



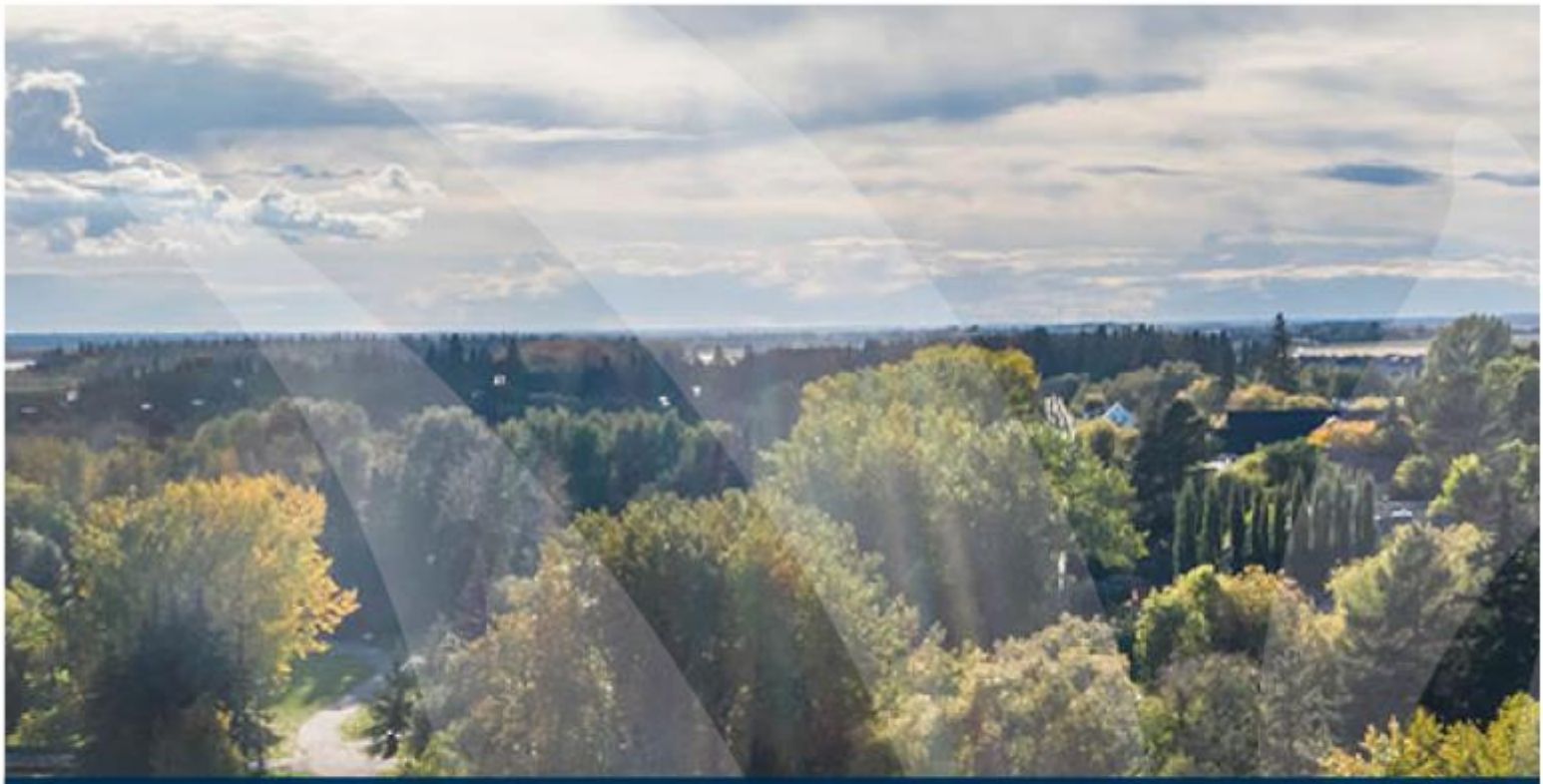
2023 - 2025

3-YEAR PROPOSED FINANCIAL PLAN AND 2023 BUDGET

Municipal and Utility Budgets

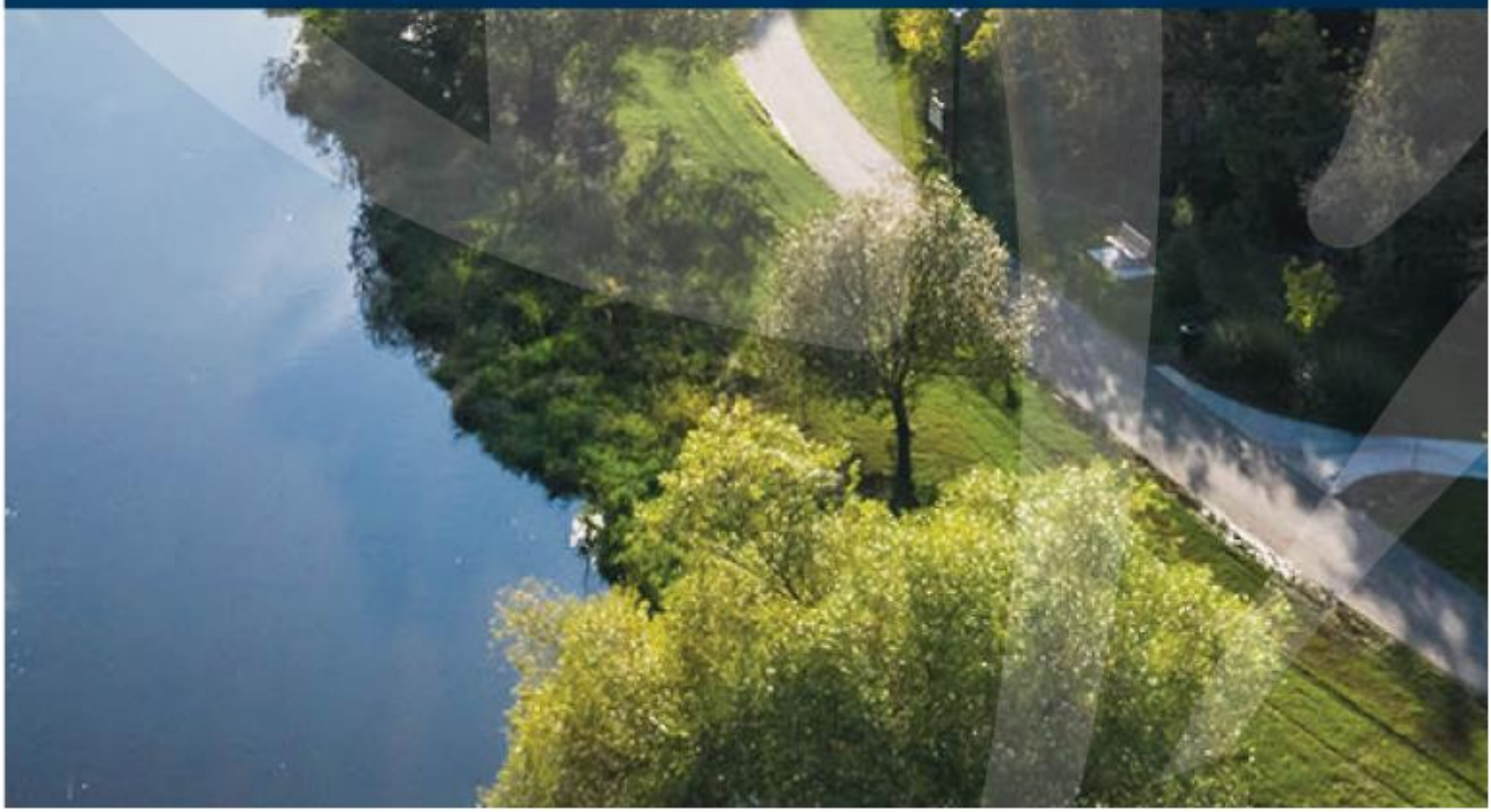
October 2022





Land Acknowledgement

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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of St. Albert
Alberta

For the Fiscal Year Beginning

January 01, 2022

Christopher P. Morrill

Executive Director

The City has received the award for Distinguished Budget Presentation for 17 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, 2022. 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.

TABLE OF CONTENTS

Chief Administrative Officer Message 5
Introduction 8
Overview and Strategic Framework 9
Financial Summaries 42
Proposed Consolidated Operating Budget (Municipal & Utility) 42
Operational Adjustments/Business Cases 51
Capital (Municipal & Utility) and Debt 55
Function Information 67
Council 67
Executive Leadership 68
General Government 70
Community & Recreation Services 73
Emergency Services 76
Public Operations 79
Planning & Engineering Services 82
Corporate Financing 86
Utility Services 87
Appendices 90
Municipal Base Business Cases 91
Municipal Growth Business Cases 93
Municipal Council Business Cases 131
Capital Project Charters – Municipal Growth 136
(2023 Recommended) 136
Capital Project Charters – Municipal Growth 210
(2023 Unfunded) 210
Capital Project Charters – Utility Growth 291
(2023 Funded) 291
Acronyms 296
Glossary 299

CHIEF ADMINISTRATIVE OFFICER MESSAGE



I am pleased to present the proposed 2023 Financial Plan and Budget. The plan is a product of collaborative, ongoing conversations between Council and Administration.

The proposed 2023 budget focuses on maintaining the high standards expected for delivery of programs and services to the community, responding to community growth, and investing in the future to ensure connectivity throughout the city, including growth areas, and to further enhance and diversify revenue streams for long-term sustainability. These areas are addressed with specific consideration of the City's fiscal and resource realities to ensure priority areas receive proper attention and funding.

Virtually every community continues to feel the ripple effects from the pandemic. Throughout Alberta, municipalities are facing significant inflationary pressures and reduced provincial capital grant funding while municipal revenue streams are taking longer than anticipated to rebound — the City of St. Albert is not immune. We have also experienced population and geographical growth that impacts delivery of services and, as a result, the budget was impacted due to an increase in commodity volumes (gas, diesel, electricity, etc.).

In developing the 2023 proposed budget, Administration was guided by Council-approved services and service levels, Council's Strategic Plan, and our Corporate Business Plan. These plans are forward-thinking, and priority driven which ensures that we are planning for the future, while delivering programs and services to the community today.

For the City of St. Albert to merely maintain existing service levels without adding any new projects or services, a tax increase of 8.2 per cent would be required. Understanding the burden that poses for residents during an already challenging time, Council directed Administration to develop a proposed budget for 2023 with a tax increase in the range of 3 to 5 per cent. To achieve this, the proposed budget includes the following:

- Council-approved 5 per cent increase in Electrical Franchise Fees, amounting to a $1.7 million increase in revenue
- Library transfer reduction of $500,000
- Several **one-time** adjustments/reductions:
    - Using $1.4 million from the surplus reserve funds
    - Reduction of $258,000 in the public art reserve transfer
    - Reduction of $250,000 in the community capital transfer
    - Reduction of $413,000 in costs due to the Fountain Park closure until July 2023.

The proposed **Municipal Operating Budget** is $125.1 million, which yields an overall average municipal property tax increase of 4.6 per cent. This includes our 1.5 per cent commitment to repairing, maintaining, and/or replacing (RMR) funding, meaning that the general tax increase is 3.1 per cent.

The proposed 2023 operating budget includes 16 new budget requests with no impact to taxes. These requests are to address only the most vital service areas, to maintain service delivery, and projects that help advance Council priority areas.

The new budget requests to maintain current levels of service include, in part, funding related to engineering requirements for new development, ensuring the City maintains environmental compliance, corporate cyber security, and employee health and safety initiatives. To advance Council's priority areas, budget requests focus on financial sustainability including modernizing the City's budget and the implementation of procurement audit recommendations to better align with best practices and limit risk exposure.

The proposed **Municipal Capital Budget** of $74.1 million includes 26 capital charters (requests for funding) focusing on repairing, maintaining and/or replacing existing municipal infrastructure, and 13 capital charters that address community growth.

The proposed **Utility Capital Budget** of $43.6 million includes 8 capital projects, focusing on repairing, maintaining and/or replacing existing utility infrastructure and 1 capital charter that addresses community growth. The proposed monthly utility bill will yield an average increase of 3.8 per cent or a change of $5.23 per month compared to last year.

While the 2023 proposed budget provides a short-term path to navigate the current challenges with several one-time adjustments, it underscores the need for a sustainable long-term financial strategy. Going forward, Administration will continue to work with Council to proactively pursue opportunities to increase and diversify revenue, while maintaining services most valued by community members. It may involve some challenging conversations to gain a better understanding of the community's expectations for services delivered in relation to tax levels required now and into the future.

We invite residents and businesses to provide input for this proposed budget. 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.

William (Bill) Fletcher
Chief Administrative Officer
780-459-1607
budget@stalbert.ca

INTRODUCTION

City Administration is pleased to present the 2023 Proposed Budget document which provides an overview of the City's various corporate and financial plans for the 2023 Budget and future endeavours. The recommendations within this document are based on the City of St. Albert Council Strategic Plan.

The 2023 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 Operational Adjustments, Operating Business Cases and Debt commitments.

Function Information Section – provides a Financial Plan for each of the City's Functions.

Appendices Section – includes Municipal Business Cases and 2023 Capital Project Charters – Municipal Growth (2023 Recommended and 2023 Unfunded). This section also provides a listing of commonly used Acronyms and a Glossary.

There are two methods to navigate within the document:

1. Hyperlinks – The Table of Contents has been linked to and from all pages.

2. Bookmarks – Click on the bookmark icon (blue ribbon) in the left windowpane.



St. Albert International Children's Festival of the Arts

OVERVIEW AND STRATEGIC FRAMEWORK

CITY PROFILE

Today, St. Albert is a vibrant city with a population of 68,632 (2021 Census report). Plans are in place to seize new opportunities and proactively plan to grow to a City of 100,000 over the coming decades.

The community vision is to create a friendly and inclusive community of passionate equals, where everyone feels a sense of belonging. We believe that the community starts with the person next door.

Located minutes to the northwest of Edmonton, St. Albert affords residents an outstanding quality of life where they can enjoy a secure, small-town feel, without losing access to everything needed from a major metropolitan region.

Residents enjoy mature tree-lined streets, a bustling downtown district, expanses of trails and natural areas, an abundant mix of cultural and recreational opportunities and a thriving commercial sector. Behind the scenes, St. Albert also boasts low unemployment rates, low crime rates, excellent schools, and quality healthcare.





Founders' Walk

History of Settlement in St. Albert

St. Albert is located within Treaty 6 territory, a significant First Nations gathering place and Métis homeland. Indigenous peoples have had an important role in St. Albert's founding and growth, have celebrated many achievements, and continue to make ongoing contributions to our community. 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 2021.

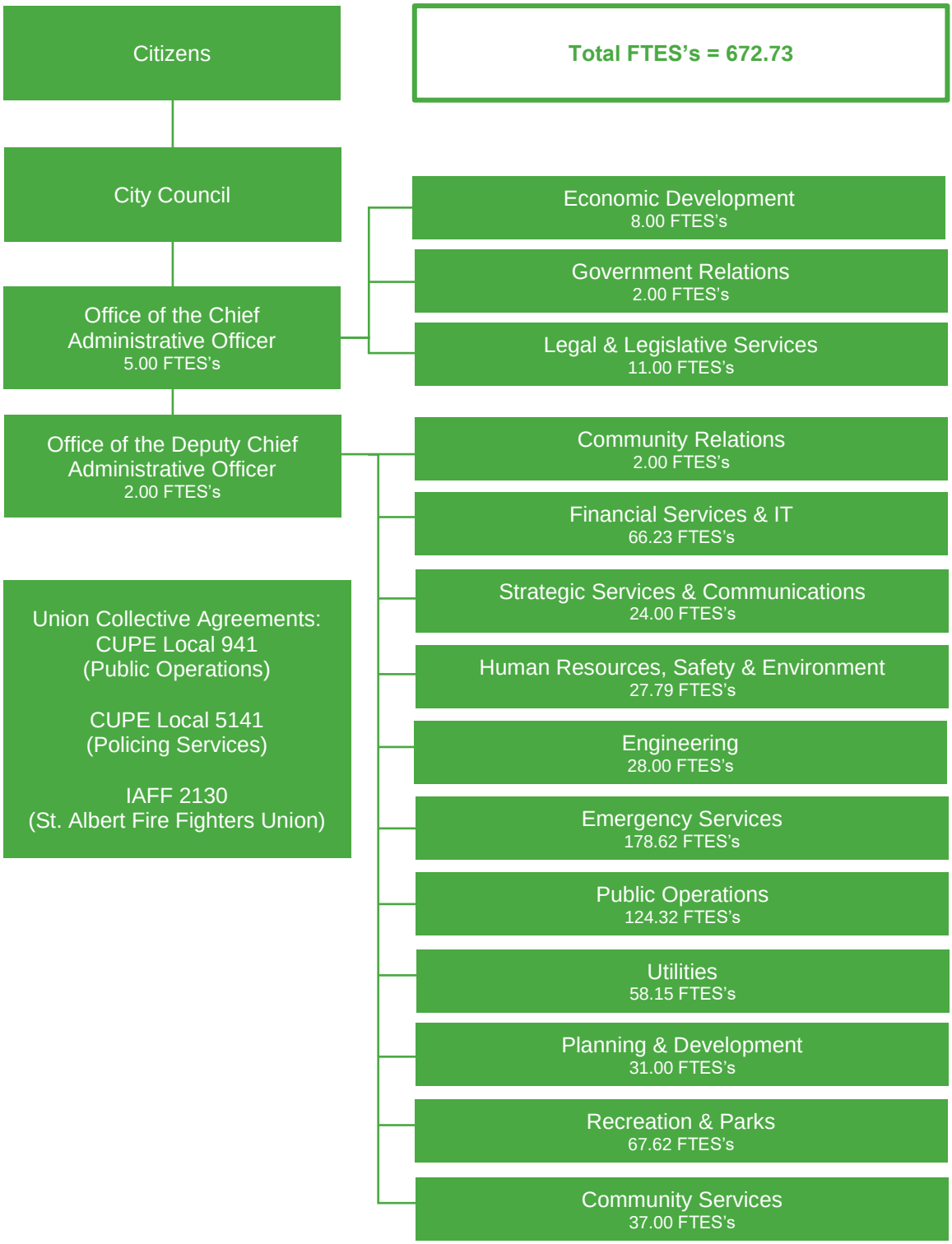
The Chief Administrative Officer (CAO) is Council's only employee. The CAO oversees 672.73 permanent full-time equivalent positions along with seasonal and other non-permanent staff who carry out the day-to-day operations of the City.

CITY COUNCIL

The elected members of Council for the 2021-2025 term are:



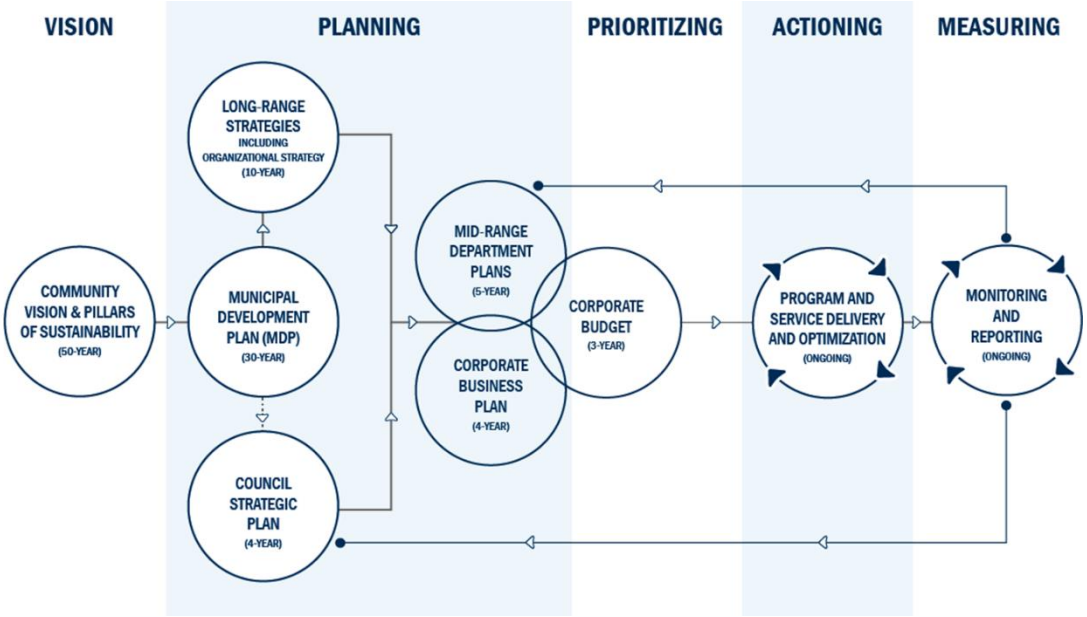
ORGANIZATION CHART



STRATEGIC FRAMEWORK

The Financial Plan and Budget serves as the City's roadmap to maintain Council approved programs and services and associated service levels and to advance priorities established in Council's Strategic Plan. It outlines the City's financial expenses and revenues including recommendations related to 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 to align the City's strategic and business planning, budgeting, management and reporting practices and processes to achieve outcomes established in the Community Vision and Pillars of Sustainability and the City of St. Albert Council Strategic Plan. This structured framework provides clarity, directs the City's future, and provides a balanced approach to achieving long-range plans while focusing on short-term actions. The framework is depicted in the figure below:



COMMUNITY VISION AND VALUES

The Community Vision and Pillars of Sustainability provide Administration with a single, shared community vision and set of sustainability pillars to govern, align and conform all

strategic planning and decision-making efforts across the City. The pillars of sustainability include social, economic, culture, natural environment and built environment.

MUNICIPAL DEVELOPMENT PLAN

The Municipal Development Plan (MDP) is a comprehensive, city-wide plan for growth and change, envisioning a future population of 100,000, and up to 13,000 new jobs over the coming decades.

The goals outlined in the MDP are: Green Environment, Robust Economy, Housing Options, Mobility Choices, Cultural Richness, Resilient Infrastructure, Community Well-Being, Great Places, and Sustainable Growth. The goals and principles established in the MDP are used as a foundation to establish Long-Range Strategies.

LONG-RANGE STRATEGIES

Administration develops long-range strategies for each of the MDP principles and an organizational strategy. These strategies span from 10 to 30 years. They are used to form the development of Council's Strategic Plan, the Corporate Business Plan, mid-range department plans, and the budget. The Green Environment Strategy is in development with Mobility Choices, Resilient Infrastructure and the Organizational Strategy to be developed over the next three years.

COUNCIL STRATEGIC PLAN

The Strategic Plan signals to residents, the business community, community organizations, and other stakeholders where St. Albert is headed over the four-year Council term, with the long term in mind. The Council Strategic Plan (2022-2025) describes the five priorty areas which Council will focus on and provides direction to Administration. Administration uses this information to plan and prioritize initiatives in the Corporate Business Plan. Development of the Strategic Plan was informed by the Community Vision and Pillars of Sustainability and Municipal Development Plan, as well as input received from the community through formal and informal opportunities.

The 2022-2025 Council Strategic Plan outlines five priorities for the term. These include:

1. ***Economic Prosperity*** – Support an investment positvie environment that encourages economic growth and the development of new and existing sectors.
2. ***Downtown Vibrancy*** – Foster a downtown where people come to live, gather, celebrate, shop and do business.

3. ***Community Well Being*** – Respond to changing demographics, accommodate the diverse needs of residents and continue to foster an inclusive community where everyone has an opportunity to fully participate and feel welcomed. This includes communicating and engaging in meaningful and transparent ways with the community.
4. ***Adapting to a Changing Natural Environment*** – Build resiliency that allows the City to prepare for and respond to climate change and ensure the vitality of our land, river, natural resources, and resilient infrastructure for future generations.
5. ***Financial Sustainability*** – Ensure responsible and transparent fiscal management, decision making and long-term financial sustainability that allows the City to respond to changes to revenue sources.

CORPORATE BUSINESS PLAN

The City of St. Albert Corporate Business Plan is a four-year plan that outlines specific activities planned to advance Council's Strategic Plan and enhance the Organizational Excellence. By focusing on the Organizational Excellence priorities, Administration ensures a strong foundation that supports, enables and sustains delivery of services to the community while delivering on the initiatives that Council would like to focus on and advance during their term.

The Corporate Business Plan is used by Administration to prioritize initiatives over the next four years and guide our activities as we continue to deliver services to the community. The Corporate Business Plan also plays a key role in developing our annual budget.

Strategic Priority 1: Economic Prosperity
Support an investment positive environment that encourages economic growth and the development of new and existing sectors.
Key Indicator: • Percent non-residential versus residential tax assessment
Strategy: Expand opportunities for employment and economic growth with land development that attracts a mix of industries and businesses. This strategy includes advancing the development of Lakeview Business District and completing the annexed lands.
Strategy: Support plans and agreements that foster development in St. Albert, including mature neighbourhoods, and build affordability in all new development. This strategy includes an update to the Land Use Bylaw and completion of the Infill Strategy.

Strategic Priority 2: Downtown Vibrancy

Foster a downtown where people come to live, gather, celebrate, shop and do business.

Key Indicators:

- Number of events organized downtown
- Change in people and employment numbers in downtown

Strategy: Support the review and planning for the Downtown Area Redevelopment Plan (DARP).

Strategy: Promote our heritage, arts and culture by providing a variety of community events and gathering places that build connections and bring people together downtown. This strategy includes advancing planning for the development of Millennium Park.

Strategy: Facilitate and support the downtown business community to leverage collaborative opportunities and promote businesses that help create a vibrant downtown. This strategy includes supporting the creation of a Business Improvement Area.

Strategic Priority 3: Community Wellbeing

Respond to changing demographics, accommodate the diverse needs of residents and continue to foster an inclusive community where everyone has an opportunity to fully participate and feel welcomed. This includes communicating and engaging in meaningful and transparent ways with the community.

Key Indicator:

- Housing Diversity

Strategy: Support development of mixed housing choices including market, attainable, and transitional housing types. This strategy includes advancing development on 22 St. Thomas Street and youth transitional housing.

Strategy: Advance the planning for a community amenities site that is in alignment with the Recreation Facilities Needs Assessment.

Strategy: Continue to support and collaborate on Indigenous-led initiatives to better develop meaningful relationships, honour truth, and action reconciliation.

Strategic Priority 4: Adapting to a Changing Natural Environment

Build resiliency that allows the City to prepare for and respond to climate change and ensure the vitality of our land, river, natural resources, and resilient infrastructure for future generations.

Key Indicators:

- Greenhouse gas emission reduction
- Per capita waste generation
- Per capita water consumption
- River water quality index
- Tree Canopy

Strategy: Explore innovative practices that protect waterways and green spaces and reduce our environmental footprint.

Strategy: Develop long-range strategies that support adaptation to a changing environment and include environmental and climate risk considerations in all plans and policies.
Strategic Priority 5: Financial Sustainability
Ensure responsible and transparent fiscal management, decision making and long-term financial sustainability that allows the City to respond to changes to revenue sources.
Key Indicators: • New Sources of net positive revenue • Benefits realized from the Operational and Fiscal Review opportunities approved by Council for implementation.
Strategy: Continue to explore opportunities to diversify revenue sources, advance investment in long-term, net positive revenue-generating infrastructure and support alternative service delivery. This includes exploring plans for the Solar Farm and discovering partnership opportunities.
Strategy: Continue to ensure efficiency in City service delivery with a focus on long-term financial sustainability. This strategy includes implementation of opportunities identified in the Operational and Fiscal Review, as well as advancing the Internal Audit practice and processes and the implementation of audit recommendations.
Strategy: Consider environmental, social and governance (ESG) opportunities and risks when making decisions.

Note: On September 6, 2022, Council approved Administration's recommendation not to pursue the Solar Farm initiative further.

Along with these Council Strategic Priorities, Administration identified five areas of priority for Organization Excellence. Working towards these will ensure the City has the sustainable organizational foundation that enables and supports delivery of programs and services to the community efficiently and effectively.

Administration is committed to maintaining and advancing practices in the following key priority areas:

Priority Area 1: Our People – Our Team
Attracting and retaining top talent for sustainable delivery of services and supporting healthy and resilient employees.
Key Indicator: • City permanent employee retention rate • Training budget as a percentage of payroll costs
Strategy: Enable and support healthy and resilient employees at all levels of the organization.
Strategy: Attract and retain top talent to ensure the City can deliver on its programs and services.

Priority Area 2: Planning and Prioritizing
Ensuring proactive planning to align the City's strategic and business planning, service delivery and budgeting and enable informed decision making related to prioritization of resources to manage organizational capacity.
Key Indicators: • Monitor number of projects added after the approval of the Corporate Business Plan • Number of department plans completed out of the total • Number of long-range strategies developed out of the total
Strategy: Plan and align our strategic, business and operational plans to set clear priorities and to manage organizational capacity.
Priority Area 3: Digital Transformation
Using technology to automate and modernize delivery of services to the community and to support efficient and effective City operation and use of resources.
Key Indicator: • Successful completion of the digital transformation initiatives
Strategy: Modernize the delivery of programs and services and processes through technology and automation.
Priority Area 4: Operational Performance
Fostering and supporting the culture of continuous improvement.
Key Indicators: • Progress status of projects
Strategy: Foster a culture of continuous improvement, innovation, process efficiencies, mature business practices and service optimization.
Priority Area 5: Residents/Customers
Ensuring efficient and effective access to services, opportunities for engagement, and information sharing with residents, businesses and community groups.
Key Indicators: • Percentage of residents that agree or strongly agree that the City makes information accessible.
Strategy: Provide open and transparent information and opportunities for input that informs decisions.

Note: The key indicators were identified to help track progress towards achieving outcomes of the Corporate Business Plan. These are still under development and will therefore continue to evolve. More information, including target and progress updates, will be available in 2023.

CORPORATE BUDGETING

The corporate budget is the financial representation of the City of St. Albert Council Strategic Plan and delivery of services to the community. All strategic and operational efforts that result from the Council Strategic Plan and Corporate Business Plans are aligned to the City's budget cycle. Budget Requests are categorized around five areas of focus:

- Maintaining Service
- Corporate Business Plan Implementation
- Service Changes or Improvements
- Long-Range Strategy Implementation
- Growth Initiatives

PROGRAM & SERVICE DELIVERY

City Administration delivers programs and services to meet the needs and enhance the quality of life of residents, businesses, and stakeholders. The City of St. Albert maintains a Services and Service Levels Inventory to articulate the services and levels of service provided to the community. The Inventory is approved by Council in quarter one of every year and is used as a foundation for development of the proposed budget. The services outlined in the Inventory, and the work required to deliver, maintain, change, or optimize them, are taken into consideration as business plans and budgets are developed. In addition, the City continuously reviews processes and services to ensure the service delivery to community is optimized and efficient. More detail about the programs and services provided by the City of St. Albert are identified in the next section.

EVALUATION & REPORTING

Performance Measurement is essential to provide the business intelligence required for effective decision making in the allocation of resources, commitment of effort, setting of priorities, and in annual planning and budgeting. Work continues to mature this practice at the City of St. Albert.

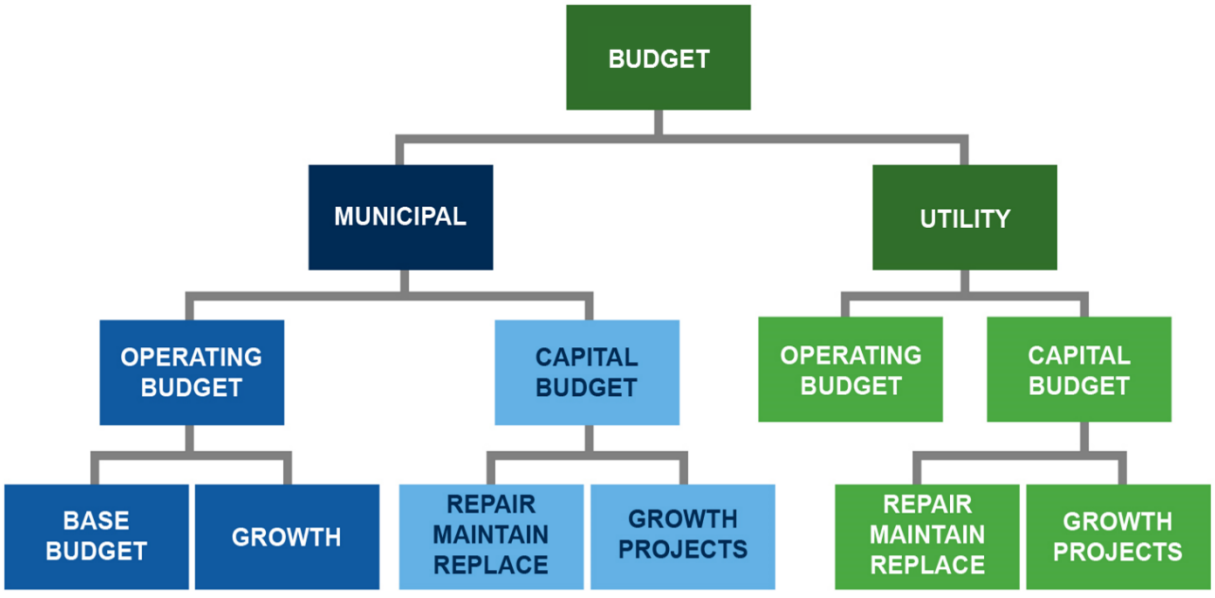
Reporting to Council and the community is provided on a regular basis. Quarterly and annual reports to the community demonstrate progress the City is making towards achieving Council's Strategic Priorities and outline the City's financial performance. Administration also provides progress reports on all Long-Range Strategies to Council and the community annually, or as per the frequency established in each Strategy.

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 reporting units, Municipal and Utility

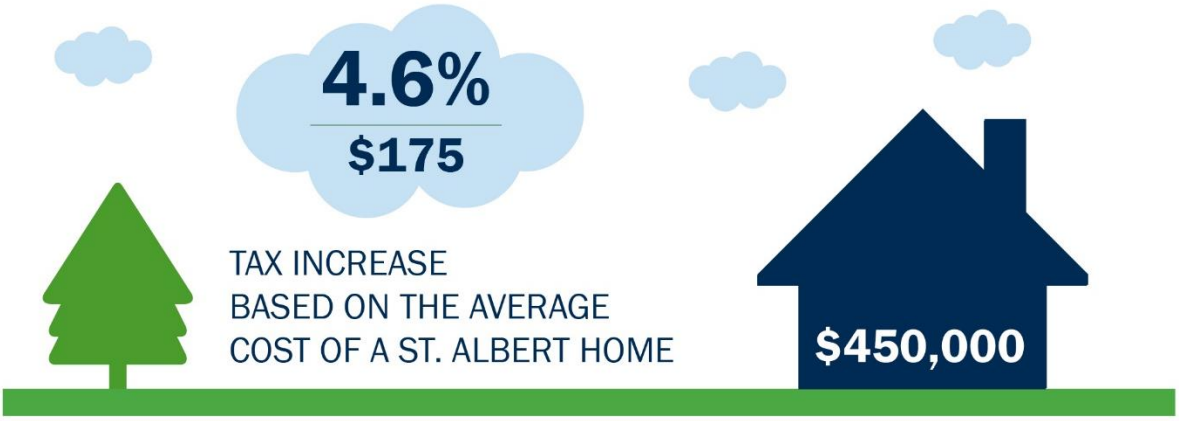


The municipal budget is fundamental in the provision of City programs and services and allows for investments in priority infrastructure. The utility budget ensures adequate dollars are in place to maintain reliable service delivery and resources investments in utility-related infrastructure.

MUNICIPAL OPERATING BUDGET

The 2023 proposed Operating Budget of $125.1 million results in a 4.6 per cent property tax increase. This increase relates to the City's commitment to being fiscally responsible by reducing spending to offset declining revenues and inflationary impacts. For an average house costing $450,000, this means an increase of $175 per year.

The actual tax rate will not be finalized until May 2023 after the assessment roll is completed.



Tax Dollars at Work

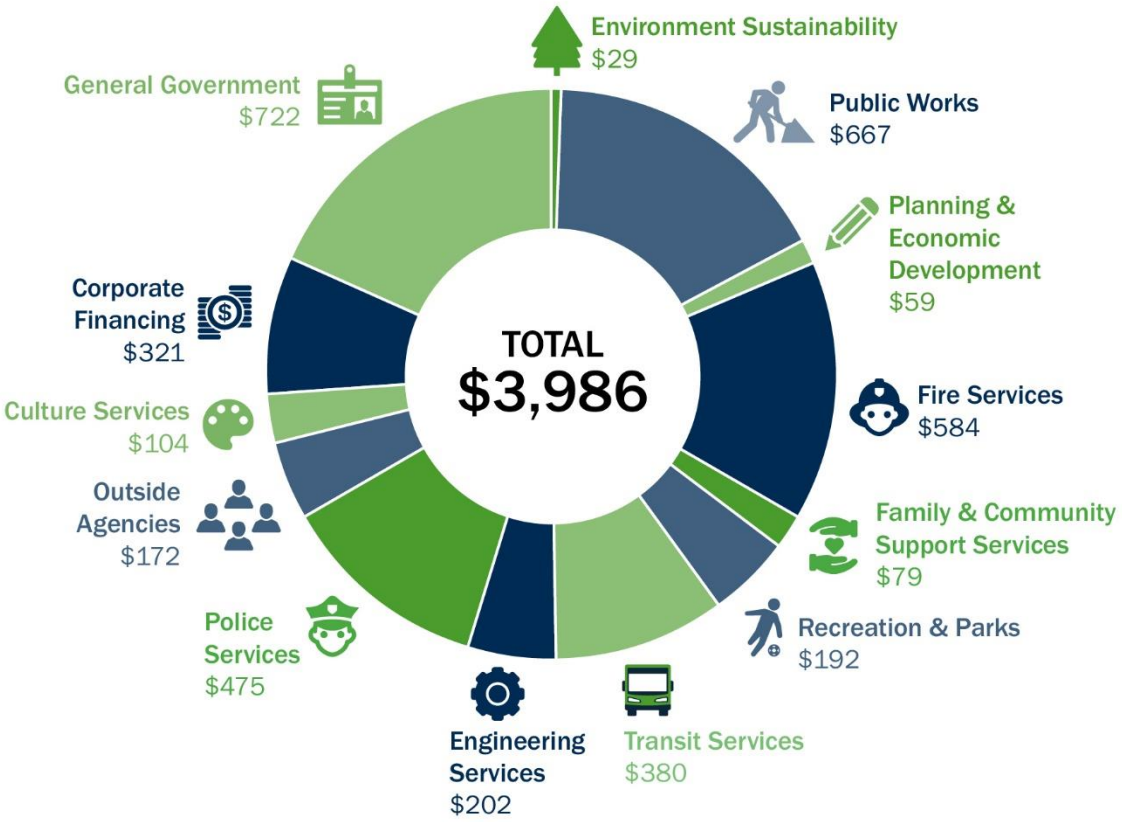
The Operating Budget funds services such as snow removal, trail maintenance, transit, and recreation programs for residents. The annual budget is built to maintain those services at Council approved service levels. Efforts are also made to continue to optimize service delivery to ensure community needs 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 $3,986 property tax bill, an increase of $175 for 2023. The distribution of tax dollars to various service categories is illustrated below.



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

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 2023, the proposed municipal capital plan investment by asset category is illustrated below:



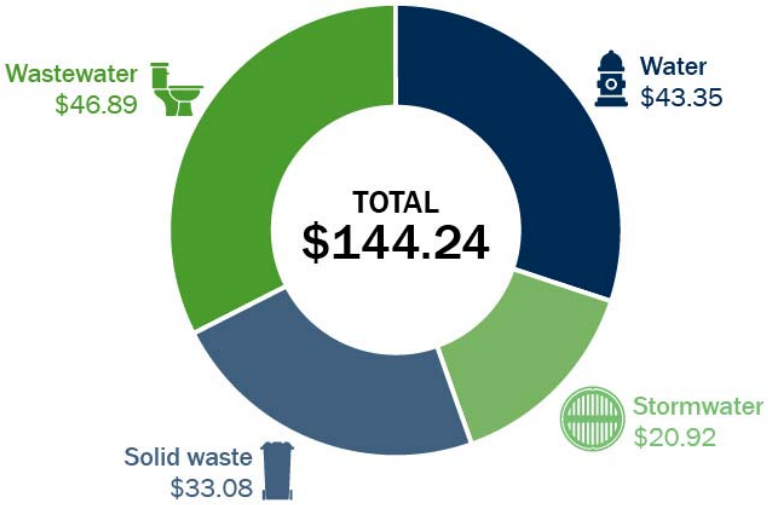
UTILITY BUDGET

The Utility Rates fund the operating and capital costs for water, wastewater, stormwater, 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 2023 is $144.24, an increase of 3.8 per cent from the prior year. The allocations of monthly rates are as follows:



UTILITY CAPITAL BUDGET

For 2023, the proposed utility capital plan investment by asset category is illustrated below:





Grosvenor Outdoor Pool

PROGRAM AND SERVICE DELIVERY

CITY SERVICES

The City provides a wide range of services related to:

- Customer services,
- Community development,
- Environmental protection and stewardship,
- Land and economic development,
- Movement of people and goods,
- Public safety,
- Recreation, parks, and culture,
- Social support and
- Governance, public communication, and participation.

Every day, residents encounter services that are offered through the City that make positive impacts on the community. Approximately, 82 percent of the City's operating budget is allocated to delivery of services to community, according to Council approved Services and Service Levels Inventory. This section is an excerpt of the 2021 St. Albert Annual Report and includes an overview of City services along with key statistics to help illustrate the context in which these services are delivered.

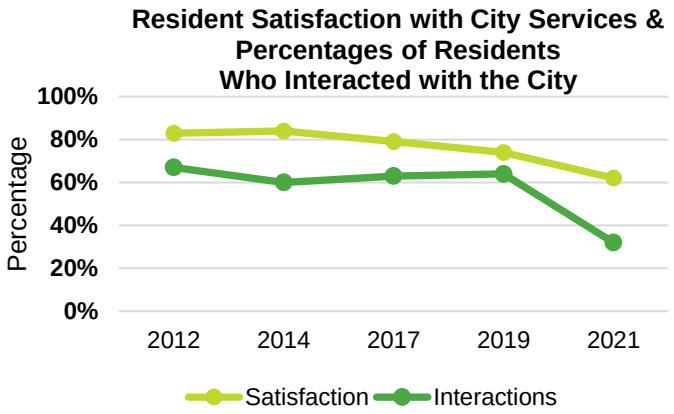
CUSTOMER SERVICES

In response to the COVID-19 pandemic, the City of St. Albert had to adjust and adapt its operations, including changing services and cancelling events. These actions are reflected throughout the 2021 service statistics.

FRONT COUNTER SERVICE

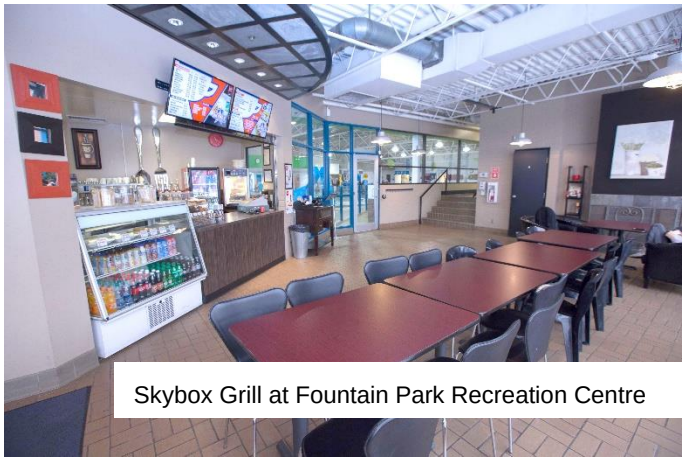
City staff provide front counter services to address needs and inquiries including:

- tax and assessment inquiries
- revenue collection and payment
- utility account management
- business licenses and permits/licenses 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
- 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, Jerome Iginla Arena, Fountain Park Recreation Centre, Larry Olexiuk Field, and Servus Place.



Skybox Grill at Fountain Park Recreation Centre

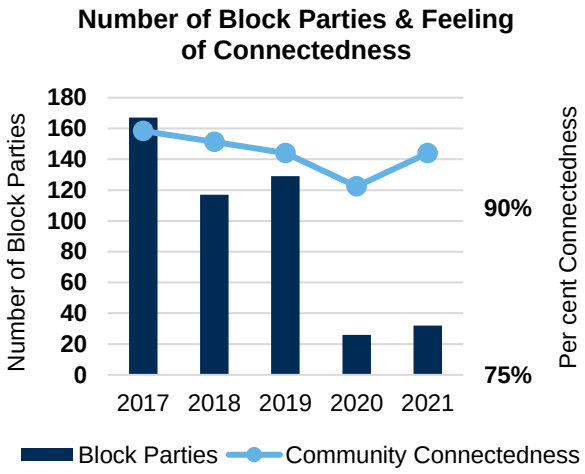


Grandin Village Community Garden

Community Development

COMMUNITY AND NEIGHBOURHOOD CAPACITY BUILDING

Since 2008, Block Parties have become a big part of living in St. Albert. This active participation in the community has helped build a caring and safe community. However, in 2021, safe social connection remained at the forefront in all efforts to bring residents together. Neighbourhood Development initiatives were modified to virtual platforms that aimed at connecting residents and raising awareness of how to reduce isolation. A 'Good Neighbour' Campaign helped to promote fun, easy and safe ways for residents to be there for one another and to reach out while respecting pandemic measures.



The annual number of block parties was low again in 2021 due to the pandemic.

COMMUNITY GROUPS SUPPORT AND CAPACITY BUILDING

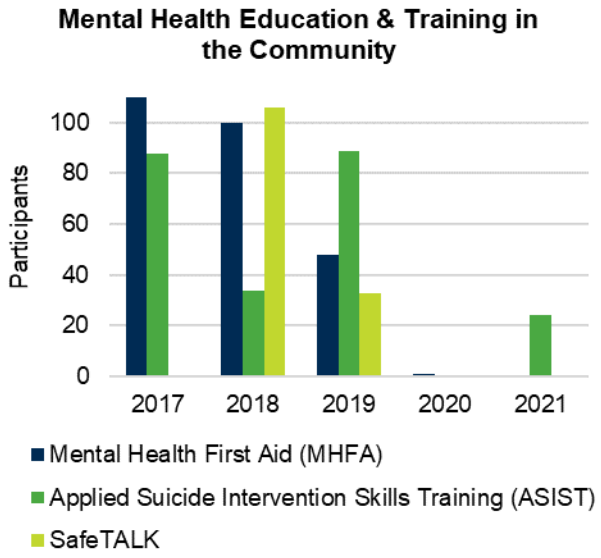
St. Albert highly values the work of groups and individuals who are active in promoting the community's well-being and development in the areas including arts and culture, recreation, and environmental protection. The City maintains contact with active community groups, creates opportunities for residents 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.

MENTAL HEALTH EDUCATION AND TRAINING

The City of St. Albert is committed to the health and well-being of our residents. As such, the City continues to work with the Province and community agencies to provide support and resources. The onset of the COVID-19 pandemic in 2020 caused mental health education and training opportunities to be delayed, these delays continued into 2021. An on-going mental health campaign helped raise awareness of community resources available to residents who were experiencing mental health challenges, family violence, and sexual assault. This included access to help lines and resources, available for support 24/7. Family and Community Support Services invited St. Albertans to nominate the people who have positively influenced their life and improved their wellness and health during COVID-19. The 'Above and Beyond: Mental Health Heroes" recognition program celebrated St. Albertans coming together.



CIVIC GRANTING AND SUPPORT TO COMMUNITY EVENTS

The City delivers events and supports groups that organize their own events. In support of event groups, the City provides services such as policing, water servicing, and/or road closures.

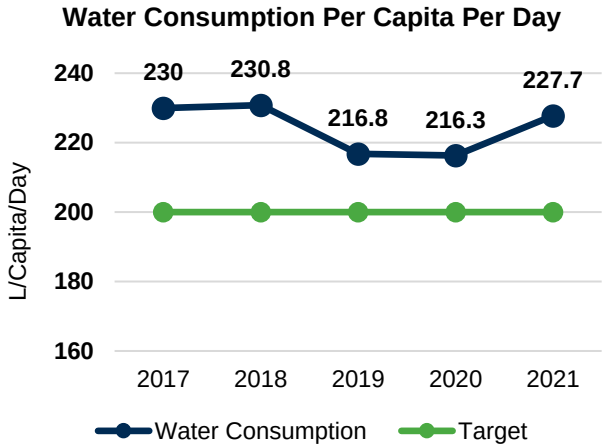
Services also include the provision of funding to eligible applicants in the areas of special events, sport and culture development, operational funding and capital renovations and development through the Community Capital Grant Program, the Community Events Grant Program and the Outside Agencies Grant Program.

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.



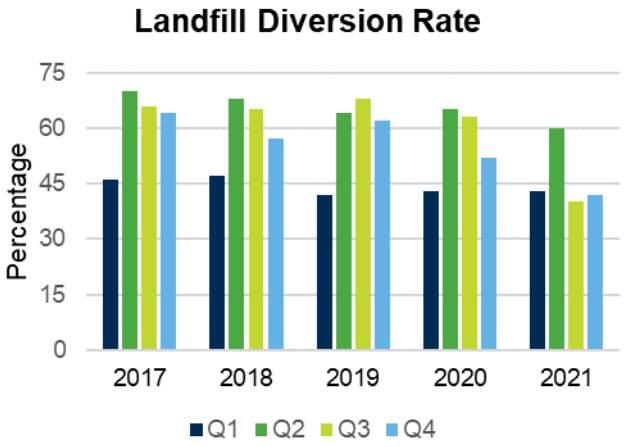
and July.

This indicator relates to Council's Strategic Priority #4 – Adapting to a Changing Natural Environment.

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, to
- a centralized site where residents can bring yard waste, recycling (paper, cardboard, food cans and tins, clear glass jars, and Styrofoam), hazardous waste and electronics for proper disposal.



In 2021, garbage generation increased due to residents spending more time at home due to COVID-19. Organics generation decreased due to a dry summer, additionally, an increased amount of organics were contaminated which went to the landfill.

This indicator relates to Council's Strategic Priority #4 – Adapting to a Changing Natural Environment.



Coal Mine Park – Pollinator garden and natural forested area

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 the 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

The City saw a 25 per cent increase in building permits issued in 2021, the highest number of permits issued over the last five years. Administration also reviews and processes applications for approval and enforcement of the Land Use Bylaw. The service includes the review of:

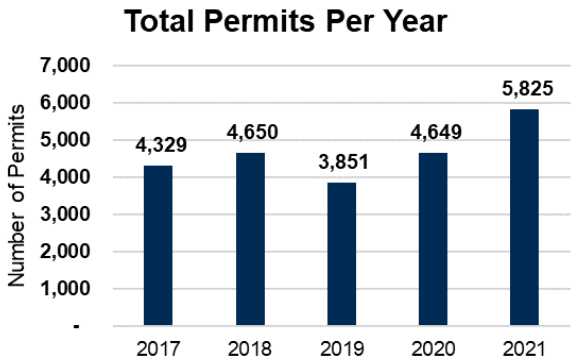
- new development and infill-related infrastructure required to service lands,
- traffic-related data to growth impacts, and
- proposed development (non-traffic control related) signage.

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:

- 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 infrastructure to serve and mitigate the impacts of new development.



Total number of building permits increased again in 2021 with more people completing home renovations and new development projects throughout the City.

This indicator relates to Council's Strategic Priority #1 – Economic Prosperity.



Assessment growth for 2021 increased slightly from the previous year to 1.94%.

This indicator relates to Council's Strategic Priority #1 – Economic Prosperity.



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

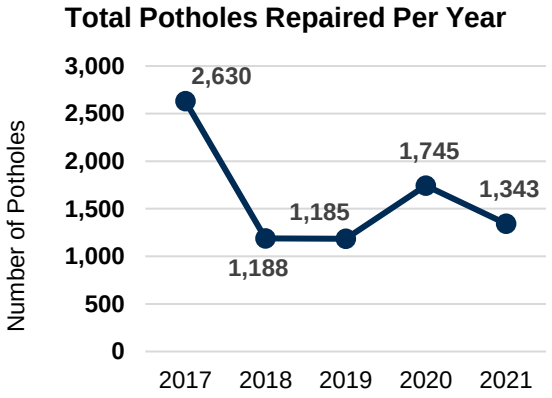
The health of local businesses is vital to making sure St. Albert remains a vibrant community. The City provides support and business development services to entrepreneurs, existing businesses, tourism operators, and investors through targeted capacity building and grant programs. Additionally, developers 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. The graph to the right shows traditional pothole repair rates. In recent years, the City has been more proactive in its repairs and has incorporated new techniques. As such, the longevity of the repair has increased.



The decrease in pothole repairs was due to less snow in 2021. Snow and moisture are primary causes of potholes due to their impact on roads in freeze and thaw cycles.

Additionally, the City collects transportation network data 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.

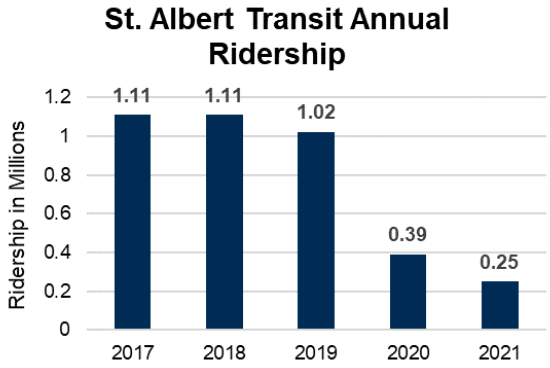
ROADWAY REPAIR AND MAINTENANCE

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.

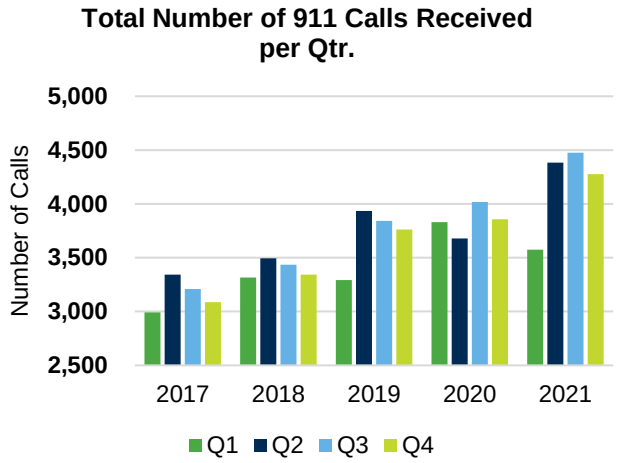


Transit overall ridership in 2021 continued to be disrupted by the pandemic. Rather than commuting to work or school, residents were required to conduct these activities online at home.

Public Safety

FIRE PREVENTION, RESPONSE AND ENFORCEMENT

The City is responsible for providing Emergency Services to the residents of St. Albert. This includes Policing and Enforcement Services, Fire Prevention, Education as well as, fire and emergency medical response. Emergency Services responds to local Bylaw and Provincial Act, Statute and Regulations concerns, Dangerous Goods and Motor Vehicle Collisions and ice and water rescues.

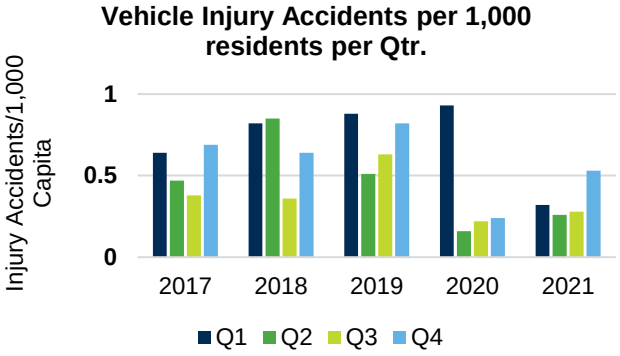


Year over year increases in 911 calls is to be expected as the City population continues to grow.

Emergency Services is also responsible for the enforcement of the Alberta Fire Code and other relevant laws pertaining to safety and prevention, including information and inspections and the design, delivery, and evaluation of public education programs to promote fire and home safety and preparedness.

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.



After pandemic measures were introduced, people travelled less resulting in lower accident rates overall which continued to be the trend in 2021.

BYLAW AND PROVINCIAL ACT ENFORCEMENT

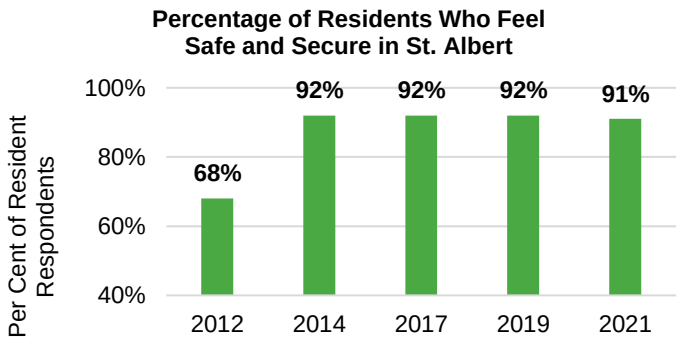
St. Albert's bylaw services respond to public complaints and enforce municipal bylaws and provincial statutes. This includes, but is not limited to community standards enforcement, animal control, parking enforcement, as well as the *Alberta Traffic Safety Act* and portions of the *Alberta Gaming, Liquor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



Maloney Place – RCMP Office

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 and contribution of arts and culture in our community and provides access to cultural experiences, artistic development and performance opportunities for residents. Support for the preservation and maintenance of privately-owned, municipally designated Heritage resources is also provided.

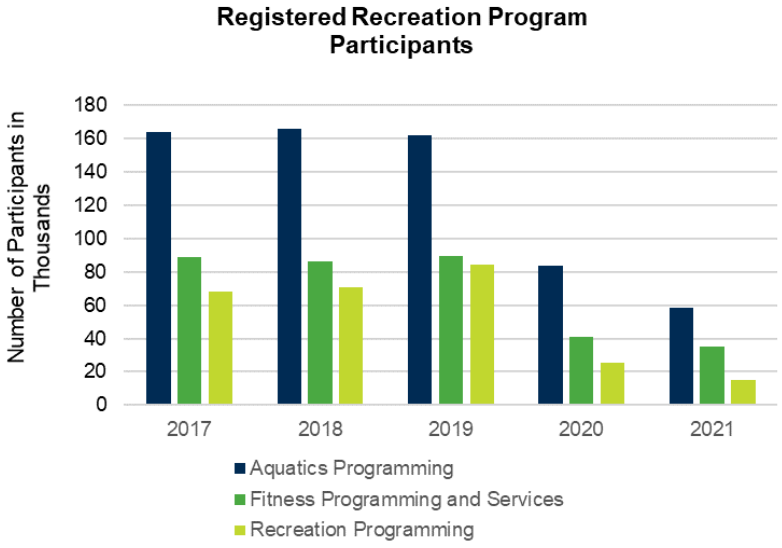
CULTURAL FACILITY ACCESS

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 PROGRAMMING AND SUPPORT TO COMMUNITY 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, and fitness.

Facilitation and support are also provided to non-profit community groups to provide advice, educate, communicate, inform, and build capacity and support program delivery in the community.



Beginning in March 2020 and through 2021, in response to the Covid-19 pandemic, recreation amenities, facilities and program offerings were periodically imposed with restrictions of varying degrees and/or closures that impacted how and when the public could access or utilize these services.



Rotary Park Freezeway

PARKS AND OPEN SPACES AND RECREATIONAL AMENITY ACCESS

The City of St. Albert plans for, operates and maintains a wide variety of recreation facilities and parks to give residents varied opportunities to spend time recreating indoors and 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.

The City offers access to and maintenance of amenities in parks, open spaces and in recreation facilities:

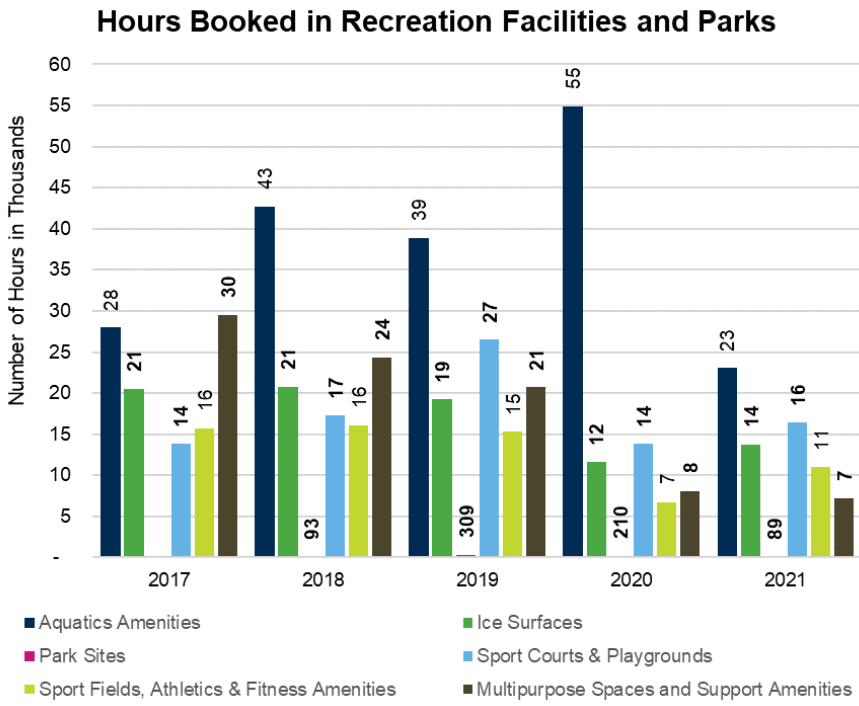
- Aquatics amenities
- Field and fitness amenities
- Ice surfaces
- Multipurpose spaces
- Park amenities
- Playgrounds
- Specialty sport amenities
- Sport fields
- Sport courts

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.

Indoor and outdoor recreation facilities were closed due to provincial public health measures for much of 2021. As restrictions were lifted, additional safety measures were enacted to provide the safest possible environment.



Beginning in March 2020 and through 2021, in response to the Covid-19 pandemic, recreation amenities, facilities and program offerings were periodically imposed with restrictions of varying degrees and/or closures that impacted how and when the public could access or utilize these services.

BUSINESS DEVELOPMENT AND COMMERCIAL SERVICES

The City raises funds through advertising and sponsorship opportunities to support the delivery of recreational services to the community. The City partners with St. Albert businesses in the provision of food, beverage, professional and retail services to enhance the customer experience at City sites.



Woodland Water Play Park – Sponsored by ReMax



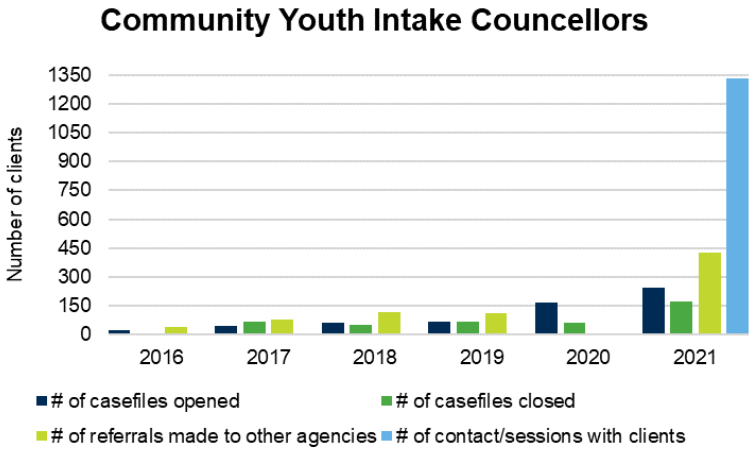
Family and Community Support Services

Social Support

COUNSELLING AND OUTREACH SERVICES

In 2021, the top five themes reported by Counselling Support Workers were financial assistance, housing support, mental health, seniors support and parenting support.

Counsellors reported that the primary issues presented by clients include anxiety, depression, employment, school issues, parent support and family conflict. There was an increase in case files in 2021 due to the increased availability of counsellors to meet the needs of residents.



Prior to 2021, the rate of contact or sessions with clients was not tracked, however tracking commenced in 2021 to ensure alignment with FCSS' short-term prevention-based counselling mandate.



Council in the Park 2022 - Public Participation Event

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 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 in order to continuously improve service delivery to the community.

Employees advise on plans 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.

Public engagement, Council and committee meetings are held either in-person or remotely using videoconferencing and livestreaming.

FINANCIAL SUMMARIES

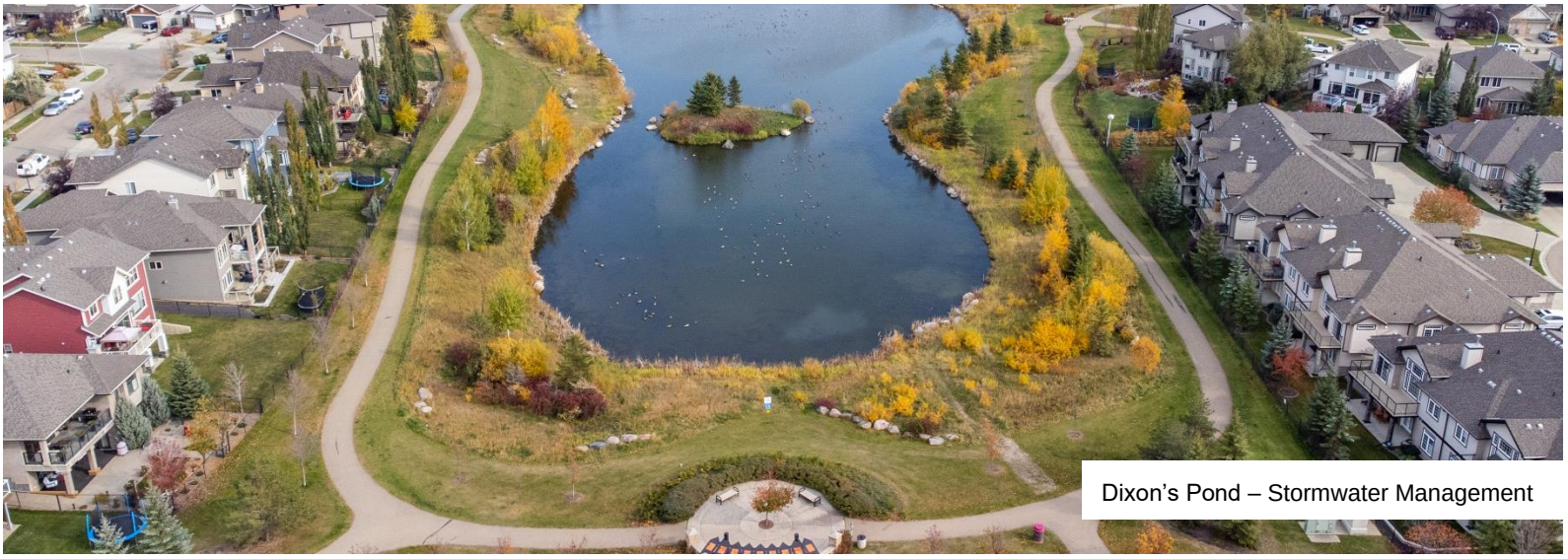
PROPOSED CONSOLIDATED OPERATING BUDGET

(MUNICIPAL & UTILITY)

(In Thousands of Dollars)

	2022 Revised	2023 Proposed	2024 Planned	2025 Planned
REVENUES				
Sales & User Fees	$63,776	$67,457	$70,350	$71,754
Other Revenue	8,283	8,667	8,711	8,940
Assessment Growth Revenue	-	900	900	900
Fines & Penalties	3,927	3,400	3,400	3,400
Government Transfers	4,466	4,101	4,021	4,021
Ambulance Contracted Services Revenue	2,802	2,886	2,901	2,915
Licenses & Permits	3,351	3,536	3,546	3,557
Franchise Fees	6,326	8,799	8,905	8,991
Interest Income	4,201	4,601	4,601	4,601
Transfers To/From Reserves	7,746	6,929	5,724	5,986
	104,876	111,276	113,060	115,064
EXPENSES				
Salaries, Wages, & Benefits	84,578	84,333	85,808	86,405
Contracted & General Services	36,473	36,952	37,726	37,969
Transfers To/From Operations/Capital	5,175	4,799	4,799	4,800
Materials, Goods, Supplies & Utilities	16,190	17,548	17,855	18,096
Purchases From Other Governments	26,136	27,831	28,957	30,104
Other Expenditures	7,794	11,295	13,748	16,403
Debenture Principal Repayment	8,333	9,003	8,950	6,770
Debenture Interest Repayment	2,712	4,319	5,748	5,405
Transfers To Organizations & Individuals	3,225	3,250	3,250	3,250
Bank Charges & Short Term Interest	2,949	3,029	3,039	3,039
Transfers To/From Reserves	28,845	31,976	34,555	36,630
	222,409	234,335	244,436	248,870
Municipal Requirement	$117,532	$123,060	$131,375	$133,807
2023 Proposed Business Cases		1,041		
Proposed Transfer to Growth Stabilization Reserve		59		
Growth Revenue Applied Against Base		900		
	-	2,000	-	-
Municipal Tax Levy	$117,532	$125,060	$131,375	$133,807
Non Cash Budget				
Amortization of Tangible Capital Assets	38,562	43,279	47,036	53,603
Contributed Tangible Capital Assets	41,132	59,461	11,217	11,217

Note: Totals may not sum exactly due to rounding



Dixon's Pond – Stormwater Management

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, 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 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)

	2022 Revised	2023 Proposed	2024 Planned	2025 Planned
Revenues				
Sales & User Fees	$20,519	$20,926	$22,498	$22,536
Other Revenue	8,243	8,627	8,671	8,900
Assessment Growth Revenue	-	900	900	900
Fines & Penalties	3,652	3,150	3,150	3,150
Government Transfers	4,466	4,101	4,021	4,021
Ambulance Contracted Services Revenue	2,802	2,886	2,901	2,915
Licenses & Permits	3,351	3,536	3,546	3,557
Franchise Fees	6,326	8,799	8,905	8,991
Interest Income	4,201	4,601	4,601	4,601
Transfers To/From Reserves	6,357	6,237	5,032	5,293
	59,916	63,762	64,225	64,864
Expenses				
Salaries, Wages, & Benefits	78,547	78,232	79,686	80,266
Contracted & General Services	27,066	27,101	27,699	27,937
Transfers To/From Operations/Capital	4,194	3,817	3,817	3,818
Materials, Goods, Supplies & Utilities	15,049	16,403	16,700	16,913
Purchases From Other Governments	12,300	13,100	13,500	13,905
Other Expenditures	6,446	9,765	11,942	14,183
Debenture Principal Repayment	7,246	8,584	8,517	6,323
Debenture Interest Repayment	2,426	4,056	5,499	5,170
Transfers To Organizations & Individuals	3,201	3,226	3,226	3,226
Bank Charges & Short Term Interest	2,949	3,029	3,039	3,039
Transfers To/From Reserves	18,027	19,511	21,977	23,890
	177,448	186,822	195,601	198,669
Municipal Requirement	$117,532	$123,060	$131,376	$133,806
2023 Proposed Business Cases		1,041		
Proposed Transfer to Growth Stabilization Reserve		59		
Growth Revenue Applied Against Base		900		
	-	2,000	-	-
Municipal Tax Levy	$117,532	$125,060	$131,376	$133,806
Non Cash Budget				
Amortization of Tangible Capital Assets	30,903	34,625	37,620	43,855
Contributed Tangible Capital Assets	24,925	37,190	8,654	8,654

Note: Totals may not sum exactly due to rounding

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 2023 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)

	2022 Revised	2023 Proposed	2024 Planned	2025 Planned
Revenues				
Sales & User Fees	$43,256	$46,531	$47,852	$49,218
Other Revenue	40	40	40	40
Fines & Penalties	275	250	250	250
Transfers To/From Reserves	1,389	692	692	692
	44,960	47,513	48,835	50,200
Expenses				
Salaries, Wages, & Benefits	6,031	6,103	6,123	6,138
Contracted & General Services	9,407	9,851	10,027	10,032
Transfers To/From Operations/Capital	981	982	982	982
Materials, Goods, Supplies & Utilities	1,141	1,145	1,155	1,183
Purchases From Other Governments	13,836	14,731	15,457	16,199
Other Expenditures	1,349	1,529	1,806	2,221
Debenture Principal Repayment	1,086	419	433	447
Debenture Interest Repayment	286	263	249	235
Transfers To Organizations & Individuals	24	24	24	24
Bank Charges & Short Term Interest	1	1	1	1
Transfers To/From Reserves	10,819	12,466	12,578	12,740
	44,960	47,513	48,835	50,200
Net	$-	$-	$-	$-
Non Cash Budget				
Amortization of Tangible Capital Assets	7,659	8,654	9,416	9,748
Contributed Tangible Capital Assets	16,207	22,271	2,563	2,563

Note: Totals may not sum exactly due to rounding

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 2023 is $144.24, an increase of 3.8% from the prior year. The allocations of monthly rates are as follows:

Monthly Utility Rates
(In Dollars)

	2022	2023
Water		
Flat Rate	$ 11.14	$ 11.98
Water Rate/m3	$ 1.85	$ 1.85
Supplemental Capital Contribution	$ 0.61	$ 1.77
Total	**$ 41.35**	**$ 43.35**
Wastewater		
Flat Rate	$ 12.19	$ 12.88
Variable Rate/m3 - 80%	$ 2.60	$ 2.63
Variable Rate/m3 - 100%	$ 2.08	$ 2.10
Supplemental Capital Contribution	$ 1.57	$ 0.35
Total	**$ 47.04**	**$ 46.89**
Storm		
Single	$ 16.18	$ 16.18
Condo	$ 11.08	$ 11.08
Non-residential (Industrial/Comm)	$ 43.09	$ 43.09
Supplemental Capital Contribution	$ 1.82	$ 4.74
Total	**$ 18.00**	**$ 20.92**
Solid		
Flat Rate	$ 8.96	$ 9.42
Cart - 60 Litre	$ 1.25	$ 1.30
Cart - 120 Litre	$ 5.25	$ 5.41
Cart - 240 Litre	$ 10.40	$ 10.40
Curbside Organics	$ 6.72	$ 6.72
Recycling	$ 6.54	$ 6.54
Refuse Stickers	$ 2.25	$ 2.25
Supplemental Capital Contribution	$ -	$ -
Total	**$ 32.62**	**$ 33.08**
Fee for Paper Bill	$ 1.11	$ 1.11
Average Monthly Residential Bill*	**$ 139.01**	**$ 144.24**

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

Operational Adjustments

The City is committed to being fiscally responsible and achieving financial sustainability. However, this is difficult as revenues have not yet returned to pre-pandemic levels, but costs have continued to increase, resulting in higher than historical tax increases to maintain current Council approved services and service levels. Council has also moved forward with some significant strategic projects using debt. The annual debt servicing payments related to these projects are supported by municipal taxes, which puts additional pressure on the tax rate.

While the City has been experiencing tax increases over the last several years, they have been able to offset them through minimal requests for positions, ongoing review of the operational budget, minimal capital investment with operational impacts or new debt, and the use of one-time reserve funds. However, the City has exhausted these measures and continuing with these short-term actions is no longer sustainable. While Administration is working with Council to review revenue generating opportunities and/or service level adjustments this could take several years to impact the budget.

In August Administration provided Council with a proposed 8.2 per cent tax increase to maintain current service levels. This proactive approach was done to inform Council on the financial challenges the City is facing and collaborate on a tax rate increase. While permanent service level adjustments were not recommended for 2023, Council approved a 5 per cent increase in Electrical Franchise Fees. The $1.7 million increase in Franchise Revenue results in a tax reduction of 1.4 per cent.

Understanding that 6.8 per cent is still a significant tax increase in these difficult economic times the City applied corporate adjustments to reduce the tax increase to 4.6 per cent.

The adjustments totaling $2.8 million include:

- $1.4 million in use of surplus reserve funds
- $258 thousand elimination of Public Art reserve transfer
- $250 thousand elimination of Community Capital transfer
- $413 thousand impact of Fountain Park Closure until July 2023
- $500 thousand reduction in Transfer to Library

These adjustments will allow Council and Administration to properly assess future options to ensure residents receive the services they need at tax rates that are palatable.

Other Operational Adjustments not included for Council Consideration

During the August presentation Administration provided some options to reduce the 2023 tax increase. While these are not included in the 4.6 % tax increase, they are options Council could motion to further reduce the tax rate.

Grant	2023 Budget	COW Discussion	Tax Impact
Beautification	15,000	15,000	0.0%
Community Events	77,800	77,800	-0.1%
Edmonton Salutes	1,000	-	0.0%
Outside Agencies	594,700	99,117	-0.1%
Young artists legacy	2,000	2,000	0.0%
Environmental Initiatives	33,200	33,200	0.0%
Seniors Tax Grant	124,000	124,000	-0.1%

Operating Business Cases

Executive Leadership Team (EL) utilized a Business Case Prioritization process to evaluate all requested operating business cases. This prudent and practical planning aligns business cases with corporate priorities. This process assisted Administration in determining a concise and cohesive list of business cases to be presented to Council as part of the 2023 Proposed Business Plan and Budget.

Recognizing the financial realities facing the City, only business cases that are required to maintain existing services and service levels have been included in the proposed budget. Administration prioritized seventeen business cases totaling $1.1 Million to support delivery of the existing and new services or for corporate business plan implementation.

There are two Council initiated business cases for bidding on the 2027 Alberta 55+ Summer Games and the 2028 Alberta Summer games, totaling $10,000 in 2023 and $20,000 in 2024. These business cases are currently unfunded and have not been included in the proposed budget. Should Council direct Administration to include these two business cases, the impacts on tax increases will need to be accepted or other items re-prioritized or unfunded.

MUNICIPAL BUSINESS CASES

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2023 $	PROPOSED 2024 $	PROPOSED 2025 $
	Funded Base Business Cases				
Emergency Services Four (4) Firefighters	Hire 4 firefighters to continue preparing our trained staffing levels, as we move towards the opening of Fire Hall 4.	4.00	429,600	437,400	445,200
Total Funded Base Business Cases		**4.00**	**$ 429,600**	**$ 437,400**	**$ 445,200**
	Funded Growth Business Cases				
Emergency Services Enhanced Department Training	To provide new Advance Care Paramedic recruits training in Professional Firefighting standards.		22,000	22,000	38,500
Engineering Services Capital Projects Resource Coordinator	Convert the Capital Projects Resource Coordinator position from a non-permanent Term position to a Permanent 1.0FTE.	1.00	1,500	1,500	1,500
Engineering Services Junior Engineer / Technologist	Add a Junior Engineer/Technologist to the Development Engineering team to address increased demand and capacity constraints.		32,200	32,200	32,200
Engineering Services Landscape Technologist	A new Landscape Technician is required to ensure that all vegetation that is submitted to the City from developers meets the Municipal Engineering Standards and is adequate for the City.		90,000	90,000	90,000
Engineering Services Project Resource Administrator	Convert the current term position of Project Resource Administrator to a Permanent 1.0FTE.	1.00	1,500	1,500	1,500
Engineering Services Transportation Data Coordinator	Convert the current term position of Transportation Data Coordinator to a Permanent 1.0FTE.	1.00	1,500	1,500	1,500
Financial Services and Information Technology Financial Controller	Add a Financial Controller to the Financial Services department to address workload capacity	1.00	82,500	134,800	138,400
Financial Services and Information Technology IT Business Analyst - Purchasing Audit	One year term position for an IT Business Analyst to identify the business and technical requirements for technology solutions needed to implement the Procurement Audit recommendations.		108,400	-	-
Financial Services and Information Technology IT Security Analyst	Full-time permanent position for an IT cyber security analyst. The position exists to ensure that the City's data, information, and services are protected from intentional or unintentional access and destruction.	1.00	81,300	108,400	108,400
Financial Services and Information Technology Procurement Specialist	Add a procurement specialist to address current work load capacity, procurement audit work and implementation.	1.00	82,400	108,400	111,600
HR/Safety and Environment Abilities Management Advisor	Convert the non-permanent Abilities Coordinator role into a 1.0FTE Permanent Abilities Advisor.	1.00	-	-	-
HR/Safety and Environment Environmental Compliance Associate	Convert a non-permanent position to a permanent 1.0 FTE to ensure the City's compliance with environment standards and regulations.	1.00	10,600	10,600	10,600
HR/Safety and Environment Safety Enhancements	Creation of an operating budget for emergent safety enhancements or initiatives that need to be addressed.		47,000	47,000	47,000
Office of CAO/DCAO Executive Leadership Capacity	Supporting both operational strategic leadership to the organization, the addition of capacity to the executive leadership team will support the advancement of Council's strategic goals and oversight of City operations.	2.00	480,000	480,000	480,000
Public Operations Grader Operator	The 2023 capital budget recommends a Grader and an operator to support both summer and winter operations service levels including maintenance of the rural and gravel road inventory that was added from annexation and paved roads from subdivision growth.	1.00	-	93,500	93,500
Public Operations Sidewalk Machine Operator	The 2023 capital budget recommends a Sidewalk Machine and an operator to deal with significant growth in the last ten years, particularly in the paved trail system, and known future growth	1.00	-	93,500	93,500
Operating Impacts	Operating impacts from Growth Capital		-	127,300	299,500
Total Funded Growth Business Cases		**12.00**	**$1,040,900**	**$ 1,352,200**	**$ 1,547,700**

MUNICIPAL BUSINESS CASES - CONTINUED

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2023 $	PROPOSED 2024 $	PROPOSED 2025 $
Unfunded Council Business Cases					
Recreation and Parks Alberta 55+ Games 2027 Bid	To develop a bid for 2027 Alberta 55plus Summer Games.		10,000	-	-
Recreation and Parks Alberta Summer Games 2028 Bid	To develop a bid for 2028 Alberta Summer Games.		-	20,000	-
Total Unfunded Council Business Cases		**-**	**$ 10,000**	**$ 20,000**	**$ -**
Funding Sources					
Assessment Growth Available (55% of $2.0 Million)			$1,100,000		
Funding Applied			-$1,040,900		
Residual Balance of Assessment Growth - Applied to Base			**$ 59,100**		

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.

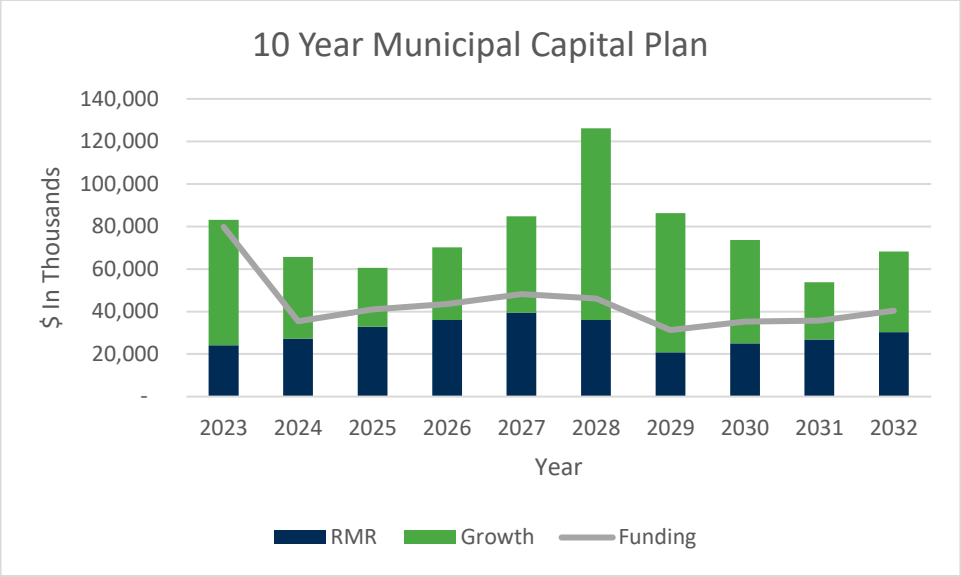
The City divides its capital investment into two categories:

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 $773 million in capital investment, of which $299 million is attributed to RMR projects and the remaining $474 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 $171.3 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 June 7, 2022 Council approved the 2023-2032 RMR Capital Plans, which include 26 Municipal projects totaling $24.1 million and 8 Utility capital projects totaling $41.7 million.

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 13 municipal capital growth projects in the amount of $50 million and one utility growth project in the amount of $1.9 million. This recommendation postpones 16 municipal capital projects in the amount of $9.0 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, tax supported funds, and debt 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 2023, there are no operating impacts on the Municipal Recommended Growth capital projects.

Capital Project – Public Art

Council Policy C-CS-04, Public Art Policy, states that the City shall fund 1% of the total municipal capital project budget for the accession of public art. However, the $0.3M in funding is being recommended for deferral for 2023.

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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
ENG											
ENGS-001	Arterial Rehab Prgm	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000
ENGS-002	Collector Roadway Prgm	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000
ENGS-003	Local Roadway Prgm	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000
ENGS-004	Roadway Rehab Prgm	2,477,000	2,457,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000
ENGS-005	Permanent Line Marking Rehab	210,000	210,000	236,000	236,000	236,000	246,000	246,000	246,000	246,000	246,000
ENGS-006	Multi-Use Trail Rehab Prgm	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000
ENGS-007	Sidewalk Program	600,000	600,000	650,000	650,000	650,000	700,000	700,000	700,000	700,000	700,000
ENGS-008	Transportation Systems Mgmt	614,000	691,000	577,000	677,000	522,000	677,000	522,000	677,000	522,000	677,000
ENGS-014	Paved Parking Lot Prgm	611,000	720,000	150,000	1,035,500	988,500	200,000	815,000	815,000	200,000	815,000
ENGS-017	Back Lanes Prgm			1,245,000	695,000	695,000	695,000	695,000	695,000	695,000	695,000
ENGS-042	Bridge Prgm	714,900	627,500	256,500	627,500	256,500	627,500	256,500	627,500	2,530,000	627,500
ENGS-060	Traffic Signal Maintenance	465,000	495,000	495,000	495,000	516,000	516,000	516,000	537,500	537,500	537,500
ENG Total		**10,517,900**	**10,626,500**	**10,736,500**	**11,543,000**	**10,991,000**	**10,788,500**	**10,877,500**	**11,425,000**	**12,557,500**	**11,425,000**
COMM SVCS											
CULTR-001	Arden Theatre Lifecycle Plan		40,700	241,000	224,800	85,300	207,900	65,500	74,200	319,000	196,900
CULTR-023	Visual Arts Studio Lifecycle		27,500	58,600	9,600	88,500	5,500		7,900		46,800
COMM SVCS Total			**68,200**	**299,600**	**234,400**	**173,800**	**213,400**	**65,500**	**82,100**	**319,000**	**243,700**
EMERG SVCS											
FIRE-001	Emergency Equip Replace Plan	278,500	117,200	254,400	184,000	87,000	239,100	320,500	195,500	305,600	107,400
EMERG SVCS Total		**278,500**	**117,200**	**254,400**	**184,000**	**87,000**	**239,100**	**320,500**	**195,500**	**305,600**	**107,400**
PW & TRAN											
PW-001	PW Mobile Equip Replace Plan	3,871,300	4,509,300	3,673,200	2,507,000	2,734,000	2,949,000	2,003,000	2,361,000	4,266,800	1,551,000
PW-006	Shop &Yard Equip Replace	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
PW-031	Municipal Facilities - Repairs & Renewal	4,775,000	5,092,600	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000
PW-034	Kinex Arena Lifecycle	258,200									
PW-035	Larry Olexiuk Field Artficial Turf Replacement	925,200									
TRAN-001	Transit Bus Lifecycle Replace	809,000	4,180,000	10,757,200	13,304,000	17,420,400	14,875,000	725,000	4,000,000	698,000	8,590,000
PW & TRAN Total		**10,678,700**	**13,821,900**	**19,240,400**	**20,621,000**	**24,964,400**	**22,634,000**	**7,538,000**	**11,171,000**	**9,774,800**	**14,951,000**
ENV											
PW-004	Energy Efficiency Replace Prgm	131,000		131,000		131,000		131,000		131,000	
ENV Total		**131,000**		**131,000**		**131,000**		**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	250,000	250,000	250,000
RECR-001	Aquatics Lifecycle Replace Plan	273,900	812,600	75,000	256,500	321,200	175,600	117,400	143,400	85,800	562,400
RECR-025	City Playground Lifecycle Prgm	155,000	155,000	308,000	308,000	308,000	308,000	308,000	308,000	308,000	308,000
RECR-072	Outdoor Rec & Parks Infrastruc Rehab	84,000									
SERV-001	Servus Lifecycle Replacement Prgm	969,600	678,300	692,700	1,804,200	1,424,000	596,300	264,300	606,900	2,227,300	1,507,600
REC & PARKS Total		**1,732,500**	**1,895,900**	**1,325,700**	**2,618,700**	**2,303,200**	**1,329,900**	**939,700**	**1,308,300**	**2,871,100**	**2,628,000**
FIN SVC & IT											
ITSV-001	IT Office Automation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
ITSV-002	IT Lifecycle Replace Plan	750,000	750,000	750,000	750,000	750,000	750,000	850,000	850,000	850,000	850,000
FIN SVC & IT Total		**800,000**	**800,000**	**800,000**	**800,000**	**800,000**	**800,000**	**900,000**	**900,000**	**900,000**	**900,000**
RMR Total		**24,138,600**	**27,329,700**	**32,787,600**	**36,001,100**	**39,450,400**	**36,004,900**	**20,772,200**	**25,081,900**	**26,859,000**	**30,255,100**

Note: Green font represents funding from Lifecycle Reserves

* PM-23-001 Approval of 2023-2032 Municipal RMR Capital Plan June 7, 2022

10 Year Municipal Growth Capital Plan

2023 Recommended Municipal Growth Capital

Charter Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
RECR-074 Community Amenities Site - Construction	-	15,555,600	15,555,600	15,555,600	15,555,600	15,555,600	15,555,600	15,555,600	15,555,600	15,555,200
DARP-005 Millennium Park Design Phase 2 & Cons	337,100	2,255,000	-	-	1,547,000	-	10,182,900	1,489,700	-	-
CULTR-005 Founders Walk Phase 3	-	1,317,300	-	-	-	-	-	-	-	-
ENGS-075 Villeneuve Rd Rebuild - 35% OSL	17,057,100	-	-	-	-	-	-	-	-	-
ENGS-070 North St. Albert Trail Improvements anticipated 80% OSL	24,232,900	-	-	-	-	-	-	23,926,700	-	-
ENGS-068 Active Transport Plan	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
TRAN-004 Transit Growth Buses	-	2,500,000	-	-	-	1,750,000	-	-	-	1,750,000
ENGS-073 Fowler Way - 50% OSL	4,400,000	-	-	-	3,351,200	54,260,000	-	-	-	-
RECR-045 Oakmont Trail Phase 2	687,800	2,267,100	-	-	-	-	-	-	-	-
ENGS-010 Transport Master Plan (TMP) Update	800,000	-	-	-	-	-	800,000	-	-	-
ENGS-079 RR260 Road Construction	227,000	3,041,500	-	-	-	-	-	-	-	-
PW-036 Grader	590,000	-	-	-	-	-	-	-	-	-
PW-037 Loader with Blower	500,000	-	-	-	-	-	-	-	-	-
PW-038 Sidewalk Machine	175,000	-	-	-	-	-	-	-	-	-
PW-039 Truck plow with Sander	365,000	-	-	-	-	-	-	-	-	-
CSD-001 Youth Transitional Housing	132,300	-	-	-	-	-	-	-	-	-
Recommended Municipal Growth Capital	**50,004,200**	**27,436,500**	**16,055,600**	**16,055,600**	**20,953,800**	**72,065,600**	**27,038,500**	**41,472,000**	**16,055,600**	**17,805,200**

10 Year Municipal Growth Capital Plan - continued

2023 Unfunded Municipal Growth Capital

Charter Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
RECR-050 RWP Meadowview - Construction	4,243,100	-	-	330,300	2,781,100	-	-	-	-	-
PLAN-009 Housing Options for Affordability & Acces	109,100	-	-	-	-	-	-	-	-	-
ENGS-080 Meadowview Lane & Rail Crossing	-	408,800	1,650,000	6,637,200	-	-	-	-	-	-
ENGS-058 Neighbourhood Traffic Calming	372,100	424,000	312,300	280,000	286,500	286,500	286,500	286,500	286,500	286,500
RECR-049 New Neighborhood Park Development	471,300	307,200	3,044,600	1,704,400	4,110,600	1,936,300	4,332,200	76,100	501,500	3,419,800
PLAN-011 Permitting Software Modernization	400,000	-	-	-	-	-	-	-	-	-
ITSV-009 Municipal Area Fibre Network Expansion	380,000	390,000	-	-	-	-	-	-	-	-
RECR-040 Dog Friendly Park Development	238,600	1,208,400	-	-	-	-	-	-	-	-
PW-018 PW Satellite Shop	-	-	362,900	2,985,100	-	-	-	-	-	-
ENGS-054 Transportation Network Improvements	627,000	905,000	2,098,000	3,000,000	2,500,000	340,000	1,395,000	1,395,000	490,000	-
ENV-002 Solar Photovoltaics (PV) Program	250,000	-	-	-	-	-	-	-	-	-
SERV-008 Servus Place Fitness Expansion	-	-	-	701,800	7,933,000	-	-	-	-	-
ITSV-015 Web Services Enhancements	75,000	75,000	-	-	-	-	-	-	-	-
CULTR-009 Heritage Park Phase 1A, B, &C	1,131,800	5,946,700	218,900	-	-	-	-	-	-	-
CULTR-010 Heritage Pk Ph 2A & 2B - Event Grounds	-	-	2,074,200	767,900	-	-	-	-	-	-
ENV-001 Contaminated Sites	30,000	30,000	-	-	-	-	-	-	-	-
ENGS-069 ITS Strategy Implementation	316,300	357,300	347,500	375,600	203,200	336,200	336,200	336,200	336,200	336,200
ENGS-077 Neil Ross Road Extension - OSL 100%	95,000	-	1,390,000	917,000	-	13,667,500	-	-	-	-
FIRE-023 Fire #2 Security Upgrade	45,000	-	-	-	-	-	-	-	-	-
TRAN-024 Transit Garage (Liggett Place) Expansion	-	550,000	-	-	4,876,000	1,272,000	-	-	-	-
TRAN-003 Transit Waiting Shelters	-	61,200	-	-	63,000	-	-	-	65,000	-
DARP-015 Tache Street Green Corridor	-	-	-	129,200	-	-	5,884,000	-	-	-
CULTR-030 Heritage Pk Phase 3A & 3B - Museum	-	-	-	-	-	-	15,723,900	1,656,100	-	-
DARP-003 Civic Plaza	-	-	-	58,500	169,100	-	1,758,900	-	-	-
DARP-006 Perron Street Pedestrian Improvements	-	-	-	-	797,000	-	6,236,800	-	-	-
DARP-007 Grandin Road Improvemt	-	-	-	-	-	-	237,300	-	2,360,100	-
DARP-011 St Anne St. Pedestrian Improvements	-	-	-	-	-	-	956,000	-	6,473,500	-
DARP-014 St. Thomas St. Median Improvements	-	-	-	-	303,900	-	-	3,097,600	-	-
TRAN-007 N Transit Oriented Development (TOD)	-	-	-	-	-	-	1,000,000	-	-	16,100,000
Public Art	258,000	263,200	268,500	273,900	279,400	285,000	290,700	296,500	302,400	-
Unfunded Municipal Growth Capital	**9,042,300**	**10,926,800**	**11,766,900**	**18,160,900**	**24,302,800**	**18,123,500**	**38,437,500**	**7,144,000**	**10,815,200**	**20,142,500**
Grand Total Municipal Growth Capital	**59,046,500**	**38,363,300**	**27,822,500**	**34,216,500**	**45,256,600**	**90,189,100**	**65,476,000**	**48,616,000**	**26,870,800**	**37,947,700**

2023 Municipal Capital Funding

Project No.	Project Name	BUDGET	PAYG	Lifecycle Reserves	Provincial	Federal	Capital/Growth Stab Reserve	Other Reserves	Debt
RMR Approved Projects									
ITSV-001	IT Office Automation	50,000	50,000						
ITSV-002	IT Lifecycle Replace Plan	750,000		750,000					
ENGS-001	Arterial Rehab Prgm	1,636,000			1,636,000				
ENGS-002	Collector Roadway Prgm	1,235,000				1,235,000			
ENGS-003	Local Roadway Prgm	1,680,000			1,680,000				
ENGS-004	Roadway Rehab Prgm	2,477,000			2,477,000				
ENGS-005	Permanent Line Marking Rehab	210,000	210,000						
ENGS-006	Multi-Use Trail Rehab Prgm	275,000				275,000			
ENGS-007	Sidewalk Program	600,000			600,000				
ENGS-008	Transportation Systems Mgmt	614,000			614,000				
ENGS-014	Paved Parking Lot Prgm	611,000			611,000				
ENGS-042	Bridge Prgm	714,900				714,900			
ENGS-060	Traffic Signal Maintenance	465,000	465,000						
COMS-001	Community Capital Grant Prgm	250,000	250,000						
FIRE-001	Emergency Equip Replace Plan	278,500		278,500					
RECR-001	Aquatics Lifecycle Replace Plan	273,900		273,900					
RECR-025	City Playground Lifecycle Prgm	155,000		155,000					
RECR-072	Outdoor Rec & Parks Infrastruc Rehab	84,000	84,000						
SERV-001	Servus Lifecycle Replacement Prgm	969,600		969,600					
PW-004	Energy Efficiency Replace Prgm	131,000	131,000						
PW-001	PW Mobile Equip Replace Plan	3,871,300		3,871,300					
PW-006	Shop &Yard Equip Replace	40,000	40,000						
PW-031	Municipal Facilities - Repairs & Renewal	4,775,000		4,000,000	775,000				
PW-034	Kinex Arena Lifecycle	258,200	258,200						
PW-035	Larry Olexiuk Field Artficial Turf Replace	925,200			925,200				
TRAN-001	Transit Bus Lifecycle Replace	809,000		809,000					
Approved RMR Total		**24,138,600**	**1,488,200**	**11,107,300**	**9,318,200**	**2,224,900**			

2023 Municipal Capital Funding – continued

Project No.	Project Name	BUDGET	PAYG	Lifecycle Reserves	Provincial	Federal	Capital/Growth Stab Reserve	Other Reserves	Debt
Recommended Growth Projects									
DARP-005	Millennium Park Design Phase 2 & Construction	337,100	337,100						
ENGS-075	Villeneuve Rd Rebuild - 35% OSL	17,057,100							17,057,100
ENGS-070	North St. Albert Trail Improvements anticipated 80% OSL	24,232,900							24,232,900
ENGS-068	Active Transport Plan	500,000	500,000						
ENGS-073	Fowler Way - 50% OSL	4,400,000					1,137,850	3,262,150	
RECR-045	Oakmont Trail Phase 2	687,800			687,800				
ENGS-010	Transport Master Plan (TMP) Update	800,000					800,000		
ENGS-079	RR260 Road Construction	227,000							227,000
PW-036	Grader	590,000			590,000				
PW-037	Loader with blower	500,000			500,000				
PW-038	Sidewalk machine	175,000	175,000						
PW-039	Truck plow with sander	365,000	365,000						
CSD-001	Youth Transitional Housing	132,300	132,300						
Recommended Growth Total		**50,004,200**	**1,509,400**		**1,777,800**		**1,937,850**	**3,262,150**	**41,517,000**
TOTAL		**74,142,800**	**2,997,600**	**11,107,300**	**11,096,000**	**2,224,900**	**1,937,850**	**3,262,150**	**41,517,000**

10 Year Utility RMR Capital Plan

Charter No.	Charter Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
STORM											
STORM-001	Utility Master Plan	-	410,000	-	-	-	-	250,000	-	-	-
STORM-002	STORM Infrastructure Rehab	-	2,200,000	1,170,000	745,000	2,050,000	1,905,000	1,760,000	1,900,000	1,760,000	1,900,000
STORM-004	STORM Mgmt LOS	-	2,443,000	4,578,000	1,236,300	6,621,000	1,006,300	3,767,000	1,236,200	5,909,500	1,236,200
STORM-007	Sediment and Erosion Control	3,059,000	5,042,000	603,800	1,473,200	2,185,000	1,473,100	670,000	1,281,000	670,000	1,281,000
STORM Total		**3,059,000**	**10,095,000**	**6,351,800**	**3,454,500**	**10,856,000**	**4,384,400**	**6,447,000**	**4,417,200**	**8,339,500**	**4,417,200**
WASTEWTR											
WASWT-001	WASTWT Rehab Prgm	278,900	284,400	290,000	295,900	301,800	301,800	301,800	301,800	301,800	301,800
WASWT-002	WASTWT Household Service Replace	255,000	280,500	286,100	291,000	291,000	291,000	291,000	291,000	291,000	291,000
WASWT-003	WASTWT Main Replacement	2,282,500	879,000	1,004,000	1,359,000	1,004,000	879,000	1,484,000	879,000	1,004,000	1,359,000
WASWT-004	WASTWT Collection System LOS	-	1,738,800	437,000	1,840,000	3,025,000	300,000	1,040,000	725,000	725,000	725,000
WASWT-010	Utility Master Plan	-	410,000	-	-	-	-	250,000	-	-	-
WASWT-020	WASTWT Lift Station Studies	-	-	-	-	-	335,500	-	-	-	-
WASTEWTR Total		**2,816,400**	**3,592,700**	**2,017,100**	**3,785,900**	**4,621,800**	**2,107,300**	**3,366,800**	**2,196,800**	**2,321,800**	**2,676,800**
WATER											
WATER-002	Utility Master Plan	-	410,000	-	-	-	-	250,000	-	-	-
WATER-003	Water System Infrastructure Rehab	562,500	573,700	585,200	596,900	680,800	694,400	694,400	694,400	694,400	694,400
WATER-004	Water Network LOS	1,840,000	2,070,800	1,900,000	2,120,000	1,725,000	1,725,000	1,006,300	1,782,500	1,926,200	1,782,500
WATER-006	Pump Station and Reservoir Rehab Prgm	33,383,400	4,722,500	300,000	-	-	-	-	300,000	-	-
WATER Total		**35,785,900**	**7,777,000**	**2,785,200**	**2,716,900**	**2,405,800**	**2,419,400**	**1,950,700**	**2,776,900**	**2,620,600**	**2,476,900**
SOLIDW											
SOLWA-001	Recycle Yard Upgrades	30,000	-	-	32,500	-	-	-	-	-	-
SOLIDW Total		**30,000**	**-**	**-**	**32,500**	**-**	**-**	**-**	**-**	**-**	**-**
RMR Total		**41,691,300**	**21,464,700**	**11,154,100**	**9,989,800**	**17,883,600**	**8,911,100**	**11,764,500**	**9,390,900**	**13,281,900**	**9,570,900**

* PM-23-002 Approval of 2023-2032 Utility RMR Capital Plan June 7, 2022

10 Year Utility Growth Capital Plan

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
WASTEWTR											
WASWT-022 (NEW)	North East Sanitary Lift Station- 100% OSL									1,341,400	8,241,600
WASTEWTR Total										**1,341,400**	**8,241,600**
WATER											
WATER-018 (NEW)	North Reservoir and Pumphouse - 100%OSL	1,890,000									
WATER-019 (NEW)	North Reservoir East Transmission- 75%OSL									286,300	1,661,500
WATER-020 (NEW)	North Reservoir South Transmission- 75% OSL									338,400	1,963,500
WATER Total		**1,890,000**								**624,700**	**3,625,000**
SOLIDW											
SOLWA-002	Compost Transfer Site				511,000						
SOLIDW Total					**511,000**						
Growth Total		**1,890,000**			**511,000**					**1,966,100**	**11,866,600**

Note: The Utility Growth 10 Year Plan reflects the project's full budget. Utility rates would only include the portion the City is responsible to fund.



Project 9 Construction

Debt

The City's long-term debt relates to 9 projects detailed in the table below:

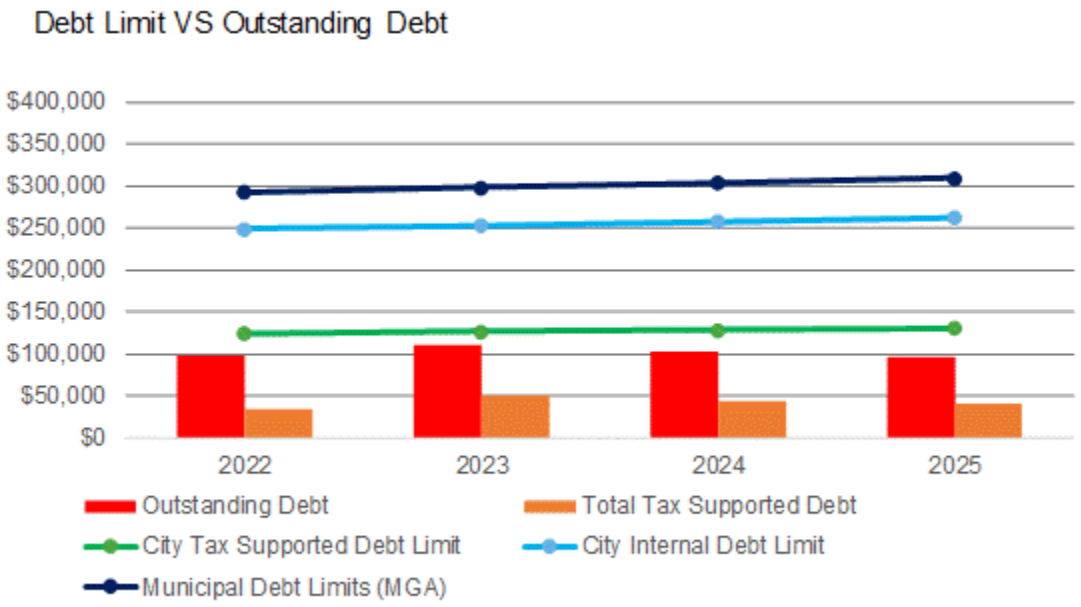
2022 – 2025 Debt

(In thousands of dollars)

	2022	2023	2024	2025
Debt Outstanding (as at December 31)				
Ray Gibbon Drive Stage 1 and 2	$ 9,902	$ 8,065	$ 6,143	$ 4,133
Servus Place	5,378	2,317	369	-
Project #9	8,271	7,852	7,419	6,972
Ray Gibbon Drive Twinning	6,423	6,126	5,822	5,512
Fire Hall #4	2,532	15,655	14,369	13,945
Range Road #260	21,729	20,951	20,144	19,305
North St. Albert Trail	25,358	24,511	23,627	22,705
Ray Gibbon Drive Improvements	17,998	20,445	19,784	19,090
Police Building	-	4,500	4,879	4,737
Total Debt Outstanding	$ 97,591	$ 110,421	$ 102,556	$ 96,399
Debt Payments				
Ray Gibbon Drive Stage 1 and 2	$ 2,269	$ 2,269	$ 2,269	$ 2,269
Servus Place	3,281	3,281	2,018	377
Project #9	1,373	682	682	682
Ray Gibbon Drive Twinning	430	430	430	430
Fire Hall #4	901	969	2,741	1,840
Range Road #260	1,165	1,871	1,871	1,871
North St. Albert Trail	790	2,219	2,219	2,219
Ray Gibbon Drive Improvements	411	1,600	2,078	2,078
Police Building	-	-	389	433
Total Debt Payments	$ 10,620	$ 13,321	$ 14,697	$ 12,198

Debt Limit vs Outstanding Debt

(In thousands of dollars)



The 2022 total debt outstanding is projected to be $97.6 million of which $43.7 million is tax supported. The Range Road #260, North St. Albert Trail and Project #9 debt payments are funded from reserves and have no impact to the tax rate. The total debt outstanding represents the debentures of approved projects and does not include any future debt funded projects that have not been approved.

Debentures are taken out at the end of the year with servicing to begin the following year.

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

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Proposed Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	8	3	4	4	4	4	-
Other Revenue	-	-	-	-	-	-	-
Transfers To/From Reserves	-	-	10	-	-	-	(10)
TOTAL	$8	$3	$14	$4	$4	$4	$(10)
EXPENDITURES							
Salaries, Wages & Benefits	$568	$572	$598	$597	$597	$597	$1
Contracted & General Services	$62	$75	$172	$162	$162	$162	$10
Materials, Goods, Supplies & Utilities	$13	$20	$41	$41	$41	$41	-
Transfers To Organizations & Individuals	$	$2	$12	$12	$12	$12	-
Other Expenditures	$1	$5	$15	$15	$15	$15	-
Transfers To/From Reserves	-	$14	-	-	-	-	-
TOTAL	$644	$688	$837	$826	$826	$827	$11
NET	$(637)	$(685)	$(824)	$(823)	$(823)	$(823)	$1

SIGNIFICANT CHANGES

No Significant Changes.

Note: Totals may not sum exactly due to rounding

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), Government Relations and Community Relations.

Resource Requests

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

Growth Initiatives

SERVICE	$ REQUEST	SOURCE	STATUS
Executive Leadership Capacity	480,000	OBC Growth	Recommended

Executive Leadership Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Proposed Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Conditional Grants	969	496	474	492	492	492	18
Transfers To/From Reserves	550	191	863	-	27	27	(863)
TOTAL	$1,519	$687	$1,337	$492	$519	$519	$(845)
EXPENDITURES							
Salaries, Wages & Benefits	$1,588	$1,823	$1,766	$1,581	$1,597	$1,608	$185
Contracted & General Services	$808	$608	$938	$317	$351	$356	$621
Materials, Goods, Supplies & Utilities	$88	$8	$34	$30	$30	$30	$4
Transfers To/From Reserves	$398	$420	$7	$7	$7	$2	-
Transfers To/From Operations/Capital	$4,349	$4,349	$4,449	$4,062	$4,062	$4,062	$387
TOTAL	$7,231	$7,207	$7,194	$5,997	$6,047	$6,058	$1,197
NET	$(5,712)	$(6,520)	$(5,857)	$(5,505)	$(5,528)	$(5,539)	$352

SIGNIFICANT CHANGES

Revenue

$863 thousand decrease in transfer from reserve due to one-time funding for Internal Auditor Reviews, Municipal Naming and Library review.

Expense

$185 thousand decrease in Salaries, Wages and Benefits due to one-time funding for Municipal Naming and completion of Municipal Intern program.

$621 thousand decrease in Contracted & General Services due to one-time funding for Internal Audit Reviews and Municipal Naming.

$387 thousand decrease in Transfers To/From Operations/Capital due to reduction in the transfer to the Library.

Note: Totals may not sum exactly due to rounding



St. Albert Place – City hall

GENERAL GOVERNMENT

Functional Overview

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

The following departments are funded through this function:

- Legal and Legislative Services
- Economic Development
- Financial Services and Information Technology
- Human Resources, Safety and Environment
- Strategic Services and Communications

Corporate Business Plan Alignment

This function is involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan:

CORPORATE BUSINESS PLAN	LEGAL & LEGISLATIVE SERVIVES	ECONOMIC DEVELOPMENT	FINANCIAL SERVICES & IT	HR, SAFETY & ENVIRONMENT	STRATEGIC SERVICES & COMMUNICATIONS
SP 1: Economic Prosperity					
SP 2: Downtown Vibrancy					
SP 3: Community Well Being					
SP 4: Adapting to a Changing Natural Environment					
SP 5: Financial Sustainability					
OE 1: Our People – Our Team					
OE 2: Planning and Prioritizing					
OE 3: Digital Transformation					
OE 4: Operational Performance					
OE 5: Customers/Residents					

Resource Requests

The following resources have been identified to pursue the implementation of the Corporate Business Plan and delivery of services:

Maintain Services

SERVICE	$ REQUEST	SOURCE	STATUS
Financial Controller	82,500	OBC Growth	Recommended
Environmental Compliance Associate	10,600	OBC Growth	Recommended
Abilities Management Advisor	0	OBC Growth	Recommended
IT Security Analyst	81,300	OBC Growth	Recommended
Procurement Audit Recommendations	82,400	OBC Growth	Recommended
IT Business Analyst – Audit	108,400	OBC Growth	Recommended
Safety Enhancements	47,000	OBC Growth	Recommended

General Government Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Proposed Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	546	490	283	298	292	330	16
Penalties & Costs On Taxes	489	1,168	950	1,050	1,050	1,050	100
Licenses & Permits	820	881	853	854	864	876	1
Conditional Grants	257	205	-	-	-	-	-
Other Revenue	37	60	12	12	12	12	-
Transfers To/From Reserves	280	211	470	388	210	471	(82)
TOTAL	$2,428	$3,015	$2,567	$2,602	$2,428	$2,738	$35
EXPENDITURES							
Salaries, Wages & Benefits	$14,057	$14,622	$15,820	$16,469	$16,454	$16,637	$(649)
Contracted & General Services	$4,193	$3,759	$6,147	$6,433	$6,538	$6,726	$(286)
Materials, Goods, Supplies & Utilities	$417	$367	$429	$464	$390	$451	$(35)
Transfers To Organizations & Individuals	$17	$47	$48	$48	$48	$48	-
Bank Charges & Short Term Interest	-	-	-	-	-	-	-
Other Expenditures	$51	$92	$87	$102	$97	$98	$(15)
Transfers To/From Reserves	$619	$288	$66	$68	$108	$108	$(3)
Transfers To/From Operations/Capital	-	$1	-	-	-	$1	-
TOTAL	$19,356	$19,175	$22,597	$23,583	$23,636	$24,069	$(986)
NET	$(16,928)	$(16,160)	$(20,030)	$(20,981)	$(21,208)	$(21,331)	$(951)

SIGNIFICANT CHANGES

Revenue

$100 thousand increase in penalties on late property tax payments.

$82 thousand decrease in Transfer To/From Reserves due to one-time funding for the purchasing audit not in 2023.

Expense

$649 thousand increase in Salaries, Wages and Benefits due to annualization of salary costs and transfer of marketing staff from other departments into Strategic Services.

$286 thousand increase in Contracted & General Services due to increase in software licensing fees offset by the one-time funding of the purchasing audit not in 2023.

Note: Totals may not sum exactly due to rounding



Jarome Iginla Arena

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 certain local boards and outside agencies. The following departments are funded through this function:

- Community Services
- Recreation and Parks

Corporate Business Plan Alignment

This function is involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan:

CORPORATE BUSINESS PLAN	COMMUNITY SERVICES	RECREATION & PARKS
SP 1: Economic Prosperity		
SP 2: Downtown Vibrancy		
SP 3: Community Well Being		

CORPORATE BUSINESS PLAN	COMMUNITY SERVICES	RECREATION & PARKS
SP 4: Adapting to a Changing Natural Environment		
SP 5: Financial Sustainability		
OE 1: Our People – Our Team		
OE 2: Planning and Prioritizing		
OE 3: Digital Transformation		
OE 4: Operational Performance		
OE 5: Customers/Residents		

Resource Requests

The following resources have been identified to pursue the implementation of the Corporate Business Plan and delivery of services:

Growth Initiatives

SERVICE	$ REQUEST	SOURCE	STATUS
Alberta 55+ Games 2027 Bid	10,000	OBC Growth	For Council Consideration
Alberta Summer Games 2028 Bid (2024 funding – $20,000)	0	OBC Growth	For Council Consideration

Capital Charters

CHARTER NAME	$ REQUEST	SOURCE	STATUS
RECR – 045 Oakmont Trail Phase 2	687,800	CC Growth Municipal	Recommended
DARP – 005 Millennium Park Design Phase 2 and Construction	337,000	CC Growth Municipal	Recommended
CSD – 001 Youth Transitional Housing	132,200	CC Growth Municipal	Recommended

Community & Recreation Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Proposed Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	3,136	2,422	7,087	6,395	7,178	7,178	(693)
Interest Income	1	1	1	1	1	1	-
Rentals	1,467	1,703	2,874	2,824	2,951	2,951	(50)
Conditional Grants	5,464	1,739	1,508	1,552	1,512	1,512	44
Other Revenue	209	208	608	504	329	329	(104)
Transfers To/From Reserves	291	1	127	3	3	3	(124)
Transfers To/From Operations/Capital	-	-	-	-	-	-	-
TOTAL	$10,569	$6,075	$12,206	$11,279	$11,974	$11,974	$(927)
EXPENDITURES							
Salaries, Wages & Benefits	$12,397	$11,701	$15,598	$14,789	$15,950	$16,134	$810
Contracted & General Services	$1,434	$1,087	$2,442	$2,463	$2,553	$2,573	$(21)
Materials, Goods, Supplies & Utilities	$2,472	$2,380	$3,280	$3,141	$3,472	$3,547	$139
Transfers To Organizations & Individuals	$2,345	$2,386	$3,017	$3,041	$3,041	$3,041	$(25)
Bank Charges & Short Term Interest	$45	$50	$91	$106	$116	$116	$(15)
Other Expenditures	$130	$96	$215	$215	$216	$216	$(1)
Transfers To/From Reserves	$382	$127	$164	$157	$157	$157	$7
Transfers To/From Operations/Capital	$523	$607	$695	$695	$695	$695	-
TOTAL	$19,729	$18,434	$25,502	$24,608	$26,200	$26,479	$894
NET	$(9,160)	$(12,360)	$(13,296)	$(13,329)	$(14,226)	$(14,505)	$(33)

SIGNIFICANT CHANGES

Revenue

$693 thousand decrease in Sales & User Fees due to City not operating Starbucks and partial year closure of Fountain Park Recreation

$104 thousand decrease in Other Revenue due to lower anticipated sponsorships.

$124 thousand decrease in Transfer To/From Reserves due to one-time funding for projects such as Walk Walk Dance Temp Art and fee review not in 2023.

Expense

$810 thousand decrease in Salaries, Wages and Benefits due to City not operating Starbucks, transfer of marketing staff to Strategic Services and partial year closure of Fountain Park Recreation Centre offset by annualization of salary costs.

$139 thousand decrease in Materials, Goods, Supplies & Utilities due to City not operating Starbucks and partial year closure of Fountain Park Recreation Centre offset by inflationary increases in utilities and insurance costs.

Note: Totals may not sum exactly due to rounding



Fire Hall #1

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.

Corporate Business Plan Alignment

This function is involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan:

COUNCIL STRATEGIC PRIORITY	EMERGENCY SERVICES
SP 1: Economic Prosperity	
SP 2: Downtown Vibrancy	
SP 3: Community Well Being	
SP 4: Adapting to a Changing Natural Environment	
SP 5: Financial Sustainability	
OE 1: Our People – Our Team	
OE 2: Planning and Prioritizing	
OE 3: Digital Transformation	
OE 4: Operational Performance	
OE 5: Customers/Residents	

Resource Requests

The following resources have been identified to pursue the implementation of the Corporate Business Plan and delivery of services:

Maintain Services

SERVICE	$ REQUEST	SOURCE	STATUS
Enhanced Department Training	22,000	OBC Growth	Recommended
Firefighters (4)	429,600	Base	Recommended

Emergency Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Proposed Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	1,084	1,514	1,191	1,240	1,240	1,240	49
Licenses & Permits	408	414	406	424	424	424	18
Fines	1,658	2,189	2,702	2,100	2,100	2,100	(602)
Rentals	24	24	24	32	24	24	8
Conditional Grants	1,823	1,311	1,569	1,937	1,897	1,897	368
Other Revenue	2,686	2,686	2,803	2,887	2,901	2,916	84
Transfers To/From Reserves	32	-	-	-	-	-	-
TOTAL	$7,715	$8,138	$8,695	$8,620	$8,586	$8,601	$(76)
EXPENDITURES							
Salaries, Wages & Benefits	$22,841	$23,300	$23,901	$23,765	$23,954	$24,098	$136
Contracted & General Services	$1,214	$1,567	$1,581	$1,408	$1,408	$1,408	$173
Purchases From Other Governments	$9,773	$10,070	$12,300	$13,100	$13,500	$13,905	$(800)
Materials, Goods, Supplies & Utilities	$1,209	$997	$996	$1,108	$1,128	$1,138	$(112)
Bank Charges & Short Term Interest	$1	$2	$4	$4	$4	$4	-
Other Expenditures	$1,393	$1,500	$1,639	$1,799	$1,852	$1,906	$(160)
Transfers To/From Reserves	$188	$355	$131	$120	$120	$120	$11
Transfers To/From Operations/Capital	$1	$1	-	-	-	-	-
TOTAL	$36,620	$37,791	$40,552	$41,304	$41,965	$42,579	$(752)
NET	$(28,905)	$(29,653)	$(31,857)	$(32,685)	$(33,379)	$(33,978)	$(828)

SIGNIFICANT CHANGES

Revenue

$602 thousand decrease in Fines due to lower trend in photo radar fines.

$368 thousand increase in Conditional Grants due to new funding model for the 911 grant.

Expenses

$136 thousand decrease in Salaries and Wages due to higher mix of probationary staff compared to prior year.

$173 thousand decrease in Contracted & General Services due to reduction in photo radar contract due to less fines.

$800 thousand increase in Purchases From Other Goverments due to increase in RCMP contract.

$112 thousand increase in Materials, Goods, Supplies & Utilities due to increased cost in uniforms, equipment and utilties.

$160 thousand increase in Other Expenditures due to increase in equipment charges for Emergency Services vehicles.

Note: Totals may not sum exactly due to rounding



Public Operations – Asphalt replacement

PUBLIC OPERATIONS

Functional Overview

The Public Operations 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 Operations function also provides safe, reliable local and commuter transportation to residents.

Corporate Business Plan Alignment

This function is involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan:

CORPORATE BUSINESS PLAN	PUBLIC OPERATIONS
SP 1: Economic Prosperity	
SP 2: Downtown Vibrancy	
SP 3: Community Well Being	
SP 4: Adapting to a Changing Natural Environment	
SP 5: Financial Sustainability	
OE 1: Our People – Our Team	
OE 2: Planning and Prioritizing	

CORPORATE BUSINESS PLAN	PUBLIC OPERATIONS
OE 3: Digital Transformation	
OE 4: Operational Performance	
OE 5: Customers/Residents	

Resource Requests

The following resources have been identified to pursue the implementation of the Corporate Business Plan and delivery of services:

Maintain Services

SERVICE	$ REQUEST	SOURCE	STATUS
Grader Operator	0	OBC Growth	Recommended
Trackless Sidewalk Machine Operator	0	OBC Growth	Recommended

Capital Charters

CHARTER NAME	$ REQUEST	SOURCE	STATUS
PW – 036 Grader	590,000	CC Growth Municipal	Recommended
PW – 037 Loader with Blower	500,000	CC Growth Municipal	Recommended
PW – 038 Sidewalk Machine	175,000	CC Growth Municipal	Recommended
PW – 039 Truck Plow with Sander	365,000	CC Growth Municipal	Recommended

Public Operations Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Proposed Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	2,309	1,922	2,690	3,343	3,857	3,857	653
Licenses & Permits	18	26	24	24	24	24	-
Rentals	911	604	650	650	650	650	-
Unconditional Grants	2	-	-	-	-	-	-
Conditional Grants	3,202	325	914	119	119	119	(795)
Other Revenue	9	13	-	-	-	-	-
Materials, Goods, Supplies & Utilities	461	461	461	461	461	461	-
Other Expenditures	6,175	6,659	6,922	7,407	7,625	7,854	485
Transfers To/From Reserves	20	16	22	22	22	22	-
Transfers To/From Operations/Capital	333	333	333	333	333	333	-
TOTAL	$13,439	$10,358	$12,016	$12,359	$13,090	$13,319	$342
EXPENDITURES							
Salaries, Wages & Benefits	$12,974	$13,407	$13,621	$13,835	$13,882	$13,908	$(214)
Contracted & General Services	$11,781	$12,855	$15,258	$15,787	$16,032	$16,032	$(529)
Materials, Goods, Supplies & Utilities	$5,989	$6,126	$7,419	$8,494	$8,511	$8,573	$(1,075)
Other Expenditures	$3,583	$3,864	$4,061	$4,251	$4,377	$4,507	$(190)
Transfers To/From Reserves	$2,787	$2,792	$2,843	$3,357	$3,357	$3,357	$(514)
Transfers To/From Operations/Capital	$(725)	$(839)	$(951)	$(951)	$(951)	$(951)	-
TOTAL	$36,390	$38,205	$42,252	$44,773	$45,207	$45,425	$(2,521)
NET	$(22,951)	$(27,847)	$(30,236)	$(32,414)	$(32,117)	$(32,106)	$(2,179)

SIGNIFICANT CHANGES

Revenue

$653 thousand increase inSales & User Fees due to increase in transit utilization levels.

$795 thousand decrease in Conditional Grants due to one-time Transit operating grant.

$485 thousand increase in Other Expenditures due to increase in garage recoveries which reflects updated equipment charge usage and rates.

Expense

$214 thousand increase in Salaries, Wages & Benefits due to annualization of salaries.

$529 thousand increase in Contracted & General Services due to increase in transit operations contract, janitorial and maintenance contracts.

$1,075 thousand increase in Materials,Goods,Supplies &Utilities due to increase gas and utility charges.

$190 thousand increase in Other Expenditures to reflect updated equipment charge usage rate.

$514 thousand increase in Transfer To/From Reserves to reflect reallocation of capital funding to sustain equipment replacement plan.

Note: Totals may not sum exactly due to rounding



Lacombe Lake Park and Neighbourhood

PLANNING & ENGINEERING SERVICES

Functional Overview

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.

Corporate Business Plan Alignment

This function is involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan:

CORPORATE BUSINESS PLAN	ENGINEERING SERVICES	PLANNING & DEVELOPMENT
SP 1: Economic Prosperity		
SP 2: Downtown Vibrancy		
SP 3: Community Well Being		
SP 4: Adapting to a Changing Natural Environment		
SP 5: Financial Sustainability		
OE 1: Our People – Our Team		
OE 2: Planning and Prioritizing		
OE 3: Digital Transformation		
OE 4: Operational Performance		
OE 5: Customers/Residents		

Resource Requests

The following resources have been identified to pursue the implementation of the Corporate Business Plan and delivery of services:

Maintain Services

SERVICE	$ REQUEST	SOURCE	STATUS
Capital Projects Resource Coordinator	1,500	OBC Growth	Recommended
Landscape Technician	90,000	OBC Growth	Recommended
Junior Engineer/Technologist	32,200	OBC Growth	Recommended
Transportation Data Coordinator	1500	OBC Growth	Recommended
Project Resource Administrator	1500	OBC Growth	Recommended

Capital Charters

CHARTER NAME	$ REQUEST	SOURCE	STATUS
ENGS – 010 Transportation Master Plan (TMP) Update	800,000	CC Growth Municipal	Recommended
ENGS – 068 Active Transportation Plan	500,000	CC Growth Municipal	Recommended
ENGS – 070 North St. Albert Trail Improvements anticipated 80% OSL	24,232,900	CC Growth Municipal	Recommended
ENGS 073 Fowler Way – 50% OSL	4,400,000	CC Growth Municipal	Recommended
ENGS – 075 Villeneuve Rd. Rebuild – 35% OSL	17,057,100	CC Growth Municipal	Recommended
ENGS – 079 RR260 Road Construction	227,000	CC Growth Municipal	Recommended

Planning & Engineering Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Proposed Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	1,139	1,533	1,239	1,302	1,302	1,302	62
Licenses & Permits	1,931	2,123	2,068	2,234	2,234	2,234	165
Conditional Grants	34	16	-	-	-	-	-
Other Revenue	6	31	16	16	16	16	-
Transfers To/From Reserves	19	173	44	-	-	-	(44)
TOTAL	$3,128	$3,874	$3,367	$3,551	$3,551	$3,551	$184
EXPENDITURES							
Salaries, Wages & Benefits	$6,678	$6,913	$7,242	$7,196	$7,253	$7,284	$47
Contracted & General Services	$396	$554	$523	$526	$651	$676	$(3)
Materials, Goods, Supplies & Utilities	$2,871	$3,264	$2,850	$3,126	$3,129	$3,134	$(276)
Bank Charges & Short Term Interest	$36	$52	$34	$34	$34	$34	-
Other Expenditures	$115	$72	$62	$83	$85	$88	$(21)
Transfers To/From Reserves	$136	-	-	-	-	-	-
Transfers To/From Operations/Capital	$(112)	$(462)	-	-	-	-	-
TOTAL	$10,120	$10,393	$10,711	$10,964	$11,152	$11,216	$(253)
NET	$(6,992)	$(6,519)	$(7,344)	$(7,413)	$(7,602)	$(7,665)	$(69)

SIGNIFICANT CHANGES

Revenue

$165 thousand increase in Licenses & Permits consistent with rate increases.

Expense

$276 thousand increase in Materials, Goods, Supplies & Utilities due to anticipated increase in electricity charges.

Note: Totals may not sum exactly due to rounding

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

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Proposed Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Property Taxes (Net Municipal)	$207	$339	$200	$200	$200	$200	-
Business Taxes	-	-	-	900	-	-	900
Sales & User Fees	4,354	4,229	4,472	4,833	4,996	4,996	362
Franchise & Concession Contracts	5,260	6,373	6,326	8,799	8,905	8,991	2,473
Interest Income	4,536	4,020	4,200	4,600	4,600	4,600	400
Rentals	7	13	6	6	6	6	-
Other Revenue	229	241	24	28	29	29	4
Transfers To/From Reserves	881	2,280	4,488	5,491	4,437	4,437	1,003
Transfers To/From Operations/Capital	18	(15)	-	-	-	-	-
TOTAL	$15,492	$17,480	$19,715	$24,857	$23,173	$23,258	$5,142
EXPENDITURES							
Property Taxes (Net Municipal)	$6	-	-	-	-	-	-
Salaries, Wages & Benefits	$1,003	$879	-	-	-	-	-
Contracted & General Services	$775	$5	$5	$5	$5	$5	-
Materials, Goods, Supplies & Utilities	$114	$(59)	-	-	-	-	-
Transfers To Organizations & Individuals	$122	$128	$124	$124	$124	$124	-
Bank Charges & Short Term Interest	$3,172	$2,639	$2,820	$2,885	$2,885	$2,885	$(65)
Debenture Interest	$1,302	$1,303	$2,426	$4,056	$5,499	$5,170	$(1,630)
Other Expenditures	$295	$55	$367	$3,300	$5,300	$7,353	$(2,934)
Transfers To/From Reserves	$22,622	$19,576	$14,816	$15,803	$18,229	$20,147	$(986)
Transfers To/From Operations/Capital	-	-	-	$11	$11	$11	$(11)
Principal Repayments	$4,257	$4,929	$7,246	$8,584	$8,517	$6,323	$(1,337)
TOTAL	$33,668	$29,456	$27,804	$34,767	$40,568	$42,017	$(6,963)
NET	$(18,176)	$(11,976)	$(8,089)	$(9,910)	$(17,395)	$(18,759)	$(1,821)

SIGNIFICANT CHANGES

Revenue

$900 thousand increase in assessment growth revenue applied to the base.

$362 thousand increase in Sales and User fees from utility administration fee based on projected corporate assumptions.

$2,473 thousand increase in Franchise Fees due to increase in electrical franchise fee rate and delivery charges.

$400 thousand increase in interest income based on rates, investment base and investments in long term instruments.

$1,003 thousand increase in Transfer To/From Reserves to fund debt payments for Range Road 260, North St Albert Trail, and Fire Hall #4 equipment.

Expenses

$1,630 thousand increase in Debenture Interest due to new debt for Range Road 260, North St Albert Trail, Ray Gibbon Drive, and Fire Hall #4 equipment.

$2,934 thousand increase in Other Expenditures for corporate contigency.

$986 thousand increase in Transfer To/From Reserves due to approved 1.5% increase for infrastructure funding strategy offset by decrease in public art and community capital grant.

$1,337 thousand increase in debenture principle repayments due to new debt for Range Road 260, North St Albert Trail, Ray Gibbon Drive, and Fire Hall #4 equipment.

Note: Totals may not sum exactly due to rounding



UTILITY SERVICES

Functional Overview

The Utility Services functional area provides water, wastewater, stormwater, 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 services are funded through the Utility Services Function:

- Water
- Wastewater
- Stormwater
- Solid Waste Management

Corporate Business Plan Alignment

This function is involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan:

COUNCIL STRATEGIC PRIORITY	UTILITY SERVICES
SP 1: Economic Prosperity	
SP 2: Downtown Vibrancy	
SP 3: Community Well Being	
SP 4: Adapting to a Changing Natural Environment	
SP 5: Financial Sustainability	
OE 1: Our People – Our Team	
OE 2: Planning and Prioritizing	
OE 3: Digital Transformation	
OE 4: Operational Performance	
OE 5: Customers/Residents	

Resource Requests

The following resources have been identified to pursue the implementation of the Corporate Business Plan and delivery of services:

Capital Charters

CHARTER NAME	$ REQUEST	SOURCE	STATUS
WATER – 018 North Reservoir and Pumphouse	1,980,000	CC Growth Utility	Recommended

Utilities Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Proposed Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	38,620	40,654	43,256	46,531	47,852	49,218	3,275
Penalties & Costs On Taxes	205	246	275	250	250	250	(25)
Other Revenue	49	38	40	40	40	40	-
Transfers To/From Reserves	1,382	1,366	1,389	682	682	682	(707)
Transfers To/From Operations/Capital	-	-	-	11	11	11	11
TOTAL	$40,255	$42,304	$44,960	$47,513	$48,835	$50,200	$2,553
EXPENDITURES							
Salaries, Wages & Benefits	$5,993	$5,857	$6,031	$6,103	$6,123	$6,138	$(72)
Contracted & General Services	$8,900	$8,859	$9,407	$9,851	$10,027	$10,032	$(444)
Purchases From Other Governments	$11,798	$13,775	$13,836	$14,731	$15,457	$16,199	$(896)
Materials, Goods, Supplies & Utilities	$1,022	$1,116	$1,141	$1,145	$1,155	$1,183	$(4)
Transfers To Organizations & Individuals	-	-	$24	$24	$24	$24	-
Bank Charges & Short Term Interest	$	$1	$1	$1	$1	$1	-
Debenture Interest	$340	$306	$286	$263	$249	$235	$24
Other Expenditures	$1,177	$1,303	$1,349	$1,529	$1,806	$2,221	$(181)
Transfers To/From Reserves	$9,308	$9,505	$11,119	$12,766	$12,878	$13,040	$(1,647)
Transfers To/From Operations/Capital	$574	$536	$681	$682	$682	$682	$()
Principal Repayments	$1,034	$1,060	$1,086	$419	$433	$447	$667
Funds Acquired Closeout	$109	$(12)	-	-	-	-	-
TOTAL	$40,255	$42,304	$44,960	$47,513	$48,835	$50,200	$(2,553)
NET	-	-	-	-	-	-	-

SIGNIFICANT CHANGES

Revenue

$3,275 thousand increase in Sales & User fees due to an increase in the Supplemental Capital Contribution (SCC) Fee and an increase in flat rates for Water, Wastewater and Solid Waste.

$707 thousand decrease in Transfer To/From Reserves due to retirement of Project 9 debenture.

Expense

$72 thousand increase in Salaries, Wages and Benefits due to annualization of salary costs.

$444 thousand increase in Contracted Services for utility administration based on projected corporate assumptions.

$896 thousand increase in Purchases from Other Governments due to an increase in volume purchased from Epcor, and an increase in volume and rates from Alberta Capital Waste Water Commission.

$181 thousand increase in Other Expenditures for utility contingency.

$1,647 thousand increase in Transfers To/From Reserves to balance department totals.

$707 thousand decrease in Debenture Interest and Principal Repayments due to retirement of Project 9 debenture.

Note: Totals may not sum exactly due to rounding

APPENDICES

MUNICIPAL BASE BUSINESS CASES

MUNICIPAL GROWTH BUSINESS CASES

MUNICIPAL BUSINESS CASES

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2023 RECOMMENDED)

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2023 UNFUNDED)

ACRONYMS

GLOSSARY

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Firefighters (4)
LEAD DEPARTMENT:	Emergency Services

TYPE:	Choose one: o Mandatory (Legal, risk, safety) o Maintain Service Levels ✓ Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	Hire 4 firefighters to continue preparing our trained staffing levels, as we move towards the opening of Fire Hall 4.

BUSINESS CASE JUSTIFICATION:	**Current State -** In 2019, Project Charter FIRE-005 was approved by Council. This charter outlined the building, staffing, and equipping, of a new fire hall (Fire Hall 4) which is to be constructed on the City's north end. In total, 32 new positions were identified for this station of which, 17 have been hired. This request is a continuation of the direction provided by Council, and it allows the St. Albert Fire Service (SAFS) the opportunity to continue preparing our trained staffing levels, as we move towards the new station's opening. Continuing to on-board new staff now, allows the opportunity for training and department familiarization, prior to the new station opening. **Issues -** The project charter (FIRE-005) was created to address growth, and Council's approved service level that emergency services will arrive on scene to an emergency in under 9 minutes, 90% of the time. Currently, the SAFS is unable to achieve the response time directive, set by Council, in this area. **Opportunities -** Hiring staff now, for Fire Hall 4, allows the opportunity to recruit, train, and educate new staff, so that we are not finding an excessive number of new recruits starting at the same time. Hiring these staff, as we work to open the new fire hall, supports growth on the City's north end which is inclusive of both residential and commercial. **Risks -** Not spacing out the hiring of the remaining staff needed for the new fire hall puts the City at risk of being overwhelmed in our training division, and we run the risk that we would not be able to find an adequate number of suitable candidates, at one time. Currently, most integrated and non-integrated services, are actively recruiting, which provides additional challenges.

CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**		
	2023	Total Revenue: $	-
		Total Expense: $	429,600
		Net Budget: $	**429,600**
	2024	Total Revenue: $	-
		Total Expense: $	437,400
		Net Budget: $	**437,400**
	2025	Total Revenue: $	-
		Total Expense: $	445,200
		Net Budget: $	**445,200**

	Choose one: ○ One time ◉ Ongoing If one time, indicate number of years:_____
FUNDING NOTES:	This business case is funded through the base budget.
ASSOCIATED CAPITAL PROJECT:	FIRE-005
CAPITAL IMPACTS:	N/A

MUNICIPAL GROWTH BUSINESS CASES

Enhanced Department Training

Capital Projects Resource Coordinator

Junior Engineer / Technologist

Landscape Technologist

Project Resource Administrator

Transportation Data Coordinator

Financial Controller

IT Business Analyst – Purchasing Audit

IT Security Analyst

Procurement Specialist

Abilities Management Advisor

Environment Compliance Associate

Safety Enhancements

Executive Leadership Capacity

Grader Operator

Sidewalk Machine Operator

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Enhance Department Training
LEAD DEPARTMENT:	Emergency Services

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	To provide new Advance Care Paramedic recruits training in Professional Firefighting standards.

BUSINESS CASE JUSTIFICATION:	**Current State –** Integrated fire services are experiencing a decline in the number of suitable candidates that are certified in providing both emergency medical and firefighting services. To address our recruitment needs, the SAFS has moved to recruit trained Advance Care Paramedics that are willing to be trained to Professional Firefighting standards. Funding identified in this OBC addresses the financial support needed to achieve this direction. Most training is provided in-house by certified instructors and firefighting personnel. When a new recruit starts with the City, they attend a 16 week training program that introduces them to the St. Albert Fires Services (SAFS) way of firefighting and, provides an avenue o evaluate existing recruit skill sets. **Issues -** Due to recruitment issues, the City of St. Albert Fire Service is currently recruiting Advance Care Paramedics that may have little to no firefighting training or experience. This additional training is designed to ensure the successful delivery of firefighting skills to each new member. Further, without additional funding for the training outlined in this OBC, funding will need to be reallocated from other budget areas, impacting other departmental programs. This funding request is a one-time request for each new firefighting recruit.". **Opportunities -** Training provided under this OBC allows the SAFS to expand the pool of candidates that may be selected when recruiting new members. Industry trends over recent years demonstrate a decline in suitable candidates that carry both firefighting and medical certifications.

	Risks - Staffing shortages may be experienced as a result of not approving this business case or, impacts to other operating areas will be realized as funding will be moved to support this expense.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:

Year		
2023	Total Revenue: $	
	Total Expense: $	22,000
	Net Budget: $	**22,000**
2024	Total Revenue: $	-
	Total Expense: $	22,000
	Net Budget: $	**22,000**
2025	Total Revenue: $	
	Total Expense: $	38,500
	Net Budget: $	**38,500**

	Choose one: ○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	FIRE-006
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Capital Projects Resource Coordinator
LEAD DEPARTMENT:	Engineering Services

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	Convert the Capital Projects Resource Coordinator position from a non-permanent Term position to a Permanent 1.0FTE.

BUSINESS CASE JUSTIFICATION:	**Current State -** This position is currently staffed as a term position that has been renewed continuously over the last 8 years. The Project Resource Coordinator is directly responsible for the successful delivery of capital projects of a repetitive or annual nature up to $1,000,000 in value. Examples of projects delivered by the Project Resource Coordinator include Trails Rehabilitation, Traffic Calming, and Sidewalk Rehabilitation. The Project Resource Coordinator also issues On Street Construction Permits (OSCP) primarily for the Capital Projects Office (CPO) and supports the Development Engineering and Transportation teams with processing and auditing an average of 500 permits yearly as well as processing any Noise bylaw exceptions. The position also provides support to Project Managers and Senior Project Managers on larger-scale capital projects by assisting with: • Advertising RFPs and Tenders on the City of St. Albert's electronic format (Bids & Tenders) and APC/Buildworks Canada. • Compilation of executed contract documents for construction and consultants. • Standardization of forms and processes utilized by the Capital Projects Office. • Assisting with Public Engagement processes throughout the projects.

	Issues - The term position does not receive pension benefits nor is entitled to Long Term Disability benefits, both of which are attractive benefits to an employee and contribute to employee retention. Conversion of the position to permanent will assist with retaining current staff recognizing the continuous training and investment that the City has made in them. **Opportunities -** There is an opportunity that can be gained in retaining the existing term employee through conversion to permanent by leveraging the skills gained to date to continue to refine and improve the service of the CPO team. Modern project delivery models that will serve to improve the best project value to the City of St. Albert will require additional employee resources in internal project oversight to leverage significant contractor and consultant cost reductions. Traditional models rely on fixed price contract styles that transfer risk to the contractor that are inevitably priced into their fixed price. This leads to the City of St. Albert paying for contractor priced risk that can be reduced with the ability to provide tighter project oversight, cost control and pricing oversight. The Projects Resource Coordinator has been identified as the additional internal input that will provide additional contract management through Capital Projects. **Risks -** The risk of not approving this business case is that the current staff member may elect to resign in order to accept a permanent position elsewhere. Significant, specific skills would be lost. In the short term, tasks completed by this position would not be completed leading to a lower level of service from the CPO structure. Additionally, costs would be incurred through recruiting a new candidate, as well as training, onboarding and lower productivity gains until the new candidate was a full contributor in the role.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:

Year			
2023	Total Revenue:	$	
	Total Expense:	$	1,500
	Net Budget:	$	1,500
2024	Total Revenue:	$	-
	Total Expense:	$	1,500
	Net Budget:	$	**1,500**
2025	Total Revenue:	$	
	Total Expense:	$	1,500
	Net Budget:	$	**1,500**

	Choose one: ○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	Incremental funding requirements are nominal due to current full time employment in a term position, with incremental value limited to employee recognition.
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Junior Engineer/Technologist
LEAD DEPARTMENT:	Engineering Services

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	Add a Junior Engineer/Technologist to the Development Engineering team to address increased demand and capacity constraints.

BUSINESS CASE JUSTIFICATION:	**Current State -** As development has increased in the past few years, there has been a deficiency in adequate manpower resourcing to keep up with the demand. This is compounded by additional requirements that have been added to the Development Engineering team including lot grading reviews and service connection inspections. The current state of the situation is that the team is completing the new inspections of lot grading and service connections but is missing out on more site inspections for Development Agreements. These are the items that are transferred to the City upon completion and in reality, are more important for long term asset management. Development has increased drastically over the past three years, with new developments more than doubling from previous highs. The volume of those projects compounded with the additional requirements of the added responsibilities has left the team unable to complete all tasks to an adequate level. Another person is required to maintain what our level of inspections was before the addition of the new responsibilities. As the team is focusing on these other responsibilities, some volumes of work from other team members cannot be lessened and is difficult to maintain this level of volume for extended periods, which will lead to employee burnout. **Issues -** Service levels are not being met because there are too many tasks to complete with not enough team members to complete them. This has multiple effects. The team is not spending enough time inspecting our new assets that are being built in the field, this can cause a loss of quality and will result in replacements of said infrastructure sooner than anticipated and will increase costs. Also, it will lead to employee burnout and loss of

	staff, which will require retraining and loss of quality employees as well. **Opportunities -** The opportunity is to maintain what the team was previously able to handle without falling too far behind. This will lessen long term costs in the 10 - 30 year range. **Risks –** Without this position, staff may not be able to inspect infrastructure and it leads to higher costs for the City as replacements will need to be made sooner. We may not be able to inspect lot grading and service connections; this will lead to higher residential complaints and issues that the City will have to address and potential legal claims against the City.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**		
	2023	Total Revenue: $	-
		Total Expense: $	32,200
		Net Budget: $	**32,200**
	2024	Total Revenue: $	-
		Total Expense: $	32,200
		Net Budget: $	**32,200**
	2025	Total Revenue: $	-
		Total Expense: $	32,200
		Net Budget: $	**32,200**

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

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Landscape Technologist
LEAD DEPARTMENT:	Engineering Services

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	A new Landscape Technician is required to ensure that all vegetation that is submitted to the City from developers meets the Municipal Engineering Standards and is adequate for the City.

BUSINESS CASE JUSTIFICATION:	**Current State -** As the volume of developments has more than doubled in the past few years, there is a lack of resources to maintain the same level of service. Developments have more than doubled in the past 3 years and the volume of inspections for landscape material has increased as well. There is not enough capacity with the team to be able to review the drawings and inspect all of the installations and maintain our levels of service at this time. This is an ongoing temporary position. **Issues -** As development has increased and the team has remained consistent, the volume of work has exceeded what one person is capable of handling and another person is required to maintain our levels of service. If the position is not approved, there will be a severe lack of inspection quality on installed plantings. This could lead to unhealthy vegetation that would need to be replaced by public operations sooner than anticipated and cost the City. There could also be pests that have been transferred to the City which could lead to a larger issue Citywide and would result in a large scale cost to replace infected trees. **Opportunities -** This position is aimed at maintaining levels of service and future cost reductions for public operations in the long term by avoiding vegetation with poor health from being installed and accepted by the City. **Risks -** The City inherits plantings that need to be replaced sooner than intended and will in turn cost the City money and resources to complete this work. This position requires a small cost upfront to save more costs further in the future. There could also be an introduction of pests or species that will not comply with our City's

	requirements and would need to be replaced as well, which would cost the City in long term costs.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**		
	2023	Total Revenue: $	-
		Total Expense: $	90,000
		Net Budget: $	**90,000**
	2024	Total Revenue: $	-
		Total Expense: $	90,000
		Net Budget: $	**90,000**
	2025	Total Revenue: $	-
		Total Expense: $	90,000
		Net Budget: $	**90,000**

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

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Project Resource Administrator
LEAD DEPARTMENT:	Engineering Services

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	Convert the current term position of Project Resource Administrator to a Permanent 1.0FTE.

BUSINESS CASE JUSTIFICATION:	**Current State -** The position is currently staffed by a term position that has been continually renewed for several years. The Project Resource Administrator position was created in March 2019 to provide support to the Capital Projects Office (CPO) for the successful delivery of capital projects. This position is also responsible for: Construction communications, including managing the construction helpdesk, assisting CPO Project Managers in the public engagement process, providing response to inquiries from relevant stakeholders, and sending out project updates for Project Managers. Capital projects administrative support, including advertising RFPs and Tenders, assisting with executing contract documents, updating the project tracking sheet and coordinating the document retention process for CPO files, as well as ensuring all required project permits are in place and managing databases of calls and public engagements. Administrative support to other branches within Engineering services, including public engagement and communication with residents to address their concerns. **Issues -** The term position does not receive pension benefits nor is there entitlement of Long Term Disability benefits, both of which are attractive benefits to an employee and contribute to employee retention. Conversion of the position to Permanent will assist with retention of current staff such that the City does not lose the staff to other organizations after the continuous training and investment that the City has made.

	Opportunities – This position handles close to 2000 construction related residential calls per year which is expected to be exceeded in 2022 and have already established a certain level of confidence in handling almost all of the residential calls which are mostly difficult conversations. If the position is converted to permanent, there is a level of loyalty that can be nurtured along with deflecting many complaint calls from being handled at higher levels in the organization, which is the most efficient way to handle construction call in the absence of a centralized call center. **Risks -** The absence of this role and its support to the Capital Projects Office activities increases the risk on projects as the tasks performed by this position would be completed less effectively or not performed at all leading to a lower overall service completed by the CPO.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**		
	2023	Total Revenue: $	
		Total Expense: $	1,500
		Net Budget: $	**1,500**
	2024	Total Revenue: $	-
		Total Expense: $	1,500
		Net Budget: $	**1,500**
	2025	Total Revenue: $	
		Total Expense: $	1,500
		Net Budget: $	**1,500**

	Choose one: ○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	Incremental funding requirements is nominal due to current full time employment in a term position, with incremental value limited to employee recognition.
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Transportation Data Coordinator
LEAD DEPARTMENT:	Engineering Services

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	Convert the current term position of Transportation Data Coordinator to a Permanent 1.0FTE.

BUSINESS CASE JUSTIFICATION:	**Current State –** The position is categorized as "Core" because the resulting actions of data management, data validation and quality control checks provide outputs of information that support the City's asset management, project prioritization and capital planning, as well as provide graphic and numerical information that is shared with stakeholders and residents on states of mobility, safety and infrastructure within the City. At present, various forms of asset data are collected and require validation, qualification and compilation annually. A key priority for the organization is improved asset management and asset planning to ultimately deliver a total cost of ownership of assets. This position is critical to the primary function of data management and reports outputs that can be used and analyzed by the Infrastructure Engineer to develop evidence-based and cost-effective capital plans for our long term RMR investment. The output of this role is informative and shared with internal departments to coordinate capital plans and investment and also with external stakeholders and residents to provide background on capital programs. Additionally, various forms of operational traffic data are collected, inclusive of vehicle and pedestrian counts, speed data and vehicle classification. This information is used to inform traffic control requirements, immediate demands and support various prioritization of corridor improvements or project completion, as well as support forecasting and traffic modeling. Information is used internally and also requested by external stakeholders that use data for Traffic Impact Assessments for development applications, used by regional stakeholders to inform on regional network demands, and information is shared with residents to help educate and inform

	on current traffic status reports. Data is collected and presented annually and used to identify immediate state of operations and used for forecasting. If this position did not exist, data would not be able to be compiled and presented and would be unavailable for internal and external use which can make relevance of data obsolete or simply unavailable. **Issues -** By maintaining the position as a term assignment, there is high risk of incurring higher than average turnover costs because the position is currently temporary, and most people wish to secure permanent employment. Turnover replacement costs are estimated at 25% of annual salary which is approximately $18,625. Within approximately a year period in 2019/2020, this term position had three (3) incumbents resign from the city because they found permanent positions with other organizations, which was estimated to have cost the City approximately $36,985.50. After a long vacancy in this position due to Covid-19, the most recent hire has also left the organization after 6 months in the role (2022). **Opportunities –** It is important to note that this position aligns to Council policies C-TS-02 Neighborhood Traffic Calming and C-P&E -07 Asset Management through network screening, data collection and management which informs on capital priorities and asset investments. **Risks -** Continued turnaround of staff, lost investment in staff training, delay and costs associated with training new staff.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Financial Sustainability Activity: Implement Centralized Asset Management Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:

Year			
2023	Total Revenue:	$	
	Total Expense:	$	1,500
	Net Budget:	$	**1,500**
2024	Total Revenue:	$	-
	Total Expense:	$	1,500
	Net Budget:	$	**1,500**
2025	Total Revenue:	$	
	Total Expense:	$	1,500
	Net Budget:	$	**1,500**

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

FUNDING NOTES:	Incremental funding requirements are nominal due to current full time employment in a term position, with incremental value limited to employee recognition.
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Financial Controller
LEAD DEPARTMENT:	Financial Services and Information Technology

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	Add a Financial Controller to the Financial Services department to address workload capacity.

BUSINESS CASE JUSTIFICATION:	**Current State -** During 2016, Financial Services took part in a re-organization that saw the repurposing of the General Manager and 1 Controller position into 2 Accountant III positions. While the reallocation strengthened the Financial Operations and Reporting Branch, it had a negative effect on the senior technical finance area in that additional workload was placed on the two Financial Controllers. While the position was supported with temporary staff, this stopped in 2020 due to budget constraints. **Issues -** Due to actual and projected linear growth, additional workload is being placed on the two Financial Controllers through increased reliance from Executive/Leadership team to provide timely financial advice and oversight. The complexity and volume of grants have also resulted in additional workload. There is a significant technical knowledge gap between the Controllers and the staff they supervise, which limits the opportunity to delegate work. The Controller would allow the Financial Services department to maintain existing service levels to departments. **Opportunities -** The addition of a Financial Controller will alleviate the work capacity constraints on the existing Controllers and will allow for proactive financial support to departments and the ability to work on financial projects. **Risks -** There will be a decline in the service level provided to departments and external stakeholders which could result in an increased risk of: inaccurate forecast of budget, business decisions made without a full assessment of the financial implication, errors in reporting due to minimal oversight, limited resources to support corporate needs, residential grants and projects which could all result in creditability/ reputational harm to the City.

CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Financial Sustainability Activity: Modernize City's Budget – Multi-year Budgeting Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**		
	2023	Total Revenue: $	
		Total Expense: $	82,500
		Net Budget: $	**82,500**
	2024	Total Revenue: $	-
		Total Expense: $	134,800
		Net Budget: $	**134,800**
	2025	Total Revenue: $	
		Total Expense: $	138,400
		Net Budget: $	**138,400**

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

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	IT Business Analyst – Purchasing Audit
LEAD DEPARTMENT:	Financial Services and Information Technology

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	One year term position for an IT Business Analyst to identify the business and technical requirements for technology solutions needed to implement the Procurement Audit recommendations.

BUSINESS CASE JUSTIFICATION:	**Current State -** Procurement Services is currently implementing the recommendations of the Internal Audit Report on Procurement completed December 2019. The objective of this internal audit was to evaluate the City's procurement practices and identify opportunities for improvement to better align them with City Policy and leading procurement practices. This position is currently part of the audit recommendation implementation team and supported until the end of 2022. The IT Business Analyst currently in place identifies, collates, and documents business and technical requirements related to the audit recommendations and documents, designs, and re-designs technology-related business processes to support the implementation of the audit recommendations. **Issues -** Technology plays a vital role in achieving many of the audit recommendations. Including an IT Business Analyst (BA) on the team ensures that business and technical requirements are identified and documented and that business changes and related processes are well understood so that technology delivers the business value needed and benefits expected. Working collaboratively with internal and external stakeholders, the IT BA supports both the business and technical aspects of existing and new technology solutions. **Opportunities -** As recommended by the EY review there is an opportunity to create efficiencies in Financial Services through the automation of labour intensive tasks. This position will identify the business and technology requirements for these automation initiatives.

	Risks - Without IT Business Analysts, business requirements are not fully identified, technology is not implemented as effectively as possible, process improvements through technology are not achieved, business needs are not fully met, and technology benefits and value are not realized. These risks apply to both the implementation of audit recommendations as well as the automation of financial processes. With respect to financial processes, as the City continues to grow, the need to automate processes increases.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Financial Sustainability Activity: Procurement Audit Implementation Phase 1 Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**		
	2023	Total Revenue: $	-
		Total Expense: $	108,400
		Net Budget: $	108,400
	2024	Total Revenue: $	-
		Total Expense: $	-
		Net Budget: $	-
	2025	Total Revenue: $	-
		Total Expense: $	-
		Net Budget: $	-

	Choose one: ✓ One Time Ongoing If one time, indicate number of years: **1**_____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	IT Security Analyst
LEAD DEPARTMENT:	Financial Services and Information Technology

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	Full-time permanent position for an IT cyber security analyst. The position exists to ensure that the City's data, information, and services are protected from intentional or unintentional access and destruction.

BUSINESS CASE JUSTIFICATION:	**Current State -** This position ensures that there are technology, processes, and training in place to prevent cyber security attacks, internal attacks, and security breaches from staff actions as well as the intentional or unintentional destruction of data and services from/by internal staff. The rapid development of technology has hastened the transition to a digital first culture. Municipalities have seen a steady increase in the volume, frequency and severity of cyber security attacks and breaches. These changes have led to gaps in the City's cyber security as it has become challenging for one position to manage all aspects of corporate IT security. There is also an increased demand for safety education, training, and testing for staff from the organization and increased requirements for security to qualify for Cybersecurity insurance. Sick and vacation coverage, knowledge management and knowledge transfer are also concerning with a single subject matter expert performing this function. **Issues -** The branch has only one full-time Security Specialist which is insufficient to meet existing work demands and the volume of work keeps increasing. As a result, the Manager, Technical Services and other Technicians have had to take on additional tasks relating to this role. The branch is responding to threats with increases in the number and complexity of attacks. No other department within the City provides this function and there is no capacity to redeploy or reallocate existing resources to deliver the full functions of this role. **Opportunities -** The IT Security Analyst will actively support the management of all cyber security to protect and ensure due

	diligence to mitigate risk and exposure. The key responsibilities of this role will include but are not limited to perimeter security which secures the City from all real or potential vulnerabilities in the City's technical gateway to the outside world. The position will be responsible for development, maintenance and implementation of security policies, controls, and their compliance. The position will also audit internal and external securities by conducting integrity testing of all areas of systems security. Furthermore, application and data level security and disaster recovery planning and backups will be fundamental core responsibilities of this position. While the department has a Security Specialist, due to the growing diversity of breaches and cyber attacks, it has become necessary to add a Security Analyst position to this department to reduce our risks. **Risks –** Cyber security threats are growing in number and complexity resulting in a growing need to be more proactive to identify and mitigate cybersecurity risks, which if not handled properly would have significant consequences for the City and impact both internal and external stakeholders. Ransomware attacks could hold all systems hostage and prevent services from being provided. Other consequences include but are not limited to loss of operational data and data breaches through attacks such as ransomware, financial loss through phishing and ransomware attacks, loss of access to services for residents and the public through denial of service attacks and business application
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**			
	2023	Total Revenue:	$	-
		Total Expense:	$	81,300
		Net Budget:	**$**	**81,300**
	2024	Total Revenue:	$	-
		Total Expense:	$	108,400
		Net Budget:	**$**	**108,400**
	2025	Total Revenue:	$	-
		Total Expense:	$	108,400
		Net Budget:	**$**	**108,400**

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

FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Procurement Specialist
LEAD DEPARTMENT:	Financial Services and Information Technology

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	Add a procurement specialist to address current workload capacity, procurement audit work and implementation.

BUSINESS CASE JUSTIFICATION:	**Current State -** Procurement Services is currently implementing the recommendations of the Internal Audit Report on Procurement completed December 2019. The objective of this internal audit was to evaluate the City's procurement practices and identify opportunities for improvement to better align them with City Policy and leading procurement practices. **Issues -** Current purchasing practices across the City do not meet public sector best practice standards as identified by the audit which increases the risk exposure. Because the procurement department does not have the capacity to manage the increased procurement demand in addition to implementing the audit recommendations, the organization is experiencing significant delays in the procurement of goods and contract management across the City departments. **Opportunities -** The procurement specialist position provides the opportunity to increase resource capacity to improve and standardize purchasing practices, address contract and vendor management across departments, and reduce legal risk. We will also leverage technology for operation process improvements. **Risks –** Potentially, the City may be exposed to existing legal risks, inconsistent purchasing and contract management practices across departments, poor vendor performance tracking issues and financial risks.

CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Financial Sustainability Activity: Procurement Audit Implementation Phase 1 Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**		
	2023	Total Revenue: $	-
		Total Expense: $	82,400
		Net Budget: $	**82,400**
	2024	Total Revenue: $	-
		Total Expense: $	108,400
		Net Budget: $	**108,400**
	2025	Total Revenue: $	-
		Total Expense: $	111,600
		Net Budget: $	**111,600**

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

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Abilities Management Advisor
LEAD DEPARTMENT:	Human Resources, Safety and Environment

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	Convert the non-permanent Abilities Coordinator role into a 1.0FTE Permanent Abilities Advisor.

BUSINESS CASE JUSTIFICATION:	**Current State -** The City provides internal claims management for all occupational (WCB) claims and provides adjudication and management for all non-occupational disability claims for the first 30 days. For claims greater than 30 days, the City uses a third-party agency to assist in claims management. However, all returns to work are managed in-house by the City's permanent Abilities & Wellness Advisor and a non-permanent Abilities Coordinator with a focus on coordinating and expediting return to work strategies. The abilities management work is completed through an existing 1.0 FTE (Abilities & Wellness Advisor) and a full time non-permanent Abilities Coordinator. The volume of disability claims has increased by more than 160% since 2011. This service is not decreasing and has the potential to increase. With a steady rise in psychological illness & injury claims, the length and complexity of claims require consistent resources to manage them. The budget presently exists to fund this role however all new FTEs must be approved by Council under policy. **Issues -** The longer an employee is off work due to an injury or illness the higher the costs of insurance premiums and department overtime. Delays in the claims management process have directly impacted these increases, with WCB premiums more than doubling over the last 5 years. **Opportunities -** Converting to a permanent Abilities & Wellness Advisor will decrease delays in claims management processes designed to promote a return to work for ill or injured employees. This will save claim costs, preventing escalating premiums and overtime costs. **Risks -** Without the conversion of this non-permanent to permanent FTE position, there is a risk of turnover. This would result in claim

	return to work delays and inconsistency in claim management. This has the potential to increase overtime in departments due to prolonged staff leaves. We are already experiencing significant premium increases of approximately $100,000 each year over the last 2- 3 years.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: Our People Our Team Activity: Workforce Planning

FINANCIAL INFORMATION:	**Year**		
	2023	Total Revenue:	$ -
		Total Expense:	$ -
		Net Budget:	$ -
	2024	Total Revenue:	$ -
		Total Expense:	$ -
		Net Budget:	$ -
	2025	Total Revenue:	$ -
		Total Expense:	$ -
		Net Budget:	$ -

	Choose one: ○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	There will be no additional funding required. The funding for this role would be reallocated from an existing source within the HR & Safety Base Budget.
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Environmental Compliance Associate
LEAD DEPARTMENT:	Human Resources, Safety and Environment
TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced servic levels o Corporate Business Plan
SCOPE STATEMENT:	Convert a non-permanent position to a permanent 1.0 E to ensure the City's compliance with environmental stand ds and regulations.

BUSINESS CASE JUSTIFICATION:	**Current State -** This position is responsible for assisting with the City's Environmental Management System (EMS), including maintaining an ISO 14001 certification for activities and services provided by the Public Operations Department, managing corporate environmental risks and opportunities including all aspects of the Environmental Construction Operations (ECO) Plan Program. This position also shares responsibility for corporate release response and reporting, field sampling, and environmental records review. This position has been in operation for several years; however, it has been difficult to retain individuals for long durations due to the contract nature of this position. When the position is vacant, some of the responsibilities are provided by a consultant. When the position is filled, it creates cost avoidances for the City. This permanent service should not be delivered through non-permanent resources. The City currently has the majority of the budget residing in temporary wages. The additional funding needed is for benefits/pension. Any new FTE's must be approved by Council under policy **Issues -** This position is highly skilled and trained, with exceptionally high demand in the market. The City typically invests approximately $5,000 in training for the non-permanent Environmental Compliance Associate for ISO 14001 auditing, ECO construction site inspections and field sampling. Due to the non-permanent nature of this position, there has been high turnover (6 Environmental Associates since 2016) and the risk continues. **Opportunities -** Converting to permanent FTE will ensure City operations is compliant with regulatory requirements and avoid contractor costs associated with field work. The permanent FTE will

	ensure consistency of service delivery, quality, continuity as well as the most cost effective service delivery. **Risks -** Without the conversion to permanent 1.0 FTE for the Environmental Compliance Associate role, the City is at risk of turnover and delays or impacts to service delivery. When the position is vacant the City has greater risk of being in contravention of the Environmental Protection and Enhancement Act (EPEA) due to lack of preventative actions to limit risk associated with City operations and City run capital projects. Without the ECA continuous improvement is greatly delayed and much smaller scope. In addition, the City would need to add back budget into the Environmental Branch budget to complete required field sampling activities by contractors to meet the requirements of the City's owned contaminated sites management plan. Additionally, budget would be required to be added into the ISO 14001 budget line item to add additional contract to support the audits, system improvement, follow up and management of the ISO system.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Adapting to a Changing Natural Environment Activity: Green Environment Strategy Organizational Excellence Priority: Planning and Prioritization Activity:

FINANCIAL INFORMATION:	**Year**		
	2023	Total Revenue: $	-
		Total Expense: $	10,600
		Net Budget: $	**10,600**
	2024	Total Revenue: $	-
		Total Expense: $	10,600
		Net Budget: $	**10,600**
	2025	Total Revenue: $	-
		Total Expense: $	10,600
		Net Budget: $	**10,600**

	Choose one: ○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	The City currently has the majority of the budget residing in temporary wages. The additional funding needed is for benefits/pension.

ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Safety Enhancements
LEAD DEPARTMENT:	Human Resources, Safety and Environment

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	Creation of an operating budget for emergent safety enhancements or initiatives that need to be addressed.

BUSINESS CASE JUSTIFICATION:	**Current State –** Emergent safety enhancements or initiatives are not something that can easily be planned for but when identified need to be addressed. This business case seeks to ensure an operating budget of $47,000 exists in each budget year that doesn't rely on WCB rebate funding. Currently, we rely on funding from the Safety Reserve, which is funded through WCB rebates for maintaining a COR audited safety program and surplus dividends which could be at risk if not attained. **Issue -** Providing there are funds in the Safety Reserve, this amount will be transferred to offset this budget amount. However, we require a reliable safety enhancement budget for emergent safety needs when identified. If the Safety Reserve in any year, falls below this budget amount it will ensure the City has funds if/when needed. **Opportunities -** Addressing an emergent safety enhancement is preventative and will decrease the likelihood of potential workplace illness, injury or other loss and the associated costs. **Risks -** If the budget is not approved there is the potential that safety reserve funds are insufficient to meet emergent needs. This creates risks of not addressing hazards and implementing enhancements that could result in illness, injury or other loss. It was viewed as undesirable to consider asking for other reserve funding if the safety reserve was depleted.

CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**		
	2023	Total Revenue: $	-
		Total Expense: $	47,000
		Net Budget: $	**47,000**
	2024	Total Revenue: $	-
		Total Expense: $	47,000
		Net Budget: $	**47,000**
	2025	Total Revenue: $	-
		Total Expense: $	47,000
		Net Budget: $	**47,000**

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

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Executive Leadership Capacity
LEAD DEPARTMENT:	Executive Leadership Team

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	Supporting both operational strategic leadership to the organization, the addition of capacity to the executive leadership team will support the advancement of Council's strategic goals and oversight of City operations.

BUSINESS CASE JUSTIFICATION:	**Current State -** Budgeted positions within the current executive team include only the two positions of Chief Administrative Officer and Deputy Chief Administrative Officer that are solely responsible for the strategic and operational leadership of the City. Prior to 2017, leadership positions in the City were comprised of: • 1 CAO (Chief Administrative Officer) • 6 General Managers • 18 Directors Recognizing the need to downsize this leadership group, a significant reorganization was done in 2019 that effectively both flattened and condensed the organizational structure. The resulting structure was as follows: • 1 CAO (Chief Administrative Officer) • 1 DCAO (Deputy Chief Administrative Officer) • 12 Directors **Issues -** The impact of these changes saw, at the executive level, the strategic oversight of the organization move from 7 individuals down to 2 creating an inability to forward plan and limited ability to work outside the organizational level as all energy was focused on the day to day. The significant (33%) reduction at the Leadership Team Director level, required multiple departments to be collapsed under a single leader creating further span of control and oversight issues along with legitimate struggles with workload.

	It has become very apparent that neither of these structures has properly supported the organization and Council. This business case for the addition of two positions to support the strategic and operational needs of the organization is intended to right size the organization and support the achievement of Council goals and priorities and the effective provision of services to the community. **Opportunities -** For all of 2022, to support the organization during the transition between Chief Administrative Officers, this structure has been in place on a temporary basis. It has been demonstrated that the additional positions have provided visible value to the organization both at the Council and administrative level. The additional capacity created by this structure is fully supported by the Leadership Team as it supports them in the day to day operations and their decision making. It provided department leaders with significantly increased access to the Executive Leadership team for input and guidance on operational issues and ultimately more timely decisions. At the Council level, the quality of reports/recommendations has increased and the timeliness of follow-up to Council questions and inquiries has improved. Additionally, this structure has enabled the Executive Team to support Council's Strategic Plan by providing guidance and direction over the medium and long terms without sacrificing the necessary prioritization and direction of day to day operations. The proposed structure supports a reasonable and effective span of control and allows focused effort towards both strategic and operational issues and needs, both of which are critical to the successful growth of the City and the provision of highly valued services to the community. The structure will also allow for succession planning within our highly capable leaders. For example, the new structure has allowed multiple staff to gain experience and exposure acting at a higher level of responsibility throughout the organization. In review of comparable sized municipalities in Alberta, including some much smaller than St. Albert, it was determined that 4 executive level positions was the very minimum level employed with many having a larger team than what is being proposed. **Risks -** If the proposed positions are not implemented, strategic initiatives and forward planning will suffer and our focus will become primarily operational. Not dealing with the very real capacity issues within the organization has been leading to employee/leader burn-out, job dissatisfaction and retention/recruitment issues. Creating needed capacity at this strategic level has a cascading effect that supports all levels of the organization enabling better outcomes on behalf of St. Albertans.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	Year		
	2023	Total Revenue: $	
		Total Expense: $	480,000
		Net Budget: $	**480,000**
	2024	Total Revenue: $	-
		Total Expense: $	480,000
		Net Budget: $	**480,000**
	2025	Total Revenue: $	
		Total Expense: $	480,000
		Net Budget: $	**480,000**

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

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Grader Operator
LEAD DEPARTMENT:	Public Operations

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	The 2023 capital budget recommends a Grader and an operator to support both summer and winter operations service levels including maintenance of the rural and gravel road inventory that was added from annexation and paved roads from subdivision growth.

BUSINESS CASE JUSTIFICATION:	**Current State -** A grader with both winter and summer attachments is required to meet existing service levels in the newly annexed area and growth areas within the pre-annexation boundary. In order to operate the Grader standard operating procedures would require a trained operator to complete the work. As there is no capacity within Public Operations to operate a second grader an FTE is required. As the Grader would be purchased in 2023 the FTE is not required until January, 2024. Growth since 2012 (C/L distances) Arterial – 15.5km, Collector – 12.5km, Local – 22km, Rural – 7.8km Through annexation, the City acquired and is responsible to maintain an additional 11km (center line (C/L) distance) of gravelled roads and 7.5km (C/L distance) of paved roads. The additional grader is required to maintain winter service levels, wing back drifting, and provide gravel road maintenance during the summer maintenance season, using a wing attachment and “follow me wobbly” pneumatic tire packer. **Issues -** Additional equipment is required to maintain current service levels. With the addition of over 50km of roadways (20km of this is rural road) in the last 10 years, there is no longer capacity internally to meet service levels. This type of equipment is available by contracting, however, we have difficulty procuring this equipment to meet the timelines we require for service level completion (minimum $230/hr.). Also, an additional 5km of roadway (priority 1 arterials) is anticipated in 2022/2023 with the Ray Gibbon Drive and St. Albert Trail construction.

	Opportunities - The addition of a grader through this charter will bring the City inventory of graders to 2. This will increase Public Work's ability to respond quickly to changing winter weather and road conditions during snow operations and will maintain service levels on current road network and include future growth. **Risks -** Not meeting service levels and increased liability. Increased risk to public safety and increased risk of economic loss.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:

Year			
2023	Total Revenue:	$	-
	Total Expense:	$	-
	Net Budget:	$	-
2024	Total Revenue:	$	-
	Total Expense:	$	93,500
	Net Budget:	$	**93,500**
2025	Total Revenue:	$	
	Total Expense:	$	93,500
	Net Budget:	$	**93,500**

	Choose one: ○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	PW-036
CAPITAL IMPACTS:	2023 - $590,000 (PO-CUPE)

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Sidewalk Machine Operator
LEAD DEPARTMENT:	Public Operations

TYPE:	Choose one: o Mandatory (Legal, risk, safety) ✓ Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan
SCOPE STATEMENT:	To purchase an additional trackless sidewalk machine with a plow to deal with significant growth in the last ten years, particularly the paved trail system, and known future growth.

BUSINESS CASE JUSTIFICATION:	**Current State -** Since 2011, the City has increased the trail/sidewalk network by 50km, bringing the total to 200km of maintained trails and sidewalks. Currently, the City operates 3 sidewalk machines in its fleet. With the additional added inventory through growth and park improvement projects, Public Operations requires this addition to ensure service levels are being met. The threshold for a single machine is approximately 50km annually. In order to operate the Sidewalk Machine standard operating procedures would require a trained operator to complete the work. As there is no capacity within Public Operations to operate a fourth machine an FTE is required. As the Grader would be purchased in 2023 the FTE is not required until January, 2024. **Issues -** Rapid additional growth of trail/sidewalk network inventory has limited our capacity to meet service levels. **Opportunities -** An additional sidewalk machine will ensure snow removal occurs on priority 2 and 3 trails and sidewalks within the timelines defined in our current service levels. As freezing rain events seem to be increasing over a winter season, Public Works would also be able to respond faster to these events as these units also apply sand. **Risks -** Not meeting service levels and increased liability. Increased risk to public safety.

CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**		
	2023	Total Revenue: $	-
		Total Expense: $	-
		Net Budget: $	-
	2024	Total Revenue: $	-
		Total Expense: $	93,500
		Net Budget: $	**93,500**
	2025	Total Revenue: $	-
		Total Expense: $	93,500
		Net Budget: $	**93,500**

	Choose one: ○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	PW-038
CAPITAL IMPACTS:	2023 - $175,000 (PO - CUPE)

MUNICIPAL COUNCIL BUSINESS CASES

Alberta 55+ Games 2027 Bid

Alberta Summer Games 2028 Bid

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Alberta 55plus Games – 2027 Bid
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	Choose one: o Mandatory (Legal, risk, safety) o Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan ✓ Council Initiated
SCOPE STATEMENT:	To develop a bid for the 2027 Alberta 55plus Summer Games.

BUSINESS CASE JUSTIFICATION:	**Current State -** Council accepted the Multi-sport Games Feasibility report and identified the 2028 Alberta Summer Games and 2027 Alberta 55plus Summer Games for further consideration and direction on bid development. The Alberta 55plus Games are smaller in scale than an Alberta Games. Alberta 55plus Games are projected to have smaller returns on community reputation, well-being and net economic impact. The Alberta 55plus Games have a larger estimated economic impact in relation to the municipal contribution (12:1 vs 3:1). The bid would be developed in collaboration with community leaders and groups and supported by contract services. Bid Submission is targeted for late 2024. Council support would be confirmed prior to submission. If selected, hosting costs to the City are estimated at $50K. **Issues -** Bid development is a requirement for consideration to host a Games. Council is considering two Games opportunities. Council direction is required to advance a Games bid. **Opportunities -** Games are sport tourism events which can positively impact the host community's reputation, well-being, and economy. These funds would allow Administration to work with the community to develop a bid for the 2027 Alberta 55plus Summer Games.

	Risks - Bid development is the first step towards hosting a Games opportunity. Without the funding a bid will not be prepared. There is also a risk that the bid is not selected for hosting the 2027 Alberta 55plus Summer Games.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**			
	2023	Total Revenue:	$	-
		Total Expense:	$	10,000
		Net Budget:	$	10,000
	2024	Total Revenue:	$	-
		Total Expense:	$	-
		Net Budget:	$	-
	2025	Total Revenue:	$	-
		Total Expense:	$	-
		Net Budget:	$	-

	Choose one: ✓ One Time Ongoing If one time, indicate number of years: **_1_____**
FUNDING NOTES:	Council approval of bid development does not commit Council to any of the obligations outlined in the bid. Council approval of the bid would be sought before bid submission.
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2023
BUSINESS CASE NAME:	Alberta Summer Games 2028 Bid
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	Choose one: o Mandatory (Legal, risk, safety) o Maintain Service Levels o Growth Requirement (new or enhanced service levels o Corporate Business Plan ✓ Council Initiated
SCOPE STATEMENT:	To develop a bid to host the 2028 Alberta Summer Games.

BUSINESS CASE JUSTIFICATION:	**Current State -** Council accepted the Multi-sport Games Feasibility report and identified the 2028 Alberta Summer Games and 2027 Alberta 55plus Summer Games for further consideration and direction on bid development. The Alberta Games are larger in scale than an Alberta 55plus Games. Alberta Games are projected to have a larger community reputation, well being and net economic impacts. The Alberta Games have a smaller estimated economic impact in relation to the municipal contribution (3:1 vs 12:1). The bid would be developed in collaboration with community leaders and groups and supported by contract services. Bid Submission is targeted for late 2025. Council support would be confirmed before submission. If selected, hosting costs to the City are estimated at $955K. **Issues -** Bid development is a requirement for consideration to host a Games. Council is considering two Games opportunities. Council direction is required to advance a Games bid. **Opportunities -** Games are sport tourism events which can positively impact the host community's reputation, well-being, and economy. These funds would allow Administration to work with Community Groups to develop a bid for the 2028 Alberta Summer Games. **Risks -** Bid development is the first step toward hosting a Games opportunity. Without the funding, a bid will not be prepared

	There is also a risk that the bid is not selected for hosting the 2028 Alberta Summer Games.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**		
	2023	Total Revenue: $	-
		Total Expense: $	-
		Net Budget: $	-
	2024	Total Revenue: $	-
		Total Expense: $	20,000
		Net Budget: $	**20,000**
	2025	Total Revenue: $	-
		Total Expense: $	-
		Net Budget: $	-

	Choose one: ✓ One Time Ongoing If one time, indicate number of years: **1**____
FUNDING NOTES:	This funding is for 2024. Council approval of bid development does not commit Council to any of the obligations outlined in the bid. Council approval of the bid would be sought before bid submission. Hosting costs to the City are estimated at $955K.
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2023 RECOMMENDED)

DARP-005 RWP Millennium Park Design Phase 2 & Construction

ENGS-075 Villeneuve Rd Rebuild

ENGS-070 North St. Albert Trail Improvements – 80% OSL

ENGS-068 Active Transport Plan

ENGS-073 Fowler Way – 50% OSL

RECR-045 Oakmont Trail Phase 2

ENGS-010 Transport Master Plan (TMP) Update

ENGS-079 RR260 Road Construction

PW-036 Grader

PW-037 Loader with Blower

PW-038 Sidewalk Machine

PW-039 Truck Plow with Sander

CSD-001 Youth Transitional Housing

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023-2030
CHARTER NUMBER:	DARP-005
CHARTER NAME:	Millennium Park Design Phase 2 & Construction - DARP
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	Choose one: ○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	The investment is considered growth as it is construction of new recreation 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 2023.	

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 also be a significant

demonstration of the City's continuing commitment to downtown. The park will play a critical placemaking role by establishing a high-quality multi-use, programmed and spontaneous use public space linking the existing Lions Park, St. Albert Place and Red Willow Park alongside providing opportunities for healthy, active lifestyles and community connection. The vision as stated in the Millennium Park concept plan is:

"Millennium Park, as a major park in the public heart of St. Albert, is a vibrant and welcoming place that integrates the natural ecology, history, and culture of the site, for a variety of dynamic uses. The site connects open space across the broader city, creating a destination to gather and celebrate for the community."

As communities invest in enhancement projects such as the St. Anne Promenade and Millennium Park, business investment in Downtown often follows. The returns in tax revenues from the economic growth, especially in compact, urban areas, can offset the initial public expenditure.

Current State

Millennium Park is fronted by St. Anne Street Promenade, with a trail running parallel the river, large natural 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) was to be included within the Millennium Park project and RECR-038 rescinded. This concept plan was informed by robust public and internal consultation and will be further refined through detailed design. See Figure 1.



Figure 1: Millennium Park Concept Layout

This project enables the detailed design and construction of Millennium Park, building from the concept plan across 5 phases, starting in 2023 and completed in 2030. The project is phased to distribute the financial impact but could be completed more rapidly should funding become available.

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 to property line (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

Issues

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. There is opportunity to more strongly connect the design of Millennium Park with the redevelopment planning for Lions Park that is planned 2023, building stronger flow and cohesion between the two spaces. The interface between the pavilion and the outdoor space is designed to support small scale performances and community gatherings. Provision of a small leasable space will improve services 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, which may require reassessment with current inflationary rates. 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 along the Sturgeon River, there are likely to be complexities. 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 reduce financial impacts in any one year, 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. As the project has been at concept only, the City has been unable to leverage grant funding. Moving this project through design to shovel ready will make the project more attractive to potential funders. 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: N / A 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 • St. Albert Seniors Association (Red Willow Place) • General public
TIMELINE:	2023 – Phase 1: Detailed Design – Servicing and Landscaping 2024 – Phase 2: Construction (Servicing and Landscaping) 2027 – Phase 3: Detailed Design (Pavilion/Water & Ice Feature) 2029 – Phase 4: Pavilion Construction 2030 – Phase 5: Water/Ice Feature Construction

FINANCIAL INFORMATION:	**Investment Year**		
	2023	$	337,100
	2024	$	2,255,000
	2025	$	-
	2026	$	-
	2027	$	1,547,000
	2028	$	-
	2029	$	10,182,900
	2030	$	1,489,700
	2031	$	-
	2032	$	-
	Total	**$**	**15,811,700**
		See Capital Project Worksheet for details.	

OPERATIONAL IMPACTS:		○ Yes ○ No Operational impacts anticipated to begin in 2026.
ASSOCIATED OPERATING BUSINESS CASE:		N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	197,500				1,003,600					
Site Servicing		559,300								
Strucure/Building Construction							6,788,600			
Landscaping		944,000						993,100		
Construction Management										
Commissioning and QA/QC										
Contingency	98,800	751,700			501,800		3,394,300	496,600		
Public Participation Activities	40,800				41,600					
Equipment										
TOTAL	**337,100**	**2,255,000**	**-**	**-**	**1,547,000**	**-**	**10,182,900**	**1,489,700**	**-**	**-**

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

Comments:
As per budget instructions, contingency at 50%, escalation: 2023-5.00%, 2024-2032-2.4%

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	Operating dollars will be provided prior to Construction in response to design.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023 - 2032
CHARTER NUMBER:	ENGS-075
CHARTER NAME:	Villeneuve Road Rebuild – 35% OSL
LEAD DEPARTMENT:	Engineering

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	This project targets the upgrading of Villeneuve Road to an urbanized Connector roadway. Applicable scope to address new utilities, accesses / intersections, active accommodation and landscaping are OSL applicable, while scope to address existing roadway is not applicable.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	Construct improvements to Villeneuve Road to accommodate active transportation, urbanize the roadway cross-section, and accommodate new accesses or intersection improvements from communities to the roadway.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u> Villeneuve Road currently acts as the east-west arterial road segment connecting Ray Gibbon Drive to St Albert Trail. It is a secondary Hwy west of the City and the roadway has not been redesigned from its cross-section from its original rural cross-section. This results in the roadway not accommodating any active modes (no sidewalk or trails) and using ditches for drainage. Development has advanced for the communities of Jensen Lakes and North Ridge Phase 2 with both developments having a direct impact on the need to accommodate connectivity with sidewalk / trails and require intersection / access improvements to accommodate vehicle access. This development has advanced the priority for completion of Villeneuve Road. In addition, the

	Villeneuve Road project was approved as an OSL project in March of 2022. A conceptual design of Villeneuve Road, applying the City's Complete Streets Guidelines, was completed in 2019 / 2020 that was used to inform on the preliminary project charter. In 2022, detailed design work has been completed for Phase 1 and preliminary design has been completed for Phase 2, to which the updated construction cost estimates have been applied to this updated project charter and have identified increased funding requirements to complete work This project charter requests full value of funding for Phase 2 work; however, intersection improvements are planned for completion at Villeneuve Road at Hogan Road in 2023 and will be front ended by the Developer (Strata); this will result in cost reduction to the next update of this charter. The funding is being requested to address any scenario that the Developer is unable to compete the necessary intersection work and the City is required to front end construction. Phase 1 construction (from the commercial sites on the west side of St Albert Trail to just west of the Dennison Drive intersection) was anticipated for completion in 2022; however, construction cost estimates are above the approved 2022 funding and as such the Phase 1 work has been staged to a Phase 1 A and Phase 1 B delivery with priority being the Villeneuve Road at Dennison Drive / Jensen Gate Intersection in 2022 and the remaining connection and road work for 2023. <u>Issues</u> 1) City growth and development: Villeneuve Road changes were anticipated to be dependent upon Fowler Way being constructed to accommodate large loads and higher volumes of traffic. The completion of development and need to service Jensen Lakes, as well as consideration of timing for planned development of North Ridge Phase 2, has resulted in a more immediate need to improve Villeneuve Road. 2) Emergency services is currently impacted by Jensen Lakes having only one access (off of St Albert Trail). EMS response times and service levels will be improved with the access to Jensen Lakes from Villeneuve Road. 3) Villeneuve Road is currently within the City's OSL model, although discussion is occurring between members of the development community to finalize portions of the scope to be included in OSL.

	Opportunities 1) Consideration and collaboration between this charter and other planned capital work will ensure stronger strategic planning. Examples include consideration of applying ENGS-068 (Active Transportation) funds to accommodate trail / sidewalk of this program – asking for $0 in 2022 for ENGS-068 to apply funds to complete this priority segment. 2) Coordination with Development to complete work and offset front ending of work between both parties – the City and Development community. Risks 1) Construction costs may vary from estimated values used to create this project charter; being that design is not completed. 2) Development timeframes may require work to be expedited or potentially expand beyond acceptable timeframes for the City; to which the City may need to update timeframes or possibly front-end costs associated with Villeneuve Road. 3) Poor weather conditions to allow for construction completion. 4) Disruption to road users and services during construction activity.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: 3.10 Implement the prioritized inventory of approved arterial network improvements.
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. - Capital Projects team – alignment to completion with all network improvements. - Public Works – ensuring that all work reflects and compliments maintenance work that City crews are performing. - Development Community – timelines, design outcomes - Alberta Transportation – design, timelines, funding partnership opportunities - Sturgeon County – design, timelines and joint boundary work.
TIMELINE:	2022: Detailed Design of Phase 1 and construction of Phase 1A, preliminary design of Phase 2 2023: Construction of Phase 1B Note – It is anticipated that the Developer (Strata) will be constructing portions of Phase 2 during 2023; completed work will influence (reduce) costs associated for Phase 2). 2024: Detailed design of Phase 2 2025: Construction of Phase 2

FINANCIAL INFORMATION:	**Investment Year**	**2023**	$ 17,057,100
		2024	$ -
		2025	$ -
		2026	
		2027	
		2028	
		2029	
		2030	
		2031	
		2032	
		Total	**$ 17,057,100**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design		691,300								
Site Servicing			950,000							
Strucure/Building Construction	3,650,300		6,078,100							
Landscaping	588,200		653,000							
Construction Management	423,800		768,100							
Commissioning and QA/QC	40,000		50,000							
Contingency	423,900	69,100	1,920,300							
Inflation	182,500		568,400							
Equipment										
TOTAL	5,308,700	760,400	10,987,900	-	-	-	-	-	-	-

* The Project Worksheet outlines the planned construction timeline of the project. Debentures are taken in the year costs are incurred with debt servicing to begin the following year.

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

1) Cost estimate of Phase 1B construction (2023) is at a construction level (+/-10%). Contingency applied = 10% of construction work.
2) Inflation value of 2023 construction costs is 5%

3) Contingency for Phase 2 construction (2024) is at a prelminary design stage, +/-25%

4) Inflation rate for Phase 2 work is sum of 5% (2023) + 2.4% (2024) = 7.4%

5) Detailed design (2024) is based on 9% of construction costs, with a 10% contingency

6) Construction costs for Phase 2 are anticpated to be reduced by work completed (intersection of Villeneuve at Hogan) by the Developer.The value held within this charter reflects costs to complete the full scope of work in the event the Developer work is unable to advance construction.

As the City is responsible for 65% of the project the annual tax impact for debt servicing is estimated to be $959,300 (20 year debenture at 6% interest) by 2026.

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	Operational impacts related to new roadway maintenance and sidewalk / trail Maintenance along with landscaping maintenance based on: - $2,014 / km of trail - 5,698 / lane km of road

OPERATING IMPACTS	2023	2024	2025
Public Operations - trail maintenance		2,000	2,000
TOTAL	**-**	**2,000**	**2,000**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023 - 2030
CHARTER NUMBER:	ENGS-070
CHARTER NAME:	North St. Albert Trail Improvements –anticipated 80% OSL
LEAD DEPARTMENT:	Engineering

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	Capital infrastructure work to the north end of St. Albert Trail, to urbanize the cross-section of the key arterial roadway and improve efficiency and safety for all modes of travel.	
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 follow through on the implementation of identified roadway improvements and urbanization of the north section of St. Albert Trail (north of Everitt Drive North to North of Ernest Boulevard). Applicable scope of work within this project is identified within the Off-Site Levy Bylaw 30/2013 (Transportation Infrastructure Projects 20 & 21).	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u> A Transportation Network Improvement Study completed in 2018, which evaluated current and forecasted corridor and intersection levels of performance, identified that the northern sections of St Albert Trail were within the top 10 priorities for improvement. A project charter (ENG-070) was first approved for funding in 2019, with anticipated scope of work to complete three (3) stages of corridor improvements of St Albert Trail from north of Boudreau Road to the Neil Ross Road intersection (inclusive of intersection work). The approved budget for this work was $18,950,000, with an

	approved Borrowing Bylaw (Bylaw 9/2019) of $26,000,000 that reflected the value of estimated work with contingency. To date Phase 1 work (north of Boudreau Road to north of Coal Mine Road) is in process of construction with anticipated completion in 2022; and Phase 2 work (north of Coal Mine Road to north of Everitt Drive North) is planned for construction in 2022 / 2023. Funding for these first two phases are anticipated to be addressed through the previously approved budgets. This updated (2023) Charter identifies funding requirements to complete Phases 3 and 4 (from north of Everitt Drive North to north of Ernest Boulevard). Design work has been completed and this update applies the detailed design cost estimates (+/-10%). The next phases are prioritized to complete Phase 3 within three years, which will allow for the consideration of servicing the new development on the west side of St. Albert Trail via a portion of Fowler Way. Phase 4 work (north of Neil Ross Road / Fowler Way) is recommended to be deferred until 2030, to which traffic demands and servicing will likely trigger the corridor improvements. Following completion of Phases 3 and 4 (from north of Everitt Drive North to north of Neil Ross Road), there is approximately 1.0 km of North St Albert Trail to urbanize and improve within the newly annexed City boundary. This is not anticipated within the 10-year horizon and is not captured within this charter. An attachment to this charter provides a mapped overview of the Phases of North St Albert Trail work, to which Phases 1 and 2 are anticipated to be completed (from previous approvals of budget), Phases 3 and 4 are captured within this project charter for funding and Phase 5 is beyond the capital plan horizon. <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. • Disruption to road users during construction, inclusive of access to neighbourhoods and commercial sites. • Tie-in of improvements to existing infrastructure; where grade variances present challenges or additional considerations may be required – example: insulating shallow utilities for protection.

	Risks • Construction costs may vary from estimated values used to create this project charter due to inflation and other market conditions • Poor weather conditions to allow for construction completion. • Missed collaborative efforts between departments for construction activity • Disruption to road users and services (transit) during construction activity. • Collaboration with land owners adjacent to intersections to acquire necessary easements for any required asset construction that impacts current private land. • As an OSL project, a risk involves the terms of the pace of recovery, as it correlates to the pace of development (which levies are paid). • Pace of development may exceed planned improvements that result in work and funding needing to be expedited. Opportunities • Communication / Transparency: Proactively communicate background information on roadway improvement projects, such as how programs are planned and implemented. • Project Alignment: Consideration and collaboration between this charter and planned RMR work will result in cost savings and minimize network disruption. • During intersection improvements, close existing gaps in the active transportation network through construction of sidewalk. • Operational improvements using Intelligent Transportation System strategies may maximize efficiency and safety. • Performance of preliminary engineering / design work strengthens cost estimate accuracy and minimize “unknowns” of the project in advance of construction. • This is an Off-Site Levy (OSL) project, and as such, portions of work relevant to growth improvements are eligible for recovery through the OSL Transportation Fund. The recovery of the funds is based upon the availability of funding within the Transportation Off-Site Levy Account and would be allocated annually based upon the owed pro-rata share during the annual reconciliation (end of Q1 annually). For clarity, portions of work aligned to RMR, for example milling and overlay of existing travel lanes, is not part of OSL charges. A risk involves the terms of the pace of recovery, as it directly correlates to the pace of development (which levies are paid).
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:	- City Council - Residents (public) / Businesses - Developers (UDI) - City Departments: Transit, Public Works, Fire and Emergency Services, Municipal Enforcement, Recreation & Parks, Planning and Development, Community and Social Development, Economic Development, Smart City, Capital Projects Office, Corporate Communications
TIMELINE:	2023 / 2024: Phase 3 Work (north of Everitt Dr North to Neil Ross Rd) Q1: Tendering Construction Q2 2023 – Q4 2024: Construction 2030 / 2031: Phase 4 Work same as above in relevant years. TBD: Phase 5 (outside the 10 year horizon)

FINANCIAL INFORMATION:	**Investment Year**	**2023**	$	24,232,900
		2024	$	-
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	23,926,700
		2031	$	-
		2032	$	-
		Total	**$**	**48,159,600**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction	18,506,800							16,290,000		
Landscaping	912,500							693,000		
Construction Management	1,850,700							1,629,000		
Commissioning and QA/QC	50,000							50,000		
Contingency	1,941,900							1,698,300		
Public Participation Activities										
Inflation	971,000							3,566,400		
Equipment										
TOTAL	**24,232,900**	**-**	**-**	**-**	**-**	**-**	**-**	**23,926,700**	**-**	**-**

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

Comments:

1) Cost estimates are at a Class A level, informed by detailed design (+/-10%).
2) Contingency is 10% of construction costs.
3) Inflation rates of 5% of construction in 2023 and 21% for 2030 (based upon a 5% increase in 2023 followed by 2.4% annually from 2024 to 2030.
4) Year 2023 final cost has been rounded from $24,232,875 to $24,232,900.

As the City is responsible for 20% of the project, the annual tax impact for debt servicing is estimated to be $419,300 by 2024 (20 year debenture at 6% interest).

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	Operational impacts related to new roadway maintenance, with sidewalk / trail and Landscaping maintenance. Based from: - $2,014 / km of trail - $5,698 / lane km of road (includes sidewalk)

OPERATING IMPACTS	2023	2024	2025
Public Operations - Road Maintenance (from 1.5 km additional lane)		8,500	8,500
Public Operations - Trail Maintenance (from 1.5 km of additional trail)		3,000	3,000
TOTAL	**-**	**11,500**	**11,500**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023 - 2032
CHARTER NUMBER:	ENGS-068
CHARTER NAME:	Active Transportation
LEAD DEPARTMENT:	Engineering

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	This project targets completion of engineering / design and construction of new sidewalk and trail structures to eliminate gaps within the existing active transportation network.	
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 ensure Active Transportation is strategically addressed for appropriate planning, design and accommodation, with infrastructure in place to increase accessibility and connectivity throughout the network.	

PROJECT CHARTER JUSTIFICATION:	Current State In 2018, an Active Transportation Development Strategy and Gaps Assessment Report was completed, that documented a strategy on how the City may develop an Active Transportation Plan and delivered a prioritized listing of gaps of sidewalk and trail locations. To close existing gaps within the transportation network that limit or create barriers for active modes, the report identified: • 99 km of recommended sidewalk placement • 67.5 km of recommended trail placement An overview of current gaps of sidewalk connectivity is as follows:

Priority	Number of Sections	Estimated Length (m)	Estimated "Low" Cost	Estimated "High" Cost
1	9	2,969	$ 765,000	$ 916,300
2	25	12,113	$2,984,000	$3,570,000
3	54	13,397	$3,403,000	$4,071,000
4	155	70,729	$17,897,000	$21,413,000
Total	243	99,208	$25,049,000	$29,970,300

- Priority 1 = locations within 400 m of a school site and within 10 m of transit stop.
- Priority 2 = locations not within 400 m of a school site and within 10 m of a transit stop.
- Priority 3 = locations within 400 m of a school site but not within 10 m of a transit stop.
- Priority 4 = locations not within 400 m of a school site and not within 10 m of a transit stop.
- Cost estimates are based off of cost estimates generated with a "low" value ($124.95/m2) or a "high" value ($149.50/m2)

Trail gaps, although identified in the report, have not been prioritized and due to the nature of the trail system running from a location to a location but able to take multiple potential layouts are slightly more difficult to estimate in accuracy at a conceptual level. For the trail network the following was identified:

- 232 sections were identified as gaps
- Approximate 67.5 km of length identified
- Low cost construction estimate = $12,133,181
- High cost construction estimate = $48,532,368

Administration has also identified that the reported "gaps" require confirmation for feasibility and constructability of sidewalk; as there are locations that face natural barriers (substantial grading issues, natural areas) and site constraints (road right of way).

In 2022, Administration has developed an application and project submission for the Federal Grant Funding of Active Transportation. The Federal Grant recognizes opportunity for the funding of 60% of Active Transportation improvements (related to costs of both design and construction) for projects from 2022 to March 2026. Administration has developed the proposed work plan and funding within this Charter to represent the City's contribution of 40% of the necessary project funds.

- Total Annual Cost of projects from 2023 to 2025 = $1,250,000
- City portion of costs (40%) if successful grant application = $500,000

- Federal Grant portion of costs (60%) if successful grant application = $750,000

In the event that the City's application for grant funding is not successful, Administration will deliver prioritized sidewalk improvements based on the "capped" value of $500,000. This will result in additional time required to complete network gaps but will support continued progress towards closing network gaps.

Issues

1) Site inspections must be performed to confirm feasibility and constructability of actual sidewalk or trail from segments.
2) Road right of way restrictions: Some locations may be restricted in existing right of way space to accommodate the placement of sidewalk or trail. Such sites require engagement with private land owners to seek easement or land purchase, or adjustments to design to accommodate movement.
3) Accessibility: Infrastructure must be designed and constructed for accessibility for various levels of mobility capabilities.
4) Although through the development process it is identified that new development address active mode infrastructure immediately adjacent to the site, infrastructure may not be in place to accommodate full active mode travel to the location(s) from various areas of the city. This can create safety issues as the public attempt to use roadways in place for access which do not truly accommodate the active mode.
5) Program alignment delay: Infrastructure that may be aligned for completion with alternative capital programs or investment is best suited for efficiency and economical reasons to be completed with these programs; however, this may cause delay from the infrastructure being completed and result in further time frames of reduced connectivity of the network.
6) Limited active mode data: There limited data surrounding volumes or use of the trail network. The result is reduced capability of quantifying priority areas and monitoring the network for growth, demands, or impacts of capital investment.

Opportunities

1) 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.
2) Network evaluation: Data is a critical component of performing evaluations of network operations, efficiency and safety. Through collection of data around active modes

	(pedestrian / cyclist volumes), an on-going analysis may be performed to evaluate results of completing network connection pieces, monitor any mode shift, identify priority areas of use and capture growth or demand changes to the network. 3) Project alignment: Complete sidewalk or trail connection components within alternative capital projects. 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. <u>Risks</u> 1) Reduced safety: If not appropriately accommodated, road users may opt to attempt to use infrastructure that currently exists (roadway, boulevards) that can result in immediate and high-risk conflicts between road users. 2) Reduced quality of life: For some road users that are dealing with limited or restricted mobility capability, areas of the city to which appropriate infrastructure is not installed to accommodate movement reduce or completely inhibit accessibility and thus creates a barrier. 3) Construction costs: 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. 4) 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. Although these may often be inline for areas of improvement, scheduling may vary, and communication is required to share the evidence of “why” and “how” improvements are made. 5) Poor weather conditions to allow for construction completion. 6) Missed collaborative efforts between departments for construction activity 7) Disruption to road users and services (transit / Fire and EMS / PW/ Waste Management) during construction activity. 8) Collaboration with land owners adjacent to intersections to acquire necessary easements for any required asset construction that impacts current private land. 1)
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:	- City Council - Residents / Businesses - City Departments: Transit, Public Works, Fire and Emergency Services, Municipal Enforcement, Recreation & Parks, Planning and Development, Community and Social Development, Economic Development, Smart City, Capital Projects Office, Corporate Communications

TIMELINE:	Design previous year (year 1) / construction in year 2. Note – Program planning provided as an attachment; however, subject to change in relation to the City's grant application for Federal funding.		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$ 500,000
		2024	$ 500,000
		2025	$ 500,000
		2026	$ 500,000
		2027	$ 500,000
		2028	$ 500,000
		2029	$ 500,000
		2030	$ 500,000
		2031	$ 500,000
		2032	$ 500,000
		Total	**$ 5,000,000**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	50,000	220,000			50,000			50,000		
Site Servicing										
Strucure/Building Construction	370,000	200,000	420,000	420,000	370,000	420,000	420,000	370,000	420,000	420,000
Landscaping	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Construction Management	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Commissioning and QA/QC	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Contingency	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Public Participation Activities										
Equipment										
TOTAL	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**

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

Comments:

1) This charter "caps" City funding at $500,000 per year, with potential of additional grant funding to generate a total of $1,250,000 / year from 2022 - 2025 (inclusive)

2) Worksites and schedule are provided as an attachment to this charter. The work plan assumes delivery with City and Federal Funding: in the event Federal Funding is not available Administration will continue with priority design and construction based upon the annual funding requested.

3) Locations and schedule are tentative and may be influenced by updated safety or operational data and public requests for work.

4) The $500K value is reflective of an annual increase from previous year's charters: this is an acknowlegement of the opportunity of Federal Funding and may be amended if required subject to confirmation of the City's grant application.

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	Operational impacts related to new roadway maintenance and sidewalk / trail Maintenance along with landscaping maintenance based on: - $2,014 / km of trail - $5,698 / lane km of road

OPERATING IMPACTS	2023	2024	2025
Public Operations: Sidewalk snow maintenance		5,000	4,000
TOTAL	**-**	**5,000**	**4,000**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023 - 2032
CHARTER NUMBER:	ENGS-073
CHARTER NAME:	Fowler Way Design and Construction – 50% OSL
LEAD DEPARTMENT:	Engineering

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	This project targets the completion of engineering design and construction of Fowler Way	
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 perform roadway engineering / design and resulting construction activity to construct the Fowler Way corridor.	

PROJECT CHARTER JUSTIFICATION:	Current State This project is Off-Site Leviable, for applicable scope and funding, and aligns to Council Policy C-P&E-09 (Off-site Levy Front-ending Prioritization Criteria) in regards that it supports Council Priority #3: Building a Transportation Network Integrated Transportation Systems; and is influential to: 1) Sustain growth and development in the north-west of the City 2) Improve network level of service for the movement of goods and people through connectivity and provision of an alternate arterial route. A Functional Study for Fowler Way was completed in 2018 that provided the approved alignment for the roadway, with conceptual design and construction costs (+/-50%). Over the short-term (3 years) the following actions are scheduled, with funding provided from the approved $6.6 M: - Wetland Delineation study - Environmental Permitting

	- Geotechnical Investigation - Wetland Compensation - Preliminary Design - Land Acquisition In 2021, land appraisals were completed and identified higher costs of land in comparison to previous estimates. For purchase of the right of way (ROW) for Fowler Way, a variance of approximately $4.0 M is anticipated and has been captured within this charter update. The value is reflective of ROW costs only and does not assume full lot purchases will occur, or if they do, there will be a recoup to this project from land costs not required for the roadway. Land acquisition was performed to obtain the east end boundary of area for the new roadway (directly adjacent to St. Albert Trail), with the purchase of two properties to the west side of St Albert Trail. There is also an amendment of schedule within this update of the project charter to reflect a deferral of construction of Fowler Way. Previously it was anticipated to build Fowler in 2025; however, development is not anticipated to require this roadway within that time frame and coordination of delivery of Fowler Way with or soon following completion of Ray Gibbon Drive Phase 4 (to Villeneuve Road) will ensure traffic distribution from St Albert Trail to Ray Gibbon Drive is well serviced. Within the changed schedule, preliminary work for engineering and design will continue, along with land acquisition to protect the right of way. <u>Issues</u> 1) City growth and development: Fowler Way will be impacted by development occurring in the north and west of the City. Projected timeframes of development completion should be used to forecast growth to schedule improvements; however, actual development completion may vary. 2) Regional growth: Fowler Way will be impacted by regional traffic demands, as it will link Ray Gibbon Drive and may act as a bypass of St Albert. <u>Opportunities</u> 3) Strategic improvements: Staged investment towards Fowler Way may be investigated to maximize resource allocation; or may confirm immediate need to expedite construction. 4) Communication / Transparency: There is opportunity to proactively communicate background information on Fowler Way such as program actions / schedule / design.

	5) Project Alignment: Consideration and collaboration between this charter and other planned capital work will ensure stronger strategic planning. 6) Utilization of Intelligent Transportation Systems (ITS) in any new roadway designs or operations. 7) Timely actions of engineering / design towards construction to maintain continual progress towards delivery of the roadway to support growth and development. 8) Federal funding opportunities may exist for network corridor improvements; applications may be made for such funding but will be subject to successful approval. <u>Risks</u> 5) Land acquisition: Land owners may be supportive of the roadway project but desire higher land costs, or land owners may not be supportive of working with the City in delivering the roadway through their land which may cause delay to the project. 6) Funding of this charter is at Concept (+/-50%), based off of the functional alignment. As detailed design progresses, costs may vary but will be better informed. 7) Development timeframes expand beyond acceptable timeframes for the City, to which the City may need to front end costs associated with Fowler Way. 8) Poor weather conditions to allow for construction completion. 9) Diversion of road network issues to alternative locations 10) Environmental protection during construction activity, particularly adjacent to the river and park system.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: 3.10 Implement the prioritized inventory of approved arterial network improvements.
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. - Capital Projects team – alignment to completion with all network improvements. - Public Works – ensuring that all work reflects and compliments maintenance work that City crews are performing.

	- Development Community – timelines, design outcomes - Alberta Transportation – design, timelines, funding partnership opportunities - Sturgeon County – design, timelines and joint boundary work.		
TIMELINE:	2023 – 2026: Preliminary Engineering, Permitting and Approvals, Land Acquisition 2027 – Detailed Design 2028 – 2030: Construction		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$ 4,400,000
		2024	
		2025	
		2026	
		2027	$ 3,351,200
		2028	$ 54,260,000
		2029	
		2030	
		2031	
		2032	
		Total	**$ 62,011,200**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs	4,000,000									
Concept Planning										
Detailed Planning and Design					3,046,500					
Site Servicing										
Strucure/Building Construction						33,850,000				
Landscaping										
Construction Management						3,385,000				
Commissioning and QA/QC						100,000				
Contingency	400,000				304,700	16,925,000				
Inflation										
Equipment										
TOTAL	4,400,000	-	-	-	3,351,200	54,260,000	-	-	-	-

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

Comments:

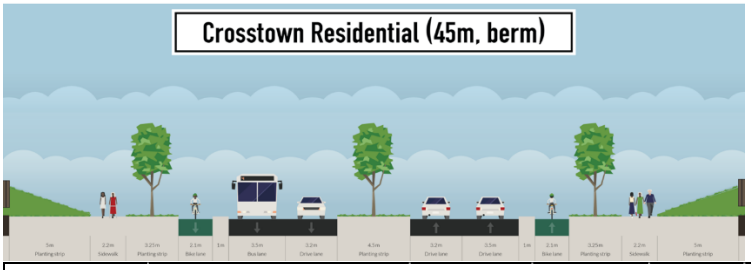
1) Cost estimates are at a Class A level, informed by Concept (+/-50%); thus contingency for construction is 50%

2) Contingency is for land acquistion and detailed design is 10%

3) No inflation rate has been applied at this time due to the conceptual leve of work and high contingency related to concept accuracy.

4) The 2023 funding is requested to address anticipated variance between the approved $6.6 M budget for prelminary engineering and land acquisition, based on land appraisals for land purchase.

1) Cost Estimate is based on the Functional Study for a 4-Lane Cross-Town cross-section. Greater cost estimate accuracy will occur as further engineering and design work occurs.



Construction Costs					
Road	**Item**	**Quantity**	**Unit Cost**	**Unit**	**Cost**
Fowler Way	Divided arterial (4 lane)	3.9	$ 6,500,000	/km	$ 25,350,000
Fowler Way - Roundabout	For Arterial Roadways	1	$ 2,500,000	each	$ 2,500,000
Fowler Way - Roundabout	For Collector Roadways	3	$ 2,000,000	each	$ 6,000,000
	TOTAL				$ 33,850,000

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	Operating costs for maintaining the roadway are anticipated – for snow clearing, street sweeping, boulevard maintenance / tree maintenance, however the operational costs are beyond 2025.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023-2024
CHARTER NUMBER:	RECR-045
CHARTER NAME:	Oakmont Trail Phase 2 Development
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	○ RMR ◉ GROWTH	
Explanation (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 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.

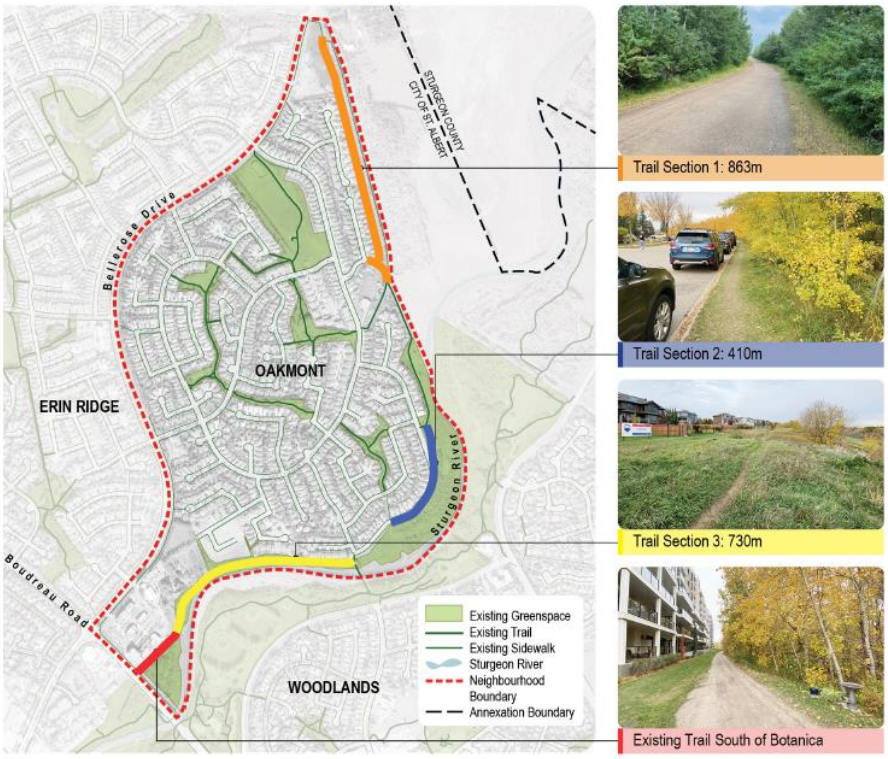


Figure 1: Oakmont Trail - Trail Segments

- Trail Section 1 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.
- Trail Section 2 is a current gap with no accommodation for active modes.
- Trail Section 3 is a current gap with no accommodation for active modes. It leads to/from a trail fragment that exists south of the Botanica development.

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 City Plan (2007) MDP goal of connecting the north and south sides along the Sturgeon River.

Work began in 2021 and included a detailed review of the proposed trail alignment including geotechnical and environmental assessments, option development and detailed design including public participation. To align to existing projects and to maximize construction efficiencies, the construction is proposed to occur in two subsequent years. It is important to note that each trail segment forms a connection to an existing trail or sidewalk and, therefore, phasing will not lead to any dead-end trails or incomplete alignments.

- 2023- construction of Trail Section 1 (orange)
    - Involves construction of a 3m asphalt trail along the Old Bellerose alignment and includes provision of benches, garbages and potential wayfinding as per City standards and guidelines.
    - To be completed in coordination with the NE Servicing Project. Incremental construction costs for the change from a gravel surface to an asphalt trail, additional naturalized plantings, wayfinding signage and site furnishings are allocated to this charter. All other works to be completed under the servicing project.
    - It is anticipated that costs for Trail Section 1 could be further reduced once the full scope of works to be completed in the NE Servicing project are known; that information is not readily available at this time.
- 2024- construction of Trail Section 2 (blue) and Trail Section 3 (yellow)
    - Trail Section 2 includes construction of a 3m asphalt trail along Otter Crescent and includes provision of benches, garbages and potential wayfinding as per City standards and guidelines. Some adjustment may be required to design based on site constraints.
    - Trail Section 3 includes construction generally of a 3m asphalt trail along the Sturgeon River valley, south of Oakbay Point and Otter Crescent, one area of switchback, one boardwalk structure and one stair structure over the two outfalls to the east and west of Riverbank Landing, with a connecting segment across the south edge of the private Riverbank Landing property. Costs for trail connection on the private development will be reduced through partnership with Boudreau Developments. Projected costs will be updated to reflect that contribution upon finalization of negotiations.
        - Timing of construction is to be coordinated with Boudreau Developments' build out of Riverbank Landing.

Issue

The public is currently using this alignment without any trail development, which has caused concern with private property, wildlife impacts and lack of access for the public at large. The area also has numerous small encroachments and invasive species (both planted and naturally spread) that would benefit from this project.

Due to limited right of way to construct the trail, there are impacts and 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.

These constructability issues have been largely mitigated through the feasibility assessment however may necessitate adjustments during construction. The construction cost estimates, and associated contingencies, consider these uncertainties but remain a project risk.

Opportunities

Trails are highly valued and used by residents, with trails, parks and green spaces rated as the highest contributor to quality of life (2021 Recreation Use and Satisfaction survey). Through public engagement during the feasibility assessment, there is a strong desire to see this area connected. In addition to meeting the Active Transportation Strategy goals, this project is also aligned with the following Flourish policies:

- 11.2.8. Facilitate and implement connections to the City's trail system when new development and redevelopment occurs.
- 11.2.9. Facilitate open space and trail linkages between parks and natural features.

This project allows the City to deliver on improved connectivity and accommodate walking and cycling which will reduce risk and maximize capital investment to enhance the City's trail network. The proposed alignments take advantage of a partnership with the developer of Riverbank Landing and the NE Servicing project, which will enhance trail experience while reducing required capital investments. It is also one of only two areas in the City not fully connected via trail on both north and south sides of the river, a long-term goal of the Red Willow Park Master Plan. Completion of this project and the Red Willow Park West Meadowview Phase two trails project would fully complete the Red Willow Trail System along the Sturgeon River.

This project was included in a City grant submission to Infrastructure Canada's Active Transportation Fund (ATF), with decision expected in Q4 2022. If the grant application is successful, up to 60% of project costs would be covered.

There is opportunity through this project to work with Sturgeon County to identify opportunities for trail connections in alignment with their trail development plan, connecting existing trail developments in Sturgeon County with the Red Willow Trail System.

Risks

Risks of not completing this project:

1) Trail connectivity is not completed resulting in:
    - Residents continuing to require detours to access the Red Willow Trail System; residents 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 conflicts) and conflicts with neighboring landowners.
    - Public access to this area of the Sturgeon River valley remains limited and unmanaged.
2) Assessment, design and construction costs increase due to delays.

	Risks within completing this project: 1) Trail system connectivity has perceived impacts to adjacent landowners, especially along Oakbay Point and Orchard Court, with little ability to mitigate impacts. 2) Competing priorities and lack of internal resourcing. 3) Construction delays due to weather. 4) Due to the limited access and environmental sensitivity, lack of qualified candidates at construction phases.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: N / A Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	Internal: - Recreation & Parks - Engineering: Capital Projects Office - Public Operations (Parks and Open Spaces, Utilities) - Health, Safety and Environment External: - Oakmont Neighborhood Residents - General Public - Indigenous Partners
TIMELINE:	2023 – Construction of Trail Segment 1 2024 – Construction of Trail Segment 2, 3

FINANCIAL INFORMATION:	**Investment Year**		
	2023	$	687,800
	2024	$	2,267,100
	2025	$	-
	2026	$	-
	2027	$	-
	2028	$	-
	2029	$	-
	2030	$	-
	2031	$	-
	2032	$	-
	Total	**$**	**2,954,900**
		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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping	495,600	1,672,800								
Construction Management	54,600	140,900								
Commissioning and QA/QC										
Contingency	137,600	453,400								
Public Participation Activities										
Equipment										
TOTAL	**687,800**	**2,267,100**	-	-	-	-	-	-	-	-

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

Comments:
Costs are based on 100% City costs, with Class C estimates and appropriate contingency (25%) and escalated as per budget instructions (5% 2023, 2.4% 2024). Costs to be reduced through further design and partnerships discussions with Utilities and private landowner.

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	Operating impacts for trail and associated site furnishing anticipated to begin in 2025 for trail segment 1, 2026 for segments 2 and 3.

OPERATING IMPACTS	2023	2024	2025
Trail Maintenance - Public Operations			1,700
Site Furnishings - Public Operations			600
TOTAL	**-**	**-**	**2,300**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	ENGS-010
CHARTER NAME:	Transportation Master Plan (TMP) Update
LEAD DEPARTMENT:	Engineering

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	This project targets the completion of the update to the City's Master Plan for Transportation to set policy, principles and guide the delivery of the needed transportation network for forecasted 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 shall identify the transportation policy framework that will be updated to be aligned with current demand and forecasted growth, support corresponding municipal plans (inclusive of the MDP) and emerging industry practices associated with transportation planning and capital improvement delivery.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u> The previous update to the Transportation Master Plan (TMP) was approved in early 2016, inclusive of a Strategic Implementation Plan, with a timeline up to 2027. Multiple strategies / tasks of the TMP have been completed including: - Complete Streets Guidelines - Intelligent Transportation Systems (ITS) Strategy (ENGS-069) - Transportation Safety Plan (ENGS-058) - Transportation Network Improvement Strategy, with completion of multiple network improvements (Ray Gibbon, North St Albert Tr, Fowler Way / Villeneuve Rd) ○ Various capital charters aligned

	- Active Transportation Plan Development Strategy and Gaps Assessment (ENGS-068) - Planning and securement of a North Park n Ride site With the St Albert MDP completed and approved (April 2020) and the Edmonton Metropolitan Region Integrated Transportation Master Plan completed; an update to the City's TMP is well timed. Issue As development and growth occur, investment and capital improvements are made to the transportation network, and updates are performed to other Municipal Plans (Municipal Development Plan, Social Master Plan, Transit Master Plan, etc.), it is critical that the TMP be reviewed and appropriately updated to align with the City's priorities and needs as well as regional growth. Opportunities 1. Having the City's TMP completed to be informed by the recently completed MDP and Regional TMP will help generate consistency and will ensure stronger relevance for the City's TMP action plans. 2. Data is critical to capturing how our network is being used and assists with evaluation of level of service. 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. Intelligent Transportation Systems (ITS) integration into the network shall support this data collection and management. 3. Active Transportation Planning may be strengthened within the TMP for optimal network planning, strategic capital investment, operations and maintenance of the network system. Risks 1. Changes in development practices may require new transportation servicing. 2. Regional transportation network planning and construction timelines will impact levels of service and network expectations 3. Census and planning information availability
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: 3.10 Implement the prioritized inventory of approved arterial network improvements.
STAKEHOLDER IDENTIFICATION:	- City Council - Residents / Businesses - City Departments: Transit, Public Works, Fire and Emergency Services, Municipal Enforcement, Recreation & Parks, Planning and Development, Community and Social Development, Economic Development, Smart City, Capital Projects Office, Corporate Communications,

	- Edmonton Metropolitan Region: EMRB and surrounding communities – particular City of Edmonton and Sturgeon County - Alberta Transportation - Special interest groups such as; Environmental Action Committee, Senior mobility groups, Youth Committee		
TIMELINE:	Q1: 2023 tender and award of the TMP update scope Q2 – Q4 2023: Public Consultation / Engagement / Model Analysis / Project data gathering and review Q1 2024: Draft Report Q2 2024: Final Report		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$ 800,000
		2024	$ -
		2025	$ -
		2026	$ -
		2027	$ -
		2028	$ -
		2029	$ 800,000
		2030	$ -
		2031	$ -
		2032	$ -
		Total	**$ 1,600,000**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning	$250,000						$250,000			
Detailed Planning and Design	$430,000						$430,000			
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC	$20,000						$20,000			
Contingency	$50,000						$50,000			
Public Participation Activities	$50,000						$50,000			
Equipment										
TOTAL	**$ 800,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 800,000**	**$ -**	**$ -**	**$ -**

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

Comments:
- it is anticipated a timeline of 16 - 24 months would be required for the delivery of the final TMP report, resulting in the project completion the following year of the project's start.
- the projected budget is estimated off of previous TMP development projects and assumes a typical level of scope. Should the City's processes or final deliverable's desired change in terms of the TMP scope there would be influence to the overall budget required.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023-2024
CHARTER NUMBER:	ENGS-079
CHARTER NAME:	RR260 Road Construction
LEAD DEPARTMENT:	Engineering Services

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	This is a new area of the City west of Ray Gibbon Drive.	
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 is new infrastructure that will bring sanitary, water, stormwater services and road infrastructure to the proposed Community Amenities site at the western corner of Ray Gibbon Drive and Villeneuve Road, as well as the Lakeview Business District.	

PROJECT CHARTER JUSTIFICATION:	On November 2, 2020 Council approved a Project Charter to construct the necessary utility and road infrastructure to support development of a Community Amenities Site within the area of the Range Road 260 Area Structure Plan and to support general development of the Lakeview Business District. Land developer Rohit is the current owner of the land that is intended to become an indoor Community Amenities Site and of adjacent land intended for future outdoor recreational use. The City and Rohit are currently finalizing the details of a formal agreement for transfer of these lands which are anticipated to be for nominal consideration. A borrowing bylaw to support the construction has been approved. Municipal Stimulus funding (MSP) has also been obtained towards the construction of this project. During 2021-2022, the underground infrastructure has been completed. The remaining scope of this project is for the first two lanes of road infrastructure leading south from Villeneuve Road to the Community Amenities Site (approximately 250m of linear roadway). Traffic

	Impact Assessments have reported that ultimately four lanes are required for RR 260; however, two lanes will service immediate demands and widening would not be triggered until further development and growth occurs. Conceptual costs (+/-35%) of roadway and intersection improvements are included within this project charter. Construction of this phase is not anticipated to occur before 2024, to which inflation has been added to the value as well and is contingent on advancement of concept planning and preliminary design of community amenities.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: 4.6.a Secure ownership of RR260 lands for a future community amenities site subject to Council approval
STAKEHOLDER IDENTIFICATION:	Internal- Recreation and Parks, Planning and Development, Finance, Transportation External – Development Community; landowners
TIMELINE:	Finalization of land transfer agreement is still in progress. Construction of utility infrastructure started in 2021 and was completed in Q1 2022. Road infrastructure is anticipated for design in 2023 and construction by 2024.

FINANCIAL INFORMATION:	**Investment Year**	**2023**	$	227,000
		2024	$	3,041,500
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	-
		2031	$	-
		2032	$	-
		Total	**$**	**3,268,500**
			See Capital Project Worksheet for details.	

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

PROJECT COMPONENT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	180,000									
Site Servicing										
Strucure/Building Construction		1,800,000								
Landscaping		200,000								
Construction Management		180,000								
Commissioning and QA/QC	20,000	15,000								
Contingency	18,000	700,000								
Public Participation Activities										
Equipment	9,000	146,500								
TOTAL	**227,000**	**3,041,500**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Comments:
This project charter may require revisions once the land transfer agreement is finalized with Rohit and with the completion of the concept planning of the site services.
- Design costs = 10% of construction estimate
- Contingency = 10% for design and 35% for construction due to conceptual level of design considerations
- Inflation has been added at 5% for 2023 and an additional 2.4% (7.4% total) for 2024.

The 2023 costs are funded through the Borrowing Bylaw 41/2020. As debt servicing is funded from the Offsite Levy Recovery Reserve with no impact to taxes.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	PW-036
CHARTER NAME:	Grader w/wing (Winter), w/ 'Follow me Wobbly' Pneumatic Packer (Summer)
LEAD DEPARTMENT:	Public Operations

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	The growth of an additional grader with attachments is required to support both summer and winter operations service levels; to provide maintenance of the rural and gravel road inventory that was added from annexation and paved roads from subdivision 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:	To purchase a grader with wing for winter use and follow me wobbly to provide winter /summer maintenance to maintain service levels in line with City infrastructure growth.	

PROJECT CHARTER JUSTIFICATION:	A grader with both winter and summer attachments is required to meet existing service levels in the newly annexed area and growth areas within the pre-annexation boundary. Current State – Currently the City owns 1 grader that does not have the wing or follow me wobbly attachment. With the additional added inventory through annexation and with the addition of new roads in the last 10 years Public Operations has exceeded thresholds requires additional equipment to maintain new areas to defined service level requirements. Growth since 2012 (C/L distances) Arterial – 15.5km, Collector – 12.5km, Local – 22km, Rural – 7.8km Through annexation the City acquired and is responsible to maintain an additional 11km (center line (C/L) distance) of graveled

	roads and 7.5km (C/L distance) of paved roads. The additional grader is required to maintain winter service levels, wing back drifting, and provide gravel road maintenance during the summer maintenance season, using a wing attachment and 'follow me wobbly' pneumatic tire packer. Issue – The additional equipment is required in order to maintain current service levels. With the addition of over 50km of roadways (20km of this is rural road) in the last 10 years, there is no longer capacity internally to meet service levels. This type of equipment is available by contracting; however, we have difficulty procuring this equipment to meet the timelines we require for service level completion (minimum $230/hr.). An additional 5km of roadway (priority 1 arterials) is anticipated in 2022/2023 with the Ray Gibbon Drive and St. Albert Trail construction. Opportunities – The addition of a grader through this charter will bring the City inventory of graders to 2. This will increase Public Work's ability to respond quickly to changing winter weather and road conditions during snow operations and will maintain service levels on current road network and include future growth. Risks – Not meeting service levels and increased liability. Increased risk to public safety and increase risk of economic loss.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 1. Growth Policy Framework Activity: 1.2.a City of St. Albert Annexation of Sturgeon County Lands Administrative Priority: A.3. Mandated Service Requirements Activity: N / A
STAKEHOLDER IDENTIFICATION:	Public Operations – Transportation Operations Manager- Primary, Fleet Services. Finance – Budget Allocation Procurement – Contract Risk & Insurance - Awareness
TIMELINE:	2023 – Procure, Order and Unit becomes a component of the Public Works Fleet

FINANCIAL INFORMATION:	**Investment Year**	**2023**	$	590,000
		2024	$	-
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	-
		2031	$	-
		2032	$	-
		Total	**$**	**590,000**
			See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:			○ Yes ○ No If yes, refer to Operating Impacts Worksheet for details.	
ASSOCIATED OPERATING BUSINESS CASE:			Grader Operator	

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
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	590,000									
TOTAL	**590,000**	-	-	-	-	-	-	-	-	-

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

Comments:

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	

OPERATING IMPACTS	2023	2024	2025
Public Works Operator (50% 6030-4145, 50% 6030-4130)		$79,000	$79,000
Parts and Materials (6511-4110)		$28,000	$28,000
Fuel (6510-4110)		$12,500	$12,500
Contracted Services (6300-4110)		$2,000	$2,000
TOTAL	**-**	**121,500**	**121,500**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	PW-037
CHARTER NAME:	Front-end Loader w/Snow Blower
LEAD DEPARTMENT:	Public Operations

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	The growth of an additional front end loader with snow blower attachment is required during both summer and winter operations. 7 months of the year it is required for our compost yard operations and in the winter months it is required to provide winter maintenance. With our increase in inventory, both in roadways and parking lots, the blower is required for snow removal to continue service levels are being met with additional City 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:	To purchase a front-end loader w/ blower to provide winter/summer maintenance to ensure service levels are met.	

PROJECT CHARTER JUSTIFICATION:	The purchase of an additional front-end loader with snow blower attachment is to meet loader requirements in both the summer and winter.in our compost yard operations During the spring, summer into the early fall months, a loader is required at the Compost Yard. The compost yard is currently renting a loader at a cost of $5690/month (approximately $40,000 annually). In the winter the loader with the blower attachment is required due to an increase in inventory of roadways and parking lots over the last 10 years and to allow for future growth. With only one loader mounted blower unit we no longer have the capacity to meet the timelines defined in the service levels.

	In the last 10 years arterial road inventory had increased by 15.5 km (C/L distance) and Collector Inventory by 12.5km (C/L distance). Winter Operations utilizes loaders to clean parking lots and stack and clear snow in cul de sacs (which also increased in inventory). Large loader mounted snow blowers are not available to rent in the industry. Also, parts and supplies are becoming increasingly more difficult to find in order to keep it operational when required. Current State – Compost yard operations currently renting a loader at a cost of $5690/month. Winter Operations we have 3 loaders and 1 snow blower and a very old blower we use as a spare. Winter loaders are heavily utilized clearly parking lots, clearing sight line concerns, loading sand and snow, and clearing and removing snow from cul de sacs. Issue – Require an additional unit for growth so we do not have to rent during the summer (savings of $40,000 annually). During the winter we require an additional snow blower due to growth that has occurred and known future growth. Also, need the host loader unit so we maintain capacity to meet other service levels within the snow and ice program. Opportunities – Having another snow blower in our fleet will increase efficiency and ensure service levels are met. Risks – If our snow blower goes down for an extended period service levels will not be met. Alternate equipment used is slower and inefficient, causing resident frustration and compromising public safety. There are no rental options for this type of equipment to be procured.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: N / A Administrative Priority: A.3. Mandated Service Requirements Activity: N / A
STAKEHOLDER IDENTIFICATION:	Public Operations – Transportation Operations Manager- Primary, Fleet Services. Finance – Budget Allocation Procurement – Contract Risk & Insurance - Awareness
TIMELINE:	2023 – Procure and order and unit becomes a component of the Public Works Fleet

FINANCIAL INFORMATION:	**Investment Year**	**2023**	$ 500,000
		2024	$ -
		2025	$ -
		2026	$ -
		2027	$ -
		2028	$ -
		2029	$ -
		2030	$ -
		2031	$ -
		2032	$ -
		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:			

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
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	2023	2024	2025
Parts and Materials (6511-4110)		15,000	15,000
Fuel (6510-4110)		13,000	13,000
Contracted services		3,500	3,500
TOTAL	**-**	**31,500**	**31,500**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	PW-038
CHARTER NAME:	Trackless Sidewalk Machine with Plow
LEAD DEPARTMENT:	Public Operations

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	The growth of an additional sidewalk plow unit is required to maintain service levels in the snow and ice control program.	
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 additional trackless sidewalk machine with plow to deal with significant growth in the last ten years, particularly the paved trail system, and known future growth.	

PROJECT CHARTER JUSTIFICATION:	This project encompasses the purchase of an additional trackless sidewalk machine with plow. The intention of the purchase is to provide an additional unit that can plow in order to maintain our trail network and sidewalk inventory (snow removal and summer sweeping). Since 2011, the City has increased the trail/sidewalk network by 50km, bringing the total to 200km of maintained trails and sidewalks. Current State - Currently the City operates 3 sidewalk machines in its fleet. With the additional added inventory through growth and park improvement projects Public operations requires this addition in order to ensure service levels are being met. The threshold for a single machine is approximately 50km annually. Issue – Rapid additional growth of trail/sidewalk network inventory has limited our capacity to meet service levels. Opportunities – An additional sidewalk machine will ensure snow removal occurs on priority 2 and 3 trails and sidewalks within the

	timelines defined in our current service levels. As freezing rain events seem to be increasing over a winter season, Public Works would also be able to respond faster to these events as these units also apply sand. Risks - Not meeting service levels and increased liability. Increased risk to public safety.		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N / A Activity: N / A Administrative Priority: A.3. Mandated Service Requirements Activity: N / A		
STAKEHOLDER IDENTIFICATION:	Public Operations – Senior Manager Public Works Fleet Services Finance – Budget Allocation Procurement – Contract Risk & Insurance - Awareness		
TIMELINE:	2023 – Procure and order and unit becomes a component of the Public Works Fleet		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$ 175,000
		2024	$ -
		2025	$ -
		2026	$ -
		2027	$ -
		2028	$ -
		2029	$ -
		2030	$ -
		2031	$ -
		2032	$ -
		Total	**$ 175,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			○ Yes ○ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			Sidewalk Machine Operator

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
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	175,000									
TOTAL	**175,000**	-	-	-	-	-	-	-	-	-

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

Comments:

OPERATING IMPACTS WORKSHEET

○ One Time ● Ongoing	

OPERATING IMPACTS	2023	2024	2025
Public Works Operator (50% 6030-4145, 50% 6030-4220)		79,000	79,000
Parts and Materials (6511-4110)		8,800	8,800
Fuel (6510-4110)		4,700	4,700
Contracted services		1,000	1,000
TOTAL		93,500	93,500

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	PW-039
CHARTER NAME:	Truck Plow/Sander
LEAD DEPARTMENT:	Public Operations

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	The Growth of an additional Truck Sander/Plow unit is required to maintain service levels in the snow and ice control program. In the summer the truck will be responsible for hauling material from the compost yard and haul gravel to support summer gravel road maintenance programs, primarily in the annexation area.	
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 additional truck sander/plow to deal with significant growth in the last ten years, including annexation, and known future growth.	

PROJECT CHARTER JUSTIFICATION:	This project encompasses the purchase of an additional truck sander/plow. The intention of the purchase is to provide an additional unit that can sand and plow in order to capacity to maintain our road network inventory. In the summertime the unit will be utilized to haul material from the compost yard and support our gravel road maintenance program. Through annexation the City acquired and is responsible to maintain an additional 11km (center line (C/L) distance) of graveled roads and 7.5km (C/L distance) of paved roads. The additional truck is required to maintain winter service levels, sanding needs, and provide gravel road maintenance during the summer maintenance season. Current State - Currently the City operates 6 truck sander/plows in its fleet. With the additional added inventory through annexation

	and with the addition of new roads in the last 10 years (see data below) Public operations requires this addition in order to ensure service levels are being met. Growth since 2012 (C/L distances) Arterial – 15.5km, Collector – 12.5km, Local – 22km, Rural – 7.8km . Issue – Rapid additional growth of road network inventory, twinning of Ray Gibbon Drive, and the construction of Saint Albert Trail North has limited our capacity to meet service levels. Opportunities – An additional truck sander/plow will ensure snow removal occurs on priority 1 roadways within the timelines defined in our current service levels, moving to priority 2 and 3 roadways. As freezing rain events seem to be increasing over a winter season, Public Works would also be able to respond faster to these events. Risks - Not meeting service levels and increased liability. Increased risk to public safety and increase risk of economic loss to the community.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 1. Growth Policy Framework Activity: 1.2.a City of St. Albert Annexation od Sturgeon County Lands Administrative Priority: A.3. Mandated Service Requirements Activity: N / A
STAKEHOLDER IDENTIFICATION:	Public Operations – Transportation Operations Manager- Primary, Fleet Services, Waste & Diversion Finance – Budget Allocation Procurement – Contract Risk & Insurance - Awareness
TIMELINE:	2023 – Procure and order and unit becomes a component of the Public Works Fleet

FINANCIAL INFORMATION:	**Investment Year**	**2023**	$ 365,000
		2024	$ -
		2025	$ -
		2026	$ -
		2027	$ -
		2028	$ -
		2029	$ -
		2030	$ -
		2031	$ -
		2032	$ -
		Total	**$ 365,000**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
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	365,000									
TOTAL	**365,000**	-	-	-	-	-	-	-	-	-

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

Comments:

OPERATING IMPACTS WORKSHEET

○ One Time ● Ongoing	

OPERATING IMPACTS	2023	2024	2025
Parts and Materials (6511-4110)		27,000	27,000
Fuel (6510-4110)		18,700	18,700
Contracted Services (6300-4110)		3,500	3,500
TOTAL		49,200	49,200

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	CSD-001
CHARTER NAME:	Youth Transitional Housing
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- $132,300)	

PROJECT CHARTER 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

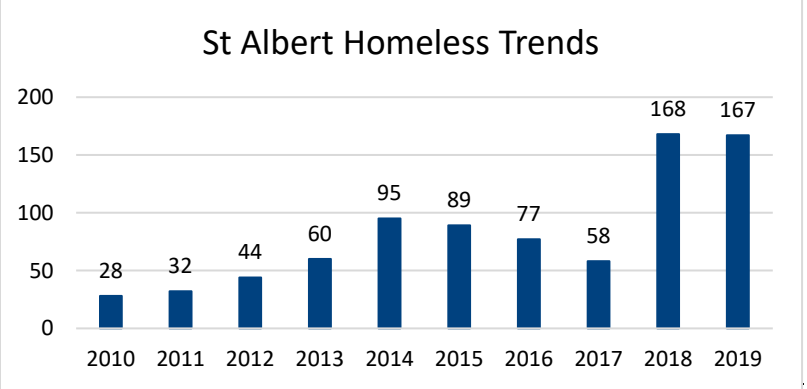
3. That the Mayor's Task Force continue to support and advocate the coordination of homelessness prevention strategies among local, regional, provincial, and national organizations, as well as the public and private sectors.

Current State

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

St. Albert Community Village & Food Bank (SACVFB) have indicated that they are seeing an increase in houseless individuals; from January to May 2022 there have been 75 houseless individuals. The largest age groups are 10-18 and 36-45, both with 15 individuals. SACVFB also identify that rising utility costs are putting more St. Albert residents at risk of housing instability and homelessness; about 65 percent of food bank users have shared they are paying 50 percent or more of their income on housing.

FCSS Community Support Workers report that the majority of youth they have supported have identified some housing instability including unhealthy family dynamic, couch surfing, and barriers to accessing appropriate housing attributed to cost and availability of options, particularly for those under 18.



Issue

The Mayor's Task Force to End Homelessness 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.

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 youth with unstable connections to family or other support networks because this type of temporary, supportive housing offers accommodation that provides a bridge from homelessness to permanent housing by offering formal support and programs to assist with life skills, education and training and possibly support for mental health and addictions issues. Social Return on Investment (SROI) is a framework for measuring and reporting on the social, economic and environmental value created by a policy, program or intervention. SROI is increasingly being used to quantify the impact of investment in preventative interventions. A recent study by the BC Housing Research Centre demonstrated that for every dollar invested in supportive housing, approximately four to five dollars in social and economic value is created.[1] About half of this value is the result of reallocated costs, such as emergency health & hospital services, justice services (including policing), child welfare and other social services. The experience of supportive-housing recipients also contributes a large portion of the value created through the investment; this includes, increased personal well-being (physical and mental health), personal safety, ability to engage in employment and local economy, and connection to the community. For youth, the social return on investment may be significantly higher, as intervention is provided at a significant formative junction. Many young people who are homeless lack the personal experience of living independently and at the same time may be in the throes of significant developmental (social, physical, emotional, and cognitive) changes. As a result, they may not have the resources, resilience, education, social supports, or life skills necessary to foster a safe and nurturing transition to adulthood and independence. Evidence has shown being a homeless youth is the greatest predictor of homelessness in later life, and for many chronically homeless individuals their path to homelessness began as a youth or young adult. Additionally, there is some overall value estimated to go back to local communities and neighbourhoods with supportive housing,

[1] The Social and Economic Value of Dedicated-Site Supportive Housing in B.C. November 2018. Retrieved May 30, 2022, from https://www.bchousing.org/research-centre/library/tools-for-developing-social-housing/sroi-analysis-dedicated-site-supportive-housing

	due to the overall increase in community well-being, such as fewer homeless individuals and increased local economic well-being. There is a significant body of case studies, both within Alberta, as well as federally and abroad, that demonstrates the SROI with youth programs that focus on mentoring, exposes youth to positive lifestyle choices, creates a sense of belonging through a safe and healthy environment, reduces barriers to education and provides services to increase employability. The outcome of programs such as this has been determined to have a return as high as 4.5 times the amount of each dollar invested. **Opportunities** The Mayor's Task Force to End Homelessness recommends that youth transitional housing is the most appropriate prevention strategy for homeless youth in St. Albert. Youth transitional homes are tertiary prevention strategies that move away from shelters to more coordinated systems of support that assist homeless youth to either return home or transition towards independence. Further development of a youth transitional home model is being proposed through this capital charter, 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: • Location options • Transitional housing models • Partnerships for capital and operations • Regional, provincial, and federal funding sources The feasibility study will provide Council with this information prior to committing further funding in future budget years. Previously submitted charters included an estimate for possible land donation, without the feasibility study it is difficult to know whether land donation would be required or the value. There have been several advocacy efforts made between the City and provincial and federal governments, including meeting with the provincial Minister of Seniors and Housing. These advocacy efforts on behalf of the City are a collaboration between Government Relations, Planning and Development Services and Community Services. A strong focus has been placed on identifying alignment

	with provincial and federal housing priorities and strategies with current City initiatives. A key message that was heard throughout these advocacy efforts is that both orders of government are seeking partnerships for projects that are in a more advanced phase of development, in order to be completed within a shorter timeframe. In essence, there needs to be advance work completed for a project and a demonstration of municipal commitment and investment. A thorough and completed feasibility study would illustrate the merit of the project and illustrate St. Albert's commitment, as well as the readiness for investment into this housing project. 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. **Risks** 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. Additionally, the social return on investment for individuals and the wider community would be lost without the support services youth would receive in the transitional housing that would lead to more successful long-term outcomes. Building community capacity will also be compromised. The Task Force and community efforts and prevention strategies identified will not be fully realized and in turn, not be 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 will be limited, as the model is not anticipated to create a revenue source. There is a current focus on housing from both the federal and provincial governments. The federal Budget 2022 highlighted affordable housing as one of its top three priorities and made funding investments that support making more housing accessible across the country, as well as continue to fight homelessness, particularly for the most vulnerable. The Government of Alberta also recently released their 10-year strategy to improve and expand affordable housing, which has a strong focus on partnerships.

	It is an opportune time to explore housing projects and St. Albert risks being unable to leverage this potential funding, being passed over for projects in other municipalities, who have identified more 'shovel-ready' projects. 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 youth transitional home may require further capital investment, through land donation or changes to the Land Use District for the future 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. The feasibility study would aim to identify these challenges and provide options for mitigating.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 5. Housing Activity: 5.3 Work with regional partners to explore the creation of additional housing options to Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	***City of St. Albert*** • Community Services – Elizabeth Wilkie and Marnie Lee • Planning and Development - Lory Scott • Government Relations – Trevor Duley • Finance / Procurement – Stan Chan ***Other Stakeholder involvement*** • Mayor's Task Force to End Homelessness • Private sector • Not for Profit agencies
TIMELINE:	**Phase 1 Conduct Feasibility Study** (4-6 months) - Procure contract / hire consultant **Work with project consultant to:** - 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 and operational 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; and - consult with City staff to explore possible 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.			
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$	132,300
		2024	$	-
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	-
		2031	$	-
		2032	$	-
		Total	**$**	**132,300**
			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 was originally linked to the Operating Business Case for a Social Housing Specialist position part of the 2021 budget, which was approved.	

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning	132,300									
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**132,300**	-	-	-	-	-	-	-	-	-

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

Comments:
This Charter previously included an estimate for possible land donation and project costs. Without the feasibility study it is unclear whether land would be required or what kind of funding considerations, if any, would need to come from the City. If the Feasibility study determines a donation of land, Capital investment is required from the City, a future charter would be submitted. If an operating allocation was recommended, a business case would be submitted.

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2023 UNFUNDED)

RECR-050 RWP Meadowview – Construction

PLAN-009 Housing Options for Affordability & Accessibility

ENGS-058 Traffic Calming Strategies

RECR-049 Neighborhood Park Development

PLAN-011 Permitting Software Modernization

ITSV-009 Municipal Area Network Expansion

RECR-040 Dog Friendly Park Development

ENGS-054 Intersection Improvements

ENV-002 Solar Photovoltaics (PV) Program

ITSV-015 Web Services Enhancements

CULTR-009 Heritage Park Phase 1A, B & C – Ag Pavilion and Visitors Reception

ENV-001 Contaminated Sites Remediation

ENGS-069 ITS Strategy Implementation

ENGS-077 Neil Ross Road Extension – OSL 100%

FIRE-023 Fire #2 Security Upgrade

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023-2027
CHARTER NUMBER:	RECR-050
CHARTER NAME:	RWP West – Meadowview Construction
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	This charter involves the construction of a new key trail connection in the Meadowview area which connects the area between the Grey Nuns White Spruce Park multi-use trail to the existing trail east of the CN trestle bridge.	
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 the remaining phases of the Red Willow Park West – Meadowview project. It includes construction of Phase 2, the trail connection from the new Grey Nuns White Spruce Park to existing trails in Macmillan Park, east of the CN Trestle Bridge, including seating areas and viewing nodes. Phase 3 includes design and construction of a new parking area, washrooms and interpretation opportunities for Grey Nuns White Spruce Park, with timing for this phase aligned to future development of roadway access from Riverside.	

PROJECT CHARTER JUSTIFICATION:	**Current State** In consideration of the numerous environmental assessments and permits required, ATCO and CN right of way, and the complexity of adjacent land ownership, the project has been broken into three phases. Phase One: Grey Nuns White Spruce Park (GNWSP) construction was funded in 2021 and complete in 2022. Park design can be found at this link. https://stalbert.ca/dev/construction/parks/red-willow-park-west/

Phase Two: Trail connection from the GNWSP under the CN trestle bridge to connect to existing trails at Macmillan Park. Currently funded for design, which will be complete by end of 2022. The land required to connect Phase 2 along Riverlot 22 was acquired in 2021. Detailed design for Phase 2 will be complete by end of 2022.

Phase Two includes construction of:

- Multi-use trail (~1.9km) from the GNWSP along the Sturgeon River, connecting to the existing trail on the east side of the trestle bridge.
- Bridges at the Riverside stormwater management facility and under the CN trestle bridge.
    - Safety considerations have changed substantially since other similar crossings in the Red Willow Trail System were built. Both of these structures are significantly more complex than in other areas of the City.
- Boardwalks through environmentally sensitive areas with limited land available for trail construction.
- Viewpoint at Meadowview Lane to give opportunity for nature viewing and educational opportunities.
- Seating areas

Phase Three: GNSWP/Riverside Entrance. Completion of parking and washrooms at the entrance of GNWSP, Construction of this phase is dependent on stages of Riverside development and the reconfiguration of Hogan Road and is not anticipated for at least 4 years. Timing of this work is assessed annually in coordination with Genstar Developments. This phase also includes potential interpretive and/or programming infrastructure for GNWSP and Phase Two.

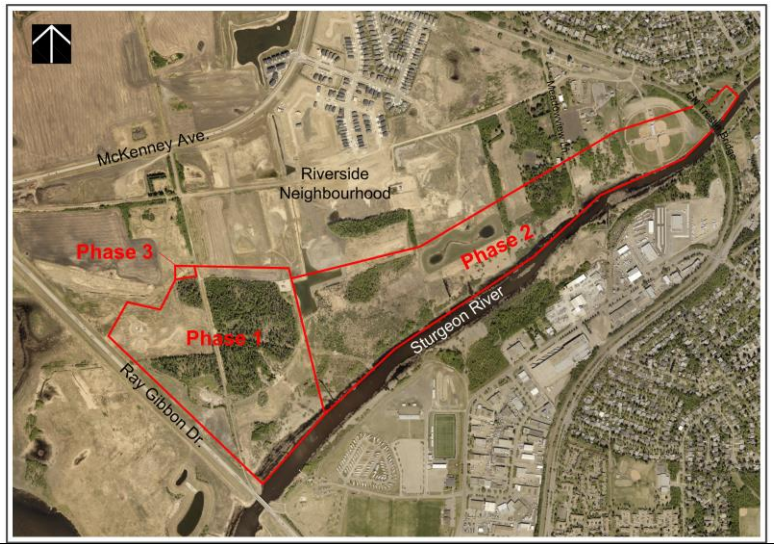


Figure 1: Red Willow Park West – Meadowview Phases

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.

2019-2022: Detailed design on phase 1 and 2 was initiated in 2019 and has continued through to 2022. This step included 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.

Issue

The project has been broken into three phases due to its complexity, however, all three phases contribute to council and administration directives and policies which address such aspects as environmental sustainability and user connectivity. Phase 1 (GNWSP), which has been funded, will provide enhancement of user experiences within the forest under the protection of the while maintaining and protecting ecological integrity, and ecosystem management as directed by Municipal Historical Resource Bylaw 31/2011. Increased need for trail connection has occurred due to the Riverside neighborhood build-out continuing at a rapid pace, with over 10,000 residents expected at completion. This trail will connect the GNWSP and Riverside neighbourhood to the existing downtown trail system.

	The development of all phases of the RWPW project will expand opportunities for outdoor pursuits in a natural setting and provide for an interconnected trail system in alignment to MDP policies. 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 provided in most neighborhoods along the Sturgeon River. Completion of this project also supports meeting the vision of the Active Transportation Strategy for St. Albert as this area has been identified as a key trail gap for the City. The trail alignment as designed brings pedestrians and cyclists away from street traffic into a highly scenic area, increasing comfort and attractiveness for all trail users. **Opportunities** Construction of this trail connection addresses the trail gap within the existing Red Willow trail system. It provides a key connection for Riverside as well as for all residents wanting to travel downtown to the GNWSP and to the Ray Gibbon Drive bridge. The increased service level established through the trail connection will impact Public Operations and their operation levels. The development of this trail connection aligns with resident priorities. Parks, green & natural spaces, and trails were the top factors contributing to a high quality of life in the City, ranking substantially higher than any other factor (City of St. Albert 2021 Community Satisfaction Survey). This project also aligns with the following Flourish policies: • 11.2.8. Facilitate and implement connections to the City's trail system when new development and redevelopment occurs. • 11.2.9. Facilitate open space and trail linkages between parks and natural features. 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 being completed, and 77 people attending the open house. Stakeholders representing eight organizations were also consulted through separate meetings and communications. Phase Two construction was included in a city grant submission to Infrastructure Canada's Active Transportation Fund (ATF), with decision expected in winter 2022. If the grant application is successful, up to 60% of project costs would be covered. Aligning with standard service levels and meeting the principles outlined in the City of St. Albert Parks and Open Space Standards and Guidelines, the GNWSP is planned to have a parking lot and full-service washroom as part of Phase 3. The cultural and historic significance of the GNWSP and RWPW has the potential to offer unique opportunities for the public, school and community groups to learn more about the rich cultural, historical and ecological significance of the area through interpretive opportunities.

	Interpretive opportunities can also build stewardship and public responsibility for the forest and park overall. **Risks** Risks of not completing this project: • Trail connectivity is not completed, and this creates safety and liability concerns as people create their own routes (e.g. under the CN bridge). • 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. • Soil conditions are unpredictable in this area and may have impacts to construction costs. • Construction delays due to weather and permitting requirements. • Lack of qualified candidates that have environmentally sensitive construction experience.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: N / A Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	Internal Stakeholders: Extensive internal consultations have occurred during detailed design and will occur throughout construction as this project impacts many departments including: • Human Resources, Safety and Environment • Public Operations • Planning • Emergency Services • Engineering • Community Services • 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 Developments • Private landowners • Arts and Heritage Foundation • Canadian National Railway • St. Albert Men's Slowpitch • Big Lake Environmental Support Society • Grey Nuns White Spruce Park Working Group • Sturgeon River Watershed Alliance • Government of Alberta – Environment and Parks • General Public			
TIMELINE:	2023- Phase 2- RWP West trail construction 2026 – Phase 3 – GNWSP Riverside Entrance Design & Interpretive Plan 2027- Phase 3- GNWSP Riverside Entrance construction & Interpretive Plan			
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$	4,243,100
		2024	$	-
		2025		
		2026	$	330,300
		2027	$	2,781,100
		2028	$	-
		2029	$	-
		2030	$	-
		2031	$	-
		2032	$	-
		Total	**$**	**7,354,500**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design				220,200						
Site Servicing					118,900					
Strucure/Building Construction										
Landscaping	3,258,000				1,650,500					
Construction Management	300,000				84,700					
Commissioning and QA/QC										
Contingency	685,100			110,100	927,000					
Public Participation Activities										
Equipment										
TOTAL	**4,243,100**	**-**	**-**	**330,300**	**2,781,100**	**-**	**-**	**-**	**-**	**-**

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

Comments:
2023 Construction Costs based on 90% cost estimates, contingency at 30%. As per budget instructions, contingency at 50%, escalation: 2023-5.00%, 2024-2032-2.4% for future phases.

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	Operating impacts for Phase Two are anticipated to begin in 2025 and include maintenance of trails and associated site furnishings.

OPERATING IMPACTS	2023	2024	2025
Trail Maintenance - Public Operations			3,900
Boardwalk & Bridge Maintenance - Public Operations			6,400
Tree/planting Maintenance - Public Operations			1,400
Site Furnishings Maintenance - Public Operations			2,100
Fencing Maintainenance - Public Operations			4,600
TOTAL			**18,400**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	PLAN-009
CHARTER NAME:	Housing Options for Affordability & Accessibility
LEAD DEPARTMENT:	Planning & Development

TYPE:	Choose one: ○ RMR ◉ GROWTH	
Explanation (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:	Work with regional partners to explore the creation of additional housing options to address issues of affordability and accessibility.	

PROJECT CHARTER JUSTIFICATION:	Current State – The City of St. Albert has developed a Housing Diversity Action Plan, which was received by City Council in March 2015. The Housing Diversity Action Plan identifies several recommended actions, and these actions are based upon access to limited City funding. This includes direction to work with regional partners to explore non-market housing opportunities. Issue – St. Albert has one of the highest median incomes within the Edmonton Metropolitan Region (approximately $101,427/yr). However, in 2011, there were 2,000 St. Albert households officially below the low-income measure, including 1,170 children. These households earned incomes between $11,740/yr to $18,840/yr. The number of seniors in St. Albert has increased significantly over the last 10 years. This growth trends shows a higher ratio of older residents to younger residents, resulting in increased health-care related housing demands.

	Opportunities – The new National Housing Strategy National Housing Co-Investment Fund will be delivered through the province. This fund provides both low interest loans and grant funding for projects that are one of the following: affordable, universally accessibly, or energy efficient housing. Access to this Fund along with other, provincial and federal funding is based on a shared partnership model. Provincial and federal funding are prioritized to communities who provide funding, land contributions, or some form of private and/or public partnerships to support non-market housing development. To further Council's goals, a sustainable affordable housing fund is required to enable the development of incentives or programs. This will allow the City to leverage and access Provincial, Federal and non-government funding. Risks – Without dedicating municipal affordable housing resources or funding, it is unlikely that either the Provincial or Federal government will provide future funding to the City of St. Albert. Partnerships with non-government agencies (i.e. Habitat for Humanity, Homeland Housing) also face limitations without a municipal funding/resource contribution.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 5. Housing Activity: 5.3 Work with regional partners to explore the creation of additional housing options to Administrative Priority: A.1. Regional Collaboration Activity: A.1.2 Edmonton Metropolitan Region Board
STAKEHOLDER IDENTIFICATION:	• Council (Secondary – funding, engagement) • Planning & Development (Primary – conduct research, engagement, document drafting) • Community & Social Development (Secondary – provide input on potential needs, linkages, and impacts)
TIMELINE:	1. Begin to implement the findings of the Housing Affordability and Accessibility Options Report (Project 5.3), that leverages regional partnerships, and will include inclusionary housing opportunities and universal accessibility goals. (2023) 2. Establish an ongoing affordable housing fund (2024)

FINANCIAL INFORMATION:	Investment Year	2023	$ 109,100
		2024	Fund to be determined through the program
		2025	
		2026	
		2027	
		2028	
		2029	
		2030	
		2031	
		2032	
		Total	**$ 109,100**
			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

Universal Accessibility: No costing at this time. To be incorporated as part of design (est. min 5%).

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs		Funds to be determined through the program/ concept								
Concept Planning	109,100									
Detailed Planning and Design		Funds to be determined through the program/ concept								
Site Servicing										
Strucure/Building Construction		Funds to be determined through the program/ concept								
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**109,100**	-	-	-	-	-	-	-	-	-

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

Comments:

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023 - 2032
CHARTER NUMBER:	ENGS-058
CHARTER NAME:	Neighbourhood Traffic Calming
LEAD DEPARTMENT:	Engineering

TYPE:	○ RMR ◉ GROWTH	
Explanation (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:

Current State

Table 1.0 below, identifies that from 2018 - 2020, between 30% to 36% of all public roadway collisions occurred within communities. This equals a total of approximately 877 collisions occurring in neighbourhoods within this time frame, that is inclusive of 109 incidents involving severe outcomes. Please note that at the time of charter development 2021 collision reporting was in process.

Table 1.0: 2018 – 2020 Network Collision Total vs. Neighbourhood Collisions

Year	City wide	Neighbourhood Level		
	Collsion Frequency	Collisions (% Total Collision)	Injury & Fatal Collsions	PDO Collsions
2018	1012	333 (33%)	39	294
2019	973	349 (36%)	51	298
2020	617	195 (32%)	19	176

The top neighbourhood locations in ranking for collision frequency summarized over the past three years (2018 to 2020) are highlighted in Table 2.

Table 2.0: 2018 – 2020 Top Collision Communities (Based on Collision Frequency)

Rank	Neighbourhoods/ Severity	2018	2019	2020	Total Collision Frequency
1	**Lacombe Park**	**36**	**37**	**30**	**103**
	Injury	4	5	6	15
	PDO	32	32	24	88
2	**Erin Ridge**	**39**	**35**	**12**	**86**
	Injury	6	2	2	10
	PDO	33	33	10	76
3	**Grandin**	**30**	**31**	**22**	**83**
	Injury	1	4	2	7
	PDO	29	27	20	76
4	**Deer Ridge**	**21**	**33**	**13**	**67**
	Injury	1	8		9
	PDO	20	25	13	58
5	**Mission**	**24**	**27**	**15**	**66**
	Injury	6	9		15
	PDO	18	18	15	51

The following communities or locations have had traffic calming completed:

1) Erin Ridge: along Erin Ridge Drive, Eldorado Drive, Ebony Way (completed in 2021)
2) Erin Ridge North: along Everitt Drive North (completed in 2021)
3) Intersection of Grosvenor Boulevard and Grenfell Avenue (completed in 2019)
4) Lennox Drive: planned for completion in 2022

The proposed work plan, provided as an attachment to this charter, highlights locations that have been requested by residents, largely surrounding pedestrian crossing site specific locations, with additional consideration of recognized improvement to influence safety in high priority locations of neighbourhood collision incidents and / or speed issues.

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 behavior: Despite engineered roadway improvements, behavior 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 education and enforcement. <u>Opportunities</u> 1) Temporary measures: Use of temporary measures provides opportunity for "testing" potential design changes prior to full investment of permanent construction. 2) Communication / Transparency: There is opportunity to proactively communicate background information on roadway safety improvements. 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 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. 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> 2) Quantity of neighbourhod requests and staff limitations / budget limitations to address multiple requests (solution is the identified prioritization) 3) Failure of "temporary" measures, resulting in extended timelines or necessary extension of the process 4) Adjustment of priority locations due to updated traffic data verification 5) Rising construction costs 6) Weather (Schedule); Weather impact on equipment operation 7) Safety of traffic and pedestrians 8) Traffic Delays / roadway efficiency 9) Priority of other construction projects (road overlays, road reconstructs) 10) Rise of scope of work and associated costs during the creation and finalization of traffic calming plans.
STRATEGIC PLAN & CORPORATE	Council Priority: 3. Building a Transportation Network

BUSINESS PLAN ALIGNMENT:	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:	• Q1: RFP for design • Q2: Design and construction tender • Q3: Construction Note – temporary measures may be installed prior to placement of permanent which would entail a year of evaluation. Temporary measures may also be applied due to funding constraints and allow for site improvement prior to funding of permanent.

FINANCIAL INFORMATION:	**Investment Year**	**2023**	$ 372,100
		2024	$ 424,000
		2025	$ 312,300
		2026	$ 280,000
		2027	$ 286,500
		2028	$ 286,500
		2029	$ 286,500
		2030	$ 286,500
		2031	$ 286,500
		2032	$ 286,500
		Total	**$ 3,107,400**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	131,000		28,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000
Site Servicing										
Strucure/Building Construction	140,000	350,000	180,000	160,000	150,000	150,000	150,000	150,000	150,000	150,000
Landscaping										
Construction Management	32,100	52,500	26,800	24,000	27,500	27,500	27,500	27,500	27,500	27,500
Commissioning and QA/QC	3,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Contingency	16,000	17,500	13,500	12,000	25,000	25,000	25,000	25,000	25,000	25,000
Public Participation Activities										
Equipment	50,000		60,000	60,000	55,000	55,000	55,000	55,000	55,000	55,000
TOTAL	**372,100**	**424,000**	**312,300**	**280,000**	**286,500**	**286,500**	**286,500**	**286,500**	**286,500**	**286,500**

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

Comments:

1) This charter shall incorporate both traffic calming and Safe Journeys work.
2) Construction costs are estimates only, based on previous similar scope and work costs. Final costs will be dependent upon final detailed design.
3) Locations and schedule are tentative and may be influenced by updated safety or operational data and public requests for work.
4) Current program planning aligns up to 2026 (inclusive) with 2027 and forward programming recommended to be held at $286,500 and finalized as further design and site investigatgions are completed.
5) Equipment costs refelct anticipated Driver Feeback signs and / or pedestrian warning flashers.

OPERATING IMPACTS WORKSHEET

○ One Time ● Ongoing	Seasonal, snow & ice as well as sidewalk maintenance. Public Operations covers equipment and resources to perform these actions; estimated at $2,500 per pedestrian curb extension location annually. 2023 Operational costs are reflective of costs for addressing sites constructed in 2022, while 2024 reflect costs for maintaining sites completed in 2023. There are no planned crossing improvements in 2024 so no future operational costs identified.

OPERATING IMPACTS	2023	2024	2025
Public Operations - Snow clearing, assumed at $2,500 / site annually	7,500	7,500	-
TOTAL	**7,500**	**7,500**	**-**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023-2032
CHARTER NUMBER:	RECR-049
CHARTER NAME:	New Neighbourhood Park Development
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	Development of new outdoor recreation amenities on municipal reserve lands within developing neighborhoods.	
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 provide recreation opportunities on municipal reserve lands for new neighborhoods as they are built. Work includes provision of trails, park and open space recreation amenities, and landscaping.	

PROJECT CHARTER JUSTIFICATION:	This charter is to provide park and open space recreation amenities and trails within new and developing neighbourhoods. The charter encompasses costs for concept planning (park master plans), public participation, detailed design and construction of all growth areas. Progress and timing for all projects is tied to the developer-led growth of new areas. Through the Municipal Development Plan (MDP) and Engineering Standards, developers provide basic park amenities including trash receptacles, benches, trails and basic landscaping (grading, grass, some plantings). The City then provides additional amenities and features to support active and passive use of the parks and open spaces, including playgrounds, outdoor rinks, sport fields, sport courts, trail connections, seating areas, landscaping, etc. in alignment with the Parks and Open Spaces Standards and Guidelines (updated 2018) and the Engineering Standards. Per the *Municipal Government Act* and through the Area Structure Plan (ASP) and associated processes, municipalities receive 10% of lands being developed as municipal reserve, for the specific purpose of providing parks,

	open spaces (including buffers between developments), and school sites within each neighborhood. **Current State** There are several approved or in progress ASPs that have identified MR lands that will require development over the timeframe of this charter including: - Cherot - Erin Ridge North Phase 2 - Jensen Lakes - Jensen Lakes Phase 2 - North Ridge Phase 2 - South Riel - Riverside - Ville Giroux Parks master plans will be completed over 2023 for each of these neighbourhoods, where not already completed. The information from these master plans will support refinement of this charter and provide the basis of detailed design for each park. Badger Lands and Lakeview District may have MR dedicated within this timeframe. Concept plans will be required when the ASPs are approved and timing is tentatively anticipated in the chart below. New development areas included in the Annexation lands will be included in this charter as more information becomes available. Work in 2023 will focus on a potential partnership with Melcor in Jensen Lakes, concept planning for the new Jensen Lakes Phase 2 (approved 2022) parks and detailed design for two park sites in the Riverside neighbourhood. Additional projects within the scope of this charter may be advanced, pending available funding, in consultation with developers. **Issue** Provision of new parks and open space amenities is an on-going need. Trails, parks and open spaces ranked as the top factor contributing to a high quality of life in the City, ranking substantially higher than any other factor (City of St. Albert 2021 Community Satisfaction Survey). The City needs to ensure new neighborhoods have access to developed parks and open spaces, as provided in existing neighborhoods, to ensure equitable access and to continue meeting current service levels and resident expectations. Timing of park construction is challenging to anticipate as it must align with the adjacent development and overall neighborhood build out. Administration works cooperatively with developers to assess neighborhood park needs and anticipate appropriate park construction timelines throughout the year to forecast as accurately as possible. Urban Squares are a new, unique type of park. Proposed for Riverside, South Riel, and Jensen Lakes Phase 2, these parks are near high density and commercial developments, have high traffic and visibility in the community and are intended as attractive features for development. Urban Squares carry development and operating costs much higher than other neighborhood parks of comparable size. Further discussions between developers and Administration around responsibilities and resourcing of these parks needs to occur. Costing for the proposed urban square in Riverside in included below

	however further exploration of costs and roles/responsibilities is required for other sites. **Opportunities** The dedication of MR lands is essential to the development of park spaces in St. Albert. Each ASP has opportunities for the development of park spaces that will provide a variety of spontaneous and structured recreation opportunities. Neighborhood park construction funds will provide recreation opportunities depending on the target market for the ASP and unique needs of the neighborhood, as well as identified City recreation amenity needs. Well thought out parks with compatible amenities and uses increase the overall attractiveness of the neighborhood, directly increase property values and enhance the quality of life of all residents in the City. By incorporating the principles of Complete Streets and the Active Transportation Strategy, work under this charter will support active modes of transportation and off-street mobility choices within new neighborhoods. Alternate funding sources will be explored wherever possible for work undertaken in this charter, including through grants and partnerships. Through this charter, Administration is seeking to leverage funding to partner on park sites, with a focus on Jensen Lakes for 2023. If successful, this will reduce the long-term taxpayer capital cost and enable homebuyers access to park sites sooner than in fully City-funded park enhancement projects. **Risks** Risks of not completing this work include: - The City's standard level of service is the provision of developed parks and open spaces within neighborhoods. If funding is not provided for parks in new neighborhoods, inequity between existing and new neighborhood residents would occur. - Decreased quality of life for residents in new areas without developed park spaces and amenities. - Delays in planning and construction of parks may cause residents to become accustomed to existing use, regardless of future site intention. o E.g. lack of awareness of school sites causing resident concern when developed for school board use - Communities are less attractive to homebuyers without access to developed parks. - Under-developed lands may pose safety hazards and are an attractant for unwanted uses. - Missed opportunities for partnerships with Melcor and/or other community partners.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: N / A Administrative Priority: N / A Activity: N / A

STAKEHOLDER IDENTIFICATION:

Internal:

- Recreation and Parks
- Public Operations
- Planning
- Engineering
- Health, Safety & Environment

External:

- Land Developers
- Community Recreation Groups
- Neighborhood Residents
- General Public

TIMELINE:

The chart below indicates anticipated timelines for park development within each approved or proposed ASP. These timelines are approximate only.

Park Master Plans will be completed to identify potential amenities of each park and refine costing estimates. Master Plans are expected to be completed for all growth areas (new and amended ASPs) by the end of 2023.

General timing for concept planning (CP), design (D) and construction (C) for parks and open spaces in each neighborhood is indicated below. Plans under this charter are reviewed with Planning and developers at minimum annually, and more frequently as needed to align park development with neighbourhood build out and developer timing.

Neighbourhood	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Badger Lands		CP								
Cherot			D C		D C		C	D		
Erin Ridge North Phase 2		D	C	C						
Jensen Lakes	D C		D		D C		C		D	C
Jensen Lakes Phase 2	CP								D	C
Lakeview District		CP								
North Ridge Phase 2				D		C				
Riverside	D		C		D		C	D		C
South Riel			D		C					
Ville Giroux			D	D	C	C				

FINANCIAL INFORMATION:	**Investment Year**	**2023**	$	471,300
		2024	$	307,200
		2025	$	3,044,600
		2026	$	1,704,400
		2027	$	4,110,600
		2028	$	1,936,300
		2029	$	4,332,200
		2030	$	76,100
		2031	$	501,500
		2032	$	3,419,800
		Total	**$**	**19,904,000**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning	40,000	80,000								
Detailed Planning and Design	68,200	136,800	247,300	120,600	312,100			21,400	301,000	
Site Servicing										
Strucure/Building Construction										
Landscaping	181,900		1,928,600	986,400	2,388,300	1,264,200	2,854,800			2,246,500
Construction Management										
Commissioning and QA/QC										
Contingency	125,200	68,400	802,700	553,400	1,350,200	632,100	1,427,400	10,700	150,500	1,123,300
Public Participation Activities	56,000	22,000	66,000	44,000	60,000	40,000	50,000	44,000	50,000	50,000
Equipment										
TOTAL	**471,300**	**307,200**	**3,044,600**	**1,704,400**	**4,110,600**	**1,936,300**	**4,332,200**	**76,100**	**501,500**	**3,419,800**

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

Comments:
Contingency calculated 50% for all projects (concept phase) as per budget instructions. Escalation at 5% for 2023, 2.4% for 2024 onwards as per budget instructions

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	Maintenance costs are related to the provision of additional park vegetation, site furnishing and recreation amenities.

OPERATING IMPACTS	2023	2024	2025
Jensen Lakes NP 1 Parks and Open Space - Vegetation			500
Jensen Lakes NP 1 Parks and Open Space - Site Furnishings			2,400
Jensen Lakes NP 1 Facility Maintenance (Playground)			3,000
TOTAL	**-**	**-**	**5,900**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	PLAN-011
CHARTER NAME:	Permitting Software Modernization
LEAD DEPARTMENT:	Planning & Development

TYPE:	Choose one: ○ RMR ◉ GROWTH	
Explanation (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:	Implement permitting software to modernize the application process for Planning & Development.	

PROJECT CHARTER JUSTIFICATION:	Current State – Building, Development, and Planning Permit applications continue to rise year over year as the community continues to grow. A corporate decision to migrate from the use of the previous permitting software (POSSE) over the past several years to Prospero has improved the 1-off financial/fee side of the application process, but has resulted in the Department utilizing a limited software for permit processing, rather than the previous software, which had been very custom-tailored to St. Albert's development process. Issue – St. Albert handles thousands of permit applications per year (>7,700 in 2021, 5-year average of 6,695). The implementation of the Prospero/Tempest software for permitting led to efficiencies in inputting of fees, but has led to inefficiencies on the building, development, and planning permit side. The Department began implementation of E-apply modules in 2020 to facilitate ease of application, however the E-apply effort stalled out in 2021 after the

<table>
<tr><td></td><td colspan="3">creation of 4 of 50 building permit modules due to lack of resources and capacity within the IT Department.

Opportunities – Annual Planning & Development Department operation is typically ~75-85% funded through development related permitting, with annual revenues of $3.2m in 2021, and a 5-year average of $2.7m. Administration believes that re-investing a portion of those permit application revenues will enable the implementation of either additional tailored modules of the current software, or the implementation of a new software to improve efficiencies and speed of processing, and reduce red tape, manual handling of applications, etc.

Risks – Risks of not modernizing the software are the continued manual processing of applications, which increases time to issuance, and risk of manual error. As the City continues to grow, the city risks an erosion in the time required to issue permits. Feedback from land development clients indicate that e-permitting services are found in neighbouring municipalities, which reduce timelines and costs.</td></tr>
<tr><td>STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:</td><td colspan="3">Council Priority: 2. Economic Development

Activity: 2.2 Develop and recommend Green Tape 2.0 initiatives to enable increased growth,

Administrative Priority: A.5. Service Enhancement Opportunities

Activity: N / A</td></tr>
<tr><td>STAKEHOLDER IDENTIFICATION:</td><td colspan="3">• Council (Secondary – funding, engagement)
• Planning & Development (Primary – conduct research, engagement, document drafting)</td></tr>
<tr><td>TIMELINE:</td><td colspan="3">3. Review of software solutions (2022)
4. Selection of preferred software solution (2023)
5. Implementation of preferred software solution (2023-24)</td></tr>
<tr><td>FINANCIAL INFORMATION:</td><td>Investment Year
2023
2024
2025
2026
2027
2028
2029
2030
2031
2032

Total</td><td>$

<b>$</td><td>400,000

400,000</td></tr>
<tr><td></td><td colspan="3">See Capital Project Worksheet for details.</td></tr>
</table>

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

Universal Accessibility: No costing at this time. To be incorporated as part of design (est. min 5%).

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
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	400,000									
TOTAL	**400,000**	-	-	-	-	-	-	-	-	-

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

Comments:

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023-2024
CHARTER NUMBER:	ITSV-009
CHARTER NAME:	Municipal Area Fibre Network Expansion
LEAD DEPARTMENT:	Information Technology Services with Engineering Services

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	This project will enhance service levels and produce long term cost avoidance.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ◉ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	Extend the City's fibre optic communication network to prepare for annexed lands, create redundant rings, and address the security and monitoring requirements of the City's water supply.	

PROJECT CHARTER JUSTIFICATION:	This project will extend the Municipal Area Network (MAN), to the north and west, enabling the monitoring and control of traffic signals on Ray Gibbon Drive, new intersections, and other locations not yet connected. The project will also create some ring-shaped paths to provide redundancy in the event of damage to the primary network. Connections to water reservoirs will improve the safety and security of the City's water supply. The Municipal Area Network has enabled improved capacity and reliability for IT systems, fire dispatch, telephone system, building security and access systems, as well as central monitoring and control of traffic signals per the Transportation Master Plan and Intelligent Transportation Systems Strategy. Since 2018, the MAN has been producing substantial cost savings by eliminating the use of leased telecommunication networks. The

	MAN also produces cost avoidance on lifecycle costs for unreliable wireless devices previously used for the traffic signal radio network. **Current State** – The City has been investing in this network incrementally since 2015, resulting in approximately 30km of fibre optic infrastructure. As of early 2021, all major City facilities and approximately three quarters of the City's traffic signals have been connected. The MAN enabled regional collaboration via a direct connection to the Alberta First Responders Radio Communication System (AFRRCS), resulting in a highly secure connection and substantial operating cost savings. **Issue** – The MAN provides secure and unlimited communications between all City facilities and every line of business. Without the MAN, initiatives such as Intelligent Transportation, Smart City and many others would not be possible. As the City expands into newly annexed lands to the north and west, these new areas need to be connected. To build resiliency, multiple, redundant paths or rings are created. If one side of the ring is broken, network traffic can continue uninterrupted on the other side. When new facilities and roadways are constructed, funds are allocated within these projects to ensure branch connection to the nearest point within the network; this project charter will help ensure the backbone of the network reaches into the new areas. **Opportunities** - The MAN saves operating funds that would otherwise be expended for leased telecommunication services and enables cost avoidance as new facilities are added and the volume of data increases. The MAN will address the telecommunication needs of all departments and will result in cost avoidance as existing systems are replaced or upgraded – for example, some traffic signals and utility control systems (SCADA) communicate using radios that must be regularly upgraded or replaced. Current radio systems do not have sufficient capacity to support higher bandwidth applications such as video surveillance. **Impacts**: • This project integrates with the Smart City elements of numerous City departmental plans and master plans, and provides the essential underpinning network required for most of the initiatives within these plans. • The project provides the foundation for the Intelligent Transportation Systems Strategy, particularly the ability to centralize monitoring, report on corridor level of performance and integrate adaptive control of intersections. Elements of the Intelligent Transportation Systems Strategy and real-time Driver Information Technology will not be possible without the MAN. • Utilities currently use leased copper telecommunication circuits to monitor the City's water reservoirs. The supplier of the leased circuits has advised the City that the technology is obsolete and will be phased out within a few years. The current leased circuits are very old and do not allow high bandwidth applications such as computer networks or video

	surveillance of these mission critical facilities. The MAN would enable physically isolated and highly secure networks for active control and monitoring of the City's water supply. • The MAN enables the monitoring and control of the City's existing solar arrays and will be essential to any new arrays that are planned. Monitoring and control is essential to the safe and effective operation of these renewable energy projects. • The MAN will have maintenance costs, but the fibre optic cable and conduit is expected to last at least 25 years and routine maintenance costs are low (mainly inspection). **Risks** - This capital charter will reduce risks in many areas, including the monitoring and control of public safety systems such as Fire, Traffic Signals, and Utilities. Future connection of new City facilities will not be possible unless this core network is in place, for example: Fire Station 4, Utilities (SCADA) to the west, and signals on Ray Gibbon Drive and other new arterial and collector roadways
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	The Municipal Area Network supports nearly all plan elements, including: Council Priority: 3. Building a Transportation Network Activity: N / A Administrative Priority: A.6. Smart City Activity: N / A
STAKEHOLDER IDENTIFICATION:	**Internal Stakeholders:** • Engineering – Project management and tendering • Utilities – monitoring and control of water reservoirs, SCADA and security systems • Transportation – connectivity to traffic signals along major transportation corridors. Support to video cameras, data collection, travel time studies, and road condition reporting • Fire Services – critical networks to Fire Stations, inter-agency communications (AHS, AFRRCS). Support to traffic signal pre-emption, station alerting, radio system, dispatch. • Transit – improved network bandwidth and redundancy to Dez Leggit Facility and depots. Support to Smart Fare, digital signage, Naki park and ride, conversion to AFRRCS radio system. • Public Works and Transit - improved network bandwidth and redundancy to major facilities, secure corporate Wi-Fi at satellite facilities in support of field work. Building HVAC and access controls. • Recreation and Parks – connection to major recreational facilities in support of telephones, security, computer networks, point-of-sale, building controls, public Wi-Fi, etc. • **External Stakeholders:** • Regional Transit Authority partners • Alberta First Responders Radio Communication System

	• Alberta Health Services • Fire mutual aid (Edmonton, Sturgeon, Parkland, etc.) Regional transportation corridors (St. Albert Trail, Ray Gibbon Drive)		
TIMELINE:	This is a multi-year project. Typical activities within a given year: Q1 – Invitation to Tender, contract award Q2, Q3 – Installation of conduit during frost free months Q4 – Installation of fibre optic cable, splicing, documentation		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$ 380,000
		2024	$ 390,000
		2025	$ -
		2026	$ -
		2027	$ -
		2028	$ -
		2029	$ -
		2030	$ -
		2031	$ -
		2032	$ -
		Total	**$ 770,000**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction	380,000	390,000								
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**380,000**	**390,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Comments:
1 This project is limited by cost, meaning that as much scope as possible will be completed within the fixed budget above.
2. Project management and tendering will be done by Engineering Services.

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	The expansion of the City Fibre MAN, in particular with the inclusion of utilities facilities requires management that exceeds the resource capacities in Information Technology Services, Transportation and Utilities. Therefore, an IT Network Analyst position is required to be utilized on all networks.

OPERATING IMPACTS List the Type of Operating Expense and Department impacted.	**2023**	**2024**	**2025**
IT Network Systems Analyst	100,000	102,000	104,000
TOTAL	**100,000**	**102,000**	**104,000**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022-2024
CHARTER NUMBER:	RECR-040
CHARTER NAME:	Dog Friendly Park Development
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	This project is growth because it involves the design and construction of a new dog friendly 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:	To design and build a new dog friendly park within the City to meet growing demand and keep pace with population growth. This project includes assessment of an identified area in the North Carrot Creek area of the Red Willow Park West Master Plan, consideration of alternatives, detailed design and construction.	

PROJECT CHARTER JUSTIFICATION:	**Current State** The City currently has two categories of Dog Designated Areas: Dog Friendly Parks (2 parks) and Off Leash Areas (29 areas) - Dog Friendly Parks are those sites which provide a dedicated location for dogs and dog owners to gather and are developed in alignment with Dog Friendly Park Design Guidelines. The Dog Friendly Parks are Lacombe Lake Park (west) and Dodger Dog Park (east). - Off Leash Areas are those sites where dog owners can take their dogs off leash but share use with other recreational activities. They are located throughout the city. In response to identified community need, the goal is to provide a new Dog Friendly Park in St. Albert. In the 2012 Recreation Master Plan, additional dog parks were ranked in the top eight outdoor priorities. More recently, Dog Designated Areas, including Dog Friendly Parks,

have been ranked as a medium high need in the 2022 Recreation Amenity Needs Assessment. The City is also experiencing high levels of use within the existing dog friendly parks, especially Lacombe Lake Park, and anticipates more demand as new neighborhoods are built.

Issue

Dog Friendly Parks must meet several criteria as per the Dog Friendly Park Design Guidelines. A potential site is identified in the Red Willow Park West Master Plan (2018) for a Dog Friendly Park (Figure 2). This site is City owned, just outside the Cherot neighbourhood and adjacent to the proposed new Community Amenities Site. Conceptual design for the Dog Friendly Park and the Community Amenities Site should be aligned to ensure compatibility between uses and to manage access.

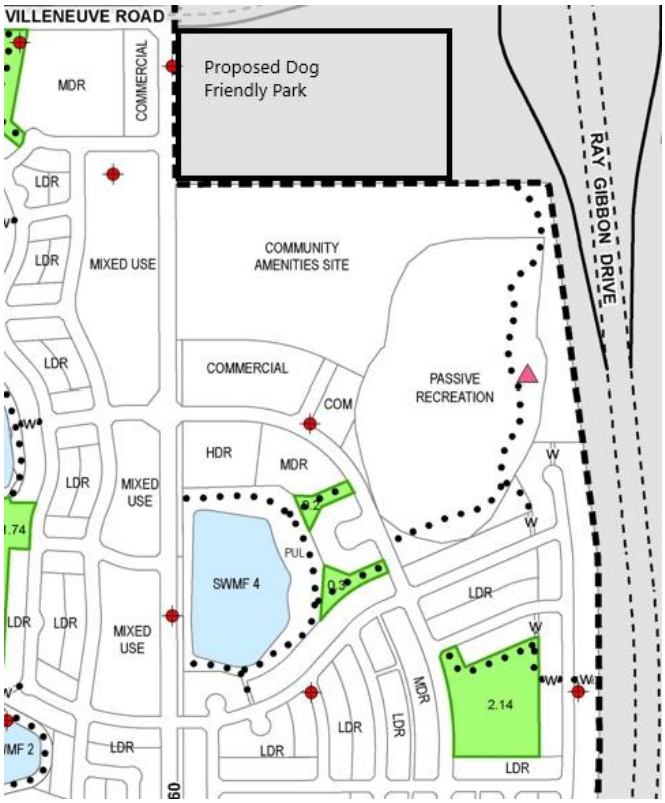


Figure 1: North Carrot Creek and Community Amenities Site

The North Carrot Creek site has potential complications that require further review including:

- Compatibility of use with Ray Gibbon Drive expansion and development in the Range Road 260 Area Structure Plan
- Compatibility with Community Amenities Site
- Land Use Bylaw zoning
- Environmental concerns and potential mitigations

	Funding in 2023 would support site assessments (geotechnical, environmental) and detailed design if the site is feasible, with construction occurring in 2024. Construction would include provision of an approximately 2400 square meter gravel parking area, trails, signage, fencing and other base park amenities. Project timing may need to be adjusted to minimize construction impacts to and from the project as a result of the Community Amenities Site. While assessment and potential construction of the North Carrot Creek site is the next logical step in addressing the current pressures, Administration will continue to assess additional options for dog friendly parks as St. Albert continues to grow. This could include regional partnerships and opportunities with other land use planning. **Opportunities** Appropriately locating and constructing an additional dog friendly park will alleviate pressures at the two existing dog friendly parks and shift use away from existing off leash dog areas that share space with other uses. With the confirmation of the Community Amenities Site location, the potential North Carrot Creek Dog Friendly Park should not cause concern with residential landowners. The site is located along major roadways allowing for good access, appropriate for a park intended for city wide use. There are likely strong synergies between the users of the new Community Amenities Site and the intended audience for this project. The site also has opportunity for shared use with a proposed new Public Operations building and yard (see Figure 2 and Charter PW-018) or the Community Amenities Site. Collocating different administration and recreational facilities will enable construction and operational efficiencies including potential shared use washrooms and joint parking areas.

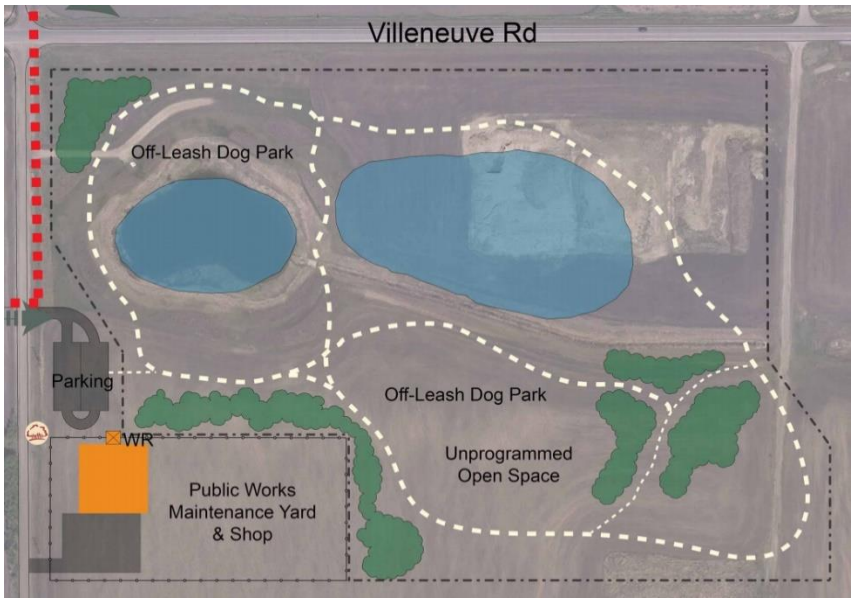


Figure 2: Red Willow Park West Master Plan –
Dog Friendly Park Conceptual Design

Risks

Provision of dog friendly spaces is a current service offering that requires additional space and resourcing as the community and the dog population continues to grow. However, dog parks can be a contentious issue and appropriate siting is key.

Public engagement will be required. There is a large amount of interest and differing perspectives on how best to designate and manage this type of park. Proactive communication during detailed design (2023), construction (2024) and long-term maintenance, as well as integration of public feedback into park design will help alleviate potential concern.

Risks of not completing the project:

- Pressures and conflict with high use in the existing dog friendly parks and off leash areas are already being observed and will not be alleviated.
- Increasing population density in neighborhoods, including more high-density housing which lacks yards for pet owners is resulting in increased demand for dog designated areas that will not be met.

Risks within the project

- Appropriate site not available to be acquired, or cost prohibitive

	- Inflation of construction costs - Site constraints - In house resources not available - Lack of qualified contractor(s)
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: N / A Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	Internal: - Recreation & Parks - Capital Project Office - Public Works - Legal Services - Risk & Insurance and Purchasing - Engineering - Transportation External - General Public - Adjacent landowners - Area developer (Rohit Communities)
TIMELINE:	2023 – Detailed design and public engagement 2024 – Park construction

FINANCIAL INFORMATION:	**Investment Year**	**2023**	$	238,600
		2024	$	1,208,400
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	-
		2031	$	-
		2032	$	-
		Total	**$**	**1,447,000**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	144,200									
Site Servicing										
Strucure/Building Construction										
Landscaping		805,600								
Construction Management										
Commissioning and QA/QC										
Contingency	72,100	402,800								
Public Participation Activities	22,300									
Equipment										
TOTAL	**238,600**	**1,208,400**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Comments:
Costing extrapolated from Dodger Dog Park. As per budget instructions, contingency at 50%, escalation: 2023-5.00%, 2024-2032-2.4%

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	Additional park maintenance activities and associated resources will be required once construction is completed (projected for 2026). Public Operations have not provided operating impacts as site is currently under regular maintenance. No additional operating funds are required for this work.

OPERATING IMPACTS	2023	2024	2025
TOTAL	-	-	-

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023 - 2032
CHARTER NUMBER:	ENGS-054
CHARTER NAME:	Transportation Network Improvements
LEAD DEPARTMENT:	Engineering

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	This project targets the completion of redesign of existing intersections for safety or capacity (level of service) improvements.	
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 perform network improvements to intersections that result in enhanced safety or improved levels of service to reduce congestion, delay or better accommodate all modes.	

PROJECT CHARTER JUSTIFICATION:	Current State Intersections are integral components of the transportation network, representing corridor connection points where potentially high volumes of road users interact. Due to the conflict of directions of movement and the various types of road users (vehicle, pedestrian, cyclist, transit), these locations also represent key areas of safety concern and may also act as network “pinch points” to which delay, or congestion may be generated. Work is in process (2022) to analyze conceptual improvements to the south St. Albert Trail corridor and the intersection of St. Albert Trail at Hebert Road / Gervais Road. Due to design work still in process at the time of this charter’s development, it is proposed to amend the previous charter value for construction until Administration may confirm details of improvements and “cost / benefit” of recommendations.

In acknowledgment of the City's current investment into key corridor improvements such as Ray Gibbon Drive, North St Albert Trail, Villeneuve Road and future consideration for funding of Fowler Way and Neil Ross Road; Administration is recommending funding for completion of In-Service safety reviews of locations of collision trending and preliminary design work associated with intersection improvements for implementing safety improvements and operational improvements. Sites for consideration include (in no order):

- St Albert Trail at McKenney Avenue / Bellerose Drive: In Service Safety Review planned for 2022
- St Albert Trail at St Anne Street / Sturgeon Road: In Service Safety Review planned for 2022, with design.
- Sturgeon Road at Beaverbrook Crescent: Safety review completed and design work planned for 2022.
- Boudreau Road at Hebert Road: future proposed intersection review and design work.

Beyond safety improvements, opportunities exist for operational improvements thru design and construction of new or improved turn facilities (right turn lanes where none may exist or addressing short turn bays that are delayed by intersection operations). Such improvements benefit separation of turn movements and thru movements and increase level of service. Sites for consideration include:

- Boudreau Road at Campbell Road: Future proposed In Service Safety review and design work.
- Boudreau Road at Sir Winston Churchill Avenue: Future proposed In Service Safety Review and design work.

Completion of the noted intersection safety assessments and design work shall better inform on construction cost estimates which will be integrated into updated future charters. At this time, construction place holder values have been applied to the charter using costs associated with previous intersection improvements with similar anticipated scope. Cost estimates are +/- 50% as they are conceptual and will be adjusted as work advances to inform on improved estimates.

To maximize capital investments and coordinate capital programming, intersection improvements will be considered for timing with RMR road or concrete work.

Issues

4) Road right of way limitations: There are constraints to what improvements can be made within the existing road right of way (minimal space available to add lanes or separate movements). There may be areas to which easements will be required.

5) Transportation Utility Corridor (TUC) limitations: Some locations may be restricted to what improvements can be

	completed due to proximity to, or being within, the transportation utility corridor of the Anthony Henday. 6) Strategic improvements: Continuous data collection and analysis of roadway operations and collision occurrences are critical to ensure this project is evidence based and appropriately prioritizing improvements. Priorities may be influenced and changed due to updated data. Opportunities 1) Communication / Transparency: Proactively communicate background information on roadway improvement projects, such as how programs are planned and implemented. 2) Project Alignment: Consideration and collaboration between this charter and planned RMR work will result in cost savings and minimize network disruption. 3) During intersection improvements, close existing gaps in the active transportation network through construction of sidewalk. 4) Operational improvements using Intelligent Transportation System strategies may maximize efficiency and safety. 5) Performance of preliminary engineering / design work strengthens cost estimate accuracy and minimize "unknowns" of the project in advance of construction. Risks 1) Construction costs may vary from estimated values used to create this project charter 2) Poor weather conditions to allow for construction completion. 3) Missed collaborative efforts between departments for construction activity 4) Disruption to road users and services (transit) during construction activity. 5) Collaboration with land owners adjacent to intersections to acquire necessary easements for any required asset construction that impacts current private land.
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:	- City Council - Residents / Businesses - City Departments: Transit, Public Works, Fire and Emergency Services, Municipal Enforcement, Recreation & Parks, Planning and Development, Community and Social Development, Economic Development, Smart City, Capital Projects Office, Corporate Communications, - Businesses (in vicinity of projects) – Impacts to their area, collaboration on land use
TIMELINE:	Year 1: In-Service Safety Review Year 2: Design

	Year 3: Construction Note – for locations of operational consideration and not safety; the process may forego an In-Service Safety Review and result in a two year completion with Year 1 Design and Year 2 Construction.		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$ 627,000
		2024	$ 905,000
		2025	$ 2,098,000
		2026	$ 3,000,000
		2027	$ 2,500,000
		2028	$ 340,000
		2029	$ 1,395,000
		2030	$ 1,395,000
		2031	$ 490,000
		2032	$ -
		Total	**$ 12,750,000**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning	45,000	50,000				90,000	45,000	45,000	75,000	
Detailed Planning and Design	150,000	150,000				250,000	70,000	70,000	350,000	
Site Servicing										
Strucure/Building Construction	300,000	600,000	1,750,000	2,500,000	2,000,000		1,000,000	1,000,000		
Landscaping	50,000		40,000	70,000	70,000					
Construction Management	40,000	60,000	150,000	200,000	200,000		120,000	120,000		
Commissioning and QA/QC	2,000	5,000	8,000	30,000	30,000		60,000	60,000	30,000	
Contingency	40,000	40,000	150,000	200,000	200,000		100,000	100,000	35,000	
Public Participation Activities										
Equipment										
TOTAL	**627,000**	**905,000**	**2,098,000**	**3,000,000**	**2,500,000**	**340,000**	**1,395,000**	**1,395,000**	**490,000**	**-**

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

Comments:

1) Construction cost estimates are conceptual (+/- 50%) and will be informed by completion of safety review and design.
2) Contruction cost estimates were derived from previous similar intersection work and scope anticipated with noted sites.
3) Prioritization and schedule may be subject to change from updated traffic and safety data collected.
4) Construction of improvements may be limited or influenced by site constraints and work may be defined as unfeasible with further design completion.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	ENV-002
CHARTER NAME:	Solar Photovoltaics (PV) Program
LEAD DEPARTMENT:	Human Resources, Safety and Environment

TYPE:	Choose one: ○ RMR ◉ GROWTH	
Explanation (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:	Choose one: ○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	Project includes the design and installation of a roof top solar photovoltaic array for Jerome Iginla and Kinex Arenas.	

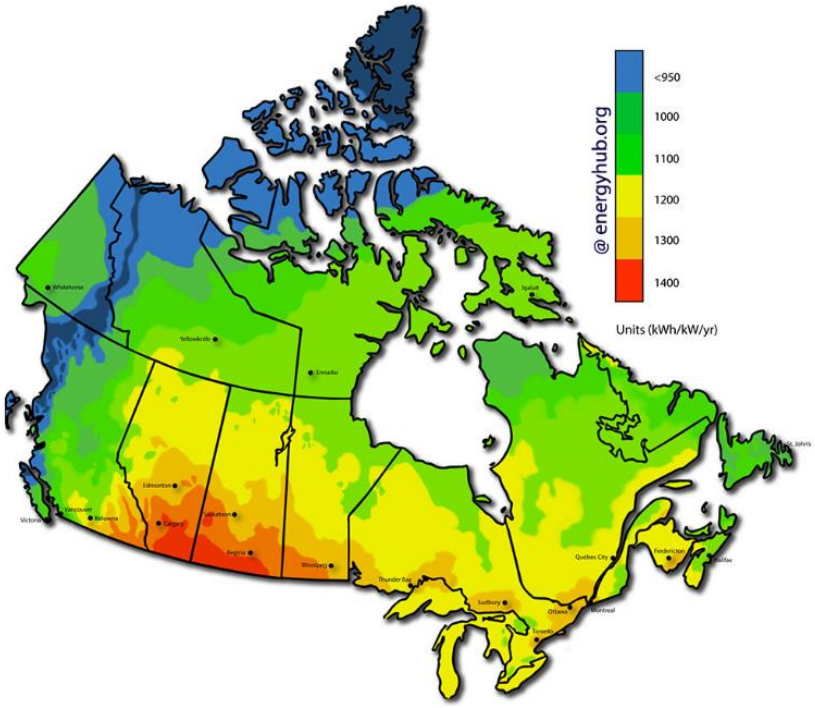
PROJECT CHARTER JUSTIFICATION:	In 2022, SPG was engaged to conduct an energy audit at Jerome Iginla and Kinex Arenas. The audit also included preliminary evaluations of feasibility and costs and benefits of the installation of solar photovoltaics (PV) at these facilities. Preliminary analysis suggested that the available roof space at these arenas could accommodate a 60kW DC system on each roof, with a simple payback of 11.4 years. If installed, the proposed solar PV installations are expected to pay for themselves within its life cycle. In addition, solar PV provide certainty of electricity costs, avoidance of carbon tax costs, reduction in greenhouse gas emissions, aligns with the implementation of Smart City technologies and advances the community sustainability vision of St. Albert by shifting to renewable fuel sources.

A solar photovoltaics (PV) system employs solar panels to transform energy from the sun into useable electricity. The system that are being recommended here are roof-top, grid connected systems that will supplant a portion of a facility's demand for electricity from the grid.

The systems would conform to Alberta's Micro Generation Regulation and not exceed the five-megawatt limit established in that regulation. The on-site power that is generated will be used by the facility, reducing the overall demand for grid supplied electricity particularly during peak usage which will reduce both variable charges and the transmission and distribution rates. If excess power is produced, it would be sold onto the grid and the City would be paid the retail rate for that electricity. Note: this system must be reviewed in concert with the solar farm discussions to confirm impacts to ROI.

Alberta has some of the best solar production potential in Canada. The map below is a solar energy maps, which is a visual representation of the amount of energy that a solar PV system can produce based on the intensity of light that reaches the Earth's surface. This is called *Solar Production Potential*. In Alberta, you need less solar panels to produce the same amount of energy than in a province with a lower solar energy potential.

The maps are presented in units of kWh/kW/year which details how much energy (in units of kWh) can be produce per year given the size of the solar power system (in units of kW).



Note: The Federation of Canadian Municipalities (Green Municipal Fund Retrofit for Municipal Facilities) and the Federal Government (Low Carbon Economy Fund) have funding opportunities that incorporate renewable energy

	retrofits. Grant funding may be available through these programs in future years to implement this project. Solar PV's benefits go beyond financial payback as solar provides deep carbon reductions, avoids carbon tax, promotes a transition to renewable energy and smart technologies and reduces the risk associated with potentially volatile and escalating electricity prices. This program supports many of the goals within the Flourish, Environmental Master Plan and the Pillars of Sustainability throughout the City.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 6. Environmental Stewardship Activity: N / A Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	Facility staff and patrons of the facility will require advanced notice of the installation schedule for the system, as this project has the potential to impact scheduled programming and access to the facility during the period of installation. As well, given the interest in City facility solar data, this system would need to consider compatibility into the public online data system currently being explored for the City website. Other Stakeholders (residents, businesses, and schools, etc in the surrounding area - Inform
TIMELINE:	2023 – Jarome Iginla and Kinex Arenas (in alignment with roof replacement)

FINANCIAL INFORMATION:	**Investment Year**	**2023**	$	250,000
		2024	$	-
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	-
		2031	$	-
		2032	$	-
		Total	**$**	**250,000**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	30,000									
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	220,000									
TOTAL	**250,000**	-	-	-	-	-	-	-	-	-

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

Comments:
2 systems - one on Jerome Iginla and one on Knex

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023-2024
CHARTER NUMBER:	ITSV-015
CHARTER NAME:	Web Services Enhancements (StAlbert.ca)
LEAD DEPARTMENT:	Information Technology Services

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	Supporting service digitization and web-related enhancements	
ASSET CATEGORY:	○ Civic Facilities ◉ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	Support ongoing research into, and progressive enhancements to, the City's public-facing web services portfolio to ensure they continue to satisfy resident and business needs.	

PROJECT CHARTER JUSTIFICATION:	Funding support is necessary for facilitating public involvement in digital service design, executing in response to research findings, and proactively improving our web services portfolio to avoid a costly, protracted rebuild. **Current State** - The City's websites are an essential platform for resident communication and service delivery, supporting 1.65 million user sessions annually and thousands of inquiries and transactions. From a technical standpoint, our websites are in good condition. The main City website underwent a complete in-house rebuild in 2019, with related updates migrating to our satellite services (such as MyCity, the Open Data Portal, and Program Registrations) in 2020. However, with only one dedicated FTE for developing and improving the City's web assets and no available contingency funding, the department is severely strained to address emergent requests and has considerably less capacity to integrate public consultation into our processes or proactively address enhancements necessary to meet the growing needs and expectations of the organization and its customers. **Issue** - Due to an absence of funding, no meaningful public engagement or testing related to the City website has occurred since 2016, and none ever

	with our satellite services. Consequently, assumptions, internal stakeholder opinions, industry best practices, and fragmentary public feedback drive design, development and content decisions. The ease with which the public can find essential information or utilize our online services, let alone their success or satisfaction with these elements, is unknown. However, there is mounting awareness that problem areas exist, requiring investigation and informed changes in approach. The Ernst & Young review strongly recommends the inclusion of the public in the City's digital service design process; we fully support this recommendation, but it will not be possible without predictable budgetary support for the work. **Risks** - Ongoing incremental investment into the City's websites is necessary to rapidly leverage emergent opportunities and avoid the costly need for a complete redevelopment of the portfolio. The external development of an entirely new website, and its subsequent reflection in our satellite services, would take at least two years and upwards of a million dollars depending on platform choices and technical requirements. This expenditure and a painfully delayed response to mounting dissatisfaction are what we risk by failing to invest in informed, incremental improvements to the existing portfolio. Growing requirements for custom programming, integrating third-party services, and supporting emerging technologies exceed available internal expertise. Without dedicated funding, the ability to act upon a new business opportunity or react to a challenging technical issue is severely impacted by the time required to pursue individual business cases. **Opportunities** - By 2023, the City website will be four years old and due for a significant refresh. Budgetary support at this time, the first since 2014, would allow the organization to engage with the public, collect vital learnings for the next iteration, and execute upon long-required business needs. City Administration has expressed an ambition to be a leading municipality. Ensuring we provide excellent web services for our customers is the most visible way to exemplify that leadership.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 2. Economic Development Activity: 2.4 Employ Smart City strategies as an enabler for commerce sustainment and growth Administrative Priority: A.5. Service Enhancement Opportunities Activity: N / A
STAKEHOLDER IDENTIFICATION:	External: Residents, businesses, utility clients, public Internal: All departments, City Council
TIMELINE:	2023 – Conduct public consultations, identify priority areas for enhancement, work internally or with external consultants to produce deliverables, and conduct validation testing with the public where applicable.

	2024 – Continue to work internally or with external consultants to produce deliverables based on prioritization conducted in 2023 and conduct validation testing with the public where applicable.			
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$	75,000
		2024	$	75,000
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	-
		2031	$	-
		2032	$	-
		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:			n/a	

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	35,000	60,000								
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities	40,000	15,000								
Equipment										
TOTAL	**75,000**	**75,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Comments:
Note that the exact division between public engagement/testing costs, and those for design and development work, are unknowable at this time.
At this time, 2024 budget is a placeholder and will be confirmed based on investigations to be conducted in 2023.

OPERATING IMPACTS WORKSHEET

Choose one:

○ One Time ● Ongoing	Additional staff resources are required to managed, support and enhance development delivered by this charter. Current web site has been managed by 1 FTE which has not provided the resourcing capacity needed to address all organizational demands for StAlbert.ca and related online services as well as the Council website.

OPERATING IMPACTS List the Type of Operating Expense and Department impacted.	**2023**	**2024**	**2025**
Web Analyst (1 FTE) - Financial Services & Information Technology	100,000	100,000	100,000
TOTAL	**100,000**	**100,000**	**100,000**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023-2025
CHARTER NUMBER:	CULTR-009
CHARTER NAME:	Heritage Park Phase 1A, B & C – 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:	This charter is the continuation of the heritage sites development. This phase reorients the visitor reception and parking to align with the new rail crossing and entrance to Riverside.	

PROJECT CHARTER JUSTIFICATION:	**Current State** – The Functional Plan for the Heritage Sites was approved by Council in 2010. This plan built upon the Heritage Sites Masterplan and provided a five-phase approach to provide the necessary infrastructure to support the restoration of the historic buildings and future visitor amenities. After the heritage building had been restored the Functional Plan was updated (2020) to reorientate the entrance to the site to accommodate the changes to the Riverside ASP (change in the CN railway crossing and the new entrance into the Riverside subdivision). The updated plan provides new phasing and costings to complete the heritage sites as a community asset and tourist destination; the updated plan also includes the relocation of the Musée Héritage Museum to the heritage sites. **Work completed under the Functional Plan (2010)**

	• Restoration of the 1906 Alberta Grain Company and 1929 Alberta Wheat Pool grain elevators (completed 2011) • Restoration of the Belcourt and Cunningham Houses on River Lot 24 (completed 2019) • Restoration of maison Chevigny and Brosseau Granary on River Lot 23 (completed 2020) • Site servicing for buildings (water, sewer, electricity) with capacity to add Agricultural Pavilion and more public washrooms for the site. • Landscaping and temporary fencing of River Lots **Work to be completed under the updated Functional Plan (2020)** • Phase 1 CULT-009 – relocation of maintenance yard, Agricultural Pavilion & Visitor Centre, parking lot and landscaping • Phase 2 CULT-010– Event grounds for community and commercial use, enhanced security, linkage to Red Willow Trail • Phase 3 CULT-030– relocation of Musée Héritage Museum to the heritage sites and additional parking **Phase 1** To accommodate the updated Riverside ASP the entrance to the heritage sites will change from its current location to the west of the 1906 grain elevator. The Agricultural Pavilion and Visitor Reception will welcome visitors, provide additional washrooms for the public (there are currently only two public washrooms located at the train station) and provide indoor and covered space to display artifacts that support agricultural history and the grain elevators. In order to build this pavilion, the maintenance yard and storage huts will need to be relocated to the south end of Meadowview Drive and a new maintenance workshop built to replace the aging 1970s trailer. The work will be broken down over three years: 2023 – RFP for detailed design/architectural/engineering services 2024/25 – relocation of maintenance yard and construction of new maintenance workshop, construction of Agricultural Pavilion and Visitor Centre, parking lot, upgraded security and landscaping.



Issue - This phase of the development of the heritage sites is the continuation of the long-range plan for this unique site. The buildings have all been restored and are open to the public, but the site does not meet its potential as a destination. The new phases identified in the updated Functional Plan (2020) are required to safely and efficiently operate the site and provide the amenities required for visitor use, community enjoyment and for it to reach its potential as a tourist destination.

Opportunities - the heritage sites showcase St. Albert's history and help differentiate this community from others in the Capital Region. The built heritage and River Lots tell the story of St. Albert's deep Métis roots, Francophone immigration, and its

<table>
<tr><td></td><td>agricultural history with the oldest designated grain elevator in the province. In order to make this site a destination within the Capital Region it requires improved visitor amenities such as adequate parking facilities, public washrooms and a new visitor centre to greet you as you enter the site. The natural area at the south end of the heritage sites will link to the Red Willow Trail as it expands north along the river from the trestle bridge to the Grey Nuns White Spruce Forest, this will increase its awareness and use within the community.

Risks – currently the major obstacle to the full implementation of the Functional Plan is the outstanding parcel of land on River Lot 23. This land is currently operating an automotive business that is not compatible with the restored heritage buildings and public enjoyment of them. It not only detracts from the investment made in the heritage sites it also poses a safety issue for the visitors, school fieldtrips and special events.

Currently many of the agricultural artifacts are in storage as there is no adequate shelter or suitable way for them to be displayed. This diminishes the visitor experience as the full agricultural history of the area cannot be told when visiting the grain elevators.</td></tr>
<tr><td>STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:</td><td>Council Priority: N / A

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>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>
</table>

TIMELINE:	2023 – RFP for engineering services for Phase 1 required work. 2024/2025 – Construction of Agricultural Pavilion and Visitor Reception. Open Space, Amenities, and Landscaping		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$ 1,131,800
		2024	$ 5,946,700
		2025	$ 218,900
		2026	$ -
		2027	$ -
		2028	$ -
		2029	$ -
		2030	$ -
		2031	$ -
		2032	$ -
		Total	**$ 7,297,400**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	143,000	389,800	16,200							
Site Servicing	22,700	108,600								
Strucure/Building Construction	633,500	3,770,700								
Landscaping			135,400							
Construction Management	102,900	540,600	19,900							
Commissioning and QA/QC										
Contingency	229,700	1,137,000	47,400							
Public Participation Activities										
Equipment										
TOTAL	**1,131,800**	**5,946,700**	**218,900**	-	-	-	-	-	-	-

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

Comments:

To address Sustainability Policy 2% plus $45,000 for a worksho p was added to determin what third party system would be used. - Numbers pro vided from Capital Projects. Original estimates from 2020 Functional plan. Escalation: 2022: 6.8%; 2023: 5%; 2024: 2.4%. Added 10% o f project to Construction M anagement.

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
	Contingency (35%)	$1,293,413
	Phase 1 Total	**$5,432,334**

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	Operational impacts affect Culture in regards to contract management of the maintenance provider, estimated cost of: Asphalt Parking lot $3.00/sqm per year for winter maintenance. Asphalt and curb stop Maintenance $0.75/sqm per year per year. If the lot is gravel we do not normally maintain those in the winter. Summer maintenance $.20/sqm for grading and adding gravel as required. For any buildings, budget estimate $25/sq ft per annum

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023-2024
CHARTER NUMBER:	ENV-001
CHARTER NAME:	Contaminated Sites
LEAD DEPARTMENT:	Human Resources, Safety and Environment

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	City-managed contaminated sites have existing environmental liabilities that require on-going risk management and/or remediation activities.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	Two City managed contaminated sites (former Public Works Yard/Riel Drive and Public Operations Jack Kraft Facility) require risk management assessments.	

PROJECT CHARTER JUSTIFICATION:	Current State – During the 2012 financial audit the auditors identified that the City needed to address a new Public Sector Accounting Standards 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"*. Between 2014 and 2021, the City has worked with various Environmental Consultants to assessment, evaluate and generate Risk Management and/or Remedial Action Plans for each of the

	City's contaminated sites. Risk Management Plans typically include groundwater monitoring and sampling activities. Once Risk Management Plans have been developed and implemented for a property, it is best management practice to re-evaluate groundwater conditions and update those plans to effectively monitor conditions while optimizing financial commitments. Issue – One of the registered contaminated sites (the former Public Works Yard) had a targeted excavation and risk management plan generated in 2011. Since then, the City has been completing groundwater monitoring activities to determine the effectiveness of removing the salinity hot spots and monitor residual plume movement. Following 10 years of data collection, it is recommended that historical data be re-assessed to determine trends and monitoring efficiencies through an update to the Risk Management Plan. Another of the registered contaminated sites (Jack Kraft Public Works Yard) has had a Risk Management Plan developed and implemented since 2017. Since then, the City has been completing groundwater monitoring activities and has changed the way pickled sand is stored, inside a building. Following approximately 6 years of data collection, it is recommended that historical data be re-assessed to determine trends and monitoring efficiencies through an update to the Risk Management Plan. Opportunities – This project charter outlines the high-level cost estimates to re-evaluate environmental risks associated with two City-managed contaminated sites that have salinity groundwater plumes resulting from historic pickled sand storage. Re-evaluation of environmental risks will include updates to the respective Risk Management Plans with information that has been collected since the plans were developed Risks – As a result of PSAB regulations, municipalities are required to annually report environmental liabilities associated with contaminated sites. Regular re-evaluation of long-term monitoring programs (i.e., those under Risk Management Plans), may assist with reducing financial liabilities as trends in plume migrations are realized and appropriately managed. In addition, there is inherent 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, and/or long term environmental and ecological consequences. 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 Activity: N / A			
STAKEHOLDER IDENTIFICATION:	Internal stakeholders – Public Operations, Human Resources, Safety & Environment			
TIMELINE:	2023 – Detailed assessment of risk management plan for the former Public Works Yard. 2024 – Detailed assessment of risk management plan for the Jack Kraft Public Works Yard.			
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$	30,000
		2024	$	30,000
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	-
		2031	$	-
		2032	$	-
		Total	**$**	**60,000**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	30,000	30,000								
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**30,000**	**30,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Comments:

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023 - 2032
CHARTER NUMBER:	ENGS-069
CHARTER NAME:	Intelligent Transportation Systems (ITS) Strategy Implementation
LEAD DEPARTMENT:	Engineering

TYPE:	○ RMR ◉ GROWTH	
Explanation (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 to improve mobility efficiency, safety, and information sharing.	

PROJECT CHARTER JUSTIFICATION:	Current State The City developed an Intelligent Transportation System (ITS) Strategy, 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 on the network. ○ Permanent count stations have been applied and continue to be a focus moving forward. • Adaptive Signal control: This is the shift in signal timing operations to improve efficiency along corridors in and through the City. It shifts from pre-set time of day plans to a system using increased sensing to respond better to real time demand.

	○ The St. Albert Tr and Boudreau Rd Corridors have had Adaptive signal operations applied and funding is requested to expand to next priority applicable sites. • System capabilities to improve monitoring and reduce time to respond to network issues. ○ A Central monitoring system has been applied and integrated to the network. • Preparing for and implementing equipment that shall provide real time information to road users, assisting with condition warnings, allow for improved pre-trip planning. ○ Drive time sensors, Point / Tilt / Zoom (PTZ) cameras and a Driver Information Sign (Ray Gibbon south) have been installed and continue to be targeted actions. <u>Issues</u> • Expansive network needs and priorities: The transportation network must meet the needs of varying, and sometimes conflicting, priorities of road users. The objective is to optimize movement for the overall network and prioritize safety. • 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. <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 communication for background information and scheduling that may be available for public to view throughout the program. • Enhancing data collection will improve on evidence-based decision making for network operations, and capital investment. • 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). This can create efficiency for completion and economic benefit through efficiencies of construction, as well it reduces disruption and negative impacts of construction. <u>Risks</u> • Technology: Technology is fast changing; 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. • Unscheduled disruption, damage due to construction activities or malfunctioning equipment associated with the communications network which impacts levels of service road users.		
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:	- City Council - Residents / Businesses - City Departments: Transit, Public Works, Fire and Emergency Services, Municipal Enforcement, Recreation & Parks, Planning and Development, Community and Social Development, Economic Development, Smart City, Capital Projects Office, Corporate Communications		
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**	**2023**	$ 316,300
		2024	$ 357,300
		2025	$ 347,500
		2026	$ 375,600
		2027	$ 203,200
		2028	$ 336,200
		2029	$ 336,200
		2030	$ 336,200
		2031	$ 336,200
		2032	$ 336,200
		Total	**$ 3,280,900**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	27,000	37,000	35,000	35,000	20,000	35,000	35,000	35,000	35,000	35,000
Site Servicing										
Strucure/Building Construction	56,000	75,000	71,000	66,000	46,000	61,000	61,000	61,000	61,000	61,000
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency (5% + Inflation Rate)	26,300	35,300	34,500	37,600	20,200	33,200	33,200	33,200	33,200	33,200
Public Participation Activities										
Equipment	207,000	210,000	207,000	237,000	117,000	207,000	207,000	207,000	207,000	207,000
TOTAL	316,300	357,300	347,500	375,600	203,200	336,200	336,200	336,200	336,200	336,200

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

Comments:

1) 2023 to 2028 ITS Programs are identified within the Attachment to this Charter. Program locations and schedules may be subject to change based upon updated traffic data recorded, network needs / priorities and alignement with alternative Capital program delivery.

2) Years 2029 to 2032 are "place holder" budgets held for future program consideration.

3) Cost estimates are based upon 2022 equipment costs and construction costs and may be subject to change.

4) Contingency values have accounted for cost inflation increase in 2023 and 2024 estimates: 5% in 2023 and 7.4% (total inflation) in 2024. Years 2025 to 2032 have been capped with this 7.4% inflation rate and may be adjusted once costing impacts are showing a consistent trend.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023 - 2032
CHARTER NUMBER:	ENGS-077
CHARTER NAME:	Neil Ross Road Extension
LEAD DEPARTMENT:	Engineering

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	This project targets the completion of engineering design and construction of Neil Ross Road.	
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 perform preliminary geotechnical and environmental investigation and design of the roadway that will enable construction of Neil Ross Road to the east.	

PROJECT CHARTER JUSTIFICATION:	Current State A Functional Study for Neil Ross Road has been completed in 2020, that provides the preferred alignment for the roadway, with conceptual design and construction costs (+/-50%). This project is anticipated to be Off-Site Leviable, and aligns to Council Policy C-P&E-09 (Off-site Levy Front-ending Prioritization Criteria) in regards that it supports Council Priority #3: Building a Transportation Network Integrated Transportation Systems; and is influential to: 3) Sustain growth and development in the north-east of the City 4) Improve network level of service through connectivity and provision of an alternate arterial route

	5) Improve transportation safety by rerouting traffic away from community short-cutting (through Erin Ridge / Erin Ridge North). The fronting of funding is expected due to desired completion of the project for influence and improvement to the overall network, while also enabling and supporting development. Should development advance ahead of the City's targeted timeframe to require connectivity, front ending of work may be completed by Development. <u>Issues</u> 3) City growth and development: Neil Ross Road will be impacted by development occurring in the north and east of the City. Projected timeframes of development completion should be used to forecast; however, actual development may vary. 4) Regional demand: Neil Ross Road will be impacted by regional traffic demands (County / outside City boundaries). These influences will be accounted for within improvement analysis. 5) Network needs: Neil Ross Road will be a future key corridor for the City and potentially region, connecting 127 Street to St Albert Trial and Ray Gibbon Drive (via Fowler Way); however, capital investments must represent the maximum benefit to the City which may be aligned to improvements to alternative corridors. A network evaluation was completed in 2018 which identified priority levels and a substantial demand of investment for the City's Transportation network. The prioritization of the City's 2018 needs did not highlight Neil Ross as a priority. 6) Land acquisition: The City has identified a preferred alignment with the functional study and communicated with land owners. There is potential contention between the City's preferred alignment and land owner's desired alignment which may influence project delivery and timelines. <u>Opportunities</u> 9) Strategic improvements: Staged investment towards Neil Ross Road may be investigated to maximize resource allocation. 10) Project Alignment: Consideration and collaboration between this charter and other planned capital work or development will ensure stronger strategic planning. 11) Utilization of Intelligent Transportation Systems (ITS) in any new roadway designs or operations.

	12) Timely actions of engineering/design towards construction to maintain continual progress towards delivery of the roadway to support growth and maintain levels of service. 13) Reduced community short-cutting: the communities of Erin Ridge and Erin Ridge North are currently being impacted by vehicle short-cutting due to limited alternate routes around the communities to gain access to St Albert Trail commercial sites. The construction of Neil Ross Road provides a viable alternative that can mitigate the existing short-cutting. <u>Risks</u> 11) Construction costs may vary from estimated values used to create this project charter; being that design is not completed. 12) Development timeframes may vary, which could result in expedition of work or delay demand and reduce priority. 13) Poor weather conditions to allow for construction completion. 14) Disruption to road users and services during construction. 15) Diversion of road network issues to alternative locations 16) Environmental protection during construction activity, particularly adjacent to the river and park system.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 3. Building a Transportation Network Activity: 3.10 Implement the prioritized inventory of approved arterial network improvements.
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. - Capital Projects team – alignment to completion with all network improvements. - Public Works – ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling. - Development Community – timelines, design outcomes - Alberta Transportation – design, timelines, funding partnership opportunities - Sturgeon County – design, timelines, annexation and joint boundary collaboration
TIMELINE:	<u>2023:</u> - Wetland Delineation study - Environmental Investigation - Geotechnical Investigation

	2025 - Land acquisition - Preliminary Design 2026 - Detailed Design - Wetland compensation / environmental permitting 2028 Construction		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$ 95,000
		2024	
		2025	$ 1,390,000
		2026	$ 917,000
		2027	
		2028	$ 13,667,500
		2029	
		2030	
		2031	
		2032	
		Total	**$ 16,069,500**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs			900,000							
Concept Planning	65,000		410,000							
Detailed Planning and Design				770,000						
Site Servicing										
Strucure/Building Construction						8,545,000				
Landscaping										
Construction Management	10,000		40,000	60,000		850,000				
Commissioning and QA/QC	10,000			10,000						
Contingency	10,000		40,000	77,000		4,272,500				
Inflation										
Equipment										
TOTAL	95,000	-	1,390,000	917,000	-	13,667,500	-	-	-	-

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

Comments:

1) Cost estimates are at a Class A level, informed by Concept (+/-50%); thus contingency for construction is 50%
2) Contingency is for land acquistion and detailed design is 10%
3) No inflation rate has been applied at this time due to the conceptual leve of work and high contingency related to concept accuracy.

1) Within the 2031 forecasted horizon it is expected that Neil Ross may be delivered as a 2-lane arterial roadway, with further additional funding required to expand to the long term 4-lane arterial cross section beyond the horizon.
    a. Triggers such as vehicle volumes and corridor / intersection levels of service will be used to identify needed corridor expansion.

2) Cost Estimate is based on a 2-Lane Cross-Town cross-section, +/- 35%, estimated at $3,250,000 / km, with an estimated distance of 1.86 km for Neil Ross Road and one arterial intersection delivered within the segment at a unit estimated cost of $2,500,000 for the intersection.
    a. A future funding estimate of $11,945,000 for widening construction with additional costs of engineering / design and contingency (approximately 10% of construction value each).
    b. Total cost of conversion from a 2-lane to a 4-lane arterial is estimated at $14,334,000.
    c. Note – land acquisition would be completed to accommodate future roadway widening.

3) Greater cost estimate accuracy will occur as further engineering and design work occurs.

4) Land costs are estimated at $90,000 / Acre.

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	Operating costs for maintaining the roadway are anticipated – for snow clearing, street sweeping, boulevard maintenance / tree maintenance; however, the operational costs are beyond 2025.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	Fire-023
CHARTER NAME:	Fire Station 2 Security Upgrade
LEAD DEPARTMENT:	Emergency Services

TYPE:	○ RMR ◉ GROWTH	
Explanation (RMR/Growth)	This is a new project and something the facility does not currently have a security system.	
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 keeping with the corporate Security Standard, this project will include the installation of a security access system (to eliminate keyed cylinders), the installation of security cameras, and a public blue safety phone on the exterior of the building.	

PROJECT CHARTER JUSTIFICATION:	A security access system will replace the need for re-keying of the building door locks, thereby reducing ongoing locksmith expenses. The proposed security cameras will be used to monitor and protect the areas on the exterior including staff parking. The public “Blue” Safety Phone, to be located at the front entrance, will be a 24/7 emergency line should the public need assistance when response crews are not in the building. This Blue Safety Phone will enhance public safety.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N / A Activity: N / A Administrative Priority: N / A Activity: N / A

STAKEHOLDER IDENTIFICATION:	Risk Management Public Works Purchasing AHS RCMP Innovation & Technology (IT)			
TIMELINE:	2023 (Q1) – RFP for equipment and installation			
FINANCIAL INFORMATION:	**Investment Year**	**2023**	$	45,000
		2024	$	-
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	-
		2031	$	-
		2032	$	-
		Total	**$**	**45,000**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction	45000									
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**45000**	-	-	-	-	-	-	-	-	-

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

Comments:

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	WATER-018
CHARTER NAME:	North Reservoir and Pumphouse
LEAD DEPARTMENT:	Public Operations (Utilities)

TYPE:	☐ RMR ☒ GROWTH	
Explanation (RMR/Growth)	New Potable Water Reservoir to support 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:	Initial request for funds for the acquisition of land for a future ~62,500 m^3 water reservoir to be constructed in stages.	

PROJECT CHARTER JUSTIFICATION:	This project is essential to support the anticipated development in the north including recently annexed lands. the new North Reservoir and Pumphouse will enhance the localized level of services while providing growth with necessary storage volume (including fire flow), pressures and flows to sustain a reliable water distribution system. The City receives water from EPCOR/Edmonton at a reduced bulk water rate with a relatively constant rate of supply. It is the City of St. Albert's responsibility, as the utility service provider, to ensure that there are adequate water storage volumes to accommodate peak flows during the day, peak flows during extended periods of hot dry weather and fire suppression. The need for a future North Reservoir was identified in the 2013 Utility Master Plan. The 2020 Water Utility Master Plan confirmed the need for 32,000 m^3 of storage in two phases based on full build-out of the City prior to the 2022 annexation. With the recent addition of the annexation lands, it is anticipated that the North Reservoir could be as large as 62,500 m^3 at full build-out. The initial construction phase is expected to be 25,000 m^3 with a total budget including land acquisition to be approximately $25M (Estimate in 2021 dollars).

	Current State – Currently the City of St. Albert has three reservoirs with a combined volume of 49,700 m^3 of active storage. Once the Sturgeon Reservoir is rebuilt, the City of St. Albert is expected to have a combined working volume of 56,000 m^3. Issue – The City must maintain adequate water storage volumes to minimize peak flows and ensure there are adequate water volumes available for fire suppression. At a growth rate of 1.3%, it is anticipated that additional reservoir storage will be needed in the year 2038. Opportunities – The City of St. Albert collects Off-site Levies from Developers towards the new water reservoirs to support growth. This project is identified within the Off-site Levy Bylaw as Water Project 2. There are sufficient funds in the OSL Water Reserve to pay for the land acquisition. Risks – There is a risk that land prices will increase significantly as services are extended to the north. It is therefore recommended that the City proceed with acquisition of the land needed for the North Reservoir well in advance of the first phase of design and construction. Assumptions - • Final construction scope will fall within the estimated budget and inflationary costs will be as expected or lower • Available staffing to manage (at construction stage) • Weather will be conducive to construction (at that stage) • Funds are adequate to complete the work • All approvals will be in place Lifecycle Costing – Water reservoirs have an approximate useful life of 50 to 60 years. The pumps and other mechanical and electrical components have an approximate useful life of 30 years.
	Council Priority: 4. Infrastructure Investment Activity: N / A Administrative Priority: A.3. Mandated Service Requirements Activity: N / A
STAKEHOLDER IDENTIFICATION:	Benefitting developers are the primary stakeholders. Private landowners and all related City departments.
TIMELINE:	Land acquisition is anticipated in 2023. Design is anticipated to begin in 2036 and construction anticipated in 2038, depending on the City's growth rate.

FINANCIAL INFORMATION:	**Investment Year** (Utility Portion)	**2023**	$	-
		2024	$	-
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	-
	Design	**2031**	$	-
	Construction	**2032**	$	-
		Total	**$**	**-**
	Investment Year (Off-site Levies Portion)	**2023**	$	1,890,000
		2024	$	-
		2025	$	-
		2026	$	-
		2027	$	-
		2028	$	-
		2029	$	-
		2030	$	-
	Design	**2031**	$	-
	Construction	**2032**	$	-
		Total	**$**	**1,890,000**
			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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Land Determined Costs	1,800,000									
Concept Planning										
Detailed Planning and Design	90,000									
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**1,890,000**	-	-	-	-	-	-	-	-	-

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

Comments:
Cost estimate for land acquisition has been escalated to 2023 based on appraisals and land transactions costs for other land transactions in this vicinity in 2022.

OPERATING IMPACTS WORKSHEET

☐ One Time ☉ Ongoing	An agricultural lease is expected on the property until the reservoir is constructed, but administration requirements should be minimal until design begins in approximately the year 2026.

ACRONYMS

AFRRCS	Alberta First Responders Radio Communication System
AHF	Arts and Heritage Foundation
AHS	Alberta Health Services
AM	Asset Management
ASIST	Applied Suicide Intervention Skills Training
ASP	Area Structure Plan
ATCO	ATCO Gas
ATF	Active Transportation Fund
BLESS	Big Lake Environment Support Society
CAO	Chief Administrative Officer
CC	Capital Charter
CCCB	Canada Community Building Fund
CN	Canadian National Rail
COMS	Community Services
COSA	City of St. Albert
CULTR	Cultural Services
CUPE	Canadian Union of Public Employees
DARP	Downtown Area Redevelopment Plan
DC	Direct Current
DCAO	Deputy Chief Administrative Officer
EL	Executive Leadership
EMRB	Edmonton Metropolitan Region Board
EMS	Emergency Medical Services
ENGS	Engineering Services
ENV	Environment
EPCOR	The City of Edmonton
ESG	Environmental Social and Governance
ESP	Emergency Services Personnel
FCSS	Family Community Support Services
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
GIS	Geographical Information System
GNWSP	Grey Nuns White Spruce Park
GOA	Government of Alberta
HR	Human Resources
HVAC	Heating Ventilation and Air Conditioning
ITS	Intelligent Transportation System
ITSV	Innovation & Technology Services
LUB	Land Use Bylaw
MAN	Municipal Area Network
MDP	Municipal Development Plan
MEO	Municipal Enforcement Officer
MFR	Medical First Response
MGA	Municipal Government Act
MR	Municipal Reserve
MSI	Municipal Sustainability Initiative
MSP	Municipal Stimulus Program
NE	North East
NP	Neighbourhood Park
OBC	Operating Business Case
OE	Organizational Excellence
OSL	Offsite Levy
PAYG	Pay-As-You-Go
PLAN	Planning and Development
POLI	Policing Services
PSAB	Public Sector Accounting Board
PTZ	Point/Tilt/Zoom
PV	Photovoltaics

RCMP	Royal Canadian Mounted Police
RECR	Recreation & Parks Services
RFI	Request for Information
RFP	Request for Proposal
RMR	Repair, Maintain, Replace
ROW	Right of Way
RTSC	Regional Transit Services Commission
RWP	Red Willow Park
SACVFB	St. Albert Community Village and Food Bank
SAFS	St. Albert Fire Services
SAP	St. Albert Place (City Hall)
SCADA	Supervisory Control and Data Acquisition
SERV	Servus Place (Recreation Facility)
SOLWA	Solid Waste
SP	Strategic Priority
SROI	Social Return on Investment
StAT	St. Albert Transit
TBD	To Be Determined
TMP	Transport Master Plan
TUC	Transportation Utility Corridor
UDI	Urban Development Institute
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 + 2023 BUDGET

City of St. Albert
5 St. Anne Street, AB T8N 3Z9
T: 780-459-1500 **F**: 780-460-2394
stalbert.ca