the changing needs and strategic priorities of the City. It also creates an opportunity to investigate shared or leveraged investments (e.g. P3 relationships, etc.). Risks – If not approved, the proposed implementation projects will continue to appear within the 10 Year Growth Municipal Capital Plan absent any prioritization or technical evaluation of merit. The resulting implementation of these identified projects may not be the most efficient or effective to support the needs of the downtown.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 1. Growth Policy Framework Activity: 1.4 Develop a value proposition (inclusive of all the City offerings) to attract businesses, residents, and other institutions to St. Albert. Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	• Council (Secondary – funding, communication) • Planning & Development (Secondary - Assist with design & public participation opportunities) • Engineering (Primary - Project manager for design and construction, infrastructure – strategic level planning, transportation network impacts) • Public Works (Primary – provide operational & maintenance input & support) • Utilities (secondary – coordinate on utilities projects) • Downtown Businesses (secondary – communications, access & closures, potential impacts) • Residents (secondary – communications, access & closures, potential impacts)
TIMELINE:	6. DARP project review & prioritization (2021)

FINANCIAL INFORMATION:	**Investment Year**	**2021**	$ 102,000
		2022	$ -
		2023	
		2024	
		2025	
		2026	
		2027	
		2028	
		2029	
		2030	
		Total	**$ 102,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			See all DARP associated projects.

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning	102,000									
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**102,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

OPERATING IMPACTS WORKSHEET

(•) One Time ( ) Ongoing	Provide a high-level description of the operating impacts.

OPERATING IMPACTS	2021	2022	2023
TOTAL	**-**	**-**	**-**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	CSS-005
CHARTER NAME:	Cogeneration - Heat and Power (Servus Place)
LEAD DEPARTMENT:	Utilities & Environment

TYPE:	○ RMR ○ GROWTH	
	The project is growth capital as it involves the design and installation of new technologies that improves the condition of the asset (Servus Place) beyond its original performance standard.	
ASSET CATEGORY:	◉ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	In 2015, Stantec was engaged to conduct energy and water audits on eleven civic facilities. The audit made the following recommendations: • Install a cogeneration plant at Servus Place The recommended measure, if implemented, will provide financial savings, and advance the sustainability goals of St. Albert through energy savings, greenhouse gas reductions and the shift to alternative energy systems.	

PROJECT CHARTER JUSTIFICATION:	**Current State –** In 2014, City Council approved the updated Environmental Master Plan which included the greenhouse gas target of 20 per cent reduction of total corporate greenhouse gas emissions from 2008 levels by 2020. **Issue –** If this target is to be achieved, deep carbon reductions are required. To identify opportunities to reduce St. Albert's carbon footprint within its civic facilities, an energy and water audit was undertaken over 2015. The report suggests that deep carbon reductions come from a combination of energy efficiency retrofits, the installation of alternative energy

technologies (such as cogeneration), and the ongoing detailed review and analysis of utilities data to track issues and identify energy savings opportunities.

Other recommendations from the audit have been put forward as separate growth (CSS-005 & CSS-007) and (ENV-002) project charters.

Opportunities -

The following table highlights the costs, potential savings, and the expected carbon footprint reduction for cogeneration. The delineated cost estimates have not examined carbon credit capture and the attributed value in incorporating those features into the model.

Cogeneration (300 kW)		Annual Savings	
Capital Cost	Estimated Total Annual Savings	Simple Payback (years)	Emission Reduction (Tonnes CO2e)
$900,000 - $1,000,000	$96,125	9.4 – 10.4	710

*the above item is to be installed in Servus Place which, in 2015, had energy costs exceeding $800,000 per year.

Cogeneration (or combined heat and power) generates electricity and produces useful heat simultaneously, thereby efficiently creating two useful commodities from a single fuel source, at the point of demand. Instead of purchasing electricity from the grid and burning fuel in an on-site boiler to produce thermal energy, an arena facility like Servus Place can use CHP to provide both energy services in one efficient step.



Figure 1: Cogeneration Plant

There are grants available from the Municipal Climate Change Action Center (MCCAC) for energy generation projects, such as cogeneration,

	that would cover up to 75% of the cost of the project. This grant (Recreation Energy Conservation Program) is currently accepting expressions of interest for 2021 projects. The small-scale implementation of a cogeneration within a rec facility would provide the framework for standard implementation in new facilities (when warranted), with a set of trained staff, an understanding of technology and the ability to reduce operational impacts on the rate payer. **Risks** – Although cogeneration is a proven technology that has been successfully implemented elsewhere, there is a risk that the financial savings and carbon footprint reductions identified will not be fully realized as estimated. The risk of this is deemed to be low. There is a risk if the project does not go forward that St. Albert's carbon footprint will not be reduced. This would mean advancement towards the City Council approved targets will be less likely to be achieved and St. Albert's contribution to the mitigation of climate change will be hampered. Ancillary risks include less carbon tax avoidance and less insulation from possible escalating energy prices.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 6. Environmental Stewardship Activity: 6.1 Explore integrated green utilities to reduce carbon footprint, reduce servicing costs Administrative Priority: A.4. Business Process Improvements / Financial Sustainability Activity: N / A
STAKEHOLDER IDENTIFICATION:	Facility staff and patrons of the Servus Place will require advanced notice of the installation schedule for the cogeneration system, as this project has the potential to impact scheduled programming and access to the facility during the length of the installation.
TIMELINE:	If the Capital Charter is approved, the feasibility study and detailed design for cogeneration at Servus Place would need to align with the Aquatic Expansion charter (SERV-010) at Servus Place. The pros and cons of a lease arrangement for the cogeneration plant will also be assessed. Based on input from Recreation and Parks, the timeline for the Servus Place Aquatic Expansion (SERV-010) is planned for detailed design in 2021 and construction in 2022.

FINANCIAL INFORMATION:	**Investment Year**	**2021**	$	60,600
		2022	$	1,000,000
		2023	$	-
		2024	$	-
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	-
		Total	**$**	**1,060,600**
			See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.	
ASSOCIATED OPERATING BUSINESS CASE:			None	

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	60600									
Site Servicing										
Strucure/Building Construction		1,000,000								
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	60,600	1,000,000	-	-	-	-	-	-	-	-

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

Grants for cogeneration projects are currently available from the Municipal Climate Change Action Center (MCCAC) under the Recreation Energy Conservation program that could cover up to 75% of the cost of a cogeneration project up to a maximum of $750,000.

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	

OPERATING IMPACTS	2021	2022	2023
TOTAL	**-**	**-**	**-**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	POLI-005
CHARTER NAME:	Maloney Place Front Counter Security Renovations
LEAD DEPARTMENT:	Emergency Services

TYPE:	Choose one: ○ RMR ○ GROWTH	
	This is a growth project as its main purpose is to keep up with community growth/service demands.	
ASSET CATEGORY:	Choose one: ◉ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	The scope of this project will be to renovate Maloney Place (Main RCMP Detachment) front counter/reception area in order to meet mandatory RCMP security specifications.	

PROJECT CHARTER JUSTIFICATION:	This project is required to ensure compliance with the Municipal Police Service Agreement (MPSA) with Public Safety Canada (RCMP). The main front counter reception area at Maloney Place was built in 2001 and planned to accommodate Policing needs for 10 years. In 2010 the front counter was renovated to increase security and attempt to make work space more effective for multiple staff. In November of 2016, RCMP Departmental Security conducted a review/assessment of the front counter and reported that it did not meet current/acceptable security standards. As a result, they provided direction to remedy a number of deficiencies. Since that time some modifications have been completed and were funded through the Operating Budget in an attempt to immediately address

	safety and security concerns. However, more extensive renovations and capital funding are required to meet RCMP specifications. The original charter included expansion of the front counter, but at this time there is no solution of where to move staff during a reno as well as the cost involved in completing a reno. It is prudent to wait for the outcome of the feasibility work for police accommodations before spending money on a front counter expansion. This project and the anticipated timeline may be affected by the following factors: • In house resource availability including staff resources to project manage the renovation • RCMP Security Clearance requirement delays • RCMP Facility Security review/approval delays • Greater than anticipated Construction costs • Availability of qualified contractor		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: N / A Administrative Priority: N / A Activity: N / A		
STAKEHOLDER IDENTIFICATION:	Public Works Infrastructure & Development Services – Capital Projects Office RCMP		
TIMELINE:	2021: Detailed Design work and Preparation of Tender Documents 2022: Construction		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 18,000**
		2022	**$ 200,000**
		2023	**$ -**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		2031	
		Total	**$ 218,000**
			See Capital Project Worksheet for details.

OPERATIONAL IMPACTS:		○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	18,000									
Site Servicing										
Strucure/Building Construction		150,000								
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency		50,000								
Public Participation Activities										
Equipment										
TOTAL	18,000	200,000	-	-	-	-	-	-	-	-

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:
N/A

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	N/A

OPERATING IMPACTS	2020	2021	2022
TOTAL	-	-	-

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	FIRE-031
CHARTER NAME:	Reception Center Group Lodging Supplies
LEAD DEPARTMENT:	Fire Services

TYPE:	○ RMR ○ GROWTH	
	This is a new emerging initiative that will increase the City's Emergency Social Services Capacity and facilitate group lodging in the City's Reception Centre.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ◉ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	Fire Services and Community and Social Development have discussed the need for supporting residents in the case of a local emergency. This project will allow for provision of group lodging supplies for the City's reception center.	

PROJECT CHARTER JUSTIFICATION:	As part of Emergency Management and the Emergency Social Services Plan, the City offers Reception Centers for citizens who need shelter during crisis events. The Centre provides a check-in location and offers support services. A current gap in the program is lack of group lodging supplies within these Reception Centers. Group lodging is a stop gap measure to provide immediate accommodations for those without any other option. Individuals are transitioned out of group lodging for long

	term support. During the Wood Buffalo fire, it became evident these supplies are difficult to access during catastrophes. The business case will result in inventory of non-perishable supplies as well as an enclosed trailer to store and move supplies. Supplies include bedding, clothing, wellness ($23,850); trailer with decaling ($11,500); and carts, cart covers, etrack rails, etrack ratchets, cargo load bars ($7,222). There is also a 15% contingency fund ($6,385.80) As the City has no supplies on hand, we rely on the province to supply product for group lodging needs. Reception Center areas within the City have been identified. Where applicable Memorandums of Understanding have been created and signed to secure these spaces as temporary Emergency Evacuation Centers. The Reception Centers include Servus Credit Union Place (main reception center), Red Willow Place, St. Albert Alliance Church, Salvation Army Church, 3 Public Schools, and 4 Catholic Schools.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N / A Activity: N / A Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	Fire Services, Community and Social Development and Public Works.
TIMELINE:	2021 (Q1) Ordering of supplies and trailer 2021 (Q2) Commence packaging of supplies

FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 49,000**
		2022	**$ -**
		2023	**$ -**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 49,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			(•) Yes ( ) No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			N / A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	49,000									
TOTAL	49,000	-	-	-	-	-	-	-	-	-

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

OPERATING IMPACTS WORKSHEET

○ One Time ○ Ongoing	Trailer will require yearly maintenance by Public Works

OPERATING IMPACTS	2021	2022	2023
Public Works - operating impact for trailer	2,000	2,000	2,000
TOTAL	2,000	2,000	2,000

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	WASTW-021 (NEW)
CHARTER NAME:	Vacuum Truck
LEAD DEPARTMENT:	Utilities & Environment

TYPE:	○ RMR ◉ GROWTH	
	Currently the City expends approximately $100,000 annually on vacuum truck contracted services (utilities alone). The purchase of an additional truck would provide inter-departmental support for sub-surface work throughout the City.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ◉ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	To purchase an Hydrovac truck to allow municipalities to provide efficient hydrovac services without impacting the built environment.	

PROJECT CHARTER JUSTIFICATION:	This project encompasses the purchase of an additional Hydrovac truck. The intension is to purchase an optimized truck that is shorter than conventional trucks, lower and as a result much more nimble maneuvering. These trucks are generally substantially lighter placing less stress on the road and boulevard structures. The contemplated units are engineered specially for each client to ensure that each feature meets the needs of a community without providing features that cannot be utilized. Trucks are manufactured to allow municipalities to provide efficient hydrovac services without impacting the built environment. They are equipment with back up cameras, retractable safety railing, boom sensors and additional built in parameters to ensure operator and public safety. Historically Utilities has expensed approximately $100,000 a year in contracted hydrovac services to support lift station cleaning, OGI cleaning, CC Repairs, Hydrant repairs, etc. The implementation of an additional truck and associated operators with reduce these costs tremendously and provide City department synergies. Between Utilities, Capital Projects, Parks, and the Sign Shop over $530K was spent throughout 2018 on contracted hydrovac services.

	Project Risks/Constraints The timelines to purchase as construction of a Hydrovac truck is approximately 6 months. Assumptions That the City will continue to provide the level of service expected by businesses and residents, and it is expected that the need for hydrovac services will continue to grow as the City develops. As climate change continues to affect utility infrastructure the need to support emergent breaks will continue to rise further impacting our need to rely on third party vendors for hydrovac services. Impacts N/A		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 6. Environmental Stewardship Activity: 6.1 Explore integrated green utilities to reduce carbon footprint, reduce servicing costs Administrative Priority: A.3. Mandated Service Requirements Activity: A.4.3 Organizational productivity and capacity		
STAKEHOLDER IDENTIFICATION:	Public Works, Engineering (CPO) & Utilities Manager – Primary Finance – Budget Allocation Risk & insurance - Awareness		
TIMELINE:	2020– Design (subject to confirmation of land for a future snow site) 2021 – Vehicle becomes a component of the Utilities Fleet		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 500,000**
		2022	**$ -**
		2023	**$ -**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 500,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			(●) Yes ( ) No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	$500,000									
TOTAL	$500,000	-	-	-	-	-	-	-	-	-

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

Comments:

OPERATING IMPACTS WORKSHEET

○ One Time ● Ongoing	

OPERATING IMPACTS	2021	2022	2023
Utilities Staff (Laborer and Operator)		$162,000	$162,000
Parts and Materials (6511-4110)	$23,000	$23,000	$23,000
Fuel (6510-4110)	$6,000	$6,000	$6,000
Contracted Services (6300-4110)	$6,000	$6,000	$6,000
Capital Replacement Recoveries (6802-4110 if not allocated to Utilities)	$71,430	$71,430	$71,430
TOTAL	$106,430	$268,430	$268,430

For Council consideration please refer to Operating Business Case Summary on page 49 for further details.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	CULTR-035
CHARTER NAME:	Mayor's Task Force to End Homelessness – Youth Transitional Home Feasibility Study
LEAD DEPARTMENT:	Community Services

TYPE:	○ RMR ◉ GROWTH	
	This project targets the completion of a feasibility study to support recommendations that were approved by Council as per the Mayor's Task Force to End Homeless Final report.	
ASSET CATEGORY:	○ Civic Facilities ◉ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	This project shall undertake a feasibility study that includes *costing* estimates (capital and operating), building requirements,*location options (site/facility considerations)*,*plan development* and implementing *collaborative partnerships* to support a youth transitional home in St. Albert. (Phase 1- $115,000) Phase 2 and 3 estimates are included to provide potential future costs associated with this project. A separate CPC will be submitted for 2022 and 2023 based on recommendations from Feasibility Study.	

PROJECT CHARTER JUSTIFICATION:	**Justification** The Mayor's Task Force to End Homelessness was formed in January 2018 to formulate a response to the increasing numbers of homeless people living in St. Albert. The intention of The Mayor's Task Force to End Homelessness was to bring to light the issue in St. Albert and to elevate the collective effort we as a city are taking to address homelessness. The Task Force Final report and recommendations were approved by Council on August 17, 2020 through motion CB-20-053 stating: 1. That a **Capital Project Charter,** along with future operating impacts, be developed and added to the 2021-2030 Growth Capital Plan to be considered as part of the 2021 budget process for the construction and operation of a new youth transitional home, using an advocacy model;

2. That an **Operating Business Case** be developed to be considered as part of the 2021 budget process for a *Social Housing Specialist* to advance and support the housing needs of all vulnerable groups in St. Albert, and
3. That the Mayor's Task Force continue to support and advocate the coordination of homelessness prevention strategies among local, regional, provincial, and national organizations, as well as the public and private sectors.

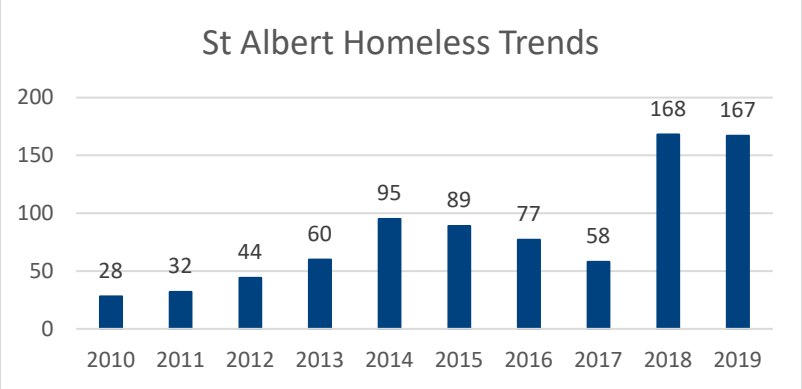
Current State

While there are a range of housing supports and services in St. Albert, St. Albert does not have transitional housing to support homeless people in our community.

There is a persistent myth that homelessness in St. Albert is not an issue. In order to get an accurate count on the impacts of homeless in St. Albert, the Task Force used the 'service-based estimation approach' to confirm the numbers of homeless individuals in St. Albert and to investigate the current need for housing among vulnerable populations in St. Albert.

In 2018, the St. Albert Food Bank and Community Village recorded 168 unique individuals who experienced periods of episodic homelessness, representing 112 households including 48 children. While youth over 15 may be homeless of their own accord, children under 15 are principally connected to homelessness through their parents. These numbers were confirmed through the Task Force.

In 2019, the St. Albert Food Band and Community Village reported 167 unique individuals who experienced periods of episodic homelessness. The Collective recorded 25 homeless youth in 2017 and 14 in 2018. Work with the local school boards indicate that youth homelessness is a persistent issue.



Issue

Homelessness is a complex issue that impacts our whole community requiring diverse solutions. Without active interventions, incidences of homelessness in St. Albert are predicted to rise, particularly considering impacts of COVID.

The Task Force confirmed that a significant gap in services and resources in St. Albert exists for youth and has recommended that

	the City implement actions to meet the needs of homeless youth as the first step in addressing homelessness in St. Albert. Currently, there are no housing options for homeless and at-risk youth in St. Albert. When faced with eviction or conflict in their family home, youth may find temporary shelter with other family members or friends. When these options end or don't exist, youth must leave the community to access supportive services in Edmonton. Youth in St. Albert are not well equipped to respond to the Edmonton street culture. Connections to friends, family, and schooling in St. Albert are lost, and youth may become entrenched into street life involving prostitution and drugs. Further, youth experience a range of challenges when trying to find a safe, affordable home for themselves, particularly if they are under 18 as they are not legally bound by lease conditions, making landlords reluctant to provide rental accommodations to them. Structural, systemic, and interpersonal factors all contribute to youth homelessness. Local data indicates that many St. Albert youth are 'unstably disconnected' from their families. Transitional housing programs are recommended strategies for unstably connected youth. St. Albert is well known to be a caring and inclusive community but every night there are individuals who are sleeping outside, in their car, on a friend's couch, or on the verge of losing their home. This issue is often hidden from view but does exist. **Opportunities** The Task Force recommends that a youth transitional home is the most appropriate prevention strategy for homeless youth in St. Albert and should be complemented by upstream prevention strategies. Further development of the youth transitional home model is being proposed through this business case, seeking funding and partnerships with others to facilitate its development. The Mayor's Task Force will continue to support and advocate for the coordination of homelessness prevention strategies among local, regional, provincial, and national organizations, as well as the public and private sectors. The City, while not intended to operate the youth transition home, will work with community partners to secure capital and operational funding and rely on those who have the expertise and experience in supporting youth in a transitional home setting. The feasibility study will determine whether partnerships and capital and operating funding sources are available that would reduce or eliminate the need for funding contributions from the City to implement a youth transitional home model. The feasibility study will provide Council with this information prior to committing further funding in future budget years.

	Alternative housing models may be identified within the feasibility study that would provide an alternative option to a 10-bed facility that could be more cost effective and simpler to implement. The investment in a youth transitional home and accompanying supports will provide opportunity for a new service delivery approach, including new and expanded community collaborations. Youth will receive services and supports in their own community as opposed to accessing supports in Edmonton. Approval of this project will help bridge the gaps identified including building assets that contribute to individual independence, self-esteem and a sense of community well-being. **Risks** Stable housing is a key determinant of health for individuals, family, and community.[1] Moreover, the costs to the community and the economy of not preventing and addressing homelessness are significant. If this project is not approved, homeless and at-risk youth will continue to be underserved in our community. By not investing in this project, the number of homeless youths will continue to rise with the risk of this being carried into their adult life. This will perpetuate the hidden issue of homelessness to become more visible. Building community capacity will be compromised and at risk. The Task Force and community efforts and prevention strategies identified will not be fully understood and in turn, resourced adequately to move initiatives forward. There is a risk that the City will not be able to access enough funding from other sources to cover the estimated capital and operating costs of the youth transitional home. Financing opportunities may be limited, as the model is not anticipated to create a revenue source. Should this occur, the project may be delayed until suitable funding sources are found, or until funds could be raised within the community. Alternatively, capital and operating funding commitments could be provided through municipal budgets. A 10-bed youth transitional home may require changes to the Land Use District for the preferred site requiring Council's consideration at a public hearing. There is a risk that the community will not support a youth transitional home in their neighbourhood, or in other areas of St. Albert. Public opposition to a development is most apparent if land use changes are required.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	**Council Priority:** 5. Housing

[1] "Housing and Health: An Overview of The Literature," Health Affairs Health Policy Brief, June 7, 2018. DOI: 10.1377/hpb20180313.396577

	Activity: 5.4 Explore interim housing options to support vulnerable populations. Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	***Mayor's Task Force to End Homelessness Members*:** • Mayor Cathy Heron – City of St Albert • Dean Kurpjuweit- Chairperson Mustard Seed Edmonton • Christina Davis – Albert Health Services • Florence Gaucher – Metis Child & Family Services Society • Kathi Campbell – Children's Services, Government of Alberta • Ken MacKay – City of St Albert Councillor • Lorette Garrick – George Spady Centre • Marie Renaud – MLA St Albert • Pamela Robinson - RCMP • Sharon Morin – Michif Cultural Connections • Suzan Krecsy – St Albert Food Bank & Community Village ***City of St. Albert*** • Community Services - Catriona Gunn-Graham and Debi Skoye • Mayors Office - Rayann Laforce • Planning and Engineering - Lory Scott / Jay Mason ▪ Finance / Procurement - Stan Chan ***Other Stakeholder involvement*** • Private sector • Not for Profit agencies • Business
TIMELINE:	**Phase 1 Conduct Feasibility Study** (4-6 months) - Procure Contract / hire Consultant - Hire part-time Project Manager - (refer to Social Housing Specialist business operating case). **Work with project consultant to determine:** - Location options including the use of City owned land, preferred infill locations if a land purchase is required, or greenfield purchase opportunities, and the costs of each. - Determine cost effective methods to build or purchase a dwelling(s), for use as the youth transitional home, including alternative building forms or model approaches that would meet the intent of the Mayor's Task Force recommendations, but at a reduced cost. - Evaluate opportunities for partnerships for capital and ongoing operating costs, including recommended fundraising models with the goal to reduce or eliminate financial impacts of this initiative on municipal budgets - Evaluate and recommend operating partnership models with existing or new housing operators. - Determine the recommended organizational structure for the youth transitional home operations and the structure's ability to

	solicit partnerships and funding within the community, the region, and other levels of government. **Phase 2 (Land / Building) Estimates for 2022/2023 -** Land and building cost estimates are based on the recommended 10 bed youth transitional home model assuming that a 3,500 sq. ft. building would be required to accommodate the number of bedrooms and associated services within the facility, including the land costs for a site suitable for this use. Costs and alternative model options will be confirmed through the feasibility study proposed in Phase 1 of this project.		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 115,000**
		2022	**$ 753,725**
		2023	**$ 1,101,500**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 1,970,225**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			(●) Yes ( ) No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			This project is directly linked to the Operating Business Case for a Social Housing Specialist position part of the 2021 budget.

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs		423,000								
Concept Planning	115,000									
Detailed Planning and Design		92,000								
Site Servicing		20,000								
Strucure/Building Construction			944,000							
Landscaping			97,500							
Construction Management		20,000								
Commissioning and QA/QC										
Contingency		193,725								
Public Participation Activities		5,000								
Equipment			60,000							
TOTAL	**115,000**	**753,725**	**1,101,500**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Please note Public Art is budgeted separately on the Ten-Year Capital Plan.

This Capital Project Charter is only for 2021 - Phase 1 Feasbility study ($115,000)
A separate CPC will be submitted for 2022 and 2023 (Phase 2 and 3) based on recommendations from Feasiblity Study.

OPERATING IMPACTS WORKSHEET

○ One Time ● Ongoing	Community Services and Planning and Development department will require staff resources to provide oversight to the feasibility study.

OPERATING IMPACTS	2021	2022	2023
Community Service - Social Housing Coordinator - OBC	82,000	121,000	127,000
Additional resources within existing budget			
TOTAL	**82,000**	**121,000**	**127,000**

ACRONYMS

AHF	Arts and Heritage Foundation
ASP	Area Structure Plan
BLESS	Big Lake Environment Support Society
BMX	Bicycle Motocross
CAO	Chief Administrative Officer
CC	Capital Charter
CHP	Cogeneration-Heat and Power
COMS	Community Services
COSA	City of St. Albert
CSS	Corporate Strategic Services
CULTR	Cultural Services
CUPE	Canadian Union of Public Employees
DARP	Downtown Area Redevelopment Plan
DCAO	Deputy Chief Administrative Officer
EL	Executive Leadership
EMRB	Edmonton Metropolitan Region Board
EMS	Emergency Medical Services
ENGS	Engineering Services
ENV	Environment
FGTF	Federal Gas Tax Fund
FIRE	Fire Services
FOIP	Freedom of Information and Protection of Privacy
FTE	Full-time Equivalent
GFOA	Government Finance Officer’s Association
GNWSP	Grey Nuns White Spruce Park
GOA	Government of Alberta
HR	Human Resources
ITS	Intelligent Transportation System
ITSV	Innovation & Technology Services

LOS	Level of Service
LUB	Land Use Bylaw
MDP	Municipal Development Plan
MEO	Municipal Enforcement Officer
MGA	Municipal Government Act
MSI	Municipal Sustainability Initiative
OBC	Operating Business Case
OSL	Offsite Levy
PAYG	Pay-As-You-Go
PLAN	Planning and Development
POLI	Policing Services
PSAB	Public Sector Accounting Board
PTIF	Public Transit Infrastructure Fund
PV	Photovoltaics
PW	Public Works
RCMP	Royal Canadian Mounted Police
RECR	Recreation & Parks Services
RMR	Repair, Maintain, Replace
RTSC	Regional Transit Services Commission
RWP	Red Willow Park
SAFS	St. Albert Fire Services
SAM	Strategy and Mobilization
SAP	St. Albert Place (City Hall)
SERV	Servus Place (Recreation Facility)
SOLWA	Solid Waste
StAT	St. Albert Transit
TBD	To Be Determined
TMP	Transport Master Plan
TRAN	Transit
UTIL	Utility Services
WASTW	Wastewater

GLOSSARY

Accrual Accounting - This method of accounting recognizes revenues as they are earned and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay, as opposed to waiting until cash is received or spent (Cash Accounting).

Approved Budget - The final budget passed by City Council with detail adjusted by departments to show how they will operate within the departmental and fund numbers approved in that budget.

Actual - Actual, as opposed to budgeted, revenues and expenditures for the fiscal year indicated.

Assessment - A value that is established for real property for use as a basis for levying property taxes.

Balanced Budget - Budgeted expenditures and transfers to funds are equal to budget revenues and transfers from funds.

Base Budget - The initial budget that provides for the existing levels of service in the current year.

Budget - A financial plan for a specified period-of-time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

Budget Timeline - The schedule of key dates which the City follows in the preparation and adoption of the budget.

Budget Document - The official written statement prepared by staff which presents the budget to Council.

Business Case - A business case introduces a new initiative identified by a department that requires new funding. A business case can be of an Operating or Capital Budget nature.

Capital Assets - Is a long-term asset that is not purchased or sold in the normal course of business. Generally, it includes fixed assets.

Capital Budget - A plan of proposed expenditures and financing of constructing, acquiring or improving new or existing facilities and equipment, and items which substantially increase the estimated service lives of existing facilities and equipment. These expenditures are financed through sources other than the Operating Budget and do not include costs for normal repairs and maintenance of facilities

Capital Expenditures - Expenditures of a non-operating or maintenance nature such as costs to acquire equipment, land, buildings, and costs associated with new infrastructure or improvements to existing infrastructure.

Capital Plan - Also referred to as 10 Year Capital Plan. A comprehensive 10 Year corporate plan which identifies the capital project expenditures for the city.

Capital Projects/Charter - Is any undertaking with a defined starting point and defined objectives by which completion is identified, and is of a non-recurring nature, with a cost of $10,000 or more and an estimated service life of five years or more. These costs are financed through sources of financing other than the Operating Budget and do not include costs for normal repairs and maintenance of facilities.

City - The Corporate name of the City of St. Albert.

Debenture - A form of long-term corporate debt that is not secured pledging of specific assets.

Debt Payment - Principle and interest payments necessary to retire debentures issued for the City of St. Albert

Deficit - Excess of expenditure over revenue, loss in business operations.

Expenditure - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

Fees and Charges - A source of revenue generated by the activities, works, or facilities undertaken, provided by, or on behalf of the City.

Fiscal Year - A twelve-month accounting period used for recording financial transactions. The City of St. Albert's fiscal year is from January 1st to December 31st.

Forecast - The projection of revenues and expenditures for future years.

Franchise Fee - A fee charged to a privately-owned utility for the ongoing use of City property.

Full-time Equivalent (FTE) - Represents the hours one full-time employee would work in a year.

Functions/Departments - Part of the City's organization structure. Functions are the highest level of grouping and departments are sections under the function. (i.e. Function – General Government, Department – Finance & Assessment)
Fund - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific activity.

Fund Balance - The excess of a fund's assets over its liabilities, generally called a reserve. A negative balance is sometimes called a deficit.

Generally Accepted Accounting Principles (GAAP) - Nationally recognized uniform principles, standards, and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity.

Grant - A contribution from a level of government to support a specific function, service, or program.

Infrastructure - Facilities and improvements such as: buildings, roads, sidewalks, storm drainage, waterworks, and sanitary sewer systems.

Liabilities - The financial obligations the City has to others.

Long-Term Debt - Debt with a maturity date of more than one year after the date of issuance. City debt is issued by debenture through the Alberta Capital Finance Authority generally for a term of five to fifteen years.

Municipal Government Act (MGA) - Provincial legislation that provides authority for municipal expenditure and revenue collection.

Operating Budget - Estimated expenditure and revenues related to current operations approved by City Council for the period January 1 - December 31 each year. A budget that provides funding to departments for their recurring operating costs, such as, salaries, utilities and supplies and general revenues.

Operating Expenses - The cost for personnel, internal equipment, materials, contract services, and transfers required for a department to function.

Operating Revenue - Funds the City receives as income to pay for ongoing operations. It includes such items as taxes, fees and charges from specific services, interest earnings, and grant revenues.

Pay-As-You-Go Capital - Capital expenditures that are financed from current year taxation revenues.

Property Taxation - The process by which the City obtains the required funds to pay for the Operating and Capital expenditures of any given year not funded from another source. This is provided by a levy on each property of various classes within the municipality.

Province - The Province of Alberta.

Reserve Fund - Assets segregated and restricted to meet the purpose of the reserve fund. They may be either obligatory (created whenever a ruling requires revenues received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project for which it has authority to spend money).

Revenue - Sources of income financing the operations of the City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants, and interest income.

Servus Credit Union Place (Servus Place) - a recreation facility that opened in September 2006.

StATracker – an online dashboard provides residents with a collection of performance indicators to increase transparency and inform residents of the City's performance.

Surplus - The difference in a fund that represents the current year's excess of revenues over expenditures.

Tax Levy - The property taxation funding, raised through taxes.

Tax Rate - The rate levied on real property according to assessed property value and class.

User Fees - The amount of revenue generated from the imposition of charges for the use of municipal facilities or services by an individual or group and not the city at large.

Utility - The City owns four utilities: water, wastewater (sewer), storm sewer, and waste. These utilities pay for themselves through a separate revenue structure specific to each one that pays for their respective operating costs, debt servicing costs, and capital projects not funded from other sources.

PROPOSED FINANCIAL PLAN + 2021 BUDGET

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